



CAPACITY BUILDING FOR COMMUNITY BASED ORGANIZATIONS

Recommendations for Washington County
& City Partners

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I. Overview: Capacity Building for Community Based Organizations

Capacity building enables community-based organizations (CBOs) to increase skills and access resources they need to improve their work, strengthen their organizational systems, and better connect with the communities they serve. In 2022, a multijurisdictional community engagement effort solicited support from a consultant team, led by Espousal Strategies, to develop recommendations to guide investments for increasing CBO capacity, particularly as it relates to community-engagement government initiatives in Washington County, the City of Hillsboro and the City of Beaverton. The following are considerations and recommendations informed by work with the Covid-19 Racial Equity Workgroup (CREW),¹ and in partnership with Multicultural Collaborative, LLC.

II. Preliminary Considerations

To build a strong foundation for successful capacity building partnerships, government funders should consider the following early in their decision-making process.

Increase awareness of power dynamics and elements of white supremacy culture. Governments at all levels have perpetuated harm and established a culture of white supremacy since their inception across the United States. This history inevitably impacts government grantmaking processes in both explicit and nuanced ways. To mitigate potential harm and develop funding opportunities that center equity, it is important to identify how the grant process may be influenced by the following characteristics of white supremacy culture (White Supremacy Culture, 2021):²

- **One Right Way:** connected to the belief that the right way is the "perfect" way and therefore perfection is both attainable and desirable. May show up as those holding institutional power controlling all decision-making and defining standards in a rigid way, while those without power are excluded from decision-making processes. As a result, they have limited access to information about how decisions get made and who makes what decisions, despite being completely familiar with the impact of those decisions on them.³
- **Either/Or Thinking:** the assumption that we can and should reduce the complexity of life and the nuances of our relationships into either/or, yes/no, right/wrong and in ways that reinforce toxic power dynamics. May show up as positioning or presenting decisions or options in an overly-simplified manner and refusing to make space for nuanced ways of thinking.⁴

¹ Note that "community-based organizations" or "partners" through this work includes but is not exclusive to 501c3 organizations.

² Adapted list of characteristics on page 2; for a more extensive exploration of these and others, go to <http://www.whitesupremacyculture.info/>.

³ [ONE RIGHT WAY - WHITE SUPREMACY CULTURE](#)

⁴ [EITHER/OR & THE BINARY - WHITE SUPREMACY CULTURE](#)

- **Progress is More:** an assumption that the goal is always to be/do/get more and be/do/get bigger. May show up in how we define success (i.e. success is always bigger or more) or valuing those who have "progressed" over those who "have not" - where progress is measured in degrees, grades, money, power, status, material belongings - in ways that erase lived-experience and wisdom/knowledge that is made invisible- such as tending, cleaning, feeding, nurturing, caring for, raising up, supporting.⁵
- **Worship of the Written Word:** honoring only what is written and only what is written to a narrow standard; includes erasure of the wide range of ways we communicate with each other and all living things. May show up as an inability or refusal to acknowledge information that is shared through stories, embodied knowing, intuition and the wide range of ways that we individually and collectively learn and know.⁶
- **Individualism:** an assumption that we make it on our own (or should), without help, while "pulling ourselves up by our own bootstraps". An attachment to individualism leads to a toxic denial of our essential interdependence. May show up as valuing competition more highly than cooperation; where collaboration is valued, little time or resources are devoted to developing skills in how to collaborate and cooperate.⁷
- **Defensiveness and Denial:** a cultural unease with truth telling, particularly when truth to power is spoken; encourages a habit of denying and defending any speaking to or about it. May show up as people within an institution, particularly those with power, spend a lot of energy trying to make sure that their feelings aren't getting hurt or energy spent trying to prevent abuse and protect power rather than to facilitate the capacities of each person or to clarify who has power and how they are expected to use it.⁸
- **Sense of Urgency:** applying a sense of urgency in ways that perpetuate power imbalance while disconnecting us from our need to breathe and pause and reflect. May show up as unrealistic expectations about how much can get done in any period of time.⁹

Establish a clear racial equity approach. All government staff involved in a funding process should be prepared and equipped to take an approach that is informed by established racial equity definitions, goals, and initiatives underway at the respective jurisdiction. If a racial equity strategy has not yet been established, aligning with Washington County's equity resolution can provide a framework to further develop an equity approach.

Identify key partners, assess relationships, and promote collaboration. While a grant-making process may help establish new partnerships, it is important to start with existing partnerships among community members¹⁰ that may be interested in pursuing a capacity building grant opportunity, as well

⁵ [PROGRESS | QUANTITY - WHITE SUPREMACY CULTURE](#)

⁶ [WORSHIP OF WRITTEN WORD - WHITE SUPREMACY CULTURE](#)

⁷ [INDIVIDUALISM - WHITE SUPREMACY CULTURE](#)

⁸ [DENIAL & DEFENSIVENESS - WHITE SUPREMACY CULTURE](#)

⁹ [URGENCY - WHITE SUPREMACY CULTURE](#)

¹⁰ Especially those that represent or serve equity priority groups.

as help spread the word within their networks. Having a strong understanding of dynamics between government and community, as well as between community partners themselves, can inform an outreach strategy that better centers equity, builds trust, and promotes collaboration, rather than cultivate competition and exclusion.

Allow for opportunities to co-create solutions. A common criticism of capacity building grant-making is that it can feel paternalistic. This is more likely to happen when assumptions are made about what grantees need and services are designed without their input. Capacity building should be grounded in two-way conversation between grant-makers and community partners. Community leaders know best the context of their work and what types of support are likely to make the biggest difference. Grantmakers should seek out these insights and engage grantees in the design of capacity building approaches.¹¹

III. Common Funding Challenges & Recommended Solutions

When working with racially diverse and under-resourced equity priority community partners, the following challenges are commonly faced and should be proactively addressed:

Limited staff capacity to dedicate time for the application process. Organizations that need capacity building funding are often limited with staff time, and in some case technical skills, to apply for grants in the first place. Funders should make eligibility and selection criteria clear and low-barrier¹², as well as provide opportunities for organizations to learn more about the funding process so they can make an informed decision about whether to invest time into the application process. If possible, funders should provide technical assistance to support eligible organizations that do not have an established development department.

Eligibility criteria that exclude organizations with small or variable budgets. Funders often require applicants to demonstrate relative financial growth or stability to qualify for additional funding. Especially when creating funding opportunities for capacity building, funders should eliminate eligibility criteria that favors organizations with established financial revenue streams and financial structures. Additionally, requiring organizations to disclose sensitive information related to financial standing may put already marginalized groups in a vulnerable position to lose future grant opportunities that have more stringent requirements.

Contracting requirements that overcompensate for risk, such as unattainable or costly insurance. To minimize risk for the funding institution, funders often require insurance, or hold other legal or financial requirements, that some organizations cannot afford. Funders should first extend trust to community partners and support the process of coming into compliance for organizations that need resources. For

¹¹ Adapted from [Five Elements for Success in Capacity Building | The sustainable nonprofit | Features | PND \(philanthropynewsdigest.org\)](https://www.philanthropynewsdigest.org)

¹² See section V for an example of a low-barrier grant structure.

example, by offering additional funding to offset the cost of obtaining insurance and limiting documentation required to disperse funds.

Restrictive or overly prescribed scopes of work and/or deliverables. Funders should simplify and streamline scopes of work and deliverables so completion does not complicate administrative reporting.

Delayed payment. Delay in payment is a hardship for many community organizations with limited access to cash reserves, cash flow, and lines of credit. Whenever possible, funders should provide full payment of the contract budget at the signing of contracts, rather than reimbursements based on work completed. Alternatively, funders should consider providing 60 days-worth of cash upfront to grantees to minimize reimbursement lag and support positive cash flow.

IV. Capacity Building Needs & Recommended Funding Priorities

Espousal Strategies and Multicultural Collaborative worked with CREW to identify existing capacity building needs and funding priorities. The following needs were identified during a CREW meeting in early 2023 and through one-on-one conversations with Washington County community-based organizations, and are listed in the order of priority:

1. Staffing & Staffing Support

In conversations with community partners, the most common capacity building need identified to open their ability to engage more fully with the funding jurisdictions was staffing or staffing support. The precise need is unique to each organization, but may include hiring a full or part-time time, limited-duration staff person or consultant to lead:

- Coordination and administration
- Training and skill development
- Development or fundraising support
- Leadership or advocacy program development
- Data collection, analysis, and organization
- Internal systems improvement

Specific to community engagement, these roles may include:

- Community Engagement Organizer
- Community Engagement Coordinator
- Community Engagement Data Analyst
- Community Engagement Communications Specialist
- Community Engagement Training & Curriculum Specialist

Staffing Considerations

- Grant funding should be no more than \$200,000 for a two-year period (including benefits and administrative overhead).
- Roles should be compensated at a competitive rate, relative to the Portland-metro area's cost of living and compensation for similar existing roles.
- Could be a staff of a CBO and/or CBO partnership/collaborative.
- Grantees should be able to demonstrate what types of engagement with government partners they were able to accomplish during the grant period due to increased staff capacity.

2. Training

Depending on the organization, an existing staff member or department/team might be available to help increase organizational capacity by taking on a special project to develop training curricula and workshops focused on:

- Existing policies or procedures
- Effective community engagement strategies
- Advocacy and leadership development
- Communications
- Data collection and analysis
- Organizational systems improvement

Training Considerations

- Grant funding should be no more than \$100,000 for a two-year period (including administrative overhead).
- Training curricula and workshops could be made available to partner CBOs or developed in partnership.
- Grantees should be able to demonstrate the training curricula and workshops that were delivered during the grant period.

3. Materials

Purchasing materials frequently used to support organizational capacity may include:

- Technology, such as desktop computers, laptop computers, tablets, etc.
- Office equipment, such as printers, desks, tables, chairs, etc.
- Event or outreach equipment, such as folding tables, folding chairs, canopies, table spinner, brochure holders and displays, etc.

Materials Considerations

- Funding should be no more than \$50,000.
- Grantees should be able to demonstrate how materials purchased supported increased engagement capacity with government partners during the grant period.

4. Gathering space

Gathering space may increase organizational capacity to host meetings, events, trainings, share resources or promote other collaborative activities. Organizations may need grant funding to:

- Rent out community space.
- Assist in the ownership of a community space.

Gathering Space Considerations

- Funding should be no more than \$250,000 (including administrative overhead).
- Grantees should be able to demonstrate how gathering space increased engagement capacity with government partners during the grant period.

5. Broad Community Engagement Supports

In tandem with the above needs, a CBO may need funding to support broad community engagement activities that may free up resources needed to engage with funding jurisdictions more fully. These engagement supports may include:

- Materials intended to break down participation barriers, such as childcare or transportation stipends, participation stipends, etc.
- Professional interpretation at events or translation of materials.

Broad Community Engagement Supports Considerations

- Grant funding should be no more than \$40,000 for engagement activities planned within a two-year period.
- Grantees should be able to demonstrate how broad community engagement supports purchased increased engagement capacity with government partners during the grant period.

V. Low Barrier Capacity Building by the City of Portland/Multnomah County Joint Office of Homeless Services (JOHS)

After receiving feedback from the community of homelessness service providers, JOHS implemented a capacity building pilot as the work of the department grew with the advent of the new funds from the Metro Supportive Housing Services Measure:

- This pilot was rooted in a low-barrier approach to expand capacity for homelessness service providers that were either new or expanding their line of business.
- As there was a limited pot of funds for capacity building, the JOHS sequenced the capacity building pilot in the following way:
 - Agencies new to contracting with JOHS
 - Agencies taking on new scopes of work (ex: an outreach provider who opened an emergency shelter)
 - Agencies with significant increases in budget for the FY23-24 contract year [**PLEASE NOTE:** funds were expended before getting to this tier and therefore, the term “significant increase in budget” was not further defined.]
- Agencies were initially provided with 30 days of funds to reduce the cash flow challenges many providers have.
- After 3 months, feedback from agencies (and confirmed by County procurement staff) indicated that 60 days of costs were required to reach the intent of the original pilot of 30 days; therefore, agencies funded in the first round were given an additional 30 days and new agencies funded were given 60 days of funds.
- The deliverable for the agencies is a narrative report of the impacts of this pilot on their work and the financial outlook of the agency, including and changes to cash flow, ability to pay staff salaries, and any other impacts identified by their finance staff.

VI. Request for Proposals – Examples for Reference

Request for proposals (RFPs) are often difficult for organizations with limited capacity to understand and often contain elements that perpetuate the challenges listed in Section III. Below are titles of RFPs that can be used as examples of emerging best practice. More detailed RFPs can be found in the [Appendix](#).

- Washington County Capacity Building for Culturally Specific Administrative Support, provided by Supportive Housing Services (SHS). See Appendix A.
- [South Metro Racial Justice and Equity Project](#)

VII. Other Recommendations

Finally, below are other recommendations government funders should consider as they aim to increase community engagement capacity within their jurisdictions.

Create an RFP that allows an organization to determine how funding will be used to increase capacity.

Rather than limited funding options to meet a single capacity building need identified in section IV, create an RFP that allows applicants to identify what their organization needs the most.

Create long-term funding opportunities whenever possible. Applying and administering grants can be resource-intensive for CBOs. Allowing for funding that minimizes administrative costs over a longer period will increase the likelihood that capacity building outcomes will be successful.

Partner with a trusted, local foundation for the administration of grant funds¹³. To mitigate common bureaucratic challenges leading to the delay in payment, government funders should explore the option of partnering with a foundation that works closely with community groups and uses an equity or justice framework to guide their grantmaking processes.

Prepare to navigate conflict or mistakes with compassion. Conflicts and mistakes are an expected part of working with people. Additionally, community partners have compounding challenges they are trying to address with limited resources and may be especially vulnerable to harsh conditions when put under unrealistic pressure to either perform perfectly or have funding compromised. Conflict or mistakes are likely to occur during a grant-cycle and all government staff involved should be prepared with skills to navigate conflict or addressing a mistake with compassion, which will allow for greater trust and transparency to build over time.

Increase capacity for community engagement within government structures. Governments are in a unique position to meet coordination or outreach capacity needs by increasing their own community engagement staff¹⁴, creating shared information systems¹⁵ to serve as a centralized, multijurisdictional information hub related to new community engagement opportunities, implementing a large-scale communication system through a trusted platform¹⁶ and/or developing community engagement, advocacy and/or leadership curricula to be shared with CBOs.

¹³ Such as Seeding Justice: <https://www.seedingjustice.org/>

¹⁴ Such as culturally-specific liaisons, professional translators or interpreters, data analysts, or leadership trainers

¹⁵ Such as a shared website

¹⁶ Such as GovDelivery

APPENDIX



Capacity Building Scope of Work –Appendix I Special Conditions

ATTACHMENT A-5

Culturally Specific Administrative Support Supportive Housing Services (SHS) annual up to \$50,000

The Supportive Housing Services (SHS) program is leading the effort to establish new partnerships with culturally specific organizations to provide housing and services to people experiencing houselessness in Washington County. These partnerships include establishing contracts for a variety of services that would work towards the SHS goals as described by our Local Implementation Plan.¹ Organizations that contract with SHS for services that support and serve Black, Indigenous, Latina/o/x, Asian, Pacific Islander and Immigrants and Refugees will be eligible for a “administrative support” funding to advance their organizational capacity to meet some of the expanding set of services that they plan to provide for the community.

The culturally specific organizations that are in the SHS network of providers are eligible for this funding resource as part of this contract. The culturally specific administrative support funding can be requested by an organization for up to \$50,000 per year for the duration of the contract.

The funding resources should be utilized to support your organizations administrative needs including but not limited to housing and support services at the organization. Organizations will need to describe their intended use or goals for the administrative support funding. The administrative support activities can included the following:

- Marketing:
 - Webhosting
 - Website design
 - Advertising
- Office equipment
 - Hardware and software
 - Supplies
 - Office space equipment
- Personnel
 - Staffing cost should only be used for new staff
 - Staff training and capacity building
 - Recruitment of staff and any costs associated
- Essential services
 - Translation services
 - Data collection and assessments
 - Organizational strategic planning
 - Food reimbursements limited to 30% of the overall budget

¹ [Implementation \(washington.or.us\)](https://www.washington.or.us/implementation)



Capacity Building Scope of Work –Appendix I Special Conditions

Reporting yearly at minimum describing project goals, budgets, and progress will be required as part of the Culturally Specific Administrative Support.

Culturally Specific Administrative Support Eligibility Requirements:

1. Organization must self-identify as culturally specific [Definition References²³]:
 - a. They demonstrate intimate knowledge of lived experience of the community, including but not limited to the impact of structural and individual racism or discrimination on the community.
 - b. Have knowledge of specific disparities documented in the community and how that influences the structure of their program or services.

2. Organizations must have qualified for the SHS RFP 2021.

² <https://www.oregon.gov/DHS/ABUSE/DOMESTIC/DVAG/DVFAC%20Resources%20Docs/Culturally%20Specific%20Services%20Definition.pdf>

³ <https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/Culturally%20Specific%20Workgroup%20Recommendations%20-%20FINAL%20-2015.pdf>

South Metro Racial Justice and Equity Project

Capacity Building for Racial Justice in South Metro Region

INTRODUCTION

Seeding Justice is a nonprofit organization funding grassroots social and racial justice focused organizations that work to dismantle injustices in our communities.

Seeding Justice has received American Rescue Plan Act (ARPA) dollars to build the capacity of small, community-based organizations that are working toward a racially just community in the South Metro region, specifically in Lake Oswego, West Linn, Tualatin, Southwest Portland, Rivergrove, and Durham.

The South Metro Racial Justice and Equity Project (SMRJ) will provide up to ten selected organizations with both financial resources and capacity building support in the areas of:

- Anti-Racism and Cross Cultural Engagement
- Operations and Finance
- Governance
- Movement Building and Community Organizing
- Care and Healing
- Fundraising and Communications

(For more on what these areas encompass, [please check out this document on our website.](#))

The SMRJ will utilize a cohort model that over a two-year period, will provide selected organizations with:

- Annual operating support grants of up to \$30,000 per year (\$60,000 total over two years);
- Opportunities for networking, learning, and convening with other like-minded organizations in their region; and
- No-cost technical assistance and consulting in areas of need the organization identifies.

ELIGIBILITY

To be eligible to apply, an organization must:

- Have their 501(c)(3) status or be fiscally sponsored by a 501(c)(3) organization. (If you need more information, [please contact us](#) with any questions about 501(c)(3) or fiscal sponsorship status);
- Be led by and/or work in close partnership with Black, Indigenous, other people of color, and/or communities impacted by systemic oppression, especially those who were and continue to be disproportionately impacted by COVID;
- Have a current annual budget of \$500,000 or less; and
- Work toward benefiting communities in Lake Oswego, West Linn, Tualatin, Southwest Portland, Rivergrove, and Durham.

PRIORITIES

In selecting organizations to participate in the SMRJ, we will be prioritizing those that:

- Are committed to anti-racist work, i.e. the active engagement in organizing that seeks to name and dismantle white supremacy, and individual, institutional, and systemic racist practices;
- Are engaged in community organizing or other work that builds power for those most impacted by racial injustice;
- Are in need of capacity building in order to expand, grow, or provide better services/programs;
- Have dedicated staff or volunteers who can commit at least 10 hours per week to the cohort's work, and are ready and in a position to actively participate in the process; and
- Are open to cross learning and cross sector collaboration, and see the benefit of shared learning spaces.

DECISION MAKING

All funding decisions will be made by the SMRJ's grant review committee, which will be composed of a diverse group of folks who are often excluded from decision-making spaces.

Grant reviewers will live and/or work in the South Metro region, and bring to the table their lived experience and professional expertise around racial and social justice.

TIMELINE

The timeline for this opportunity is as follows:

- Wednesday, July 27 – Cohort applications open.
- Friday, August 26 – Deadline to apply. Applications must be submitted by 5 p.m. PST.
- By late September – Grant Review Committee makes decisions, organizations are notified, and selected participants/grantees receive materials to prepare for their first convening.
- Mid October – First cohort convening!

QUESTIONS?

If you have questions, [please visit our website](#) or [send us an email](#) and we'll get back to you within 48 hours.

If you experience technical difficulties with Submittable, please contact them directly at support@submittable.com.

*** Application questions follow in the next page***

SMRJ Cohort Application

THIS FORM IS PROVIDED FOR REFERENCE ONLY. PLEASE SUBMIT YOUR APPLICATION ONLINE AT [SEEDINGJUSTICE.SUBMITTABLE.COM](https://seedingjustice.submittable.com).

*Questions with an * are required*

Name of Organization* If your legal name and DBA are different, please enter both. For example: MRG Foundation, DBA Seeding Justice

Website If you don't have a website, you may enter the URL of one of your social media platforms, e.g. [instagram.com/seedingjustice](https://www.instagram.com/seedingjustice) or [facebook.com/seedingjustice](https://www.facebook.com/seedingjustice)

Mailing Address*

What's your organization's tax-exemption status?* If you need more information, [please contact us](#) with any questions about 501(c)(3) or fiscal sponsorship status

- 501(c)(3) exempt

What's your Employer Identification Number?* If you need to find your EIN, you can check here: <https://justice.oregon.gov/charities>

- Fiscally sponsored or in the process of obtaining a fiscal sponsor

What's the name of your fiscal sponsor?

What's your fiscal sponsor's Employer Identification Number?* If you need to find your fiscal sponsor's EIN, you can check here:

<https://justice.oregon.gov/charities>

What's your fiscal sponsor's mailing address

ABOUT YOUR ORGANIZATION

What is your organization's annual operating budget?*

- Under \$100,000
- \$100,000 to \$300,000
- \$300,000 to \$500,000

Please upload your organization's current operating budget.* If you need a budget template, you may [download one here](#).

Tell us about your organization. Please include your vision, mission and overall programs/activities?* Limit: 300 words

How does your organization practice its commitment to anti-racism? What are some examples of how anti-racism shows up in the work your organization does?* Limit: 300 words. You can check out our glossary to find out what we mean by "Anti-racism."

CAPACITY BUILDING STRENGTHS AND NEEDS

In organizational development, organizations “build their capacity” when they strengthen their ability to do more and/or better work (and do so more sustainably) by investing in their own learning, skills, and infrastructure. For the purposes of this program, we also define capacity building as:

- *Identifying and creating a strong organization infrastructure that sets the conditions to support movement builders and movement building goals*
- *Building skills and knowledge of movement builders to achieve goals*
- *Grounding organizations in transformative, anti-racist practices that seek to dismantle (not replicate) white supremacist systems—especially considering anti-racism work in COVID times—and to promote relational, life supporting practices.*

Overall, what are some capacity building needs your organization currently has? Select all that apply.* If you need help with any of these terms, [please contact us.](#)

- Organizing for change, including community organizing, digital organizing, and systems organizing
- Care Models, including community care, tools for healing, and organizational safety and care plans
- Governance, including board of director models, shared leadership, organizational structure models, and consensus and decision making models
- Operations, including budgeting and accounting; operations (HR, office management, technology, etc.); and decision-making and consensus models
- Sustainability, including fundraising, development, and communications
- Cross-cultural engagement, including community engagement, promoting deeper understanding across communities, and addressing and eradicating oppressive practices.
- Anti-racism models, including helping staff/board adopt or strengthen explicit commitments against racism, especially anti-Black racism; taking action to identify and eradicate racist policies, practices, and systems; and rejecting neutrality, and actively responding to issues that impact people of color.

What do you feel are the most important things your organization needs to learn or develop in your organizing work, specifically in relation to racial equity and justice?* Limit: 300 words

What do you hope your team might be able to know, do, or undo through participating in the cohort? Are there any work areas that you feel are particularly important but hard to develop at this time? Are there things you would like to be able to do but can't (or aren't sure how to) make them happen? * Limit: 300 words

What do you feel your organization does well and why? What are some relationships and/or ways of working your team values or considers important regarding the work you do? * Limit: 300 words

What has been the impact of COVID on your organization? Please include both challenges and/or opportunities that have emerged. * Limit: 200 words

SOCIAL-ECOLOGICAL MODEL

This project will use a [Social-Ecological Model of Racism and Anti-Racism](#).

The Center for the Study of Social Policy says, "Framing racism and anti-racism within a social-ecological model promotes both an understanding of the multifaceted, overlapping, and interactive factors that contribute to and maintain racial inequities, and strategies that can be employed across multiple levels in order to eliminate racism, address its multiple impacts, and achieve a more just society."

A Social-Ecological Model of Racism & Anti-Racism

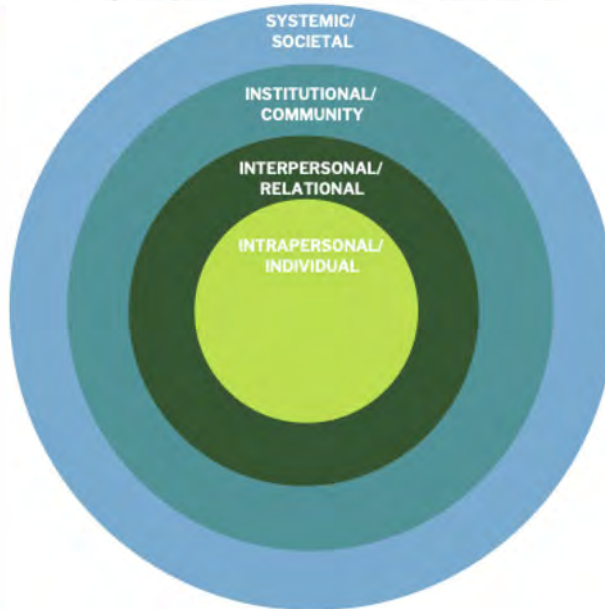
Framing racism and anti-racism within a social ecological model promotes an understanding of the multifaceted, overlapping, and interactive factors that contribute to and maintain racial inequities, as well as strategies that can be employed across multiple levels in order to eliminate racism, address its multiple impacts, and achieve a more just society.

RACISM

A complex system of beliefs, attitudes, behaviors, practices, policies, and laws borne out of the ideology of White supremacy—that is, the internalized belief of White people's presumed superiority and entitled power over people of other races and ethnicities. Racism presumes a hierarchy of human value and regards "Whiteness" as the standard against which other races and ethnicities should be compared.



Center for the
Study of
Social Policy
Ideas into Action



ANTI-RACISM

An active process of identifying and challenging racism and redistributing power in an equitable manner, by changing policies and practices within systems and organizations, as well as individual beliefs, attitudes, and behaviors.

Harper Browne, C. & O'Connor, C. (2021). Social ecological model of racism & anti-racism. Center for the Study of Social Policy

Referencing the model, where do you see your organization working? Please select all that apply. *

- Intrapersonal/Individual
How do you work at the Intrapersonal/Individual level? What do you do well/not so well and why? Limit: 300 words
- Interpersonal/Relational
How do you work at the Interpersonal/Relational level? What do you do well/not so well and why? Limit: 300 words
- Institutional/Community
How do you work at the Institutional/Community level? What do you do well/not so well and why? Limit: 300 words
- Systemic/Societal
How do you work at the Systemic/Societal level? What do you do well/not so well and why? Limit: 300 words

COMMUNITY REPRESENTATION

This space is intended to encourage reflection around relationships, power, and participation. We recognize that 'self' identifying others in your organization may feel counterintuitive, and that choosing labels or "boxes" may come off as overly simplistic/reductive. Having said that, it would be helpful to us to learn about as many of your identities as possible, so we have broken down some initial categories that include race, ethnicity, economic status, disability status, and various lived experiences, but encourage you to also expand on these identities in ways that are meaningful to you.

How do your organization's members identify? Please enter the number of people in each category that applies.*

| RACE/ETHNICITY | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
|--|------------------------------|-----------------|--------------------|
| African | | | |
| American Indian / Alaska Native | | | |
| Arab/Middle Eastern/North African | | | |
| Asian / East Asian (China, Japan, Mongolia, North Korea, South Korea, Taiwan) | | | |
| Asian / Southeast Asian (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Timor-Leste, Vietnam) | | | |
| Asian / South Asian (Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka) | | | |
| Black / African American | | | |
| Indigenous from Mexico, Central America or South America | | | |
| Latinx / Latina / Latino / Hispanic | | | |

| | | | |
|---|------------------------------|-----------------|--------------------|
| Mixed Race / Multi-racial | | | |
| Pasifika/Native Hawaiian/Pacific Islander | | | |
| Russian / Slavic | | | |
| White | | | |
| Other/Don't know | | | |
| LIVED EXPERIENCE | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
| Caregiver | | | |
| Displaced (climate, gentrification, other experience) | | | |
| Homelessness | | | |
| Incarcerated/criminalized | | | |
| Immigrant | | | |
| Foster care | | | |
| Low income/experiencing poverty | | | |
| Military veteran | | | |
| Person of faith | | | |
| Refugee | | | |

| | | | |
|--|------------------------------|-----------------|--------------------|
| Survivor (abuse, neglect, assault) | | | |
| Other/Don't know | | | |
| AGE | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
| Adult | | | |
| Elder | | | |
| Youth | | | |
| Other/Don't know | | | |
| DISABILITY | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
| Disabled/people with disabilities | | | |
| Non-disabled/people without disabilities | | | |
| Other/Don't know | | | |
| GENDER | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
| Agender | | | |
| Intersex | | | |
| Men | | | |
| Non-binary | | | |

| | | | |
|--|------------------------------|-----------------|--------------------|
| Third gender (including culturally specific genders) | | | |
| Transgender | | | |
| Women | | | |
| Other/Don't know | | | |
| SEXUALITY | Senior Staff (ED, Directors) | All other Staff | Board of Directors |
| Asexual | | | |
| Lesbian, gay, bisexual, queer | | | |
| Straight/Heterosexual | | | |
| Other/Don't know | | | |

OPTIONAL: What are other identities that are important to your organization or the people you serve? Limit: 200 words