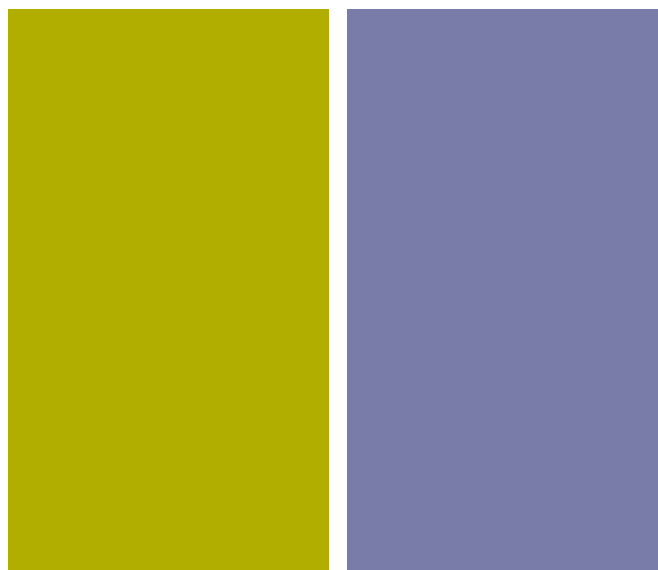




**ANTI-RACISM
TRANSFORMATION
TEAM
(ARTT)**

**STRATEGIC
PLAN
2010- 2015**



**STATEWIDE ORGANIZING FOR
COMMUNITY EMPOWERMENT**

SOCM

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INTRODUCTION

- **The mission of SOCM** is to empower Tennesseans to protect, defend, and improve the quality of life in their communities across the state. SOCM is working for social, economic, and environmental justice for all. We are committed to the journey of becoming an anti-racist organization. Recognizing our interdependence, SOCM is committed to overcoming social and institutional racism and embracing our diverse cultures.
- **The Board Mandate** in 2005 formed a new Internal Committee, called the Anti-racism Transformation Committee to move the organization closer to its mission of becoming an anti-racist organization.
- **The strategic plan** includes an analysis of the organization, a vision, strengths, weaknesses, opportunities and threats (SWOT) confronting the team, as well as stakeholders the team will work with and strategies the team will implement when building relationships with these essential groups in SOCM.



The Board Mandate

2005: ART Team Board Mandate

The board recognizes that because of a history of over 500 years of racism in this country, every institution and organization in our society, including SOCM, has been infiltrated by racism.

WE ENVISION a Tennessee where people of diverse backgrounds are empowered through community action and leadership development to achieve change that improves their quality of life by addressing issues of environmental, economic and social justice.

THE MISSION OF SOCM is to assist Tennessee residents to protect, defend and improve the quality of life in their communities and across the state; SOCM is a member-run organization, which encourages civic involvement among Tennessee people so that they may have a greater voice in determining their future.

The institutionalized racism, which exists both outside of SOCM and inside the organization, will prevent us from fulfilling our mission and acting out our vision.

In order to help SOCM reach the goals of our mission and vision we, the SOCM Board, are hereby forming a new Internal Committee, which shall be called the Anti-racism Transformation Team.

The SOCM Anti-racism Transformation Team will work in all areas of the organization, through trainings, exercises, MEETINGS, and other methods as appropriate, to dismantle institutional racism within SOCM.

It is understood that this will be a long term-process and will be composed of many elements, such as but not limited to:

- Ongoing analysis and identification of practices that perpetuate racism within SOCM

The Board Mandate Continued...

- Suggesting and implementing changes to dismantle racism within SOCM
- Building true openness and trust between the diverse members
- Using racial group caucuses whenever possible in all areas of SOCM, including the Board, chapters, committees and multi day seminars and trainings.
- Participation in the Strategic Planning process
- The team will endeavor to assist all parts of SOCM in anti racism growth in such a way as to strengthen the organization.

This team will have co-facilitators, consisting of one person of color and one white person. All trainings will be conducted with at least one trainer who is a person of color and one who is white.

Acknowledging that the Anti-racism Transformation Team needs to expand and grow in order to successfully do the work of fostering change and SOCM and strengthening the organization, additional team members will be recruited as needed, always seeking a balance between members of people of color and white members.

In order to serve on SOCM's Anti-racism Transformation Team it is necessary for new members to have completed a multi day training course, which is the same or comparable to the training received by the original team members. SOCM will support the Team by providing opportunities for this necessary training at no cost to the SOCM members who will receive the training.

One or more members of the SOCM Anti-racism Transformation Team will participate in SOCM's periodic strategic planning process meetings.

Because the chairperson of each committee of SOCM has one vote on the annual nominating committee, and because there will be co-chairpersons of this committee, each co-chairperson of the Anti-racism Transformation Team will have one-half vote for the purposes of the nominating committee.



ARTT

The Vision



SOCM

SOCM is a diverse anti-racist organization composed of people (of all ages, races, ethnic groups, and religions) working together, in total trust, openly and freely, with shared multi-racial leadership.

This multi-racial power will be used to create an organization, (and a state) where everyone has a voice, is united, and feels safe to be a full participant.

SOCM will continue to educate our members and the public to pave the way, so that future generations will not experience the oppression, fear, and exploitation of the past so that the institution will rise from the dark and desolate valley of inequality to the sunlit path of racial justice.

SOCM's ART Team will participate in decisions that shape the institution and inclusion of diverse cultures, lifestyles, and interests.

In our vision, there is a road to success that is not straight. There's a curve called failure, a loop called confusion, a speed bump called friends, caution light called family, and flats called jobs. But, if you have a vision called determination, an engine called perseverance, insurance called faith, you will make it a place called success.

Timeline 1986-1997

1986	SEP formed 1 st formal coalition SOCM belongs to with POC organizations
1986-1989	SEP Leadership Gatherings at which 12-15 SOCM members meet JONAH members
1989	At SEP Leadership gatherings SOCM members decide they want to have more deliberate relationship with JONAH
1990	JONAH invited to participate in joint leadership retreat 20 JONAH and 35 SOCM members attend
1993	5 SOCM members and staff attend 3 day DR training PDF's exchange project
1994	SOCM Strategic Growth Plan outlines goals on geographic expansion to middle TN with multi-racial organizing an essential criteria for forming new chapters
1993-1995	4-6 SOCM members and 4-5 JONAH members meet twice a year to plan joint activities such as: Youth encampments Joint leadership retreats and trainings Joint DR trainings Member exchanges Membership challenge Joint issue work Some SOCM and JONAH members join each other's organizations
1995	SOCM/JONAH 3 day DR retreat
1996-2000	SOCM members and staff attend DR trainings by PDF and VOP, including training for trainers. Trainings also given to SOCM board and at SOCM Leadership Retreats.
1997	Research for middle TN counties points to Maury and Bedford Co. for beginning one-on-one conversations which lead to forming new chapters



Timeline 1998-2009

1998	First POC on staff
1999	Bedford and Maury Co. Chapters are approved by SOCM—the first multi-racial chapters.
2001	New Strategic Plan adopted by Board calls for more multi-racial chapters and 2 DR trainings for SOCM members each year.
2001-2004	2 DR trainings held each year for SOCM members in various locations in state
2003	Social Progress Committee formed to coordinate SOCM's anti-racism work
2004	Voter Rights Committee is established as a sub-committee of the Social Progress Committee. It takes on the issue of attempting to pass a bill that will restore voter rights to convicted felons. First response by legislators is that this is a "black" issue and SOCM members stress that it is an inter-racial social-justice issue.
2004	Board approves requiring each board member to attend a DR training
2005	6 SOCM members and staff attend 4 sessions (10 days) of anti-racism transformation training, sponsored by CORA and taught by Crossroads Ministry
2006	ART Team sponsors 3-day Crossroads anti-racism training, free to SOCM members and a charge for other organizations attending. 5 new members join ARTT.
2007	New team does training for staff and the board, Cumberland and Roaring River Chapter
2008-2009	ART Team completes Crossroads institutional analysis trainings, gains 5 new members and begins strategic planning process and revamping training model

Timeline 2010

FEB-MARCH	<p>ART Team one-on-ones before face-to-face meeting and work on strategic Plan; individual and small group work</p> <p>March 6-7—ART Team face-to-face meeting</p> <p>Objectives:</p> <ul style="list-style-type: none"> -Finalize strategic plan and timeline for this year including which stakeholder groups we will work with -Do a mock training and finalize training model -Assign tasks and roles for upcoming board meeting, stakeholder group work and first training <p>March 20th Board meeting</p> <ul style="list-style-type: none"> -Deliver strategic plan -Training with the board
APRIL	<p>April 19 (7:30pm edt) ARTT conference call to debrief board training and make plans for staff one-on-ones. Add to stakeholder analysis and plan follow-up with board</p>
MAY-JUNE	<p>May 8th-face-to-face meeting—debrief first training and follow-up with stakeholder group; plans for staff training</p> <p>Staff training May- June</p>
JULY-AUG	<p>July—face-to-face meeting—debrief 2nd training and follow-up with stakeholder group; plans for next stakeholder group and organization-wide education (annual meeting, fall fundraising etc) —evaluation of ART Team progress and any changes we want to make</p>
AUGUST-SEPTEMBER	<p>August—Work with third stakeholder—one-on-ones begin. Add to stakeholder analysis</p> <p>September—Training with third stakeholder group</p>

+ ARTT

SOCM

Timeline 2010 continued



OCTOBER

Work with fourth stakeholder—one-on-ones begin. Add to stakeholder analysis/

NOVEMBER

Training with fourth stakeholder
Face-to-face ARTT meeting follow-up plan with fourth stakeholder and plan for next year



SWOT Analysis

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or new initiative. It involves specifying the objective of the project and identifying the internal and external factors that are favorable and unfavorable to achieving the objective.

The ART Team completed a comprehensive analysis of these components during the Crossroads trainings November 2008-January 2009.



Strengths- Internal characteristics that are unique, special, highly valued or positive.

Weaknesses- Internal challenges that an organization faces or limitations to achieve their mission and goals.

Opportunities- Reflected when external factors are closely aligned with institutional strengths; aspects of the external environment can create or accelerate a need or a capability that is, or can, be a strength of the organization.

Threats- Reflected when external factors actually, or potentially, reduce or eliminate a capability or need of an organization.





SWOT Analysis of the Anti-Racism Transformation Team

Strengths

- Sense of Humor
- Diverse staff
- People in this room
- Staff bought in currently
- Committed to change
- Training
- Built relationships
- Diverse personalities
- Internal committee with board mandate and staff support
- Equal number of people of color and white on team
- Team has good cohesion
- Diverse voices
- Utilizing our potential by having a meeting like this with people like this
- Commitment of team members
- Diverse racial mix of team
- Timing (we're right on time)
- Learning in meetings , etc.; knowledge
- Perseverance
- Energy that's in diversity
- Sincerely seeking a solution
- Leaders in SOCM on the team
- Anti-racism training
- Open minded-ness toward others

Weaknesses

- Limited diversity in TN population
- Not enough diversity in Team
- White privilege in SOCM
- Limited access to technology
- Members uninformed
- Decision-making process
- Geographically scattered
- White people don't get it "still"
- Leaders are same people throughout SOCM who make up the team—distribution of power
- Transition makes us vulnerable
- Relatively new team members
- Not enough staff on team
- Limited time to give
- Not enough people of color
- Portion of members not supporting
- Disillusioned team members
- Discouragement of team
- Not seeing change fast enough
- Way we organize in communities leads to lack of diversity

+ SWOT Analysis continued...

Opportunities

- Team membership provides introspective exploration and growth
- Youth becoming politically active
- Make SOCM better as far as race relations
- Open communication with Crossroads
- Chapters
- Obama's election
- Communities
- Committees
- Name Change
- Obama next president-more opportunity to talk about race
- Strategic planning
- New identity
- Allies
- More ARTT members on the board
- SOCM's strategic planning process
- To make SOCM a better organization
- This training educates us, we can educate others

Threats

- Bad reactions in SOCM
- Our economy
- Staff turnover
- Becoming weary/ inactive
- High % of racism in TN
- Hate groups in TN-secret tactic and well trained
- \$
- Resistance of some SOCM members to anti-racism
- Stereotype of environmental as not social change
- Ally support may decrease among white groups
- Negative media
- SOCM members that don't believe in this work speaking against it
- Talk about racism is taboo
- Members leaving team



Internal Organizing Team Longevity and Operations

MEMBERSHIP

- Diversity of the 2 (or more): “seeking a balance” of POC and white
- 2 new members minimum per year
- Strategic about when we bring on new members: training before they actually come onto the team
- Member from each chapter / committee or someone (one positive stakeholder) in each chapter who supports the work
- Find roles non-members
- No term limits on team membership but create space for discussion
- 2-3 years minimum commitment
- Term limits for co-chairs: 2 year term, staggered
- We will have a training team of at least 2 groups of 4 people

MAKING DECISIONS

How do we come to a decision:

- Consensus or voting, but it must be stated prior to discussion or vote which one it is, and if there are other conditions (i.e. simple majority, etc)

WORKING WITH STAKEHOLDERS

Goal- In helping SOCM become an anti-racist organization the ARTT will council SOCM when it makes policies and documents to ensure that they are inclusive, diverse, respectful, and are available and accessible

Strategies

- Time at ARTT meetings to share recent policies and documents
- Encourage SOCM’s committee to review their own documents for all above

Goal- Crossroads connections

Strategies

- Sub-committees, working groups connect with Crossroads with questions or concerns
- Staff coordinate for calls or meetings

Goal- Recruit new members annually

Strategies

- Do this through trainings and individual self-attraction

+ Stakeholders

Definition:

A stakeholder is a group or person that has a vested interest in SOCM. These include all chapters, committees, staff, members and funders.

GOALS

- We hope to establish a relationship with 20 Stakeholder groups in 5 years
- Provide an Introductory Workshop to 10 Stakeholder groups in 2 years
- Provide analysis training to the leadership of 15 Stakeholder groups in 2 years
- Negotiate and establish organizing plans with 20 Stakeholder groups in 5 years.

Stakeholders for 2010

Board

Staff

**Bedford County Chapter
Finance and Personnel
Committee**

The ART Team will provide introductory workshops with these stakeholders in 2010.

We will work with stakeholder groups and individuals in the following ways:

- (1) provide training and education as well as why we are working on anti-racism within SOCM
- (2) share our vision and purpose and invite them to work toward an anti-racist SOCM with us
- (3) conduct one-on-one interviews to learn who people are and build relationships
- (4) keep dialogue with trained stakeholders
- (5) serve as a resource for organization-wide questions and concerns

+ Membership Involvement

Activities

- Blog, website, and SOCM Sentinel newsletter articles for sharing and awareness
- Activities for Black History Month
- Annual Meeting speakers for education
- Dinner/snack and movie nights
- Annual Community Unity Nights/International Food—Activities for each Chapter
- Annual education event with allies and stakeholders outside of SOCM in year 2
- Focus on anti-racist legislation or racist legislation—bring awareness forward to SOCM empower SOCM to incorporate this into committee and chapter work

Resources

- *Anti-Racism Cookbook* for each team member and resource shelf
- Establish a library/ resource shelf with films and books on racial justice and education for use in chapters and SOCM-wide events—increase access and awareness of these resources

+ Accountability

Accountability of Team Members to the Anti-Racism Transformation Team:

All team members should first be accountable to themselves.

As a Person of Color, I need to make Whites aware when they are acting in a racist way.

Reflect on what accountability is to you and check yourself.

It's okay to disagree as long as you don't infringe on other people's rights (right to speak, be a person, could have an agreed upon "Bill of Rights" for the team ☺)

White people have to understand that being a Person of Color, we have experienced some hurtful and negative experiences and don't be offended when we speak of our experiences.

Accountable to understanding People of Color's feelings

Accountability of ARTT to SOCM:

See that the mandate is carried out

We accomplish this inside, then it should go outside to the world

Caucus at every opportunity at meetings

Help plan large events like annual meetings

Reports at board meetings-assign someone from team to do this so it doesn't get lost

Continue to give help on caucusing

Encourage others to join the team

+ Accountability

Accountability of ARTT to the People of Color on the Team:

Leadership roles-equal voice- having white person and person of color co-chairpersons

Open discussion and go-arounds ensure equal voice- if I speak, I'm listened to

Do a go around to check off on a decision

Groundrules- all participate to determine them

Equal opportunity for leadership- ask for volunteers, encourage People of Color to take on leadership positions

Make every effort to include People of Color on small committees/ working groups

One-on-ones- get to know people who you hold accountable

Caucusing

Reporting back would help build trust and relationships within the team—
have time for discussion after coming back together

What we learn from caucusing can be put into our training model and we can use this to encourage diversity within SOCM and share our experience with caucusing with other groups

Transparent communication

Send things in the mail when people don't have e-mail or prefer not to receive information that way

Staff will make sure notes from calls and meetings are sent out to everyone

Staff accountability on communication

Laugh at ourselves and with others-incorporate fun

“Generate a little love”

Take time out for icebreakers-that build trust

Be honest-speak from the heart, put in group agreements

+ Accountability

Accountability to the world outside of SOCM:

Work with other organizations

National Association for the Advancement of Colored People-NAACP

Southern Echo (Mississippi)

A Jewish organization was mentioned and the name is not known at this time

Catalyst Project (San Francisco, CA)

Tennessee Immigrant and Refugee Rights Coalition-TIRRC (Nashville)

Race Relations Center (Knoxville)

Knoxville Talks Race

Color of Change (CA)

Have these organizations present at our meetings

Host an annual public education event with other groups (starting in year 2)

Visit them

+ Funding and Budget Considerations

Goal: Sustainable Funding for SOCM Anti-Racism Transformation Work

Sustainable funding is necessary for the ART Team to carry out the Board Mandate and successfully implement the ART Strategic Plan.

Funding Needs:

The most crucial expenditure is for on-going training of current and new members of the ART Team.

An annual Crossroads Training for new members and staff would need funding for travel, lodging, food, materials, and consultant fees. *(If we choose to make this an annual part of our work.)*

Training and expenses by the ART Team for members includes travel, lodging, food, materials, and rental for meeting space. *(This probably wouldn't happen in the first year of our work, but would we include this as part of our future work?)*

Expenses for ART Team members to visit and share with brothers and sisters around the state doing this work or for speakers to come to ART Team meetings or other SOCM meetings.

Funding Sources:

ART is currently funded through grassroots fundraising, general support grants and discretionary grants, which are the Executive Director and Finance/Development staff's responsibility.

General Support Grants

French American Charitable Trust

Southern Partners Fund

Taste of Salt Fund

*Needmor

*Environmental Support Center

*Loretto Special Needs

*CCHD

**Mary Reynolds Babcock

*Ben and Jerry's

*Open Society Institute

**Public Welfare

Discretionary Grants (\$1,000-\$5,000)

Appalachian Community Fund

French American Charitable Trust

Southern Partners Fund

*Needmor

*Environmental Support Center

*Have funded, but not currently funding

**Possibility of applying again for funds

+ Funding and Budget Considerations

Continued...

Implement a plan to research new funding sources by staff, consultants, and/or ART Team members. Research to include web searches, ask current and previous foundation supporters about other foundations supporting anti-racism work, and to ask groups doing similar work where they get funded.

Brainstormed Sources (not mentioned above):

Peace Development Fund	Virginia Organizing Project
Kentuckians for the Commonwealth	Crossroads
Colours and other groups in San Francisco	Catalyst Project
Survey from SOCM 2009-2014 Strategic Plan	Highlander

At a chapter level, create an annual cultural event to raise new money and recruit new members to SOCM.

Send an annual appeal or direct ask to SOCM members for their financial support of ART.

Future funds from ART Team members training or doing a workshop for another group for an honorarium of some amount. This honorarium would include total expenses paid for ART Team members.

Funding Obstacles or Threats:

The primary threat for funding at this time is the current recession. It is predicted that foundations will feel the recession 3-5 years after individual do depending on loss of principal. Since we have no control over the recession, we have to fundraise in a positive, passionate, and productive manner. What does the funder or donor get from supporting our work?

Additional Funding Strategies to consider:

Create of series of house parties with a specific theme so easy to duplicate.

Create a pledge campaign for member support of work.