

**CENTRAL FLORIDA
FOUNDATION**



THRIVE CENTRAL FLORIDA

An integrated approach to utilizing the United Nations Sustainable Development Goals and the Social Determinants of Health to create a more cohesive way to solve complex social issues in Central Florida.

June 2020

TABLE OF CONTENTS

Glossary 3
The Challenge 4
Current Status 5
Project Description 8
Goals/Objectives 12
Expected Outcomes/Benefits 13
Timeline 13
Closing Summary 14

GLOSSARY

Sustainable Development Goals In 2015, the Sustainable Development Goals (SDGs) were developed as part of the United Nations (UN) 2030 Agenda for Sustainable Development, providing a global framework with goals and targets for all countries to adopt in building toward sustainable economic development, social inclusion and environmental protection by 2030. Understanding a nation's progress toward achieving these global goals depends on local engagement and commitment. The 17 SDGs are made up of 169 targets and 236 indicators that are broader in scope and go further than the Millennium Development Goals (MDGs) by addressing the root causes of poverty and the universal need for improvement that works for everyone.

Social Determinants of Health The social determinants of health are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status.

Central Florida Foundation Central Florida Foundation stewards philanthropic dollars on behalf of individuals, families, and nonprofits. We partner with people who are determined to make a difference in their community. Knowing that true change demands more than dollars and cents, we foster collaboration, fuel ideas, and spearhead the innovation that will transform our region for good. Learn more at www.cffound.org.

Donor Advised Funds A donor-advised fund, or DAF, is a giving vehicle established at a public charity. It allows donors to make a charitable contribution, receive an immediate tax deduction and then recommend grants from the fund over time.

Giving Circle Collective giving circles are an opportunity for people to join together to pool their financial resources collectively, decide how to distribute them in the form of grants to nonprofit organizations with the goal of strengthening their communities.

Table Talk Table Talk is a community-wide conversation where for one day, residents of Central Florida gather to discuss the things that matter most to them. Our favorite things. Our issues and opportunities. Our boldest ambitions and our biggest challenges to making our community better and more dynamic. Table Talk provides a way for all of us to be more civically engaged and committed to the community.

“There must be a better way to make the things we want, a way that doesn’t spoil the sky, or the rain or the land.”
- Paul McCartney

THE CHALLENGE

In June of 2018, the strategic task force of the Central Florida Foundation (CFF) challenged the Board and Staff to find a way to integrate the UN Sustainable Development Goals (SDG) into our grant-making process. The challenge was to do more than simply assign an SDG to the grants made, and to truly look at how CFF and the community could actually use the SDGs as a tool to increase the health and vitality of Central Florida.

Increasingly, we are seeing our fundholders, donors, corporate and community partners looking to make a long-term impact on issues such as homelessness, education, inequity, and a variety of other important areas. They want outcomes, not outputs. They want to see the needle move. They are asking the tough questions about what difference their investments actually make.

From an impact standpoint, looking at the rankings in important areas such as education, healthcare, civic engagement, food instability, environmental issues, and economic sustainability, Central Florida tends to fall on the wrong side of the ranking scale. For example, Florida ranks 49 out of 50 states and the District of Columbia in per capita spending on mental health.

While we may agree across various platforms in our community what the issues are, there is no clear roadmap to solve them. The SDGs provide a framework of goals to strive to meet, a timeline to achieve them, and the indicators to know if and when we have arrived. By mainstreaming the use of SDGs, it gives us the starting point and destination for the road map.

Mayor Buddy Dyer of the City of Orlando has made an investment in the SDGs with a primary focus on sustainability from an environmental standpoint. While we agree this is a good first step, it is not enough to address some of our longer-term issues that have been exacerbated by the COVID-19 pandemic. Central Florida needs a unified approach in order to reverse the trends in the areas mentioned above. By helping to mainstream and connect the efforts of nonprofits, businesses, and community leaders with the SDGs, CFF believes that we can see the needle move in the right direction. As a neutral convener, the Foundation is poised to fill this role.


















Beyond the ability to be a neutral convener, community foundations can and must challenge the status quo. We can listen to all sides and help groups come to a mutual agreement on how to take the next steps forward to achieve common goals. The roads to the end goals may be different, but if we are all going the same direction we will eventually get there.

Community foundations like Central Florida Foundation are also able to leverage funds and call on fund holders to bring money to the table as needed to complete projects.

Central Florida Foundation is ready to meet this need head on. We believe the time to strengthen our community is now.

CURRENT STATUS

During the last two fiscal years Central Florida Foundation has tracked dollars granted to where they align with the SDGs. The Foundation's grants break down as follows:

		FY 2018 - 2019	FY 2019 - 2020
 <p>4 QUALITY EDUCATION</p>	Quality Education	\$1,801,590	\$1,423,257
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Healthcare Systems	\$1,359,610	\$1,016,859
       	Livability	\$1,091,745	\$2,742,332
  	Community and Social Connection	\$192,866	\$244,806
   	Economic Stability	\$106,283	\$1,698,409*

*increased focus on housing

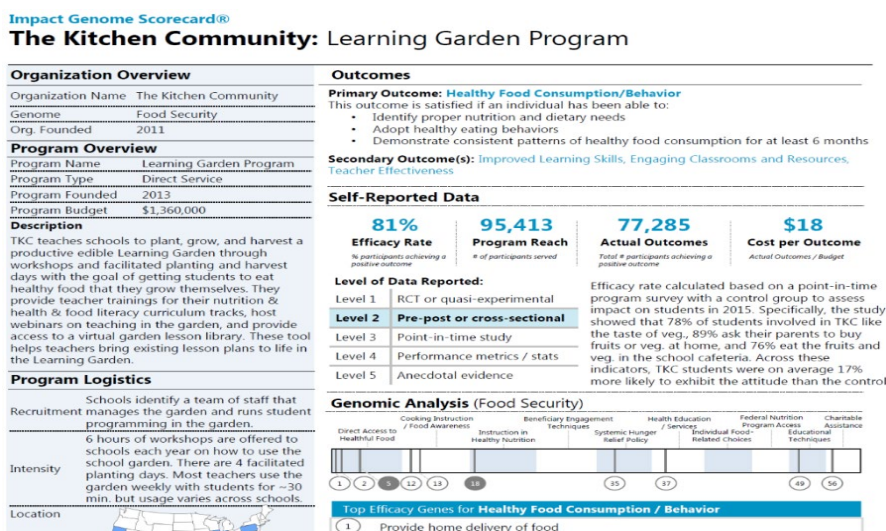
The identification of grants in each of the SDGs gives us a visual of where our fund holder interests and Donor Advised Funds (DAFs) lie. This gives us a starting point for discussions with fund holders about how to be part of the bigger community impact through more strategic grant-making. Our 100 Women Strong Giving Circle is a great example of fund holders focusing on root causes in particular areas (education and mental health). Beyond grant-making several members have since created a company to bring Kindergarten readiness and preschool improvements to scale.

In an effort to maximize the effectiveness of the grants, CFF has started measuring nonprofit efficacy and cost per outcome using the Impact Genome Scorecards produced by Mission Measurement. Nonprofits are encouraged to upload their results into their profiles on the Foundation's Nonprofit Search database, making it visible to funders and donors in the community.

Using the Impact Genome information, particularly the efficacy and cost per outcome, enables us to look at the nonprofits' capability and capacity. We can get an idea of who is actually doing the work in particular areas and how well they are accomplishing their outcomes. This can be helpful in the distribution of grant dollars and for investment purposes. It may also alert us to nonprofits who are working outside of their mission or capability.

The [Impact Genome](#) looks at over 150 common social outcomes that are tied to identifiable program features labeled as 'genes' as part of a similar DNA structure. By analyzing these 'genes', programs can be standardized, coded, quantified, and analyzed.

The nonprofit takes a comprehensive survey that leads to a scorecard:



Key Features of the Scorecard:

- **Context Information** – Basic snapshot of the program, including target beneficiaries and location
- **Universal Outcomes** – Each program is identified with one or more of 150+ common outcomes
- **Impact and Benchmarks** – Program impact is summarized and aligned to benchmarks from across the sector
- **Evidence** – Each program provides their underlying impact data to build confidence in reported results
- **Genomic Analysis** – Top program activities are summarized to connect program design to impact

The Impact Genome is just one piece of a larger puzzle. To really determine the progress of a community towards a set of goals, there needs to be a comprehensive look at the support systems for the public, identified common goals, and the ability for leaders to work across several disciplines in order to identify source problems. We do realize new nonprofit and grassroots organizations may require looking at capability and effectiveness through a different lens. This is also vital to keep in mind as we strive for equity and inclusion.

As the Foundation has learned about the SDGs and started to incorporate them into our grant-making, we have realized there is a steep learning curve for the funders and nonprofits in the community. Some corporate funders such as Wells Fargo, have started asking nonprofits to identify which goals they align with. The City of Orlando has done this as well at CFF's suggestion. Identification is the first step, but integration is what is needed.

According to Vikki Spruill, Former President and CEO of the Council on Foundations:

The 17 SDGs represent a global agenda. But they require local action to achieve them. Community foundations — place-based, grassroots organizations addressing local challenges — have been overlooked as a means to achieving the SDGs. There is a major opportunity before us to leverage their unmatched convening power and local knowledge to improve lives on a global scale.

With 17 SDGs, there are a variety of ways to tackle the problems, but it could easily become overwhelming and disjointed. The issues are larger than most community foundations can handle for making grants.

CFF searched for a model that people could identify with. Many of our community partners were using “pillars” to identify their target areas, but we quickly realized the pillars differed by organization and even within like categories. The model we found that best encompasses all of the SDGs is the Social Determinants of Health (SDoH). Not only do the SDoH encompass all of the SDGs, they also included the same outcome areas as the pillars we had studied.

The SDoH pillars include economic stability, education, livability (environment and safety), social connections, and healthcare systems. In order to create a common understanding of the SDG goals, we mapped the individual SDGs to the SDoH. We then took it a step further by mapping the SDG indicators to the SDoH at a local level, choosing five indicators or a proxy for each SDoH pillar. Each of these indicators will be monitored through online scorecards which identify the current state, rank, and trend.

Conversations have been ongoing with City and County personnel as well as leaders in many of the areas defined by the SDoH in order to gain buy-in to the project and the role of the Foundation as a convener and holder of the scorecards and dashboard. Feedback has been very positive with 100% of the people we have approached asking to participate and invite others to the table.



PROJECT DESCRIPTION

Thrive Central Florida, an initiative of Central Florida Foundation, believes that our region can excel when we overcome our challenges with data, shared resources and a collective drive to do better. We will do so in a transparent, measurable way that shows progress.

The effort focuses on challenges from this perspective:

1. The root cause – Underneath it all, what is causing the problem?
2. The band-aid – What is being done now to patch the issue?
3. The long-term solution – What can be done to make sure this challenge becomes a non-issue?
4. Unanticipated issues – What are our blind spots and how could they impact the process?

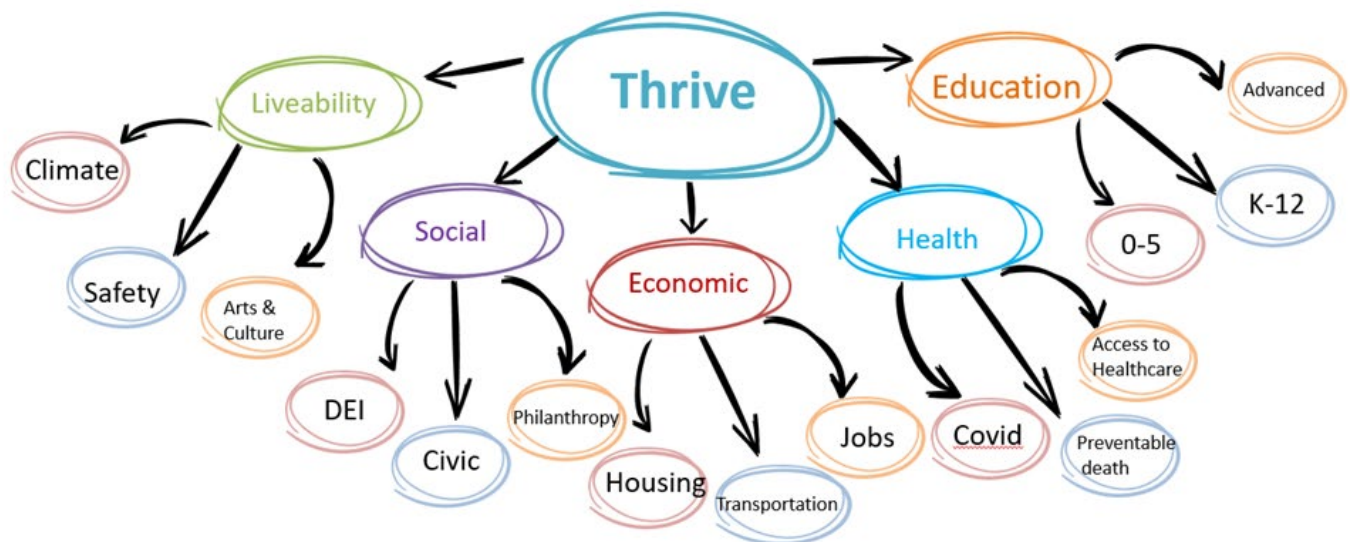
By focusing our sights on the SDGs, we not only have clear goals and indicators that are common across the globe, but also a roadmap to solving our most complex problems, and a measurement system to show if we are trending in the right direction.

3D Approach

- Data – Collect and analyze data in each of the five areas to prioritize projects where we can either pilot, scale, accelerate, or fill gaps.
 - Do a data walk with community stakeholders.
 - Identify gaps where data doesn't exist or is incompatible.
 - Create new data sets where applicable.
- Dialogue – Convene groups of leaders, influencers, people working in the field, and recipients of services.
 - Discuss current methods, best practices, and integration of the work.
 - Crossover groups including several disciplines.
 - Identify areas to work on together, catalogue current work.
 - Expand Table Talk conversations to include the issues we are trying to solve.
- Decisions – Agree upon the goals, measurements, and accountability.
 - Design dashboard for overall goals.
 - Have reporting structure across the community.
 - Work with governments and media partners for ongoing accountability.

Fellowships

Create five year-long fellowships, one for each Thrive focus area: Economic Stability, Healthcare, Education, Social Context and Connection, and Livability. The Fellows would work with stakeholders on research, data collection and analysis, coordination of convenings, data visualization, and dashboard building and maintenance.



Funds

CFF has created five funds in order to bring capital to projects that will help to further the Thrive Initiative and bring us closer to moving the needles on the SDG indicators. These funds are intended to address the immediate short-term response and long-term systemic work. The funds are designed to work in collaboration with other philanthropic and governmental dollars. The plan is to endow each of the five funds so funding is available to address the long term and future issues that arise.

The overall development of the fund structure has given CFF the opportunity to raise the overall visibility of this project in our community. Table Talk and weekly CFF Updates have also brought more people into the conversation which leads us to believe the project is starting on a solid foundation with a good chance of success.

Economic Stability Impact Fund

As the #1 travel destination in the world, Central Florida thrives on a strong tourism economy. Other industries and entrepreneurs identify the region as an ideal place to build and grow their vision and companies. However, with this growth, many individuals and families live \$400 away from homelessness and struggle with making ends meet - living paycheck to paycheck, unable to afford safe housing, reliable transportation, and healthy food. The Economic Stability Impact Fund at Central Florida Foundation disrupts these patterns to boost the talent pipeline, drive employment innovation, promote security for the local workforce and more.

Criteria:

1. Focus on projects that pilot, accelerate, scale or fill gaps
2. Focus on increasing income, access to housing, transportation, and nutritious food
3. Address economic issues through innovative approaches
4. Prioritize access equity, including employment, housing, and transportation
5. Address crisis recovery, including immediate, short term response and long-term critical needs

Healthcare Impact Fund

Healthy residents make up a thriving community. With access to mental and physical healthcare and healthy food, everyone can better manage chronic illnesses, injuries and in turn focus on wellness and other priorities. The Healthcare Impact Fund at Central Florida Foundation emphasizes access to care, physical activity and healthy diets to increase life expectancy to help every Central Florida resident live a full and healthy life.

Criteria:

1. Focus on projects that pilot, accelerate, scale or fill gaps
2. Improve delivery systems and/or access to healthcare
3. Focus on increasing life expectancy and lowering preventable deaths
4. Address the top ten (10) issues as identified by the Community Health Needs Assessment
5. Address crisis recovery, including immediate, short term response and long-term critical needs

Livability Impact Fund

Neighborhoods keep us connected and driven. Safe, clean and sustainable environments mean we are around to enjoy the good stuff. Arts and culture fuel our imagination and creativity. Safety builds our sense of security. Space to soak in nature and be outdoors keeps us grounded. All of these create close knit areas we can be proud to call home. The Livability Impact Fund at Central Florida Foundation builds strong, connected neighborhoods that improve the quality of life to make us thrive.

Criteria:

1. Focus on projects that pilot, accelerate, scale or fill gaps
2. Increase community safety
3. Address environmental issues, clean energy, and climate change
4. Increase walkability and green space
5. Promote neighborhood revitalization
6. Support public arts and culture

Education Impact Fund

Education opens the doors to the world. Children with a solid educational foundation grow into focused, talented adults that create the strong families and communities that make the region thrive. Better education and job readiness mean safer neighborhoods and a workforce ready for the next wave of jobs and opportunities. The Education Impact Fund at Central Florida Foundation makes education accessible for everyone, with a focus on social-emotional learning, early literacy, and life-long learning.

Criteria:

1. Focus on projects that pilot, accelerate, scale or fill gaps
2. Increase graduation rates and job readiness
3. Address education equity
4. Focus on school readiness, including social emotional learning, language, and literacy

Community and Social Connection Fund

A zip code, race or income no longer defines your future. All ethnicities, races, backgrounds and cultures call Central Florida home, and this is something special. We bring our best ideas and thoughts to the table to create a community where everyone has a say and everyone has a place. The Community and Social Connection Impact Fund at Central Florida Foundation paves a way for everyone to have the opportunity to the same advantages and to be the voice in their community, creating a place everyone is proud to call home.

Criteria:

1. Focus on projects that pilot, accelerate, scale or fill gaps
2. Increase philanthropy and volunteerism
3. Increase social justice, including building equity, fighting racism, and insuring gender equality
4. Increase civic engagement, including voting, advocacy, and civic education

Thrive uses the indicators from the SDGs to show where we stand at a local level within the overall larger goals. We are asking the questions:

1. Are we moving in the right direction as a community?
2. Do we have a specific focus or plan in order to meet the goals?
3. Who is accountable for the goals?

Grants will be made once the following steps have been accomplished:

1. Identify the problem(s) we are trying to solve
2. Use data to determine the scope of the problem
3. Have a dialogue about what is being done or needs to be done
4. Identify solutions (models, best practices, invent new wheels)
5. Determine who can do the work
6. Negotiate and partner with potential grantees
7. Measure the work and progress towards solving the problem

GOALS/OBJECTIVES

The overall horizon goal for Thrive Central Florida is to create an integrated approach to solving complex community problems that includes all sectors and the people who are most affected by the change.

Current State	Barriers/Unique Qualifications	Process	Desired Outcomes	Future
<p>Silos “Treading water” No shared vision Data gaps Little cross pollinating Well meaning</p>	<p>Political will Dollar allocations Lack of communication Complexity Agendas Lack of SDG knowledge History of working together Well networked Relationships</p>	<p>Data Identify issues Dialogue Who is doing what Best practices Decisions Pilot Accelerate Scale Fill in gaps 5 fellows 1 dashboard</p>	<p>Unified goals that can be measured with accountability to solve them.</p>	<p>Get as close as we can to the UN SDG goals by 2030</p>

EXPECTED OUTCOMES/BENEFITS

The best outcome we could have is a community-wide integration of how we solve complex social issues. This may sound like nirvana, but the goal is to have everyone at least rowing in the same direction. Change is scary, but the results can be life changing.

Expected/Desired Outcomes include:

1. A move from individual and siloed approaches to more integration and cross pollination when working on communitywide issues.
2. Mainstreaming the SDGs as the goals to strive for and report on in a universal report/dashboard.
3. Improvement in trends across a variety of indicators for all five SDoH and SDG goals.
4. Involvement at all levels from leadership to grassroots where the outcomes do not change when community leadership does.

TIMELINE

2020	
June	Laying the framework and introducing the funds
July	Initial informational convenings
August	Initial informational convenings
September	Socialization of the project
October	Table Talk Lite, Identify Fellows
November	Data gathering, convening, marketing
December	Data gathering, convening, marketing
2021	
January	Introduction of Fellows
February – April	Cataloguing and reporting the work
May – August	Additional data analysis and prep for goal work
September – December	Community Goal Sessions
2022	
January – May	Work on an implementation plan
June – August	Socialize implementation plan and update with changes
September – December	Develop a community action plan and Dashboard
Ongoing	Annual reporting and Dashboard updates

CLOSING SUMMARY

Change is hard. It requires a shift not only in thinking, but in doing. It requires us to get outside of our comfort zone and admit that things are not working. To admit that we are not always right, and that someone might have a better solution than we do. It requires listening. It requires learning, and it requires action.

The work has already started and the partner list is growing. We are ready for the challenge to meet the goals for sustainability, and to put action and money behind our words. We are here to say we want to challenge the status quo. We want to question bureaucracy and change policy through data and advocacy. We want to see Central Florida Thrive.

