

Opportunities for Nonprofits within Los Angeles Communities of Color: Fund Development Strategies and Capacity Building Needs



The Fundraising Academy
For Communities of Color



CompassPoint Nonprofit Services is a consulting, research, and training organization providing nonprofits with management tools, strategies, and resources to lead change in their communities. A “next generation” management support organization, we contribute to shared leadership, multicultural capacity building and influencing the sector towards progressive values and social change.



The Grassroots Institute for Fundraising Training (GIFT) is a multiracial organization that promotes the connection between fundraising, social justice and movement-building. We provide analysis, training, and resources to strengthen organizations, with an emphasis on those focused on social justice and based in communities of color.

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We would like to thank The California Endowment for their support of the Fundraising Academy for Communities of Color and this report.

The nonprofit sector in Los Angeles is one of the most culturally diverse in the United States. It is home to over 32,000 nonprofit organizations; these organizations address diverse interests and needs, and are composed of staff, volunteers and board members who span the diversity of racial and ethnic populations in Los Angeles county.

Like many regions in California, Los Angeles reached a demographic “tipping point” over the past five years—white residents are no longer the majority population. Today, over 60% of Los Angeles residents are people of color.

People of Color led Nonprofits

Nonprofit community organizations that are based in communities of color have also become a significant portion of the nonprofit sector. Often, they originate and identify with an ethnic or racial community and are led by members from that community. While there is no current census¹ of these organizations in Los Angeles, a recent study of nonprofits in San Francisco conducted by the Institute on Nonprofit Management at the University of San Francisco has estimated that nonprofits based in communities of color and led by people of color make up at least 15% of all San Francisco nonprofits².

Nonprofits based in communities of color exemplify some of the best of what the nonprofit sector has contributed to civil society and the advancement of the public good. Our quest as a nation for a just and democratic society would not have advanced without these organizations. In an article titled *Ten Nonprofits that Influenced Martin Luther King Jr.*, Lenora Williams states, “Alpha Phi Kappa, the oldest of the African American college fraternities, counts among its members Dr. Martin Luther King when he was an undergraduate [and] the Women’s Political Council (formed by African American women in the 1940s) laid the plans and launched the Montgomery Bus Boycott.... Much of Dr. King’s work was buoyed on by the inspiring music and cultural contributions of the SNCC Freedom Singers, led by Bernice Reagan.”³ Each of these organizations had the strong support of time, talent and treasure from the members and communities they served. Nonprofit organizations based in communities of color and spanning the gamut from fraternities to arts organizations are at the foundation of many movements for social change.

History has been made and the struggle for economic, social and racial justice in the United States continues to be shaped by nonprofits led by and originating within African American, American Indian, Asian, and Latino communities. This same work is being taken up by newer generations of African, Caribbean, Pacific Islander and South Asian immigrant leaders. These nonprofits address a multitude of concerns and opportunities from providing health care and developing housing and green jobs, to preserving and enriching the cultural arts.

¹ The Urban Institute and Daylight Consulting Group are conducting a study on diversity within the California nonprofit sector, including a census of the number of nonprofits led by people of color which will be released in the fall of 2009.

² This study had a random sampling of 1,000 service providing nonprofits and had a 59% response rate. Conducted by INOM, USF with assistance from CompassPoint, the full report is available at www.compasspoint.org/research

³ *Ten Nonprofits that Influenced Martin Luther King Jr.*, Lenora Williams, Blue Avocado.

The distinct value of community based and led nonprofits in communities of color remains- to engage and involve citizens and non citizens in the betterment and long term solutions in their community, to catalyze and develop indigenous leadership, and build the social, cultural and economic resources *within* communities.

Unlike other nonprofits that seek to achieve the same ends, but are not staffed by members of the community they serve, these organizations *demonstrate* as well as build empowerment of communities of color. Successful organizations truly engage community members by involving them in solutions; they stay accountable to their communities; and they cultivate the cultural traditions with their communities to be with and to care for each other. Ethnic mutual associations and Hometown associations formed over each decade of immigration exemplify the distinct value of mutual assistance and 'giving back'.

Like the nonprofits that influenced and later carried on Dr. King's work, nonprofits based in communities of color are distinct in the ways that they empower their communities—from the Los Angeles Community Coalition's organizing of Latino and Black neighborhoods in South LA to the expression of contemporary Asian American culture at East West Players; from the nurturing of young Filipino leaders through Search to Involve Pilipino Americans to the comprehensive HIV services of Bienestar that was originated by gay and lesbian Latino/as and now provides bilingual programs in 11 different sites throughout Los Angeles and beyond. POC-led nonprofits within communities of color are a vital resource to Los Angeles, and deserve the financial support of individual community members as donors as well as the investment of funders and nonprofit capacity builders.

The Fundraising Academy for Communities of Color: A Multicultural Approach to Fundraising Education and Capacity Building

In 2004, CompassPoint Nonprofit Services and Grassroots Institute for Fundraising Training (GIFT), now publisher of the *Grassroots Fundraising Journal*, launched the first Fundraising Academy for Communities of Color with the intent of building the sustainability of organizations based in communities of color. Since then, individuals from 75 San Francisco Bay Area nonprofit organizations have participated in and benefited from extensive training and coaching by seasoned fund development professionals, as well as peer learning generated from a cohort of people of color, focused upon fundraising within communities of color.

In a recent survey of graduates of the Fundraising Academy:

- 80% of participants surveyed reported higher levels of money raised from individual donors and consistent increases in the number of individual donors than in previous years.
- 85% of participants reported that their fund development practices have improved as a result of participating in the Fundraising Academy.
- 50% reported that the Fundraising Academy had a high impact on their overall fundraising.

After four successful cohorts in the Bay Area, we began discussions on how to bring this model to other areas of the country with vibrant nonprofit communities. Through the support of the California Endowment, CompassPoint and GIFT conducted market research through an extensive survey of organizations in the Los Angeles area to learn about their fundraising capacity needs.

The need for vibrant and financially viable people of color led institutions is of a heightened relevancy, as the wealth gap in this country⁴ continues to increase and separate our communities along economic, educational and social strata.

Why Grassroots Fundraising is Essential in Communities of Color

In many nonprofits based in communities of color, the capital structure is primarily limited to government contracts and foundation grants⁴. Such organizations are often under-resourced in contributed income and, as several studies indicate, less supported overall in the number and grant size of foundations when compared to “non-minority focused nonprofits”⁵.

In addition to maintaining their existing public, foundation, or corporate funding, organizations need

to devote significant time to building a base of donors. *Grassroots fundraising is a donor development strategy that focuses on the community that the organization’s mission is concerned with.* It starts from within and involves people who have a stake in the success of the organization’s mission—community members who wish to see the vision realized. Grassroots fundraising involves education, building commitment to the issue, and engaging a broad base of constituents who are also affected by the issue. It is important not only as a development strategy, but also as a way to strengthen relationships with community members and advance the mission in ways that government and foundation funding cannot achieve.

Grassroots fundraising also provides a platform for organizations to build more successful major gifts and planned giving programs, based upon an established practice of donor development and the nurturing of donor relationships over time. Grassroots fundraising helps to assure that organizations remain effective in their work, as they are required to be engaged with their community and accountable to a broader number of donors who are passionate about making an impact.

Grassroots fundraising in communities of color builds upon cultural traditions of mutual aid, ‘giving back,’ and of honor bestowed to both the giver and receiver.

⁴ The 2008 study of San Francisco Nonprofits found that 78% of POC led nonprofits received government grants and contracts compared to 53% of non-POC led nonprofits. Institute for Nonprofit Organization Management, USF.

⁵ The 2008 report “Embracing Diversity” by the Foundation Center found that grants awarded to nonprofits with a specific mission to serve populations of color were smaller, on average than minority targeted grants given to nonprofits without such a mission. Studies by the Applied Research Center (2003), Greenlining Institute (2007) noted decreasing rates in the numbers of grants and giving to communities of color and organizations serving those communities.

In the report, *Racial, Ethnic and Tribal Philanthropy: A Scan of the Landscape*, published by the Forum of Regional Associations of Grantmakers in 2006, it is noted that:

“Organizations that viewed mainstream funding as ‘an entitlement’ or as the sole source for their funds, without simultaneously engaging donors within their own communities to contribute to the fund...seemed to grow more slowly, if at all, and encountered sustainability challenges.”

We believe that organizations that adopt grassroots fundraising as a key strategy—and create a healthy fundraising culture to engage their community—are more likely to raise money from other sources more effectively and remain relevant to their community over time.

While fundamental to the success of most nonprofit organizations, fundraising is still viewed as challenging for many. In the same report, the majority of racial, ethnic, and tribal funds interviewed expressed “a need and desire for learning and training that would allow them to advance their fundraising. Indeed, many considered building this infrastructure critical to their survival and success...Many funds noted a lack of what some called ‘a culture of fundraising,’ and do not have the full range of skills, the structure, or the expectation within the leadership and organization.” When discussing how to meet these fundraising challenges, “[few] indicated that they had access to the consultant or staff expertise required.”

The Fundraising Academy for Communities of Color was developed by CompassPoint and GIFT as a result of seeing many nonprofits in communities of color who were not accessing or benefitting from traditional forms of fundraising training or professional development programs. Such offerings are often not geared to smaller organizations, or lack multicultural awareness in their teaching approach. Similarly, the fund development professional world is still a long way from diversifying its own ranks, and formal philanthropy is still perceived as the domain of rich white people. In this context, the multicultural approach Fundraising Academy for Communities of Color has been a successful resource for nonprofits in the San Francisco Bay Area.

Why Los Angeles?

CompassPoint and GIFT are committed to sharing this model of fundraising capacity building, and we are very interested in offering the academy in Los Angeles as a part of this effort. To be successful in launching and sustaining the academy in another region, we considered the following factors in our business planning:

1. A region which had a growing nonprofit sector based within racially and culturally diverse populations.
2. Significant presence of nonprofits that originated within communities of color, and are led by members of their community.
3. Local capacity builders who could partner with us to establish a network of multicultural fundraising coaches and trainers.

According to the 2008 report, *The State of the Nonprofit Sector in Los Angeles*, issued by the UCLA Center for Civil Society, there are over 32,000 501(c)(3) organizations in Los Angeles County. 73% of these organizations are small, with 1-20 employees. Per capita, Los Angeles County is home to more nonprofits than any other county in Southern California. They also have significantly higher expenditures per capita than any other county in Southern California. This means that in terms of the number of agencies and amount of spending, the nonprofit sector in Los Angeles County has a greater capacity to serve its population. However, there are generally fewer nonprofits per capita in areas with high numbers of Latinos and African-Americans, namely Service Planning Areas⁶ 6 and 7. While lower in per capita numbers, we estimate that that a higher percentage of nonprofits led by Latinos and African Americans exist in these SPAs. These communities must also contend with higher rates of poverty, lower incomes, higher high school dropout rates, and less access to health insurance.

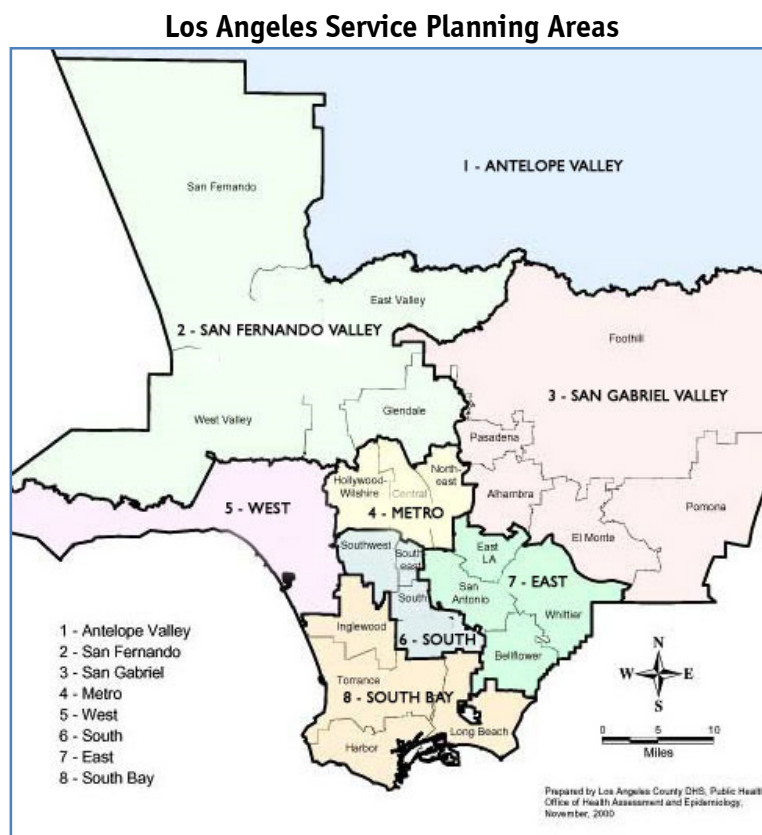
As a part of our formative research on the Los Angeles market, we held two focus groups in 2007, one composed of Latino immigrant led organizations and a second primarily composed of African American and Asian Pacific Islander led nonprofits. Initial findings from these discussions encouraged us to broaden our market research and contact with Los Angeles nonprofits. Key findings from these focus groups include:

- Nonprofits based in communities of color are aware of the basic concept of grassroots fundraising, but primarily engage in only one aspect—holding annual events which are only moderately successful in netting additional funds and even less successful in developing more donors.
- Their perception of organized philanthropy is that it is primarily white, and not accessible. A similar perception exists that the technical assistance and capacity building field is primarily white, and that these fields are not familiar with the characteristics of their communities and organizations.
- Participants were highly receptive to learning more about fundraising within a multicultural peer learning setting.
- The initial fee range of \$500 – 1,500 per participant was seen as reasonable for the breadth and depth of the academy offerings.

In the summer of 2008, CompassPoint and GIFT sought to broaden this research through an online survey of POC-led nonprofits. Without an accurate census of these groups, we did not seek to reach a representative sample, but sought a large enough and culturally diverse enough sample to strengthen our initial findings about the needs and interests of these groups. We believe the study was successful in generating a strong sample, as described in the next section. We are pleased to report our findings to help other capacity-building organizations better understand the landscape of community nonprofits, specifically in the Los Angeles area, and to provide a voice for a population that is often overlooked.

⁶ Los Angeles County is divided into eight "Service Planning Areas" (SPAs), which are geographical regions within the county. See map on page 7.

People of Color-Led Nonprofits in Los Angeles: Fundraising Strategies, Organizational Capacities & Needs



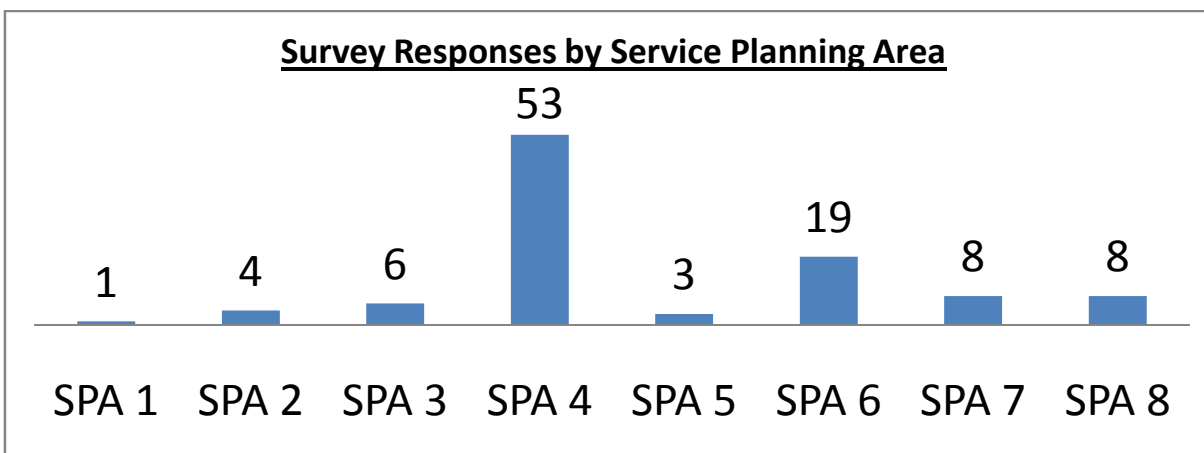
About the Research Methodology and Sample

In July 2008, CompassPoint and GIFT developed a 25-question survey that was distributed electronically to organizations serving people of color in Los Angeles County. They were identified through our networks and two foundation grantee lists⁷, along with additional assistance from the Center for Nonprofit Management and Los Angeles First Five. We reached over 200 contacts and generated 104 responses, of which 82 respondents—or 79%—met the sample criteria of having a mission focused upon communities of color, and over half of board and senior leadership comprising people of color. We were pleased and surprised with the highly accurate contact identification and an extremely high response rate of 50%, and believe that one of the reasons for this was the high level of interest by respondents in the topic itself.

While not statistically significant, this sample provides a snapshot of the fundraising needs and experiences of people of color-led organizations. In order to understand how best to develop

⁷ The California Endowment and the Liberty Hill Foundation provided contact information for grantees that they believed to fit our criteria. We also generated email invitations through the Center for Nonprofit Management and the First Five Collaborative, whose assistance we greatly appreciated. Special thanks to Than Nguyen for administering the survey and generating the data reports.

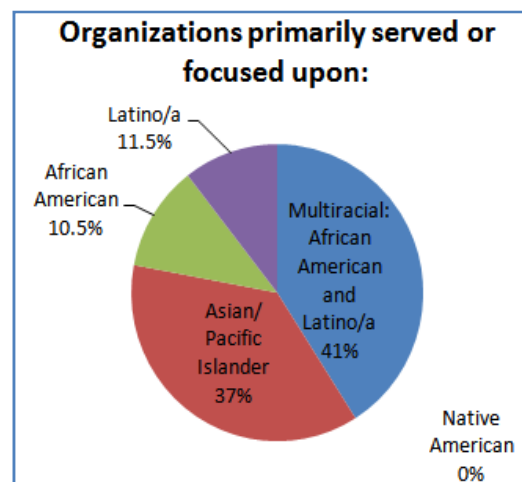
successful fundraising capacity-building strategies for grassroots and emerging people of color-led organizations in Los Angeles County, we asked respondents to directly identify their needs and how best to meet them.



The vast majority of respondents were with organizations based in the Metro Area (SPA 4) with the next highest number of responses in the South (SPA 6). SPA 6 has the highest concentration of African Americans and Latinos compared to other areas, and is less geographically served in the number of nonprofits per capita. According to the 2008 Nonprofit Sector Report by the UCLA School of Public Affairs⁸:

SPA 4 has the highest one-year public high school dropout rate (10.4%), highest percent of adults (ages 18-64) who are uninsured (32.2%), and second highest overall and child poverty rates (25.4% and 37.5%, respectively). SPA 6 ranks highest in the County in the following categories: percent of population living in poverty (29%), percent of children and youth living in poverty (40%), percent of adult population with no high school diploma (46%), percent of children and youth who are uninsured (11.3%), percent of adults reporting their health to be fair to poor (33.4%) and homicide death rate of children and youth (per 100,000).

Seventy nine percent of our survey respondents identify their organizations as being POC-led, which we defined as half of the senior staff and board of directors being people of color. Almost half are multiracial organizations, primarily serving a mixed population of African-American and Latino communities. About one-third serve Asian and Pacific Islander populations. Forty-three percent of respondents have organizational budgets of \$500,000 or under. Seventy percent have less than 2 full-time equivalent development positions.



⁸ *Local Patterns and Dynamics: The State of the Nonprofit Sector in Los Angeles*, Center for Civil Society, School of Public Affairs, UCLA, 2008.

Key Findings

Overall, we found that people of color-led organizations in Los Angeles County are faced with several challenges in raising money from individual donors, although the majority of them do fundraise and see it as an important part of their work. They are eager to access fundraising training and coaching opportunities in a culturally competent and relevant setting, but feel there is a lack of available resources.

There is a need for fundraising programs designed specifically for communities of color. When asked if there was value in a fundraising training program for people of color only, an overwhelming 93% said yes. Some of their comments:

"It is extremely beneficial to understand how to navigate fundraising efforts in communities that believe they have limited resources and among agencies that feel they need to compete for limited grants".

"Minority-run nonprofits are less likely to be funded by private foundations and need to understand strategies for accessing them."

"Most communities of color do not have access to the wealth and social capital that mainstream trainers assume attendees to have."

"Language, culture, generational needs, stereotypes, socio-economic issues cannot be addressed with a one-size-fits all workshop."

"There aren't enough people of color who know how to effectively raise funds. I usually see white people in development positions and I feel we need to develop the leadership of people of color in those positions in grassroots organizations so the organizations reflect more of the community where they work."

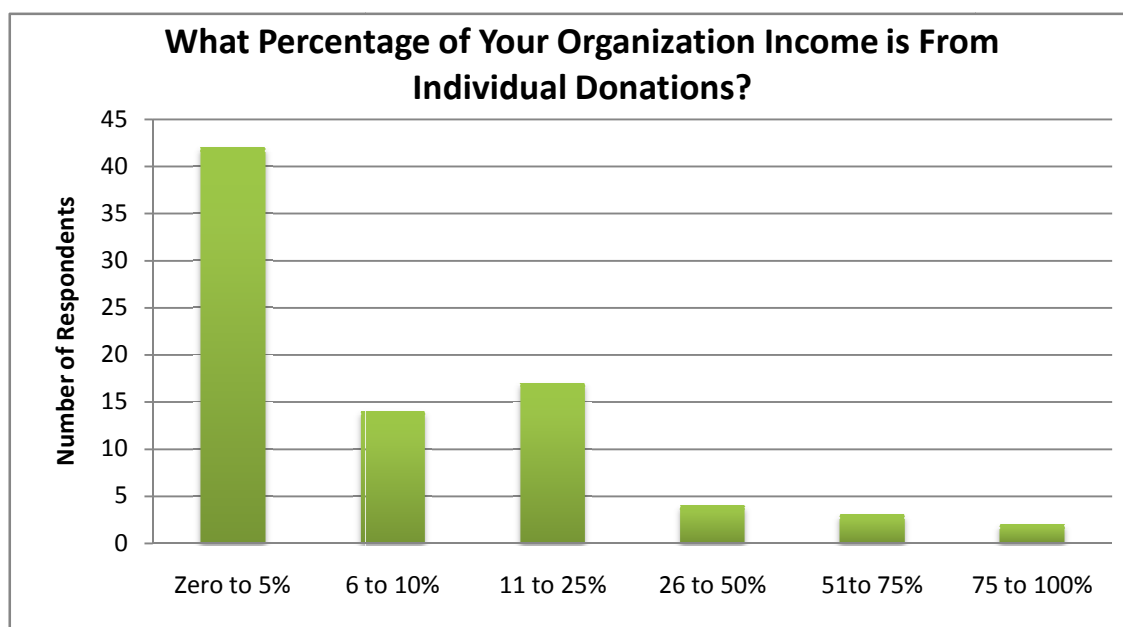
"We need it in order to build peer support networks, consolidate knowledge and support, and to address the unique challenges of fundraising in, among, and led by people of color."

These comments by respondents were also echoed in a report from the Foundation Coalition in California, titled *Strengthening Nonprofit Minority Leadership and the Capacity of Minority-Led and Other Grassroots Community-Based Organizations*⁹. In the report, minority-led organizations stated repeatedly that they need culturally competent and locally-based capacity-building, leadership training and board development.

⁹ This report, released in December 2008 by the California Coalition can be downloaded at: <http://www.weingartfnd.org/default.asp?PID=142>

Foundation grant making is the most frequently cited form of income, and comprises the largest share of income among these nonprofits. Most organizations reported foundation funding in the 40-65% range; however, one third reported having more than 75% of their income come from foundations, and foundation grants comprise 50% or more of the income of a little over half of the total respondents. 76% of respondents received government funding, yet, only a fifth of survey respondents rely on government funding for more than 50% of their income. Only 6% of all respondents generate over 50% of their income from individual donors, and only 5% report earned income as their major source. Our sample was represented more heavily by smaller sized organizations (59% under 1 mill, 22% 1 -2 mill, 19% with budgets above 2 mill) and we assume that government funding would be more predominant in a sample with larger sized nonprofits.

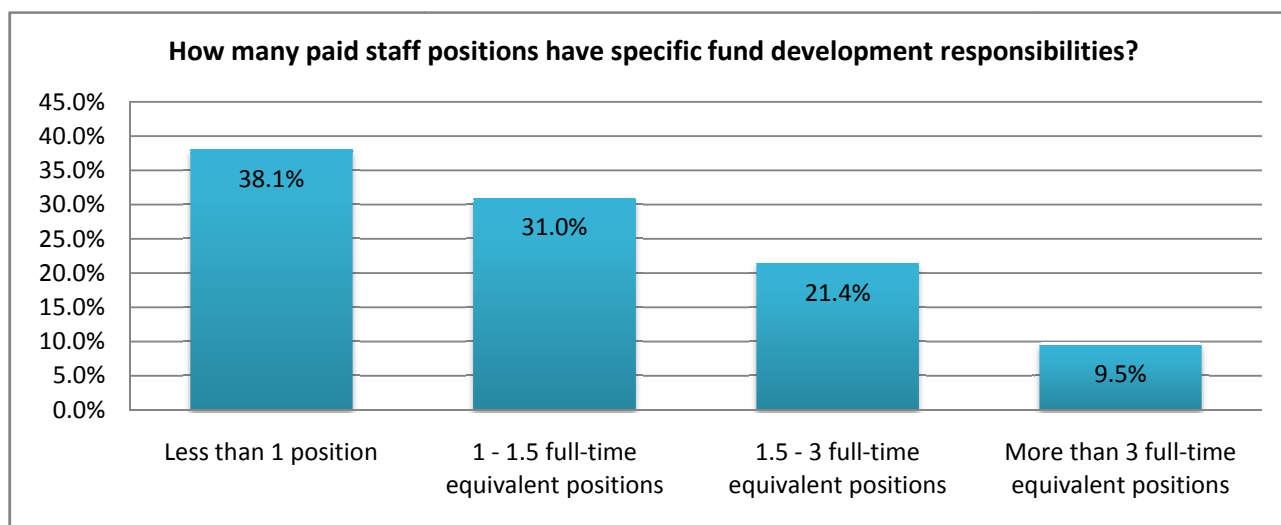
Organizations are not developing strong donor fundraising programs. Half of the respondents reported 5% or less of their overall budget coming from individual donors. And less than 10% reported having more than 25% of their overall budget coming from individual donors. Median income from individual donations was 21% for organizations with budgets under \$250,000, and then dropped to 5% for all other budget sizes. While there is no comparative data sets to analyze differences between these groups and non-POC led groups, our observation is that individual donor contributions comprises a larger share of income in among comparable sized non-POC led organizations.



The most common fundraising strategies are sending mail appeals and special events; this finding is consistent across all budget sizes. Organizations with budgets of \$1 million or more were more likely than smaller organizations to use face-to-face solicitations and donor visits, strategies most often associated with major donor campaigns. Canvassing and door-knocking were used by almost 25% of organizations with budgets over \$2 million, but used rarely or not at all by smaller organizations.

Fund Development Capacity

Most organizations conduct their fundraising activities with less than 2 staff people. When asked how many paid staff positions have specific fund development responsibilities, 38.1% of the organizations reported fewer than 1 position, with 31% reporting 1 to 1.5 positions that have such responsibilities. This may overestimate the total FTE of staffing since some of these staff positions also share other key responsibilities, such as the Executive Director or Program Director role.



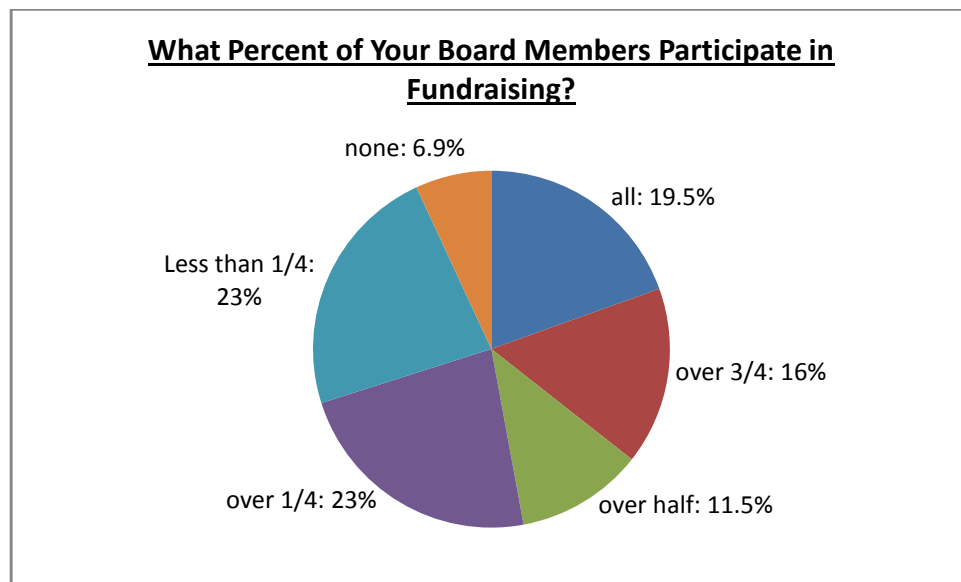
Lack of time, infrastructure, people, and training are top challenges. The top 5 greatest fundraising challenges, with at least one-third of respondents indicating it as a “big challenge” (as compared to “somewhat of a challenge” or “not a challenge”), are:

1. **Not enough time for fundraising**
2. **Lack of infrastructure (e.g. database, website)**
3. **Not enough donor prospects**
4. **Ineffective fundraising team or no one to recruit onto a team**
5. **Lack of training for development staff, Executive Director, and the Board**

Items that ranked high as *not* being a challenge at all include: talking about the organization in a compelling way to donors, high turnover or lack of strong applicants for fundraising positions, and lack of motivation or interest from board and volunteers.

Board members’ participation in fundraising is low; but improves with training. Board members are not being fully utilized by their organizations for fundraising. Almost half of respondents said that 50% or less of their board members participate in fundraising. This was true regardless of whether or not they provided fundraising training to their board. However, in organizations that did provide training, a higher proportion (26-50%) of board members conducted some fund development activities, compared to 25% or less participation without training. Also, none of the organizations that did provide board training reported zero participation by the board in fundraising, as compared to 12.5% of organizations that did not provide training. About half of the organizations have provided training to their board members; this training is usually provided by a

paid (40.5%) or pro bono consultant (16.2%), or by staff (32.5%). Only 10% of this training is provided by peer board members.



Volunteers are a frequent source for fundraising.

Three quarters of the organizations utilize volunteers to assist or lead fundraising efforts. The most frequent role was implementing special events such as organizing tables and selling tickets. However, volunteers were also conducting foundation development by researching, writing, and reviewing grant proposals.

Training and coaching are the preferred capacity-building ways to meet these challenges. Of the 9 main features of the Fundraising Academy, the four program features considered to be most important are: multiple trainings, individualized coaching, the opportunity to bring other people to the training, and a special training session for the board.

Organizations are not aware of the resources available to them. When asked to recommend fundraising resources, the most frequently cited (30%) was the management support organization for Southern California, the Center for Nonprofit Management. But many others were hard-pressed to name even one resource, especially those specifically for communities of color. The most frequently used resource was informal peer advice, and print resources such as magazines and newsletters.

Los Angeles is distinctly different from the Bay Area. Although both CompassPoint and GIFT have done some work with organizations in Los Angeles, the Fundraising Academy has previously focused on the Bay Area. We asked respondents to share what they thought were the main differences between these two locales. The top 3 differences cited were the geographical distance, the prevalence of the entertainment industry, and the lack of a progressive nonprofit sector.

- The greater size of Los Angeles County and the geographical distance between neighborhoods coupled with long commutes and lack of public transportation leads to greater isolation between communities and greater transportation challenges.

- The prevalence of the film, television, and arts industries provides nonprofits with unique potential sources of support, resources, and celebrity attention.
- There is a lack of a progressive nonprofit sector, including organizations, foundations, technical assistance providers, and other resources. Coupled with a more politically conservative environment, this leads to fewer available resources and greater competition among progressive nonprofits.

Next Steps

In an environment where public funding is highly uncertain, and the trends in foundation and corporate giving are definitely declining over the next few years, nonprofits based in communities of color need and desire assistance that will build their capacity to raise income from all sources well, and to build a broader base of support within their communities. Ninety-seven percent of survey respondents indicated that they wanted more information about participating in the Fundraising Academy.

The Fundraising Academy for Communities of Color addresses many of the challenges and needs expressed by these organizations through an 8 month long program that builds fundraising skills and leadership approaches to create the changes in systems and practices within their organization. The academy does this by offering relevant information, ways to practice skills with supportive feedback, and by creating the safety to learn and teach others within a multicultural setting. The material is relevant because it uses examples from similar organizations and addresses the dynamics of race and class, power and privilege in philanthropy and the cultural dimensions of donor cultivation, solicitation and recognition.

Participating organizations receive 7 full-day training sessions, 15 hours of one-on-one coaching, print and online resources, and the chance to build a strong cohort of peers to turn to for continued support. These combined modes of capacity building enable participants to understand and utilize donor development frameworks through their own cultural lens, and in the context of the communities they work in. Along with improved fundraising outcomes, almost all participants have identified that they experienced significant change in the following areas:

- Changes in leadership beliefs related to donor development in POC communities.
- Shift in staff and board time placing more focus upon donor development year round
- Increased fundraising practices in over half of the groups- board giving, fundraising plans, donor information management, more frequent personal solicitation at higher levels

CompassPoint and GIFT are dedicated to this work. Both organizations have a long track record of producing high quality work with a shared practice in fundraising and other capacity building with multicultural organizations. Given our success with past sessions of the Fundraising Academy for Communities of Color and the findings of this survey, we are eager to host this unique and comprehensive training in Los Angeles.

In order to demonstrate the effectiveness of the FACC as an effective capacity building model for POC led nonprofits, we aim to offer the Fundraising Academy in Los Angeles County for three

consecutive years, starting in the fall of 2009. Over this period, we will reach at least sixty organizations in which to measure improved fundraising practices and outcomes, to support a core of POC fundraising leaders through an alumni group and to develop a local network of multicultural capacity builders who will continue to provide fund development capacity building beyond the three years. CompassPoint and GIFT have begun this work by identifying over 100 POC-based nonprofits in Los Angeles, generating strong interest, and developing local trainers who can teach and coach in the academy. We have raised 20% of the necessary funding to sponsor the Fundraising Academy for Communities of Color for three years, and are currently securing additional sponsoring organizations to offset costs that will not be covered fully by participants.



2009 Fundraising Academy Graduate Debbie Saito receives certificate from Co-trainers, Byron Johnson and Priscilla Hung.

Conclusion

The funding and the operating environment has dramatically changed for nonprofit organizations, including those based within communities of color. Despite much larger threats to financial stability, there are real opportunities for these nonprofits and the communities they serve. Many large nonprofits that traditionally provided social services are considering what different impacts they could have in community organizing and changing public policies. Environmental, social justice and racial justice organizations are exploring what impact they can have upon bringing green jobs into communities of color and other economically distressed neighborhoods. The term “minority-led” nonprofit (and the term “minority”) is no longer accurate in many regions, and corresponding paradigms of power and social identity are also changing. With the nonprofit sector in Los Angeles becoming more and more a sector of smaller nonprofits and much more culturally diverse, POC-led nonprofits will have more opportunities to contribute to and make impact within the region. The Fundraising Academy for Communities of Color presents a new opportunity to catalyze financial support for these groups, by strengthening donor development in their income generation strategies, cultivating culturally effective donor strategies, and increasing the visibility and engagement within their communities and constituents.



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www.grassrootsfundraising.org