



CAT Board Agenda
COMMUNITY ALLIANCE OF TENANTS (CAT)
October 24, 2022
6:00 PM - 8:00 PM

6:00 Welcome

Board role: Agenda approval and ground rules review

*6:05 Approval of August and September 2022 minutes

6:10 Board introductions. check-ins and staff introductions

Check-in Question: Reflections on member meeting or what you think should happen at an annual member meeting to elect board members.

6:15 Racial Equity and Workplace Culture assessment

Board Role: Listen, ask questions

7:00 BREAK5 min

7:05 Staff reports Tenant Education, Communications, Organizing, Development, Administration/Budget, Advocacy

Board role: Listen, ask questions

7:30 Board support and sub-committees. What kind of training or support does the board want? Does the board want to create sub-committees? Examples include finance review, program evaluation and development, by-law updates?

*Board Role: Discussion and vote

8:00 Adjourn

*These are action items

Dia De Los Muertos

<https://www.mexicanmuseum.org/dia-de-los-muertos>

“In Mexico, death rites date from pre-Hispanic rituals represented in murals, painted pottery, monuments, and artifacts, which shows how the Day of the Dead has its origins in the rituals practiced by the indigenous peoples of the Americas. Its precedents date to more than 3000 years ago when the Olmecs and subsequent Toltecs, Mixtecs, Zapotecs, Maya, and Aztecs honored death.”

**Community Alliance of Tenants
Board of Directors
Monday, September 29th, 2022
6:00-8:00 pm**

Present: Alex Rhodes (Vice President), Delfina Andrade (Secretary), Janet McGee (Board member), Kim McCarty (Executive Director), Elaine Zevenbergen (CAT Finance and Administrative Director), Jensi Albright (CAT Membership Manager), Ivonne Rivero (Spanish Translator), Board Candidate Amanda Cafall, and Meg Olson (Praxis Communications).

Absent: Claire Rudy Foster (President), Mae Rogers (Board member), Musonda Mwangi (Board member), and Matt Folshom (Board Member).

6:05 pm: The meeting was called to order by Vice President Alex Rhodes. Because there was not a quorum, Board could only discuss agenda items and could not vote on any action items (so approval of the August minutes approval was skipped as well as voting on Board candidate and policy endorsements).

6:10 pm The attendees present introduced themselves and answered the **Check in question: How will a 14.6% rent increase impact you?**

6:30 pm. Meg Olson from Praxis gave an overview of the **FY23-25** Strategic Plan draft, which will be presented and voted on at the **October 15th, 2022** member meeting. Highlights are as follows:

- (1) There was a large member input, basically from the many focus groups that met last year about the Strategic plan; these are the objectives desired by members, staff and Board:
 - a. Clearer process for how one becomes a member
 - b. Increased partnerships with organizations outside of Portland area, including local high schools and nonprofits
 - c. Improvement of tenant right's materials as far as volume, accuracy and speed of distribution
 - d. More clarity on how Organizing and Advocacy are integrated and the ways they are separate
 - e. Strengthened partnership with other tenant-based organizations, such as Portland Tenants Union.
 - f. Expansion of hotline hours to 7 days a week 12 hours a day
 - g. Increase frequency of renter's rights workshops
 - i. 3 times a month
 - ii. Hold workshops that are region-specific
 - iii. Hold workshops that are renter-specific
 - h. Increase number of partnerships with attorneys and legal nonprofit organizations to work on tenant cases.
 - i. Regularly offered Tenant Leadership development cohort program
 - j. Plans for both external and internal communications
 - k. Increase number of translators available to help tenants on hotline and workshops.

6:45 pm: Executive Director Kim presented 2 recommendations from the Policy Committee: **(1)** Welcome Home Coalition support of increased wages for service workers and **(2)** Eugene Tenant Alliance Petition support of increased wages for service workers. Kim asked the Board to review and make recommendations for next Board meeting or on an electronic vote to endorse these two items.

7:05 pm. Membership Manager Jensi Albright presented the agenda and slides for the **October 15th, 2022** membership meeting, which will have a Tropical Salsa Party theme. There will be a renter's workshop at the beginning and some sort of performance artist mid-meeting. The meeting will take place from 11:30 am to 2 pm, and will be all virtual, on Zoom platform. She highlighted that Board members will be needed to show up for Board elections (some to present, some for candidate introductions). Those up for vote: Alex (for reelection for Vice President), Jackie McGee (new Board member), Amanda Cafall (new Board member), and Matt Folsom (for reelection). Jensi will be reaching out to Board members to assign roles. She will also be scheduling a separate meeting (possibly October 7th, 2022) to go through a Run-of-Show for all Board members for practice of their assigned scripts.

7:20 pm. Board member candidate Amanda Cafall introduced herself and discussed her work background. She is the Executive Director of The Commons Law Center headquartered in Portland, Oregon. She has worked for several nonprofits and is a representative on several nonprofit Boards. She has a passion for both Climate Change remediation and Affordable Housing. She has been requesting that Oregon law schools add a tenant-landlord law course, as very few offer these curricula. Very few attorneys are trained in this area and because there has become a vast need to represent renters in eviction, harassment and other tenant related cases, it is important that law students receive instruction in this area.

7:35 pm. Finance and Administrative Director Elaine Zevenbergen presented the **August 2022** Income Statement and **FY22-23** cash flow projections. Revenues and expenses are what is about expected for the first 2 months of the no big surprises. Cash flow is adequate for now.

7:55 pm. Executive Director Kim McCarty announced that we will be having an in person get together on October 20th, 2022 for all staff, Board, and their families in Portland. She will announce details later on.

8:05 pm. Vice President Alex Rhodes adjourned the meeting.

September 2022 Board Report Organizing and Communications

Organizing

- Each organizer has been tasked with recruiting a small regional cohort to kick-off in November.
- Member meeting is planned for October 15th.
- The Organizing and Education staff have identified locations in Salem, Forest Park, SW Portland, N Portland and NE Portland and Tigard for building organizing and conducted three successful canvasses!
- Two of the Portland Rental Services Commission members are also associated with CAT.
- Cancel the Rent meeting will only meet on the 1st Saturday of the month.
- Building organizing is happening for True Holding buildings and the Ludon. We are supporting the tenant unions of the Prescott Apartments (no rent cap MULTE), Woodspring Apartments (expiring LIHTC). Working with Rob Prasch regarding Orchard Park the expiring LIHTC in Salem.

Policy

- Policy Committee choose to focus on reform of SB 608 to address inflation, relocation and no cause evictions and a strategy to address the needs of tenants in low-income housing. Second strategy is starting Rental Registration, and return of SB 608 provisions that are important to preventing eviction. For everything a focus on policy that will equitably reach Black, Indigenous and Immigrant and Refugee households is critical.
- CAT is meeting with Fair Shot, the Housing Alliance, Stable Homes and other coalitions on these and other housing policies. The website has been updated with a campaign webpage and Every Action letter.
- A social media awareness campaign was started to bring awareness to the increase in the rent cap to 14.6%.
- Staff have educated policy makers regarding the impact of expiring LIHTC and MULTE projects.
- Staff have been advocating for more rent assistance, reduced application barriers, better eviction prevention policies.

Staffing:

- Member Services Support Specialist- this position is on hold pending resources
- Multnomah County Organizer – this position is cancelled pending resources
- Mid-Valley Organizer position has internal candidates that are being interviewed.

CAT Action Fund (C4)

- The CAT Action fund board supported Kotek, McCleary, Hardesty, and Golden.
- CAT Action received requests to support Morales, Meek, Ruiz and Sollman
- CAT Action is seeking new board members and received requests from Kat McKelvey, and Meg Olson.

Communications

- Education announcements regarding the expiration of eviction laws and allowed rent increases for 2023
- Education notices regarding changes to Portland FAIR ordinance
- Here is a link to [CAT in the news](#).
- Calculate your rent calculator on social media.
- Support of the tenants union at Prescott Apartments

Strategic Plan

- The Strategic Plan will presented at the Member meeting and adopted by the board in October
- Staff Safety Plan is incomplete
- Racial Equity Gauge and interviews draft results will be shared with the board in October after translation.

Membership Services

September 2022 Board Report Organizing and Communications

- Member to Member meeting on the Second Saturday of each month will be assisted by Jensi and is on hold until January
- PSU Student volunteers are on hold because the main professor that offers volunteers is on an extended leave.
- The Annual Member meeting will be held October 15
- Membership Services Assistant applicants are being sought.
- Membership module may be added to Every Action

Union Negotiations

CAT and CLU have reviewed all articles. CAT has shared their response to the financial article. CAT and CLU have agreed to meet more frequently. A majority of the articles are with CLU.

Calendar

April—

~~Strategic Plan draft-Done~~

~~C4 Endorsements-Done~~

June-

~~Organizational Chart review with staff -done~~

~~Draft Racial Equity Assessment Report -done~~

~~Fair Shot policy proposal accepted-done~~

June-

~~Member Meeting June 25th -done~~

— ~~FY 2022-2023 Budget approval - done~~

— ~~In person gatherings -done~~

~~CAT Board Meeting June 27th -done~~

— ~~Hire Lobbyist -Hired Darren Golden -done~~

July—

— ~~Finalize the Strategic Plan -Done~~

— ~~Finalize Racial Equity Assessment Plan -Done~~

— ~~Policy meetings with Stable Homes and CAT Policy Committee -done~~

— ~~Working to resolve issues with the PHB invoice -Done~~

— ~~Policy meeting with State Housing Chairs Jama and Dexter -done~~

— ~~Many CAT staff attended an organizing training by RTTC. -Done~~

August

— ~~Legislative Session Preparation -Fair Shot has hired a research group to assist us. -Done~~

— ~~Fall Member Meeting has been set for October 15~~

— ~~Fair Shot presentation to new legislators -Done~~

September

~~Legislative proposal draft -Due September 23 this was created by the Oregon Law Center~~

~~Member meeting invite -reminders~~

~~Member meeting rehearsals and translations due~~

~~Board Editorial-in progress wait until after elections to release it~~

October

~~Member Meeting Elections and tenant rights training October 15~~

~~All Staff gathering October 20~~

~~Regional Cohort announcements~~

November

September 2022 Board Report Organizing and Communications

Regional Cohort kickoffs
Distribute cohort equipment
Make grants to tenant advocate organizations
Tenant Assembly?
Strategic Plan implementation strategy
Mid-year operation grant requests

December

Winter Break
CAT fundraising appeal letter
Annual Report FY 2021

January

Mid-West Academy Training
Rent Well Training
Advocacy Training

February

Legislative Session Kick Off
Lobby Day?

March

Contract amendments
Grant Applications

April

Management Overview

- Future projects
 1. Bylaw review
 2. New programming proposals
 3. HMIS and Every Action integration
 4. Further expansion of hotline hours
 5. Legal Advocacy program
 6. Resource development goals
 7. Transition to Abila for payroll
 8. Internal Audit
- CAT Morale?
 - There is a focus on training and we are seeking funding for training. We need more in person gatherings/work and resolution of the office issue.
- Workplan performance?
 - The education department is nearly fully staffed and training is close to completion.
 - The Tenant Protection Program is making progress.
 - Cohort kick off will happen soon.
 - The finance department is making progress with accounting clean ups.
- Which projects need a little help?
 - CAT needs to recruit for the C4 and C3 boards.
 - We need to keep projects closer to the mission.

September 2022 Board Report Organizing and Communications

- Progress on workplan?
 - Implementation of the strategic plan will start in November
- Challenges
 - We believe that we met or exceeded all deliverables in FY 2021. But, staff absences, understaffing and use of contractors has caused problems with billing that we did not understand until June. This issue has also cause overwork for some. We are working to improve our billing process, and communication of deliverables to make it clear to our funders that we are performing as required.
- What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?
 - CAT's policy campaign was adopted by Fair Shot.
 - Member Meeting continues to involve a diverse set of voices and languages. This year we supported people who speak Spanish, Vietnamese, Eritrean and Ethiopian languages and ASL.

September 2022 Board Blurb

Hotline

In the month of September, we completed 248 hotline calls across the state, including 6 calls on our live hotline.

Events:

9/28/22- Washington County Renters' Rights 101: Introduction to Renters' Rights and updates for SB 891

Language: English. 61 people reached/30 views.

9/29/22- Washington County Renters' Rights 101: Introduction to Renters' Rights and updates for SB 891

Language: Spanish. 89 people reached/37 views.

Tenant Protections Team (TPT)

9/20/22 - TPT Talks: Updates on FAIR laws & SB 891

Language: English & ASL. 42 people reached/26 views

Most tenants were provided services with Vietnamese language support. Tenants needed the most help with eviction & repairs.

IRCO- 2 referrals.

APANO- 26 referrals.

9/10 Orchard 82 Tenants' Meeting with APANO & Rose CDC at O82. Language: English. 14 participants.

Livestream Sessions (Vietnamese language):

- Tenant stories & related laws: 8 lives, 84 views
- Energy saving: 8 lives, 70 views

14 referrals to Troy.

SEI- Joy helped 15 tenants through SEI. Most tenants needed help with evictions and repairs. 1 workshop with 12 participants. 4 referrals to Troy.

CAT- 24 referrals.

Community Alliance of Tenants Department Manager Reports- Finance and Administrative

10-19-22

Purpose: These are to be used for management meetings and board reports for the board of directors. This is to help consolidate information the amount of report out to make life a little easier for managerial staff. The idea behind this template is that you fill it out twice a month for management team meetings and the latest one will be used for the board meeting.

Questions to answer:

- How are staff doing in your department?
 - What is their morale like?
 - What is their performance like regarding achieving workplan goals for the year?
- How are you doing on completing your workplan?
 - What projects are going well?
 - Which projects need a little help?
 - Where would you say you are in completing your whole workplan?
 - What elements of your workplan would you like to highlight?
- How is fundraising going for your department?
 - What deficits remain in which departments?
 - What are we doing to address those deficits if applicable?
 - What applications and reports are due in the next two weeks?
- How are you doing in maintaining your budget?
 - How is spending in your department? On track, accelerated or slow-going?
 - If applicable, what needs to be adjusted to help bring your spending back on track?
- What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?

STAFF CHECK IN

On a scale of 1 to 10, how would you rate morale for your staff? (1 being poor, 10 being awesome!)

1	2	3	4	5	6	7	8	9	10
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What's the story behind selecting your answer? (Feel free to add any important details that will help us understand as to why morale is the way it is!)

Steven, Elaine and Lynne are working on more adjustments and reconciliations for the fiscal year FY21-22, in preparation of our first financial audit. Elaine and Kim are drafting a Request for Proposal for to CPAs for to perform the audit. Lynne is working on accounts payable and accounts receivable adjustments and other balance sheet accounts. Elaine completed departmental budgets and cost spending plans for FY22-23 to help guide staff in using cost centers for timesheets.

Kendra, Elaine, Steven and Lynne & Kim are meeting with Abila consultants to integrate and streamline our timesheets, HR and payroll systems with the accounting software. This project is slated to be complete by January 2023. Staff will receive training on the new timesheet system, while the finance an Amin staff will be receiving training on the new systems.

Kendra is ensuring we have all records in good order and that all are complete for both current and past employees. She is also working with our HR firm to streamline policies and create forms for managers for better managing their departments.

Donovan Scribes is back from Paternity leave, and working hard on communications in relation to housing advocacy and email blasts to members and endorsements for candidates (C4)

Meaghann is working on grants for OHCS, as well as on Metro Tenant Education, Meyer Memorial Trust and Collins Foundation, and continues to expand on the fundraising plans for FY22-23.

What is performance like with regard to achieving workplan goals for the year?

<i>Behind, need support</i>	<i>Behind, but have a plan</i>	<i>No opinion, really</i>	On track	<i>Ahead of Schedule</i>
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WORKPLAN CHECK IN

How far along are you in completing your workplan for the year? 0-100%

What are the top three workplan items that are going the best?

- (1) **General financial operations and accounting records for FY22-23:** Financial Operations continues to go smoothly. We will be streamlining timesheets and payroll by incorporating these into our accounting software as well as automating cost allocations by funder, site and department – We will be meeting with our Abila accounting software rep and working with him to hopefully be finished with software conversions and staff training by the beginning of **2022**.
- (2) **Human Resources and Payroll:** Monthly Payroll processing and timesheet submittal are going very smoothly. New hire orientation and separation of departing employees is going relatively well, although Kendra continues to work on streamlining these

Offboarding/Onboarding processes so they are more effective and efficient. Steven has been working with our payroll provider to revise payroll for multi-state payroll taxes and worker's compensation. In addition, he has been successful at getting our \$200,000 PPE payroll loan forgiven- it will be turned into a grant, and won't have to be repaid.

- (3) **Development:** Meaghann Ande is working on fundraising opportunities as delineated in the fundraising section below, with a focus on private foundation grants. As mentioned above, she is working on a fundraising plan for the new year. She is also working on getting the C4 entity up and running and is recruiting new candidates for both the C3 and C4 Boards.

What are three workplan items that need some more attention to get/stay on track?

- (1) **FY 21-22 Abila reconciliations and cleanup:** Lynne and Elaine are still working on reclassing expenditures and adjusting releases from restrictions for private grants for the upcoming financial audit. We have posted 500 adjusting entries, still about 6 grants to cleanup, which takes a lot of time. We are current on all electronic filing for accounts payable, accounts receivable grants, Pex debit accounts and other audit-worthy documents for **FY21-22**. Elaine is still working on **FY21-22** bank recs, which have been completed through May 2022, and has a few more adjustments to make, be completed this month.
- (2) **Personnel policies and procedures:** The Employee Handbook is still on hold as there are quite a few items that Union has indicated that they wish to negotiate. We have reached several tentative agreements with the CAT union on some articles that impact the personnel policies; we have given the Union all of our articles and counterproposals. We have received all of the economic counterproposals including wages, leaves and retirement from the Union, and are in the process of reviewing them. We have several noneconomic counterproposals from CLU that we will be negotiating on as well.
- (3) **Financial policies and procedures:** While these were revised in March 2022, there is still more work to improve this manual, and put in more details on actual procedures.

Are there any unfunded projects in your work plan/task list right now that we need to develop a plan for funding and/or strategically letting go?

Yes

No

It will be necessary to fundraise at least **\$400,000** in order to meet current budget goals; Meaghann is actively pursuing. In addition, it is the hope that we can also get more administrative help in the Finance and Administrative Department, as well as Organizing Manager for the Organizing and Policy department, to assist the director in administration and management of Organizing employees; however, this will require additional fundraising as well.

We are finalizing Portland Housing Bureau FY22-23 contract, but it will be less than last year at \$436,000 Tenant Education and Tenant Protection, Fair Housing and Safe Housing programs.

Any highlights about your workplan that you'd like to share?

FUNDRAISING CHECK IN

*How are you doing with raising the funding needed in your department?
(1-10, 1 being poor, 10 being awesome)*

1	2	3	4	5	6	7	8	9	10
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What funding opportunities are you waiting to hear back from:

We have sent in grant applications for two Metro grants, OHCS and Meyer Memorial Trust grants.

What funding opportunities do you have your eye on?

We will also be aggressively pursuing Oregon Community Foundation, Start Small, Murdoch Foundation, and Kaiser Foundation for private grant monies for **FY22-23**.

What funding opportunities are you pursuing right now and for what purpose?

See above.

BUDGET CHECK IN

How are you doing with spending? Are you accelerated? On track? Slow-going?

Accelerated (for revenues)

On Track

A little Slow-Going (for both expenses and revenues)

What's the story behind your selection?

Net income FYTD 22-23 as of September 30th, 2022 is **\$32,248** with unrestricted funds only, and **\$303,371** with restricted funds. We have earned **32 %** of revenues and incurred **22%** as compared to our budget. The bulk of the revenues was primarily from government contracts with Multnomah County, Oregon Housing and Community Services, and Portland Housing Bureau (**\$647,587**), as well as from private funds from Oregon Community Foundation, Oregon Consumer Justice, Unite Oregon and Right to the City) (**\$280,715**).

Expenditures were **\$689,626**, representing **22%** of budget. The majority of the expenditures is for personnel (**\$477,423**), and contract services (**\$98,016**). **Contract services consists of services from Robert Half temps for Communications, Accounting, and Tenant Education, as well as for a lobbyist and policy researcher.**

Cash flow is adequate at **\$285,000**; we are still waiting on payments for July and August. **Cash Flow** is estimated to be **\$141,020** by **June 30th, 2023**.

CAT Cash flow FY22-23

	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Beginning bank balance 10-19-22	285,000	341,885	125,471	389,075	371,825	339,265
Revenue						
Portland Housing Bureau 22-23	140,515	42,000	42,000	42,000	42,000	42,000
Oregon Housing & Community Services 21-23	133,866	141,190	141,190	125,000	125,000	125,000
Multnomah County 22-23 CDBG	1,500	1,500	1,500	1,500	1,190	
Multnomah County CARES 22-23	25,307	25,000	16,199			
Portland Water Bureau FY 22-23	862	1,500	1,500	1,500	1,500	1,500
Washington County	12,335	15,000	12,665			
Unite Oregon		35,000				
PCEF/Research Justice		6,000				
Events (Gala)				20,000		
Individual Donations/Contributions	3,000	3,000	10,000	3,000	5,000	5,000
Membership Dues	1,250	1,250	1,250	1,250	1,250	1,250
Total Revenues	318,635	271,440	226,304	194,250	175,940	174,750
Expenses						
Personnel (salaries, payroll taxes, benefits)	160,000	160,000	160,000	160,000	160,000	160,000
General operating	20,000	20,000	20,000	20,000	20,000	20,000
Marketing/Communications	1,000	1,000	1,000	1,000	1,000	1,000
Legal fees (LASO)			2,500			2,500
Tenant emergency assistance (OCF)	10,000	10,000	10,000			
Statewide support for TLC members	10,000	10,000	10,000	10,000	10,000	
Computer Equipment and accessories	2,000	2,000	2,000			
Upward Technology	4,000	4,000	4,000	4,000	4,000	4,000
Development costs	3,750	3,750	3,750			
Staff trainings	1,000	1,000	4,000	4,000	1,000	1,000
Telecommunications	2,000	2,000	2,000	2,000	2,000	2,000
Accounting and audit fees			20,000			
Praxis Communications Contract	3,000	3,000	3,000	3,000	3,000	3,000
Other contract workers	3,500	3,500	3,500	3,500	3,500	3,500
Contract Lobbyist	4,000	4,000	4,000	4,000	4,000	4,000
Program expense - PHB passthru to partners	37,500					
Total Monthly expenses	261,750	224,250	351,250	211,500	208,500	201,000
Ending balance, xx/31/21-22	341,885	389,075	14,321	371,825	339,265	313,015

Apr-23	May-23	Jun-23
313,015	288,265	265,000
42,000	43,485	
125,000	125,000	108,753
1,500	1,500	517
5,000	5,000	5,000
1,250	1,250	1,250
174,750	176,235	115,520
160,000	160,000	160,000
20,000	20,000	20,000
1,000	1,000	1,000
		2,500
4,000	4,000	4,000
2,000	2,000	2,000
2,000	2,000	2,000
3,000	3,000	3,000
3,500	3,500	3,500
4,000	4,000	4,000
		37,500
199,500	199,500	239,500
288,265	265,000	141,020

OREGON Community Alliance of Tenants
Statement of Activities FY21-22
as of September 30th, 2022

	Sep-22	Unrestricted FYTD	Temp Restricted YTD	Total	FY 22-23 Budget	% Actual to Budget
Government Contracts	203,415	647,587		647,587	2,554,690	25.35%
Foundation Revenue (private grants)			271,123	271,123	373,334	72.62%
Justin Buri Donations	26	78		78	5,000	1.56%
Contributions	1,239	6,092		6,092	50,000	12.18%
Member Dues	466	1,551		1,551	15,000	10.34%
Event Income (Gala)	-	-		-	20,000	0.00%
Event Income (Other)		-		-	2,000	0.00%
Fee for Services (C4)	1,857	784		784	80,000	0.98%
Other Income	93	56,189	-	56,189	7,000	802.70%
TOTAL REVENUES	207,095	712,281	271,123	983,404	3,107,024	31.65%
Salaries	121,662	372,007		372,007	1,737,757	21.41%
Employee Benefits	22,868	67,931		67,931	299,581	22.68%
Payroll Taxes	12,654	37,294		37,294	173,776	21.46%
Program Expense	-	-		-	75,000	0.00%
Building Leases	3,911	11,734		11,734	40,000	29.33%
Legal & Legal Aid Fees	3,935	9,745		9,745	57,500	16.95%
Accounting Fees		150		150	20,000	0.75%
Event Expense				-	6,500	0.00%
Telecommunications	3,509	10,489		10,489	23,871	43.94%
Software Purchase	9,018	20,435		20,435	49,992	40.88%
C4 expenses	1,857			-	80,000	0.00%
Local Travel	49	149		149	10,000	1.49%
Meeting Meals	53	151		151	3,000	5.04%
IT services	6,279	18,388		18,388	43,680	42.10%
Translation	113	1,254		1,254	35,000	3.58%
Leadership Develop/Staff tra	150	150		150	14,000	1.07%
Office Supplies	145	1,669		1,669	9,000	18.55%
Other travel	724	4,622		4,622	31,000	14.91%
Payroll Services	328	5,214		5,214	3,000	173.79%
Gift Cards	100	925		925	7,500	12.34%
Postage & Delivery	68	1,954		1,954	3,000	65.12%
Other Contract Services	26,061	98,016		98,016	107,000	91.60%
Conferences & Training	434	1,708		1,708	3,000	56.93%
Equipment Purchase	99	2,146		2,146	10,000	21.46%
Printing & Copying	41	178		178	10,000	1.78%
Tenant Assistance Fees		3,899		3,899	30,000	13.00%
Stipends for TLC members, interns				-	55,000	0.00%
Repairs & Maintenance				-	1,000	0.00%
Advertising		180		180	3,000	6.00%
Dues & Subscriptions	50	410		410	4,000	10.25%
Utilities	434	1,304		1,304	4,500	28.98%
Insurance Liability D&O		-		-	1,900	0.00%
Insurance - General Liability		3,648		3,648	7,000	52.12%
Insurance - Workers Comp		439		439	2,000	21.96%
Finance Fees	247	796		796	3,000	26.52%
Equipment Rental (copier)	244	733		733	4,000	18.31%
Childcare	240	360		360	1,000	36.00%
Development Expenses		743		743	42,000	1.77%
Communication Expenses		7,374		7,374	60,000	12.29%
Misc Expense	284	1,472		1,472	21,467	6.86%
Interest Expense (Line of cre	984	1,959		1,959	2,000	97.97%
Vacation Expense		-		-	10,000	0.00%
Board Meetings				-	2,000	0.00%
TOTAL EXPENSES	216,542	689,626	-	689,626	3,107,024	22.20%
Increase in Net Assets	(9,447)	22,655	271,123	293,778	0	



Community Alliance of Tenants

Organizational Culture and Racial Equity Analysis Study

Executed by Ruby Joy White

Report Outline

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Project Background

PREAMBLE

The Community Alliance of Tenants (CAT) stated a commitment to the development, restoration, and collective healing of the organization (inclusive of staff, management, CAT volunteer leadership members, and community member voices) through a large-scale strategic planning process and the execution of an organizational assessment. As part of the organizational assessment plan, called for by the CAT volunteer leadership members, CAT partnered with Ruby Joy White, sociologist and Social Equity strategist, to conduct a confidential, two-part project to capture qualitative data in the hopes of highlighting harmful workplace cultural practices that are barriers to CAT fully operating a respectful, equitable, and celebratory organization that meets its mission’s goals. As stated, the project was completed in a couple of parts, culminating in this report that will serve as a guide to implementing solutions to a plan of action, coinciding with the development of the strategic plan.

Part I: Racial Equity Gauge Analysis

The Community Alliance of Tenants Staff Racial Equity Analysis Gauge was a personal reflection project intended to evaluate organization members' individual racial equity comprehension, and how identity and positionality play a role in how decisions are made, while analyzing one's understanding of white supremacy culture and how it functions within the organization. The gauge's questions included elements and terms such as racism, power, personal identity, colorism, anti-Blackness, and white supremacist conditioning. The design of the gauge was assessed between BIPOC/BIPOC-presenting organization members, and White/White-presenting organization members to nuance the collection of information based on lived experience and societal perception. The gauge was part one of the CAT Workplace Culture Assessment, and all collected information was only held and analyzed by Ruby Joy White.

“Racial equity is found in the dismantling of the white supremacy system of oppression our current capitalistic racist system is based on. It means making space for the real history to be taught in our schools through representation of language and form, for the focus of our shared experience to not be defined through a white lens.” – White Staff

PART II: Organizational Culture Assessment/Alignment

The Community Alliance of Tenants Organizational Culture Assessment consisted of over two dozen, 1:1, 40-minute-long interviews between Ruby and staff, leadership, and volunteer board members. The purpose and design of the assessment was to collect intentional data that concentrated on organizational culture and engagement, climate, accountability & decision-making, psychological safety, communication, connection, and how identity played a role in how folks experienced CAT. The intended outcome of the assessment was to fuse data from the racial equity analysis gauge to highlight and iterate current issues in the organization, comprehension and competency, and develop a training, restoration, and accountability plan that will serve alongside the development of the organization's overall strategic plan.

“Three words I would use to describe the culture at CAT...siloed, contentious, and purpose-filled.” -BIPOC Staff Member

GLOSSARY

LANGUAGE CULTIVATES AND MANIFESTS OUR WORLD VIEW.

In alignment with the language used on the gauge and assessment, this glossary is a guide to frame the concepts of impact within the organization's culture.

RACE: Race is a visual language. It is how differences in skin tone/complexion and phenotype (features) has been organized within a White Supremacist framework.

RACISM: Violence. Prejudice + Power.

COLORISM: Rooted in racism. Colorism is the practice of favoring lighter skin over darker skin. The preference for lighter skin can be seen within any racial or ethnic background.

PREJUDICE: An opinion, prejudgment or attitude about a group or its individual members. Prejudices are often accompanied by ignorance, fear or hatred.

GLOSSARY CONTINUED

WHITE SUPREMACY: Is the belief that White people (AND INHERENTLY WHITENESS) are superior to those of all other races. As a full-fledged ideology, White Supremacy is more encompassing than racism or bigotry.

RACIAL EQUITY: Both a process and outcome. The condition that one's racial identity would no longer predict how one does and will fare in life.

VIOLENT COMMUNICATION: Communication that limits liberty, denies recognition of needs, diminishes the worth of a person, and/or blocks compassion.

NONVIOLENT COMMUNICATION: Empathetic practice of communication with clarity, compassion, self-responsibility, and collective good.

ANTI-BLACKNESS: The targeted prejudice against members of the Black/African diaspora. Manifests in interpersonal, institutional, and systemic ways.

GAUGE FINDINGS

Racial Equity Gauge Analysis:

White and White-presenting folks (15)

Questions:

1. How have I become aware of the social identities and groups I belong to?
2. How does (not if) racism show up in my decision making?
3. How often do I practice reflection of racist actions?
4. What personal work am I doing to understand my Whiteness and its layers of power?
5. What resources do I need to further my consciousness of my inherent relationship to social power in my position?
6. What is my understanding of racial equity and liberation? What actions might I need to take to help actualize true racial liberation?
7. What is my understanding of anti-Blackness? (What is my understanding of the impacts racism has for people from the Black/African diaspora?)
8. What might be some specific instances that I can identify within my behavior that were anti-Black?
9. How might I perpetuate anti-Blackness in the workplace?
10. How might the unique challenges Black and Indigenous folks experience in society pour into the structure of the world of work? How might these experiences be shaped and perpetuated within institutional policy and workplace culture?
11. What is my understanding of colorism? (If other, please explain.)
12. How have I witnessed colorism?
13. How has colorism impacted my decision-making within institutional culture?
14. How has colorism impacted my ability to trust those at the helm of leadership?

“I am a White person with decision-making power. I have to think about my Whiteness often.” -White staff member

Racial Equity Gauge Analysis:

Black, Indigenous, and People of Color (BIPOC) (17)

Questions:

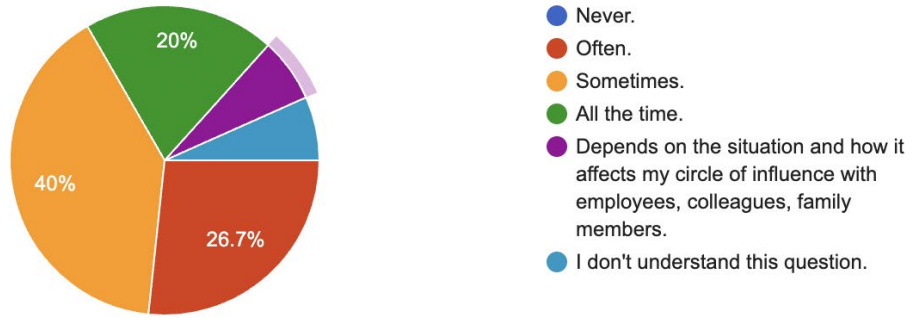
1. How have I become aware of the social identities and groups I belong to?
2. How do I collude with White Supremacy culture within the institution?
3. In what ways do I actively decondition from my White Supremacist social conditioning?
4. What resources do I need in order to persist as a staff member of color in the organization?
5. What personal work am I doing to understand the power I hold as a person of color within a White-constructed institutional framework? (non-profit structure)
6. What is my understanding of racial equity and liberation? What actions might I need to take to help actualize true racial liberation?
7. What is my understanding of anti-Blackness? (What is my understanding of the impacts racism has for people from the African diaspora?)
8. What might be some specific instances that I can identify within my behavior that were anti-Black?
9. How might I perpetuate anti-Blackness in the workplace?
10. How might the unique challenges Black and Indigenous folks experience in society pour into the structure of the world of work? How might these experiences be shaped and perpetuated within institutional policy and workplace culture?
11. What is my understanding of colorism? (If other, please explain.)
12. How have I witnessed colorism?
13. How has colorism impacted my decision-making within institutional culture?
14. How has colorism impacted my ability to trust those at the helm of leadership?

“Anti-Blackness shows up in our organization daily, with the way our director is treated.” -

BIPOC staff member

White/White-presenting Respondent Data Samples

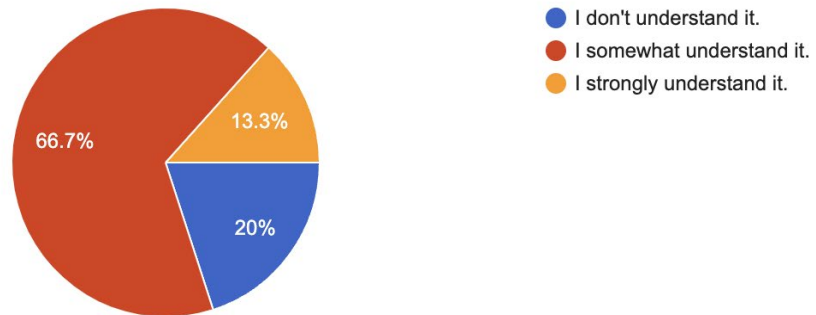
How often do I practice reflection of racist actions?



White/White-presenting respondents

What is my understanding of colorism?

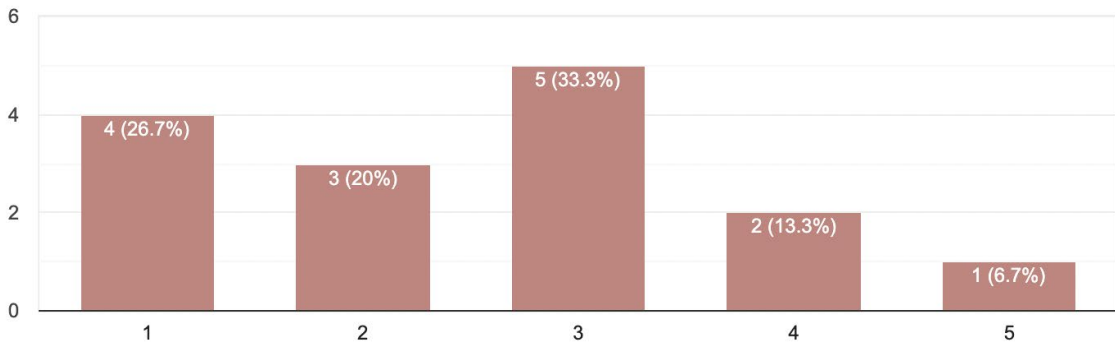
15 responses



White/White-presenting respondents

White/White-presenting Respondent Data Samples

How has colorism impacted my ability to trust those at the helm of leadership?



currently.

Never

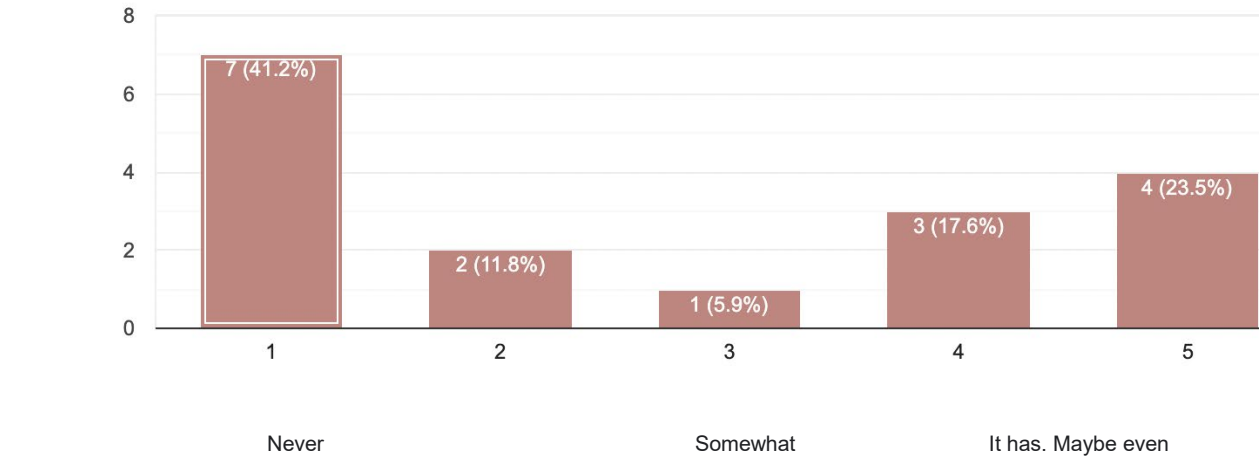
Somewhat

It has. Maybe even

Black, Indigenous, and People of Color (BIPOC) Respondent Data Samples

How has colorism impacted my ability to trust those at the helm of leadership?

17 responses

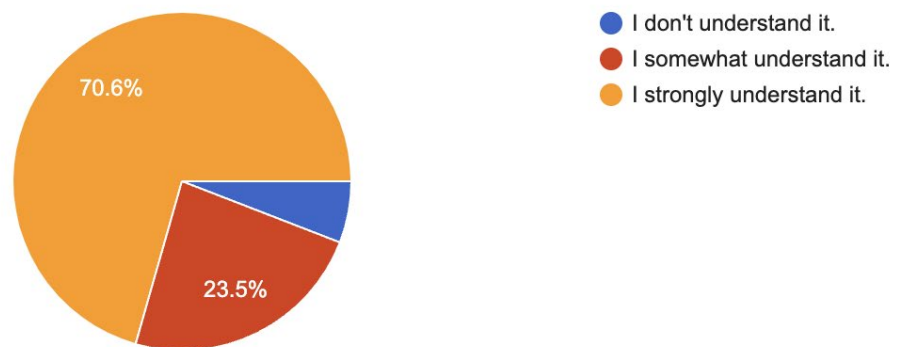


currently.

BIPOC respondents

What is my understanding of colorism?

17 responses



BIPOC respondents

ANALYSIS OF SAMPLE DATA:

COLORISM

The sample data shows differences not only within understanding of the concept of colorism, but also how colorism impacts decisions, trust, and experiences based on racial group membership.

White and White-presenting respondents:

White and White-presenting staff exhibited the most varied levels of understanding regarding colorism. Based on the differences of comprehension, respondents displayed mixed responses of how colorism influences their ability to trust leadership of color—and more specifically, Black leadership.

White and White-presenting organization members were asked: **How has colorism impacted my decision-making within institutional culture?**

Here are some qualitative responses:

“I think this is an area of growth where I need to increase my awareness, because I'm not able to think of specific cases.”

“I do not feel it has (sic) the cultural context I just have my own opinions about my own racism and have observed colorism in other communities.”

“This is a deeper exploration of my own journey of dismantling my inherent bias that I have not explored well yet. But my exposure to Colorism during my work with CAT has allowed me to see it as a blind spot, for which I am grateful, and disheartened.”

Black, Indigenous, and People of Color (BIPOC) respondents:

BIPOC respondents displayed a powerful comprehension of colorism (with some statements of personal experience of it within interpersonal circles, the world of work, and society at-large), as over **70%** of folks stated a strong understanding of the concept. However, as represented in the data, there were polarizing responses regarding impact

on ability to trust those at the helm of leadership, suggesting consistency within general social data of how colorism's role in BIPOC communities impacts differently.

BIPOC organization members were asked: **How have I witnessed colorism?**

Here are some qualitative responses:

"Within my own family and culture colorism exists and is perpetuated. Light skin is valued and darker skin is considered unattractive. I don't believe in this and this is how I was raised."

"I have benefited from opportunities and privileges being a light-skinned Latina."

"I experience colorism in my family. Some of my older Black family members chose passing, in the belief that it would help them survive. Other Black family were strongly offended by this choice".

ANALYSIS OF GAUGE DATA: ANTI- BLACKNESS

A consistent understanding of anti-Blackness was apparent throughout responses in the gauge assessment. Both sample groups provided feedback that suggested competency of the concept, as well as a presence of the practice within the Community Alliance of Tenants.

Both sample groups were asked: **What is my understanding of anti-Blackness? (What is my understanding of the impacts racism has for people from the African diaspora?)**

Here are some qualitative responses (combined from both groups):

- "I would rate my understanding of the history and current state of oppression of Black people in the US at about a 4 out of 10. I have some understanding, but I am not by any means an expert. and I have no personal experience dealing with any form of racial oppression, although I have witnessed my friends enduring oppression and discrimination because of their skin tone."

- “Today everything in the society I live in is anti-black because as a Black person I have been more likely to experience violence, discrimination, hate, segregation, illness, and I am assigned negative attributes by white people and their culture that make white people fear, hate or ignore me.”
- “Anti-Blackness is a form of global racism that has been ongoing for centuries at all levels of human interaction. It impacts Black and people of the African diaspora from decreased generational wealth, higher infant mortality rates compare to other racial groups, increase surveillance and violence from the state, police and other institutions and including much, much more.”
- “To me, anti-Blackness is against black people. I see it in many places and it should be addressed. It might take time to resolved the issue.”
- “I know that the educational, mentorship, career, and safety privileges I've had because I'm white do not extend to the black community. I understand that the absence of these resources create barriers to income, social classes, and safety for Black people.”

GAUGE OVERALL FINDINGS:

The racial equity analysis gauge found that staff, leadership, and board members are at varying levels of competency development and understanding regarding race, racism, white supremacy culture, colorism, anti-Blackness, and power. Additionally, the varying levels displayed different realities for how folks experience these stated concepts at the organizational level, and the often unintentional perpetuation of these concepts.

Based on responses, folks were organized into three different areas:

1. **HULK** - Racial Equity Analysis consistently present, clear, and evolving
 2. **EVOLVER** - Racial Equity Analysis somewhat developed, additional tools needed for competency progress
 3. **GREENHORN** - Racial Equity Analysis very rudimentary, needs most development and opportunities for growth
-

Both groups had a mixture of respondents, with the majority of **Greenhorns** present within the White/White-presenting respondent group.

The majority of **Hulks** were present in the Black, Indigenous, and People of Color (BIPOC) respondent group.

Both groups had strong representation of **Evolvers**.

ASSESSMENT/STUDY FINDINGS

Workplace Cultural Assessment & Interviewing

The Workplace Culture Assessment consisted of questions asked within five buckets: Workplace Connection, Communication, Engagement, Accountability/Restoration, and Identity.

Questions asked:

Workplace/Organizational Connection

1. Can you, in three words or phrases, describe to me the culture at CAT?
2. What makes you proud to work at this organization?
3. How do you stay connected to your work at CAT?

Communication

1. Do you believe there is a practice of nonviolent communication at CAT?
 - a. (The empathetic connecting of and space for observations, feelings, needs, and requests of others)
2. Do you feel there are clear lines of communication to those with decision-making power? What does clear communication look like for you? What are your needs/best ways for management to communicate?
3. Do you feel decision-making processes at CAT are clear, collective, and transparent (how folks understand the decision and why)?
 - a. There might be a time when decisions are made that you will not agree with. What might be a way for parties to acknowledge decisions and move forward even if there is disagreement?

- b. Decision disagreement: What is a healthy way to discuss disagreement, and how can the organization come to a resting point- despite disagreement, for the sake/wellness of staff and the overall organization?
 - c. WHO is the voice of the organization?
4. What is the communication breakdown?

Engagement

- 1. In what ways do you feel the organization implements retention strategies?
 - a. What do you feel would be good retention strategies?
- 2. How do you experience support from your colleagues, community members, leadership, and the board?
 - a. As an employee of CAT, what strategies do you feel can strengthen tenants' voices, while maintaining nonviolent communication among members?
- 3. How do you experience teamwork and collaboration?

Accountability/Restoration

- 1. When harm is done in the organization, what should accountability look like?
- 2. What strategies do you feel should be put into place to address acts of harm, harassment, and workplace hostility?

(Restorative practices, healing strategies, corrective actions, etc.)

Identity

- 1. In what ways do you feel your identities play a role in how you experience the organization?
- 2. How do your identities interact with your positionality in the organization?
- 3. Centering anti-Blackness doesn't mean putting other struggles to the side. Do you feel the struggles of your communities' are highlighted? And if not, what could be a potential solution, while also acknowledging the cornerstone of oppression within this country's design and engineering?

Content Buckets: Breakdown

The buckets of *Workplace/Organizational Connection*, *Communication*, *Engagement*, *Accountability/Restoration*, and *Identity* were selected to guide the assessment/study based on preliminary factors that framed the current climate of the organization. The buckets, vast within their inquiries, were nuanced in a way to provide a container of responses that were diverse and representative of cross organizational positionality.

- **Workplace/Organizational Connection:** Collection of responses that clarified folks' connection to the mission of the organization, roots within experience, and concise, personal descriptions of the organization's climate.
- **Communication:** Collection of responses that illuminated how folks experience modes of communication within the framings of non-violence, transparency, organizational voice, and distillation of information.
- **Engagement:** Collection of responses that frame how folks, across positionality, feel engaged in the organization through retention, support, collaboration, and collective vision.
- **Accountability/Restoration:** Collection of responses that grasp how folks across the organization view accountability (accounting for

diversity of levels of power), how accountability should take place within the organization, and how relationships and organizational climate can be replenished and restored.

- **Identity:** Collection of responses that capture how folks' socio-cultural (race, gender, ability, etc.) identities intersect with how they experience the organization and its work, how folks' communities are served and represented, and specific racial bias.

Workplace/Organizational Connection

“CAT is a place that is rooted in community care, but has internal flaws.” -staff member

Within the bucket of **Workplace/Organizational Connection**, consistent themes stood out, regarding how folks experience and feel connected to the *work* of the organization, and its *mission*.

Environment: Folks across CAT representation felt that the organization has climates of tension. The climates ranged from racial, leadership, misattunement, and distrust. 100% of the interviews included feelings around tension, and being confused on how to move through it. Stated, these tension clusters have greatly impacted folks ability to move through the organization in a way that feels authentic to them and their *core values*.

Organizational Connection: Overall, folks gushed about feeling connected to the mission of the organization, its history, and the work that takes place. Folks felt connected to their roles at CAT (staff and board) and were impassioned with the idea of making the organization better.

Overall Feelings: Consistent throughout interviews were themes of CAT being a mission-driven organization that values tenants' rights, centers marginalized community members, and attempts to adhere to its foundation. However, the presence of tension, staff/leadership disorganization, and lack of tending to racial bias has impacted the organization in a way that prohibits it from reaching its full potential, and can present an issue on retaining its talent.

“If I were to describe cat in three words...collaborative, divided, and passionate.”

-staff member uses adjectives to describe the organization

Communication

“We have very dedicated and passionate people who work here.” -staff

Within the bucket of **Communication**, there were consistencies regarding how folks feel information from leadership is given (transparent or not transparent), effective decision-making processes, practice of nonviolent communication, and connection to one another and each other's work.

Perspectives: Peppered feelings regarding how information is given, how decisions are made, and where folks are coming from. Depending on folks' positionality at CAT, there were varied ideas of how strong communication plays out in the organization. Notably, folks with the *least* amount of positional power suggested that leadership should do a better job of offering transparency within communication and decision-making. On the other hand, folks in leadership positions expressed desire to offer transparency and more clarity and feedback about what would be deemed sufficient transparency and inclusion. Additionally, when it comes to decision disagreement, non-leadership staff stated strong feelings on being overlooked and misunderstood.

Nonviolent Communication: In general, folks felt that the practice of nonviolent communication is consistently present across the organization, but certain tension bubbles shake the foundation of the practice, which has led to miscommunication and impacted feelings on passion work some staff have attempted to implement. Additionally, some staff with less decision-making

power noted that within negotiations of union work, nonviolent communication wasn't practiced.

Overall Feelings: Taking a look at all responses, the general consensus is that folks have mixed feelings regarding what is clear communication, who activates the voice at CAT (thought many stated it is the Executive Director), and that a collective experience may need to take place in order to create communication strategies that feel equitable, transparent, and inclusive for all across representation of the organization.

“We want to strive for leadership development. Development for everyone.” -staff

Engagement

“Sometimes, we have to discern what’s actually race-related vs. maybe the person just isn’t being a good leader. And that’s OK to recognize.” -staff

The bucket of **Engagement** presented vast differences in how folks experience the organization. Some folks felt engaged and valued on a teams level (micro, instead of macro), while others experienced engagement through collaboration, benefits, and feeling empowered to do the work *they* want to do. Additionally, board members experienced engagement with the organization differently than staff, and came from a perspective of leadership needs.

Retention: Stated strategies for retention (from a leadership perspective) involved a review of benefits (health + educational), compensation and time off, and avenues to provide reflection and feedback to leadership on staff experience. For non-leadership staff, retention recommendations more on acceptance of union, staff-driven work and projects, and feelings of belongingness, connection, and workplace environment were most centered. Present were mixed feelings regarding the “right” retention strategies; however, there was an overall feel that the organization cared about staff experience and wellness, and that more opportunities for collective strategizing would be encouraged.

Collaboration: Most stated collaborative efforts stemmed from individual teams. However, those located in more rural locations expressed feelings of detachment from the organization (also noting the impact of the COVID-19 pandemic on connection), and feel that more strategies of connection could benefit their work and position in the organization.

Overall Feelings: Overall, folks felt a sense of engagement that was consistent across the CAT landscape of roles. However, engagement between leadership and union was stated as a concern (from non-leadership folks), and discussions regarding the evolution of that relationship were high on the list of wishes for folks not in leadership positions.

“I’m really proud to work at cat.” -staff

Accountability/Restoration

Within discussion of **Accountability/Restoration** was an overall, general agreement of the need and desire for repair work and restoration within the organization. A great emphasis was placed on developing collective solutions to tend to areas of tension, conflict, miscommunication, and harm. When discussing approaches to accountability, responses differed based on folks' positions within the organization (i.e. managers who supervise, as opposed to staff who do not supervise), with some folks seeing certain actions of accountability as being necessary for development.

Repair: In general, there was much enthusiasm around the concept of repair/restorative work within the organization. Folks felt that restorative practices should be centered when confronting harm, and felt that training around restorative justice, harm reduction, and mitigation, was imperative to the restoration of relationships and the overall climate of CAT. However, some folks from general staff expressed that their experiences were not prioritized, and greatly emphasized a desire for more intentional spaces to air out grievances.

Accountability: Approaches to accountability varied, but with a common goal of wanting to infuse responsibility strategy into the culture of the organization. A big component to whether or not folks felt true accountability is practiced at CAT,

stems from the lack of a go-to tool that's been developed and utilized by everyone in the organization. It appears there isn't collective agreement on what folks consider accountability *is*, leaving much space for disagreement and confusion on ways it should be practiced within the organization. Ranging from performance plans, requests for "public" apologies, to resignation, there seemed to be polarizing requests for appropriate accountability.

Overall Feelings: Folks greatly emphasized the need to establish some sort of sequenced healing/restoration tool that would be utilized by the entire organization, created in a collective manner. Requests for competency development regarding restorative practice were echoed throughout the assessment. A clearer understanding of accountability and what it means to the organization is a necessary nuance.

Identity

The concept of **Identity** was intricate and personal, and responses depended on how folks identified across the social divisions. A present variance of gender identity, race, ability, sexual orientation & romantic identity, class, and organizational positionality created a sphere of temperatures that alluded to how folks felt their identities kept them connected to CAT and its mission, the work they do, their level of safety and comfort in the organization, as well as their overall experiences in the organization.

Roles: Overall, there was general understanding of the complex role identity plays regarding positionality in the organization. For folks who have greater decision-making power, identity was framed around transparency: those with more marginalized socio-cultural identities provided a deep awareness of the power they hold in the organization, and presented feedback that suggested a consistent consideration of how decisions are made/how information is shared, and acknowledged present micro-climates that influenced how they experienced the organization. For folks with more dominant identities, an understanding of how those identities show up in decision-making and overall organizational experience was also consistent. However, there was acknowledgement across social divisions of identity that suggested folks of marginalized experience strongly represented communities that benefit from CAT's work, and conversations of identity centering varied.

Prejudice: Concepts of anti-Blackness, anti-Indigeneity, and overall marginalization were present themes regarding how folks felt their identities were represented and how community issues were emphasized. Many folks expressed that *how* they identify influenced their experiences in the organization, what projects are prioritized, and how power is distributed in the organization.

Overall feel: Folks across the organization generally agreed that identity is a connecting factor to the work done at CAT, and that communities of marginalized experience are who are prioritized at CAT. However, an overall sentiment to the role white supremacy culture plays in practices, policies, and interpersonal experiences at CAT was strongly suggested as being a pain point that needs strong tending to.

CONCLUSIONS

OVERALL CULTURE

The general culture of the Community Alliance of Tenants is consistent in the support of the organization's mission. There is collective agreement on the importance of the work, its impact, and supporting community members in having their housing needs met. Additionally, there is an overall desire to improve the culture of the organization, so that it better supports those holding marginalized identities as staff, leadership, and members of the organization.

RACIAL EQUITY ANALYSES

There is a spectrum of racial equity analyses present in the organization—within staff and volunteer board members. As documented, folks fall into three categories, depending on their individual competencies. The varying degrees of awareness stem from personal identity, experiences, and individual reflection of social power and privilege. **Sore spot:** The inconsistent range of analyses poses harm to the organization's ability to carry out its mission to center and support marginalized community members. In addition, the inconsistency of analyses unintentionally creates space for volatile communication, misalignment, harm, and lack of understanding. Without general alignment and competency, the organization may find itself digging its way out of compounding occurrences of

harm, and with no collective resolution, can greatly impact the efficacy and longevity of the organization.

CLIMATE

The organization's climate is rife with passion, a desire for equity, misalignment, and divisiveness. Within these microclimates exists a dichotomy that impacts the organization's foundation, creating an atmosphere of excitement and confusion: feeling connected and disconnected all at once. Among collected responses, there is a desire for respect and understanding across the varying levels of power within the organization. Additionally, how folks experience the

CONCLUSIONS CONTINUED

organization—depending on identity and positionality, is creating an undertone of frustration.

RESTORATION

Nearly 100% of assessment participants expressed a strong desire for collective repair and restoration, as well as accountability for harm and conflict. Many suggestions were rooted in a transformative desire for change, and the majority of respondents expressed that a punitive approach for correction does not meet the need or values of the organization. However, some folks offered clarity on what they consider to be accountability, and certain modes suggested there be developed a collective framework that aligns all CAT employees on expectations. Above everything, the desire to create a cohesive, sequenced tool of restoration was most requested, and many folks expressed just not knowing exactly where to start.

STRATEGY & RECOMMENDATIONS

Racial and Social Equity Trainings:

Based on the information collected from the racial equity gauge, folks' equity competencies fall into three categories: Hulk, Evolver, and Green Horn.

In order for the organization to execute its mission and truly support community members, folks must develop and establish strong social equity analyses to truly engage with and center the needs of Black, Indigenous, and People of Color communities, as well as Immigrant and Refugee folks who rent homes.

Suggested Social Trainings:

Equity Language Alignment

Dismantling Racism

Implicit Bias and Structural Racism

Anti-Blackness and Misogynoir

Dynamics of Poverty

Cross-Cultural Communication

Non-Violent Communication

Trauma-Informed Practices

Restorative Justice

Understanding Oppression

Culturally-Responsive Organizational Practice

Managing Up

Training Start Timeline:

- Summer adopt the assessment
- Fall create the implementation plan for internal work
- Spring create the implementation plan for external work

Accountability & Restorative Tool Development

A unanimous-request, organization staff and board members have requested the development of a sequenced, restorative accountability tool that would be utilized across the entire organization. The tool will be a collective creation, and would focus on restoration of relationships, trust building, accountability when harm occurs, and alignment of expectations and resourcing.

ESTRATEGIA Y RECOMENDACIONES

Capacitaciones sobre Equidad Racial y Social:

Según la información recopilada del indicador de equidad racial, las competencias de equidad de las personas se dividen en tres categorías: Hulk, Evolver y Green Horn.

Para que la organización pueda ejecutar su misión y apoyar verdaderamente a los miembros de la comunidad, la gente debe desarrollar y establecer análisis sólidos de equidad social para comprometerse verdaderamente y centrar las necesidades de las comunidades negras, indígenas y de personas de color, así como también de las personas inmigrantes y refugiadas. que alquilan viviendas.

Entrenamientos sugeridos:

Alineación del lenguaje de equidad

Desmantelando el racismo

Sesgo implícito y racismo estructural

Anti-Negritud y Misogynoir

Dinámica de la pobreza

Comunicación transcultural

Comunicación No Violenta

Prácticas informadas sobre trauma

La justicia restaurativa

Comprender la opresión

Práctica organizacional culturalmente receptiva

Gestionando

Cronología de inicio del entrenamiento:

Finales de verano, principios de otoño

Rendición de cuentas y desarrollo de herramientas restaurativas

Una solicitud unánime, el personal de la organización y los miembros de la junta han solicitado el desarrollo de una herramienta de rendición de cuentas

restaurativa secuenciada que se utilizaría en toda la organización. La herramienta será una creación colectiva y se centrará en la restauración de las relaciones, la creación de confianza, la rendición de cuentas cuando se produzca un daño y la alineación de las expectativas y los recursos.

-

