

CASE STUDY

How investing in capacity building empowers BIPOC organizations.



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Central Carolina Community Foundation (CCCF) is known as a leader in collaborative philanthropy in South Carolina's Midlands Region. CCCF works with over 500 nonprofit organizations in an 11-county region comprised of large cities, like the state capital of Columbia, and small rural communities. According to Erin E. Johnson, CCCF's vice president of community investment, the foundation is focusing its work on livability to build support across the region.

“ If this (region) is a more livable community for those who are here, they will want to live here, stay here, thrive here, and they will feel like they're a part of this community. When someone loves where they live, they are more likely to give there.”

- Erin E. Johnson, CCCF, vice president of community investment



But the people who live in the Midlands Region have changed since CCCF's founding in 1984. At that time, the majority of the region's residents identified as Caucasian. Now, more than 50% of Richland County's residents are Black, Indigenous, and people of color (BIPOC), and demographic shifts are happening in other parts of the region, too.



That shift was recognized as one of CCCF's priorities to address shortly after Erin joined the community foundation in 2016. During that time, the foundation did an assessment of its nonprofit grantees: "We asked ourselves who we were giving

to, what do they look like, what their sizes are and where are they located," Erin explained. Foundation leaders found they could be doing more in two areas: promoting geographic, racial, and ethnic diversity and funding organizations led by and serving people of color and those located in rural counties.

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At the same time, CCCF was also exploring their investments in building nonprofit capacity. Erin has a background in capacity building and collaborated with her colleagues to identify where CCCF could make the most impact in capacity building. The answer? Fundraising. "Where we (CCCF) sit pretty solidly is being able to think through how we help facilitate philanthropy and donor development and fundraising." Erin said.

CCCF was at a crossroads. How could they support BIPOC organizations and share their fundraising expertise at the same time? This is where Bonterra's Jumpstart program comes into the picture.

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Jumpstart: right-sized, holistic support for diverse organizations.

Jumpstart, funded by foundations like CCCF, is a year-long capacity building program powered by Bonterra. In the Jumpstart program, nonprofits are paired with a fundraising coach and provisioned with Bonterra Donor Engagement's Guided Fundraising solution (formerly Network for Good) to engage their communities, diversify revenue, and sustain their programs using integrated technology tools.



Erin first learned about Jumpstart from an email she received in 2019. The email came at just the right time. CCCF's new mini-grant program was funding many organizations, but it wasn't giving them what they needed most: the tools and support needed to raise money. "We wanted a program that was standardized and offered a way to measure outcomes across diverse organizations," Erin said. After having a few phone calls with Bonterra and connecting with another Jumpstart funder, CCCF decided to pilot the program. "We told ourselves—let's give it a try this first year and see how it goes and do a little investment. And then we'll go from there," Erin said.

To start, CCCF brought together organizations that reflected their diverse region for a Jumpstart training. "The room was quite diverse," Erin recalls, "And I remember the trainer was impressed by that, and I thought, well, this is just what our community looks like, but it also shows that we want to offer our resources and support to everyone. Now, we're intentional about asking grantees about the demographics of their executive staff, board, and the people they serve.

People know that we support equity in our grantmaking." According to Erin, the community foundation's board also backed up their focus on best practices in grantmaking and approved their recommendation to set aside 25% of unrestricted funds to BIPOC-led and serving organizations.

Another key player in CCCF's success is the Jumpstart staff.

“ We work closely with the staff to identify the organizations we want to submit to the board for approval. The staff members ask great questions and allow us to determine what nonprofits we think this will work with and who we want to take a chance on.”

Customized coaching encourages empowerment.

Erin believes that in capacity building, coaching is essential. That's why she loves Jumpstart's coaching component: "After training, the hardest part is implementation once you get back to the office. Having a coach walk alongside them is really what's needed. That was really the selling point for us." Erin said.

In addition, Erin appreciates that the Jumpstart team will identify coaches that understand grantees' perspectives and can address their unique needs. "We'll say, we need someone that understands what it means to raise money in a very rural, very poor community. Or, we need someone who really understands what it's like to be a Black woman who's raising money in the South. The folks at Jumpstart have been very honest and have assigned coaches who understand those dynamics."

“ This program is essential to nonprofit organizations. We are able to pull financial information quickly and with confidence. It makes grant writing and reports less time consuming. The biggest strength to our organizational capacity is that we have all of our donor information in one location. We have increased our individual donor base and increased giving among our donors.”

- Rev. Schrendria F. Robinson, executive director at Killingsworth Inc., Columbia, SC



Over 26%
in net revenue during
Bonterra's Jumpstart
program



Over 63%
net new donors
acquired

Killingsworth Inc. raised over 26% in net new revenue during Bonterra's Jumpstart program, acquiring over 63% net new donors in the process!

Raising funds and building true partnerships.

For Erin, Jumpstart offered CCCF's grantees the tools to increase their fundraising while also giving the foundation the opportunity to strengthen its partnership with those organizations. "Working with Jumpstart helped us lean into being partners with our nonprofits, not just a funder," Erin said. "I think that working with Jumpstart showed us where we're going as a foundation and how we want to walk alongside our nonprofits and support them with capacity building as we move forward."

Flexibility and understanding are two key elements of the partnerships CCCF is building with BIPOC organizations. "We know that our BIPOC-serving nonprofits have been historically underfunded and not respected by traditional philanthropy as they should have been," Erin explains. "I think now we are honoring these nonprofits the way we should have been all along by changing the way we do business and diversifying our grantmaking and our staff. We are having a call with a grantee instead of requiring a written report. We aren't automatically encouraging growth if what their organization is doing is working. We are changing because we understand that it just makes sense that the people who are serving the community are from that community. And that they have the support to serve in an efficient, effective and loving way that the community needs."



The fundraising and marketing strategies will enable small nonprofits to skillfully and strategically create a plan that can be measured on a continual basis. Jumpstart is especially valuable for small nonprofits that do not have personnel dedicated to fundraising."

–Vivian Glover, director of community arts and development, Orangeburg County Fine Arts Center

*Central Carolina Community Foundation has recently invested in its **third** Jumpstart cohort and continues empowering nonprofit leaders to grow their missions.*



Over 47%
in net revenue raised
during the Jumpstart
program!

Results

Orangeburg County Fine Arts Center raised over 47% in net new revenue during the Bonterra Jumpstart program!

Are you ready to bring Jumpstart powered by Bonterra to BIPOC organizations in your community? Contact us and [schedule a Jumpstart consultation.](#)