

The logo for MRG Foundation features the letters 'MRG' in a bold, black, sans-serif font. Above the 'G' is a stylized orange sunburst with multiple sharp points radiating outwards. To the right of 'MRG' is the word 'Foundation' in a black, serif font.

MRG Foundation

Igniting social change. Advancing social justice.

**Leadership Grantee:
Center for Intercultural Organizing**

General Fund Example Grant

Part II. General Fund Proposal Narrative

1) Describe your organization

Founded by Portland-area immigrants and refugees, the Center for Intercultural Organizing (CIO) was originally established to combat widespread anti-Muslim sentiment after 9/11. Over the past 10 years, we have continued organizing against the targeting and profiling of Muslims and other groups, while broadening our focus toward building power in immigrant and refugee communities. CIO has engaged thousands of individuals from diverse cultural, ethnic, and religious backgrounds, trained new immigrant and refugee community leaders, produced hundreds of educational events and mobilized community members to participate in social change.

Recent accomplishments include:

- **2013 State Policy Wins**—CIO was either a partner or a lead organization in many successful state policy campaigns last session, including tuition equity for Oregon students, cultural competency in health care, drivers' cards for undocumented immigrants, racial impact statement legislation, improved and ethnicity data collection legislation, and ending Section 8 discrimination.
- **Ending Police/ICE Collaboration**—Through the ACT Network, CIO and our partners successfully persuaded the Multnomah County Sheriff to end Immigration and Customs Enforcement (ICE) holds for low-level offenses.
- **Building Community Capacity**—CIO has built the capacity of seven smaller, immigrant and refugee led organizations from demographically isolated communities through the Capacity for Associations of Newcomers (CAN) Project
- **Growing New Leaders**—20 new leaders graduated from CIO's signature, yearlong leadership development program, Pan-Immigrant Leadership and Organizing Training (PILOT) this year; over 120 leaders have graduated from PILOT since 2008
- **Organizing Communities**—In collaboration with the Community Alliance of Tenants, CIO organized immigrant and refugee residents living in five East Portland apartment buildings, helping them improve living conditions, providing them leadership trainings, and involving them in our housing equity campaigns. CIO also continued to organize and activate our members in Washington County.

Note CIO's use of bullets, bold headers, and short paragraphs. Because grantmakers review 50 proposals at a time, clear formatting will make your application more readable -- and more memorable!

When possible, including numbers with your key accomplishments can help grantmakers better understand the scope of your impact.

2) Problem Statement

The targeting of people by law enforcement officers based on their race or some other aspect of their identity is deeply rooted, widespread, historic problem, and something we hear regularly expressed by our members. Profiling is degrading and dehumanizing for those affected. As a result, targeted communities are less likely to call police to report crime or act as witnesses. The practice is at the root of the disproportionate number of people of color, people with mental illness, people experiencing homelessness, and LGBTQ people in the criminal justice system. The recent US Department of Justice settlement with the Portland Police Bureau concerning PPB's treatment of people experiencing mental illness, the continued officer-involved

shootings of people of color, and the targeting of Muslims and other groups highlight the need for a statewide ban on the practice. We anticipate more incidents of profiling occurring during traffic stops with the new Drivers' Cards for undocumented immigrants coming soon, and potentially more police/ICE collaboration due to the current punitive measures proposed in the new immigration reform legislation.

In the 2013 legislative session, Center for Intercultural Organizing and a handful of other, mostly Portland based groups successfully worked with Oregon legislators to draft an anti-profiling bill. We received testimony directly from dozens of victims of profiling, and heard of hundreds of cases in many communities across the state. People came from Tigard, Newburg, Beaverton, Eugene, and Bend to participate, describing incidents of being singled out for their religion, gender identity, housing status, as well as race.

I asked [the officers] if I was being detained or under arrest. They answered that I was not, so I told them I would be leaving. When I tried to walk away, they knocked the things out of my hands, and violently put me in handcuffs with an officer's knee in my back. I still suffer from the damage."

– African-American Community Member

"[Profiling] is a fundamental violation of fairness that alienates people and works against the efforts of a wide range of social service and community organizations, including ours, to help re-engage." – Housing Advocate

"[The officer] made me feel unaccepted only because I'm embracing my culture. Because I am Muslim and practice wearing my hijab and my traditional Somali clothing. I should be free to do this but it doesn't seem like it."

– Somali Community Member

Despite our filling two rooms with community members at an informational hearing in a joint session of the House and Senate Judiciary Committees, there was not enough of a statewide push to move the bill out of committee. In addition, many of the legislators outside of the Portland-Metro area were not hearing about profiling from their constituents or through the media.

3) Solution, Strategy and Impact

Grounded in the belief that organizing people who are suffering oppression has the greatest potential to affect the root causes of economic, political and social injustice, we involve our immigrant and refugee members in all aspects of program development and implementation. Through CIO, immigrants and refugees from diverse backgrounds develop a unified voice, advocate for their rights, and create an environment in which they are recognized and supported as valued community members.

CIO integrates four critical areas that, when combined, catalyze systemic change:

- **Community Education**—The Center educates immigrants, refugees and U.S.-born allies on pressing community issues and strengthens and supports existing efforts to bring visibility to immigrant and refugee struggles.

- **Civic Engagement and Policy Advocacy**—Our civic engagement program provides a pathway for immigrants and refugees to participate in democratic processes through training programs, hands-on projects and collective action that produce concrete improvements in their lives through policy change.

Organizing and Mobilization—CIO assists immigrant and refugee community members in building the organizing skills necessary to impact policies that affect them and to work collaboratively, mobilizing diverse constituencies.

Intergenerational Leadership Development—CIO develops new leaders through a signature yearlong leadership development program as well as through on-the-ground leadership positions within our campaigns.

CIO respectfully requests a \$20,000 Leadership Grant from MRG Foundation to build the coalition, leadership, base, public will, and strategy necessary to win a statewide ban on police profiling, mechanisms to hold police accountable for incidents of profiling, and direct support and action for victims of profiling in Oregon. We also intend to elevate Oregon's profile on this issue nationally.

4) Action Plan

Goal 1: Build a cross-constituency coalition of organizations across Oregon . representing communities impacted by profiling.	
<p>Activities: Convene monthly End Profiling campaign team comprised of organizations representing those most impacted by profiling based on race, immigration status, ethnicity, religion, being LGBT, housing status, mental health.</p> <p>Work collectively with End Profiling campaign team to draft policy solutions inclusive of all affected communities</p>	<p>Expected Outcomes & Timeline: 25 organizations join End Profiling campaign; 30-40% of the organizations outside of Portland metro area (Monthly through December 2014)</p> <p>Draft End Profiling policy framework completed (October 2014)</p> <p>Final End Profiling policy adopted by Oregon legislators for 2015 session (December 2014)</p>
Goal 2: Train a statewide base of informed leaders and community members able to move a common agenda.	
<p>Activities: Hold community forums throughout the state on profiling, highlighting how the issue impacts various communities</p> <p>Convene and train a cross-constituency group of leaders on campaign planning, strategy and development; power analysis; and other needed organizing skills</p> <p>Provide opportunities for members of the community who have experienced profiling to</p>	<p>Expected Outcomes & Timeline: Visibility of profiling raised in areas outside Portland; 12 community forums (6 outside Portland) held in 2014</p> <p>30 new leaders from diverse communities trained who share a common vision for change (Quarterly through 2014)</p> <p>300 community members join campaign and are able to be mobilized</p>

See how CIO outlined broad social change and movement building goals and then supported those with specific and concrete activities. Both goals and activities then tie back into the problem and solution they outlined.

It's important that the solution you outline directly ties to the problem you identify. Here, CIO identified a legal/policy problem, then outlined how they'd build a base to change policy.

play key roles in the End Profiling campaign	during the 2015 Oregon Legislative Session (Ongoing through 2014)
Goal 3: Directly support community members who have been the victims of profiling and take action on these incidents.	
<p>Activities: Initiate and monitor a profiling hotline to document incidents, and provide resources and support to members of the community who have been profiled</p> <p>Partner with the National Lawyers' Guild and the ACLU to provide "Know Your Rights" Trainings on law enforcement</p> <p>Partner with Portland Copwatch to hold trainings on monitoring police activity</p>	<p>Expected Outcomes & Timeline: Profiling hotline active and routinely monitored by CIO staff (January 2014)</p> <p>60 End Profiling Coalition members receive "Know Your Rights" Trainings in multiple languages (15 participants/ 4 classes)</p> <p>35-30 End Profiling Coalition members receive Copwatch trainings (Quarterly training courses throughout 2014)</p>
Goal 4: Collect and disseminate stories of police profiling through mainstream media, community-specific media, the Internet, and social media.	
<p>Activities: Utilize CIO's Media Center equipment to create short videos featuring individuals who have experienced profiling</p> <p>Place Letters to the Editor, Op-Ed pieces, guest columns, and other communications in mainstream and community-specific media</p> <p>Create and implement social media strategy using Facebook, Twitter, and other methods to engage the public in the End Profiling campaign</p>	<p>Expected Outcomes & Timeline: 10-15 short videos from diverse perspectives highlight how profiling plays out in communities based on race, ethnicity, national origin, religion, being LGBT, housing status, and mental health status; videos show the long-term effects on people's lives (e.g., not just "driving while Black") – by Dec 2014</p> <p>6-10 stories placed in mainstream and community-specific media on profiling – Fall and Winter 2014; social media campaign launched by Summer 2014</p>
Goal 5: Connect Oregon profiling work to the national End Racial Profiling Act campaign led by Rights Working Group as well as other national efforts to end police profiling.	
<p>Activities: Ensure Oregon stories are documented by Rights Working Group in their efforts to pass a national End Racial Profiling Act</p> <p>Represent CIO and partner organizations at national tables and attempt to move strategies to be more inclusive of all communities experiencing profiling (race, ethnicity, immigration status, religion,</p>	<p>Expected Outcomes & Timeline: Oregon a lead state in efforts to pass national legislation to end profiling; change the narrative and public perception of Oregon as a "liberal" state without major racial and social justice problems (Ongoing through 2014)</p> <p>Policies under consideration nationally</p>

It's important that grantmakers can understand who your constituency is and how your leadership reflects them. CIO also lays out a well-planned leadership development strategy that grantmakers look for, especially with leadership groups with larger budgets (\$100,000+). See how they include not just staff and board, but their membership and constituency as well.

5) Constituency and Leadership Development

Immigrants and refugees—particularly those who come from communities of color—are the primary constituency of our organization. However, CIO also understands the need for multiethnic coalition building: thus, Slavic and other white immigrants are also considered constituents. Our by-laws require our Board and staff to be at least fifty-percent immigrant and refugee, and this applies to our membership as well. CIO has specific methods for recruiting and retaining immigrant and refugee members, representing a strategic, base-building effort that has allowed the CIO to grow its constituent leadership and broaden our community breath and reach. Immigrant and refugee members lead all aspects of the organization.

CIO chooses issues through an in-depth engagement process with our members, who represent a broad section of Oregon's immigrant and refugee communities. We utilize community based research, surveys, one-on-one discussions, canvassing, culturally specific events, and other methods to gain input from those outside our membership. Additionally, engaging our constituents from the beginning of our campaigns through the end ensures that they are at the helm of the organization and steering the work.

6) Dismantling Oppression

Immigration intersects with all social justice issues: racism, sexism, cissexism, classism, heterosexism and ableism: from the U.S. citizen who is blocked from bringing a same-sex partner simply because they live in a state that doesn't allow gay marriage to the disparate treatment of poor workers to the trafficking of women as sex slaves. These issues are addressed within our organization as well as within the curriculum we teach during our programs. For example, workshops designed for the Pan-Immigrant Leadership and Organizing Training (PILOT) Program, directly address racism, homophobia, gender oppression and sexism in an intensive, multicultural group context. When recruiting for this program, we specifically select individuals who represent the broad spectrum of the immigrant/refugee experience.

Addressing oppression in all its forms is a central tenet of CIO's mission. Our End Profiling campaign is a prime example of how CIO attempts to address issues at the intersection of oppression, as we are building more connections between U.S.-born communities of color, such as Native Americans, African Americans and other ethnic communities, people experiencing homelessness, people who struggle with mental illness, and those who are LGBTQ through our issue campaigns and organizing trainings, a move that will not only open immigrants and refugees to the experiences of other oppressed groups, but also ensure greater power to eliminate injustice.

Here, CIO does a great job of demonstrating a strong intersectional analysis.

7) Movement Building – (Part B) – For Leadership Grants

The Center for Intercultural Organizing sees our role in the immigrant rights movement as building a shared analysis of immigrant and refugee issues and fostering solidarity across culture and race. Working closely with coalitions—such as the progressive alliance of people of color/queer/immigrant rights organizations that joined us in Salem in 2013—and organizations with similar missions like APANO, Urban League of

Working collaboratively with partners is an important part of the work of MRG's leadership grantees who anchor Oregon's movement. CIO clearly outlines their partnerships, including those with other MRG grantees. This also reinforces the intersectional/multi-issue analysis that they demonstrated in the last section.

Portland, Oregon Latino Health Coalition, and CAUSA, creates the space necessary to build these connections. In the past year, CIO worked with nearly 60 organizations in Oregon. On some issue campaigns—such as introducing an anti-profiling bill in the 2013 state legislature—CIO was the lead organization and on other issues, such as tuition equity, we were a partner group. During this campaign, CIO will actively seek to build a coalition of organizations representing people that experience police profiling.

We envision a strong multilingual, multicultural progressive movement inclusive of all. Our programs—both internal and external—offer a safe space for cross-cultural dialogue, strategy building, and cross-constituency organizing that foster long-term alliances between communities. We believe this groundwork is essential to creating solidarity among peoples and the building power necessary for social change. A strong, cross-cultural immigrant and refugee rights movement will then able to link with other social justice movements and withstand wedge issues between them.

8) Why is MRG's funding critical to your work?

While Center for Intercultural Organizing's budget is larger than many MRG-funded groups, many of the grants we receive are actually shared among various partner organizations. In addition, the grants CIO receives from government sources for civic engagement activities do not enable CIO to push for more radical solutions to issues our communities are facing. For example, we receive leadership development funds from Portland's Office of Neighborhood Involvement and funds from the Bureau of Planning and Sustainability to engage our constituents in discussions around the Equity Goals in the Portland Plan. These grants are very restrictive. In short, there are very few funding sources for organizations addressing institutional racism, and little support for campaigns working on intersectional issues, such as CIO's End Profiling approach. For this reason, MRG's support is critical. Without the support of MRG, our statewide campaign will not move past the Portland Metro area, the voices that need to be uplifted in Oregon will not be heard, and a comprehensive End Profiling bill is unlikely to pass.

For groups near the top of MRG's budget cap, it can help to be very concrete in describing why MRG funding, in particular, is still important.

9) Grassroots Fundraising Plan

Despite the economic downturn, CIO has been able to obtain new funding from a variety of foundation and individual sources in the past several years. This increase in revenue—combined with additional staffing—has enabled CIO to be more proactive in cultivating donors. CIO is currently finalizing a new four-year (2014-2017) Strategic Plan, which includes fundraising approaches aimed at CIO's long term fiscal health. From recruiting new, actively engaged members to putting systems in place that support development, the new plan will enable CIO to hold membership and donation drives, host member-led fundraising activities, and generate new monthly donors. CIO is also considering creating an immigrant and refugee owned business membership program. In essence, CIO's new Strategic Plan will build our financial foundation, ensuring that the organization becomes less dependent on grants over time and more effective in its social change agenda.