

LESSONS LEARNED

How Communities are Addressing Racial Inequities

A final report on surveys and interviews completed under a grant from the Annie E. Casey Foundation

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EXECUTIVE SUMMARY: OVERVIEW AND HIGHLIGHTS

The Project

Between December 1, 2005, and June 30, 2006, the National League of Cities Institute, Inc. (NLCI), in partnership with the Aspen Institute Roundtable on Community Change and MP Associates, Inc., undertook a project to identify lessons learned from community initiatives that address race relations and racial inequities. The project was funded by a \$50,000 grant from the Annie E. Casey Foundation.

The Rationale

In recent years, a body of knowledge has emerged about comprehensive community initiatives (CCIs) that use community-building strategies and principles, typically with a focus on poverty issues. Less knowledge is available about CCIs that focus on addressing racism using a more diverse set of strategies. Indeed, one of the key challenges facing communities surveyed for this project is that they must undertake their work in isolation and without benefit of lessons that have been learned, strategies that have been tested, and tools that have been developed in other venues.

This project marked a first-ever attempt to document comprehensive community initiatives on race (CCIRs). It included a survey of 58 communities with efforts to address race relations and racial inequities, plus follow-up interviews with selected communities to gain further understanding of their experiences. The project partners developed a set of seven criteria that were used to identify these initiatives: 1) engaging a diverse stakeholder group; 2) implementing a community assessment process or research; 3) using multi-pronged strategies – individual, interpersonal, and institutional; 4) implementing a multi-year initiative; 5) building the capacity of a community to become proactive in addressing racism; 6) engaging a critical mass of diverse residents to be involved and lead the initiative; and 7) focusing on racial inequities – i.e., addressing racial disparities and power arrangements and transforming organizations and institutions through changes in policies, practices, and procedures.

These initiatives typically experienced at least one of these precipitating situations: 1) a hate crime, legal case, or racial incident; 2) changing demographics; or 3) a convening of leaders and/or residents. Based on known statistics, more and more communities could face at least two of these precipitating factors – demographic changes or hate crimes – in the next decade. The question is whether communities have the infrastructure, capacity, and leadership to face and respond to these challenges effectively.

- “Hispanic, Asian, and Black populations continue to migrate to, and expand their presence in, new destinations. They are increasingly living in suburbs, in rapidly growing job centers in the South and West, and in more affordable areas adjacent to higher-priced coastal metro areas. The wider dispersal of minority populations signifies the broadening relevance of policies aimed at more diverse, including immigrant, communities.”¹

¹ William H. Frey, *Diversity Spreads Outs: Metropolitan Shifts in Hispanic, Asian and Black Populations since 2000*. (Washington D.C.: Brookings Institute, 2006) p. 1.

- “The number of hate groups operating in the United States rose from 762 in 2004 to 803 last year, capping an increase of fully 33% over the five years since 2000.”²

In the 2006 *Annual Opinion Survey of Municipal Officials*, “Two in three city officials (67%) agree that their cities and cities in their region could do more to promote equal opportunity, fairness, and citizen engagement.”³ This significant statistic and the Lessons Learned research establishes that there is a trend across the country toward communities that want to promote racial equity and effective race relations.

The Survey

The focal point of the project was a survey distributed to 58 communities with comprehensive initiatives on race. The 58 communities are significantly different in population size and demographics, are located in 31 states, and represent every region of the country. Forty-eight percent of the initiatives started since 1999; five communities were not included in the research since their efforts are in the early formation stage.

The following are among the key findings from the survey:

- *Participating Communities in Profile.* Thirty-eight percent of the initiatives are in predominantly white communities (where whites are more than 75 percent of the population). In eight of those communities, whites constitute 90 percent or more of residents; seven of these eight communities are in the Northeast or Midwest. Many of the initiatives (40 percent) are in diverse communities where the white population ranged from 50 to 70 percent, and where people of color, specifically African-Americans and Latino/as, ranged from 15 to 42 percent of the population. The majority of these diverse communities are in the Southeast.
- *Impetus for the Local Initiative.* For 28 percent of the communities, a racial incident, legal case, or hate crime was the impetus for their efforts. For 38 percent of the communities, a community convening or a formal institution’s goal led to an initiative. Seventy-six percent said their communities have seen significant demographic changes within the past 10 years; 37 percent of those communities described an increase in their Latino/a populations.
- *Institutional Supports in the Community.* Leaders from the communities described two institutional support mechanisms that existed locally prior to their initiatives. One is local leaders (elected, institutional, and grassroots) who served as messengers and supporters of the effort (69 percent). The second is having local organizations or groups that played one of two roles—either addressing race in some capacity (via programs, research, or discussions) (62 percent); or convening diverse stakeholders (66 percent).
- *Involvement of Key Sectors.* Nonprofits, faith groups, and government were consistently more involved in community initiatives in all three roles – leader, supporter, and participant – than any other sectors. Government ranked as the top sector in leadership roles for communities whose population is 300,000 or less, while nonprofits ranked as the top sector in leadership roles for those with populations of 300,001 or more. Local foundations (66 percent) and corporations (46 percent) took the lead in the “supporter” role. At the same time, however, local foundations were ranked in the bottom three for their participation in program activities. Real estate businesses, housing organizations, criminal justice, and

² Mark Potok, *The Year in Hate*, Southern Poverty Law Center Intelligence Report, (www.splcenter.org, accessed May 10, 2006).

³ Christy Brennan, *The State of America’s Cities, 2006: The Annual Opinion Survey of Municipal Officials*. (Washington DC: The National League of Cities, 2006).

economic development organizations were typically less involved overall in CCIRs than any other sectors.

- *Leadership Roles.* Respondents were asked to identify the key actors who played leadership roles on racial issues in their communities. Over half (52 percent) said it was nonprofit organizations and/or leaders and local elected leaders (e.g., mayors, county executives, city councils).
- *Strategies for Addressing Race Issues.* The strategies most used by CCIRs are: community events/conferences (71 percent), dialogue groups/study circles (66 percent), awareness training (59 percent), community organizing (57 percent), community/neighborhood forums (55 percent), diverse stakeholder leadership groups (55 percent), leadership development (52 percent), and anti-racism training (50 percent). Communities are currently using, on average, eight strategies.
- *Budgets and Funding.* Initiatives with foundations as the institutional entity had significantly larger budgets (\$542,500) compared to other institutional entities' average budgets by institutional entities: government – \$38,750, leadership group – \$60,666, coalition – \$176,116, and nonprofits – \$201,549.
- *Interest in Learning Networks.* Eighty-three percent of the survey respondents would be interested in joining a learning network, and 12 percent *may* be interested.

The Interviews

The Lessons Learned research also included 14 interviews conducted with representatives from selected community initiatives. The following are among the key findings from the interviews:

- *Importance of Diverse Stakeholders.* The community representatives reported on the importance of having a diverse stakeholder group in terms of race, gender, community sector, etc. Many communities' leadership groups included people who were key leaders and management/director-level representatives, rather than residents with no organizational affiliation. Some of the initiatives' leadership groups were also nonprofit governing boards.
- *Key Responsibilities of the Leadership Group.* Regardless of who was participating, examples of the leadership groups' responsibilities included: ensuring that objectives were being accomplished; generating ideas on future strategies; giving feedback on current activities; assisting with outreach to institutions and partners; and acting as thinking partners in planning the program.
- *Range of Issues Addressed.* Initiative leaders also were asked about the types of issues they were working on in their communities. They discussed: diversity among boards and commissions, predatory lending, health care access and disparities, court system equities and perceptions, police and community relations, education disparities, equitable and affordable housing, cultural competency, immigrant issues and services, human rights, minority business development and contracts, community involvement and citizen engagement, and organizational assessments and inclusiveness.
- *More Information on Strategies.* All of the groups used several different types of strategies, some in partnership with other organizations. Many of the strategies were specifically used to build the capacity of a community through increasing knowledge, establishing a common analysis, developing leaders through skill-building activities, increasing residents' awareness, and working with organizations in a peer network,

- *Building Awareness and Understanding.* In some of the communities, race was not on the radar screen of most residents. Communities took on the task of building awareness in different ways: using art and creating a dialogue process; awareness training for whites with modules on institutional racism and white privilege; and bringing in national speakers to be the catalysts. One of the major strategies for communities was dialogue, specifically using the Study Circles process.
- *Key Challenges Facing Local Initiatives.* Although each community was unique in its political dynamics, there were many similarities among the challenges they faced, including: the slow pace of progress despite the high expectation of deliverables; limited staff and funding to work on complex and marginalized issues; residents being overwhelmed about where to start; volunteers and staff getting burned out; inability to respond to all requests; and the difficulty of finding funders interested in investing in this work.
- *Factors That Sustain Local Efforts.* The factors that helped sustain these efforts were: personal commitment of the leadership group, local elected officials, volunteers, and staff; partnerships that provided access to resources; broadening the institutions where there is work being done; interest by the media, which keeps residents aware of the issue(s); white people dealing with their guilt and becoming motivated; and the urgency of the issues.

Next Steps

There has been little systematic effort to build knowledge about how to increase racial equity through comprehensive community initiatives – knowledge that newly committed communities can draw upon. With our current knowledge of likely demographic shifts and projected migration patterns over the next decade, as well as the deeply dividing issues of immigration and racial profiling, this trend demonstrated by these 58 communities warrants further examination to learn what is working and what is not, and how we can better prepare communities for what is ahead. The long-term outcome is to strengthen communities' ability to achieve real progress in addressing structural racism.

PART I: INTRODUCTION AND OVERVIEW

The Project

Between December 1, 2005, and June 30, 2006, the National League of Cities Institute, Inc. (NLCI), in partnership with the Aspen Institute Roundtable on Community Change and MP Associates, Inc., undertook a project to identify lessons learned from community initiatives that address race relations and racial inequities. The project was funded by a \$50,000 grant from the Annie E. Casey Foundation.

The project included the following activities:

- Convened practitioners, evaluators, and community leaders knowledgeable on issues of race and equity in communities to create criteria to identify community efforts and design a survey to learn more about community-based initiatives that address race and racial disparities;
- Identified and surveyed 58 communities with comprehensive community initiatives on race to gather information on their strategies, level of community involvement, and outcomes; and
- Conducted in-depth follow-up interviews with selected communities to gain further understanding of their experiences.

This report describes the project and its findings.

The Rationale

Communities across the nation have a clear interest in promoting racial equity and effective race relations. According to the National League of Cities' *2006 Annual Opinion Survey of Municipal Officials*, two out of three city officials (67 percent) agree that their cities and cities in their regions could do more to promote equal opportunity, fairness, and citizen engagement.⁴

But local elected officials and community leaders often are at a loss about how to achieve progress on these issues. Structural racism is embedded in the fabric of each institution. If a community is working on education disparities, it also needs to pay attention to housing segregation and distribution of tax dollars, etc. Though racial inequities can be addressed on a single issue, to address structural racism, the cross-section of the oppression needs to be identified and addressed fully.

Comprehensive community initiatives, in general, are not a new phenomenon. As defined by the Aspen Institute, comprehensive community initiatives (CCIs) are community efforts that seek improved outcomes for individuals and families, as well as improvements in neighborhood conditions by working comprehensively across social, economic and physical sectors.⁵ In recent years, a body of knowledge has emerged about CCIs that use community-building strategies and principles, typically with a focus on poverty issues. Less knowledge is available about CCIs that focus on addressing racism using a more diverse set of strategies.

⁴ Christy Brennan, *The State of America's Cities, 2006: The Annual Opinion Survey of Municipal Officials*. (Washington DC: The National League of Cities, 2006).

⁵ Based on the definition from the Aspen Institute Roundtable for Community Change. For more information, see www.aspeninstituteroundtable.org.

Comprehensive community initiatives on race (CCIR) typically experienced at least one of these precipitating situations: 1) a hate crime, legal case, or racial incident; 2) changing demographics; or 3) a convening of leaders and/or residents. Based on known statistics, more and more communities may very well face at least two of these precipitating factors – demographic changes or hate crimes – in the next decade. The question is whether communities have the infrastructure, capacity, and leadership to face and respond to these challenges effectively.

The following statistics from the Brookings Institute about current migration patterns and from the Southern Poverty Law Center about hate-crime trends support our thinking on precipitating situations:

- “Hispanic and Asian populations are spreading out from their traditional metropolitan centers, while the shift of blacks toward the South is accelerating. Fifty-six percent of the nation’s blacks now reside in the South, a region that has garnered 72% of the increase in the group’s population since 2000.
- “Of the nation’s 361 metropolitan areas, 111 registered declines in white population from 2000-2004.
- “Minority groups remain the demographic lifeblood of inner counties in older metropolitan areas, but they are increasingly fueling growth in fast-growing outer suburban and “exurban” counties as well.
- “Hispanic, Asian, and Black populations continue to migrate to, and expand their presence in, new destinations. They are increasingly living in suburbs, in rapidly growing job centers in the South and West, and in more affordable areas adjacent to higher-priced coastal metro areas. The wider dispersal of minority populations signifies the broadening relevance of policies aimed at more diverse, including immigrant, communities.”⁶
- “The number of hate groups operating in the United States rose from 762 in 2004 to 803 last year, capping an increase of fully 33% over the five years since 2000.
- “A growing Internet presence also helped groups’ propaganda to flourish; there were 524 hate sites counted in 2005, up 12% from 468 in 2004.”⁷

The Lessons Learned research establishes that there is a trend across the country toward communities that want to promote racial equity and effective race relations. One of the key challenges has been that these communities must undertake their work in isolation and without benefit of lessons that have been learned, strategies that have been tested, and tools that have been developed in other venues. With our current knowledge of likely demographic shifts and projected migration patterns over the next decade, as well as the deeply dividing issues of immigration and racial profiling, this trend demonstrated by these 58 communities warrants further examination to learn what is working and what is not, and how we can better prepare communities for what is ahead.

Over the course of this project, it became apparent in conversations with leaders of comprehensive community initiatives on race (CCIRs) that they had partial awareness of some of the tools, resources, and reports that are available. This is not a reflection on the leaders. Rather, it is evidence that new strategies are needed for making resources and tools available to

⁶ William H. Frey, *Diversity Spreads Out: Metropolitan Shifts in Hispanic, Asian and Black Populations since 2000*. (Washington D.C.: Brookings Institute, 2006) p. 1.

⁷ Mark Potok, *The Year in Hate*, Southern Poverty Law Center Intelligence Report, (www.splcenter.org, accessed May 10, 2006).

these leaders, for offering training and/or coaching, and for assessing whether current tools and resources are meeting the real needs of local initiatives and their leaders.

During interviews for the project, leaders of CCIRs repeatedly asked variations on the following questions:

- What strategies are being used?
- What outcomes are other communities seeing based on each particular strategy, and in what time period?
- How are other communities measuring impact?
- How do community initiatives deal with resistance?
- What methods are used to engage residents?

Some interviewees were not aware of other community initiatives on race in their states or regions. The only initiative that some CCIR leaders were familiar with was Project Change, which was created by the Levi Strauss Foundation in 1990 to address institutional racism in four communities.⁸ Awareness of this initiative was mostly due to the fact that Project Change made a commitment that its processes would be documented and evaluated, and that the information would be made available to the public. The fact that it had a significant funding source helped immensely.

Criteria for Community Initiatives

Research on comprehensive community initiatives shows they have a range of defining characteristics. We based our assessment of various initiatives on seven key criteria developed for this project:

- *Engaging a diverse stakeholder group* in which members lead the process. Participants' responsibilities include: discussing strategy, implementing programs, working with action teams, raising funds, being community/sector messengers, and increasing their knowledge and skills about racism.
- *Implementing a community assessment process or research* to: identify barriers to racial equity and improved race relations, understand a community's awareness of racial and ethnic issues, and establish baseline data in different disparity areas (e.g., home ownership, high school graduation rates, suspension rates, small business loans).
- *Using multi-pronged strategies – individual, interpersonal, and institutional – to address racial inequities.* Examples include dialogue groups, anti-racism training, community organizing, advocacy work, media campaigns, organizational assessments, and community report cards.
- *Implementing a multi-year initiative* in which a community makes a significant commitment and investment of time and resources.
- *Building the capacity of a community to become proactive in addressing racism.* This entails: increasing residents' knowledge and awareness; providing opportunities for diverse residents to build relationships and work together on issues; developing diverse leadership; and transforming institutions by addressing policies, practices, and procedures to eliminate barriers.

⁸ Sally A. Leiderman and Davido Dupree. Project Change Evaluation Research Brief. Unpublished document (Conshohocken, PA: Center for Assessment and Policy Development, 2000).

- *Engaging a critical mass of diverse residents* to be involved and lead the initiative. Participants reflect different community sectors, grassroots and management leadership, and representation from each racial/ethnic group.
- *Focusing on racial inequities*. There may be strategies used to address individual, interpersonal, and cultural racism and some would say they are necessary to truly sustain institutional changes. However, the long-term focus is institutional racism, including racial disparities, power arrangements, and transforming organizations and institutions through changes in policies, practices, and procedures.

PART II: THE SURVEY

The focal point of the project was a survey distributed to 58 communities with comprehensive initiatives on race. The 58 communities are significantly different in population size and demographics, are located in 31 states, and represent every region of the country.

These communities were identified based on a variety of activities, including:

- Reviewing lists of race relations and racial justice organizations and programs compiled by various organizations (e.g., National Conference of Community and Justice, National League of Cities, President Clinton’s Promising Practices on Race Relations, Mary Reynolds Babcock Foundation, Project Change, Applied Research Center).
- Discussing potential communities with the Advisory Committee, practitioners, evaluators, and community leaders knowledgeable on issues of race and equity in communities; and
- Reviewing news stories, Web sites and research reports.

In all, 42 of the 58 communities submitted completed surveys (please see Appendices for a copy of the survey and of the survey data). Although the survey was not exhaustive, we feel confident that we have captured the essence of what is occurring in leading race relations and racial equity initiatives defined by a combination of factors – their scale, scope, and visibility.

Overview of the Communities and Initiatives

- Forty percent of the community initiatives we studied are 6 to 10 years old. Five communities were not included in the research because their efforts are in their infancy.⁹ The oldest initiative is the Race Relations and Diversity Task Force of Birmingham/Bloomfield Area in Michigan, which is 19 years old.
- For most CCIRs, the institutional entity that plays the lead role in maintaining and sustaining the effort is a nonprofit organization (47 percent). In the last five years, community foundations have become the newest institutional entities leading these efforts. Four community foundations¹⁰ have been involved in CCIR efforts.
- Thirteen communities have populations in the 100,000 to 300,000 range; 13 are in the 300,000 to 1 million range. The smallest community is Birmingham, MI, with a population of 19,287; the largest is Nassau and Suffolk County, New York, with 2.8 million residents.
- Thirty-eight percent of the initiatives are in predominantly white communities (where whites are more than 75 percent of the population). In eight of those communities, whites constitute 90 percent or more of residents; seven of these eight communities are in the Northeast or Midwest.¹¹ Many of the initiatives (40 percent) are in diverse communities where the white population ranged from 50 to 70 percent, and where people of color,

⁹ Communities recently starting efforts based on press releases or anecdotal information are: Columbus, GA; Grand Rapids, MI; Rochester, NY; Memphis, TN; and Milwaukee, WI.

¹⁰ One community foundation initiated the discussion and then helped to create a nonprofit organization to lead the effort. A community foundation executive director is on the board of the organization.

¹¹ Participating communities that are 90 percent or more white are: Westport, CT; Birmingham, MI; Rochester, MN; St. Cloud, MN; Fargo, ND/Moorhead, MN; Syracuse, NY; Knoxville, TN; and Burlington, VT.

specifically African-Americans and Latino/as, ranged from 15 to 42 percent of the population. The majority of these diverse communities are in the Southeast.

- Twenty-eight percent of the communities focused their initiatives on increasing community awareness or improving race relations or both. Sixty-six percent focused either specifically on racial inequities (26 percent) or on racial inequities plus other focus areas.
- For 28 percent of the communities, a racial incident, legal case, or hate crime was the impetus for their efforts. This number may be an understatement, because a few communities described the process by which they started but did not describe the precipitating issues or events. Some may not want to publicize their communities' crises or struggles.
- For 38 percent of the communities, a community convening or a formal institution's goal led to an initiative. Seventy-six percent said their communities have seen significant demographic changes within the past 10 years; 37 percent of those communities described an increase in their Latino/a populations.

Institutional Supports

The survey asked, "*Which of these institutional supports and capacities existed within the community to address race? Please add others.*" The institutional supports from which a respondent could choose included:

- One or more organization(s) able to convene diverse stakeholders.
 - One or more organization(s) that works specifically on race relations or racial equity issues.
 - A formal leadership group that was addressing racial issues (school board, chamber of commerce, mayor, city council, civic leadership group, etc).
 - Respected leaders in the community who spoke up about racial issues.
 - An organized group of residents or an informal group that continually brought up racial issues to a formal authority (e.g., city council).
 - A coalition of organizations that continually brought up racial issues to a formal authority (e.g., city council).
- Leaders from the communities described two institutional support mechanisms that existed locally prior to their initiatives. One is local leaders (elected, institutional, and grassroots) who served as messengers and supporters of the effort (69 percent). The second is having local organizations or groups that played one of two roles—either addressing race in some capacity (via programs, research, or discussions) (62 percent); or convening diverse stakeholders (66 percent).
 - The roles of individuals versus organizations/groups seem to be a function of community size. The smaller the community, the more important the role of the individual leaders in the beginning of a process. The larger the community, the more important it is to have organizations/groups that are able to work on race specifically. In communities of less than 100,000, 30 percent had organizations working on race relations/equity, and 70 percent had leaders who spoke up about racial issues. Among communities of more than 500,000, 90 percent had the support of organization(s) that worked specifically on race relations and/or racial equity issues, and only 54 percent had leaders who spoke up about racial issues.
 - Many of the key leadership institutions in the social and economic development field (such as foundations, banks, corporations, and research institutes) are themselves products of

historic inequities in this country, and their ability to take leadership on racial equity issues may not come naturally. If having skilled and knowledgeable leaders is important for these efforts to be implemented and sustained, it will be important to have a strategy to increase the competency of leaders through their appropriate association networks (e.g., *National League of Cities, National Association of Counties, U.S. Conference of Mayors, International Association of Human Rights Agencies, American Association of School Administrators, Alliance for Nonprofit Management, etc.*).

- In searching for community efforts, we vetted two national lists of inter-group race relations and racial equity programs.¹² In reviewing these documents, we found 55 potential organizations or programs that may fit the criteria and discovered that 49 percent of these programs/organizations no longer existed. Since most of these efforts were either nonprofit or government-based, there may be some obvious answers to why some no longer exist, ranging from funding to lack of community support to newly elected leaders. The question still remains: Why did the other efforts not survive? Reasons may involve organizational capacity issues, types of strategy used, or resource development. If programs or organizations closed their doors because of problems in those three areas, it would speak to the need for organizational development resources, new and different outreach and technical assistance processes to deliver tools and resources, and increased knowledge of how to measure the impact of such initiatives.
- On average, the initiatives we studied had 3.5 institutional supports in place. Those with a foundation as an institutional entity had the most institutional supports (five out of six supports). Communities with populations of less than 50,000 had the fewest institutional supports (1.8 supports). A review of the institutional supports leaves us with more questions than answers. For example: Are there some types of institutional entities willing to take more risks by starting efforts without these supports in place? Will those initiatives with the most supports in place be able to engage the community more effectively and sustain the effort? Initiatives focused on race relations or community awareness started with significantly fewer institutional supports (2.6) than initiatives focused on inequities (4.0). What is the role of race relations and awareness strategies in increasing the readiness of a community to address racial inequities?

Community Sector Involvement

As stated above in the comprehensive community initiative on race criteria, one identifying feature for these efforts is: *“Engaging a critical mass of residents to be involved and lead the initiative. The critical mass reflects different community sectors, grassroots and management leadership, and representation from each racial/ethnic group.”*

Survey respondents were presented with a list of 18 sectors,¹³ (in three broad groupings – business, public, and civic) and were asked to identify whether those sectors served in leading, supporting (financial support or services) or participating (involved in program activities) roles.

¹² *Pathways to One America in the 21st Century: Promising Practices for Racial Reconciliation*. The President’s Initiative on Race. Washington D.C., 1999. *Intergroup Relations in the United States: Programs and Organizations*. National Conference for Community and Justice. New York: 1998.

¹³ Sectors listed in the survey were: advocacy organizations, banks, corporations, criminal justice, economic development organizations, faith groups, government, health agencies/hospitals, higher education, housing organizations, local foundations, media, medium and small businesses, neighborhood groups/associations, nonprofits, real estate, schools, social services organizations

- Nonprofits, faith groups, and government were consistently more involved in community initiatives in all three roles – leader, supporter, and participant – than any other sectors. Government ranked as the top sector in leadership roles for communities whose population is 300,000 or less, while nonprofits ranked as the top sector in leadership roles for those with populations of 300,001 or more.
- Local foundations (66 percent) and corporations (46 percent) took the lead in the “supporter” role. At the same time, however, local foundations were ranked in the bottom three for their participation in program activities.
- Real estate businesses, housing organizations, criminal justice, and economic development organizations were typically less involved overall in CCIRs than any other sectors.
- Initiatives in which nonprofit organizations or leadership groups of diverse stakeholders are the institutional entity typically engaged the most diverse group of sectors in all three roles.
- Respondents were asked to identify the key actors who played leadership roles on racial issues in their communities. Over half (52 percent) said it was nonprofit organizations and/or leaders and local elected leaders (e.g., mayors, county executives, city councils).
- Seven communities identified their strategic focus as including four emphases (awareness, relations, inequities, and “other”). These initiatives consistently engaged the most diverse sectors in each of the three roles: leadership (17 different sectors), supporter (16 different sectors), and participant (18 different sectors).

Strategies¹⁴

- The strategies most used by CCIRs are: community events/conferences (71 percent), dialogue groups/study circles (66 percent), awareness training (59 percent), community organizing (57 percent), community/neighborhood forums (55 percent), diverse stakeholder leadership groups (55 percent), leadership development (52 percent), and anti-racism training (50 percent). Communities are currently using, on average, eight strategies.
- In the future, groups reported that they are planning to use these strategies: community events/conferences (57 percent), community research report (55 percent), community organizing (52 percent), community/neighborhood forums (47 percent), leadership development (47 percent), diverse stakeholder leadership groups (47 percent), policy change (45 percent), and dialogue groups/ study circles (45 percent).
- The strategies used in the fewest communities currently are mediation (11 percent), community/sector report cards (16 percent), organizational assessments (24 percent), and story telling (24 percent).
- The strategies most used by strategic focus¹⁵ area are as follows:
 - For communities whose strategic focus is on awareness or race relations or both (12), the top strategies are: dialogue groups/study circles (75 percent), community events (75

¹⁴ Strategies listed in the survey were: Dialogue groups/study circles, Awareness training, Anti-racism training, Community/ neighborhood forums, Media campaign, Skill-building training, Community organizing, Leadership development, Policy change, Advocacy work, Community events/conferences, Mediation, Action teams/groups, Storytelling, Organizational assessments/audits, Community/sector report card, Research/community report, and Diverse stakeholder leadership group.

¹⁵ The communities referenced add up only to 39. One community did not complete this question, one community focuses on awareness and equity, and the other community focuses on awareness and checked the other category.

percent), awareness training (66 percent), skill-building workshops (58 percent), and diverse leadership groups (58 percent). None of these communities uses organizational assessments or mediation, and only one community in this category used community research reports or community/sector report cards as a strategy.

- For communities whose strategic focus is racial equity (11), the top strategies are: community events (72 percent), anti-racism training (72 percent), dialogue/study circles (54 percent), action teams (54 percent), community research report cards (54 percent), awareness training (54 percent), community forums (54 percent), leadership development (54 percent), and diverse leadership groups (54 percent). Only one community in this category used mediation or storytelling.
- For those communities that focus on awareness, relations, equity and that may also include an "other" category (16), the top strategies are: community organizing (75 percent), action teams (68 percent), dialogue (68 percent), community events (68 percent), leadership development (56 percent), awareness training (56 percent), and community forums (56 percent). Only four communities in this category used mediation and community/sector report cards.
- The strategies most used by community demographics (see code descriptors below¹⁶) are:
 - PW (16 communities): community events (75 percent), dialogue groups/study circles (75 percent), diverse leadership groups (68 percent), awareness training (62 percent), and leadership development (62 percent).
 - WLAF (4 communities): all communities used community events and action teams.
 - WL (4 communities): all communities used community forums, leadership development, and advocacy.
 - WAF (12 communities): community events (75 percent), dialogue/study circles (66 percent), and community organizing (58 percent).

Definition of Racism

One of the most common definitions of racism, used by 10 initiatives, is “racial prejudice plus power” or some minor variation. Five groups said they have either not agreed on one definition or have not formally defined racism. Seventy-one percent used an institutional racism definition; and 11 percent used an individual racism definition to describe racism.

Stages of a Community Initiative

Over a quarter of the respondents did not complete this question: “If you had to define your effort to date in three stages, how would you label each stage and what was the approximate length of time spent on each stage?”

Three examples of community stages were given, and three-quarters of the respondents used all or part of the examples in the description of their stages. Among the findings: 14 initiatives assessed the community; 12 worked on building community awareness; 12 worked on building multiracial relationships and/or partnerships; and 11 created an action plan.

¹⁶ PW - Predominately White; whites more than 75 percent of the population; WAF - Whites less than 75 percent but majority; African-Americans have the second highest percentage; WL - Whites less than 75 percent but majority, Latino/as Americans have the second highest percentage; WLAF - Whites highest percentage; Latino/as Americans second highest percentage; African-Americans third highest percentage; and WAF - Whites highest percentage; African-Americans second highest percentage; Latino/as American third highest percentage.

Since there are some uneven answers and many communities that did not respond, it will be important to drill down further and learn more about the stages of these initiatives. Questions for further study include: Did the respondents use the survey’s examples to fit their initiatives, or did the examples accurately reflect their stages? We would also like to know if leaders, as they reflect on the process now, would make any changes in how their initiative was staged, or would have spent more or less time in any specific stage. What did they wish they had known before about the readiness of their community and institutional supports? How many had prescribed stages of their initiative at the start?

Outcomes¹⁷

In addressing the outcomes of these initiatives, it is important to note that 11 of them are three years old or younger. In addition, 62 percent of the initiatives primarily use evaluation forms in their evaluation efforts, while 26 percent have not formally started an evaluation process.

Nevertheless, initiatives reported, on average, 7.5 out of 12 possible outcomes listed on the survey. The four outcomes most reported were: increased community awareness (90 percent), different/increased conversations about race (81 percent), a growing group with knowledge or skills (81 percent), and new alliances across racial/ethnic lines (71 percent).

The outcomes reported by the fewest communities were: increased diversity in civic leadership roles (45 percent), organized response to a racial crisis (33 percent), and tracking of racial indicators in different sectors (31 percent).

Funding Sources and Budget

The survey questions focused on three areas regarding funding: 1) who (local foundations, corporations, donors, etc.) has provided funding for these efforts to date; 2) the percentages of each funding type in the overall budgets; and 3) the size of the initiatives’ budgets. Though most answered the funding source question, only 31 gave percentages of each funding type:

- Local foundations (27 communities) and individual donors (21 communities) were the two major sources of funding.
- Among communities that responded to the percentage question and had one of the following sources for their budgets, the following are the average percentages of those budgets:

Funding Source	# of Community Respondents	Average Percentage of the budget
Government	13 communities	63
National foundation	7 communities	38
Local foundation	13 communities	35
Corporations	9 communities	26
Events	4 communities	19
Donors	10 communities	13
Fee for service	3 communities	12

¹⁷ Outcomes listed in the survey were: increased community awareness; a growing group with knowledge or skills; new programs to promote racial equity; changes in policies or practices; improved/more media coverage; increased diversity in civic leadership roles; different/increased conversations about race; new alliances across racial/ethnic lines; more leaders advocating for racial equity; tracking of racial indicators in different sectors; organized response to racial crisis; and more organizations working internally on equity.

- Thirty-one percent did not disclose the size of their annual budgets. Among those communities that did, the average budget was \$182,819. One initiative was a funding collaborative with a budget of \$1.3 million, which was not included in the average.
- Initiatives with foundations as the institutional entity had significantly larger budgets (\$795,000 average) than other institutional entities. Even without including the \$1.3 million funding collaborative budget, the average budget for foundation initiatives was \$542,500, compared to these average budgets by institutional entities:¹⁸ government – \$38,750; leadership group – \$60,666; coalition – \$176,116; and nonprofits – \$201,549.
- Six out of eight government entity initiatives were 100-percent funded by city or county government. Nonprofit entities had the most diverse funding sources. Local foundations are consistent providers in most categories, except for those initiatives whose institutional entity is government.

Learning Network

- Eighty-three percent of the survey respondents would be interested in joining a learning network and 12 percent *may* be interested.

Type of learning network	No. of respondents expressing interest	%
A one-time convening over several days (3-4)	7	16
A longer-term peer learning forum over a period of years	14	33
Something in-between	18	43
A seminar held in your location for key leaders	12	28
Web-based information and network	20	48

- When asked to share their hopes and expectations for the local initiative, survey respondents answered as follows:
 - How-to/more knowledge/gain new ideas—25 respondents;
 - Learn what strategies have worked/not worked—14 respondents;
 - Measuring outcomes and/or effectiveness—7 respondents;
 - Network with other communities/moral support—6 respondents;
 - Ideas for funding sources and language for grant-making—6 respondents.
- Respondents had a number of suggestions regarding issues they wanted to learn more about. These included:
 - What are communities that are facing a significant demographic change doing?
 - Exploration of power dynamics.
 - Information about cultural profiles.
 - How to deal with anti-racism extremists.
 - Learn different ways to engage the community. (Three communities said they want to know specifically about: *youth, those with deeply racist patterns, higher education*).
 - How to measure racial disparities and use indicators to spur community change.

¹⁸ Government 4 out of 8 communities reporting, leadership group and coalition – 3 out of 5 communities reporting, and nonprofits 13 out of 20 communities reporting this information.

- Ways to improve data collection in local/state/national levels.
- Information about organizational development and capacity building. (Five communities mentioned these specific areas: *affordable opportunities for organizational development, organizational structures including budget and staffing, sustaining committed volunteers, and development of effective grassroots networks*).
- Learn more about the concept of social entrepreneurship.
- Ways to overcome obstacles/resistance – what techniques and methods were used?
- How have grassroots coalitions and other efforts successfully addressed economic issues?
- Learn more about how to present the structural racism model to the community.
- Discuss how to share information, frame messages, and gain support from larger community.
- How to push through white people's guilt and people of color's anger at having to keep at this?
- What are people reading?
- Dealing with burnout and how people stay refreshed and able to work on this year after year.

PART III: THE INTERVIEWS

The Lessons Learned research also included 14 interviews conducted with representatives from selected community initiatives. The interviews typically were with the lead staff person (part or full-time) for each initiative; four interviews included two or more members of an initiative. Through the interview process, the project team learned more specifics about each community's initiative in the following areas: conditions and readiness of the community; makeup, responsibilities, and struggles of the leadership group; the focus of the strategies and how they evolved; types of community resistance; strategies used; outcomes observed; lessons learned; and expectations for a learning network.

The following are key points from the interviews. Depending on the data received for each topic, a community's response was summarized, or the responses of all interviewees were synthesized. Our promise to interviewees was that their specific answers would remain anonymous. Therefore, the community summary responses are not in quotes, because in some cases we deleted parts or modified answers to ensure that no identifying information was included.

Overall Interview Findings

- Interviewees shared their community initiative stories, including the impetus for the initiative as well as the people and organizations that supported it. These stories reflected the statistics in the survey about the role of organizations and leaders, based on the size of the community and the role of government and nonprofits as key actors.
- The community representatives reported on the importance of having a diverse stakeholder group in terms of race, gender, community sector, etc. Many communities' leadership groups included people who were key leaders and management/director-level representatives, rather than residents with no organizational affiliation. Some of the initiatives' leadership groups were also nonprofit governing boards.
- Regardless of who was participating, examples of the groups' responsibilities included: ensuring that objectives were being accomplished; generating ideas on future strategies; giving feedback on current activities; assisting with outreach to institutions and partners; and acting as thinking partners in planning the program.
- Initiative leaders also were asked about the types of issues they were working on in their communities. They discussed: diversity among boards and commissions, predatory lending, health care access and disparities, court system equities and perceptions, police and community relations, education disparities, equitable and affordable housing, cultural competency, immigrant issues and services, human rights, minority business development and contracts, community involvement and citizen engagement, and organizational assessments and inclusiveness.
- All of the groups used several different types of strategies, some in partnership with other organizations. Many of the strategies were specifically used to build the capacity of a community through increasing knowledge, establishing a common analysis, developing leaders through skill-building activities, increasing residents' awareness, and working with organizations in a peer network.
- In many of the communities, race was not on the radar screen of most residents. Communities took on the task of building awareness in different ways: using art and creating

a dialogue process; awareness training for whites with modules on institutional racism and white privilege; and bringing in national speakers to be the catalysts. One of the major strategies for communities was dialogue, specifically using the Study Circles process.

- Interviewees were asked about the factors that threatened and sustained their efforts. Although each community was unique in its political dynamics, there were many similarities among the challenges they faced, including: the slow pace of progress despite the high expectation of deliverables; limited staff and funding to work on complex and marginalized issues; residents being overwhelmed about where to start; volunteers and staff getting burned out; inability to respond to all requests; and the difficulty of finding funders interested in investing in this work.
- The factors that helped sustain these efforts were: personal commitment of the leadership group, local elected officials, volunteers, and staff; partnerships that provided access to resources; broadening the institutions we work in; interest by the media, which keeps residents aware of the issue(s); white people dealing with their guilt and becoming motivated; and the urgency of the issues.

Conditions and Readiness of the Community

Interview Questions

- What institutional supports played a role in helping the initiative get off the ground? [e.g., organization was present to convene diverse stakeholders; organization(s) was (were) working on race relations/racial equity issues; a formal leadership group (e.g., school board, chamber of commerce) was addressing racial issues; respected leaders spoke up about racial issues; organized group of residents brought up racial issues to a formal authority; or a coalition of organizations brought up racial issues to a formal authority.]
- Were there any major incidents or discussions that happened in the community prior to the initiative?

Summary of the Interview Responses

- Becoming a refugee resettlement area was the impetus for thinking about diversity. After several town meetings, the community decided the insufficiency of resources for newcomers, and the adjustment of the newcomers and current residents to the new situation were challenges that warranted a collaborative regional effort. In this community, there were no existing organizations, programs, or institutions addressing racial and ethnic issues. Several key community leaders stepped forward to support this effort, including local elected officials.
- During the campaign for mayor, one candidate learned about how deeply his community was divided across racial lines. He heard concerns about how city departments would provide services based on the racial and ethnic makeup of neighborhoods. This information affected him deeply, and he decided to prioritize work across all departments to change these service delivery differences and create an organization free of institutionalized racism.
- In past county assessments, a growing group, Latino/as, was usually represented by an asterisk, which meant there was not sufficient data to include in the report. Members of the Latino/a in the community were frustrated that programs and services were not meeting their needs and decided to conduct their own assessment focused on assets rather than deficits. One community in this county had already been involved in race

relations work since the 1980s, after two young Latino men were killed by police. After the shooting, this community established a community relations department with an ombudsman, which led to the city government developing an internal diversity plan in the early 1990s. This was also the first community in the county to review the Latino/a assessment report in the county. The all-white city council reviewed the data at their goal-setting retreat and required all city employees to receive a thorough briefing, which led to the community's current initiative.

- In this community, there was significant community organizing occurring, which led to restructuring a federal government grant to ensure that there was neighborhood representation in the funds distribution process, and to ensure that the funds would specifically address the blighted conditions of the neighborhoods through better housing, commercial revitalization, and youth development programs. Local elected officials did not become involved in the effort until residents threatened a lawsuit for breach of contract.
- Violence and racial profiling were issues that led to another initiative's start. Residents of this community complained of racial profiling by the police department. Also, in two separate situations, a white business owner and an African-American business owner were murdered by African-American teenagers. An organization perceived as a community convener brought organizations and people that were doing the work together and tried to find out how they could make a contribution. One of the lessons the convening organization learned through this process was to make sure those most affected by the issue, whether racial profiling or refugee issues, are involved and leading it.
- The initiating crises for another community were a police shooting of an unarmed African-American male and, subsequently, an impending lawsuit against the school district regarding pupil assignments. The community was also experiencing a significant change in demographics, with many new immigrants moving to the area. Two local elected officials asked a major convening organization to bring the community together to address what was happening. Though initially planned as a nine-month process, the initiative included a community conference in which residents worked together for two days. The conference established six issue areas that led to further community engagement and action teams whose work went beyond the original plan. In this community, resistance came from one group of individuals who did not think race was a problem, and another group who knew race was a problem but didn't believe any effort would ever be sufficient.
- One community was experiencing several different issues, ranging from economic disparities and low academic achievement to high infant mortality and crime. A small foundation wanted to solve these complex social problems using dialogue and provided a three-year grant to an organization. The community was also going through a visioning process and residents concluded that the third-highest goal should be to work on ending racism. There was also a core group of people already working on anti-racism in their own lives in the community. Through this confluence of leadership and processes, this initiative was launched.
- Periodically, a local foundation surveyed its donors on what issues to fund. Some of the donors had expressed an interest in social justice and race. There was an interest in

funding the issue differently – not with the usual donation for scholarships or assistance with health costs. The foundation noticed it had not received requests from nonprofit organizations doing work on race and racism in the region. Foundation staff members were aware of some of the issues and knew that the area was one of the most segregated suburban regions in the country. At donor forums, presenters described how racism and race relations were being addressed in their community. The donor group decided to focus on institutional racism. Through this process, the foundation also began to look at racial issues internally, and made changes in its staffing, board makeup, and grant-making process.

- In another community, several social circles acknowledged that race relations and racism were important issues and discussed their impact on the community. Some leaders, in fact, described the current situation as a “powder keg.” However, these social and leadership circles were not necessarily talking with each other about race. These different circles did convene after a major racial incident happened in their community, and their initiative was formed.
- In another community, there were several hate crimes and racial profiling incidents, mostly affecting the staff and students of a local university. This community had the second-highest number of hate crimes in the state. The mayor brought a diverse group of 60 residents together to talk about the issues and they focused on several areas: government, business, education, health care, human services, and faith communities. Fortunately, the next mayor continued the initiative, and then instituted an accountability structure for the committee. Also that year, someone spray painted racial epithets on an ethnic community center and the community rallied around and showed their support for the center and the people it served.
- In one community, several nonprofits were involved in addressing race relations and racial inequities. In recent years, there had been reports from the government and business sectors focused on race-based disparities in home ownership, health, and planning issues. This convening organization established a community stakeholder committee. One of the issues it believed was not being addressed was overwhelming discomfort and apprehension about talking about race, specifically among whites, which was reinforced by a research report on how this community identified and dealt with racism.
- In another community, a series of articles in the local newspaper discussed race issues, marking the first time that various opinions on race had been published. Also that year, there was a police shooting of a young African-American woman. National activists came to the community. This event spurred a lot of different responses from the state, as well as the mayor’s office, including the community’s initiative on race.

Diverse Leadership Group

Interview Questions

- What are the major responsibilities of the leadership group?
- What issues discussed by the leadership group created conflict or tension? How were they resolved?
- What are the most active sectors (e.g., business, government, nonprofit, education) in the initiative? What sectors are not involved? Why?

Synthesis of the Interview Responses

A. Outreach

- Most of the communities reported on the importance of having a diverse stakeholder group in terms of race, gender, community sector, etc. For one community, the interviewee said, “We truly had our first multiracial coalition in the history of the community – all five racial groups were represented.”
- Another group reported that its recruitment success was due to its partnership with the city and county, which helped its credibility. It seems that most communities included people who were key leaders and management/director-level representatives, rather than residents with no organizational affiliation. One representative commented that it is the responsibility of upper management to recruit people from all levels of their sectors. The leadership groups ranged from 15 to 150 participants.
- Although each community had its own version of diversity, all of them had expectations about the committee members’ skills. One community representative said that although some residents expected long-time activists to be included, others felt that some of the activists were “talkers and not doers,” or that they would come in with their own agendas.
- Another person said potential committee members were interviewed to learn their understanding of racism, their willingness to commit for the long haul, and their optimism that change could happen.
- One community also wanted people who could understand the issues, think through things with the group, help develop the initiative, and accept the chosen approach.
- One community succeeded in bringing together a remarkably diverse set of people. Its group included an individual who wore the Confederate flag, another who talked about being a bigot, and another who was suing an organization (which was a member of the group) over racial discrimination. This community’s strategy was to create a safe place to have the discussion, listen to each other, and push for the facts.

B. Responsibilities

- Some of the initiatives’ institutional entities are nonprofits, so their boards served as the diverse stakeholder groups. These boards focused on governance with the typical board committees – including development, board recruitment, and finances.
- Other responsibilities of these boards and leadership groups were: ensuring that objectives were being accomplished; generating ideas on future strategies; giving feedback on current activities; assisting with outreach to institutions and partners; and acting as thinking partners in planning the program.
- One community hired a consultant to work with the group to establish a leadership structure and oversight guidelines.
- In another community, the first order of business was to conduct research on the state of race relations and create a report of the findings to share with the community.
- Some of the interviewees talked about the importance of personal development, as well as increasing the group’s knowledge of racism through training. One person

commented that personal development was part of the reason the committee members made long-term commitments to stay involved. Many reported how surprised they were that people stayed on and remain involved, especially for some of the long-standing efforts.

C. Issues

Two communities reported that their leadership group did not experience conflicts. Some of the conflicts other communities shared were:

- Our committee conflict occurred when we began discussing broadening the initiative from just race to race and ethnicity. There was some real tension, mostly because we did not candidly deal with black and white issues.
- The committee did not have a common definition of racism or a common vocabulary. Until we went through a training experience together, we were not able to deal with some of the conflicts. We also received requests from residents that wanted support on various issues and we needed to become clear that our focus was institutional racism.
- We had to deal more with skepticism. Some individuals from the ethnic communities wondered if this initiative would last or just be a token process. White individuals wondered if this type of process would really work and also were dealing with their own fear.
- Trust-building was an issue in our group, each of us had different racial experiences and we needed to take time to get to know each other.
- Some members felt we talked racism to death and wanted to make sure we had benchmarks to improving race relations and community conditions.

Communities also wrestled with these questions:

- Is our role to respond or to initiate?
- Does it make sense to create an African-American or Latino organization when there is currently a predominately white organization that is working on a particular set of issues? Should the investment be in creating a new organization or helping the predominately white organization become more inclusive in its process and governance?
- Should we focus on individual or institutional strategies?
- How do we engage the full community in this effort?

D. Sectors

- Each community – based on its own political dynamics – mentioned different sectors as being more involved or less. The survey found that the nonprofit, faith, and government sectors were the most involved, and that housing organizations, real estate businesses, and economic development organizations were typically less involved.
- Two community efforts that focused on housing issues were able to engage housing organizations and real estate businesses. It seemed that some of the barriers to engaging particular sectors were uncertainty about how to create a message,

assumptions of resistance, and upper management not being the best recruiter for particular sectors.

- One interviewee commented on the need for a critical mass to be involved in the initiative before more partnerships are established: “Communities are frustrated when we all come in and say we are going to make it all better.”

Strategic Focus and Resistance

Interview Questions

- Tell me more about your strategic focus (e.g., increase the community’s racial/ethnic awareness, knowledge, and/or skills; improve race relations amongst groups and/or in the community as a whole; reduce racial inequities in the community; and/or other focus areas.)
- Was this strategic focus consistent throughout the initiative’s work or did it change over time?
- What type of resistance, if any, did you experience from the community? How did you respond?

Summary of the Interview Responses

A. Strategic Focus

- Our efforts have focused on building knowledge and awareness in the community. We are now beyond awareness. We continue to work on a deeper level and are moving beyond education. Our action plan focuses on addressing inequities.
- We started looking at education, health, and jobs so it seemed natural since these issues kept coming to the surface to address inequities.
- Our focus is on creating relationships – to get jobs, to sit on boards, to work together on projects, and to build grocery stores.
- The key is to start the conversation and then keep pushing people gently. Offer the information at different levels so people can plug into the conversation where they can. Start with diversity, then race, then institutional racism – that is part of our success.
- We couldn’t deal with the growing diversity without dealing with the black and white issues. We were surprised to hear more anti-black prejudice from people that did not identify as white.
- We have not established a bridge with groups that focus on prejudice and tolerance. Some of them are talking about institutional racism but it is not reflected in their work.
- We are past awareness in our community. Right now we are dealing with inter/intra-ethnic conflicts rather than majority/minority conflicts. The ethnic communities need to work better together to have a united front.
- It was clear our frame is about race and ethnicity; now we are working on how we can be better advocates for equity to address racial disparities.

B. Resistance

- It was helpful to have the mayor on board, which is probably why we had minimal resistance to the initiative. The data is pretty obvious about the racial disparities in our community. It is harder for people to argue with statistics.

- After our report was released there were a number of hate calls to the office, though there is more resistance to talking about the issues.
- We have had some push back from residents, especially in terms of immigration, as this has become more of a national issue. Now as things are more visible on what is being done in the community—e.g., extra pay for speaking two languages, translation of materials, supporting immigration access projects—there are phone calls and emails from people fearful that our community will be viewed as a sanctuary.
- Some residents said race is not an issue in 2006. Other residents said this initiative is just going to be about talking since it wasn't focused on direct service.
- Our organization was not known in certain segments of the community so people questioned our intent because they did not know us.
- There is always resistance. There has been nothing major but from time to time we get comments, especially around the school issues.
- The feedback we received ranged from, “Is this really making a difference – will my life get better?” to “The issue is so big, why don't we just go to our corners?” to “This discussion is so middle-class” to “How will we really get people to focus on action?” There is hopelessness and despair to end racism – we need Pentagon resources to address the issue and we are just scraping by to do what we do.
- We operated below the radar screen when we first started so it was hard for people to take pot shots at us. A few people left hate messages on our voice mail or sent emails. What is frustrating is sometimes you think someone is supportive of the work and find out later they really are not. So you need to deal with the backsliding.

Strategies

Interview Questions

- What are your three major strategies?
- How did you determine which strategies to use? What did you think each strategy would address?
- What were some of the initial activities that helped build momentum for this effort?

Synthesis of the Interview Responses

A. Issues

The representatives from the 14 different initiatives talked about addressing key community issues, including:

- Police and community relations – *5 communities*
- Fair housing/affordable housing issues – *4 communities*
- Minority business development and contracts – *4 communities*
- Commissions and government and/or nonprofit boards becoming more diverse in makeup – *3 communities*
- Health care access and disparities – *3 communities*
- Education disparities/achievement gap – *3 communities*

- Immigrant issues and services – 3 communities
- Cultural competence – health care and school systems – 2 communities
- Human rights – 1 community
- Court system equities and perceptions– 1 community
- Community involvement and citizen engagement – 1 community
- Organizational assessment and inclusiveness – 1 community
- Predatory lending – 1 community

All of the groups used several different types of strategies, some in partnership with other organizations. Some of the strategies were used to build the capacity of a community to be more proactive in addressing racism by increasing knowledge, establishing a common analysis, developing leaders through skill building activities, engaging residents to put race on their radar screen, and working with organizations in peer network.

B. Training

Most of the groups, at least initially, focused on recruiting participants in mid- to upper-management roles. The reasoning for this strategy varied. Some groups seeking to change policies and practices wanted individuals that worked inside the system to work with advocates who were external to the system. Other groups believed they needed insiders' buy-in to move forward within a sector. For some, it was an established community norm.

Training curriculums varied. Some used national training programs from such sources as People's Institute for Survival and Beyond, Re-Evaluation Counseling, and the National Coalition Building Institute. Others created their own curriculums or brought in local or national consultants to assist in developing curriculums either for the community or a particular audience. After the training, some groups had a formal structure in which individuals were invited to join action teams or committees focused on specific issues. Some communities tracked what individuals did after the training, either within the person's organization or with the community at-large; a few had no connection with individuals after they participated in the training.

C. Awareness

For many of the communities, race was not on the radar screen of most residents.

Communities addressed building awareness in different ways:

- Some used art as an entry point. A local exhibit about race provided an opportunity for one community to engage residents not only by viewing the art but also by creating facilitated dialogue groups.
- Another community focused on how to bridge the majority and minority groups and created two-pronged processes. For the minority groups, the focus was on developing leaders and ethnic-focused nonprofits, and providing translation and technology services. For people in the majority, the focus was on awareness training that eventually included modules on institutional racism and white privilege.
- Several communities brought in major national speakers to be the catalysts in starting or continuing conversations on specific issues.

- In one community, residents read a book that supported the mission of the initiative and organized book clubs. Recently, there was a “community read,” ending with the author coming to the community to discuss the book.
- Dialogue was another strategy used by many communities. Most used the Study Circles process, and a few created their own processes or modifications to Study Circles. The action phase of dialogue varied in each community. Some had a formal structure for next steps, while others tracked individual and organizational action steps. A few did not engage participants after the dialogue groups, except with organizational communication.

D. Process

Typically, after a dialogue process or training program, different levels of momentum are built and a community issue emerges from the group. Most of the time, staff cannot prepare for the level of momentum built until the process is completed. Staff’s response is usually based on the momentum built, but sometimes can be limited by finances, staffing, or other program priorities. In interviews, staff talked about whether their role was to initiate action with participants, build capacity within an interested group, or incubate an action process.

Initiatives often acted as catalysts instead of working directly on specific community issues. This was partly due to limited financial and human resources. One challenge was finding “containers” (i.e., established groups that could support a process) rather than creating new containers and having to provide significant staff support to incubate issues.

The initiatives that addressed the community issues identified above did so in similar ways, but in different order. For example:

- Some started by training individuals, and then invited them to join action teams. The action teams held community forums and negotiated policy changes.
- Others started with research to establish baseline information or to gather statistics about race-based disparities. One community then developed a training program to increase skills and change staff behaviors; another did a major media campaign to share the research and invited key stakeholders of particular sectors to discuss the results and to seek their involvement in the change process.
- Another community shared its research and then acted as a behind-the-scenes convener of different sectors, to discuss the research and also to prod groups to address the issues. One community responded to an assessment process conducted by members of a racial/ethnic group, and then created action teams to respond to some of the recommendations.
- One community created a set of potential future scenarios which was used as a community strategic planning tool. Participants went first to organizational leaders, inviting them to discuss the different scenarios. They then asked the leaders to send a group of 20 to discuss the scenarios and to begin developing an organizational response. Organizational leaders then were asked to send a team that would move from exploration to creating specific initiatives that could be considered for implementation by their organizations. Finally, organizational leaders were asked to join a learning network with other participating organizations to receive feedback on their plans and to find opportunities for collaboration.

- Another community organized neighborhood forums for those residents most affected by a particular issue (e.g., immigration) to learn their priorities. After listening to the community, they set out to create a response.
- One community commented on the importance of having authentic relationships with people and organizations in the community. This community recently had a gang shooting. Because of strong relationships, community members were able to mobilize in a couple of days to launch a community outreach process that “kept things from flying apart.”
- Several communities spoke about the different roles that leaders (local elected officials, faith leaders, corporate leaders) played: being messengers, adding credibility, or acting as conveners.
- In one community, an organization wanted to address juvenile justice issues with other organizations. Initiative staff members were asked to meet with them to discuss how to lead with race and focus on institutional racism. Arrangements were made to train the staff of the organization so they could take a leadership role in the collaborative process that was emerging. The initiative staff was then able to take a passive role after building capacity within the other organization.

Outcomes

Interview Questions

- What are three major outcomes of your initiative?
- Did your goals and strategies (and even your language) change over time?

Summary and Synthesis of the Interview Responses

A. Outcomes

- Civic leadership is more diverse, many more new ethnic leaders than when we started.
- New programs started with increasing awareness of diversity issues in the community. Nonprofit organizations are now thinking about these issues internally and in designing programs. Also, there are more collaborative partnerships between predominantly white organizations and ethnic-based organizations or groups.
- Our community is beginning to heal and address police and community relationships due to a new police community center.
- We are working with a state agency to deal with realtors that are not following ethical guidelines. Also, county government has been involved in the process since the report was released and they are currently working on changing policies.
- A person from a government department participated in our training almost five years ago. We ended up training her whole department mostly because of how she spoke to her colleagues about how the training had changed her life. It feels good to listen to how people now understand internalized racism or white people talking about white privilege in meetings. A doctor who teaches at the local medical school, who attended our training, is now offering a class on race-based health disparities.
- Organizations are now requiring training for new employees or students.

- We have 150 trained facilitators for our community-wide dialogue program. This has led other organizations to contact us when racial incidents occur – to help facilitate, and in some cases mediate.
- We received unsolicited feedback from a community-based organization with a Latino constituency that we were “walking the talk.” The relationship began as an adversarial one after a major incident in the community. We have progress with individual projects, but it is the bigger task of creating mutual relationships that I am most proud of achieving.
- The Human Relations Commission is reporting that racial incidents in the workplace have significantly dropped though I am not sure what it is specifically due to – our initiative or other variables in the community.

B. Goals or Language Changes over Time

- Two communities discussed this issue. One said individuals have changed attitudes over time, but that it has not happened community-wide. More whites are now talking about race, and also still getting scared, but they are taking it step-by-step. What has helped is that new people coming into the community in high-profile leadership positions are immediately speaking up about race and stating that these issues are important to them.
- Another community talked about the importance of knowing your audience. With white people, they start with awareness of the issues and then move to dismantling racism. They take a general approach at first, since this is a new concept for so many in this predominantly white community. The interviewee has found that if this approach is not taken, people get defensive and insulted and may never come back. This interviewee said, “Training should not be about dividing people, but uniting allies to work together.”

Lessons Learned

Interview Questions

- What are the key factors that have sustained this effort?
- What are the key factors that have threatened this effort?
- What is the most important lesson you learned, that you want to share with community leaders who want to start similar processes?

Summary of the Interview Responses

A. Factors Sustaining the Effort

Commitment

- Staff have stayed the course and remained involved in the effort.
- The commitment and passion of the funders in the community who stayed at the table, determined to move this effort forward.
- The personal commitment of the leadership group that stayed involved for almost 10 years.
- The level of investment by city hall and local elected officials.
- The energy and enthusiasm of the volunteers.

- The institutional entity that has made a long-term commitment to the issue, both financially and with staff, and their willingness to be patient with it.

Access, Relationships, and Support

- Due to the status of the institutional entity in the community, we can get executives into the room and then some are willing to commit themselves to this work.
- Access to resources and commitment to use the money wisely.
- A good partnership and collaborative relationships with city and county government. They helped by sharing volunteers, connections, and resources. It was especially important to have this relationship when working in the white community.
- It is important to be tenacious and work to build relationships over the years.
- Trust by the financial supporter, and the freedom to test and experiment based on different theories.
- The mayor is an active force. He really has been behind the organization and has kept people focused on the issue.
- We have support at multiple levels from the community: residents, key leaders, and political officials.
- The support we receive from communities of color for the initiative's work.
- The importance of broadening the institutions we worked in – it broadened our community base and ended up helping to sustain us financially.
- There has been a lot of media interest in what we are doing so we have been able to get our issue out there and people can't forget about it.
- Grassroots organizations have been very vocal and have been helpful resources to city council. City council wants to work with these organizations to appease their constituents.
- Several communities said it is important to have a very strong and supportive board or leadership group.

Seeing Change

- A training program that is shared by many residents and now is more embedded in community life.
- We are starting to see white people dealing with their guilt and sadness and becoming motivated and passionate.
- Things were not progressing as we liked, so we started working with high school students. The adult community saw this and began to stand up and get involved.
- Our community continues to become more diverse, which keeps it in the front of people's minds.
- The urgency of the issues in our community.

B. Factors Threatening the Effort

Change Process

- There is such a great need and nothing immediately will change it. The question remains for our community, “Are we inclined to address these issues or not?”
- Progress never happens as fast as you like and we don’t always have the financial resources to keep it going.
- There have been a couple of newspaper articles about African-American males and how we are going to lose another generation. People don’t know how to attack that issue – it seems overwhelming and then it becomes an excuse not to start.
- Keeping the mission relevant and not giving up – it would be easy to get comfortable and look at something else.
- This is heavy work and there is lot of despair and sometimes you just get burned out.

Political and Group Dynamics

- Within communities of color, there is conflict and competition. We are all fighting for a small piece of the pie and we need to change that.
- One of the foundations wanted to control the project.
- Corruption in government.
- Sometimes all the corporate people do is focus on deliverables and the bottom line.
- A large portion of the African-American community was not aware of our organization, so there was mistrust of who we are and our intent to help.
- There is resistance from different racial/ethnic groups as they emerge as leaders. There are limited resources and insufficient communication between groups.
- The current national anti-immigrant sentiment and debate has affected our conversation in our community.
- We are a conservative city, which presents some huge barriers. The city council, depending on who is in office, can either strongly encourage or discourage some of our efforts.
- The demographics keep changing and the communities of color are growing and they are younger.
- This is a hard and complex issue, not the same as it was 30-40 years ago.
- There is a history of antagonistic discussions in our community and we want to have open, high-participation discussions.

Resources and Tools

- Money, money, money.
- We need to support our volunteers better so they don’t get burned out.

- We have not been able to respond to all of the requests that come in. People are so hungry – they get a little snippet and then they want more. I am hoping we don't lose them as we try and respond to their request.
- There are only two staff members so our time is limited, especially to do fundraising. It seems not even worth the time to go after the small grants from local foundations.
- Data is a two-edged sword; it is very intimidating and daunting and overwhelming and sometimes may enforce stereotypes.
- Changes in businesses – merging or moving away. We begin working with a business and then all of a sudden it gets bought out and we have to start from scratch.
- It is hard to find funders interested in investing in this work.
- Our challenge is keeping new volunteers coming into the organization.
- Sometimes it is difficult to find staff to do this work and move a project to fruition.
- We are just getting by year to year so it is hard to plan ahead.

Process Issues

- We try so hard to create an inclusive group, and we need to make sure it doesn't end up making people exhausted and not engaged.
- People don't have a lot of time and it is difficult to get people involved in this initiative. We try to convince them this is not something additional but about doing things differently.

C. Lessons Learned

- We wish we would have had the leadership committee go through training earlier in the process so we could have been on the same page and figure out the diagnosis sooner. It would have been helpful for us to have a set of definitions for the group to use.
- Take the time to learn about your diverse stakeholders. Folks will tell you so and so is the representative of a particular ethnic group. Interview the person and have some criteria. Check out their commitment because sometimes you find out they are really in it for themselves. It is interesting hearing who the whites think the leader is of a particular ethnic group versus the members of that group. Some of the ethnic group members want nothing to do with the person the whites perceive as the leader.
- Hammer away at the issue you are working on. When you think you are finished talking about it, find another way to talk about it. Sometimes it is hard talking about it because people get defensive because they think we are attacking them, especially white people. There needs to be a lot of repeating of the message because people will go back to their daily routine and not deal with the issue.
- One person from a racial group cannot speak for an entire group, don't set people up.
- It is important for the leadership to be on the same page. Start with diversity and cultural competency training before you jump into racism. Obviously not all groups need

to start there, but you need to work on individual awareness, then move to advocacy so we can all work more for equity. Figure out how to build bridges amongst the group.

- It is important to have trained internal allies when working on policy issues within a particular institution. We always had the CEO present. The CEO always started the training by telling staff they are going to be uncomfortable for a while and that we all needed to be uncomfortable for a while. We also included people not part of the institution to provide an opportunity for the employees to hear from their customers.
- It is important to have allies – people that make it real and then those that can make it happen.
- Each of us needs to believe that race makes a difference in our community life and we need to engage each other to work together on racism.
- You need to make a 100% plus commitment, it is not something to dabble in. Individuals need to have awareness, be willing to take risks, to work on not becoming burned out, and understand when you are reinforcing things that you are trying to overcome.
- When working in a community we talk about the importance of leading with race. When you are working in an institution, you have to gain buy-in from the top, think about the communication strategy first and then slowly move out to other outlets. It is really important to not get involved with the institutional change process without understanding institutional racism. If you do not have the knowledge, it will cause a lot of grief.
- It is important not to try and be all things to all people.
- The community assessment process was important. We had 400 people attend the town forum and we received lots of media coverage. The data was there and they could not argue with it. It was a critical point for the community. Though there were some “naysayers,” it still generated a lot of conversations in the community. The momentum for the initiative was built through this process. After the forum, participants completed cards letting us know their interests. Then we brought these people together in focus groups – this was our community organizing tool.
- This is messy work and we need to be willing to get messy.
- Given the nature of race in the United States, it is not about getting it right. The practice is to stay with it, there are going to be missteps.
- Don’t reinvent the wheel, work to collaborate with others. Many times you do not need to start from scratch.
- Anti-racism is really the work of white people. One of the big lessons for people to learn is to understand how internalized oppression works and how privilege works – we then have done our job.
- It is very important to have many diverse key stakeholders a part of the process and leading it.
- Take time to understand the issues and do the research. Just don’t jump in with awareness activities. Find out what the community needs, what are they talking about

because each community is different. Bring people together and talk about sharing the power, all white people can't do this.

- For those initiatives that become a nonprofit, it is easy to start it but how do you survive for a long-term basis? Spend time working on financial sustainability, having diverse funding sources, and thinking about the best way to staff the organization.
- This is not a linear process. It is important to realize that even people of good will are not going to be with you all of the time – sometimes they are the unexpected obstacle.
- In terms of building relationships, start by making one-on-one connections with people in the community. That is a huge learning – the importance of cultivating relationships.
- Make sure the city council is with you through the process and that the process does not get in front of them. It is important to have a strong relationship so together you can ride out the rough spots.
- The work is very intentional. We need to build trust, be attentive to what we are modeling and how we are perceived. There needs to be intentionality for the duration.
- Community coalitions get sidetracked by white privilege and gatekeepers. We need to work with well-meaning folks that don't have the racial analysis. There needs to be a lot of accountability of the process and with each other.
- It is important to link the different efforts that are working on racism. We need to keep working on that and be there for each other consistently over the long haul.
- We always work in pairs, minimally different races, and try for different genders too.
- Take time to build a diverse core team and keep each other honest.
- The city council needed to see the impact of the changes in the community to put the feedback from white residents in perspective. Keep the focus on creating inclusion and to continue on that path even with resistance.
- Take the time to educate so people eventually can shift from being defensive to being proactive.
- We thought everything was going to happen faster than it did. It takes a lot of time to build trust. We have to be sensitive and take the time to have conversations with each other and to do the personal work.
- Make sure to involve a cross-section of groups in the planning process.
- Organizing in the community is different than doing organizing within an institution. I learned that community organizing doesn't work internally. It creates a lot of friction and resistance within an institution. The grass-roots model is confrontational and when you are working in an institution you are dealing with so many different systems. The focus needs to be on creating a collaborative model that does not get lost in "kumbaya" but rather focused on institutional racism. The dynamics of collaboration are very different.
- It is important for us to have buy-in from city leadership; it helped to deal with the barriers later on.

- Make sure the white people are doing their ongoing work on racism and privilege and people of color are doing their work on internalized oppression. We need to keep reaching for each other because we can't give up on each other.
- It is important to have institutional support that has the financial, people, and physical resources to help make the effort successful.
- We realized that if we were engaging the community to do this work, our own institution has to do the work ourselves. Our internal process is focused on education and training, office culture and environment and institutional policies and procedures.
- Be willing to actually name racism and talk about it. We need to recognize access and control issues.

Learning Network

Interview Questions

- As we think about creating a learning network for Phase Two, please share your hope and expectations for such a network. What would you like to receive from this process? (What do you want to know, what information would you want other communities to share, etc.)

Summary of the Interview Responses

A. Process

- It helps to be part of a national learning network for our own community. We become more credible and validated.
- We will need to share our theories up-front.
- We need to create a small-scale clearinghouse to share our information with each other.
- It would be good to have a support network.
- We could meet once or twice a year with strong support on the Web so that you could do work on your own time schedule. We are just learning the value of blogs. I prefer not to be on an e-mail listserv, since I already receive too many e-mails. I want something I can log into when I have time. Also having a Web-based location is helpful if someone new comes in, they can be brought up to speed quickly so the same questions are not being asked.
- I want to know the other people – who they are, what they have accomplished, and an opportunity to connect with folks personally.
- It is important when we come together that we have some analysis so we can communicate together. I need to know if they are doing organizing their community. Each of us needs to be prepared, have an understanding of the common issues, and how to engage people around institutional racism.
- We don't need a textbook or experts on racism. We need to create a collective learning community.
- We will need money for our time.

- We need somebody that could listen to our discussions and collect common themes and share them back to the group. We just don't have time to find out what other communities are doing.
- We need to have multiple ways of learning – phone conference, Web site, listserv, city exchanges. We went to another community to hear about their program, it was much better than reading it off their Web site.
- Leadership in a Changing World is a good model – listserv, face-to-face in different cities, etc. People took time to share their struggles with each other.
- It would be good just to recharge the battery – this is very hard work and is just mind-blowing the ongoing effects of structural racism.

B. What we want to know from each other

- An opportunity to discuss how racism works and how to articulate it to different groups. Taking time to increase our skills of seeing racism in policies and its effect on different groups, since racism is sometimes so subtle and embedded institutionally.
- Our community is having a large influx of African immigrants and now there is tension between them and the longstanding African-Americans in the community. I would like to learn from other communities that have experience and find out their strategies.
- We would like to see other communities' best practices.
- We learned from our assessment process that local government leadership structures (boards and commissions) are not always welcoming and it is important to have different levels of involvement for people to enter. I would like to know other communities' models.
- We want to know more about evaluation and learn about the impact of the initiative in the community.
- We would like more cultural profiles.
- We want to know how communities are “reframing” the issue. We are looking at different approaches. We are having the same conversation over and over at the national level in ways that aren't helpful.
- We want to talk to communities with similar demographics and find out what they are doing.
- Learn about different communities' strategies and best practices. An opportunity to discuss what might be possible in our community. [6 communities mentioned this point.]
- Learn more about what other communities are doing to address the achievement gap.
- Learn more about social entrepreneurship and find out different ways we can sustain the organization including learning from the business community.
- What are different communities' phases of the work so we can prepare as we plan our strategy.
- What are different communities' specific organizational structures?

- What are checks and balances other communities have in place?
- What are other communities doing with dialogue to combat racism?
- What does a training 101 curriculum look like for different communities?
- How do you make changes for the low-income community?
- How do racial dynamics work in multiracial groups? How do whites enter a group as white people?
- How to prepare an organization to really do this kind of work and share the power?
- How to sustain shared leadership and to renew leadership and involvement? I am interested in learning more about different shared leadership models.
- How do communities have youth involved in their efforts?
- How do people work in specific racial/ethnic communities?
- How do you make the data compelling?
- How do you foster mutual accountability and partnerships?

CONCLUSION

The research conducted for this project has confirmed it is possible to see patterns among the different comprehensive community initiatives on race. For example, we can see similarities in the kinds of issues that prompt community action, institutions and individuals that take leadership roles, strategies used, supports that communities need, and obstacles or problems that communities face.

There should be a systematic effort to build knowledge about how to increase racial equity through a comprehensive initiative – knowledge other communities can use. The communities that have stepped up to address racial injustice have an urgent desire for more information, strategies, and tools.

The partners in this effort believe that further research will require examination and analysis of the information we do have, and additional research into aspects of the field with limited data. We can map the change process and identify community capacity and resources. This can lead to understanding the essential principles and practices of creating effective comprehensive community initiatives on race. The final step will be building the capacity of the field and strengthening other communities that aspire to address racial inequities.

Appendix A Basic Information about Interviewees' Community Initiatives

RIVERSIDE, CALIFORNIA

Name of the Initiative:	Mayor's Multicultural Forum and Human Relations Commission
Institutional Entity:	City Hall
Region:	West
Population:	300,351
Demographics:	African-American - 8% Asian American/Pacific Islander – 10% Latino/a – 45% Native American – DR* White – 37% Multiracial – DR*
Strategic Focus:	Community Awareness, Race Relations, and Racial Inequities
Mission	<i>The Human Relations Commission:</i> "Advocating for equal opportunity, justice, and access in the City of Riverside to services and opportunities. Fostering mutual understanding and respect between people; encouraging education and outreach; developing and promoting programs which work to eliminate prejudice and discrimination." <i>The Mayor's Multicultural Forum:</i> "With a membership that includes people from many ethnic communities of Riverside, the Forum will be a place of discussion and a way to offer the City advice on diversity and multicultural issues – in particular, how to address cultural differences as economic, educational, and civic strengths."
Current Strategies:	Dialogue Groups/Study Circles, anti-racism training, media campaign, policy change, community events/conferences, awareness training, community/neighborhood forums, mediation, community/sector report card, diverse stakeholder group
Began	Human Relations Commission – 1966, Mayor's Multicultural Forum -1998
Website	www.riversideca.gov

LONGMONT, COLORADO

Name of the Initiative:	Longmont's Multicultural Plan
Institutional Entity:	City and Community Collaboration
Region:	Southwest
Population:	82,798
Demographics:	African-American - .5% Asian American/Pacific Islander – 1.9% Latino/a – 19.1% Native American – 1% White – 84.8% Multiracial – 11.9%
Strategic Focus:	Community Awareness, Race Relations, and Racial Inequities Build and sustain relationships with the Latino community
Mission	A five year plan to guide the community while becoming a multicultural community; which establishes and sustains connections with the Latino community, but will also serve as a tool where the people of Longmont can work together to become a caring and inclusive community
Current Strategies:	Dialogue groups, community organizing, policy change, community events/conferences, action teams, community report, community/neighborhood forums, leadership development, advocacy work, mediation, storytelling, diverse stakeholder leadership group
Began	2002
Website	www.ci.longmont.co.us

* DR=Did not respond

JACKSONVILLE, FLORIDA

Name of the Initiative:	Jacksonville Community Council (JCCI)
Institutional Entity:	Non-Profit
Region:	Southeast
Population:	1.2 million metro, 880,000 city
Demographics:	African-American – 28% Asian American/Pacific Islander – 3% Latino/a – 4% Native American – .3% White – 66% Multiracial – 3%
Strategic Focus:	Racial Inequities
Vision	The vision, as stated in the 2002 report, is that of racial justice and inclusion, in which all residents feel free to, and actually do, participate fully in public life, unimpeded by race-based disparities or discrimination.
Current Strategies:	Dialogue, awareness training, anti-racism training, community/neighborhood forums, media campaign, leadership development, policy change, advocacy work, community events/conferences, organizational assessment/audits, community report card, research report, diverse stakeholder group.
Began	1975 – organization, 2001 – comprehensive study
Website	www.jcci.org

FORT WAYNE, INDIANA Allen County

Name of the Initiative:	United Way of Allen County’s Task Force to Undo Racism and Overcome Barriers Diversity Initiative
Institutional Entity:	Non-profit organization and Coalition of Organizations
Region:	Midwest
Population:	336,441
Demographics:	African-American – 11% Asian American/Pacific Islander – 2% Latino/a – 5% Native American – .1% White – 83% Multiracial – 4%
Strategic Focus:	Community Awareness, Race Relations, and Racial Inequities
Vision	To foster understanding and acceptance of ethnic and cultural differences in order to create a diverse environment where all people have equal opportunity to develop and utilize their talents and abilities without regard to race, color, gender, religion, national origin, age, disability, or sexual orientation.
Current Strategies:	Dialogue groups/study circles, anti-racism training, action teams, awareness training, community/neighborhood forums, skill-building training, leadership development, diverse stakeholder leadership group.
Began	1994
Website	www.unitedwayallencounty.org

ST. CLOUD, MINNESOTA Stearns County

Name of the Initiative:	Create CommUNITY Initiative
Institutional Entity:	Leadership group of Diverse Stakeholders
Region:	Midwest
Population:	167,392
Demographics:	African-American – .8% Asian American/Pacific Islander – 1.5% Latino/a – 1.3% Native American – .3% White – 96% Multiracial – DR*
Strategic Focus:	Racial Inequities
Mission	The mission of Create CommUNITY is to provide a welcoming, non-discriminatory environment with respect and opportunity for all in the St. Cloud, Minnesota area.
Current Strategies:	Dialogue groups/study circles, anti-racism training, media campaign, community organizing, community events/conferences, action teams, organizational assessments/audits, research report, awareness training, community/neighborhood forums, skill-building training, leadership development, diverse stakeholder leadership group
Began	1998
Website	www.CreateCommUNITY.info

ST. PAUL, MINNESOTA
Ramsey, Dakota, and Washington Counties

Name of the Initiative:	Facing Race <i>We're all in this together™</i>
Institutional Entity:	Foundation
Region:	Midwest
Population:	1,068,000
Demographics:	African-American – 5 % Asian American/Pacific Islander – 6 % Latino/a – 4 % Native American – .5% White – 85% Multiracial – DR*
Strategic Focus:	Community Awareness and Racial Inequities
Vision	The vision of Facing Race is to create a more equitable, just and open region, and a community in which everyone feels safe, valued, and respected.
Current Strategies:	Dialogue groups, awareness training, diverse stakeholder leadership group and learning cohorts comprised of institutional leaders
Began	2002
Website	www.facingrace.org

SOUTH ORANGE AND MAPLEWOOD, NEW JERSEY

Name of the Initiative:	South Orange/Maplewood Community Coalition on Race
Institutional Entity:	Non-profit organization
Region:	Mid-Atlantic
Population:	40,912
Demographics:	African-American – 32.1% Asian American/Pacific Islander – 3.4 % Latino/a – 5 % Native American – .1% White – 59.4% Multiracial – 3.3%
Strategic Focus:	Community Awareness, Race Relations, Racial Inequities and To achieve and sustain the robust participation of all races in housing, schools and civic life.
Mission	To achieve and sustain the robust participation of all races in housing, schools and civic life.
Current Strategies:	Dialogue groups/study circles, media campaign, community organizing, policy change, community events/conferences, action teams, organizational assessments/audits, research report, awareness training, community/neighborhood forums, advocacy work, mediation, storytelling, diverse stakeholder leadership group, and pro-integration training.
Began	1996
Website	www.twotowns.org

ALBUQUERQUE, NEW MEXICO

Name of the Initiative:	Anti-Racism Training Institute of the Southwest and Project Change Fair Lending Center
Institutional Entity:	Non-Profit Organization
Region:	Southwest
Population:	1.2 million
Demographics:	African-American – 3 % Asian American/Pacific Islander – 2 % Latino/a – 47 % Native American – 10% White – 40% Multiracial – DR*
Strategic Focus:	Racial Inequities
Mission	ARTI is committed to anti-racism organizing and community building through education, training, advocacy, inclusion, collective and democratic decision-making, and accountability to the community. Our goal is to promote equity and eliminate racial disparities in institutional outcomes in New Mexico, particularly in health and access to credit, capital, and homeownership.
Current Strategies:	Anti-racism training, community/neighborhood forums, community organizing, leadership development, policy change, advocacy work, diverse stakeholder leadership group.
Began	1991
Website	none

* DR=Did not respond

NASSAU AND SUFFOLK COUNTY, NEW YORK

Name of the Initiative:	ERASE Racism
Institutional Entity:	Non-Profit Organization
Region:	North East
Population:	2.8 million
Demographics:	African-American – 10 % Asian American/Pacific Islander – 3.4 % Latino/a – 12 % Native American – <1% White – 73% Multiracial – .5%
Strategic Focus:	Racial Inequities
Mission	To address racial segregation and disparities and promote racial equity in civil society and in institutions.
Current Strategies:	Anti-racism training, media campaign, policy change, community events/conferences, action teams, organizational assessments/audits, research report, advocacy work, community/sector report card, diverse stakeholder leadership group.
Began	2001
Website	www.eraseracismny.org

SYRACUSE, NEW YORK

Name of the Initiative:	Community Wide Dialogue to End Racism
Institutional Entity:	Non-profit and Interfaith Group
Region:	North East
Population:	150,000
Demographics:	African-American – 5 % Asian American/Pacific Islander – 2 % Latino/a – 3 % Native American – 2% White – 90% Multiracial – DR
Strategic Focus:	Community Awareness, Race Relations, Racial Inequities and Serve as a catalyst for personal and group action for racial justice
Mission	Community Wide Dialogue to End Racism and Promote Racial Healing is committed to: providing opportunities for honest conversations about race and racism; offering a format for learning from the experiences of others; engaging and joining with community leaders, organizations, groups, and individuals to develop practical recommendations and strategies for addressing institutional racism, improving race relations, and bringing about racial equity; continuing to build a broad network of organizations and sectors of the community to take complementary action on racial justice issues, with CWD's role as a conduit and a conveyor; and ending racism in Central New York and repair the social, economic and emotional wounds caused by past and present racism.
Current Strategies:	Dialogue groups/study circles, community organizing, policy change, community events/conferences, action teams, organizational assessments/audits, research report, skill-building training, leadership development, diverse stakeholder leadership group.
Began	1996
Website	www.irccny.org

* DR=Did not respond

CHARLOTTE, NORTH CAROLINA

Mecklenburg County

Name of the Initiative:	Community Building Initiative/Crossroads Charlotte
Institutional Entity:	Foundation
Region:	South East
Population:	700,000
Demographics:	African-American – 28 % Asian American/Pacific Islander – 3 % Latino/a – 7 % Native American – .4% White – 61% Multiracial – .6%
Strategic Focus:	Racial Inequities
Goals	To discover ways to increase social capital/connectivity through a laboratory project. To influence the “course that Charlotte-Mecklenburg charts for all its residents over the next ten years as we deal with issues of access, equity, inclusion and trust in the social, political, economic and cultural life of the community.” To effect positive community change on issues of access, equity, inclusion and trust through awareness and collective action.
Current Strategies:	Dialogue groups, community events/conferences, action teams, research report, storytelling, poetry/spoken word, infusion of the arts, scenario planning.
Began	Community Building Initiative – 1997, Crossroads Charlotte - 2004
Website	www.communitybuildinginitiative.org

FARGO, NORTH DAKOTA AND MOORHEAD, MINNESOTA

Name of the Initiative:	Cultural Diversity Resources
Institutional Entity:	Non-profit organization
Region:	Northwest/Midwest
Population:	147,000
Demographics:	African-American – .7 % Asian American/Pacific Islander – 1.2 % Latino/a – 2.0 % Native American – 1.2 % White – 93.6% Multiracial – 1.3%
Strategic Focus:	Community Awareness, Race Relations, Racial Inequities and Increase participation of ethnic individuals/groups in public and community affairs through serving on boards, committees or volunteerism
Mission	To build communities that value diversity by increasing the understanding of the value of diversity in the community; and eliminate barriers to community participation experiences by diverse populations.
Current Strategies:	Dialogue/study circles, community organizing, awareness training, skill-building training, leadership development, advocacy work, community report card, diverse stakeholder leadership group, and building the capacity of newly formed ethnic non-profit groups and creating liaison/alliances among different ethnic groups.
Began	1994
Website	www.culturaldiversityresources.org

CINCINNATI, OHIO

Name of the Initiative:	Better Together Cincinnati
Institutional Entity:	A coalition of funders
Region:	Midwest
Population:	350,000
Demographics:	African-American – 45 % Asian American/Pacific Islander – DR Latino/a – 5% Native American – DR White – 50% Multiracial – DR
Strategic Focus:	Racial Inequities
Mission	To achieve greater equity, opportunity and economic inclusion for the African-American community in the areas of police/community relations and criminal justice, including the implementation of Cincinnati's landmark Collaborative Agreement, employment and educational achievement.
Current Strategies:	Community organizing, policy change, community events/conferences, organizational assessment/audit, research report, leadership development, diverse stakeholder leadership group
Began	2003
Website	www.greatercincinnati.org

* DR=Did not respond

SEATTLE, WASHINGTON

Name of the Initiative:	City of Seattle Race and Social Justice Initiative
Institutional Entity:	City Hall
Region:	Northwest
Population:	563,374
Demographics:	African-American – 8.4 % Asian American/Pacific Islander – 13.1% Latino/a – 5.2 % Native American – 1% White – 70% Multiracial – 4.4 %
Strategic Focus:	Community Awareness, Race Relations, Racial Inequities, and Address institutionalized racism in City of Seattle government
Mission	The focus of the Race and Social Justice Initiative is initially internal to City of Seattle government. All city departments have developed RSJI work plans focused on dismantling institutionalized racism and supporting multiculturalism within each respective department. Based on issues identified in the initial RSJI work plans, SOCR identified five central concerns that cut across all city departments: capacity building, workforce equity, economic equity, public engagement, and immigrant services. City-wide efforts are being focused on these five central concerns.
Current Strategies:	Anti-racism training, community organizing, policy change, action teams, organizational assessments/audits, awareness training, skill-building training, leadership development.
Began	2004
Website	www.seattle.gov/civilrights/default.htm

* DR=Did not respond

Appendix B Community Survey

This project, funded by the Annie E. Casey Foundation, will produce a comparison of the major differences and similarities of various comprehensive community initiatives focused on racial inequities. This document will be shared in its composite form with limited specific community information. Your community initiative will be listed as a contributor to this catalog of information. The plan for phase two is to create a learning network of up to a dozen communities that can learn from each other about strategies, leadership development, community engagement processes, resource development, and sustainability. From this process, we plan to create a guide for communities that want to create comprehensive initiatives to address racial inequities.

This survey will take approximately 30 minutes to provide basic information about your effort. We may want to contact you by phone to learn more. ***We sincerely appreciate your generosity in sharing information about your initiative so other communities may learn from your efforts.***

<i>Tell us about You</i>

Name: _____

Address: _____

City/State/Zip: _____

Day Phone: _____

Email Address: _____

Website: _____

Race/Ethnicity: _____

Role in the Effort: _____

Did you consult with others when completing this survey? _____

<i>Tell us about your Community:</i>

Community: _____ Population size: (approximate): _____

Demographics: (use approximate percentages)

____ African-American

____ Asian American/Pacific Islander

____ Latino/a

____ Native American

____ White

____ Multiracial

Has your community experienced a significant demographic change in the past 10 years? Please describe.

<i>Tell us about your Effort:</i>
--

1. What is the name of the initiative/coalition/task force/non-profit?

2. When did your effort start?

3. Please describe how this initiative began. Were there any significant events that precipitated this initiative?

4A. Which of these institutional supports and capacities existed within the community to address race? Please add others.

	One or more organization(s) able to convene diverse stakeholders.	Respected leaders in the community who spoke up about racial issues
	One or more organization(s) that works specifically on race relations or racial equity issues.	An organized group of residents or an informal group who continually brought up racial issues to a formal authority (e.g. city council)
	A formal leadership group that was addressing racial issues (school board, chamber of commerce, mayor, city council, civic leadership group, etc).	A coalition of organizations that continually brought up racial issues to a formal authority (e.g., city council).
=====Please list other institutional supports and capacities=====		

4B. Who are the key actors who take leadership on racial issues in your community today? *Such as: mayor, religious leaders, local media, business leaders, etc.*

5. What are the mission and the goals of the effort?

6. Which of the following best describes the initiative's strategic focus?

- Increase the community's racial/ethnic awareness, knowledge, and/or skills.
- Improve race relations amongst groups and/or in the community as a whole.
- Reduce racial inequities in community.
- Other – please describe: _____

Please add any comments about your initiative's focus.

7. How does this initiative define racism?

Tell us about the Leadership and Community Involvement:

8A. Which of the following best describes the current organization/group which is the "container" for this effort?

Container= provides the lead role in maintaining and sustaining the effort.

- Non-profit organization
- Foundation
- City Hall/Mayor
- Coalition of organizations
- Leadership group of diverse stakeholders
- Interfaith group
- Other – please describe: _____

8B. Did this "container" exist throughout the effort? Yes No.

If not, please share what other entities played this role and approximately how long.

9. Are there other efforts in the community that focus on addressing race relations or racial equity or is this the only such effort in the community? Describe other efforts.

10. Which sectors of your community are involved in this effort and how are they involved? *Please indicate all of their roles.*

L=serves a leadership role

P=provides financial support or services

I=Involved in program activities

L	P	I	Sector	L	P	I	Sector
			Corporations				Medium and small businesses
			Faith groups				Social services organizations
			Advocacy organizations				Criminal justice
			Schools				Higher education
			City government				Health agencies/hospitals
			Local foundations				Non-profits
			Neighborhood groups/associations				Media
			Real estate				Housing organizations
			Economic development organizations				Banks
=====Please add others=====							

11. Please share two major ways this effort sought broad community involvement.

Tell us about outcomes and strategies

12. Please share the effort's desired long-term outcomes.

13. What have been the outcomes to date?

- Increased community awareness
- A growing group with knowledge or skills
- New programs to promote racial equity
- Changes in policies or practices
- Improved/more media coverage
- Increased diversity in civic leadership roles
- Different/increased conversations about race
- New alliances across racial/ethnic lines
- More leaders advocating for racial equity
- Tracking of racial indicators in different sectors
- Organized response to racial crisis
- More organizations working internally on equity

Other Outcomes:

Appendix C Overall Survey Results

Total Surveys Sent: 61

States represented (58 communities*) **31 states**
 States with 5 communities Minnesota**, Michigan
 States with 4 communities Florida, North Carolina
 States with 3 communities New York, Ohio

**Two different organizations were sent surveys in one community and two communities decided not to complete survey due to status of the initiative.
 **One regional initiative is in two states – Fargo, ND and Moorhead, MN*

Regions represented (58 communities)
 Midwest (10 states) 19 communities (8 states represented)
 Southeast (10 states) 13 communities (6 states represented)
 Mid-Atlantic (6 states & District of Columbia) 6 communities (3 states represented)
 Northeast (7 states) 6 communities (4 states represented)
 Northwest (7 states) 6 communities (4 states represented)
 Southwest (5 states) 5 communities (5 states represented)
 West (5 states) 3 communities (2 states represented)

Highest percentage of states represented in a region - Southwest – 100%, Midwest – 80%

Surveys Completed: 42 communities* 68% return rate

Little Rock, AR	Tucson, AZ	Santa Barbara, CA
Riverside, CA	Longmont, CO	Hartford, CT
Westport, CT	Wilmington, DE	Delray Beach, FL
Jacksonville, FL	West Palm Beach, FL	Sarasota, FL
Aurora, IL	Springfield, IL	Fort Wayne, IN
Birmingham, MI	Flint, MI	Kalamazoo, MI
St. Cloud, MN	St. Paul, MN	Rochester, MN
Willmar, MN	St. Louis, MO	Charlotte, NC
Greensboro, NC	Winston-Salem, NC	Fargo, ND/Moorhead, MN
Pennsauken, NJ	S. Orange/Maplewood, NJ	Albuquerque, NM
Long Island, NY	Syracuse, NY	Dayton, OH
Cincinnati, OH	Rock Hill, SC	Sioux Falls, SD
Knoxville, TN	Waco, TX	Norfolk, VA
Burlington, VT	Seattle, WA	Kenosha/Racine, WI

**One partially completed online*

Requested Survey to be Completed* 17 communities

Los Angeles, CA	Waterloo, IA	Idaho Falls, ID
Louisville, KY	Lexington, KY	Lowell, MA
Detroit, MI	Benton Harbor, MI	Greensboro, NC**
Wilmington, NC	Albany, NY	Cleveland, OH
Tulsa, OK	Corvallis, OR	Richmond, VA
Spokane, WA	Wausau, WI	

**Two communities decided not to complete survey due to status of the initiative: Opelika AL, Davidson NC*

***Two different organizations were sent surveys in this community and one completed the survey.*

Interviews 14

Riverside CA, Longmont CO, Jacksonville FL, Fort Wayne IN, St. Cloud MN, St. Paul MN, Charlotte NC, Fargo ND/
 Moorhead MN, South Orange/Maplewood NJ, Long Island, NY, Albuquerque NM, Syracuse NY, Cincinnati OH, Seattle WA

Age of Initiative

Less than 2 years	3-5 years	6-10 years	11 years +
<i>Delray Beach, Kalamazoo, Sarasota, Santa Barbara, Seattle, Winston-Salem</i>	<i>Burlington, Cincinnati, Dayton, Greensboro, Jacksonville, Long Island, Longmont, Sioux Falls, St. Louis, St. Paul, Westport</i>	<i>Aurora, Charlotte, Flint, Hartford, Kenosha/Racine, Norfolk, Palm Beach Pennsauken, Riverside, Rock Hill, S. Orange/ Maplewood, Springfield, St. Cloud, Syracuse, Tucson, Waco, Willmar, Wilmington</i>	<i>Albuquerque, Birmingham MI, Fargo/Moorhead, Fort Wayne, Knoxville*, Little Rock, Rochester</i> <i>*Includes time period of previous effort – Project Change Knoxville</i>
7 communities	11 communities	18 communities	7 communities

Note: Longest effort – Birmingham, MI – 19 years; 8 efforts started in 1998

Institutional Entity*

Non-Profit	Foundation	Government	Coalition	Leadership Group
<i>Albuquerque, Aurora, Birmingham MI, Fargo/Moorhead, Greensboro, Hartford, Jacksonville, Kalamazoo, Kenosha/Racine, Knoxville, Long Island, Norfolk, Pennsauken, Rochester, S. Orange/ Maplewood, Santa Barbara, Syracuse, Tucson, West Palm Beach, Willmar</i>	<i>Charlotte, Cincinnati, St. Paul</i>	<i>Delray Beach, Little Rock, Longmont (Coalition), Riverside, Rock Hill, Seattle, Springfield, Westport</i>	<i>Flint, Fort Wayne (NP), Sarasota (NP), St. Louis (NP), Winston Salem</i>	<i>Dayton, Sioux Falls, St. Cloud, Waco (NP), Willmar (NP)</i>
20 communities	3 communities	8 communities	5 communities	5 communities
Avg. Age: 10 years	Avg. Age: 5.3 years	Avg. Age: 5.8 years	Avg. Age: 5.6 years	Avg. Age: 6.6 years

**Burlington did not complete this question.*

Size of the Community

< 50,000	50,-100,000	100-300,000	300-1 million	1 million +
<i>Birmingham MI, Pennsauken, S. Orange/Maplewood, Westport, Willmar</i>	<i>Dayton, Delray Beach, Longmont, Rochester, Rock Hill</i>	<i>Aurora, Burlington, Fargo, Flint, Greensboro, Kalamazoo, Kenosha/Racine, Little Rock, Sioux Falls, Springfield, St. Cloud, Syracuse, Waco</i>	<i>Albuquerque, Charlotte, Cincinnati, Fort Wayne, Knoxville, Riverside, Santa Barbara, Sarasota, Seattle, St. Louis, Tucson, Wilmington, Winston-Salem</i>	<i>Hartford, Jacksonville, Long Island, Norfolk, Palm Beach, St. Paul</i>
5 communities	5 communities	13 communities	13 communities	6 communities
Avg. Age: 9.8 years	Avg. Age: 7.2 years	Avg. Age: 7.5 years	Avg. Age: 6.5 years	Avg. Age: 6.0 years

Racial Demographics

Predominately White (>75%)	Predominately African American (highest % age)	Whites/ African American*	Whites/ Latino/a*	Whites/ African American/ Latino/a*	Whites/ Latino/a/ African American
<i>Burlington, Birmingham MI, Fargo/ Moorhead, Fort Wayne, Kalamazoo, Kenosha/ Racine, Knoxville, Longmont, Rochester, Sarasota, Sioux Falls, Springfield, St. Paul, St. Cloud, Syracuse, Westport</i>	<i>Flint, St. Louis</i>	<i>Charlotte, Cincinnati, Dayton, Delray Beach, Greensboro, Jacksonville, Little Rock, Norfolk, Rock Hill, S. Orange/ Maplewood, Wilmington, Winston-Salem</i>	<i>Albuquerque, Aurora, Santa Barbara, Tucson</i>	<i>Palm Beach, Pennsauken,</i>	<i>Hartford, Long Island, Waco, Willmar</i>
16 communities	2 communities	12 communities	4 communities	2 communities	4 communities
Avg. Age: 8.0	Avg. Age: 6.5	Avg. Age: 6.4	Avg. Age: 8.7	Avg. Age: 8.0	Avg. Age: 6.7

**Whites less than 75% and next highest percentage racial group*

Predominately Latino/a (highest % age): Riverside Age: 8 years
Whites/Asian American*: Seattle Age: 2.0 years

Strategic Focus*

Awareness	Race Relations	Racial Inequities	Awareness & Race Relations	Awareness, Relations, Inequities	Awareness, Relations, Inequities & Other
<i>Burlington, Little Rock, Rochester</i>	<i>Aurora, Sioux Falls, Springfield, Palm Beach</i>	<i>Albuquerque, Charlotte, Cincinnati, Hartford, Jacksonville, Knoxville, Long Island, Santa Barbara, St. Cloud, Winston Salem, Wilmington</i>	<i>Birmingham MI, Norfolk, Sarasota, Tucson, Waco</i>	<i>Delray Beach, Flint, Fort Wayne, Kalamazoo, Kenosha/Racine, Pennsauken, Riverside, Rock Hill, St. Louis,</i>	<i>Fargo/Moorhead, Greensboro, Longmont, Seattle, S. Orange/ Maplewood, Syracuse, Willmar</i>
3 communities	4 communities	11 communities	5 communities	9 communities	7 communities
Avg. Age: 11 years	Avg. Age: 6.7 years	Avg. Age: 7.2 years	Avg. Age: 8.6 years	Avg. Age: 6.7 years	Avg.: 8.4 years

*Dayton, OH did not complete this question.

Awareness & Racial Inequities: *St. Paul* Age: 4.0 years
 Awareness & Other: *Westport* Age: 3 years



How the Initiative Began

Racial Incident/Legal Case/Hate Crime 12
Examples: high school students fighting, police shooting, desegregation case, tensions regarding civil service determinations

Convening of community residents and/or leaders 10
Examples: community leadership forum, MLK event, visioning process, community assessment process

Goal of a Formal Authority 6
Examples: City Commission's goal, Response by Secretary of State to a report, Foundation's goal

Changing Demographics* 3
**Though 76% of the surveyed communities said there was a significant demographic change in their community in the last ten years.*



Significant Demographic Changes

Communities which stated a significant demographic change 32

Description of demographic change:

- Increasing Latino population 12
- Refugee Resettlement area/Influx 4
- White and/or African American Flight 4
- People of color increasing 3
- Latino and Asian population increasing 2
- Fastest growing area 2
- Sub-Saharan African population increasing 1
- Blacks, Whites, and Hispanics increasing 1
- Latinos and Whites increasing 1



Sectors Involved in Initiative, By Role*

Leadership=serves a leadership role **Supporter**=provides financial support or services **Involved**=Involved in program activities

Community Sectors	Leadership	%	Supporter	%	Involved	%	Overall Involvement in Initiative
Corporations	7	17	19	46	20	49	46
Faith groups	16	39	12	29	33	80	61
Advocacy organ.	11	26	6	14	32	78	49
Schools	12	29	8	19	28	68	48
Government	23	56	16	39	24	58	63
Local foundations	11	26	27	66	15	36	53
Neighborhood groups	5	12	4	9	25	61	34
Real estate	4	9	4	9	13	32	21
Economic development organ.	5	12	6	14	17	41	28
Medium and small businesses	9	22	15	36	17	41	41
Social services organ.	13	32	5	12	27	66	45
Criminal justice	5	12	3	7	19	46	27
Higher education	13	32	11	26	27	66	51
Health agencies/ hospitals	6	14	10	24	20	49	36
Non-profits	20	49	14	34	31	75	65
Media	8	19	4	9	22	53	34
Housing organizations	4	9	2	5	16	39	22
Banks	7	17	15	36	15	36	37

*Burlington, VT did not complete this question

Average number of sectors involved in a community's initiative by role:

Leadership: 4.5 sectors, Provider: 4.4 sectors, Involved: 10.3 sectors

Highest ranking sectors in Leadership Role: Government, Non-profits, Faith Groups

Highest ranking sectors in Supporter Role: Local Foundations, Corporations, Government

Highest ranking sectors in "Involved" role: Faith Groups, Advocacy Organizations, Non-profits, Schools, Social Service Organizations, Higher Education, Neighborhood Groups

Highest ranking sectors overall: Non-profits, Government, Faith Groups

Other sectors mentioned: Arts and Cultural organizations, Sports, Entertainment, Law Enforcement, Ethnic Groups

.....
Who are the key actors who take leadership on racial issues in your community today?

	No.	Percentage
Non-Profit organizations and/or leaders	22	52
Local Elected Leaders (mayor, county executive, city council)	22	52
Faith Community Leaders	17	40
Human Rights Commission	8	19
City Departments	7	17
Media organizations or leaders	7	17

Definition of Racism

One of the most common definitions, used by 10 initiatives, is “racial prejudice plus power” or some minor variation. Five groups said they have either not agreed upon one definition or had not formally defined racism. Seventy-one percent used an institutional racism definition and 11 percent used an individual racism definition.

Stages of the Initiative

Stage 1

- Assess the Community 14
Time ranged from 3 months to five years to ongoing. Most said 1-2 years.
- Build Community awareness 12
Time ranged from 6 months to five years to ongoing. Most said 1-2 years
- Build Relationships and/or Partnerships 4
Time ranged from 6 months to five years to ongoing. Most said 6 months.

Stage 2

- Define Issues/Identify Barriers 5
Time ranged from 6 months to five years. Most said 1 year
- Build Relationships 5
Time ranged from 1 year to ongoing. Most said ongoing.
- Create an Action Plan 3
Time ranged 3 months to 2.5 years.

Stage 3

- Create an Action Plan 8
Time ranged from 2 months to ongoing. Most said 6 months to 1 year.
- Build Multiracial Relationships 3
Time ranged from 1 year to ongoing.

Outcomes of Initiatives

	Number	Percentage
Increased community awareness	38	90%
Different/increased conversations about race	34	81%
A growing group with knowledge or skills	34	81%
New alliances across racial/ethnic lines	30	71%
More leaders advocating for racial equity	29	69%
Improved/more media coverage	28	66%
More organizations working internally on equity	25	59%
Changes in policies or practices	24	57%
New programs to promote racial equity	23	54%
Increased diversity in civic leadership roles	19	45%
Organized response to racial crisis	14	33%
Tracking of racial indicators in different sectors	13	31%

Other Outcomes Mentioned:

- People spoke about a sense of healing after having the opportunity to speak and be heard.
- Increased connection to state-wide organizing efforts.
- There is a rise in the value of real property.
- Increased capacity building due to change teams for each city department.
- Increased outreach to engaging youth in anti-bias, anti-racism efforts.

Evaluation Methods

	Number	Percentage
Evaluation Forms	26	62%
Surveys	19	45%
Tracking Indicators	13	31%
Interviews	12	28%
Focus Groups	11	26%
Have not formally started an evaluation process	11	26%
Report Cards	10	24%

Where does the funding come from?*

Funding source	Number of communities who said they receive	Range of funding from source (by percentage)**
Local Foundations	27	2-89%
Individual Donors	22	2-30%
Corporations	18	2- 100%
City/County Government	16	26-100%
National Foundations	13	1-80%
Events	11	10-32%
Fee for Service	7	2-29%
<i>Among those communities that receive funding from government, national foundations, local foundations, or corporations, that funding constitutes, on average, what percentage of their budgets?</i>		Government (13 communities) – 63% National Foundation (7 communities) – 38% Local Foundation (13 communities) – 35% Corporations (9 communities) – 26% Events (4 communities) – 18.75% Donors (10 communities) – 12.7% Fee for Service (3 communities) – 12%

* 2 communities did not answer this question.

**11 communities did not answer this question.

Budget

	Number	Percentage of respondents
Did not answer question	13	31%
No Budget	3	7%
Less than \$50,000	6	14%
\$51,000 – \$100,000	7	16%
\$101,000 – \$200,000	5	12%
\$201,000 – \$500,000	5	12%
\$501,000 +	3	7%
<i>Average budget</i>	<i>182,819*</i>	

*This does not include a foundation collaborative which has a budget of \$1.3 million.

Learning Network

83% would be interested in joining a learning network and 12% may be interested.

Type of learning network	No. of respondents expressing interest	%
A one-time convening over several days (3-4)	7	16
A longer-term peer learning forum over a period of years	14	33
Something in between	18	43
A seminar held in your location for key leaders	12	28
Web-based information and network	20	48

As we think about creating a learning network for Phase Two, please share your hope and expectations for such a network. What would you like to receive from this process?

Network with other communities/moral support	6
Ideas for Funding sources and language for grantmaking	6
Measuring outcomes and/or effectiveness	7
Learn what strategies have worked/not worked	14
How-to/more knowledge/gain new ideas	25

Suggestions from respondents on issues to learn more about included:

- What are communities doing that are facing a significant demographic change?
- Exploration of power dynamics
- Cultural profiles information
- How to deal with anti-racism extremists
- Learn different ways to engage the community: *youth, those with deeply racist patterns, higher education*
- How to measure racial disparities and use indicators to spur community change
- Ways to improve data collection in local/state/national levels
- Information about organizational development and capacity building: *affordable opportunities for organizational development, learn about organizational structures including budget and staffing, sustain committed volunteers, development of effective grassroots networks*
- Learn more about the concept of social entrepreneurship
- Ways to overcome obstacles/resistance – what techniques and methods were used.
- How have grassroots coalitions and other efforts successfully addressed economic issues?
- Learn more about how to present the structural racism model to the community
- Discuss how to share information, frame messages, and gain support from larger community
- How to push through white people's guilt and people of color's anger at having to keep at this?
- What are people reading?
- Dealing with burnout and how people stay refreshed and able to work on this year after year.

