



### **2021 ANNUAL REPORT**



















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Outside the Center for Health Equity

# PROPELLING RACE EQUITY IN PINELLAS COUNTY

2021 was an extraordinary year on the heels of an extraordinary year before that. In 2021, the Foundation for a Healthy St. Petersburg aimed to focus on strategies to work towards racial equity to achieve health equity and improve population health in Pinellas County: accelerating a movement in racial equity; influencing systems change for racial equity; advancing community wealth and resilience as a means of promoting health; and refining strategic investments to impact racial equity. This report is intended to give a snapshot of many efforts the Foundation has created, supported, and uplifted in these areas.

The past two years have also revealed that the Foundation can be a unique and powerful actor in times of crises and be an essential backstop of resources and leadership that propels action, fills gaps, and mitigates harm. Importantly, the Foundation's COVID response established the essentiality of, and found new ways of propelling, racial equity even in moments of disaster and social upheaval.

The Center for Health Equity became the main community vaccination site in Central Florida, with people coming from as far away as Daytona Beach. COVID vaccines reduced the potential global death toll during the pandemic by almost two-thirds in their first year, saving an estimated 19.8 million lives. 223 million people nationwide are fully vaccinated including 14.6 million in Florida.

The Foundation made continuous strides to be community-led acting on the concerns of Pinellas County residents, organizations, and the hardest hit, yet most overlooked communities. Through education, assistance, and convening, the Foundation aimed to help highlight, uplift, and catalyze the powerful ideas and initiatives that are already here within Pinellas County as well as create a few of our own, through the insights gained in the Race Equity Listening Initiative and race equity research and data.

Despite the challenges we continue to face, the community's resilience shines through. The Foundation will remain a striving organization—listening humbly, learning fearlessly, and leading courageously on behalf and at the behest of the community it serves.

<sup>&</sup>lt;sup>1</sup> The Lancet, Global impact of the first year of COVID-19 vaccination: a mathematical modeling study

<sup>&</sup>lt;sup>1</sup> Our World in Data, Coronavirus (COVID-19) Vaccinations



Center for Health Equity | Love Lunches

#### **COVID RESPONSE**

#### **Meeting the Moment**

The Foundation for a Healthy St. Petersburg quickly realized that vulnerable residents of Pinellas County would be hit hard by the health and economic impact of the continuing pandemic. The Foundation provided \$6.15 million in direct COVID response funding from the onset of the pandemic, and all existing funded partners were offered the opportunity to pivot their grants to address new needs facing their organizations and communities. New funding opportunities were also offered to community organizations for COVID mitigation, other direct responses to the pandemic, and to support a multi-sector resiliency effort. Additionally, the Foundation supported disease mitigation through grassroots marketing campaigns and deployment of masks.

### **Community Response to the COVID-Related Eviction Crisis**

The Pinellas Eviction Diversion Program (PEDP) was launched in Pinellas County in October 2020 and continued through the entirety of 2021 as a homelessness prevention project that provided mediation and rental assistance funding for both landlords seeking back payment and tenants who have fallen behind in rent payments, or who were at risk of eviction. With six other organizations, the Foundation helped to design the PEDP and was engaged with these partners with weekly meetings to problem-solve and respond to changing conditions and needs.

When the CARES Act dollars were exhausted, the Emergency Rental Assistance program was developed using American Rescue Plan Act funding and continued to provide relief to people at increased risk of eviction because of COVID.

OVER THE COURSE OF THIS WORK, MORE THAN 4,400 FAMILIES RECEIVED RENTAL ASSISTANCE AND \$40M WERE SPENT.



Center for Health Equity | Vaccination efforts

#### **Bringing Vaccines to the Community**

By the middle of April 2020, the Foundation began repurposing the Center for Health Equity to meet the needs of community residents. These efforts included distributing 11,536 lunches and establishing a temporary call center for 211 to administer Tampa Bay Cares. The 211 Tampa Bay CARES program distributed up to \$5,000 in funds to those who needed support to help individuals and families financially impacted by the COVID-19 pandemic with overdue rent, mortgage, and utility bills, along with assistance from a social worker. In total, the effort distributed \$1.5 million of the approximately \$30 million of federal monies directed to the Pinellas CARES Fund.<sup>3</sup> 211 was in the Center for Health Equity until the program completed December 31, 2020.

Once COVID vaccines became available, the Foundation pivoted again to support a vaccine and test site at the Center. From January 2021 through December 2021, the Foundation made the Center for Health Equity available to the Florida Department of Health in Pinellas County to use as a community vaccination and testing site. The Foundation worked with Center for Disease Control and City of St. Petersburg to assure feasibility and functionality as a mass vaccination and testing site. Between January and the end of May of 2021, 62,000 vaccinations were administered at the Center, approximately 1,200 vaccinations per day.

To ensure equitable access to the vaccine, the Foundation deployed vaccine navigators to go door to door in neighborhoods identified as having low vaccination rates (according to data provided by Florida Department of Health in Pinellas County). These "Vaccine Navigators" scheduled appointments for residents or, when necessary, would arrange for a nurse to provide a vaccination at home—most often for elderly residents. This concentrated effort focused predominantly on Black, Indigenous, and People of Color (BIPOC) residents and resulted in significantly increasing uptake among these groups.

67,000 targeted households received COVID testing information by mail, 18 community testing events were held, more than 1,200 people were vaccinated near or in their dwelling, and four COVID webinars were hosted for over 400 people. The Foundation also created the Beat COVID Pinellas website. Receiving 110,000 unique visits, the site was a resource for Pinellas County residents to explore trusted resources and data about the COVID vaccine.

While impact data from all initiatives are hard to derive, the vaccination rate gap between White and Black residents narrowed by 8.1% between March 2021 (White 55.3% vs. Black 47.2%) and October 2021 (White 63.4% vs. Black 63.3%) in the context-specific campaigns from Foundation, in collaboration with community partners. For a detailed and complete look at the Foundation's COVID response, see Foundation for a Healthy St. Petersburg COVID-19 Pandemic Response: Initial Report.

<sup>3.4</sup> Foundation for a Healthy St. Petersburg COVID-19 Pandemic Response: Initial Report



Center for Health Equity | Community Event

# COMMUNITY GATHERING HIGHLIGHTS

Throughout the year, the Foundation held several public and curated events and webinars, including lectures, classes, trainings, workshops, facilitations, and town hall meetings. Diverse community members were invited to learn and teach alongside one another in the interest of advancing racial and health equity. Most events and trainings were offered digitally or with a remote option due to COVID-19.

#### **Virtual Courageous Conversations**

Courageous Conversation™ is an award-winning protocol for effectively engaging, sustaining, and deepening interracial dialogue. This powerful two-day seminar examines the impact of race in our lives and fosters the development of essential literacy and competency through which to experience our personal, professional, and organizational ways of being. Sixty community members participated in Virtual Courageous Conversations in 2021. Having been held virtually for the past two years, the Foundation is looking forward to holding in-person trainings starting in fall 2022.

### **COVID-19 & Business** A VIRTUAL TOWN HALL

From small businesses to major corporations, the business community has been greatly impacted by COVID-19. In this virtual town hall, panelists utilized a race equity lens and proposed pathways to advance community wealth, as a means of promoting health, by exploring the latest in health data, legal considerations around implementing COVID policies, mental health resources, and more. Business owners learned best practices and recommended protocols to help protect their employees and the communities they serve during the pandemic. They also heard from business owners who have made policy changes during COVID-19. Moderated by Carl R. Lavender, the featured panelists included Meredith Gaunce, Dr. Andrea Leapley, Dr. Brittany Peters, Karen Davis-Pritchett, and Dr. Sandra E. Braham.



Stephanie Perry and Shirley Smith Hayes | Memories from the Gas Plant & Laurel Park Neighborhoods

### Gas Plant and Laurel Park Reunion: CELEBRATING THE PAST, ENVISIONING THE FUTURE

The Gas Plant and Laurel Park Reunion brought together former residents and family members from both neighborhoods. Hundreds of Black families, businesses, churches, and community spaces were displaced or destroyed by the construction of Tropicana Field. The story of the Gas Plant and Laurel Park neighborhoods is both unique to Pinellas County as well as a history that has been repeated across this country, across generations of Black and Brown communities. If we are to move forward with race equity, we must know, understand, honor, and be changed by our collective past.

The community at large was invited to help remember and celebrate the legacies of the community. In addition to the Foundation, this endeavor was made possible by Voices Heard, Voices Matter (VHVM) of the Bloomberg Harvard Group, the African American Heritage Association, the Institute on Black Life at the University of South Florida, and the City of St. Petersburg. Former residents of the Gas Plant and Laurel Park neighborhoods and their descendants shared memories of a safe, supportive, and thriving community and the lasting impact of its demolition in a living archive housed on <u>A History of Civil Rights and Social Change in Pinellas County</u>.

#### Mi Gente Movida

On October 2nd, 2021, Estrategia Group and Foundation for a Healthy St. Petersburg hosted "¿Y Cómo está Mi Gente? On the Move & En La Lucha." The 2020 Census highlighted local population changes and the nation's racial and ethnic diversity—Latinos now account for over half of this country's population growth rising to 18.7% of the U.S. population. This Foundation has partnered with Estrategia Group to hold community-led convenings and explicitly begin listening to the barriers/challenges to achieving health equity that exist among the Latinx, Latina, Latino, Hispanic, and/or other Spanish-speaking people who live in our County as the fastest growing demographic groups.



The collaboration resulted in celebratory gatherings throughout Hispanic Heritage Month culminating in Mi Gente Movida, where the community was invited to dance, sing, share stories, and celebrate Mi Gente during Hispanic Heritage Month. Mi Gente Movida also included a keynote speaker, breakout sessions, and an ongoing healing narrative series, Mi Gente Reclamando. More than 100 individuals participated in Mi Gente Movida activities.

<sup>&</sup>lt;sup>5</sup> United States Census Bureau, 2020 Census Statistics Highlight Local Population Changes and Nation's Racial and Ethnic Diversity



L-R: Race Equity Listeners Hillary VanDyke, Meiko Seymour, and Alyssa Bedard

#### **Race Equity Listeners**

The Race Equity Listening Initiative is an avenue to gain an understanding of lived experiences and the views of stakeholders of the St. Petersburg Community related to racial equity, COVID, and important present-day issues. In 2021, the Race Equity Listening initiative was completed with Race Equity Listeners conducting a total of 393 Listening sessions with 67% of them being with residents who identify as Black.

## Pinellas Race Equity Leadership Council (PRELC)

The PRELC is a purpose-built assembly of systems-level leaders initiated and convened by the Foundation that prioritizes equity and advances the identification of racist policy issues that can be changed. The purpose and sole means of success is to achieve racial equity in St. Petersburg. The group—a small, but dynamic number of key subject matter experts, community members, civic leaders, government officials, faith leaders, and business and nonprofit chief executive officers—works together to affect transformative social change.

When the Race Equity Listening Initiative concluded, the results were presented to PRELC members. Through the Foundation's efforts, 80% of PRELC members have formally agreed that 1) racism exists; 2) structural racism can be dismantled; 3) they will act as an ambassador for PRELC; 4) they will individually work at their organization to bring internal systems change as they identify areas of racism; and 5) they will work on a personal journey regarding race.

#### St. Petersburg Food Policy Council

The Foundation supported the creation of St Petersburg Food Policy Council and continues to lead efforts in partnership with twenty-one (21) multi-sector organizations, each with a footprint within the local food system. St Petersburg Food Policy Council serves as an independent advisory board for City of St Petersburg and works to create an equitable, community-based food system that seeks to remove barriers preventing residents from accessing healthy food. To date, the SPFPC has supported the passing of city-wide resolutions including: declaring food as a human right; broadening access to the growth and distribution of food amongst residents; and influencing ongoing dialogue regarding use of public and private land for food production and distribution. The Council also influenced the city's Healthy Food Action Plan and will seek to partner toward its ongoing development and implementation, including addressing food deserts and the optimization of healthy food corner stores as well as the provision of community conversations that amplify resident voices of input and power.



Vendor at the Saturday Morning Shoppes

#### **Saturday Morning Shoppe Vendor Academy**

The Foundation strongly believes that the advancement of community wealth leads to advancements in community health and invests in the professional and personal development of BIPOC businesses and professionals. During the fall of 2021, the Foundation supported the Saturday Morning Shoppe Vendor Academy—a professional and business development opportunity for Black-owned businesses in the Pinellas County who participate as vendors at the Saturday Morning Shoppe. The Academy was a 4-week long virtual and in-person professional development experience for vendors. The classes focused on booth feedback, social media and websites, marketing and marketing materials, and pricing for profit. Weekly discussion questions gave vendors the opportunity to put into practice what they were learning each week as well as interact with and learn from other business owners.

To meet demand and continue uplifting and supporting the professional development of small and Black-owned businesses, the Foundation sponsored Part 2 of the Saturday Morning Shoppe Vendor Academy—a 6-month entrepreneur and retail component. The goal was to create continued education for local vendors on several topics including accounting, merchandising, QuickBooks, inventory, how to bounce back from retail theft, and much more.

#### **Supported Journalism Initiative**

The Foundation funded a supported journalism initiative, which included the Tampa Bay Times, and the Black Media Alliance consisting of The Weekly Challenger, Power Broker Magazine, and the St. Pete Bulletin. This initiative produced over 100 stories that focused on racial equity and social change. 29 Tampa Bay Times articles focused on racial equity in 2021, reaching 300,000+ readers in print and digital distribution each time. Black Media Alliance reached more than 100,000 readers with 41 different focused articles. Power Broker Media Group (PBMG) is the only local media company with a commitment to creating and aggregating content from an economic equity lens and their efforts spurred action and change across the community. PBMG helped shape policy by garnering petitioners and contributions, they connected more than 1,000 entrepreneures to resource programs and provided in-kind advertising and \$30,000 worth of in-kind staffing to communications work for 100+ community groups and entrepreneurs, and they served as an outreach resource for over a dozen third-party advocacy efforts over the past year.

#### **Anchor Institutions Initiative**

Anchor institutions are universities, hospitals and other enduring organizations that play a vital role in their local communities and economies. They tend to remain in their geographical settings, even as conditions change around them. Therefore, they are vital assets to their neighborhoods, towns, cities and regions.

The Foundation launched its Anchor Institutions initiative to engage local anchor institutions in closing the racial equity gap and influence social indicators such as wealth, health, and life expectancy in St. Petersburg, Florida. This initiative is only the seventh in the United States to focus specifically on racial equity in hiring, procurement, and data sharing. Three local hospitals and the City of St. Petersburg are the inaugural anchor institutions, and other institutions may be added in the future.



Omali Yeshitela tears down a racially offensive mural from the walls of City Hall in 1966

#### **Looking Back to Move Forward**

A History of Civil Rights and Social Change in Pinellas County is an extension of an exhibit installed at the Center for Health Equity entitled Building an Equity Movement. Consisting of bite-sized content broken into 13 chapters and engagement guides, the exhibit shares stories of when people came together to secure rights, combat injustice, and work to advance equity. The goal of the exhibit is to embrace that heritage and inspire solidarity and resolve among today's social change makers.

This Foundation-supported project was researched and co-curated by local historians Gwendolyn Reese and Jon Wilson. Far from an exhaustive account of Pinellas County's history, this overview is an evolving resource that serves as an entry point for education, understanding, and further exploration. The site is a living collection of Pinellas County's history and endeavors to incorporate the stories and lived histories of those local to Pinellas County where residents can add to the Living History Archive by sharing personal photos, videos and stories to help tell a more complete history of social change in Pinellas.

#### Watch the Documentary $\rightarrow$

#### **Historic Gas Plant Neighborhood**

At the request of the City of St. Petersburg, the Foundation performed a detailed analysis of the five proposals for the redevelopment of the Tropicana Field site, focusing on racial equity, community participation, and equitable economic development. This analysis contributed to Mayor Welch's initial request in 2022 that the two finalists submit supplemental proposals to address, in part, the issues raised by the Foundation.

#### **BIPOC Leadership Initiative**

The Foundation created and curated the BIPOC Leadership Initiative to identify and address barriers facing BIPOC youth and young adults—politically, economically, socially, educationally, and spiritually— in their quest to advance their careers. An initial convening was held in September 2021 to identify and bring together academic institutions, and education-focused philanthropic organizations to explore pathways for BIPOC leadership development for 15 to 25 year-olds in Pinellas County. The goal is to be a long-term, sustainable resource that creates pathways, provides mentorship, and lends a helping hand to BIPOC youth so they may break the glass ceilings they encounter.



Leadership St. Pete Class of 2022

#### **Creating a Diverse Leadership St. Pete**

In partnership with St. Petersburg Area Chamber of Commerce, Leadership St. Pete, and Leadership St. Pete Alumni Association, BIPOC class members were provided support to mitigate barriers to full participation. As a result, the Leadership St. Pete Class of 2022 was the most racially diverse class in its history.

## Community Assistance & Life Liaison (CALL) Program Evaluation

CALL is a partnership between the St. Petersburg Police Department and Gulf Coast JFCS that was established to divert non-crime emergency calls from the St. Petersburg emergency communication center, instead routing them to GCJFCS-employed community navigators, known as the CALL Team. University of South Florida Center for Justice Research and Policy (CJRP) conducted an independent evaluation of the extent to which the CALL program was implemented equitably. The CJRP team conducted a comprehensive "process" evaluation of procedures and implementation data relevant to issues of equity with the main goal to determine whether implementation protocols were vulnerable to discriminatory practices, implicit bias, or inadvertent oversight, and whether the data indicates that implementation of the program is serving the communities with relevant needs. The evaluation results will be shared with government and community stakeholders in late 2022 and early 2023 and published in academic journals.

### University of South Florida St. Petersburg (USFSP) Climate and Environmental Justice

In an effort to increase awareness and education regarding the disproportionate environmental harm to communities of color, a community collaboration led by USFSP focused on addressing air pollution and other toxic pollutants detrimental to neighborhoods. Dr. Ralph Bullard, the "father of environmental justice," served as a leading thought partner on the initiative and helped shape a framework for community resiliency during a town hall with 220 attendees. The ongoing work has focused on the launch and deployment of the Community Resiliency Information System (CRIS), which uses citizen participation to inform a broad spectrum of policies.

# Stetson University College of Law-Youth Civic Education and Leadership

Stetson Law hosted twenty-two high school students for a week-long civic education program focused on human rights, civil dialogue, community advocacy, activism, and social change. Students, most of whom have never stepped onto a college campus, were introduced to the Stetson Law campus and courtroom engagement. Students reported that being able to speak with peers, professors, and guest speakers about social justice topics in a safe and engaging environment was a valuable experience.



Digital Inclusion St. Pete hosted efforts throughout the year

### Digital Inclusion—Emergency Broadband Benefit

In partnership with community organizations, the Innovation District, and Deuces Live, an effort was made to close the digital divide by offering internet connectivity and technical literacy throughout South St. Petersburg CRA. Throughout the year, Community Tech House assisted families in submitting the paperwork needed to qualify for the broadband benefit. In addition to internet connectivity, computers were distributed and technical literacy enhanced their use. 600 individuals were served through this initiative.

#### **Equity and Resiliency in Childs Park**

The City of St. Petersburg's Department of Sustainability, in collaboration with Pinellas County Urban League and Childs Park Neighborhood Association, created the Neighborhood Resilience Collective (NRC): Childs Park Pilot. The initiative sought to identify opportunities for the development of a Resilience Hub that can support residents, coordinate communication, distribute resources, and reduce carbon pollution, all while enhancing quality of life. The initial phase commenced an environmental assessment that revealed reported odors and other factors the neighborhood would like to improve or change. Recommendations for action and next steps include further



review of air quality, design of community buffers to mitigate pollutants, enhanced use of the Pinellas Trail, and furthering dialogue on the use of faith-based facilities for the Resilience Hub.

#### "Celebrated not Tolerated" Black Male Affinity Group

Community EFX, Inc. has created extraordinary spaces for Black males to feel comfortable, courageous, and safe in sharing the joys of being an African American male in society. The group meets periodically to elevate and amplify successes, share opportunities for community involvement, and serve as a sounding board for community leaders. Currently, the group has seventy-five members and is growing.



SPHERE team

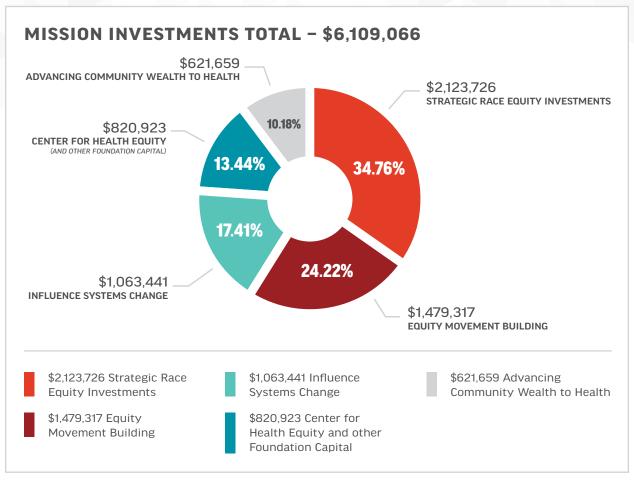
## St. Petersburg / Pinellas Higher Education for Racial Equity (SPHERE) Consortium

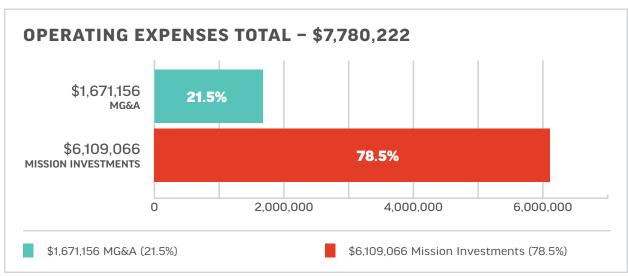
A collaboration between St. Petersburg College, University of South Florida St. Petersburg, Eckerd College, and Stetson University College of Law, SPHERE is a designated affiliate of the American Association of Colleges and Universities Truth, Racial Healing, and Transformation (TRHT) effort in partnership with W.K. Kellogg Foundation. The TRHT initiative seeks to help communities embrace racial healing and uproot conscious and unconscious beliefs in the hierarchy of human value. In 2021, 8 Racial Justice Student Fellows, two from each institution, participated in a year-long curriculum consisting of deepening an understanding of racial history, dismantling human hierarchy, and applying their learnings in a six-week internship at local organizations. SPHERE continues their work to dismantle existing racial hierarchies and inspire narrative change while seeking to create an accessible space for sustained scholarship, conversation, service, education, activism and advocacy.

## **Equity in Education: Pinellas Education Foundation (PEF)**

This initiative sought to advance equity in education using an organizational system approach to deepen their understanding, develop organizational capacity, and change policies and practices that contribute to systemic growth. PEF conducted an internal Equity Audit and used the results to create an Equity Taskforce and help shape staff and board training, new hire onboarding, and programmatic design. Externally, PEF influenced the Closing the Gap program and Early Learning Initiative by increasing accountability toward a DEI framework. Additionally, the new framing of programs resulted in 346 scholarships for marginalized students via the Jump Start Scholarship program. Because of their commitment to DEI, the Consortium of Florida Education Foundation has asked PEF to co-create a DEI survey and then lead a DEI Learning Community.

#### **MISSION INVESTMENT REPORTS**





#### **DOWNLOAD MOST RECENT AUDITED FINANCIAL STATEMENTS:**

healthystpete.foundation  $\rightarrow$ 

46% OF THE FOUNDATION'S \$4.8 MILLION IN FUNDING WENT TO BIPOC-LED ORGANIZATIONS, WITH 38% OF THE FUNDED PARTNERS FOCUSING ON RACIAL EQUITY SPECIFICALLY.

The Foundation has allocated program expenses to the following strategic objectives:

#### **Strategic Race Equity Investments:**

The Foundation supports the advancement of race equity in Pinellas County through grants, staff expertise and other direct support. Strategic race equity investments in 2021 included support for COVID-19 testing and vaccine outreach efforts, support for journalism covering communities of color and systemic inequity, the administration of FHSP's no-fee, no-interest working capital loan fund to support local nonprofits, and grants in support of race equity.

#### **Equity Movement Building:**

The Foundation accelerates social change to advance health equity through race equity. This includes education and awareness building with multi-platform messaging, gauging community needs through strategic listening, and cultivating opportunities for deeper engagement in race equity. A primary element of this work is the Foundation's listening agenda to ensure lived experiences are brought to system leaders.

#### **Influence Systems Change:**

The Foundation seeks to identify and change elements of multi-sector systems that result in discriminatory outcomes, and actively works to influence social policy through data, analysis, and solutions. The Foundation conducts and supports research and data collection, evaluation, public education, and other initiatives to influence policies in pursuit of race equity.

# Center for Health Equity and other Foundation Capital:

The Foundation's strategy to scale full capital and thought leadership supports its mission through social, moral, intellectual, reputational, and financial capital. This is achieved through staff activities, and through the deployment of its Center for Health Equity, a 15,000 square foot facility, as a community asset. During 2021, the Center for Health Equity continued to be deployed in support of COVID-19 relief, and served the community as a site for both COVID-19 testing and vaccinations.

#### **Advancing Community Wealth to Health:**

The Foundation adopts a theory of change in which the advancement of community wealth leads to advancements in community health. The Foundation defines community wealth comprehensively, including financial wealth, opportunity, and resilience, all of which are required to counteract decades of racist systems. During 2021, the Foundation launched its initiative to convene anchor institutions around issues of race equity in wealth and health, and awarded grants in support of economic development for BIPOC businesses, non-profits, and communities.



Outside the Center for Health Equity

#### **CLOSING REMARKS**

It has been another year of rapid change and many lessons infused with the hope, triumph, and the relentless nature of Pinellas County residents, activists, and organizations. Beyond distributing grant dollars, the Foundation for a Healthy St. Petersburg is positioned to enable, support, and uplift through relationships, connections, networks, research, data, technology, and physical space.

In 2022, the Foundation will continue to be guided by our values and mission to achieve health equity through race equity by listening humbly, learning fearlessly, and leading courageously to impact systems change. The Foundation will fuel and facilitate race equity work that:

- ACCELERATES RACE EQUITY MOVEMENT BUILDING
- INFLUENCES SYSTEMS CHANGE FOR RACE EQUITY
- ADVANCES COMMUNITY WEALTH AND RESILIENCE TO HEALTH

Ultimately, the Foundation's success will be reflected in the transformation of Pinellas County and the achievement of racial and health equity among all communities. Through incremental change. Through transformational change. Through systems-level change. We will achieve race equity one step at a time.

We must. And we will.





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