Advancing Racial Equity Cohort Project Learnings
“We’re seeing (undocumented) people who came in a year ago, sharing their stories, at a very individual level, and now they’re creating messaging and training others, ‘Oh now I can teach you how to tell your story.’ The numbers can look small in the beginning, and the process is painstaking, but it’s this community transformation work that needs to be funded because it will have the greatest impact in the long haul.” – Karen Guzmán, Colectiva Legal de Pueblo

The Advancing Racial Equity Cohort was an 18-month long grantmaking program facilitated by the Neighbor to Neighbor program of the Seattle Foundation. The Advancing Racial Equity Cohort supported ten grassroots organizations led by the most impacted communities to pursue self-determined social change projects aimed at building community power and shifting local conditions towards greater racial equity.

This report aims to tell the story of the ARE Cohort, uplift the successes of the participating organizations in creating localized social change, share learnings from the grantmaking process, and make recommendations to the broader funding community.
BACKGROUND & CONTEXT

For nearly thirty years, the Neighbor to Neighbor (N2N) program has supported small, grassroots organizations led by and for communities most impacted by racial disparity, poverty and systemic oppression. Founded in 1991 as a collective giving project, N2N’s grassroots grantmaking program (up to $6,000) has funded leadership, community engagement, coalitions/partnerships and capacity-building in the three targeted communities of South Seattle, White Center and Kent, Washington. “We love Neighbor to Neighbor,” said Marwa Sadik, Deputy Director of the Iraqi Community Center of Washington. “It’s like the seed that started each of our programs.”

In 2017, as part of a leadership transition, N2N formed the N2N Learning Circle - a group of past and present grantees - to help map its future. Several themes emerged from the Learning Circle which in turn informed the Advancing Racial Equity Cohort design:

1. Explicitly fund racial equity work led by and for impacted communities.
2. Increase the grant size and make multi-year awards.
3. Replace competition for funding that pits organizations and their communities against each other with opportunities for collaboration.
5. Reduce barriers to applying for grants.

In creating the Advancing Racial Equity Cohort, N2N’s leadership also aimed to respond to the increased discrimination, violence and economic instability faced by people of color, immigrant, Muslim and LGBTQ communities in the post-2016 political landscape. At the same time, the Seattle Foundation overall was ramping up funding opportunities to support high impact policy and systems change work led by many of the same communities. According to N2N program consultant Aileen Balahadia, what differentiated the Advancing Racial Equity Cohort from the other funding opportunities was “the way we’re doing this work. It’s in the how.”
THE ADVANCING RACIAL EQUITY COHORT PROCESS

“The Advancing Racial Equity Cohort is such a valuable model – a low barrier way to fund the work that we’re already doing but isn’t usually recognized as work in and of itself. As culturally specific organizations, advancing racial equity is embedded in all aspects of what we do when we advocate for change for our communities. This amazing opportunity recognizes that from the beginning of the funding process all the way to the reporting.” – Lindsay Goes Behind, Na’ah Illahee Fund

In June 2018, N2N invited ten organizations – most of whom had participated in the 2017 Learning Circle - to a meeting where the Advancing Racial Equity Cohort opportunity was announced. The ten groups were selected based on several criteria including: past and present N2N Fund grantees and/or new organizations working on pressing community needs (including organizing against anti-immigrant and/or anti-Muslim policies and climate, anti-Black police violence, and gentrification and displacement); track records of progress on key N2N goals: increased community engagement, connections and influence; and Cohort diversity in terms of race/ethnic communities, issues, strategies, size and geography. Importantly, N2N believed they had much to learn from these organizations.

Advancing Racial Equity Cohort Application Process

Who? 10 invited organizations
What? $25,000 grants to pursue community-driven strategies to advance racial equity that grow community power and shift individuals, communities, institutions and/or policies toward greater systemic racial equity.
How? Pre-application meeting with N2N Program Consultant and Advisory Board Member(s) to brainstorm the project/proposal + 2-3 page letter of intent, including budget
How Long? 12-week process from opportunity announcement to awards; 16-month grants

Arabic speaking parents prioritize the school issues most important to their families.

Photo courtesy of Iraqi Community Center of WA
UNIQUE COMPONENTS OF THE ADVANCING RACIAL EQUITY COHORT

**FINDING:** 100% of invited organizations applied for, were awarded and completed social change projects with Advancing Racial Equity Cohort grants. This is likely a result of reduced application barriers and existing relationships of trust between the funder and grantees.

- Invitation-only grants eliminated competition between groups and communities.
- Grantees self-determined issues, communities, strategies, and scope.
- Pre-application meetings ensured application success.
- Cohort model (3 meetings over 16 months, compensated with additional $1,000 stipend) built relationships of solidarity and cooperation and created a learning space.
- Evaluation framework, process and product were co-created with grantees.
- Mid-cycle phone updates and final, verbal interviews replaced onerous written reports.
- Funder leveraged in-kind resources (videography, storytelling workshop, executive leadership training, and legal services) in direct response to Cohort member needs.
- Grantee successes and recommendations were uplifted through a transparent and public evaluation report.

FEEST youth leaders organize their peers to meet with Seattle Schools Nutrition Services Director at Chief Sealth HS. *Photo courtesy of FEEST*

Promotoras trained by Villa Comunitaria gather to plan tenants’ rights workshops for Spanish speakers. *Photo courtesy of Villa Comunitaria*
EVALUATION PRINCIPLES & METHODS

**Evaluation Guiding Principles**

- Evaluation is something that has been “done to” vs. “created with” grassroots organizations. Thus, the Cohort must have voice and investment from the beginning.

- All aspects of the evaluation – from deciding on what we want to document or measure to the content and format of the final product – must be centered in the experiences, perspectives, and language of the Cohort and their communities.

- While the evaluation should be participatory in nature, it must not be a time burden for Cohort members. It must use creative ways to maximize input and minimize time.

- The evaluation must tell Cohort members’ stories in ways that uplift their strengths and provide evidence of power building and shifts towards racial justice.

**Data Collection and Evaluation Methods**

- Collect and analyze “artifacts” (photos, fliers, educational materials, videos, media coverage, etc.) from Cohort members’ social media streams and uploads to a shared Google Drive.

- Participate in, document and analyze Cohort meetings and N2N convenings.

- Observe and document Cohort members’ events, trainings, meetings.

- Conduct and analyze a mid-grantmaking process survey.

- Participate in and document final, oral interviews in place of written reports.

- Share preliminary findings with Cohort and gain consensus on recommendations.

- Share and vet all documents produced on behalf of Cohort members including observation notes, final interview summaries, and evaluation report draft, before publication.
“There is often a disconnect in the language between us and the people on the other side (of the grantmaking table). I hope that we will develop a common language about what we’re doing.” Risho Sapano, Executive Director of Mother Africa

Because the Advancing Racial Equity Cohort allowed grantees to self-determine their issues, scope, strategies, and indicators, the first evaluation task was to find or create a common framework to tie together ten very diverse racial equity projects and provide evidence of their successes using common language.

The Social Change Onion is an adaptation of the public health sector’s Social Ecological Model to a racial equity and systems change context. Named “the onion” by Cohort member Paulina Lopez, it tries to capture the multi-layered projects and approaches within the Cohort. And like an onion, there is permeability between different layers of social change.

**FINDING:** For impacted communities to advance racial equity, they must work within many – or even all – layers of the onion at once.
RACIAL EQUITY

PUBLIC POLICY - laws, processes, leaders
INSTITUTIONAL - practices, environment, resources
COMMUNITY - social norms, cultural practices, organizations
INTERPERSONAL - relationships, networks
INDIVIDUAL - beliefs, knowledge, behavior

SOCIAL CHANGE OUTCOMES

“It’s super helpful to be able to name these rings and describe how they relate to each other and measure our impact and best approaches to tackle the root causes to make a change” – Paulina López, Executive Director of DRCC - Duwamish Valley Youth Corps

INDIVIDUAL
Members of impacted communities increase their knowledge of, ability to analyze, and skills for negotiating or changing systems and policies towards greater racial equity.

INTERPERSONAL
Members of impacted communities build or strengthen peer, family, and/or social networks leading to greater racial equity.

COMMUNITY
Impacted communities increase resources, capacity, visibility and/or power and/or shift public conversation towards greater racial equity.

INSTITUTIONAL
Impacted communities shift the climate, practices and/or policies of local institutions toward greater racial equity.

PUBLIC POLICY
Impacted communities initiate, contribute towards, or lead major public policy shifts won through formal legislative processes.

The Advancing Racial Equity Cohort’s Social Change Onion evolved simultaneously with the Seattle Foundation’s Community Programs Theory of Change, and it aligns well.
COHORT SUCCESSES

INDIVIDUAL IMPACT

- **185 leaders** from most impacted communities experienced intentional leadership development

- **1,764 people** directly participated in a training, exhibit, popular education workshop, listening session or conference.

HIGHLIGHTS

More than 400 Pacific Island Youth and mentors gather at Uprise!, Yes Foundation’s annual college success conference. *Photo courtesy of Yes Foundation*

30 **FEEST** youth of color leaders planned and facilitated 33 community dinners in their high schools, engaging 260 of their peers in healthy eating, cultural exchange and food justice workshops.

A leadership team of 12 Kent senior renters, organized through **BEST**, strengthened their ability to mobilize other tenants, and “shift from frantic, to hope.”

INTERPERSONAL IMPACT

- **6 organizations** led work that built new or strengthened existing networks of support leading to greater resilience among public high school students of color; undocumented families, Central American immigrant youth, Spanish speaking renters, and nonprofit staff and board members.

HIGHLIGHTS

*Mother Africa’s* staff and board adopted shared definitions of racism, equity, white privilege and internalized oppression, which strengthened staff cohesion and board development. “(We have) different layers within the staff and the organization. Yes, we’re all from the continent of Africa – with one of us from the Middle East and one Caucasian – but there are still historical impacts on us coming from countries that experienced colonialism and racial and ethnic conflicts” – Risho Sapano

*YES Foundation* supported a group of 10 youth – all immigrants from Central America – and their young adult mentors – to form COMIDA – a group by and for Central American youth in the Burien and White center area.
Seven organizations shifted nine local institutions towards greater racial equity in their policies, practices or procedures.

- Highline School District
- Seattle Public Schools
- Kent School District
- City of Seattle’s Department of Planning and Community Development
- Lynnwood Police Department
- Kent City Council
- Port of Seattle
- Capitol Hill Housing Development
- City of Seattle’s Department of Community and Human Services

As part of the collaboration with Duwamish Valley community with the Port of Seattle, Duwamish Valley Youth Corps graduate asked a Seattle Port Commissioner, "We have an aviation high school nearby that is not representing our community. Why don’t we have a maritime high school focusing on people of color, and in our River?" Now DVYC youth are participating on a Maritime High School exploratory committee convened by Commissioner Calkins.

Na’ah Ilahee is playing a leading role on Indigenous Seattle - an advisory committee to the Seattle Department of Planning and Community Development (DPCD) - where they are on the brink of securing two important reforms: the creation of a full-time Indigenous planner position; and land acknowledgement policy across City departments.
COMMUNITY IMPACT

735 people from most impacted communities participated in a mobilization event that increased community power.

PUBLIC POLICY IMPACT

Six organizations supported grassroots leaders from their communities to meet with elected officials, speak at rallies and/or publicly tell their stories. Two organizations provided evidence that their leaders’ testimonies helped moved public policy.

Colectiva Legal mobilizes families and DREAMers at WA State Capitol as DACA is heard in the Supreme Court in Washington DC on November 12th 2019.

Kiki Medore, participant in LGBTQ Allyship listening sessions, advocates for housing justice. Photo courtesy of LGBTQ Allyship

LGBTQ Allyship’s “House of Queer” South King County Housing Conference inspired a state senator to craft a bill creating the WA State LGBTQ Commission. Allyship’s organizing and advocacy then helped to both pass the bill and ensure that it contained a strong gender justice framework.
ICCW is deeply invested in the leadership development of Arabic speaking communities in South King County. For this project, they focused on engaging parents in Kent to raise critical issues facing Arabic speaking families. They did this by organizing a series of workshops, English classes, and community conversations. ICCW directly engaged with over 55 different families and it became clear the main issues were lack of support for parent engagement in the Kent School District, rising anti-Mulim harassment and hate crimes at school, and ongoing lack of access to halal meals in schools.

ICCW organized a listening session with Kent School District Superintendent Dr. Calvin Watts and several conversations with his staff. As a result, they were able to:

- Win a commitment for Kent Schools to refer parents to a new KSD Arabic Family Advocacy Hotline housed at and staffed by the Iraqi Community Center.
- Secure funding to create position and hire an Arabic-speaking Family Liaison at Daniels Elementary School to address emergent family issues. Daniels has the highest percentage of Arabic-speaking families in KSD.
- Present at a Kent School Board Meeting about the Iraqi Community Center of Washington.

These issues were developed and led by the parents ICCW directly invested in. Rather than having a predetermined set of solutions and actions to take, ICCW worked alongside parent leaders to support their own goals and feel empowered to advocate with their school’s teachers and administrators.

**Setting ICCW up for what’s next?** This kind of intentional leadership development created the foundation for ICCW to increase capacity for their social change work. They plan on advocating for annual cultural competency training for all teachers and staff and increased optional activities in place of spending lunch-time in the cafeteria during Ramadan. These are just some examples of how leading with parent development naturally leads to policy and systems change and is a key ingredient to racial justice.
Trust in community leadership and vision is embedded in the N2N funding structure. When funding decisions are decoupled from an organization’s project proposal, it creates more room for grantees to be innovative and take risks they otherwise wouldn’t take in their proposals.

Na’ah Illahee Fund put forth a hard-to-fund planning project that explored options to restore access and land stewardship opportunities in King County for urban Natives. By being flexible and open to a variety of possible outcomes, the Advancing Racial Equity model supported a fluid process to explore and dream about land reclamation.

As a result, Na’ah Illahee Fund was able to:

- Conduct a nationwide landscape study to identify models of Native urban land ownership.
- Connect with Sogorea Te Land Trust, an urban indigenous, women-led land trust in the Bay Area doing similar work and the Native American Land Conservancy (NALC) that mentors and provides technical assistance for emerging Native land trusts.
- Join and participate on two local community and government partnerships aimed at combating gentrification and displacement.
- Recruit key volunteers and identify several major donors who are ready to invest significantly in the land trust.
- Identify stakeholders, community members, and members of the legal community willing to share their wisdom, time, and resources to make the land trust a reality.

What’s next for Na’ah Illahee Fund?

Na’ah Illahee has set the goal: "For Na’ah Illahee to be on our own land, in our own home, where our Urban community can feel connected to the land and their place on it within three years. This is a dream that feels very attainable now.” - Lindsay Goes Behind

Their vision of a “forever home” for urban Native communities is a Native owned, environmental justice center that includes land for community gardens for growing traditional foods and medicines, a community gathering space for youth programs, leadership development opportunities for all marginalized genders within the community, space to share with NIF’s fiscally sponsored projects and grantees’ continued development and evolution, cultural events and more.
Villa Comunitaria’s work could be seen as a traditional social service. Yet through their one-on-one intensive tenant case management, Villa Comunitaria educates and supports residents in Seattle and other cities against displacement. The Advancing Racial Equity model shows that when resources and trust are directed towards most impacted communities, service-oriented work has the space to grow and evolve into systems and policy change work. Villa Comunitaria used their Advancing Racial Equity Grant to:

- Engage 210 renters in tenant right’s workshops across South King County
- Organize a group of neighbors to ask for a new crosswalk on 12th Ave S
- Mobilize 27 Latinx tenants and their families to go to Olympia to participate in Housing for All Day (in partnership with the Tenants’ Union) to advocate for rent control and other housing policies
- Help advance the Duwamish Valley Affordable Housing Coalition, made up of organizations and individuals who are developing an action plan to combat gentrification and displacement in South Park and Georgetown.

**What’s next for Villa Comunitaria?**

As a leader in the Duwamish Valley Affordable Housing Coalition, Villa Comunitaria will mobilize renting families in South Park to shape community-led land acquisition and affordable housing development strategies to keep Latinx families rooted in the neighborhood. In the last three years, these efforts have helped buy a quadruplex in South Park and move to a model of cooperative living. Two additional staff and five Promotoras are trained in the community in tenants’ rights and self-advocacy in housing.
ADVANCING RACIAL EQUITY COHORT PROCESS LEARNINGS AND REFLECTIONS

"I think the model and process respected the nature, culture and purposes of the participating organizations." – Advancing Racial Equity Cohort anonymous survey response

During final interviews we heard a similar theme, the Advancing Racial Equity Cohort grants gave organizations “breathing space” to “do better, do more of,” the work they truly want to be doing within their most impacted communities. Cohort members contrasted these grants with other funding that they characterized as “stressful,” and laden with “paperwork, and bureaucracy that takes time away from doing the work.”

While universally uplifting the overall grantmaking values and project design, Cohort members experienced some aspects of the process differently. In this section we will describe findings about the grantmaking process in ways that honor the diverse experiences and share participants’ ideas for improvement.

9 out of 10 of groups uplifted the pre-application meeting as a best practice that allowed them to vet ideas and feel confident when submitting their proposal.

While nearly all Cohort participants felt that the pre-application meeting set them up for success, they also questioned the sustainability of pre-application meetings for larger grantmaking opportunities. The Cohort argued against funders diverting grantmaking dollars to “staff up” for a more labor-intensive grantmaking process.

The majority of organizations positively experienced the cohort model. Only a minority, however, felt that cohorts are essential to racial equity grantmaking.

The organizations that uplifted the cohort model as an essential grantmaking component mentioned the opportunity to get “outside of” their culturally-specific communities to build relationships with and learn from other people of color and LGBTQ organizations. Some of the most compelling evidence to support the Cohort model was the opportunity for Executive Directors of small, under-resourced organizations to connect with others who understood and could relate to their struggles.

Conversely, many of the organizations that enjoyed the cohort meetings but did not see them as essential to racial equity grantmaking already participated in other multi-racial formations and/or entered the Advancing Racial Equity Cohort with existing relationships in place with other participants.

All Cohort participants appreciated the non-competitive nature of the opportunity built on authentic relationships with the funder. Yet, they differed in their preference for relationship-based vs. open process grantmaking.

Many organizations credited the approachability, shared lived experiences, and ongoing commitment from the funder as vital to transforming the grantmaking dynamic. Some participants voiced how the opportunity would not have been possible without the deep and meaningful relationships in place.

Other participants worried, however, that if relationship-based grantmaking were to supersede open processes, then vital organizations in most impacted communities could be overlooked. And without interviewing similar organizations that were not invited into the Cohort, the evaluation facilitator could not make a valid finding about invitation-only grantmaking.
Meaningful racial equity work must be self-determined and led by those most-impacted.

All Cohort organizations valued the opportunity to self-determine racial equity projects for themselves instead of having to mold their work to respond to funder identified issues or narrow guidelines. This allowed participants to be innovative, invest in new projects that are difficult to fund or continue to do successful existing work without having to worry about translating their work to fit predetermined priorities.

Multi-year, general operating grants at intermediate funding levels ($25-50,000/year) with minimal reporting are needed to sustain organizational health.

Participating organizations shared that mid-size grants tend to have the same, if not more, application and reporting requirements than larger, multi-year grants. The cost-benefit analysis forces organizations to leave racial justice money on the table.

Grant reporting exhausts small organizations. Funders should shoulder more of the reporting load.

All Cohort members found the in-person, verbal reporting process to be a much-needed break from the status quo. Verbal narrative reporting increased accessibility for non-native English speakers and honored the non-linear, storytelling cultures of many communities. It is imperative that grantees retain the right to review, edit and approve all writing about them.

Participants, funders and decision makers must actively pursue anti-racist principles when working together to implement similar grantmaking efforts with communities of color.

Anti-racist trainings and regular reflection should be built into any practice of relational grantmaking, from the participants to the funders and others in decision making seats. Those interested in replicating similar efforts should ensure their team includes folks with a shared racial equity analysis, direct community experience and trust, and a commitment to prioritizing community needs over mainstream practices.
N2N: Advancing Racial Equity Cohort Grantees

**Being Empowered Through Supportive Transitions (BEST):** To advance racial equity for low income and vulnerable renters at risk of homelessness in Kent by encouraging voter registration and educating and mobilizing around housing justice issues, particularly current no-fault eviction laws. http://urthebest.org/

**Colectiva Legal del Pueblo:** To advance racial equity for immigrants and refugees targeted by detention and deportation laws through Cooperativa Vida, a feminist cultural/arts popular education model aimed at increasing leadership and building an anti-detention, deportation defense movement. https://colectivalegal.org/

**Duwamish Valley Youth Corps – a project of the Duwamish River Cleanup Coalition:** To advance racial equity for primarily low income youth of color in South Park through deepened education, partnership with other people of color led coalitions, and youth-led advocacy promoting local issues of environmental justice such as air quality, pollution and infrastructure. https://www.duwamishcleanup.org/

**Food Empowerment Education Sustainability Team (FEEST):** To advance racial equity for primarily low income youth of color in South King County through intensive leadership development, youth-run food dinners and education, and development of campaigns intended to influence school food decision making. http://feestseattle.org/

**Iraqi Community Center of Washington:** To advance racial equity in the Iraqi, Muslim and Arabic speaking community in Kent and South King County through parent/student leadership development and mobilization within the Kent school district to improve cultural responsiveness and educational outcomes for youth. https://www.irccw.org/

**LGBTQ Allyship:** To advance racial equity in the LGBTQ community in South King County by focusing on efforts to train community members, share data, organize and advocate for changes in local housing policy, to be determined by the members, disproportionately affecting their community. https://allyship.org/

**Mother Africa:** To advance racial equity in the pan-African and Middle Eastern immigrant and refugee community in Kent and South King County by conducting racial equity education and fostering leadership at the board and constituent level, with the hopes of improving the system of nonprofit capacity building and sustainability. https://www.motherafrica.org/

**Na’ah Illahee Fund:** To advance racial equity in the urban, Native community in Seattle by analyzing and advancing land reclamation strategies in an effort to reclaim healthy food systems, appropriate environmental practices and respectful land stewardship grounded in local Native leadership. http://naahillahee.org/

**Villa Comunitaria (formerly South Park Information and Resource Center):** To advance racial equity in the majority Latinx community in South Park by implementing Vivienda para todos, an education and organizing strategy to influence local housing policy, driven by the community, to curb displacement and strengthen family stability, particularly for renters. https://villacomunitaria.org/

**YES Foundation of White Center:** To advance racial equity for primarily low income Pacific Islander families in White Center and South King County by nurturing student leaders, furthering anti-racist education, and convening community alliances in order to influence the education system particularly via culturally appropriate curriculum, teacher recruitment and parent engagement. https://www.yfwc.org/v
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For more information about Neighbor to Neighbor, please visit: https://www.seattlefoundation.org/nonprofits/neighbor-to-neighbor