



Report of Grantee Demographics, Important Issues, Strategic Learning and Stakeholder Insights

JULY 2020



ACKNOWLEDGEMENTS

Creed extends our deepest gratitude to all of the organizations and individuals that participated in this process. We are thankful for the time committed to completing the survey and participating in interviews. Your insights about your organizations and the communities we all serve together are invaluable and will be instrumental in helping Victoria Foundation define its work in the future.

We gratefully acknowledge the support of the Victoria Board of Trustees and thank the staff for their committed and conscientious contributions to the development of this report.

We thank Victoria Foundation for the opportunity to support the foundation and the City of Newark in this way and sincerely hope this report is additive to the pursuit of racial justice in our city.

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EXECUTIVE SUMMARY

Victoria Foundation began 2020 with a commitment to learning and organizational transformation. The foundation entered this year asking what they can do differently to attack the root causes of intergenerational poverty and community disinvestment. What can be done to shift the dynamics that reproduce them, year after year? Strongly believing history teaches us these dynamics stem from structural and institutional racism and segregation, a critical first step for Victoria Foundation was hearing from and learning about the perspectives of their grantees and other external stakeholders of these important questions. To do this, Victoria Foundation undertook an extensive survey and interview process of grantees and key community leaders and stakeholders. Creed Strategies administered the Victoria Foundation Grantee Survey in January 2020 and conducted 26 one-on-one interviews with a combination of grantee leaders and other external stakeholders in March 2020.

Survey Part I: Important Issues, Racial Equity, and Strategic Learning was completed by 99 grantees; 89 of these grantees were Newark-based organizations, and 10 of the responding grantees were statewide environmental organizations.

Survey Part II: Organizational Information was completed by 84 grantees; 76 of these grantees were Newark-based organizations, and 9 of the responding grantees were statewide environmental organizations.

While all of the survey questions were answered by most respondents, every organization did not complete both parts of the survey and some did not answer every question included in the survey.

This inquiry of Victoria Foundation grantees took place prior to the onset of the COVID-19 pandemic and the widespread social protests. The severe impact of COVID-19, as well as those of the racial justice protests, on the City of Newark and its residents make these findings, and their implications for grantees, even more timely and consequential to the dynamics Victoria Foundation seeks to understand.

NEWARK GRANTEE SURVEY AND INTERVIEWS

Organizational Demographics

The following highlights were reported in the survey (please note the category of ‘Other Staff’ includes those full-time employees who do not supervise staff):

- Consistent with national and state nonprofit demographics, the make-up of the leadership of the responding organizations was overwhelmingly white. Whites were 63% of the Board Chair/Presidents, 59% of Other Board Members, and 49% of CEO/Executive Directors.
- Black, Indigenous, and other People of Color (BIPOC) made up less than 50% of all board positions and CEO/Executive Director positions.
- Black or African-American employees were 45% of Other Staff and 45% of Senior Staff compared to 23% of Board Chair/President, 30% Other Board Members and 35% CEO/Executive Director.
- Hispanic, Latina(o), or Latinx employees were 22% of the employees reported in the Other Staff category and 17% of Senior Staff and were 34% of all Board Chair/President, Other Board Members, and CEO/Executive Director positions.

Gender inequity was also a challenge for the responding grantees.

- While men comprised 63% of the Board Chair/Presidents, 57% of All Other Board Members, and 57% of CEO/Executive Directors, women were less than 50% of the individuals in each of these roles.
- Women were 64% of Senior Staff and 72% of Other Staff.

The majority of individuals reported for all positions resided in New Jersey Outside of Essex County. The individuals employed by the responding grantees in this survey by and large do not reside in Newark.

- 65% of Board Chairs/Presidents did not live in Newark, Newark’s neighboring municipalities, or Essex County.
- 57% of Senior Staff reported also lived outside of Newark, Newark’s neighboring municipalities, or Essex County.
- Other Staff is the largest percentage (32%) of individuals reported as residents of Newark.

Most Recent Victoria Foundation Grant Awards-Newark Grantees

- The largest amount of total grants awarded reported by survey respondents in a single racial category was \$1,840,000 across 28 white-led organizations.
- In total, the responding BIPOC-led organizations received \$3,077,000 in grant awards.

Important Issues

- Education, Employment/Jobs, Housing, and Poverty were identified as the leading issues faced by the communities served by respondents and the City of Newark.
- Respondents identified Funding, Staffing, and Partnerships as the primary barriers limiting their impact on the issues they identified.
- Funding and Staffing were also identified by respondents as among their organizations most pressing needs.

Racial Equity

Survey respondents were asked to consider a number of activities that are widely held to support racial equity, for example, “Systematically collect and analyze demographic data about board members, staff, and program participants for racial equity” or “An explicit commitment to racial equity.”

- For eight of the ten activities surveyed, 50% or more of respondents indicated they were “Very Important” or “Moderately Important” to address racial equity.
- None of the racial equity activities were considered by more than a small minority of respondents as “Slightly Important” or “Not Important” to addressing racial equity.
- The leading activities of importance to racial equity were: An explicit commitment to racial equity, Staff that reflects the racial demographics of Newark, Board members and leadership that reflect the racial demographics of Newark, and Communicating clearly and consistently the importance of racial equity.

A majority of the responding organizations reported that racial equity activities were practiced to some degree in their organizations.

- Most respondents indicated their organization engaged in activities to address racial equity “A moderate amount” or “A great deal.”
- 76% of respondents indicated their organization specifically targets historically excluded groups in hiring practices “A great deal” or “A moderate amount.”
- Respondents suggested their organizations are least likely to regularly participate in a civic activity in the Newark community, if at all.
- Some respondents also indicated they “Rarely” or “Never” participated in activities broadly accepted as important to racial equity, for example: participation in coalitions; engagement in advocacy and organizing; or providing opportunities for engagement in collective dialogue, learning, and training about racism.
- Race, Diversity, Equity, and Inclusion Training and Representation of Board and Staff were strategies organizations reported undertaking during the last year.

Racial equity activities were widely held among survey respondents as important and were reported to be a part of their organizational activities. However, when asked, “What does racial equity mean in the context of your work?” the majority of survey respondents indicated that racial equity in the context of their organization’s mission meant “Equal,” “All,” “Access,” “Sameness,” or “Diversity.” These responses stand in stark contrast to prevailing definitions of equity and generally ascribe to “equality” as the goal. The Racial Equity Alliance defines racial equity to mean, “Race can no longer be used to predict life outcomes and outcomes for all groups are improved.”¹ The survey responses also contrast with interviewees’ analysis of systems, mindsets and beliefs, policies, and access as key features of how institutional and structural racism work in the issues that affect Newark.

Survey respondents reported undertaking fairly routine activities, such as Community Meetings, Surveys, Social Media, Committees/Advisory Boards, and Evaluation to ensure accountability, elicit feedback from residents, shape programs and policies, and influence the direction of the organizations. The primary challenges to their work identified by respondents were capacity, funding and working in silos, collaboration, competition, and duplication. Collaboration was also viewed by survey respondents and interviewees as an opportunity to align advocacy and priorities, share resources, and better advocate for sustainable change. For many, the City of Newark itself and its rising profile and economic forecasts were considered, at the time this survey was administered, significant opportunities.

Strategic Learning: Important Issues and Racial Equity

Education, housing, mental health (trauma and adverse childhood experiences), and systems change were the issues survey respondents viewed Victoria Foundation as best positioned to address. Survey respondents and interviewees proposed that Victoria Foundation could be instrumental in convening grantees, partners, and stakeholders around a collaborative strategy designed to accomplish ambitious systems-change goals within and across sectors. To this end, respondents indicated that Victoria Foundation should:

- Prioritize support for collaboration and utilize the foundation’s leadership position to support a racial equity agenda as strategies to help address racial equity in the City of Newark.
- Be public and transparent about equity issues in Newark and in its own work, actively support and provide resources and opportunities for leaders of color in the non-profit sector, and take on the role of convening key stakeholders to develop strategies to address racial equity.
- Design a grant-making strategy that reflects a racial equity framework.

Overall, responding grantees suggested Victoria Foundation can best contribute to racial equity in Newark in the following ways:

- Convene
- Provide Capacity Building & Technical Assistance
- Strengthen Grantee Relationships
- Develop Leadership
- Use Influence

Interviewees and survey respondents alike consistently articulated the value of strategic, structured, and formal collaborations to address the City’s pressing issues and move a racial equity agenda. Their comments suggest that if Victoria Foundation is to contribute to this work in the City, it must also take an approach that is thoughtfully designed to prioritize and amplify collaboration in how the foundation works with its grantees and community partners.

¹ See the Resources section at the end of this report for more information and definitions of frequently used terms.

Strategic Learning: Perceptions About Victoria Foundation

Victoria Foundation was largely perceived as a foundation that builds relationships with grantees, is culturally competent and responsive, works to understand the dynamics of the people and communities served, and integrates knowledge from non-profits and the Newark community.

From some respondents' perspectives, however, Victoria Foundation could become more aware of the factors that affect grantees, increase its cultural competence, and work to balance power.

Developing the foundation's relationship with grantees was a broad theme where grantees indicated Victoria Foundation could increase interaction with grantees, hire more people that have direct experience working in Newark's neighborhoods, create a safe space for grantees to share their opinions, and use their office to more effectively engage the community, for example, "serve as a co-located community/cultural/non-profit hub."

STATEWIDE ENVIRONMENTAL GRANTEES

This report presents survey data from 9 Victoria Foundation Statewide Environmental grantees.

Respondent Profile: Who Completed the Survey?

- 70% of respondents were the CEO/Executive Director of the participating organizations.
- All of the 9 organizations have been in existence for over 20 years.
- 77% of respondents were organizations with operating budgets between \$1M and \$10M.
- The 9 organizations employed 155 full-time and 54 part-time employees.

Demographics

The survey data show racial, ethnic, and gender equity was a barrier for most Victoria Foundation Statewide Environmental grantees.

- 77% of Board Presidents, 89% of CEO/Executive Directors, and 82% of Senior Staff were white.
- Women were employed primarily in Senior Staff and Other Staff positions.
- BIPOC were under-represented in these organizations.

Important Issues

- Respondents were largely concerned with the challenges of protecting and preserving the environment in light of the pace of climate change and policies that may be barriers to their work.

Racial Equity

- For all of the ten activities surveyed, 50% or more of respondents indicated they were "Very Important" or "Moderately Important" to address racial equity.
- None of the racial equity activities were considered by more than a small minority of respondents as "Slightly Important" or "Not Important" to addressing racial equity.
- Respondents suggest Victoria Foundation can support racial equity by: providing support for collaborations, targeting funding, and supporting training for coalition building and diversity and inclusion.

Perceptions of Victoria Foundation

- Respondents viewed Victoria Foundation as poised to support Environment Justice, Preservation and Conservation Efforts, and Public Engagement.
- Victoria Foundation should support collaborations and advocacy work as well as trainings to build capacity for coalition building and inclusion and investment in diverse communities.

RECOMMENDATIONS

Recommendations for Strategic Planning

- 1) Ensure the findings of this report are core to the strategic planning process and used to determine Victoria Foundation's focus areas, grantmaking strategy, and methods of community/stakeholder/grantee engagement.
- 2) Engage a subset of survey respondents and interviewees as critical friends in the foundation's internal reflection and assessment process and as thought partners as it designs the foundation's strategic plan.
- 3) Integrate grantee and resident input into the development of the foundation's strategic plan.

Recommendations for Racial Equity

- 4) Work with the Mayor's Office, key stakeholders and community leaders, and grantees to identify existing opportunities to support a city-wide racial equity strategy and identify the necessary resources.
- 5) Develop mechanisms and opportunities for residents to discuss their experiences with racial injustice and inequity in the city and have input into any planning processes.
- 6) Ensure that the implementation of any city-wide racial equity work supported by the foundation provides leadership and employment opportunities for Newark residents and grassroots leaders.

BACKGROUND AND METHODOLOGY

Victoria Foundation began 2020 with a commitment to learning and organizational transformation. The foundation entered this year asking what they can do differently to attack the root causes of intergenerational poverty and community disinvestment. What can be done to shift the dynamics that reproduce them, year after year? Strongly believing history teaches us these dynamics stem from structural and institutional racism and segregation, a critical first step for Victoria Foundation was hearing from and learning about the perspectives of their grantees and other external stakeholders of these important questions.

Victoria Foundation partnered with Creed Strategies, a Black led Newark-based education, social justice, and equity consulting firm, to design and administer a grantee survey and conduct one-on-one interviews with grantee leaders and other stakeholders. Administered in two parts to two groups of grantees (Newark grantees and Statewide Environmental Grantees), the Grantee Survey was the most comprehensive inquiry Victoria Foundation has made of its grantees about their organizations, perceptions of the issues facing the City of Newark and the communities they serve, and grantees' ideas and insights about racial equity. The survey instrument was developed collaboratively with Victoria Foundation staff.

Part I: Important Issues, Racial Equity, and Strategic Learning was completed by 99 grantees; 89 of these grantees were Newark-based organizations, and 10 of the responding grantees were statewide environmental organizations.

Part II: Organizational Information of the survey was completed by 84 grantees; 76 of these grantees were Newark-based organizations, and 9 of the responding grantees were statewide environmental organizations.

While all of the survey questions were answered by most respondents, every organization did not complete both parts of the survey and some did not answer every question included in the survey.

After the survey was administered and analyzed, one-on-one interviews were conducted with 26 individuals from the Newark ecosystem (a combination of grantee leaders and other external stakeholders). The interviewees represented non-profit and community leaders with significant experience with and insights about Newark communities as well as knowledge of Victoria Foundation. Some interviewees have undergone anti-racist trainings such as Undoing Racism and most have been involved in high level discussions of systemic change and racial equity in their work. Like the survey protocol, the interview protocol was developed in collaboration with Victoria Foundation staff. The interview protocol was designed to gain deeper insights from grantee leaders and external stakeholders about trends that emerged in the Newark grantee survey data.

All participants' responses for both the surveys and the interviews are confidential and were reported anonymously. The data collected through the surveys and interviews are intended to provide Victoria Foundation with ideas on how to reorganize and better serve the non-profit community.

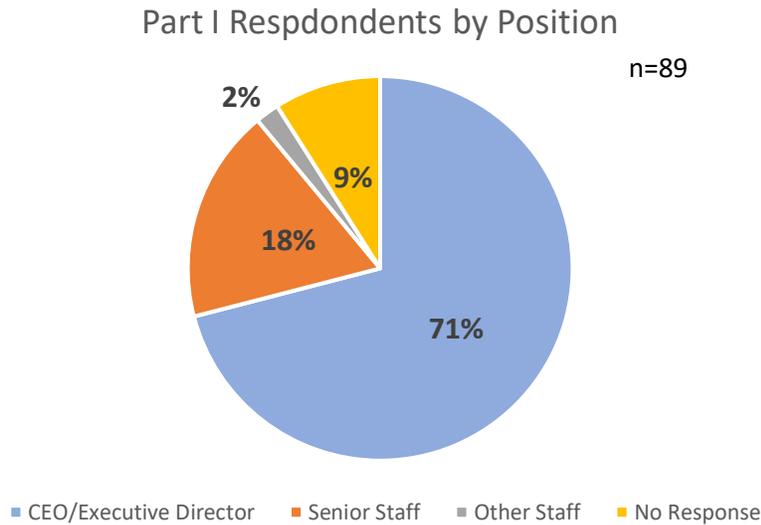
This inquiry of Victoria Foundation grantees took place prior to the onset of the COVID-19 pandemic and the widespread racial justice protests. The severe impact of COVID-19, as well as those of the racial justice protests, on the City of Newark and its residents make these findings, and their implications for grantees, even more timely and consequential to the dynamics Victoria Foundation seeks to understand.

This report is organized into two sections, Part I: Newark Grantee Survey and Interviews and Part II: Statewide Environmental Grantee Survey.

PART I: NEWARK GRANTEE SURVEY AND INTERVIEWS

RESPONDENT PROFILE: WHO COMPLETED THE SURVEY?

Given the nature and focus of the survey, it was requested that Part I of the survey be completed by the Chief Executive Officer/Executive Director and Part II by the Chief Executive Officer/Executive Director or the staff member most familiar with the organization’s operating and human resources practices. Most respondents were the CEO/Executive Director of the participating organizations.



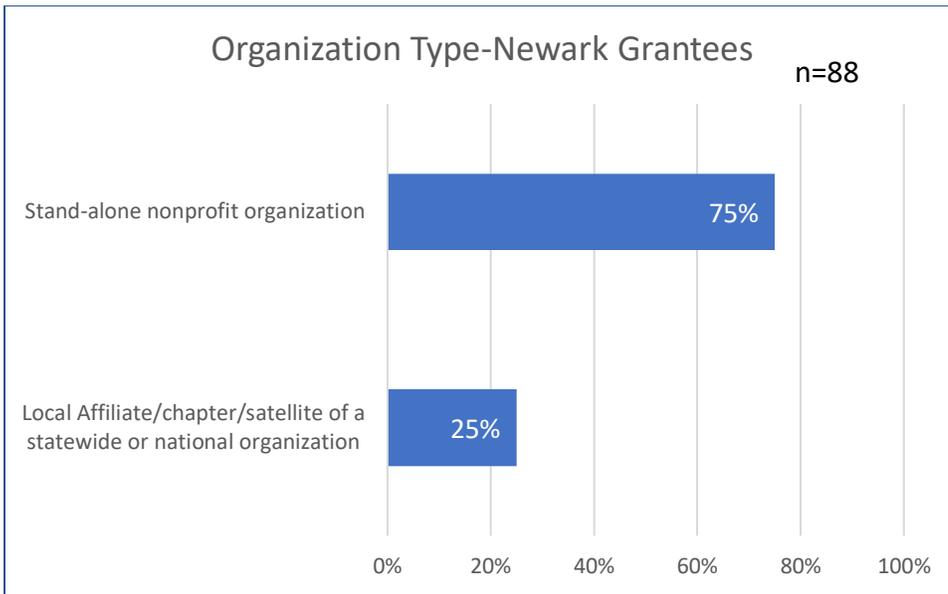
For 79% of the responding organizations, both Parts I and II of the survey were completed by the same person.

Respondents Years with Organization & Years in Position n=89					
	<10	10 to 20	20 to 30	Over 30	No Response
Years with Organization	47%	21%	11%	16%	4%
Years in Position	66%	18%	7%	6%	3%

About half (47%) of survey respondents were employed by the participating organization less than 10 years and 48% were employed by the participating organization for more than 10 years. The majority (66%) of survey respondents were in their position for less than 10 years.

Respondent Organizational Information

Organizations with over twenty years in existence make up the largest percentage (75%) of survey respondents. Most respondents (65%) were organizations with operating budgets between \$500,000 and \$5M. 17% reported operating budgets between \$500,000 and \$1M and 21% between \$2.5M and \$5M. 66% of respondents reported Victoria Foundation’s most recent grant to their organizations funds city-wide programs and projects. The 76 responding organizations encompassed 8,134 full-time and 3,612 part-time employees.



Most (75%) of the participating grantees were stand-alone non-profit organizations.

Most (63%) Victoria Foundation grants made to respondents were for Program/Project Specific activities, while (37%) grants were General Operating awards.



FINDINGS: ORGANIZATIONAL INFORMATION

Demographics

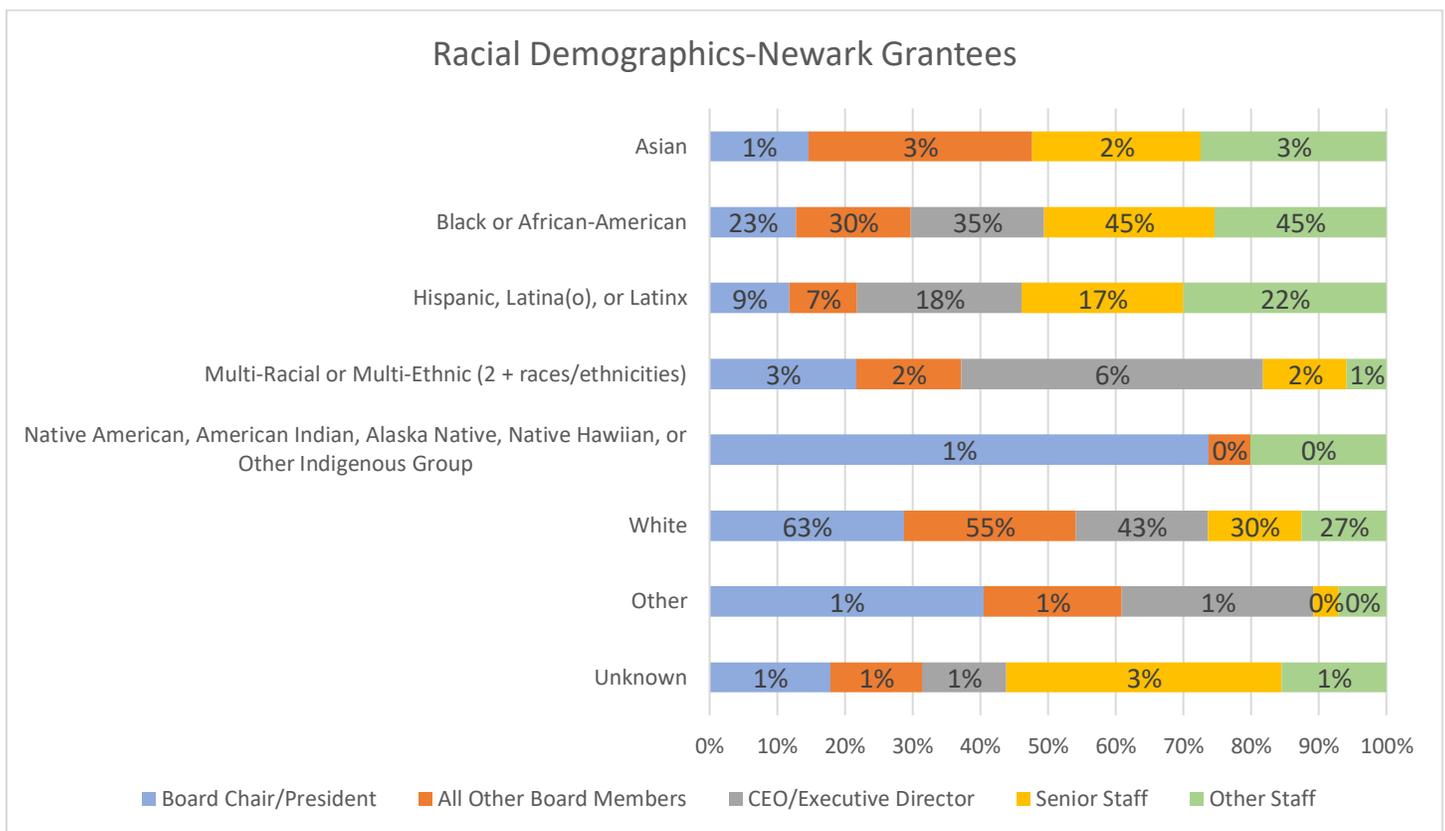
National studies of boards have consistently shown that non-profit boards suffer from a lack of racial, ethnic, and gender diversity. This is particularly true for board and organizational leadership. A 2019 study of New Jersey non-profits conducted by the Center for Non-Profits demonstrates non-profit boards across the Garden State, one of the most diverse states in the nation, are predominately white and often do not reflect the demographics of the communities they serve.

The following charts present similar findings about board leadership as well as the overall composition of the boards and employees of the responding Victoria Foundation grantees. They also include findings about the gender composition and the residential patterns of the organizations' boards, executive leadership, and staff.

For the purposes of this survey, data was collected for the following categories.

- “Board Chair/President”
- "All Other Board Members" includes all board members except "Board Chair/President."
- “Chief Executive Officer/Executive Director”
- "Senior Staff" includes those full-time employees who have supervisory, management, or other oversight responsibilities (for example, Deputy Directors, Directors, Program Managers, or Supervisors).
- "Other Staff" includes those full-time employees who do not supervise staff.

Participants reported only full-time employees operating primarily in Newark. Each board member/trustee and full-time staff member in the responding organizations were asked to be counted in just one of the categories above.²



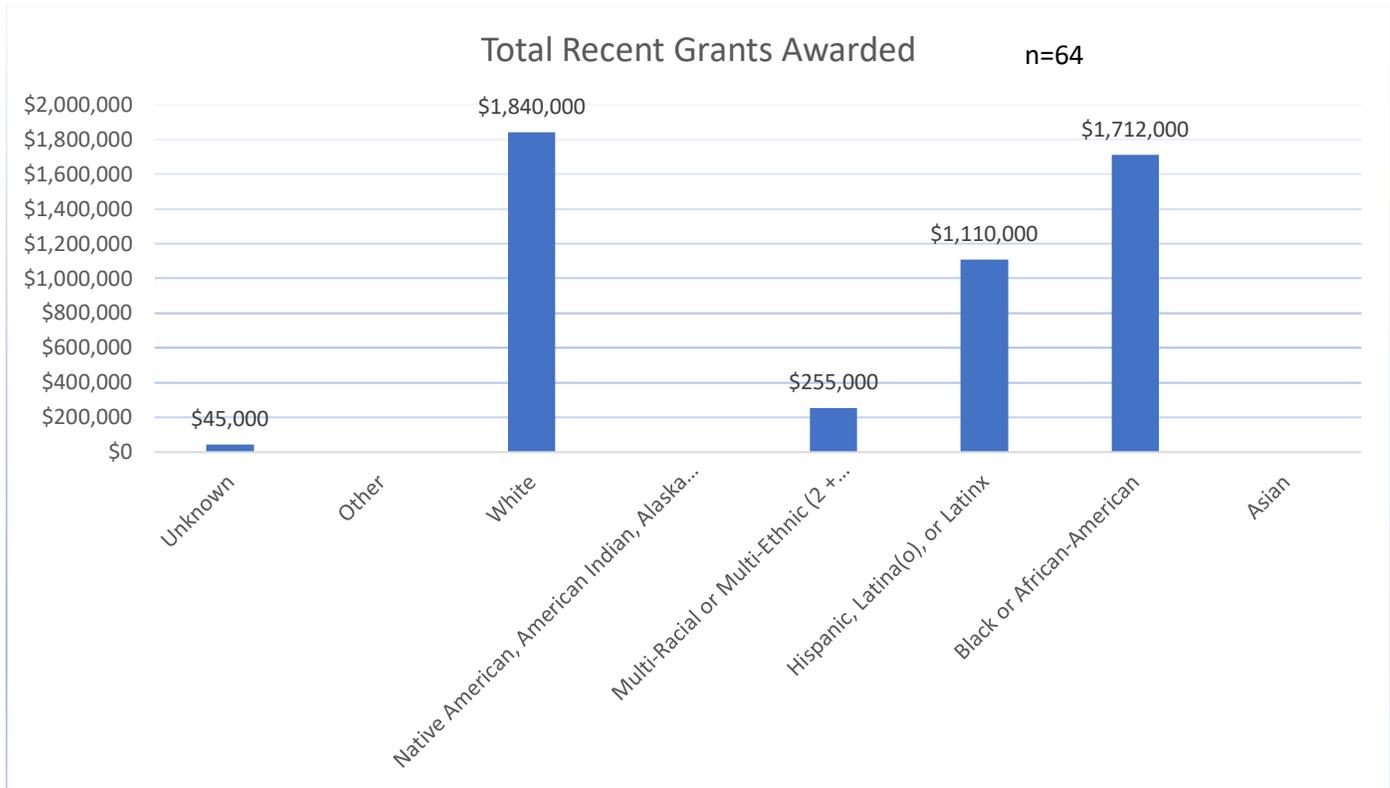
The composition of the leadership of the responding organizations was overwhelmingly white. Whites were 63% of the Board Chair/Presidents, 55% of Other Board Members, and 43% of CEO/Executive Directors. Black, Indigenous, and other People of Color (BIPOC) made up less than 50% of all board positions reported in this survey, representing 37% of the Board Chair/President position and 42% of Other Board Members. All BIPOC combined were 59% of the individuals reported as CEO/Executive Director. This representation is not, however, proportionate with the populations served in Newark, which are primarily Black (48%) and Latinx (34%). Whites are 11% of Newark’s population and Asian, Native American and other indigenous groups, multi-racial, and Pacific Islanders are approximately 7% combined of the population.³

² Survey respondents include organizations with employee pools of over 1000 people.

³ Newark population data is retrieved from <https://worldpopulationreview.com/us-cities/newark-nj-population>

Black or African-American employees were 45% of Other Staff and 45% of Senior Staff compared to 23% of Board Chair/President, 30% Other Board Members and 35% CEO/Executive Director. Hispanic, Latina(o), or Latinx employees were 22% of the employees reported in the Other Staff category and 17% of Senior Staff, and represent 34% of Board Chair/President, Other Board Members, and CEO/Executive Director combined.

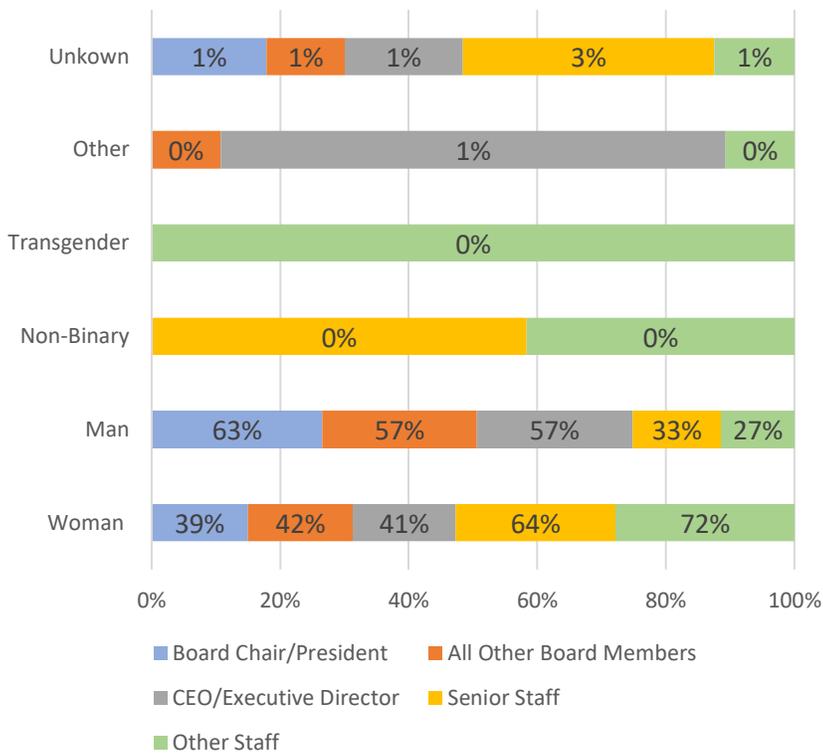
Most Recent Victoria Foundation Grant Awards-Newark Grantees



The largest amount of total grants awarded reported by survey respondents in a single racial category was \$1,840,000 across 28 white led organizations.

In total, the responding BIPOC led organizations received \$3,077,000 in grant awards.

Gender Demographics-Newark Grantees

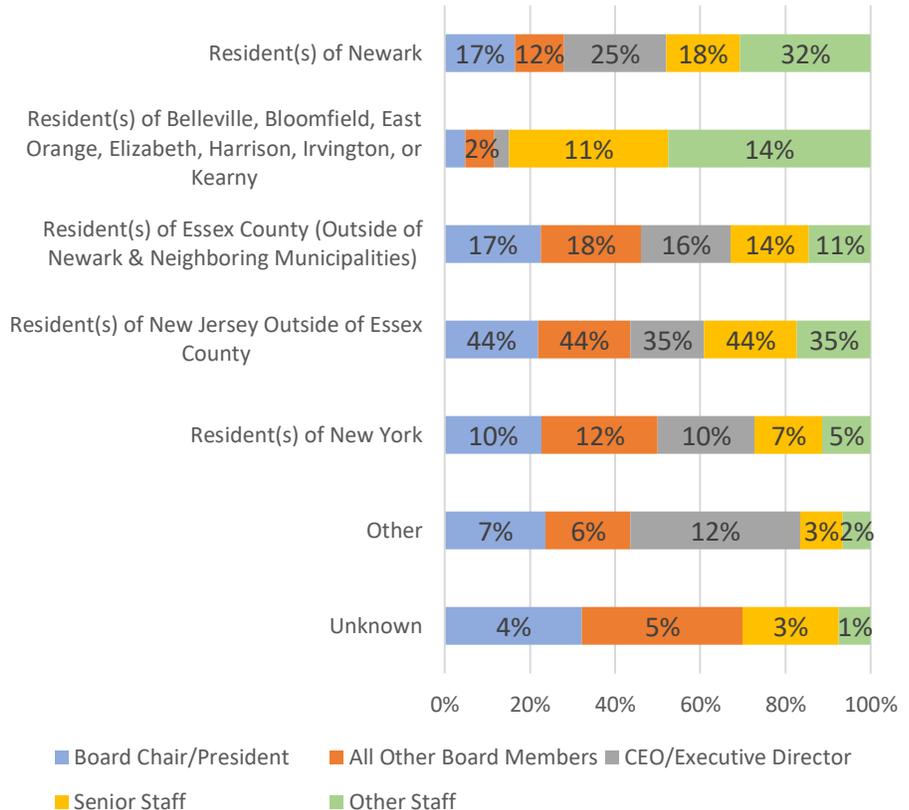


Survey responses indicated gender equity was also a leadership challenge for the organizations represented in this survey. The participating grantees were predominately led by men. Men comprised 63% of the Board Chair/Presidents, 57% of All Other Board Members, and 57% of CEO/Executive Directors.. Women were, conversely, 64% of Senior Staff and 72% of Other Staff. There were no Non-binary or Trandgender individuals reported in any position among the Newark grantees responding to this survey.

The majority of individuals reported for all positions resided in New Jersey outside of Essex County.

65% of Board Chairs/Presidents and 67% of All Other Board Members did not live in Newark, Newark’s neighboring municipalities, or Essex County. 57% of Senior Staff also lived outside of Newark, Newark’s neighboring municipalities, or Essex County. Whereas the residence reported for 57% of Other Staff is Newark, Newark’s neighboring municipalities, or Essex County. Other Staff is the largest percentage (32%) of individuals reported as residents of Newark. The individuals employed by the responding grantees in this survey by and large do not reside in Newark.

Residency Trends-Newark Grantees



FINDINGS: IMPORTANT ISSUES, RACIAL EQUITY, AND STRATEGIC LEARNING

IMPORTANT ISSUES	BARRIERS TO IMPACT
<p>Poverty, Education, and Housing were identified as the leading issues faced by the communities served by respondents and the City of Newark. The following trends were identified for each of these issues.</p> <ul style="list-style-type: none"> • Education: Education completion and attainment (K-12 graduation); Education inequality; Inferior education system; Equity of resources to meet the needs of all student in all schools. • Employment/Jobs: Jobs for residents; Workforce development; Unemployment and underemployment; Living-wage employment opportunities. • Housing: Sustaining equitable housing development principles, policies, and programs to allow current residents to move from substandard housing. • Poverty: Inter-generational poverty; Financial independence, self-sufficiency, and wealth building; Living wage employment opportunities; Inclusive economic opportunity; Financial equity. 	<p>Respondents identified Funding, Staffing, and Partnerships as the primary barriers limiting their impact on any of the issues they identified. Funding and Staffing were also identified by respondents as among their organizations most pressing needs. The responses below are emblematic of the trends that emerged.</p> <ul style="list-style-type: none"> • Our organization often lacks the financial and human resource capacity to effectively address all of these problems efficiently on an ongoing basis. • Lack of funding to have a person dedicated to community engagement. • Working with various stakeholders such as the City of Newark, state agencies, and school administration. • The right partners, capacity to engage with community, and funding.

Stakeholder Interviews

The interviews conducted as a part of this inquiry sought to gain deeper insights into survey findings. The interviewees represented non-profit and community leaders with significant experience with and insights about Newark communities as well as knowledge of Victoria Foundation. 16 Black, 6 Hispanic, Latina(s), or Latinx, 3 white, and 1 Asian individuals were interviewed. Insights from the interviews are organized throughout this report into four key areas: Pressing Issues Facing the City, Institutional and Structural Racism, Improving Collaboration, and Advice for Victoria Foundation.

INTERVIEW RESPONSES: PRESSING ISSUES FACING THE CITY

Interviewees, like survey respondents, identified education, poverty, housing, and jobs as the major issues facing the city. Interviewees discussed these issues as intersecting and interrelated issues.

“Homelessness, and when I say homelessness, I don’t just mean people on the street. I mean people who are being foreclosed on, who are evicted from their homes, evicted for nonpayment of rent, people who are going from neighbor to neighbor or family member to family member. There is a severe issue of homelessness that’s happening in our city that’s taken many forms and a lot of forms that people don’t even realize.”

“There is definitely a need to empower the residents and be very strategic and unapologetic about it. And that encompasses housing, education, employment, all those other things.”

“Black communities really don’t have much wealth. I think that it’s because the income disparities are so great that new gentrification happening in the city is just robbing Newarkers of opportunities to build well.”

“It’s all the same. I can’t compartmentalize them because if you are not prepared for the jobs, then you won’t get the jobs. Education is the preparation for the higher-level jobs that are in the city and are coming into the city.”

There was significant agreement, in general, between survey respondents and interviewees regarding the most pressing issues facing the City of Newark. What emerged from the interviews is a bigger picture of how these problems impact each other as well as the overall progress of the City. Interviewees’ responses frequently articulated a cycle of access, opportunity, and outcomes that is determined by the intersectionality of the issues they identified.

Among interviewees, the leading responses regarding solutions to the issues they identified centered on collaboration and policies. Their comments emphasized the development of policies that address root causes, increase access and capacity, and ensure community input as well as issue specific policies (for example, affordable housing, clean air strategies, and workforce readiness). However, they also spoke to the need for consistent and thorough implementation of policies already in place to ameliorate the issues they identified such as inclusionary zoning.

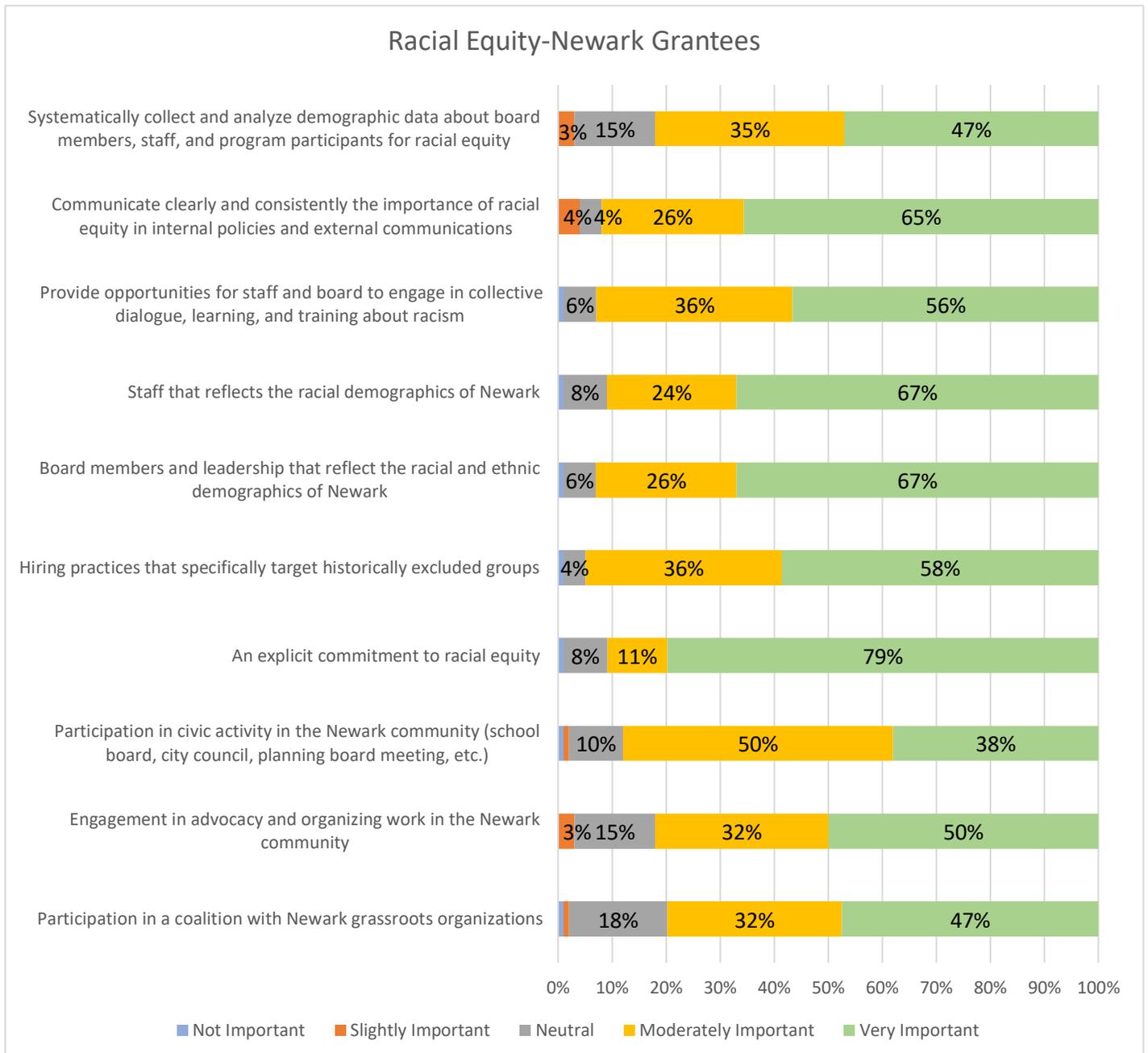
“I think the bigger issue is policy processes that allow for that kind of input and participation as part of the way that the process itself is set up. So, if we could redo some of our opportunities for citizens to participate. So that it’s not in some ways just limited to what happens at the hearing of citizens before City Council meetings or other public hearings.”

“I know, for instance, the Mayor had put a commission together to potentially prevent a gentrification of the city. I think that is a good step forward, but I recommend that there are conversations with folks on the ground to find out exactly what they recommend.”

“I think long-term, whole push is that we stay with the policies. We have certain policies in place, like

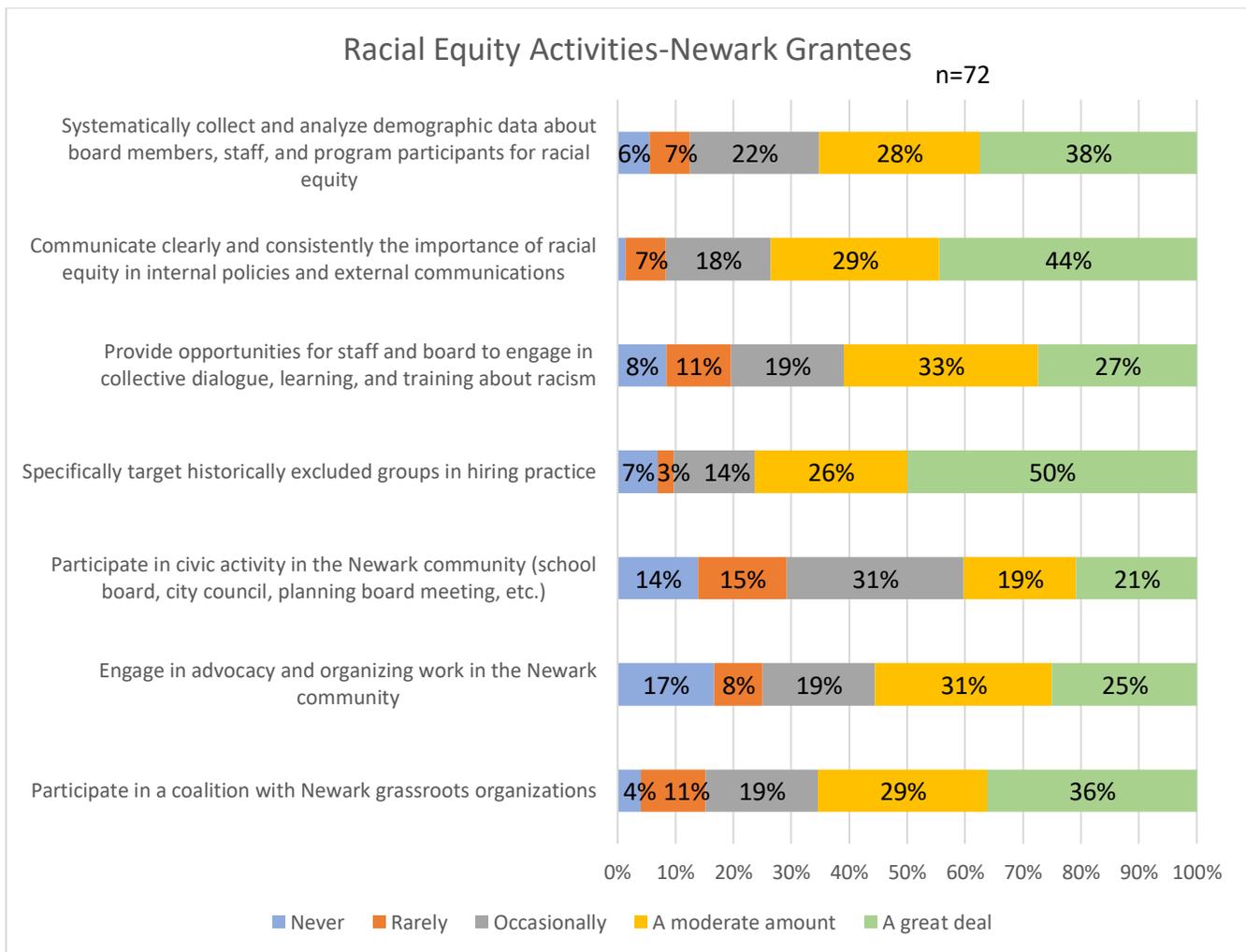
Racial Equity-Newark Grantees

Survey respondents were asked to consider a number of activities that are widely held to support racial equity. For eight of the ten activities surveyed, 50% or more of respondents indicated they were “Very Important” or “Moderately Important” to address racial equity. None of the racial equity activities were considered by more than a small minority of respondents as “Slightly Important” or “Not Important” to addressing racial equity. The leading activities of importance to racial equity were: An explicit commitment to racial equity, Staff that reflects the racial demographics of Newark, Board members and leadership that reflect the racial and ethnic demographics of Newark, and Communicating clearly and consistently the importance of racial equity.



A majority of the responding organizations reported that a sample of the racial equity activities in the previous chart were practiced to some degree in their organizations. Most respondents indicated their organization engaged in activities to address racial equity “A moderate amount” or “A great deal.” 76% of respondents indicated their organization specifically targets historically excluded groups in hiring practices “A great deal” or “A moderate amount.” Respondents in this survey suggested their organizations are least likely to regularly participate in a civic activity in the Newark community, if at all.

The data suggests most of the responding organizations engaged in internal activities to address equity such as analyzing demographic data about boards and staff or communicating the importance of racial equity with more consistency, while there was less sustained or ongoing engagement in racial equity activities that involve civic engagement, advocacy, and grassroots coalitions. Some respondents, however, also indicated they “Rarely” or “Never” participated in activities broadly accepted as important to racial equity, for example participation in coalitions, engagement in advocacy and organizing, or providing opportunities for engagement in collective dialogue, learning, and training about racism.



Open-ended responses about the strategies respondents used to address racial equity support survey responses. Trainings Related to Race, Diversity, Equity, and Inclusion and Representation of Board and Staff were strategies organizations reported undertaking during the last year. Examples of these activities as reported include:

- Board and staff training on perception and bias.

- We have created a Staff Diversity, Inclusion, and Global Committee. They are creating a diversity statement and bringing in training for volunteers.
- We internalize operations and hire from within the community. Above staffing level diversity, we note the percentages (of different groups) in our leadership team over time.

When asked “What does racial equity mean in the context of your work?” the majority of survey respondents indicated that racial equity in the context of their organization’s mission meant “Equal,” “All,” “Access,” “Sameness,” or “Diversity.” Several examples from respondents highlight these trends:

- Racial equality occurs when institutions (especially in the context of financial institutions and access to capital) give equal opportunities to people of all races.
- All members of the community are provided service without regard for race.
- That all individuals and families have the same opportunities for healthy development including mental health, physical health, psychological well-being and the relationship of all of these to equal financial opportunities to lift families from poverty.

These examples from survey respondents stand in stark contrast to prevailing definitions and applications of equity and generally ascribe to “equality” as a goal. Equality and equity are often used to refer to similar but slightly different concepts. Equality speaks to creating equal opportunity and providing the same level of access and resources across different social groups. Equity focuses on matching inputs to needs to achieve more proportionate outcomes among groups. The Racial Equity Alliance defines racial equity to mean, “Race can no longer be used to predict life outcomes and outcomes for all groups are improved.”⁴

As a result, these responses suggest that while survey respondents reported their organizations were engaged in racial equity activities, there is a lack of understanding among survey respondents about what racial equity is and what racial equity looks like in practice. The findings from the survey contrasted with findings from the interviews. When asked to discuss institutionalized and structural racism in the issues they identified, interviewees talked explicitly about intersection of beliefs, policies, and systems. These responses display a deeper more nuanced understanding of issues related to racial disparities and systemic inequalities among interviewees in comparison to the survey respondents.

⁴ See the Resources section at the end of this report for more information and definitions of frequently used terms.

INTERVIEW TRENDS: INSTITUTIONAL AND STRUCTURAL RACISM

Interviewees identified systems, mindsets and beliefs, policies, and access as key features of how institutional and structural racism work in the issues that affect Newark.

“I think in development, it’s fairly clear. I guess in so many ways, often areas in which people of color live are undervalued or devalued and under invested in simply because of the presence of people of color. Quite often people of color are not forwarded the resources that they need to be able to have access to greater economic opportunity and development opportunities. And this kind of plays out in a variety of ways, whether it’s through access to mortgages or the quality of educational institutions in communities of color. Where investment goes, does it tend to go to the neighborhoods where people of color live? Or, to neighborhoods where other people live? Or, to other parts of the city downtown versus neighborhoods?”

“I think there is institutional racism where it’s not just a matter of getting the same opportunity but being given some advantage in either services or access to things that they need. I do think it is an issue because so much of what happens in Newark, to me, comes from outside of the city. It comes from state policy, state funding, federal funding. The city does not control, especially some of the funding that comes into the city to help families. So, I think there are institutional biases at work.”

“There’s so many layers to the ways in which access to jobs and opportunity intersect with issues of race and class. It is deeply embedded in why majority Black and Brown people have been left out of the economy and are disposable workers in many ways.”

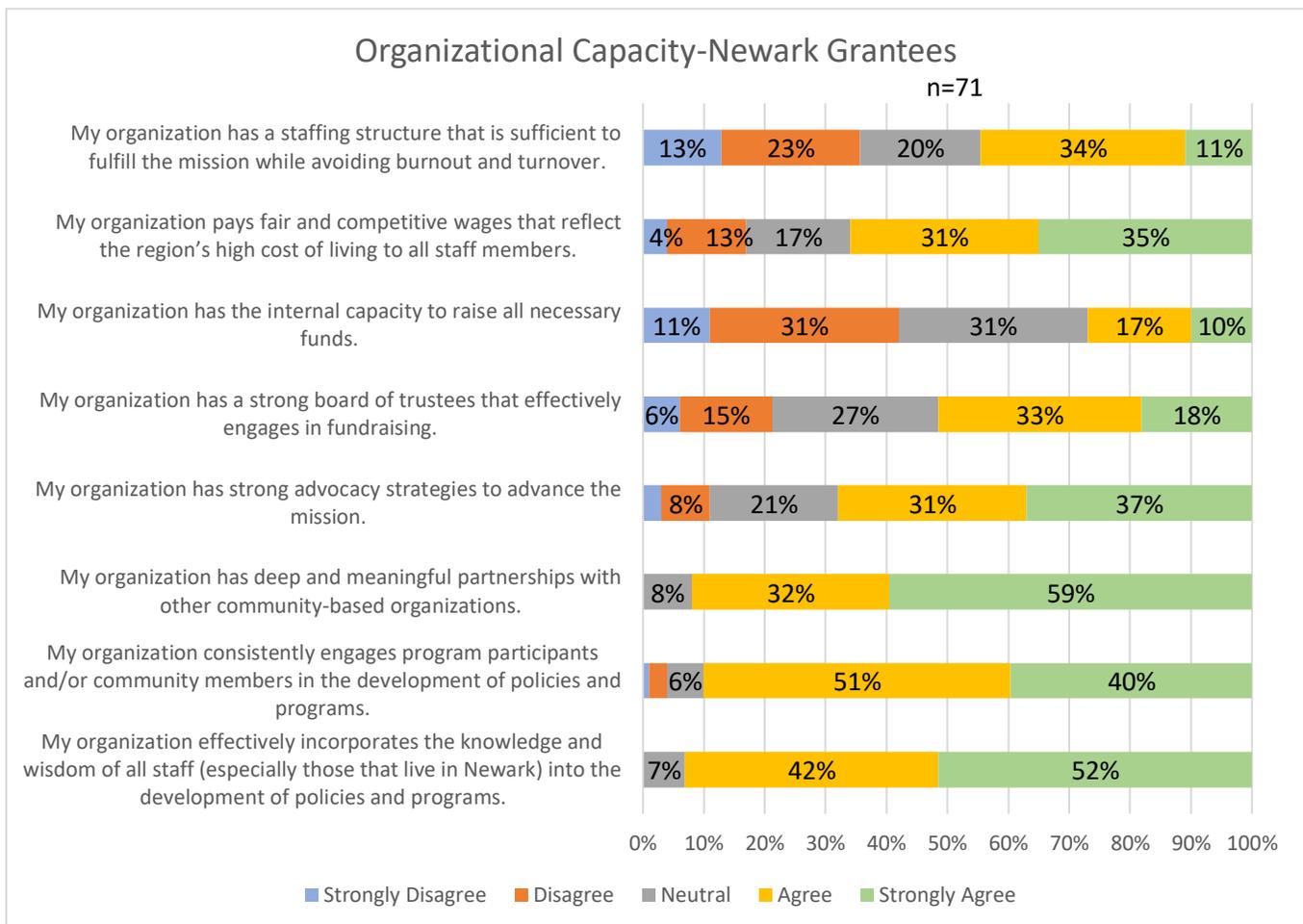
“Clearly the housing policies of the past and probably the present, the housing and banking institutions. When you think about the mortgage crisis that occurred back in 2008, all of those policies from the past with red lining and then the mortgage policies and the foreclosures and foreclosure policies, certainly have impacted all of that, that’s structural and institutional.”

Being explicit about equity, collaboration and participatory processes, dialogue and training to address racism, and advocacy and accountability to residents were strategies interviewees recommend using to disrupt systemic and institutional racism. They indicated Victoria Foundation can support these strategies through developing deeper community connections, providing technical assistance, training, and capacity building, being a convener, and supporting grassroots organizations and organizations engaged in racial equity work.

“There’s a renaissance that’s happening that has never happened like this before, but we have to ensure that the people that were here before are able to remain here if they want to. That can only happen if businesses are held accountable and elected officials make sure that they can advocate on behalf of their constituents because the residents are the ones who make neighborhoods, neighborhoods make communities, communities make cities.”

“Certainly, advocacy efforts particularly I think, NJISJ is doing a lot of work around all of these inequitable issues. These issues of inequity, advocacy and elevation and amplification of community voice in all of their grant making activities.”

Respondents' views of their organizational capacity suggested there was strong capacity for advocacy, partnerships with other community organizations, and engagement of program participants, community, and staff in program and policy development in the organizations surveyed. They also indicated most participating organizations pay fair and competitive wages and had boards that effectively fundraise. Respondents identified staffing structure and internal fundraising capacity as areas of lesser organizational capacity.



Community Meetings, Surveys, and Evaluation were trends in open-ended survey responses given about how organizations ensure accountability to Newark residents served.

- Host or attend community meetings, engage in larger collaborative efforts.
- We have developed resident surveys and ask for feedback from our partner agencies.
- We evaluate all of our programs at least yearly and in many instances quarterly to ensure high quality service.
- Survey distribution, focus groups, program's advisory board meeting.

Similarly, Community Meetings, Social Media, Committees/Advisory Boards, Surveys and Boards were identified in open-ended survey responses as mechanisms widely used among respondents' organizations for feedback, to shape programs and policies, and influence the direction of the organizations.

The primary challenges to their work identified by survey respondents were capacity, funding and working in silos, collaboration, competition, and duplication.

- In the area of funding, respondents pointed to the need for general operating funds, multi-year grants which allow organizations to build sustainable, high-quality teams, and general operating funds for organizations who are collaborating and working with various entities to address these issues.
- In terms of capacity building, leadership, staff, and board development were areas of need for respondents.
- Working in silos, collaboration, competition, and duplication were viewed by respondents as interconnected challenges faced by the non-profit landscape.

Survey respondents reported that collaboration was also an opportunity to align advocacy and priorities and to share resources and better advocate for sustainable change. For many, the City of Newark itself and its rising profile and economic forecasts were considered, at the time this survey was administered, significant opportunities.

Respondent Insights about Important Issues and Racial Equity

Education, housing, mental health (trauma and adverse childhood experiences), and systems change were the issues survey respondents viewed Victoria Foundation as best positioned to address. In regard to education, the strategies put forward were both systemic and programmatic, for example, supporting the development of a quality education system, recruitment and retention of highly qualified teachers, and funding for work readiness. In the area of housing, respondents proposed funding for rental assistance and support for affordable housing as reasonable strategies for the foundation to employ. To address mental health, respondents suggested support to increase access to social services is appropriate for Victoria Foundation. Survey respondents and interviewees indicated that Victoria Foundation could be instrumental in convening grantees, partners, and stakeholders around an impact strategy designed to accomplish ambitious systems-change goals within and across sectors.

There were several strategies survey respondents felt Victoria Foundation should prioritize to help address racial equity in the City of Newark including support for collaboration, utilizing the foundation’s leadership position to support a racial equity agenda, and developing a racial equity grant making strategy.

Respondents indicated that Victoria Foundation could play a leadership role in supporting a racial equity agenda by being public and transparent about equity issues in Newark and in its own work, actively supporting and providing resources and opportunities for leaders of color in the non-profit sector, and taking on the role of convening key stakeholders to develop strategies to address racial equity.

In respondents’ view, Victoria Foundation’s grantmaking strategy should reflect a racial equity framework. Their proposals included redesigning the grant application to “encourage non-profits to report and work toward racial equity,” support for grantees to conduct racial equity assessments, targeted neighborhood investment, and requiring grantees to hire and support Newark residents. Additionally, the responding grantees suggested that funding should be targeted to projects that address disproportional representation of people of color in public systems, programs that help individuals and families build wealth, and advocacy and organizing so that more organizations can influence change. It was also proposed that grants should be made to organizations that are more representative of the community, and Undoing Racism or other anti-racism trainings should be required for all board and staff of grantees.

Overall, responding grantees suggested Victoria Foundation can best contribute to racial equity in Newark in the following ways:

- Convene
- Provide Capacity Building & Technical Assistance
- Strengthen Grantee Relationships
- Develop Leadership
- Use Influence

INTERVIEW TRENDS: IMPROVING COLLABORATION

Interviews with key stakeholders and community leaders not only affirmed survey respondents' suggestions, they provided more specific insights into the mechanisms through which collaboration could be operationalized. In addition to "convening," interviewees proposed that a collaborative strategy, structure for collaboration, and formalized opportunities for collaboration are potential pathways to shift the dynamic around collaboration in the city.

"Like I said before, there are a lot of collaborative tables, but there's no one that really is an umbrella to these conversations. So again, I think it just gets back to having a city-wide strategy. I think it's not simple because you want to have a vision, but you also want to be able to maintain independence in terms of funders, what they fund, and why and all of that. But I do think that having an overall strategy and a structure."

"So, I would say grant making that would encourage both team proposals, new relationship development, and early strategic planning among groups in different silos. So, put some money on the table and say, "Hey guys, we want to have you both build a relationship together, ideate together, and then ultimately implement projects that could be funded with public, private, and philanthropic capital."

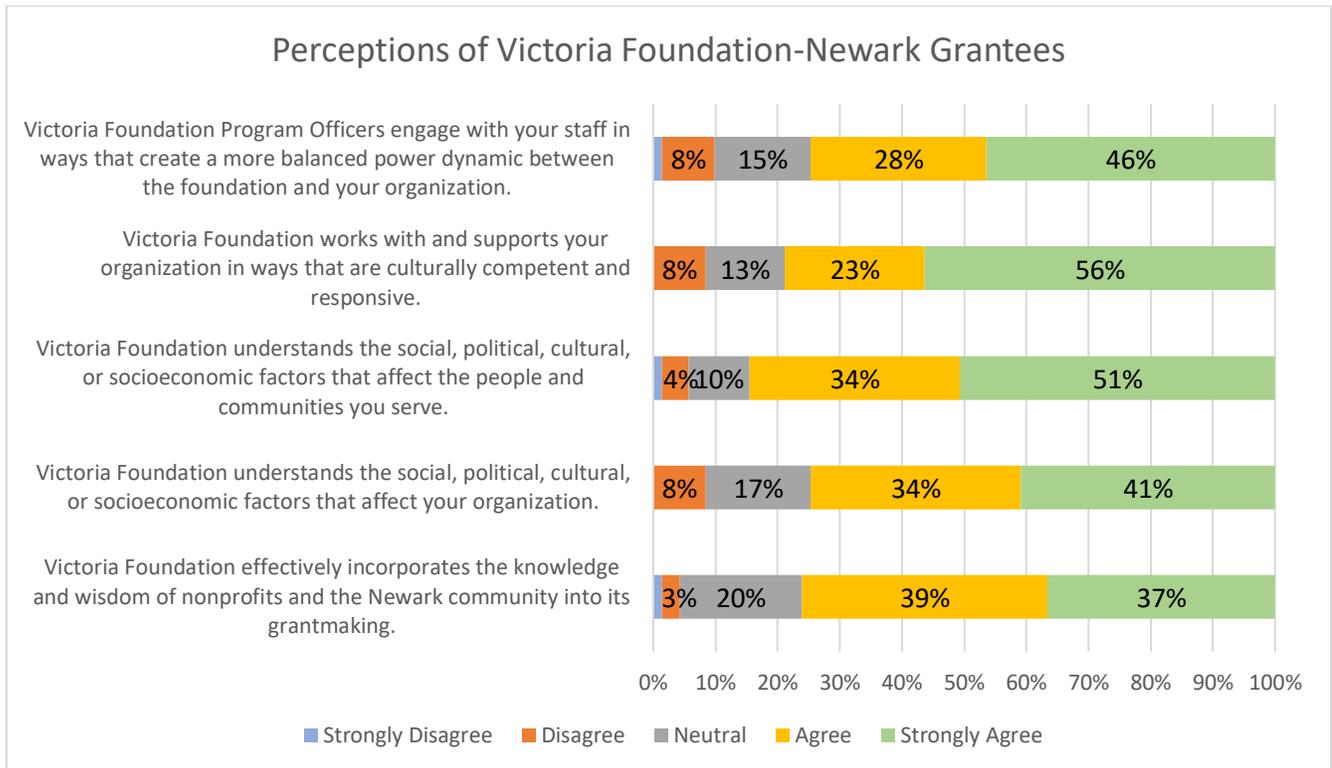
"I think, personally, you would really need to really create a sense of purpose in a set of city-wide goals that we all marshal our resources around. Whatever the three are, because then you have a North Star, and then you have collaboration to move on those three goals. Versus, "Let's collaborate every day for everything."

"Maybe a pooled funding stream that people could access. That could be administered by a trusted broker."

Interviewees and survey respondents alike consistently articulated the value of strategic, structured, and formal collaborations to address the City's pressing issues and move a racial equity agenda. Their comments suggest that if Victoria Foundation is to contribute to this work, it must also take an approach that is thoughtfully designed to prioritize and amplify collaboration in how the foundation works with its grantees and community partners.

Perceptions About Victoria Foundation

Victoria Foundation was largely perceived as a foundation that builds relationships with grantees, is culturally competent and responsive, works to understand the dynamics of the people and communities served, and integrates knowledge from non-profits and the Newark community. This view was not, however, universal and some respondents stated these are areas where the foundation lacks capacity. From some respondents' perspectives, Victoria Foundation could become more aware of the factors that affect grantees, increase its cultural competence, and work to balance power.



Participants' open-ended survey responses about Victoria Foundation described the organization's accessibility, knowledge of Newark, and commitment to Newark as strengths. Their responses highlighted strong relationships between program officers and grantees, site visits, and community visibility as examples of these strengths. They also pointed to a "consistent and thoughtful internal culture that is committed to Newark" and "its focus and emphasis on supporting the growth and development of Newark."

When responding to the survey question "What advice do you have that would make Victoria Foundation a better funder?" participants identified several roles and areas of growth. Developing the foundation's relationship with grantees was a broad theme where grantees indicated Victoria Foundation could increase interaction with grantees, hire more people that have direct experience working in Newark's neighborhoods, create a safe space for grantees to share their opinions, and use its office to more effectively engage the community, for example, "serve as a co-located community/cultural/non-profit hub."

INTERVIEW TRENDS: ADVICE FOR VICTORIA FOUNDATION

Interviewees' perspectives about how Victoria Foundation can be a better funder were aligned with the ideas proposed by survey respondents. Their suggestions additionally provide a clear line of sight into the importance given to the role of community voice in grantmaking.

"Listen more carefully to community, and not just listen, but give credence to what our community says. Also, to demonstrate a level of respect for community. A greater level of respect for the community and the voice of the community."

"I'm saying that, sometimes they need to take a risk in their grantmaking and that's not to take away anything from CBOs who have a proven track record. Give to them or keep a little bit aside for that emerging organizations that's impacting a smaller pool, but they are impacting."

"Is there a way to involve the local community more directly in Victoria's grantmaking, the services and supports? I know they do that, but I think that could be strengthened."

"To stimulate more effective community organizing in the city."

CONCLUSION

This report presents survey data from Victoria Foundation Newark grantees as well as insights from interviews with community and non-profit leaders in Newark. The survey data show racial, ethnic, and gender equity was a barrier for most Victoria Foundation grantees, particularly as it relates to organizational leadership. Most BIPOC and women are employed in Senior Staff and Other Staff positions, while the majority of leadership positions are held by white men who do not live in or near Newark. The residency patterns of the foundation's grantees are noteworthy and warrant further investigation. The breadth and quantity of the employees and Boards of the grantees that live outside of Newark, Newark's neighboring municipalities, and Essex County was particularly surprising. These demographic patterns suggest that the policies and decision-making of the participating Victoria Grantees was largely determined by individuals who have little to no familiarity or proximity to the communities their organizations serve.

There was agreement among survey respondents and interviewees about the most important and pressing issues facing the communities they serve and the City overall. There is little room for disagreement about the significance of education, employment, housing, and poverty to the transformation of the individual and collective well-being of Newark residents or the City. It is not surprising these issues were identified as the leading issues. They are well-documented areas of disparity and inequity affecting Newark residents and BIPOC. These issues are also at the bottom of Maslow's Hierarchy, the well-known model of human needs. The impact of the COVID-19 pandemic on Newark underscores this reality.

Understanding the intersecting and compounding impacts these issues have on each other and the City are important to addressing institutional and systemic racism and to advancing racial equity. This is particularly important among Victoria Foundation grantees. The findings presented here demonstrate that while many of the responding organizations may have engaged in activities that have the potential to support racial equity in the last year, these organizations are working from an underdeveloped knowledge of racial equity. This undoubtedly interferes with both implementation and outcomes.

Victoria Foundation was perceived as a valued partner and resource to its grantees and the communities they serve. The data in this report provide a broadly shared view that Victoria Foundation has a strong foundation on which it can support racial equity among its grantees and contribute to racial equity in Newark. The data further indicates that Victoria Foundation can most appropriately do this by serving as a convener and providing

technical assistance, capacity building, and resources to facilitate the development of a multi-sector coordinated strategy for racial equity. Importantly, if Victoria Foundation is to engage its grantees in this way, it should also implement an inward facing process that examines racial equity within all aspects of the foundation and leads to the design of an organizational structure and grantmaking framework that centers racial equity. The segment of survey respondents that did not view Victoria Foundation as collaborative or responsive are a cautionary note to the foundation to ensure that relationship building, partnership, and collaborative learning with grantees and stakeholders are core to how Victoria Foundation positions itself and designs its racial equity work.

Although this reports examines data collected prior to the onset of the COVID-19 pandemic or surge of racial justice protests across the country and around the world, the data herein remain salient to the current conditions of Newark neighborhoods and Victoria Foundation grantees. Additionally, while the economic forecasts of the City of Newark are certainly impacted by the overall economic climate of the nation, the City's response to both COVID-19 and the pervasive issues of injustice at the root of the current protests have maintained Newark's leadership in urban transformation and social justice. As a result, the City of Newark itself—and its rising profile—remains a significant opportunity for advancing racial equity.

PART II: STATEWIDE ENVIRONMENTAL GRANTEE SURVEY

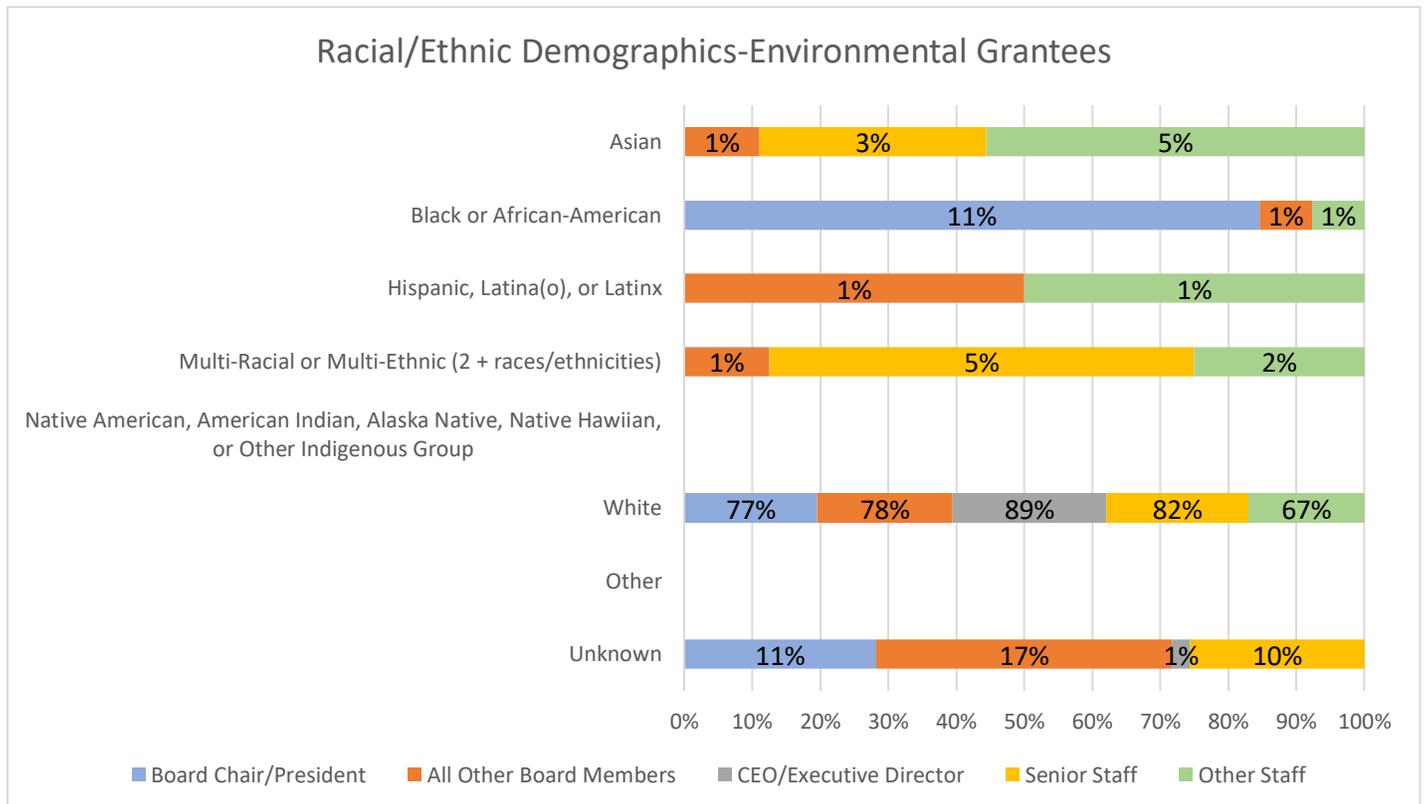
Statewide environmental grantees account for 7% of Victoria Foundation grantmaking. This report is based on survey responses from a sample of nine of these grantees.

RESPONDENT PROFILE: WHO COMPLETED THE SURVEY?

- 70% of survey respondents were the CEO/Executive Director of the participating organizations.
- For 60% of responding organizations, both Part I and II of the survey was completed by the same person.
- All of the 9 organizations have been in existence for over 20 years.
- Most respondents (77%) were organizations with operating budgets between \$1M and \$10M.
- This is a tricky stat since the majority of that \$220K grant actually is a Newark grant.
- For the past 2 fiscal years, 55% of Victoria Foundation Grants were used for General Operations, 22% for Specific Projects or Programs, and 22% for Land Acquisitions.
- The 9 responding organizations employed 155 full-time and 54 part-time employees.

FINDINGS: ORGANIZATIONAL INFORMATION

Demographics

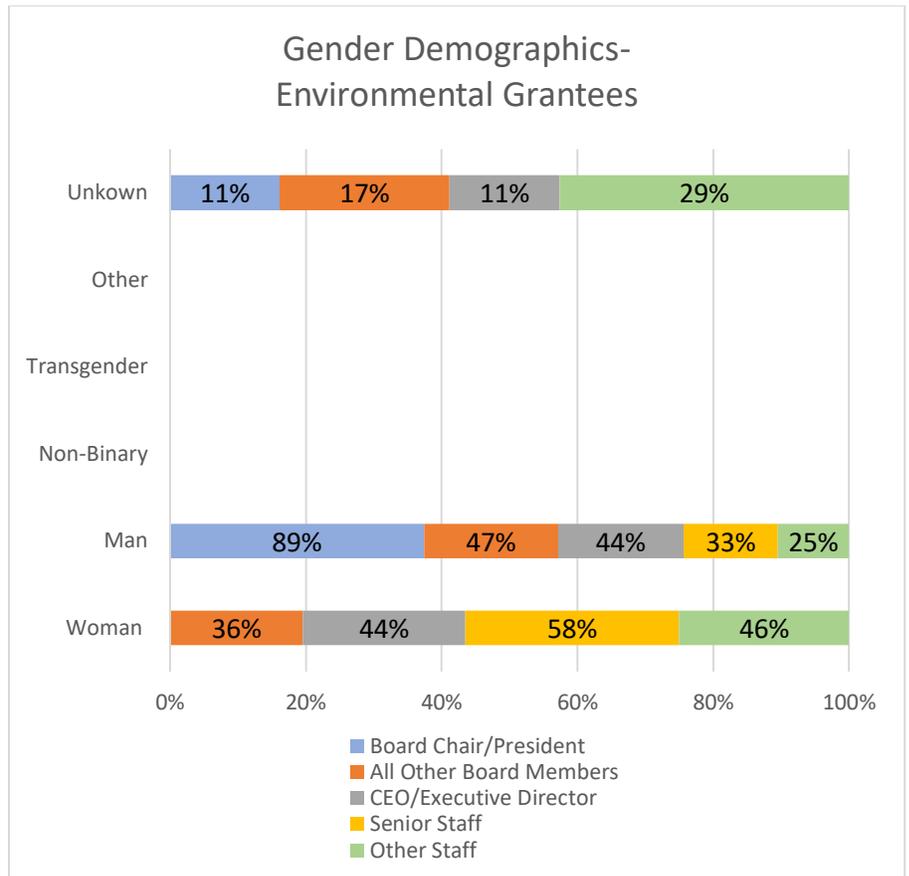


- 77% (7) Board Presidents are White and 23% (2) are people of color. The majority of reported Other Trustees are also White.
- 89% (8) of the CEOs/Executive Directors reported were White . (11 % (1) was unknown.)
- Most Senior Staff and Other.
- Staff are White.
- Overwhelmingly, all BIPOC were under-represented in the organizations.

The majority (8) of Board Presidents reported were men.

Gender composition of all other Trustees and President/CEOs was somewhat balanced between men and women.

Senior Staff and Other Staff positions were majority women.



FINDINGS: IMPORTANT ISSUES, RACIAL EQUITY, AND STRATEGIC LEARNING

Issues Facing New Jersey’s Environment

- Protection/Preservation, Water Quality, Access to Nature, and Climate Change were identified as the leading issues facing New Jersey’s environment.
- Respondents identified Funding, Pace of Climate Change, and Policies as the primary barriers limiting their impact on the issues they identified.

Non-Profit Challenges and Opportunities

Challenges

- Funding
- Lack of Staff/Board Diversity
- Current Political Climate

Opportunities

- Current Political Climate
- Collaborations/Coalitions

Racial Equity

Environmental grantees were asked to consider a number of activities that are widely held to support racial equity. For all of the ten activities surveyed, 50% or more of respondents indicated they were “Very Important” or “Moderately Important” to address racial equity. None of the racial equity activities were considered by more than a small minority of respondents as “Slightly Important” or “Not Important” to addressing racial

equity. The following trends emerged in response to opened-ended questions about racial equity in the context of respondents work.

- **What does racial equity mean in the context of your work?**
 - Access and Inclusion of all, Regardless of Race, Ethnicity, Class, and Geographic location and Serving Marginalized/Underserved Communities.
- **What strategies related to racial equity have you implemented in the last year?**
 - Diversity, Equity, and Inclusion Trainings
 - Employee Affinity Groups
 - Board Recruitment Efforts
 - Collaborations with Local Indigenous Groups for the Preservation of their Lands

Accountability to New Jersey Residents

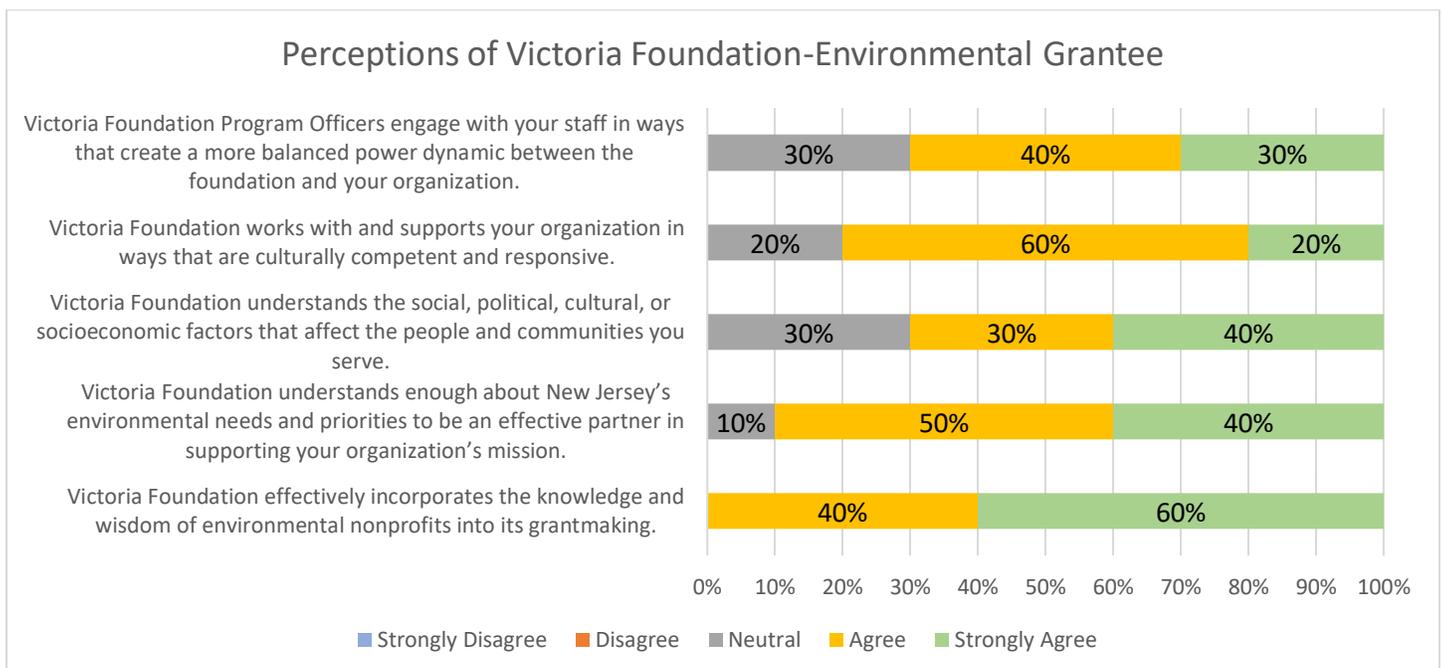
Statewide environmental organizations provided the following strategies for ensuring accountability to New Jersey residents.

Accountability

- Public Awareness/Meetings
- Community Plans
- Evaluation

Mechanisms for feedback, to shape programs and policies, and influence the direction of the organizations:

- Social Media
- Surveys
- Volunteering



Victoria Foundation was viewed by statewide environmental grantees largely as:

- Knowledgeable of and committed to New Jersey’s environmental needs.
- Supportive of grantees in ways that incorporate grantees’ knowledge, balance power, and are culturally competent.

Statewide environmental respondents indicated Victoria Foundation was best positioned to address:

- Environmental Justice
- Preservation/Conservation Efforts
- Access to Natural Resources
- Public Engagement

Statewide environmental respondents proposed Victoria Foundation could support racial equity in the following ways:

- Support collaborations
- Target funding
- Support training initiatives such as Coalition Building, Trainings for the expansion of inclusion efforts and to expose youth to environmental organizations, or Fund environmental investments in diverse communities

CONCLUSION

This report presents survey data from Victoria Foundation Statewide Environmental grantees. The survey data show racial, ethnic, and gender equity was a barrier for most Victoria Foundation Statewide Environmental grantees. In these organizations women were employed primarily in Senior Staff and Other Staff positions and BIPOC were under-represented in these organizations. These demographic patterns suggest that when addressing statewide environmental issues, it may be difficult for these organizations to fully grasp the needs of predominately BIPOC communities across the state and to develop statewide policies and strategies that address the root causes of environmental injustice.

The findings in this report indicate that respondents were largely concerned with the challenges of protecting and preserving the environment in light of the pace of climate change and policies that may be barriers to their work. These organizations viewed Victoria Foundation as poised to support Environment Justice, Preservation and Conservation Efforts, and Public Engagement. Additionally, they suggested Victoria Foundation can best do this through support for collaborations and advocacy work as well as trainings to build capacity for coalition building and inclusion and investment in diverse communities.

Importantly, the data also suggests that the supportive statewide political climate is an opportunity for environmental efforts and environmental justice work.

RECOMMENDATIONS

Recommendations for Strategic Planning

- 7) Ensure the findings of this report are core to the strategic planning process and used to determine Victoria Foundation's focus areas, grantmaking strategy, and methods of community/stakeholder/grantee engagement.
- 8) Engage a subset of survey respondents and interviewees as critical friends in the foundation's internal reflection and assessment process and as thought partners as it designs the foundation's strategic plan.
- 9) Integrate grantee and resident input into the development of the foundation's strategic plan.

Recommendations for Racial Equity

- 10) Work with the Mayor's Office, key stakeholders and community leaders, and grantees to identify existing opportunities to support a city-wide racial equity strategy and identify the necessary resources.
- 11) Develop mechanisms and opportunities for residents to discuss their experiences with racial injustice and inequity in the city and have input into any planning processes.
- 12) Ensure that the implementation of any city-wide racial equity work supported by the foundation provides leadership and employment opportunities for Newark residents and grassroots leaders.

RESOURCES

Annie E. Casey Foundation, Race Equity and Inclusion Action Guide, Embracing Equity: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization

<https://www.aecf.org/resources/race-equity-and-inclusion-action-guide/>

Center for Non-Profits, 2019 New Jersey Non-Profit Diversity Report-

<https://www.njnonprofits.org/2019NJNPDiversityEquityReport.pdf>

Koya Partner, The Governance Gap: Examining Diversity and Equity in Nonprofit Boards of Directors-

https://koyapartners.com/wp-content/uploads/2018/12/KOYA_GovernanceGap_FINAL.pdf

National Council of Non-Profits, Diversity, Equity, and Inclusion landing page-

<https://www.councilofnonprofits.org/tools-resources-categories/diversity-equity-and-inclusion>

Racial Equity Alliance, Racial Equity Toolkit: An Opportunity to Operationalize Equity

https://www.racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

ABOUT CREED STRATEGIES

Creed is a catalytic partner that collaborates with school districts, non-profits, government agencies, private entities, and philanthropy to examine and transform the beliefs, systems, policies, and practices that drive their organizations. Creed uses an education, social justice, and racial equity approach to development, collaboration, capacity building, and design in order to help partners situate their work in the shared aspirations and needs of the communities they serve. Specializing in education, community development, collective impact, strategic planning, evaluation, and grants, Creed works with our partners to identify and develop sustainable strategies for systemic problems. Creed Strategies brings together a diverse community of experts serving school districts, non-profits, government agencies, private entities, and philanthropy to customize support to clients. When organizations work with Creed, they can expect to challenge the status quo and collaborate with a nimble, diverse, and creative team of experts who loves and believes in the genius of the partners and communities Creed serves.



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