01. Introduction

Thank you for taking the time to review the Communities Foundation of Texas’ Philanthropy Department efforts to advance race, diversity, equity, and inclusion (RDEI) through its grantmaking and other programmatic activities. Like many foundations, CFT has been on a trajectory to center racial equity in our work, an effort that has significantly accelerated in the past few years.

CFT’s organizational entry into the work of racial equity began when it joined Dallas Faces Race as a partner organization in 2013, alongside 200+ other foundations and nonprofits in Dallas. Dallas Faces Race was a forum active from 2013-2016, organized by the Boone Family Foundation and the Embrey Family Foundation. It was designed to bring together organizations to actively build their capacity to address racial equity and make change. Foundations and nonprofits who signed on as partners committed to engage in racial equity capacity building and collaboration together with other partners, including training, shared tools and resources.

CFT’s participation in Dallas Faces Race brought staff into learning opportunities with other foundation and nonprofit staff around explicit discrimination, unconscious/automatic discrimination, institutional discrimination, and embedded societal and structural discrimination. This led to CFT’s support of co-hosted Cause-Minded Conversations and initiatives aimed at dismantling stereotypes (KERA’s One Crisis Away, beginning in February 2014; Eldar Shafir on Scarcity: Why Having So Little Means So Much, in April 2014); addressing individual and societal/structural discrimination (Bryan Stevenson on Just Mercy, in February 2016; Shankar Vedantam on Hidden Bias, Hidden Harm, in December 2016); Redlining, Discrimination & Segregation: A Community Conversation featuring author of The Color of Law, Richard Rothstein, in September 2018); and bringing others into the fold of working on racial equity issues (Rev. Starsky Wilson on The Role of Faith Communities in Addressing Equity and Inclusion, in December 2018).

In support of Dallas Faces Race, The Embrey Family Foundation commissioned research on race in Dallas in the fall of 2014, utilizing a nationally recognized polling expert, Lake Research, to provide a helpful framing. The purpose was to guide the conversation around racial equity and increase the understanding of foundation and nonprofit leadership around the landscape of race in Dallas. Dallas Faces Race’s activities were folded into Dallas Truth, Racial Healing and Transformation in 2017.

When the Philanthropy Department was able to begin expanding its staffing in 2015 (from 5 members to the eventual 12 it is today), department leadership prioritized expanding staff representation based on the awareness-raising brought about by these learning opportunities. Many of the changes begun within Philanthropy to modify the recruitment, screening, interviewing, and decision-making processes of hiring based on RDEI principles are now used across CFT, though there is still further to go to ensure equity is truly embedded throughout the process.

The tragic events of 7/7/16 marked an additional turning point, not only for the region but also for CFT. CFT played a major role in organizing a funder collaborative to engage in hard conversations about race and stepped forward to be the fiscal sponsor and collaborative organizer for Dallas Truth, Racial Healing and Transformation (D-THRT). Since that time, Philanthropy has begun to move away from a “need-based” framework for our RDEI work to one focused on “self-determination and empowerment.” Our thinking has evolved as we have learned from authors and activists in this field. Newer conceptions of equity encourage organizations to move from equality to equity to liberation (and beyond). In the state of liberation, those who have faced injustice take control of their narratives and invent their own futures. Grantmaking in this vein can be seen in recent years - particularly grants made through the racial equity LOI in 2017 and 2018 and through Caruth in 2019 – and in the ways we have used our influence to draw attention to inequality and to support efforts meant to foster inclusion.

“We believe all people deserve equal rights and access, the dignity of self-determination, and the agency to shape decisions that impact their lives.”

– The Justice Funders Network

This report provides a thumbnail sketch of this work. While we are proud of the wide array of activities you will read about, there is much more that we can and must do. Even before the horrific murder of George Floyd and the national demonstrations against antiblack racism, we had begun to meet as a department to chart out the next phase of our equitable grantmaking strategy. Informed by the best thinking in philanthropy and deep knowledge of our community, we see significant opportunities to expand our Equity Footprint: by stating our commitment to equity publicly, developing a clear vision for how we will operationalize those values, and ensuring that we are capturing data on our progress.

We look forward to your engagement in this process.
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DEFINITIONS

Diversity
The acknowledgment and celebration of differences in cultures, traditions, and beliefs.

Inclusion
Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision-making in a way that equitably distributes access, resources, and influence.

Equity
The condition that would be achieved if one’s identity no longer predicted, in a statistical sense, how one fares in organizations and society. Improving equity is to promote justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the underlying or root causes of outcome disparities within our society.

Liberation
The condition of social life that is brought about when historically oppressed people have been empowered to reorder social structures in ways that achieve the freedom they have been effectively denied.
Timeline of Select Public Safety Grants and Equity-Focused Events and Initiatives

- **2005**: City of Dallas FBO Dallas Police Department
  - $15M

- **2009**: Metrocare Services/Dallas County MHMR: Cottages at Hickory Crossing
  - $3.5M

- **2013**: CFT joins Dallas Faces Race
  - $475K

- **2016**: CFT hosts Bryan Stevenson to discuss Just Mercy
  - Trust for Public Land: Alice Creek Branch Project
  - $500K

- **2017**: CFT releases first racial equity RFP
  - Meadows Mental Health Policy Institute: Smart Justice Initiative
  - $3.5M
  - Bridges to Life: Restorative Justice
  - $360K

- **2018**: Dallas Faces Race activities are folded into Dallas Truth Racial Healing and Transformation
  - $500K

- **2019**: CFT hosts Wilson & Faith Leaders Forum to discuss poverty, hunger, and homelessness

- **2020**: CFT produces Philanthropy 360 podcast

How might CFT use grants, events, and initiatives in the future to support its commitment to equitable grantmaking?
“The publicly stated purpose of a foundation is generally reflected in the mission of its grantmaking program. Foundations reflect their values and priorities in how much they give and to what causes. Thus, grantmaking provides a clear picture of a foundation’s commitment to advancing equity.”

- The Equity Footprint

CFT has historically had two major discretionary vehicles for grantmaking: the Letter of Inquiry process (LOI) and the W.W. Caruth, Jr. Fund. With this funding, we have made some notable recent grants that reflect a commitment to equity, which are described in the pages that follow. As a mostly responsive funder until recently, however, we have not undertaken a deep analysis of the ways equity issues play out across the domains we invest in the most. This is something for consideration as we move forward with greater intentionality.

Take, for example, our spending on public safety. Since 1997, we have awarded almost $16 million in Caruth grants for the benefit of the City of Dallas Police Department. While many of these grants were designed to improve training or community policing efforts, the evaluations that were done tracked impact on the organization rather than impact on the community. It is critical that we shift the learning lens to focus on community impact.
In 2016, the W.K. Kellogg Foundation launched a national effort to engage communities across the country in racial healing and change efforts via a Truth, Racial Healing and Transformation (TRHT) process. After being invited by Kellogg to apply, CFT's Recovery Fund of Dallas spent ~$22.5K over six months to facilitate the founding members' discussions about what would go into an application to the Kellogg Foundation and to design how Dallas TRHT (D-TRHT) would be organized. Dallas ultimately was one of 14 cities across the nation that received a grant to implement the community-driven process designed to address the historic and contemporary effects of racism. By being dedicated to building the capacity for other organizations to do RDEI work, D-TRHT fills a key gap in the nonprofit ecosystem. CFT made a discretionary grant to D-TRHT for $250K, $125K to go toward the grantmaking endowment in support of Kellogg's matching requirement, and $125K to be used toward D-TRHT's implementation activities, as needed.

Today, D-TRHT is led by Jerry Hawkins. Since taking the position in 2018, he and his team have facilitated numerous listening and educational sessions, and have conducted archival research on the exploitation of Black, Indigenous, and Hispanic populations in our city. Additionally, with the support of the Caruth Fund, D-TRHT launched a racial equity training institute in 2019, Racial Equity NOW, to address inequities and disparities within the nonprofit sector. This is covered in more detail on page 8 of this report. D-TRHT has applied for and received independent 501(c)3 status, and will have access to an endowed racial equity grantmaking fund, seeded with $750K by the Kellogg Foundation, to support future racial equity grantmaking once its fundraising match has been achieved (accounting for pledges, ~$250K remains to be raised to date). There is an opportunity for D-TRHT to become an enduring part of the nonprofit Dallas landscape if they are able to raise the funds for continuing operating expenses following the conclusion of the Kellogg grant in 2021.
Recognizing that we had much to learn about the landscape of equity-focused organizations in North Texas, and to infuse racial equity dollars into the community in the wake of the 7/7 shootings and in support of D-TRHT’s areas of focus, we launched CFT’s first Racial Equity request for proposals (RFP) in 2017. We ran Racial Equity grantmaking as a separate RFP for two years 2017-18, during which time we received 135 proposals and funded 62 organizations for a total of $310,000. The average grant size was $5,000.

Grants were used to:

- Facilitate storytelling to help give voice and understanding to marginalized experiences
- Engage others in looking at racial inequalities locally
- Contribute to racial healing activities within and across sectors in Dallas
- Contribute to a culture of connectedness between different racial and ethnic groups
- Create and/or implement practical solutions to race-related challenges in Dallas

Some examples of the work the racial equity grants supported include:

**Teatro Dallas** presented *Little México, Ayer y Hoy*, a play of collected stories by Mexican Americans who lived in Dallas’ Little Mexico, and performed in a local restaurant in Oak Cliff, for a Latinx audience that doesn’t normally have access to live theater.

**Abounding Prosperity** convened three community town hall meetings across the city to discuss racial inequities in the Dallas LGBTQ community and to create a plan to provide equitable, culturally appropriate, and safe resources to all members of the LGBTQ community.

**Bachman Lake Together** activated their Community Action Network to have courageous discussions about race and racism and share their own narratives about their experiences in “Compartiendo Suenos,” a book of their own stories in their native language. They partnered with Ignite Arts at SMU to publish it.
Racial and cultural equity and inclusion in the arts are critical not only for the purpose of creating thriving communities for all, but also for the long-term relevance and sustainability of the arts sector. Recognizing this, we strive to support organizations that are examining racial equity, diversity and inclusion through conversation, participation and action.

Since 2012, CFT has granted a total of $230,000 to TACA (The Arts Community Alliance)’s annual Perforum initiative. TACA Perforum is a community-wide arts symposium designed to advance a collective vision for what a thriving arts and cultural community can look like for Dallas and North Texas. Perforum’s focus on equity, diversity and inclusion emerged in 2013 and has been a recurring focus in several Perforum conversations, including Social and Cultural Barriers to Arts Engagement (2015), Community Connections: Models for Building a Shared Vision for Arts & Culture (2016), Meeting Community Needs (2018), and Art Matters! The Relevance of Art in Contemporary Culture (2019). In 2017, TACA also initiated a series of workshops focused specifically on equity, diversity and inclusion within its Amplifier Workshops series. These workshops were curated to offer tactical counsel to local arts and cultural organizations across a variety of relevant topics such as Bias and Meaningful EEO in Arts and Culture, Diversity and Inclusion in the Workplace (2017), Advancing Racial Equity in the Arts (2018), and Racial Equity in the Arts Training (2019).

Finally, TACA’s growing awareness around the unique needs and challenges of arts organizations led by people of color prompted the organization to intentionally change a number of its grantmaking practices, beginning in 2016. The result has been a more equitable, transparent process that more clearly supports the valuable work of culturally-specific organizations. The grantmaking principles TACA cultivated since 2016 also shaped TACA’s ability to nimbly provide critical financial support to arts organizations during the pandemic, especially to groups primarily serving historically unrepresented and marginalized populations (who are also disproportionately affected by the pandemic). Since March of 2020, TACA has facilitated the distribution of over $1 million through six separate grant cycles, and will provide an additional $200,000 by the end of 2020 in support of arts organizations and local artists through the TACA Pop-Up Grant program (a nomination-based grant program with no application).
Caruth Grant

Grant Term
2019-2021

Grant Amount
$305,000

Other Support
$50,000

Could Racial Equity NOW be used to bring funders together for a similar learning journey as a cohort, resulting in the development of more equitable philanthropic practices across our region?

D-TRHT’s Racial Equity NOW

As the next step in their growth strategy, Dallas TRHT launched a racial equity training institute, Racial Equity NOW, in 2019 to address inequities and disparities within the nonprofit sector. An overwhelming response was received from the community for the initial program offering, as 47 Dallas-area organizations applied for the opportunity. After a rigorous selection process, 16 organizations were chosen for the inaugural cohort, receiving intensive racial equity coaching to support, educate and build capacity around the necessity of racial equity and racial equity policy and practices. The cohort sought to provide learning opportunities for personnel at all levels, requiring that participants include a board member, senior-level decision-making staff member and direct service staff member.

The comprehensive curriculum includes discussions on racial equity policy development, the history of race and racism in Dallas, the effect of racism on mental and physical health, developing the toolkit for racial equity, and strategic planning with a racial equity lens. At the conclusion of the cohort, organizations will also be provided with two additional months of one-on-one racial equity coaching covering the development and implementation of racial equity policy and equitable practices.
Project Unity’s Together We Learn (TWL)

Project Unity developed the Together We Learn (TWL) program out of the belief that the way to heal police-community tensions is through mutual understanding and empathy. TWL brings police officers into schools to reenact traffic stop and other temporary detention scenarios. The curriculum, written by a veteran police officer and designed to align with a state education mandate, uses classroom style lectures, discussion videos, and a live simulation in vehicles to establish rules of engagement and encourage non-confrontational interactions. Project Unity expected to launch the program in 5 DISD schools in April 2020, but the shelter-in-place order put those plans on hold.

The Project Unity team continues to be engaged in responding to the needs of the moment in defense of the African-American community. Recently, they launched Together We Test, a COVID-19 testing effort that leverages a partnership among churches, health care facilities, labs, and local government to vastly expand testing capacity in the black and LatinX communities that have been most severely affected by the novel coronavirus.
Caruth Grant
Grants in South Oak Cliff

Grant Term
2019-2021

Grant Amount
$500,000

Other Support
$1.5M

How can CFT be more intentional about soliciting and supporting leaders of color who are testing bold solutions to challenges in their communities?

At Last!

Although CFT does not have an explicit place-based funding strategy, we are beginning to identify opportunities to concentrate investments in target neighborhoods with homegrown leadership. In South Oak Cliff, a cluster of grants is emerging, anchored by At Last!, Randy Bowman’s innovative urban boarding experience concept. Research shows that differentials in home life contribute to inequitable future outcomes for low-income children compared with middle-class peers.

This project is designed to close the gap by redeveloping a vacant lot on East Overton Road into a home where “scholars in residence” live during the week while attending local public schools. During afterschool hours, children receive tutoring and have access to books, nutritious food, and caring adults. The project was intended to begin housing 3rd and 4th grade children in August 2020 in a small 16-student house. That plan is currently on hold due to COVID-19. In the meantime, Bowman’s team has continued socializing the concept in the neighborhood to build support with neighbors and to ensure a pipeline of applicants.
Trust for Public Land’s Alice Branch Creek Park

Trust for Public Land (TPL) purchased the land next to At Last! from Mr. Bowman and is redeveloping the site into the Alice Branch Creek Park in partnership with local leaders from South Oak Cliff High School and For Oak Cliff. This land had become an overgrown mass of underbrush and invasive species, a dumping ground for trash, and a magnet for crime and disorder. Not only will the park create a buffer of safety around At Last!, it will connect to a 5-mile greenbelt project and include a traffic appeasement strategy.

TPL will break ground on the park in July 2020 and expects to complete the project in early 2021, providing a quality park and greenbelt for the benefit and enjoyment of the approximately 7,000 residents and 1,300 students of the South Oak Cliff community who live within a 10-minute walk of the park.
In 2019, we received proposals from Texas Trees Foundation and Southern Gateway Public Green Foundation requesting grants to install parks or redevelop transportation pathways. When private entities undertake a public good project, there is both opportunity and risk. These groups enjoy maximum flexibility related to design and fundraising, but they are not democratically accountable or under any obligation to mitigate the effects of gentrification on economically-vulnerable residents. Recognizing these risks and their differential impact on communities of color, we awarded grants in both cases for an independent firm to create an equitable development plan for their greenspace projects.

Equitable development is “an approach to meet the needs of underserved communities and individuals through projects, programs, and/or policies that reduce disparities while fostering places that are healthy, vibrant, and diverse.” It is generated through a “participatory process” that enables lower-wealth residents to influence decisions that affect their neighborhood and “ensures everyone participates in and benefits from an area’s economic transformation.”

Within the next year, both the Southwestern Medical District and the Southern Gateway Deck Park will have equitable development plans available for public consideration. We have structured the grant agreements to try to ensure that the plans influence the design and construction phases of the project.
Caruth Grant

Grant Term
2020 - 2022

Grant Amount
Up to $350,000

In recent years, many institutions have acknowledged their complicity with the brutal regime of slavery. Foundations are no exception. The Director of Research at the National Committee for Responsive Philanthropy argues that because slavery played a central role “in the economic development of the country, it really ought to be a priority for every foundation to think critically about what their responsibility might be to begin to make amends for the crime that generated so much of our shared wealth.” CFT’s Board of Trustees recently approved a grant that will provide an opportunity for CFT to investigate and share the story of the more than 100 enslaved people who worked and lived on the Caruth farm. Through an accurate, complete narrative of those who worked and lived on the farm; a research initiative that will inform others about slavery and its ongoing impact; a potential scholarship fund; and engagement with the slaves’ descendants, CFT will join a national movement to memorialize, reconcile and unify around the truth of slavery.

Two recommended components are 1) the creation of a new request-for-proposal program for entities seeking funding for projects that address the history of American slavery and its impact, starting with slavery in Texas and 2) the creation of a scholarship program for local students who attend one of the eight historically black colleges or universities in the state of Texas.
Transparency is a fundamental requirement for the transformation of foundations into equitable institutions. We must train our focus not only on who is funded, the topic of the previous section, but also on how we source potential grantees, build relationships with organizations outside our existing networks, cultivate nonprofit leadership, and demystify our own decision-making processes. It is generally accepted that in order to promote equity, it is recommended that foundations avoid invitation-only processes. The reason: the organizations most likely to have development teams with personal or professional relationships with foundation staff or trustees, or those who have the name recognition to be sought out by funders, are generally the largest ones, who are well-established, and non-diverse in their leadership. These organizations at times operate at a greater remove from the communities they are trying to serve.

We have made several process changes over the past two years to expand transparency and seek to build trust with partners:

- To expand the pipeline of changemakers that are eligible for Caruth funding, we launched the first-ever Caruth Open Call for Proposals in 2018. **We received 402 applications from 365 organizations.**

- To expand access to our staff and expertise, we invited all applicants to sign up for virtual office hours on our website. Many nonprofit leaders said this was the first time they had met with a program officer at a major foundation. **We have completed 370+ virtual appointments since 2018.**

- To provide a more honest channel for two-way communication we have engaged in two nonprofit ecosystem-wide survey efforts in the last two years. **In 2018, we received 244 responses from nonprofits about community needs. In 2020, 73% of current grantees (103/141) and 39% of unsuccessful applicants (247/631) completed a survey about their perception of CFT.**

- To create a more community-driven approach to addressing the broken food system that leads to pervasive food deserts, we partnered with the City of Dallas’ Innovation Office and the Dallas Development Fund to create the Food Equity Innovation Challenge. It included an online ideation platform where solutions could be crowdsourced from individuals and nonprofits that generated **65 submitted project ideas, 111 comments, and 527 votes from 460+ registered users.**
We have used our convening power to host *Cause-Minded Conversations* that bring together a cross-section of the community to learn about all facets of living in a pluralistic society. We have leveraged our communications channels to share our own messages and to give community members a platform so their voices can be heard.

**“Hidden Bias, Hidden Harm” – Shankar Vedantam**

December 2016

Shankar likens conscious bias to an aircraft carrier and unconscious bias to the tide. He points out that while the aircraft carrier is very dramatic and has a lot of power, the tide’s power, while subtle, is even greater.

**“Just Mercy” – Bryan Stevenson**

February 2016

Bryan Stevenson, founder of the Equal Justice Initiative and author of *Just Mercy*, spoke about defending America’s most rejected and marginalized populations.

In the context of America’s massive prison industrial complex, Bryan shared a formula for creating healthy communities:

- **Get proximate** to the vulnerable and poor.
- **Change the narrative.** If we allow ourselves to be governed by fear, we are going to allow ourselves to tolerate things that we should not tolerate.
- **Stay hopeful.** Injustice prevails where hopelessness persists.
- **Do things that are uncomfortable and inconvenient.** Make a choice to seek justice for everyone.
“Toxic Inequality” – Dr. Tom Shapiro
June 2017

Hosted in partnership with the Asset Funders Network, CFT hosted Dr. Tom Shapiro to discuss his book, *Toxic Inequality: How America’s Wealth Gap Destroys Mobility, Deepens the Racial Divide, and Threatens Our Future*, and how wealth disparities must be understood in tandem with racial inequities – a dangerous combination he terms “toxic inequality.”

Rev. Starsky Wilson & Faith Leaders Forum
December 2018

Faith-based institutions have been powerful voices for generations in defining and responding to critical community issues such as poverty, hunger, and homelessness. As our communities are increasingly facing issues around fairness, equity, and inclusion, individuals are looking to faith-based institutions for leadership. Rev. Starsky and a panel of local faith leaders from multiple faith traditions held a community conversation on the role that faith-based institutions can play in addressing issues related to fairness and equity.
Dallas Economic Opportunity Report - 2018

Commissioned by the Center for Public Policy Priorities, this report provided a snapshot on economic, education, and crime trends in Dallas County. It traces the trajectory of improvement on several regional indicators, while highlighting the continued disparities in income and asset attainment by race and ethnicity. CFT has widely disseminated this report’s findings to community members and government leaders, generating a necessary conversation on the economic impact of inequality.

Dallas Equity Indicators Report - 2019

The Dallas Equity Indicators report was produced by the City of Dallas with technical assistance over the course of two years from Philanthropy Department staff. It is intended to be used as a comprehensive tool to help Dallas understand and measure progress toward equity across the various communities it serves. This report focuses mainly on racial and ethnic disparities in Dallas, providing a two-year snapshot of disparities in outcomes across five thematic areas: Economic Opportunity, Education, Neighborhoods and Infrastructure, Justice and Government, and Public Health. Communities Foundation of Texas was an integral thought partner with the Office of Resiliency, providing feedback and recommendations on the indicators as they were being formulated. CFT also provided funding to support the publication of the report and hosted the press release.

Podcast: Philanthropy 360

A forum for timely information and courageous conversation, CFT’s Philanthropy 360 podcast hosted by Sarah Cotton Nelson wrapped up Season One in June 2020 after focusing on the community’s response to COVID-19. This platform will continue to provide an opportunity to elevate other voices and best practices through the lens of building thriving communities for all. Season Two’s focus is on the reality brought home once again through current events, that racism has not yet been eradicated, featuring Black nonprofit leaders across the community in conversation with the foundation about their own experiences and perspectives, and the tough conversations and action that still need to take place.

Season One Stats:
8 episodes  |  9 featured guests  |  544 unique downloads
This report provides an overview of the many grants and activities that have served to expand CFT’s Equity Footprint. The Equity Footprint is based on the fundamental principle that “it is not enough for organizations to simply avoid inequitable practices...rather, our organizations must consciously dedicate themselves to centering equity in all facets of their work.” Intentionality will be key to our success in advancing equitable practice within and beyond CFT.

We are building on two organizational developments that enhance our capacity to do this work. The first is increased diversity in the Philanthropy Department’s staff and CFT’s Board. Representation is a prerequisite for equity, although it is no guarantee of inclusion. We have also begun to shift our mindset around grantmaking. It is not enough for us to point to funded programs that serve Black and LatinX communities as examples of equitable practice; we must also be empowering Black and LatinX leaders in the nonprofit sector and communities of color to advance solutions they have designed. This is a move from a need-based frame to one focused on self-determination and empowerment. By making these changes, CFT is positioned for greater effectiveness and impact in our grantmaking practice.

Prolinspire published the AWAKE to WOKE to WORK cycle to illustrate the stages of building a race equity culture in an organization. It is a developmental process that is not always linear. At the AWAKE stage, the focus is on ensuring that people at all levels of the organization are diverse. At the WOKE stage, the focus is on creating an inclusive culture where everyone is comfortable sharing their experiences and can talk about race equity issues, which usually requires some level of RDEI training. At the WORK stage, organizations are focused on changing their own operations and strategies to move the needle on racial equity both within the organization and externally. Like many organizations, CFT is at different stages in different areas. We invite you to join us in reflecting on where your own organization is in this developmental journey, and to create a commitment to moving the needle organizationally through the race equity cycle.
08. Resources

- D5 Self-Assessment for Foundation Diversity, Equity & Inclusion
- Nonprofit AF
- Decolonizing Wealth
- Equity Footprint
- AWAKE to WOKE to WORK: Building a Race Equity Culture
- Menu of Indicators for DEI