

Center for Participatory Change

STRATEGIC PLANNING REPORT



2020 :: VISION

Table of Contents

1

INTRODUCTION + DESIGNING PROCESS

What is Strategic Planning? Why Does it Matter? What are the Steps?
Scope of Work // adé PROJECT – Strategic Planning Consulting
Team Members // adé PROJECT – Strategic Planning Consulting

2

ORGANIZATIONAL OVERVIEW

(CPC) Mission, Vision & Values
(CPC) Strategies of Work & Circle Work
(CPC) A Brief History & Timeline

3

LISTENING + SYNTHESIS

(CPC) Staff & Board Listening Sessions
(CPC) Circle Work Listening Sessions
Language Justice | Racial Equity | Popular Education
(CPC) Facing Future Forward – Community Listening Session

4

KEY QUESTIONS + FINDINGS

Clarifying Gaps & Areas of Need
Questions to Consider & SWOT Analysis
(ALIGN) Organizational Structure
(DESIGN) Sustainability
(REFINE) Roles & Relationships
CPC: An Inclusive Narrative

5

APPENDIX – APPLIED + RESOURCES

Appreciative Inquiry
Nonprofit & Strategic Planning
Strengths-Based Approach & Trauma-Informed Approach
Racial Equity & Power Analysis
Creative Facilitation Best Practices & Resources

LANGUAGE JUSTICE CIRCLE

challenges — opportunity

time

have clear start/end times so community can engage more easily

connect it back to CPC

circle members feel connected here, but not to CPC overall. the work doesn't always translate that this is CPC, we stand together

disrupt English

continue to focus on language decentralization and how to move beyond English-Spanish binary...if desired

distribute power & resources

share relationships, resources, and points of access with other circles, wider CPC and community members

connect it to circles

how can lessons learned be applied to other circles (i.e. product development, events, funds, etc)

rural

expand into rural South and other regional areas

CPC believes it's essential to create multilingual spaces where everyone can participate in community organizing. CPC's Language Justice Circle provides interpretation training through a social justice lens. LJC also provides gathering spaces for Spanish speakers, youth interpreters, and speakers of native languages to discuss language loss and reclamation, build relationships, and heal together.

STRENGTHS

- Clear programming + structure
- Revenue-based model (i.e. t-shirts, equipment rental, curriculum, facilitation)
- Founded and rooted in organizing and facilitation
- Resources available online (i.e. YouTube, Se Ve Se Escucha, Zoom, Instagram, etc)
- Offering trainings and gatherings via Zoom
- Luxury of time and availability with leader/coordinator
- Variance of learning, communication and group styles
- Locally, regionally, nationally and internationally known and connected
- Forged connection with Highlander Center, Southern Movement, etc
- Circle work has 20 years of relationships and experiences, longest running

TESTIMONIALS

“One of the most successful things that this circle has done is generated employment & income for people.” - Language Justice Circle

“Strengths of this circle include consistency, keeping folks involved, learning what language justice actually means, what it actually looks like, and being an advocate for ourselves, empowerment, outreach, and not feeling shame about learning Spanish.” - Language Justice Circle

“This circle has an infrastructure that is strong and could be shared throughout the region...I hope this circle remains as space for Spanish immersion and has an interconnectedness within CPC (with other circles and the overall organization work).” - Language Justice Circle

RACIAL EQUITY CIRCLE

challenges — opportunity

resolution

of conflict in a clear, consistent way in a appreciation culture, to grow from inquiry and be aware of white supremacy culture

updates

from leadership of CPC that aren't extractive or based on what is needed as opposed to what can be offered or given back to others

inclusion

of those most impacted as those involved with decision-making, planning & funding. 80% responders stated little to no inclusion in what happens at CPC

capacity & training

in building structure, curriculum, community outreach, popular education, language justice, etc

Black love

Day grows & is fully supported by other staff, Board and circles. Healing of old pains. Loving self.

impact investing

deepen economic mobility and investment focus for Black community - stocks, land, tech, etc

It is urgent that Black communities—as survivors of anti-blackness, white supremacy, and state-sanctioned violence—claim space to heal. RACIAL EQUITY CIRCLE's Black Love program is a place to break bread, form new relationships, and build community. There is also a pressing demand for institutions and organizations to challenge their culture of white supremacy. The Black Learning Exchange trains Black folks to become racial equity facilitators and use their lived experiences, shared wisdom, and collected resources to develop a curriculum.

STRENGTHS

- Focus on welcoming and acknowledging ancestors
- Intergenerational and valuing youth voice (in theory)
- Connection to history and living legends (people and places)
- Strength of internal connection
- Space specifically for Black + Afro-descendant community
- Continuity of programs - Black Learning Exchange + Black Love Day
- Collaborations with community organizations, leaders + resources

TESTIMONIALS

"Black love is..being present in Black communities and healing, blacademia, community building. It's the safest collective space I've been to here in Asheville." - Racial Equity Circle

"I receive affirmation and support in an Anti-Black culture with systems and institutions designed to kill us." - Racial Equity Circle

"The racial equity circle is creating healing space and structures...building its foundations in this complex and evolving landscape of the world regard racial equity and reflection in solidarity with other People of Color." - Racial Equity Circle

"Spread the word about this space and resource!" - Racial Equity Circle

POPULAR EDUCATION CIRCLE

challenges — opportunity

youth

leaders, and input
desired in the
planning & strategy

Black

community presence
is lacking in circle,
planning & outreach

male

representation
would make a
positive difference

materials

in art, books, supplies
rooted in social
justice that will help
to build capacity of
curriculum & team

more advance

requests which
will lead to more
engaging activities
for youth & strategy

space

to host Seeds of Hope,
to store materials, to
serve as a common hub
that is accessible to
circle & community

CPC believes in POPULAR EDUCATION, a collective learning process in which communities identify shared truths and come together to generate change. CPC also believes in integrating youth voices and centering youth leadership. Through Seeds of Hope/Semillas de Esperanza, the Popular Education Circle trains youth workers and educators—primarily immigrants, people of color, and single parents—to become popular educators, contract with local organizations, and provide relevant youth programming in movement spaces.

STRENGTHS

- Holds space for identity + pronouns - bridging to gender justice
- Intergenerational, bilingual space welcoming of and designed for youth
- Circle members have backgrounds in education, human services, child dev
- Alternative to childcare, valuing youth voice (in theory)
- Openness, and for those that come is a growth/graduation opportunity
- Humanitarian + compassionate leadership coupled with creativity and education
- Engaged, committed members of circle with hopes and intent to expand

TESTIMONIALS

“We want to educate youth and open their minds, open doors, connect with positive role models and celebrate creativity...the tools to build an equitable society.” - Popular Education Circle

“This is an outstanding program that has worked with Evergreen Charter School, Rainbow School, Buncombe County Government, CIMA, Southside Rising and many others.” - Popular Education Circle

“I believe this circle has made tremendous strides and remains in need of increased support and engagement & outreach for Black community members.” - Popular Education Circle

SWOT ANALYSIS

Strengths, Weaknesses, Opportunities & Threats

STRENGTHS

Talented staff connected to different communities
History + legacy
Healing work, with our whole selves
Language + culture
Regional + national language justice connections
Consensus decision-making, cooperative
Staff are deeply tied to their communities
Treat staff + participants like human beings
Food! Childcare, interpretation.
Willingness to face interpersonal challenges + disagreements - no posturing or power-grabbing
Focus on healing + self-care
Staff is experienced
Strong history brings allies - connections + networks
Autonomy
Ability to change
History + its allies
Community relationship
Talented personnel connected to different communities
Experienced staff + be creative
Participatory
Diversity in leadership
Community relationships
Staff with many talents + skills
Experience

WEAKNESSES

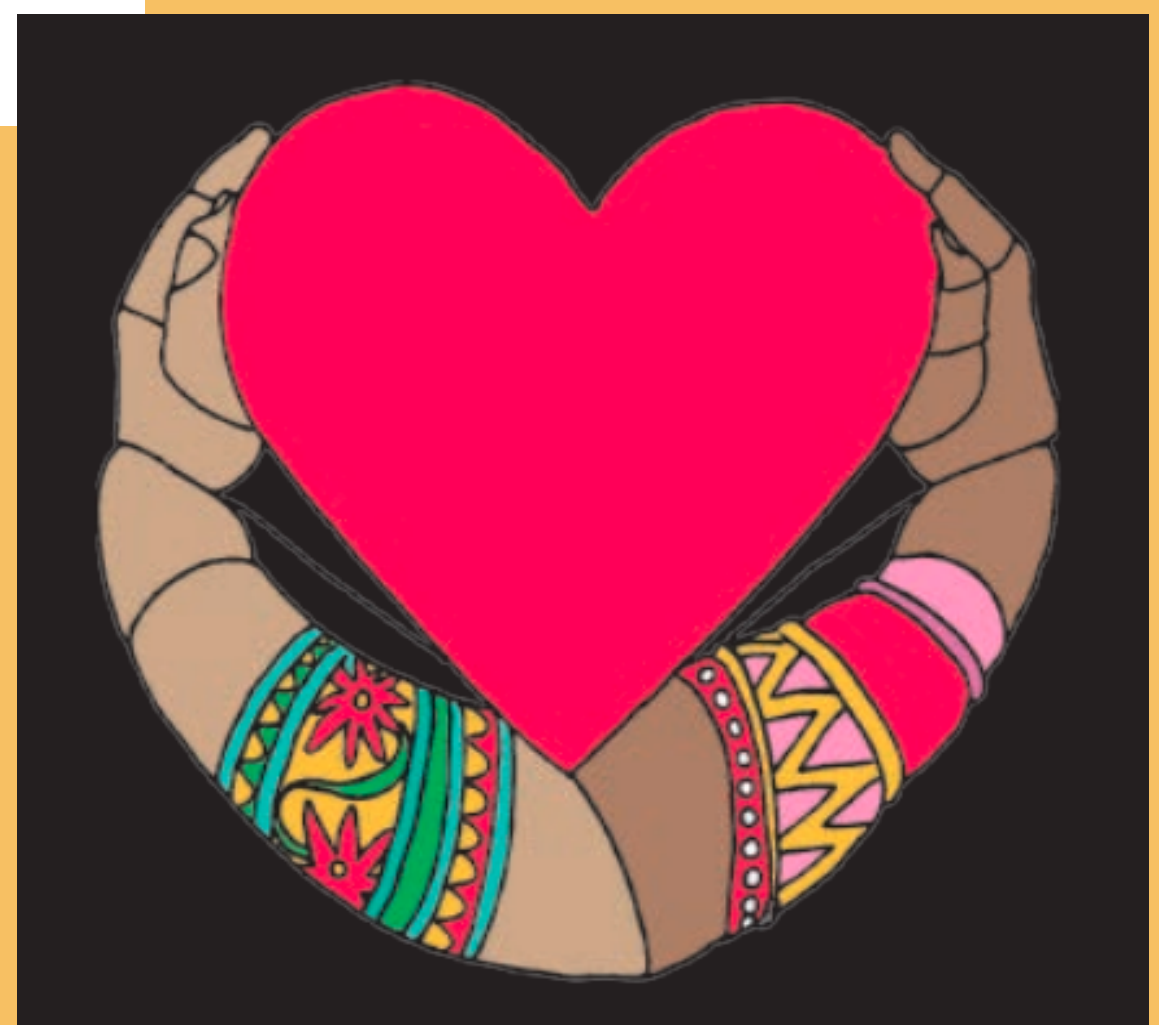
Transitions + succession of roles
Policy + Procedures
Constant funding source
Building capacity of folks to stay w/ organization
Mapping the year with a calendar
Documentation
Quick burnouts
Lack of staff, circle reporting
We are working with the same people
We need more attractive programs
We need more connections with other organizations
Timing + capacity that the work requires
Lack of identity
More responsibilities, less budget
Healing and self-care on the back burner
White supremacy showing up in space
Finance/sustainability plan that is strong
Lack of vision
Not knowing that to do if something isn't done / conflict
Geographic reach
Lack of staff or challenges with capacity
Lack of long-term sustainability
Lack of clarity around roles



ignite transform heal

THREATS

Staff focused on administration + management
Bilingual WNC born + raised Latinx
New people in Asheville
LJ esta de moda (LJ is fashionable!)
Many orgs + individuals connected to CPC
Many skills in communities - collective knowledge
Dogwood Health Trust - they say that want to focus on equity, particularly racial and have a broad view of health, use social determinants of health (CDC)
Sharing our expertise
Being able to have contracted workers
Strategic planning + clarity to our jobs
People want to know different ways to lead a meeting
Curriculum for each circle to give direction to the work
New ideas, new year, new chances



[what might it look like for intercambio to continue?]

OPPORTUNITIES

ALIGN | ORGANIZATIONAL STRUCTURE

OVERVIEW:

After conducting research, listening sessions and analysis, it is our overall finding that there are three key priorities to build a culture of awareness around the work of CPC & develop a culture of inclusion for the inner circle of people doing the work of CPC day-to-day.

RECOMMENDATIONS

1

Be Mindful of Intention vs. Impact.

Name + own intentions, plan for positive impact and be willing to listen, reflect + adjust.

2

Accountability

Define the places where there is shared power. Design checks and balances so that power remains in check. Discuss and create clear agreements for how the work gets done, the expectations and responsibilities that come along with it. Develop solid expectations and goals for the circle work, for the organization, and the greater community in an open, participatory and responsive way. Descriptions for roles.

3

Clarity + Vision of CPC

This would look like trust in people and policies. CPC builds up the work AND the people. CPC has clear and is in practice of organizational values. The inner and core circles can define leadership for themselves and own their style. De-lineate and de-clique the circles of work where needed. CPC serves as a network of support, training and healing. CPC has open sources and resources online for others in the area that can learn from what circles of work are doing or have done. CPC has clear goals. CPC exists as a space free from oppression and white supremacy. Checking white supremacy culture and characteristics. Sustain what works.

Design and visually create clear decision-making, onboarding & training pathways.

Set team agreements, agree to accountability, and continue to build learning, or exchanging skills.

Support staff with clear roles, healing and coaching stipends, ongoing training to build capacity.

Engage the lived experience and skills of community to support building capacity of CPC staff & board as trainers, facilitators, etc.

DESIGN | SUSTAINABILITY

OVERVIEW:

The proposed 12-month learning journey that can serve CPC and its inner, core, and community circles of engagement through intentionally designed onboarding + orientation experience, explicit support for ongoing wellness, training + coaching, integration + application, as well as listening + reflection. The work should ripple out from inner to community so that all circles of engagement are invited to participate in the sharing of power, influence + access. In the past, CPC's work & relationship to community has been impacted by assumptions driving the work and unnamed, invisible work culture dynamics. In order to grow the organization, and sustain the work of its people CPC will need to get explicit about what the work is, what's required to do the work, the culture that will support the work.

RECOMMENDATIONS

1

Onboarding + Orientation

This process should include an overview of CPC history, study of the organizational journey, mission, structure, values and goals as well as opportunity to engage in visioning the future alongside the shared definitions and group practices toward language justice, racial equity + popular education. Onboarding + orientation can last up to 90-180 days.

2

Wellness

This process should provide support that members of participatory structure of CPC. Support can be defined as to what it would look like at each circle of engagement, but ultimately the goal would be to uplift and sustain those doing the work on the grounds. Examples of wellness support could look like stipends for mental health counseling, therapy, healing services, somatics coaching or bodywork, or other means.

3

Training + Coaching // 12-Month (Topic) Learning Journey

This process should involve the voices of the inner circle or core staff to take inventory of their strengths, gifts, skills and experiences to identify gaps in what they need to be successful in their role at the beginning of their journey with CPC and throughout their time with CPC. Training, coaching, and learning should be accepted as an ongoing process with no staff person or leader exempt in the need for continuing education. The community evolves constantly and success is contingent upon relationship and relevance. Through a training and coaching model, CPC also positions itself to provide value to outer circles and others in the community by hiring community leaders and facilitators to guide group trainings or support staff as coaches when needed. In this way, CPC remains in constant relationship with the wider community authentically.

Community Building

Communication & Engagement

Conflict Resolution

Curriculum Development

Facilitation & Popular Education

Fundraising & Grant Writing

Leadership Development

Monetization & Contracting

Participatory Budgeting

Media & App Content Creation

Anti-Oppression & Anti-Blackness

Nonprofit & Board Management

REFINE | ROLES + RELATIONSHIPS

OVERVIEW:

CPC should build out guiding statements or internal working values to aid in team-building, participatory work, trust building, healing, and moving toward anti-oppression. The priorities to define immediately:

- . Accountability
- . Capacity
- . Decision-Making
- . Identity
- . Inclusion
- . Participation
- . Prioritization/Setting Priorities
- . Transformation

Relationships should include engaged mentorship and support around implementing the learning from training and coaching. Additionally, offer space to vision, plan or expand/shift the work beyond what an individual circle coordinator or staff can lift on their own. Build it up!

CIRCLES OF ENGAGEMENT

1

Core Staff

Giannina Callejas | Samhita Kudva | Magaly Urdiales | Ada Volkmer | Juan Diaz | Shuvonda Harper
[and in the recent past - Janesha Slaughter + EJ]

2

Core Thought Partners [Board]

Intercambio Cohort | AMKR + Tzedek | Libertie Vance | Daniel Suber | Sheneika Smith | Elizabeth Hinojosa | Desiree Adaway | Marisol Jimenez | WNC Nonprofit Pathways

3

Influencer

Our Voice | AMKR + Tzedek | Still Smiling Photography + Tony Shivers | Davis Squared + Marsha Davis | Kente Kitchen Catering + Ramona Young | Firestorm Cafe & Coop + Libertie Vance | SONG + Monse Ramirez/Alan Ramirez | Beth Trigg | Ami Worthen | Asheville FM 103.3 FM | Patty Urrutia | Mente Visual

4

Inner Community

Becky Brown | Andrea Golden | Tamiko Ambrose-Murray | Tami Forte-Logan | Paul Castillo | Thomas | Kim Roney | Nicole Townsend | Clarence Robinson | Anna Smith | Tony Be | Sarah Jackson | Leah Berger-Singer | Mic | Southside + Edington Center

Be more transparent with the work that CPC is up to. Have a clear decision-making path that is known. Define roles, expectations for team members and CPC. Review often.

Identify the "time" for the levels of work - listening, healing, processing, action, resource sharing, documentation, and integrating the learning. Share out & invite in community.

Design roles (i.e. Board and staff) based on the need of the community, not the need of the individual. What does the WORK need from a person in order to be sustained & grow?

APPENDIX

APPLIED FRAMEWORKS + RESOURCES

This list of resources was used to shape the group facilitation for CPC, planning + coaching conversations as well as to analyze and synthesize data from research, listening and observation. This list will hopefully serve as future study for CPC staff, Board, interns or circle members.

1 Appreciative Inquiry

Brown, A. (2017). *Emergent Strategy: Shaping Change, Changing Worlds*. AK Press: Chico, CA.

Taylor, P. & Murphy, C. (2014). *Catch the Fire: An Art-Full Guide to Unleashing the Creative Power of Youth, Adults & Communities*. New Society Publishers: Canada.

Torres, C. & Stavros, J. (2018). *Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive & Meaningful Engagement*. Berrett-Koehler Publishers, Inc: Oakland, CA.

YES! (2017). *JAM Activities Facilitation Manual for Changemakers*. Soquel, CA.

2 Nonprofit + Strategic Planning

Barry, B. W. (1997). *Strategic Planning Workbook for Nonprofit Organizations*. Amherst H. Wilder Foundation: Saint Paul, MN.

Bryson, J. M. & Alston, F. K. (1996). *Creating and Implementing Your Strategic Plan: A Workbook for Public & Nonprofit Orgs*. Jossey-Bass: San Francisco, CA.

Kretzmann, J. & McKnight, J. (1993). *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. ACTA: Chicago, IL.

Robinson, A. (1996). *Grassroots Grants: An Activist's Guide to Proposal Writing*. Jossey-Bass: San Francisco, CA.

Smith, Bucklin & Associates, Inc. (2000). *The Complete Guide to Nonprofit Management, Second Edition*. John Wiley & Sons, Inc: New York, NY.

3 Trauma - Informed Approach

Strengths - Based Approach

Kaba, M. & Hassan, S. (2019). *Fumbling Towards Repair: A Workbook for Community Accountability Facilitators*. Published by Project NIA & Just Practice.

Menake, R. (2017). *My Grandmother's Hands: Racialized Trauma and the Pathway to Mending Our Hearts and Bodies*. Central Recovery Press: Las Vegas, NV.

Somé, S. (1997). *The Spirit of Intimacy: Ancient African Teachings in the Ways of Relationships*. Berkeley Hills Books: New York, NY.

4 Racial Equity + Power Analysis

Okun, T. (0000). "The Characteristics of White Supremacy Culture". Retrieved from <https://www.showingupforracialjustice.org/white-supremacy-culture-characteristics.html>.

Singh, A. (2019). *The Racial Healing Handbook: Practical Activities to Help You Challenge Privilege, Confront Systemic Racism & Engage in Collective Healing*. New Harbinger Publications, Inc. : Oakland, CA.

APPENDIX

APPLIED FRAMEWORKS + RESOURCES

5

Creative Facilitation Best Practices + Resources

10 INGREDIENTS OF PROPER PLANNING | This list emerged from a staff discussion around the importance of planning:

- Ask – how can my professional goals be embodied personally?
- Research and seek knowledge.
- Go from macro to micro, and micro to macro to check impact + application.
- Check response – brick walls are inevitable but it's our response that matters.
- Reflect on the experience – bring lessons and challenges as strengths.
- Surround yourself with positivity.
- Match the dream + vision, map out the steps.
- Set goals that you have to grow into in order to achieve. Be about legacy.
- Post goals up – we need to SEE them in order to MOVE toward them.
- Build community by focusing on relationships.

FOR FREE ACCESS TO LESSON PLANS, OUTLINES, AND FACILITATION GAMES, VISIT <http://t.ly/sb5F>

CULTURAL ARTIFACTS OF CPC CORE STAFF

Ada Volkmer | tortilla. frontier. bi-lingual. bi-national. bi-cultural. my culture. tortilla is not the narrative. Giannina Callejas | had to forget. forfeit your identity to survive. US three times as much. money. traditional headgear. inhumane. away, but home. home, but away. Latinx is not just Mexican. Juan Diaz | maracas. music. open our mind to new identity. different perspectives. love. universal language. Magaly Urdiales | scarf. woven tapestry. so much racism in the midst of deep culture. beauty. neck lace. made by mother's hands. strength. forgotten sweetness. Samhita Kudva | pachinko. love of language. simplicity. self care. access. Shuvonda Harper | pine cone. human enlightenment. comes from ancient time. rebirth. goodluck. sharp. gentle. rock. stability. wedge things open. make things happen. protection.

