



Bridging the Equity Gap in Miami-Dade County's Black Communities

Equity and Advocacy Collective

Impact Report



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EAC Co-Chair Statement

The history of the Equity and Advocacy Collective (EAC) has been marked by undeniable accomplishment in the face of challenges during difficult times. Despite these challenges, our Collective of home-grown, dedicated, Black-led, Community-Based Organizations continues to ensure that our services adapt and expand to meet the changing needs of the people and communities we serve.

The organizations that make up the EAC continue to shine during difficult times by remaining innovative, dedicated, and on the cutting edge of providing high quality services to children and their families. As a Collective we continue to work more efficiently while reducing expenses without reducing services.

EAC organizations model and instill the values of caring, honesty, and accountability.

For over 300 years, the Black-led, Community-Based Organizations that make up the EAC have successfully addressed the issues closest to the hearts and minds of the communities we serve by adopting effective strategies and initiatives designed to deliver meaningful results.

As a result, the EAC as a Collective has been and will continue to be a major Change Agent in the quest to address the needs of children and families in Miami-Dade County's Black Communities.

We are so very appreciative of the generosity of the incredible team of corporate boards of directors, staff, funders, donors, and community partners who remain dedicated to the mission of our Collective. Your support has profoundly impacted the life of someone (or their family) whom you may never meet. You can remain confident that your support has played a significant part in helping the EAC help them meet and exceed their potential.

It is our hope that this impact study delineates the undeniably vital contributions made to Miami-Dade County residents by the historic, Black-led, Community-Based Organizations that make up the EAC.

Executive Summary

The Equity and Advocacy Collective (EAC) is instrumental in helping Black residents in Miami-Dade County improve their lives through culturally relevant and responsive health, education, housing and financial programs and services. Founded in 2017, the EAC is comprised of eleven Black-led community-based organizations.

The historically Black communities of Miami-Dade County that are served by the EAC include Little Haiti, Liberty City, Overtown, Miami Gardens, North Miami, Opa-locka, and South Dade.

Collectively, the eleven EAC CBOs have anchored Miami-Dade County's Black communities **for over 300 years**. Most of the EAC CBOs **have operated for 20 years or more**. Belafonte TACOLCY, the oldest EAC CBO, is entering its 57th year of operation while the youngest, Gang Alternative, Inc., is in its 18th year of service.

EAC CBOs provide housing, financial, education, and health and human services **to nearly 200,000 individuals, families and households in Miami-Dade County each year**.

Accordingly, the 11 EAC CBOs collectively service **nearly one-half (44%) of the approximately 450,000 African Americans residing in Miami-Dade County**.

EAC programs and services therefore collectively **impact the lives of nearly 1 out of every 2 Black people in Miami-Dade County**.

Considering that the principal service areas covered by EAC organizations are central and north Miami-Dade County (where a majority of the Black population of Miami-Dade County is concentrated) the EAC's service percentage **likely exceeds fifty percent (50%) of the Black population in these areas of the County**.



The following are just some of statistics that convey the scope of community impact provided by EAC CBOs:



Given the scope of this combined influence, EAC CBOs over the past several decades have by their collective and individual presences **ensured that socio-economic dislocations experienced within Miami-Dade’s Black communities** (during the most recent COVID-19 pandemic and the Great Recession of 2009, for example) **have been less acute, less widespread, and shorter lasting, than otherwise would have been the case had these organizations not existed.**

Their ever-presence within Miami-Dade’s Black neighborhoods, moreover, establishes base levels of resilience (ever incrementally rising) below which, ideally, Black Miami-Dade County never falls.

Without the engagement of the EAC’s eleven CBOs over the past several decades, the well-familiar disparity statistics that contour the Black South Florida context would in all certainty paint a more dire picture than they already do.

The value of this “defensive function” served by EAC CBOs is therefore immeasurable.

Complementary to this function is of course the **irrepressible theory of time, relationship, and resource investment represented and championed by the EAC CBOs in their steadfast pursuit of abundance and transformation for Black Miami-Dade County.**

Increasing investment levels in the eleven EAC CBOs provides one of the most easily identifiable, readily available, and most efficient means of maximizing impact in Miami-Dade’s Black communities, which will in turn lead to better outcomes for the whole of Miami-Dade County, irrespective of neighborhood. This impact can be leveraged to maximum effect by investing in building organizational capacity.

This philanthropic opportunity is unparalleled.

The EAC CBOs have the necessary history, experience, leadership, acumen, and community-level operations to serve as strategic partners in the use and direction of philanthropic investments to launch innovative programs and expand organizational capacity.

The time to leverage and grow the impact of the EAC CBOs is now. While the EAC CBOs and the Miami Philanthropic community have largely met community needs within preexisting funding frameworks, unparalleled opportunities for abundant transformation lie within our grasp.

Together.



In the Five-Point “Call to Action” set forth at the conclusion of this report, we invite current and future investment partners to:

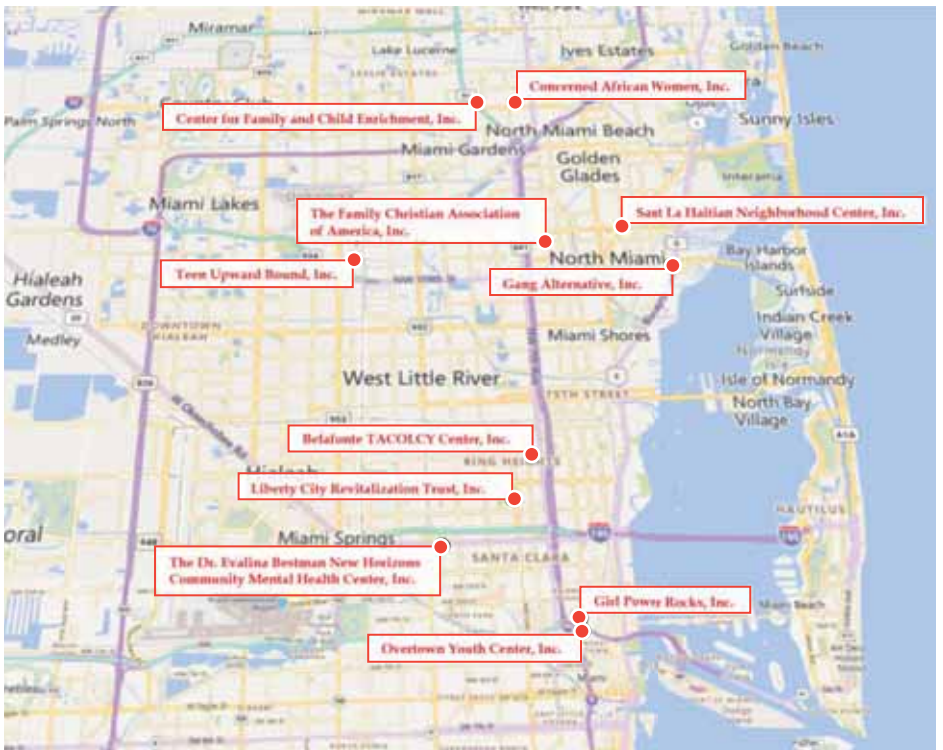
- 1 Invest in capacity-building, unrestricted general operating support funds in the EAC CBOs.**
- 2 Practice trust-based philanthropy through multiyear general operating grants to the EAC CBOs.**
- 3 Reframe funding orientation from making grants to making change.**
- 4 Conduct a comprehensive needs assessment of the Black communities of Miami-Dade-County.**
- 5 Provide comprehensive organizational development support including mentorship and opportunities that connect EAC CBO leaders to the philanthropic community.**



Introduction

The Equity and Advocacy Collective (EAC) is a collective of eleven Black-led, community-based organizations (CBOs) that anchor most of Miami-Dade County's historically Black communities: Overtown, Liberty City, Opa-locka, Little Haiti, North Miami, Miami Gardens, and South Dade.

The group was organized in 2017 to coordinate activities among its constituent organizations and develop collective strategies to increase the flow of public and private resources to these and other Black-led community-based organizations in Miami-Dade County.



This Report highlights the history of the EAC's work and the accomplishments and impact of its constituent organizations. The Report also examines the challenges the EAC member organizations face in securing funding to address the social, economic, and health inequities within the diverse Black communities they serve.

The goal of this Report is strengthen existing partnerships and forge new partnerships through which our collective vision of abundant transformation for Miami-Dade County in general, and its Black communities in particular, can become manifest.

EAC Member Organizations

Set forth below are brief overviews of each of the eleven EAC CBOs and the services they provide. Additional programmatic information can be accessed via the website addresses provided.



Belafonte TACOLCY Center, Inc.

6161 NW Ninth Ave.
Miami, FL 33127

<https://tacolcy.org/>

Neighborhoods Served: Liberty City, Little Haiti



Formed in response to community unrest amid racial and economic tensions, Belafonte The Advisory Committee of Liberty City Youth (The TACOLCY Center), Inc. was established in **1966** by Frances Henderson as a “safe space” for Liberty City youth. It has grown into one of the largest non-profit organizations serving children, youth, and families in Miami-Dade County. Today The TACOLCY Center provides a wide array of programs and services to the **Liberty City** and **Little Haiti** communities. Core programs offered by The TACOLCY Center include **after school enrichment, summer enrichment, care coordination, academic support, college admission test preparation, and leadership training** for youth and adolescents. The TACOLCY Center also partners with the Miami-Dade County School Board to assist families with **alternatives to suspension for school-aged children. Athletic programs** are the largest component of the organization’s out-of-school and summer enrichment offerings. These programs **teach discipline, build self-esteem** and offer a **positive alternative to risky behavior**. The TACOLCY Center sponsors football, cheerleading, track and field, basketball, baseball and soccer for more than 400 youth and adolescents annually. The TACOLCY Center is an integral part of the Liberty City community and sponsors annual events like **health fairs, back-to-school**, Thanksgiving turkey giveaways and coach training.





Center for Family & Child Enrichment, Inc



Center for Family and Child Enrichment, Inc.

1825 NW 167th St, Unit 102

Miami Gardens, FL 33056

<https://www.cfcecares.org/>

Neighborhoods Served: Miami Gardens, Opa-locka,

The Center for Family and Child Enrichment (CFCE) was established in **1977** to provide services in **Miami Gardens** and **Opa-locka** and has become one of the largest child welfare agencies in Miami-Dade County. The CFCE primarily **serves children who are involved in the child welfare system** due to abuse and/or neglect, children with severe emotional and mental health needs, and children who are chronic runaways. Child welfare services include **case management, safety management for high-risk families, adoption services, residential services for dependent children** who require out of home care and **independent living** to prepare dependent teens for adult life. CFCE's **behavioral health portfolio** is comprised of a **parenting support program, mental health assessment, behavioral health case management, individual and family counseling, and substance use disorder treatment** for youth and adults. Educational programs offered by CFCE **promote literacy and cultural enrichment** throughout the summer and school year. CFCE's portfolio of services expanded in 2012 to include a Federally Qualified Health Center in Miami Gardens which provides **primary care, OBGYN services, oral care, nutrition, and preventive care.**





The Dr. Evalina Bestman New Horizons Community Mental Health Center, Inc.

1469 NW 36th St.
Miami, FL 33142

<http://www.newhorizonscmhc.org/>

Neighborhoods Served: Miami Gardens, North Miami, Overtown, Opa-locka, Liberty City

The Dr. Evalina Bestman New Horizons Community Mental Health Center (New Horizons) was established in **1981**, and serves the **Miami Gardens, North Miami, Overtown, Opa-locka, and Liberty City** communities of Miami-Dade County. New Horizons provides **comprehensive behavioral health, crisis intervention and support services** to both **pediatric and adult patients**. Behavioral health services include **intake and assessment, crisis intervention screening, case management and care coordination**, and **pediatric and adult outpatient psychiatry and therapeutic services**. Its **continuum of care supports residential mental health services for adults, behavioral care and treatment for homeless adults and substance use disorder prevention and treatment services for youth and adults**. New Horizons serves as an **intervening and support agency to prevent foster care placements** through provision of **comprehensive case management** to preserve family unity, **in-home parent skill-based programs**, and **mental health and substance use disorder treatment services**. **Specialty services for youth with mental health and/or substance use disorders** are provided by New Horizons in **partnership with the Department of Juvenile Justice**.





The Family Christian Association of America, Inc.



The Family Christian Association of America, Inc.

14701 NW 7th Ave.

Miami , FL 33168

<http://www.fcaafamily.org/fcaa/>

Neighborhoods Served: Miami Gardens, Little Haiti, Overtown, Opa-locka, Liberty City, North Miami

Founded in **1984** by Herman K. Williams, the Family Christian Association of America (FCAA) has served the **Little Haiti, Miami Gardens, Overtown, Opa-locka, Liberty City** and **North Miami** communities for over 38 years. FCAA's portfolio of services offer **comprehensive family, youth development, and health and wellness programs**. Family services include **early childhood development** through **Early Head Start** and **Head Start**, and **before and after school care** for **elementary** and **middle school** students. FCAA's core **youth development** programs include **teen summits, leadership clubs, Christian fellowship, performing arts, college tours, and teen employment**. Youth development activities for middle and high school students foster **leadership skills** and **increase awareness of educational and career options and opportunities**. FCAA's **health and wellness programs** offer an array of **individual and group sports opportunities** that help youth learn **discipline, good sportsmanship** and the value of **teamwork**.





Concerned African Women, Inc.

Concerned African Women, Inc.

18425 NW Second Ave., Unit 350
Miami, FL 33169

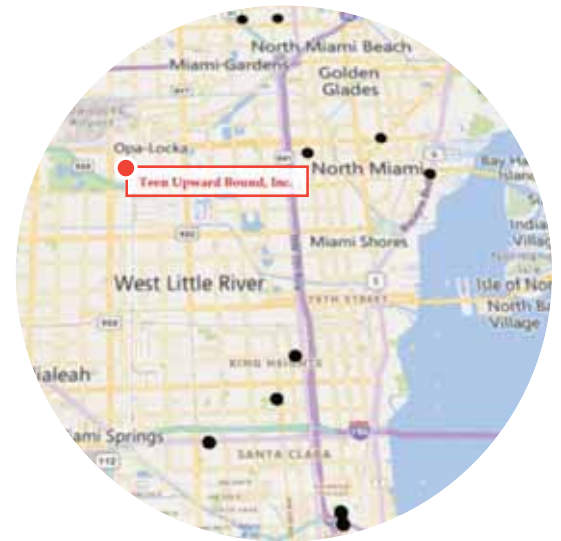
<https://www.concernedafricanwomen.org/splash/>

Neighborhoods Served: Miami Gardens, Opa-locka, North Miami



Established in **1989**, Concerned African Women (CAW) primarily serves the **Miami Gardens, Opa-locka, and North Miami** communities of Miami-Dade County. CAW leverages partnerships to coordinate **wraparound services** such as **rental assistance** and **case management** to families within the existing social services network of care. CAW provides **evidence-based services** and interventions to **facilitate parent engagement** and support **afterschool diversion programs for youth**. CAW also **partners with the Florida Department of Juvenile Justice** to administer **comprehensive support and intervention services for youth** actively engaged in the juvenile justice system. The range of services provided by CAW improves **family cohesion, reduces truancy and youth delinquency**, and **enhances the health and well-being** of the community.





Teen Upward Bound, Inc.

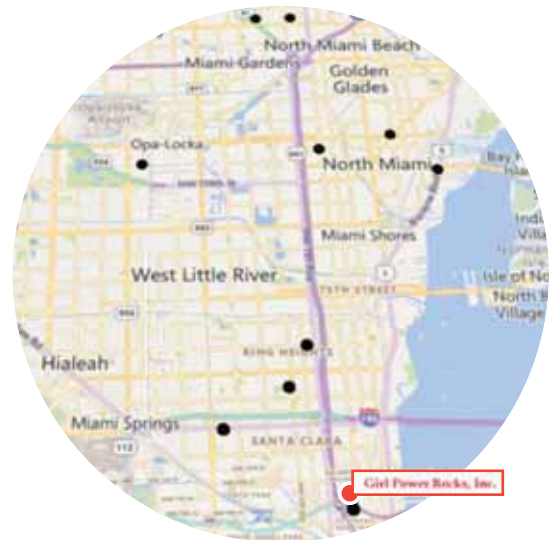
3869 NW 125th St.
Opa-locka, FL 33054

<https://www.teenupwardbound.com/>

Neighborhoods Served: Miami Gardens, Opa-locka, Liberty City

Teen Upward Bound was established in **1999** and serves the **Opa-locka, Miami Gardens, and Liberty City** communities of Miami-Dade County. Teen Upward Bound's signature **afterschool** and **summer programs** include the **Enrichment Teen Program, Youth Enrichment Camp, and Titans Basketball**. The Enrichment Teen program encourages **youth entrepreneurship** and offers **business development support, training-based learning and networking opportunities**. The Youth Enrichment Camp is an **afterschool program** designed to **improve overall student learning and achievement in reading, science, technology, and mathematics**. The Titans Basketball program competes in **recreational basketball leagues and tournaments**. Teen Upward Bound has also enhanced its programs and services to include **healthy living initiatives** such as **urban gardening, nutrition, wellness, physical fitness and sports**.





Girl Power Rocks, Inc.

1600 NW 3rd Ave., Suite 100
Miami, FL 33136

<https://www.girlpowerrocks.org/>

Neighborhoods Served: Miami Gardens, North Miami, Overtown, Opa-locka, Liberty City

A leading agency for girls' empowerment, Girl Power Rocks was established in **2000** and serves the **Miami Gardens, North Miami, Overtown, Opa-locka,** and **Liberty City** communities of Miami-Dade County. Girl Power Rocks offers a wide array of programs and support services to **girls ages 11 to 17** and their **families**. **After school programs** provided by Girl Power Rocks include activities like **dance, music** and **art classes, academic tutoring,** and **sports**. Signature programs such as the **Girls' Choir of Miami, Sister Circle Mentorship,** and **Summer STEAM Camp** offer **girls** opportunities to **develop musically,** learn more about **careers in math and science,** and **thrive through mentorship**. Girl Power Rocks also **tends to the full social emotional learning needs of girls and their families** with **individual and family therapy,** and **parenting support groups**. The **Girls Intervention Program Plus** serves **girls ages 13 to 17**. Girl Power Rocks **prevents and reduces sexual victimization and exploitation** of girls by helping them **develop protective factors foundational to building self-esteem, confidence and living healthy lives.**





Sant La Haitian Neighborhood Center, Inc.

13450 West Dixie Hwy.
North Miami, FL 33161

<https://www.santla.org/>

Neighborhoods Served: Little Haiti, North Miami, Miami Gardens

Established in **2000** as a resource to empower, strengthen and uplift South Florida's **Haitian community**, Sant La Haitian Neighborhood Center (Sant La) primarily serves the **Little Haiti**, **Miami Gardens**, and **North Miami** communities of Miami-Dade County. Sant La is a critical **bridge to information, and connects to new and existing support services and resources for the Haitian community**. Its portfolio of services includes **community outreach and education, cultural competence training and capacity-building, naturalization assistance, educational attainment and advocacy, youth and family advocacy, financial education and capacity-building, employment services and care coordination**. A trusted voice and advocate for the Haitian community, Sant La conducts **ongoing needs assessments to identify service gaps**, actively **informs community-level civic engagement** and educates through its **creole language talk show *Teleskpoi***.





Liberty City Community Revitalization Trust, Inc.

4800 NW 12th Ave.

Miami, FL 33127

<https://www.lctmiami.org/>

Neighborhoods Served: Liberty City

The vision of Liberty City Community Revitalization Trust (Liberty City Trust) is to empower those who live, learn, work, and play in Liberty City to reclaim, transform, and rebuild their community. Established in **2001** to drive revitalization and promote affordable and accessible redevelopment of the Liberty City community, Liberty Trust **facilitates development of affordable housing and commercial businesses, affordable housing preservation and rehabilitation, quality education and youth employment opportunities** for Liberty City residents. Liberty City Trust partners with the Charles Hadley Neighborhood Association to address quality of life issues such as illegal dumping and graffiti, and directly invests in the community through its beautification program. Liberty City Trust **advocates for homeownership and promotes home retention** through its **home rehabilitation** and **post-hurricane rebuilding programs**. Other key services provided include **coordinating and securing resources for the community's senior citizens, forging partnerships with schools** within Liberty City to **improve student services and academic performance, enhance parent involvement, and sponsorship of summer youth employment opportunities**.





Overtown Youth Center, Inc.

450 NW 14th Street
Miami, Florida 33136

<https://overtownyouth.org/>

Neighborhoods Served: Overtown, Little Haiti, Miami Gardens, North Miami, Opa-locka, Liberty City, and South Dade

The Overtown Youth Center (OYC Miami) is a 501c3 nonprofit organization whose mission is to inspire, empower, and enrich the lives of youth, adults, and families by providing a comprehensive and long-term approach to strengthening communities. OYC delivers high quality services to over 5,000 youth and families on an annual basis, utilizing a framework designed to bridge educational, social, emotional, health, and economic gaps. OYC's goal is to advance the socio-economic trajectory of children and families for future generations through **5 Key Pillars of Impact: Education, Enrichment and Exposure, Health, Family and Economic Sustainability Initiatives.**

OYC's programs include in-school coordination and advocacy, afterschool enrichment services including science, technology, engineering, art and mathematics (STEAM), dance and music, family engagement services, peer-to-peer mentoring, summer camp, workforce readiness and development programs.

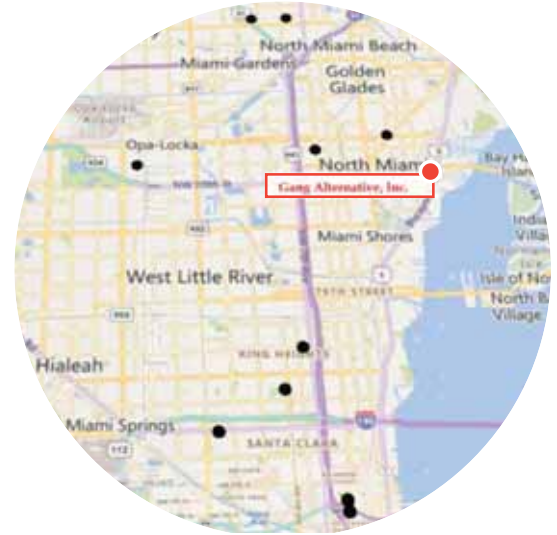
After 20 years of service, OYC remains committed to strengthening families through a holistic approach and optimizing the potential of youth and young adults from ages 5 and up; graduating 100% of its active program participants; consistently ensuring that over 90% of young adults successfully transition into college, universities, vocational and workforce development programs, and/or sustainable employment.





GANG ALTERNATIVE, INC.

BUILDING CHARACTER THAT LASTS



Gang Alternative, Inc.

12000 Biscayne Blvd. Suite 402
North Miami, FL 33181

<https://myga.org/>

Neighborhoods Served: Little Haiti, Liberty City, Opa-locka, Miami Gardens, Overtown, South Dade.

Established in **2005** as a faith-based initiative to provide **positive alternatives to youth living in high violence and high crime communities**, Gang Alternative, Inc. (GA) serves the **Little Haiti, Liberty City, Opa-locka, Miami Gardens, Overtown, and South Dade** communities of Miami-Dade County. GA's mission is to **build character that lasts in children and families** through multiple approaches for **violence intervention**. GA offers **comprehensive wraparound services to youths and their families** through its **five pillars of service framework**. The five pillars of services are **positive youth development, family strengthening, health and wellness, workforce development, and community upliftment and partnerships**. Positive youth development services are comprised of **afterschool care and academic enrichment, spiritual growth and relationship building with God, mentoring, violence prevention and gang activity suppression**. GA's health and wellness services include **behavioral health support for substance use disorder and mental illness** as well as **trauma-informed counseling**.



EAC Leadership & Operation

The EAC operates as a committee comprised of the executive directors of each of its member organizations. Each of these directors is counted among the most dedicated, knowledgeable, and recognized community leaders in South Florida: **Elaine Black** (Liberty City Trust), **Terry Joseph, Jr.** (Family Christian Association of America), **Tina Brown** (Overtown Youth Center), **Shownda Pagan** (TACOLCY Center), **Gepsie Metellus** (Sant La Haitian Neighborhood Center), **Wanda Brooks** (Concerned African Women), **Jannie Russell** (Teen Upward Bound), **Delores Dunn** (Center for Family and Child Enrichment), **Michelle Wyatt-Sweeting** (New Horizons Community Mental Health Center), **Thema Campbell** (Girl Power Rocks), and **Michael Nozile** (Gang Alternative).

9 of the 11 EAC CBOs are run by Black Women, and the two out of three of the EAC's Co-Chairs are Black Women.

Commitment and expertise are the hallmarks of the EAC leadership cohort. They lead CBOs that have served Miami-Dade County's Black community for **over 300 years. Almost 75% of the EAC CBOs have operated for 20 years or more.** Belafonte TACOLCY, the oldest EAC CBO, is entering its 57th year of operation while the youngest, Gang Alternative, Inc., is in its 18th year of service. The longevity of these organizations is a testament to the commitment to and trust they have built within the communities they serve. Much like the inception of the EAC itself, member organizations evolved from grassroots efforts to address growing economic and racial tensions as well as systemic inequities that left Miami-Dade County's Black communities behind.

This institutional longevity translates into unparalleled experience and trust within the communities each organization serves and imparts unrivaled knowledge and insight about the challenges to be surmounted and opportunities to be seized to achieve transformational community impact.

The executive directors of each of the eleven organizations convene as a collective every month (typically on the first Thursday) for a late breakfast/early lunch meeting. Whenever possible, EAC meeting locations rotate among organizational locations to provide ongoing exposure to and familiarity with on-site facilities and services provided by EAC members.

A typical meeting provides updates on current operations and activities among member organizations; addresses projects that are in process or in the planning stages; seeks the coordination and sharing of information; and engages in the development and evolution of strategy to augment access to available resources. Each meeting commences, of course, with an opening prayer and a wellness check. These meetings and day-to-day operations of the EAC are managed by three co-chairs, Elaine Black, Tina Brown, and Terry Joseph, Jr.

By this intentional and sustained engagement and coordination, the EAC leverages the collective history, expertise, and energy of its constituent organizations and their respective leaders to amplify the impact of their community work.





Context and Challenges

The racial inequities that EAC community-based organizations (CBOs) tackle every day, are tied to the complex history and racial and ethnic dynamics that have shaped communities in and around Miami-Dade County and South Florida. This history predates the founding of the United States.

Colonized by Spain in 1565 with the establishment of St. Augustine, the colony of La Florida was a vital component of the Spanish Empire in the Americas. In its efforts to destabilize rival British colonies to its north, Spain began offering asylum to runaway enslaved people in 1693 if they converted to Catholicism and served in the Spanish military for four years. La Florida became a haven for runaway slaves in the 18th century and Fort Mose near St. Augustine became its first authorized free Black settlement in 1738.

The 1821 ratification of the Adams-Onís Treaty also known as the Florida Purchase Treaty established Florida as U.S. territory that allowed slavery. Although many free Blacks at risk of re-enslavement fled to the Bahamas (Andros Island), they were replaced by enslaved Blacks as white southern planters migrated to the newly acquired American territory. Slavery

flourished in Florida, forming the foundation of its successful agricultural economy. Enslaved labor was not only used in agriculture but also fueled a leased labor system that built canals, railroads, and other infrastructure. The enslaved population grew from 15,501 in 1830 to 61,753 by 1860 representing nearly 44% of the State's total population. The Black communities of South Florida continued to grow in the 1870s with the influx of skilled craftsmen from the Bahamas seeking better economic opportunities.

The post-Civil War era ushered in restrictive Jim Crow laws and commodification of Black and Black immigrant labor through convict leasing and debt peonage to modernize South Florida and the Miami-Dade County area. From 1885 to 1913 Standard Oil founder Henry Flagler used convict leasing and debt peonage to steal the labor of Blacks and Black immigrants and entrap them in "state-sanctioned forms of involuntary servitude" to build railroads, resorts, steamship lines and cities from Jacksonville to Key West. What is now known as the city of Miami was not only built on the labor of Black and Black immigrant communities but was also incorporated as a city in 1896 with the votes of Black men.

While playing a crucial role in incorporating Miami, Blacks were prohibited from accessing land deeds within city limits and confined to living in a separate suburb called Colored Town and the Coconut Grove neighborhood. Throughout the 20th century the city of Miami relied on redlining, eminent domain, and limited access to public amenities to establish whites-only communities. As a result, Black communities were confined to living on less desirable higher-elevation land, evicted from their homes for whites-only developments, and segregated from historically public amenities through privatization of parks and beaches. The legacy of these racist policies and the socio-economic marginalization of Black communities was further compounded by demographic shifts from mass migration of Cuban refugees that created a new majority-minority in Miami. Between 1950 and 2005 the percentage of Miami-Dade County's Hispanic/Latino population expanded from 4% to 61%.

In 2021 Cubans represented 50% of Miami-Dade County's 68.1% Hispanic/Latino population. Miami-Dade County's Black population declined to 16.9% in 2021. As a result of this demographic trend, many Black residents have been increasingly shut out of business and employment opportunities that require Spanish language proficiency and which risk employment bias favoring Hispanic/Latino applicants.

The Black population of Miami-Dade County is not a monolith. Due to migration of Black immigrants from the English-speaking Caribbean and Haiti in the 1980s and 1990s, Miami-Dade County's Black communities are complex. The language barriers as well as immigration status of Creole-speaking Haitians can make them especially vulnerable to isolation.

Growing economic and political strength of Miami-Dade County's Hispanic/Latino majority-minority coincided with the relative socio-

economic isolation of Black communities. This trend was identified in the early 1990s by courts considering hostile voting patterns among South Florida Hispanics, concluding that "one of the many . . . reasons why Blacks in Dade County have difficulty in electing their preferred candidates [is that] Hispanics do not vote for them."

Black political representation remains relatively minor and includes 4 of 13 Miami-Dade County commissioners, 6 of 17 state legislators and 1 of 6 state senators. Florida's U.S. congressional delegation only includes 1 Black member from Miami-Dade County. Even today, Miami's Black communities must fight to preserve the limited political representation they have secured by fending off gerrymandering schemes that dilute Black political agency.

Unsurprisingly, anemic Black political representation within county, state and federal government institutions acutely compromises the capacity of Black voices to advocate for community needs and secure community resources.

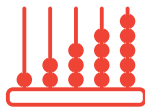
On major socio-economic indicators of community wellness, Black communities in Miami-Dade County lag their white and Hispanic/Latino counterparts. For instance, nearly 25% of Black residents in Miami-Dade County live below the poverty level, including 37% of Black children, compared with 15.5% for whites and 19.4% of white children. The Black unemployment rate at 11.7% is almost three times higher than the unemployment rate of whites (4.2%) and Hispanics/Latinos (4.4%).

These and so many other persistent inequities are well documented and remain the persistent legacy of structural racism that continues to distort the socio-economic landscape of the neighborhoods that constitute Black Miami-Dade County.

Services & Impact

It is within many of Miami-Dade County's Black neighborhoods -- Overtown, Liberty City, Opa-locka, Little Haiti, North Miami, Miami Gardens, and South Dade -- that EAC CBOs have for decades anchored, nurtured, and sustained an at times embattled sense of community, while patiently seeding the conditions for transformational abundance.

EAC CBOs provide services that cover the entire population range of Miami-Dade's Black community, from early childhood to elderly populations. These services include:



Early Childhood and Youth Development



After School Programming and Academic Support



Youth Sports



Girl and Boy Empowerment Programs



Health Care and Health Care Support



Senior Citizen Support



Financial and Housing Stability and Employment Support

Within these service categories, EAC CBOs provide a variety of education, health and human services, and housing and financial support services to **nearly 200,000 individuals, families and households in Miami-Dade County each year**. These programs and services provide Black communities with opportunities to thrive by facilitating access to, for example, affordable housing, financial literacy, employment, educational enrichment, and comprehensive primary and behavioral health care.

By offering these services, EAC CBOs disrupt structural impediments to wellbeing and prosperity at the grassroots level by enriching the education of children, promoting the health and wellness of Black communities, and building economic power for Black families. Wherever possible, EAC organizations maintain strategic partnerships and collaborative relationships within the collective across many of their programmatic and service offerings.

It should not be surprising, then, that among the several core value propositions of the eleven EAC CBOs is the stabilizing influence they exert in the Black communities they serve. This influence is amplified county-wide under EAC auspices because each EAC CBO serves as a node within a network of community-minded entities that leverage collective action to amplify and maximize impact.

The following are just a few of illustrations of the deep impact EAC CBOs have on Miami-Dade's Black community:

- The combined annual service population of all EAC organizations **is nearly 200,000 individuals, families and households**, the vast majority of whom are Black.
- Accordingly, the 11 EAC CBOs collectively **service nearly one-half (44%) of the approximately 450,000 African Americans residing in Miami-Dade County.**
- EAC programs and services therefore **collectively impact the lives of nearly 1 out of every 2 Black people in Miami-Dade County.**
- Considering that the principal service areas covered by EAC organizations are central and north Miami-Dade County (where a majority of the Black population of Miami-Dade County is concentrated) **the EAC's service percentage likely exceeds fifty percent (50%) of the Black population in these areas of the County.**



Given the scope of this combined influence, EAC CBOs over the past several decades have by their collective and individual presences ensured that socio-economic dislocations experienced within Miami-Dade's Black communities (during the most recent COVID-19 pandemic and the Great Recession of 2009, for example) have been less acute, less widespread, and shorter lasting, than otherwise would have been the case had these organizations not existed.

Their ever-presence within Miami-Dade's Black neighborhoods, moreover, establishes base levels of resilience (ever incrementally rising) below which, ideally, Black Miami-Dade County never falls. Without the engagement of the EAC's eleven CBOs over the past several decades, the well-familiar disparity statistics that contour the Black South Florida context would in all certainty paint a more dire picture than they already do.

The value of this “defensive function” served by EAC CBOs is therefore immeasurable.

Complementary to this function is of course the irrepressible theory of time, relationship, and resource investment represented and championed by the EAC CBOs in their steadfast pursuit of abundance and transformation for Black Miami-Dade County.

To illustrate the breadth and depth of this impact, highlighted below are some of the specific ways EAC organizations reach nearly 200,000 Black individuals, families, and households of Miami-Dade County through their programs and services. The impact of these organizations and their services transcend quantification, but the accompanying, compelling “Impact Stories” from EAC community members depict the degree to which the passion and determination of the eleven EAC CBOs and their staffs continue to leave lasting impressions on their communities.

Education and Education Enrichment Services

The Miami-Dade County Public School system is the **third largest school system** in the United States and

serves **329,337** students.

Approximately

55%

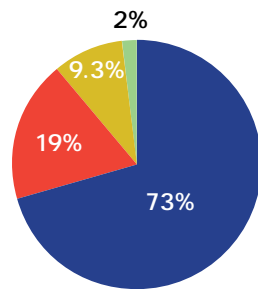
of its students are classified as "economically disadvantaged"

in 2021

73%

of students qualified for free or reduced-price lunch.

The Miami-Dade County Public School system is comprised of



The high school graduation rate for Miami-Dade County students



- Black students
- White students
- Hispanic/Latino students
- multi-racial, American Indian or Asian Pacific Islander students

Completion of high school is a significant factor for accessing employment opportunities and establishing a strong foundation for upward economic mobility. Education is also a leading determinant of wellbeing and health outcomes for young people and adults. The path towards educational success starts in early childhood development programs and progresses through high school.

More than 90% of the EAC CBOs provide education and education enrichment programs. The largest cohorts of children served by the EAC CBOs are between the ages of 0 to 12 and 13-17 years old.

The educational services of EAC CBOs share the futures of nearly 16,000 children annually.

These education and education enrichment programs position Black children for success by providing early education and development, afterschool care and tutoring, specialized STEAM (science, technology, engineering, art, mathematics) programs, and a variety of athletics and team sports.

The youth development, afterschool programs, and summer enrichment programs offered by EAC CBOs help Miami-Dade’s children focus on education and reveal latent leadership qualities that will serve them for life. The array of mentoring and academic support services empowers youth for academic excellence and equips girls and boys with character-building and life skills that equip them to map the trajectory of their futures on their own best terms.

Impact Highlight

Tabitha’s Story
FCAA

“It felt like my child was the only child inside that classroom.”
- Tabitha

FCAA’s Head Start program coordinated resources to identify support for Tabitha and identified the best learning options for her special needs daughter. Born prematurely at 26 and ½ weeks, Tabitha’s daughter began her Head Start journey at 3 years old with many developmental challenges, including speech difficulties. FCAA’s Head Start teachers and social workers connected Tabitha to University of Miami therapists who worked with the child one-on-one. With the support of her therapists, the FCAA teachers were able to develop specialized lesson plans and supportive activities to help Tabitha’s daughter work through and conquer her speech challenges. Impressed by the strength and passion of the FCAA teaching team, Tabitha observed, “despite everything else that they’re dealing with, they put their all in a student.”

“I think every kid needs support,”
says, Terry Joseph Jr, President & CEO of
Family Christian Association of America

FCAA provides early childhood education and development services to over 500 children annually through its Head Start and Early Head Start programs. It plays a critical role in connecting families to education resources in the very beginning of a child’s learning and development.

Impact Highlight

M. LaPlante's Story *Gang Alternative*

“My actual house, I just go there to sleep. But Gang Alternative is actually my home.” - M. LaPlante

M. LaPlante began attending Gang Alternative's Youth Splash program in 2013. He stayed because he found value in Gang Alternative's "Being Leaders of Character" ("BLOC") program. He was able to connect with both mentors and like-minded youth who shared his deep faith in God. "I was able to learn leadership skills, I was able to learn the ability to communicate properly."

When his little brother learned about the program, he, too, started attending the afterschool program and the BLOC program where "they [were] able to teach him the same things that they were able to instill in me."

In 2021 Gang Alternative's positive youth development programs provided 317 youth with in-school violence prevention training and diverted 74 children from gang involvement. Nearly 1700 youth were served through its afterschool programs, faith-based programs, and building healthy relationships sessions.



Impact Highlight

RD's Story *Overtown Youth Center*

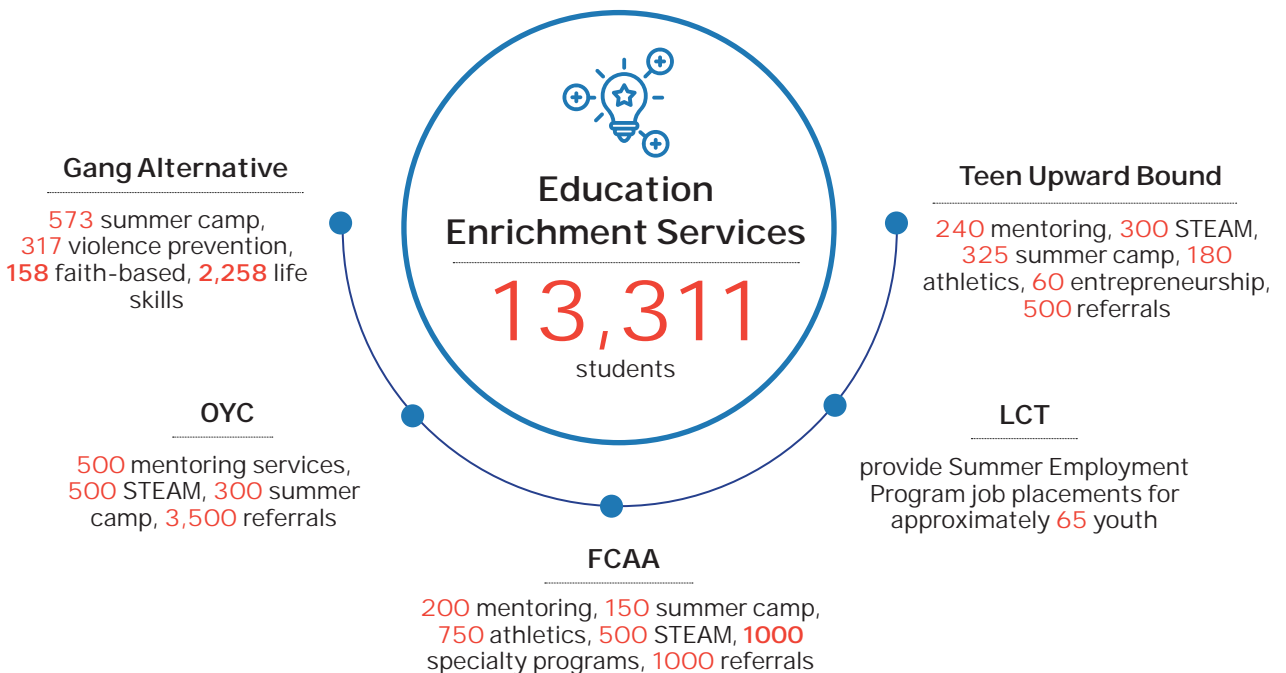
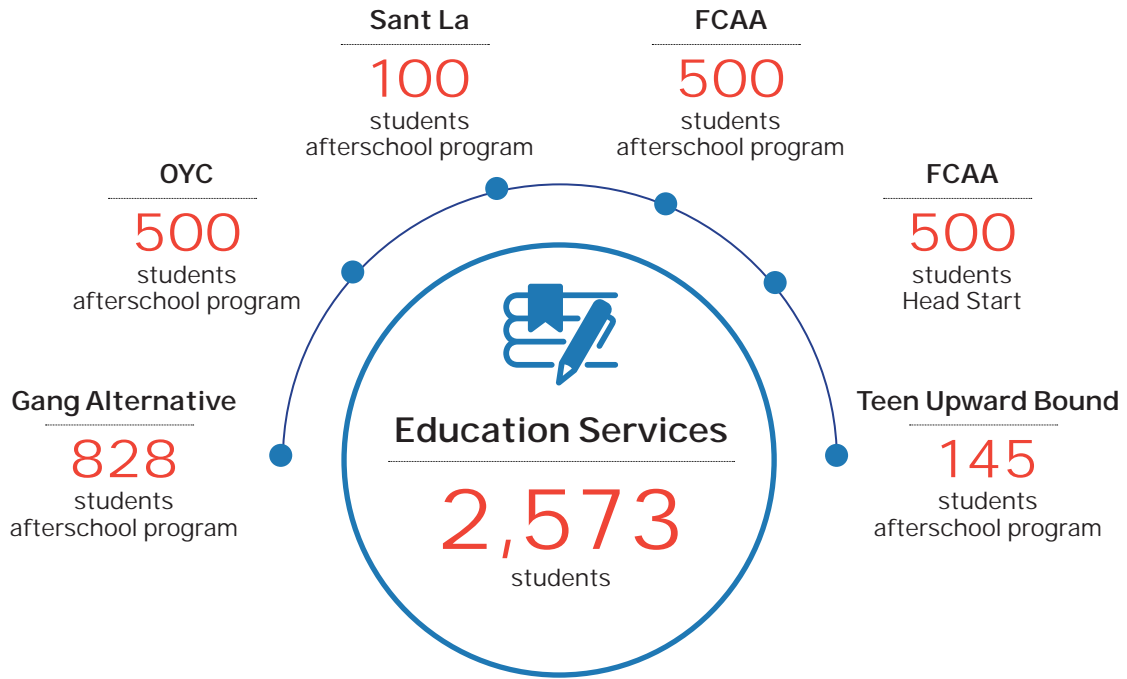
“They really helped me and showed me the right way.” - RD

When RD started high school, he didn't know much about preparing for college or if it would be an option. RD came to the U.S. in 2016 and everything was new to him. "They really helped me and showed me the right way." OYC coordinators helped RD prepare for college through mentorship and identifying scholarship opportunities. RD qualified for two scholarships before he started his first year of college. Today he is interning at OYC and preparing to graduate with his Bachelor's degree.

OYC's peer-to-peer leadership development for youth actively nurtures and enhances the growth and longevity of the organization's programs. Many participants began attending OYC as elementary school students. Through their long-term participation with OYC, they become employed at times at OYC and begin mentoring youth themselves. OYC's class of 2022 high school seniors received \$437,713 in scholarship awards and 90% of graduating seniors were accepted into college.

In 2021 OYC served 3,500 children and their families. Comprehensive services to families include case management, employment assistance and adult learning opportunities, hot meals and nutrition support, and over 12,000 referrals to existing social services.

EAC CBOs provided education and education enrichment services to nearly 16,000 children, youth, and families.



Health and Human Services

EAC CBOs play a vital role in connecting underserved Black communities to critically-needed primary and behavioral health care services. **Half of EAC CBOs are directly involved in providing health care and securing health insurance or health care support services for Black Communities of Miami-Dade County. EAC CBOs provide programs and services that improve the health outcomes of nearly 13,000 families annually.**

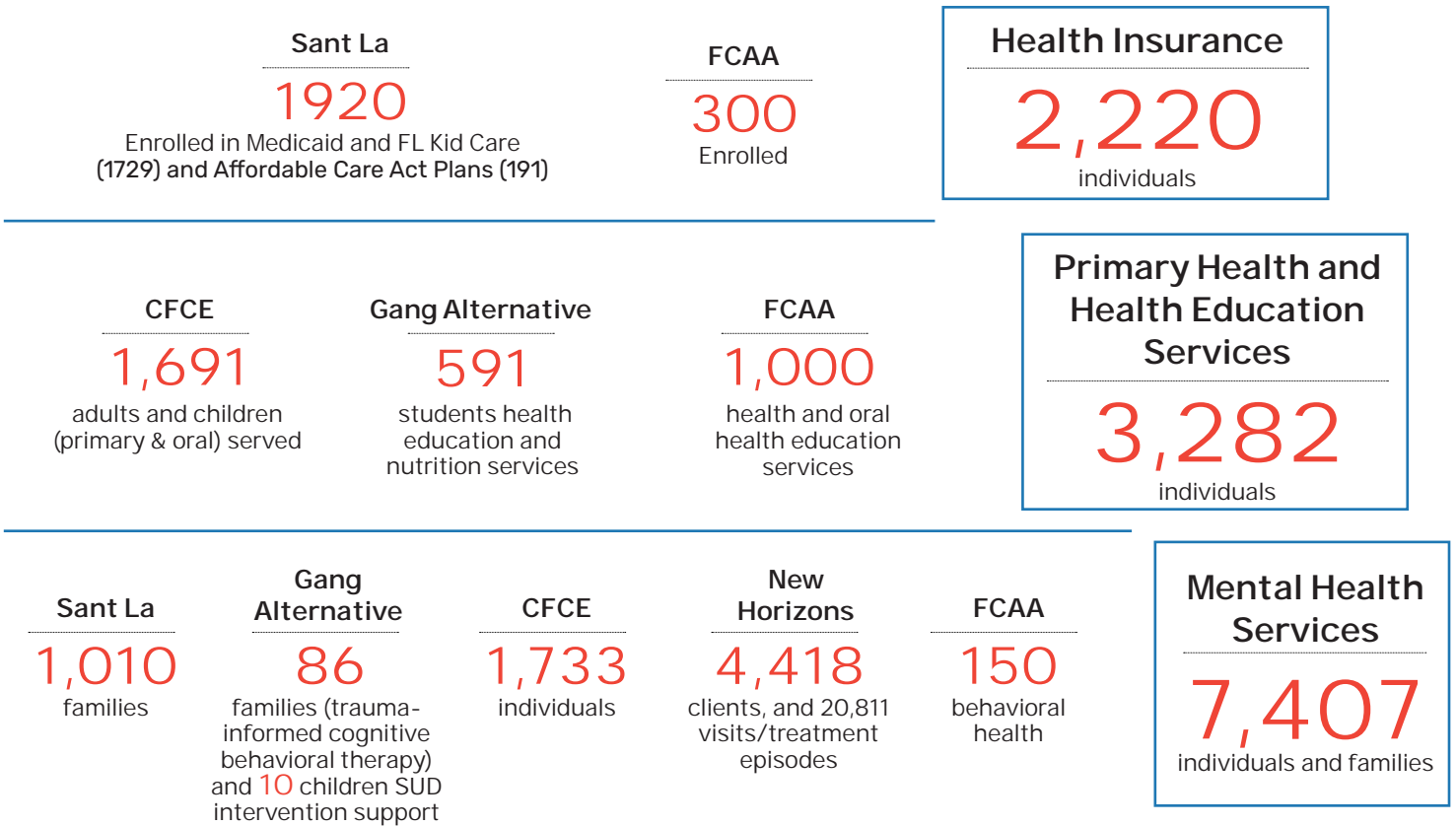
Access to comprehensive primary and behavioral health care is a challenge for Black communities in Miami-Dade County. Barriers include lack of health insurance, shortages of health care providers, and lack of transportation. Lack of health insurance coverage plays a significant role in perpetuating the health inequities noted above. Higher rates of uninsured adults in Miami-Dade County neighborhoods “correspond to the neighborhoods that are predominantly Black and Latinx.” The rates of uninsured adults range from 25% to 32% in communities served by the EAC CBOs including North Miami, Little Haiti, Liberty City, Overtown, Opa-Locka, Miami Gardens and South Dade.

In addition to high rates of uninsured adults, many of these communities have been designated by the U.S. Department of Health and Human Services as health professional shortage areas – shortages of primary medical, dental or mental health providers within a certain region.

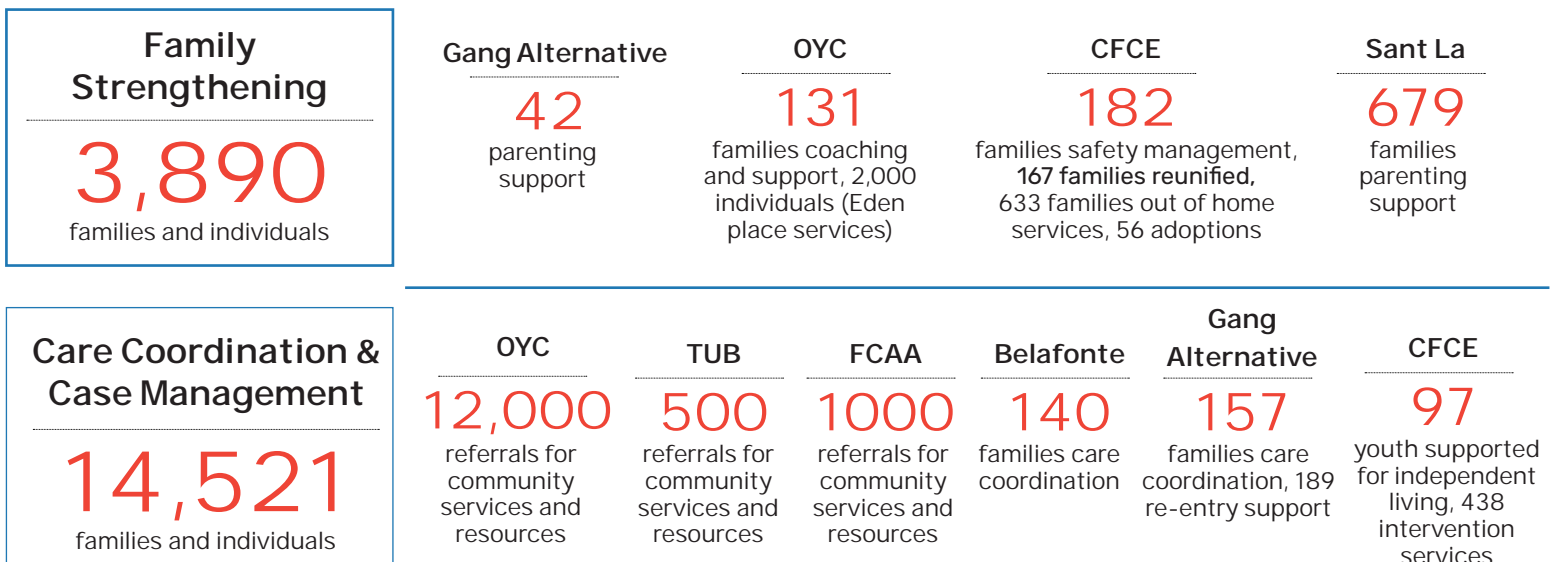
Nearly 25% of Black Miami-Dade County residents, including 37% of Black children, live below the poverty level compared with 15.5% for whites and 19.4% of Hispanic/Latino children. Poor health outcomes meet at the intersection of poverty “and the disadvantages that exhaust opportunities for improvement.” Low wages, lack of access to affordable housing and food insecurity contribute to the health inequities that persist among Black communities in Miami-Dade County. These inequities are most acute on indicators of maternal and child health and chronic diseases. The Black infant mortality rate was more than four times higher than white infants in 2020. Black mothers fared worse with a maternal death rate of 60.1 per 100,000 compared to 14.2 per 100,000 for white mothers. The death rates of Black residents for chronic conditions including heart disease, strokes, and diabetes are also higher than the rates for whites and Hispanics/Latinos.



By providing primary and mental health services and by expanding access to health insurance and other health support services, EAC CBOs fill a critical health care void and help sustain healthier communities for improved health outcomes. **EAC CBOs provided access to health and behavioral health services for nearly 13,000 families.**

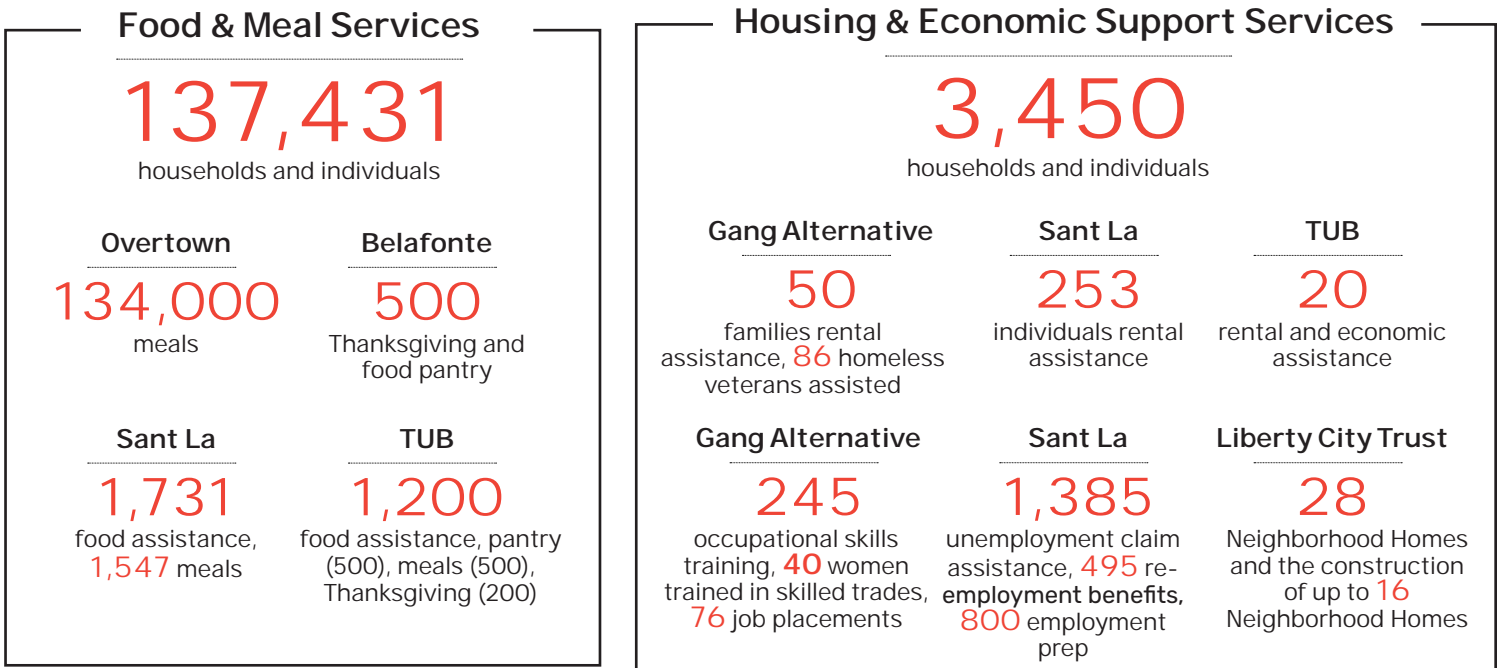


In addition to helping underserved Black communities access primary and behavioral health services, EAC CBOs strengthen the health and wellbeing of families and individuals by connecting them to resources to overcome food insecurity, provide economic support, and achieve family stability. **EAC CBOs provide support and case management services for nearly 20,000 families.**



Housing and Economic Support Services

EAC CBOs connected nearly 160,000 households and individuals to comprehensive human support services



Housing instability and affordability in Miami is at crisis levels. Between 2020 and 2021 more than 20,000 evictions were filed in Miami-Dade County. Nearly 63% of Miami renters spend more than 30 percent of their income on housing designating them cost-burdened. And according to the 2019 Apartment List study, of that number, 34% of Miami renters are severely cost-burdened spending 50% or more of their income on housing. Rising housing costs exacerbate this burden for Black Miamians. Black residents represent less than 20% of the population of Miami-Dade County, 68% of families experiencing homelessness are Black and 57% of the overall homeless population is Black. According to the Miami Workers Center, having a child is the single greatest predictor of overall eviction risk for women of color.

Integral to the core missions of most of the EAC CBOs is the creation of pathways to economic security for the Black communities of Miami-Dade County. **EAC CBOs' housing and economic support services impact nearly 160,000 families.**

The average annual household income of most communities served by the EAC CBOs ranges between \$15,000 or less to \$29,999. **EAC CBOs sustain families confronting economic precarity and prevent/mitigate homelessness among Black families by providing comprehensive case management, coordination of services, financial support and financial literacy to help families achieve long-term stability.**

Impact Highlight

Helping Mothers

The TACOCLY Center, Girl Power Rocks

The TACOCLY Center advocated for the well-being of VH and her three children as the family was being evicted from their home. While the organization doesn't offer housing, The TACOCLY Center provided comprehensive case management to ensure that VH and her family had a safe space to regroup and receive needed support.

Through outreach and coordination of available community resources, The TACOCLY Center placed the family in emergency shelter and temporary shelter at a hotel until more permanent housing could be secured. The TACOCLY Center offered a full suite of wraparound services to stabilize the family. The children were enrolled in its afterschool enrichment programs and The TACOCLY Center provided a free temporary workspace for VH to maintain employment and work remotely in a quiet space with adequate internet connectivity.

“Even though I felt like I was in the worst place ever, everybody just had smiles. They were very positive. They genuinely show that they care,” VH said.

“They just made this happen for me. This wasn't in their program to actually give a space. They just saw the need and they met the need . . . they advocate for people in this community, and they go hard.” - VH

The TACOCLY Center provides comprehensive care coordination and support for hundreds of vulnerable families each year linking them to homeless prevention services and rental assistance, food assistance, and critical supplies for babies.

Many undocumented women are reluctant to seek services due to fear of deportation. The “Girl Power” sign on the door gave one woman hope and the courage to ask for help. With no connection to the program or knowledge of its mission, a young undocumented woman showed up at Girl Power with all her belongings packed into car and no place to go. Her husband had just forced her and her children to leave the family home. When asked “why did you come to us, we don't do this kind of work?” the woman said she saw the sign on the door and figured they could help. Girl Power staff marshaled every resource to support this young mother and safely house her and her children.

“The work that we do has gone unnoticed because it is not in a proposal.”

*- Thema Campbell, President & CEO,
Girl Power Rocks*

Housing Affordability and Climate Gentrification. EAC CBOs also address housing affordability in Miami-Dade’s Black communities that are at risk of displacement due to climate gentrification. These environmental dynamics compound existing socio-economic challenges faced by Miami-Dade County’s Black communities. The legacy of systemic racism in Miami-Dade County precluded Black communities from accessing land in proximity to beaches and other low-lying waterfront areas. Frequent flooding of these areas due to rising sea levels has prompted more affluent Miamians to rent and purchase homes on higher ground. As the resulting climate gentrification increases rental costs and property values in higher-elevation neighborhoods such as Little Haiti and Liberty City, existing Black and Hispanic/Latino populations are seeking housing in low-lying areas that are more affordable and more vulnerable to flooding. The impact of climate gentrification in higher-elevation neighborhoods is profound not only for renters but also for homeowners who are cost-burdened by mortgage obligations. Many Black and Hispanic/Latino homeowners’ property values have risen exponentially increasing corresponding costs of taxes and maintenance. The median price of a single-family home in Little Haiti was \$77,000 in 2013. By 2018 the median price of a single-family home in the same neighborhood increased by 252% to \$217,000.



Impact Highlight

Naomi's Story

Liberty City Trust

“I think it’s very important what they do because there’s not a lot of Black families in the community or families in Liberty City that own a home and know how to get into a process of getting into a home.” - Naomi

Liberty City Trust has built 75 homes and through its homeownership education programs, and successfully qualified many Liberty City residents “who look like us, who would not get the information they need as to how to really get through the system.” The homeownership education programs provide guidance on financial literacy, budget management and how to build credit to qualify for mortgages.

Naomi and her husband were able to purchase their first home with the assistance of the Liberty City Trust. Liberty City Trust invests in the community by providing up to \$86,000 for first-time homebuyers earning 80% of the median income toward the purchase price of a home in Liberty City. The homeownership workshops and financial literacy programs of Liberty City Trust strengthen the capacity of first-time homebuyers to maintain their homes and build intergenerational wealth among families.



“Liberty City is the best place to work, live, and do business and we are very fortunate in that we have been able to keep some of us here,” says Elaine Black, President & CEO of the Liberty City Community Revitalization Trust.

“[We are] ... making sure that people cannot just get a job but keep that job and do better to maybe grow in that job.” - Gepsie M. Metellus, Executive Director, Sant LaHaitian Neighborhood Center

Impact Highlight

Ms. S.' Story

Sant La

Determined to make a better life for her two children, Ms. S. and her family made the perilous journey from Haiti to Chile and through Central America to Mexico. Upon arriving in Mexico, Ms. S. and her children camped out under the Del Rio bridge and began the agonizing wait to be admitted to the United States.

Ms. S. and her children settled down in Miami with no relatives or other informal support systems. Referred to Sant La for public benefits assistance, Ms. S. found a community support team that not only addressed her immediate need for public assistance, but also helped her secure gainful employment and services for her children. Ms. S. has a background in nursing from Haiti, and speaks Spanish fluently, but had been unable to find a job with a schedule that allowed her to work and care for her children. After several employment assistance counseling sessions with Sant La, Ms. S. agreed to entrust her children to an after-care program. Sant La was able to place her at Miami Gardens Medical Center where she currently works as a medical assistant.



Sant La provides comprehensive employment assistance, job training, financial literacy, credit repair and homebuyer education services to thousands of individuals, families and households in Miami-Dade county's Haitian community annually. Sant La is a vital community resource for recent immigrants of Haitian descent and links them to English language classes, social services and other tools to orient them to life in South Florida and the United States.

As the above data and impact stories highlight, from Education and Education Enrichment Services, to Health and Human Services, to Housing and Economic Support Services, EAC's CBOs provide a range of programs and services that fulfill the urgent needs of Miami-Dade's Black communities from early childhood to senior citizens.

Unshackling Financial Resources to Expand Organizational Capacity and Leveraging Impact

Increasing investment levels in the eleven EAC CBOs provides one of the most easily identifiable, readily available, and most efficient means of maximizing impact in Miami-Dade's Black communities, which will in turn lead to better outcomes for the whole of Miami-Dade County. Such investments will serve a network of CBOs with over 300 years of community-based expertise that touches the lives of nearly 1 out of every 2 Black residents of Miami-Dade County. This impact can be leveraged to maximum effect by investing in building organizational capacity. Not only will such investment increase the "defensive function" served by the 11 EAC CBOs in providing an expanding 'base of resilience" on which Miami-Dade's Black communities continue to build, such investment will expand the pursuit of abundance and transformation for Black Miami-Dade County. This philanthropic opportunity is unparalleled.

Like many nonprofit organizations nationwide, most of the revenue generated by the EAC CBOs is from government sources. Approximately half of EAC CBO budgets derive 75% or more of their resources from government funding. One organization is 100% government funded. Only three EAC CBOs receive more than 20% of funding from foundations and corporate sponsors, and none report more than 10% of their budget from individual donors. While all EAC CBOs collaborate with governments to deliver publicly financed services for the public good, reliance on government funds makes them especially vulnerable to policy changes, budget cuts, and mission misalignment. Over-reliance on government funding for Black-led nonprofit organizations can – and frequently is -- detrimental to their long-term health and viability.

Opportunities to collaborate with government partners are largely limited to the goods, services, and programs government entities want to purchase. Frequently, changes in government policy and budget priorities significantly and at times unexpectedly adversely impact nonprofits dependent on such funding. The conditions of government grants or contracts, like monitoring and evaluation, compliance reporting, and monthly itemized invoicing, can impose administrative burdens that frequently outweigh anticipated resource benefits. Onerous administrative compliance requirements at times carry opportunity costs that could be better allocated to the provision of direct services to community members or providing critically needed program support.

The local government funding landscape in Miami-Dade County has been stagnant since 2008 as a result of legacy contractual mechanisms that award level funding or cost of living increases annually. While efforts are underway to reimagine contractual mechanisms to enhance and expand funding opportunities for collaboration with nonprofits, the timeline for implementation remains uncertain. The burden of that stagnation and uncertainty is borne by nonprofits struggling to meet evolving community needs with services that are level funded.

Given this public sector funding environment, therefore, the prevailing ideal is that philanthropic, corporate, and individual donors can refurbish philanthropic theories of investment in favor of long-term, capacity-building support.

Capacity-building resources from philanthropic, corporate, and individual donors empower nonprofits like EAC CBOs to build and grow teams of dedicated service providers to meet programmatic and service requirements; invest in priority services; expand existing service; and create new programs to meet emerging needs.

“They really expect a lot from us [Black providers], we’re just always expected to do way more than everybody else for the least amount of money.”

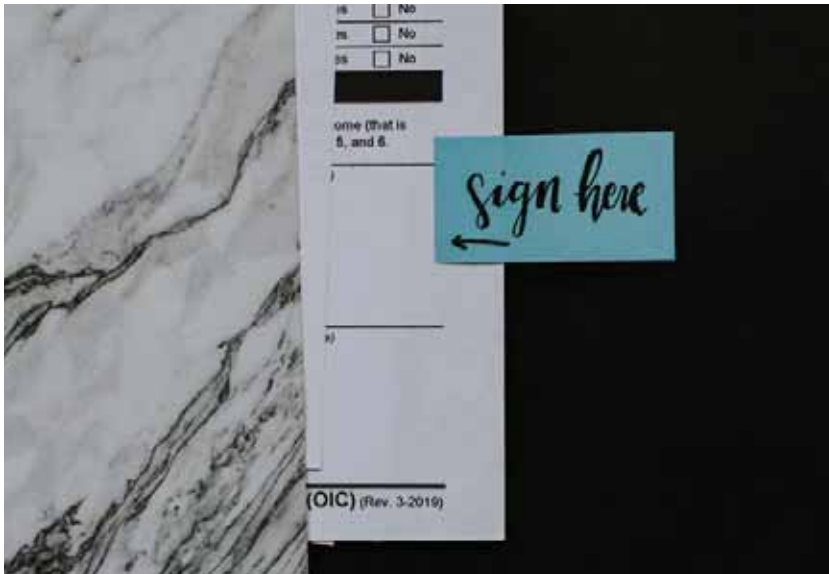


Researchers found on average that revenues of Black-led organizations are 24% smaller than the revenues of their white-led counterparts. The study also revealed that the unrestricted net assets of Black-led organizations are 76% smaller than their white-led counterparts. Disparities in revenue and in the availability of unrestricted resources, which can be interpreted as a proxy of trust, severely limit the ability of Black-led organizations and Black leaders to achieve organizational strategic goals, build cash reserves, and amplify community impact.

For Black women led organizations, the funding landscape is even more bleak. Black women leaders consistently receive less support than either Black men or white women. **According to Ms. Foundation's Pocket Change report, organizations focused on Black women and girls experience higher levels of all barriers to foundation funding. Not surprisingly only 4.2% or \$15 million of the \$356 million awarded by foundations in 2017 benefited organizations that serve Black women and girls. Although leaders of the EAC CBOs work hard to overcome funder biases by demonstrating the impact of their work and integrity of business practices, major obstacles for these Black-led organizations remain.**

Many factors contribute to the barriers to philanthropic and donor funding experienced by Black-led organizations. Because Black leaders have inequitable access to the social networks that facilitate philanthropic engagement, they are frequently unable to access to connect with and leverage those resources. When Black leaders do successfully connect to philanthropic networks, they experience bias, mistrust, and microaggressions that undermine rapport. Challenges in building rapport with potential donors also impedes the ability of Black leaders to communicate the importance of culturally relevant strategies. **And finally, these issues make sustaining funding relationships more difficult when white-centric frameworks define strategic priorities and evaluation.**

This disconnect is more pronounced for the EAC CBOs that are trying to build greater cultural understanding of the needs of Black communities in the majority-minority context of Miami-Dade County. **Approximately 54% of Miami-Dade County's population are foreign born – not U.S. citizens at birth. While most are U.S. citizens, their lived experiences are not fully contextualized within the traumatic history and ongoing impact of structural racism on Black communities. The Black experience in general and antiblackness, in particular, are not part of their historic narratives of struggle and triumph in the United States. Black leaders working on the frontlines are uniquely positioned to address challenges faced by Black communities and translate these challenges for potential sources of support.**



“[Funders] give you this money, but say “you better do exactly what I tell you to do with it” and they’re doing textbook stuff. We aren’t textbook...African Americans or Black people are a very unique group of people, and there is nothing textbook about us.”

EAC CBOs have served Miami-Dade County’s Black community for over 300 years; almost 75% of the EAC CBOs have operated for 20 years or more; Belafonte TACOLCY, the oldest EAC CBO, is entering its 57th year of operation while the youngest, Gang Alternative, is in its 18th year of service. As a result of this longevity, the eleven EAC CBOs have built trust within the communities they serve by meeting community needs based on community demands.

The eleven EAC CBOs are proven, prudent stewards of grants, contracts, and gifts and the programs and services these resources support. The annual operating budgets of the EAC CBOs range from \$500,000 to over \$50 million. Approximately 90% of the EAC CBO’s respective budgets directly support program activities. Each EAC CBO maintains a portfolio of government and nongovernmental grants and contracts that are monitored and audited annually and routinely renewed.

“It is impossible for us to address the biggest challenges that face our country as long as this vital segment of leaders continues to be underfunded.”

Sustained, long-term investments in the eleven EAC CBOs by the Miami philanthropic community would ideally bridge persistent funding gaps. Sustained, long term investment by the philanthropic community would not only strengthen the capacity of Black-led organizations like the EAC CBOs but could also fund innovative solutions and approaches to longstanding problems within Miami-Dade County’s Black communities. Strategically focusing philanthropic and corporate investment in culturally competent program innovations and interventions can achieve sustainable change and greater impact.

Led by The Miami Foundation, the Miami philanthropic community has begun to address resource disparities in recognition of the concentrated impact and exponential value that accompany investments in community-anchoring Black-led organizations like the EAC CBOs that have served their communities for decades. The Miami Foundation in partnership with other donors established the Racial Equity Fund in 2020 to award capacity-building grants that strengthen Black-led organizations. The EAC commends to the Miami Philanthropic community its own example of the power of collective action, to accelerate and amplify investments in Miami-Dade County’s Black communities.

The EAC CBOs have the necessary experience, leadership, acumen, and community-level operations to serve as strategic partners in the use and direction of philanthropic investments to launch innovative programs and expand organizational capacity. The time to leverage and grow the impact of the EAC CBOs is

now. While the EAC CBOs and the Miami Philanthropic community have largely met community needs within preexisting funding frameworks, unparalleled opportunities for abundant transformation lie within our grasp.

Together.

In the Five-Point “Call to Action” that follows, we suggest positive steps we can take to move this project forward.

Call to Action to Funders and Philanthropic Community

- 1 Invest in unrestricted general operating support funds in the EAC CBOs.** Greater investment of general operating support in the EAC CBOs will provide EAC CBO leaders with unrestricted resources to strengthen the infrastructure of their respective organizations, bridge critical service gaps, implement innovative approaches to meet community needs and increase service capacity.
- 2 Practice trust-based philanthropy through multiyear general operating grants to the EAC CBOs.** Multiyear funding commitments to organizations is a statement of trust. Trust the EAC CBOs to determine strategic direction and meet program goals. Research finds that funders that “lean into trust” are better positioned to achieve the change they seek.
- 3 Reframe funding orientation from making grants to making change.** Focus on rigorous measurement standards can unintentionally exclude organizations that do not fit within funder goals. Collaborate with the EAC CBOs to re-evaluate desired program outcomes and data and define solutions within culturally relevant and competent strategies.
- 4 Conduct a comprehensive needs assessment of the Black communities of Miami-Dade-County.** Partner with the EAC CBOs to build more knowledge of and connection to those who will be most impacted by the investments made. Learning more about the complex and nuanced needs of these communities will improve the intentionality and outcomes of investments.
- 5 Provide comprehensive organizational development support including mentorship and opportunities that connect EAC CBO leaders to the philanthropic community.** Facilitate relationship building between foundation, corporate and individual donors and the EAC CBO leaders. Sponsoring networking events, one-on-one coaching and other avenues for mentorship can help the EAC CBO leaders successfully establish and sustain relationships with an expanded community of funders.



Bridging the Equity Gap in Miami-Dade County's Black Communities

Equity and Advocacy Collective

Impact Report