



Funding Opportunity Information

Building and Bridging Power to Advance Health Equity through Policy and Advocacy (Building and Bridging Power)

Funding Opportunity Information Release Date: Dec. 10, 2019

Online Letter of Intent Application Opens: Jan. 6, 2020

Online Letter of Intent Submission Deadline: Feb. 7, 2020

**Letters of Intent will be submitted via FLUXX
The application link will be available here:**

<https://www.coloradotrust.org/strategy/building-and-bridging-power> on Jan. 6, 2020

Application Advancement Notification:

Applicants will be notified of the status of their Letter of Intent Application by Feb. 24, 2020 following review by The Colorado Trust

Invited Applications Deadline: April 3, 2020

Anticipated Application Award Notification: May 5, 2020

Anticipated Grant Start Date: June 1, 2020

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Acknowledgements

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- AJL Foundation
- Alliance for Justice
- Allied Media Projects
- AMBG Consulting
- Caring for Colorado Foundation
- Chinook Fund
- Colorado Funders for Inclusiveness and Equity
- Colorado Health Foundation
- Colorado Department of Public Health and Environment - Office of Health Equity
- Colorado Department of Public Health and Environment – Contracts and Purchasing Unit
- Equitable Evaluation Initiative
- Grassroots Policy Project
- Maine Health Access Foundation
- National Committee on Responsive Philanthropy
- Othering and Belonging Institute at UC Berkeley (formerly the Haas Institute for a Fair and Inclusive Society)
- Philanthropic Initiative for Racial Equity
- Rose Community Foundation
- The Piton Foundation
- Voqal
- The Women’s Foundation of Colorado
- Health Equity Advocacy Cohort and Network Partners

Contact Information

For questions regarding the Building and Bridging Power funding opportunity, please contact Noelle Dorward, advocacy and policy partner, at 303-539-3134 or noelle@coloradotrust.org

Building and Bridging Power Letter of Intent and Application Process and Instructions

Grantmaking at The Colorado Trust

[The Colorado Trust](#) (The Trust) is a private, statewide health foundation that was created in 1985 with the proceeds from the sale of the PSL Healthcare Corporation. The Trust’s vision^{*1} is that all Coloradans should have fair and equal opportunities to lead healthy, productive lives regardless of race, ethnicity, income or where we live. Through our grantmaking*, we provide funding and other resources so that all people have the ability to make decisions that improve their lives and the lives of their neighbors.

The Trust is committed to funding advocacy* and policy work because we believe it is an essential tactic to address and undo inequities* and build power* in communities. The Trust believes that local, regional and statewide policies can have a positive impact on people’s well-being. We provide grants and support to organizations that advocate for policies that ensure all Coloradans live healthier lives. The Trust works with grantees to maximize resources and incorporate diverse voices, with the intention to shift power dynamics and create policy change that achieves better health for all Coloradans.

Building and Bridging Power Strategy Overview

Colorado has a rich history of organizing and movement building on a variety of issues. The Trust also understands there is a timely and urgent opportunity for resources to strengthen and grow organizing infrastructure towards equitable outcomes in rural and urban communities. Strong policy and advocacy networks in the state increase the opportunity for community-driven solutions at the local, regional and state levels, and support connections between rural communities and Denver metro-based or statewide policy organizations. Additionally, the stories we tell ourselves and each other about why health inequities exist are deeply embedded in historical and current context and lived experiences. Stories and narrative* are powerful allies of advocacy work and policy change, and we see an opportunity to support organizations who are interested in strengthening their communications and messaging capacity to affect policy and advocacy efforts.

In September 2019, The Colorado Trust Board of Trustees approved a four-and-a-half year, \$14.5 million funding strategy titled “**Building and Bridging Power to Advance Health Equity through Policy and Advocacy**” (Building and Bridging Power) that aims to support the work of organizing people in communities experiencing the greatest inequities; the development and capacity of grassroots organizations and groups that can *build* power among community members across Colorado; *build* policy infrastructure and relationships with and between grassroots* and grassroots* organizations; and to intentionally *bridge* power between communities, community organizing organizations, and policy advocacy organizations so that community voice can lead the development and implementation of policy at all levels. Building and bridging work could also occur with communities participating in The Trust’s cornerstone [Community Partnerships](#) (CP) strategy. Through this strategy, The Trust partners with community resident teams across the state to build resident power—particularly the power of residents who have historically been excluded and who are directly impacted by health inequities.

^{1 1} Asterisk denote words or phrases included in Appendix A: Key Terms

The overarching outcomes we hope to see from the Building and Bridging Power strategy include:

1. A community organizing* infrastructure exists and supports community members, including those in CP communities, having influence and control over decisions that affect them.
2. Changes in policies, procedures and practices occur in and across grassroots organizations to demonstrate a commitment to equity* and meaningfully engage those most impacted by health inequities.
3. Policy and advocacy efforts at the local, regional and state levels reflect community voice.
4. Grassroots organizations help develop and support local, regional and/or statewide policies that are more informed by and responsive to the communities the organizations serve.
5. Mutually beneficial relationships and capacities of grassroots organizations are developed, strengthened and sustained.

Building and Bridging Power Funding Opportunity Components

This funding opportunity contains the following components:

- A **grant program** consisting of negotiated general operating grants to grassroots and grassroots organizations throughout the state, and a strategic advocacy fund;
- **Grantee support** in the form of individual and collective capacity-building* resources, and convenings, meetings and events to build relationships and trust across organizations;
- A complementary, overarching **evaluation and learning plan**.

Grant Program

Grassroots grants will support the organizing of people and resources to build infrastructure and capacity of community organizing organizations and groups (“grassroots”) to advocate for health equity* across the state.

Up to 14 urban and rural grassroots organizations and groups (e.g., organizations that work directly with residents, such as community-based nonprofits, community organizing or direct service groups), with negotiated general operating grants ranging from \$30,000-\$90,000 per year, will be funded for 4.5 years to make progress towards desired results, including but not limited to:

- Increasing and activating a base of residents in all seven CP regions that mobilize and work on policy issues determined by their community;
- Organizations and residents building and increasing advocacy and policy-change capacity;
- Establishing and/or strengthening organizing infrastructure across the state to build power on issues prioritized by communities;
- Developing a shared root-cause* analysis with grassroots groups of why inequities exist;
- Organizations changing policies, procedures and practices to demonstrate a commitment to equity, and meaningfully engage those most impacted by inequities;
- Creating new or strengthening existing relationships with grassroots organizations, residents and communities, and policymakers;
- Increasing or strengthening organizational ability among grassroots grantees to capture, reflect and improve upon their organizing efforts; and
- Residents driving policy and advocacy change efforts at the local, regional and state levels.

The Trust would like to partner with organizations and groups (including established or new 501(c)(3) organizations, groups with fiscal sponsors and/or community-based organizations) that:

- Are invested in building or strengthening an organizing skill set;

- Are creating a power base that can hold leaders accountable to the people who are affected by their decisions;
- Let their members/leaders/constituents take the lead in collective action-planning and decision-making;
- Reflect the people who are most affected by the issues subject to organizing;
- Commits to sharing existing organizing skill sets with emergent organizing groups, if applicable;
- Are either willing to build out or strengthen organizing capacity in a different region or area of the state (e.g., a Denver metro-area organizing group building out capacity on the Eastern Plains), if applicable; and
- Are located in and cover a CP region².

Grasstops grants will support building policy infrastructure to meaningfully engage with and advance priorities of communities, strengthen relationships with communities and grassroots groups, and build relationships to learn from each other.

Up to seven urban and/or rural grasstops organizations (organizations that focus on policy advocacy), with negotiated general operating grants ranging from \$50,000-\$75,000 per year, will be funded for 4.5 years to make progress towards desired results, including but not limited to:

- Building new and strengthening existing relationships with grassroots groups and with most-impacted residents;
- Advancing priorities of community and grassroots groups;
- Developing a shared root-cause analysis with grassroots groups of why inequities exist;
- Changing organizational policies, procedures and practices to demonstrate a commitment to equity and meaningfully engage those most impacted by inequities;
- Increasing or strengthening organizational ability among grasstops grantees to capture, reflect and improve upon their policy advocacy efforts related to equity; and
- Working towards policy changes at the local, regional and/or state levels.

The Trust would like to partner with organizations (including established or new 501(c)(3) organizations, groups with fiscal sponsors and/or community-based organizations), coalitions or alignment tables that have a focus on policy advocacy and that:

- Are familiar with the social determinants of health*;
- Have a demonstrable presence in or connection to one or more CP regions, if a statewide organization;
- Can demonstrate a skill set in building and executing a policy or advocacy strategy, and can commit to sharing that skill set with grassroots organizations and communities; and
- Can develop a plan of action to shift organizational practices and policy efforts in service to community needs.

The **responsive advocacy support fund** is intended to enable organizations and communities across Colorado to be responsive to a rapidly changing policy environment by supporting real-time advocacy efforts. Grasstops and grassroots grantees can apply for five- to nine-month project grants ranging from \$5,000 to \$30,000 through a rolling application process after they are awarded negotiated general operating grants. The process for applying and making decisions will be shared at a later date.

² See Appendix B for the Community Partnerships Map.

Grantee Support

Each grassroots and grasstops grantee will be encouraged to access separate **capacity-building*** resources for any technical assistance needs they may have to support organizational goals and strategy outcomes. These needs will be identified directly by the funded groups and organizations, not The Trust. They may include policy and advocacy trainings, research, or tool creation; training on specific issues; health equity and racial equity trainings; support for smaller or newer organizations to strengthen their internal operations to ensure sustainability; building organizational diversity, equity and inclusion analysis; building evaluation capacity; or building capacity to tell compelling health equity stories. Capacity building can take many different forms, including but not limited to project grants, contracts with consultants, attending or organizing trainings, and/or attending conferences.

The Trust will support bridging between grasstops and grassroots groups to support cross organizational learning and relationship building through joint capacity building **convenings, meetings and events**. Community Partnerships communities as well as other organizations and groups across the state may also attend, resulting in deepened relationships and broader networks built across the state. These convenings will be designed with grantees.

Evaluation and Learning Plan

Grantees will be required to participate in evaluation activities that may include annual written reporting, interviews with evaluation consultants, and/or site visits by Trust staff to share areas of learning.

Expectations of The Colorado Trust

- The Trust is committed to being a thought partner with each grantee. We believe each grantee is well-suited to utilize the grant and capacity-building resources in ways that strengthen its ability to carry out the work described in this information document. We will co-develop approaches to build and bridge power towards equitable outcomes with and among groups across the state. In this way, we hope to bring more than funding to the relationship. We will not be directive or prescriptive in the development of grantee workplans or organizational goals.
- The Trust will support learning opportunities to assist in the continued evolution and improvement of our collective work to achieve successful outcomes. This work requires innovation and taking risks, and also requires relationship building and patience. There will be opportunities through the strategy evaluation for The Trust to receive and act upon constructive feedback from grassroots and grasstops grantees. We will develop strong relationships with each organization to support receiving feedback directly from grantee partners.
- The Trust will support advancement of grantee-defined goals, be flexible when challenges arise and, as requested, be thought partners in solving those challenges.
- Trust staff will be responsive in addressing any needs or concerns regarding not just the overall work of the grant itself, but also grant payments, reporting requirements or permission to share information as it relates to foundation communications.
- Trust staff will ensure accessibility at any meeting or event that is convened as part of this strategy, including (but not limited to) reimbursement for travel, food, lodging and attendant expenses; providing child care and family accommodation, when applicable; and practicing language justice* by supporting simultaneous interpretation and materials translation.

- We commit to working to mitigate the power dynamics that specifically exist between funders and groups seeking funding, and commit to evaluating ourselves and to taking action as grantees evaluate us. Appropriate Trust staff will participate in grantee convenings and events as desired, and support grantees needing space together without the funder present.
- While these are expectations we believe Building and Bridging grantees can have of The Trust, we anticipate further expectations will be identified as our relationship develops with the Bridging and Building grantees.

Expectations of Building and Bridging Power Grantees

All grantees will be expected to:

- Attend grantee convenings and meetings, and actively contribute to the planning of agendas for grantee events;
- Participate in learning and evaluation activities;
- Develop and implement organizational capacity-building activities as desired, to be funded with supplemental support grants and/or contracts;
- Participate in joint capacity-building efforts (content to be determined by and co-developed with grantees); and
- Communicate responsively and regularly with The Trust.

Specific Grassroots Grantee Expectations

- Have an investment in building or strengthening an organizing skill set;
- Organize a base of constituents and have a power building strategy or describe how one will be developed;
- If an organizing skill set exists, commit to sharing that skill set with emergent organizing groups; and
- If an organization is statewide but staff are located in one place, be either willing to build out or strengthen organizing in a new region (e.g., a Denver metro-area organizing group building out capacity on the Eastern Plains); or is located in a CP region (see Appendix B).

Specific Grasstops Grant Expectations

- If statewide, has a demonstrable presence in or connection to one or more CP regions (see Appendix B);
- Demonstrate a skill set in building and executing a policy or advocacy strategy and commits to sharing that skill set with grassroots organizations and communities; and
- Develop a plan of action to shift organizational practices and policy efforts be in service to community needs so that authentic relationships are built that enable community connections throughout the policy process.

Eligibility

- Any nonprofit organization that is exempt under Section 501(c)(3) of the Internal Revenue Code and are classified as “not a private foundation” under Section 509(a);
- A group or project with a nonprofit 501(c)(3) organization acting as a fiscal sponsor;
 - A fiscal sponsor agrees to take ownership of an entity/organization or project that may not be recognized as a public charity by the Internal Revenue Service.
 - The fiscal sponsor is responsible for all legal aspects of the entity/organization or project.

Timeline and Key Deadlines for 2020

Jan. 6, 2020	Letter of intent is open and may be submitted through the grantee portal. The link to the portal will be available here: https://www.coloradotrust.org/strategy/building-and-bridging-power on Jan. 6, 2020
Jan. 6 – Feb. 7, 2020	Letter of intent is open. Trust staff will be available to answer questions and offer assistance as requested
Feb. 7, 2020	Applications are due by 11:59 p.m. MST. Please note that assistance with the grantee portal will not be available after 5pm.
Feb. 10 – Feb. 24, 2020	The Trust reviews LOIs
Feb. 24, 2020	Applicants notified via telephone and email if they will be invited to submit the full application
Feb. 24 – Apr. 3, 2020	Applications will be submitted via the grantee portal. The Trust is dedicated to ensuring all applicants, regardless of experience with grant writing, have the support needed for a successful application. The Trust will work with any applicant who has questions or wishes to talk through their ideas
April 3, 2020	Applications due by 11:59 p.m. MST. Please note that assistance with the grantee portal will not be available after 5pm.
April 6 – May 1, 2020	The Trust reviews applications
May 5, 2020	Applicant award and declination notifications
June 1, 2020	Grant start date
June – July 2020	Site visits with Trust staff to build relationships and further understand capacity-building allocation needs
Aug. 2020	One-day kick-off convening of all Building and Bridging Power grantees

How to Apply

This is a two-part application process. First, any group or organization eligible to receive Trust funds may submit a LOI. Online applications will open Jan. 6, 2020. Second, The Trust will invite some groups and organizations to complete a full application. **Not all Letter of Intent applicants will be invited to apply.**

Please visit <https://www.coloradotrust.org/strategy/building-and-bridging-power> to access the letter of intent link, which will open on Jan. 6, 2020.

Grassroots Organizations Letter of Intent

Each application must respond to the questions below via the online grantee portal; no other format will be accepted.

Question 1: Describe the focus of your work and approach to community organizing. Who is/are your base, members and/or leaders? How do you engage and mobilize community members for advocacy? What challenges does your organization face in your organizing efforts? How will this grant help you overcome those challenges?

Question 2: Describe the geographic scope of your work. This could include specific neighborhoods, communities, counties, regions or the entire state. If you are statewide, describe how your staff and work connect to Coloradans across the state.

Question 3: Tell us how members of the community you serve reflect and/or lead the organization. Give details on these three areas:

- Your staff, their roles, and how staff makeup reflects the community you serve, such as race, ethnicity, ability, sexual orientation, gender identity, age, socioeconomic status/class background, urban/rural, experience with homelessness, experience with incarceration, religious affiliation, citizenship status, immigrations status, or other groups impacted by inequities.
- Your board and members, and how your board makeup reflects the community you serve.
- What group(s) or community(ies) does your organization serve?

Question 4: What is your organization's annual budget?

Grassroots Organizations Application

The Trust will invite some groups and organizations to complete a full application. **Not all Letter of Intent applicants will be invited to apply.** The application will be completed through our online grantee portal. No other format will be accepted.

The expectations of this grant include:

- Attend grantee convenings and meetings, and actively contribute to the planning of agendas for grantee events;
- Participate in learning and evaluation activities;
- Develop and implement organizational capacity-building activities as desired, to be funded with supplemental support grants and/or contracts;
- Participate in joint capacity-building efforts (content to be determined by and co-developed with grantees);
- Communicate responsively and regularly with The Trust;
- Have an investment in building or strengthening an organizing skill set;

- Organize a base of constituents and have a power building strategy or describe how one will be developed;
- If an organizing skill set exists, commit to sharing that skill set with emergent organizing groups; and
- If an organization is statewide but staff are located in one place, be either willing to build out or strengthen organizing in a new region (e.g., a Denver metro-area organizing group building out capacity on the Eastern Plains); or is located in a CP region (see Appendix B).

Do you fully understand and agree to all of these expectations?

- Yes
- No

Question 1: What are the priorities of the communities with which you work and how do you know? Describe, in detail, how you engage residents and what building power looks like for your organization.

Question 2: What are your priorities for the first year of the grant and what do you hope to accomplish?

Question 3: Describe why and/or how you think building relationships with, or bridging to, policy advocacy organizations will support your work. What does this relationship building look like? What cautions do you have?

Question 4: If you have an organizing skill set, describe how you have shared that with other groups in the past. If you are building an organizing skill set, describe what you would like to learn from others with that skill set.

Question 5: What are your organization's goals and needs related to diversity, equity and inclusion?

Question 6: We encourage all grassroots and grasstops grantees to utilize capacity building resources (applied for separately from the negotiated general operating funds) throughout this grant. What capacities do you hope to build through this grant? What will those capacities enable you to do differently?

Question 7: What is your organization's annual budget? Grassroots groups may request between \$30,000-\$90,000 per year. What grant amount are you requesting? (Please note that The Trust will automatically add 2% annually to the grant amount to account for inflation.)

Grasstops Organizations Letter of Intent

Each application must respond to the questions below via the online grantee portal; no other format will be accepted.

Question 1: Describe your approach to building and launching a policy advocacy strategy or campaign intended to address inequities and what issues you work on. Include how you prioritize what you are working on from a policy standpoint.

Question 2: Describe your networks with other grasstops organizations, policymaking bodies (e.g., school boards, city councils, county commissioners, state or federal legislature), and how you leverage them in service to community priorities. How does your organization reach and engage

members of a community or communities that are most impacted and been left out of decision-making?

Question 3: What challenges does your organization face in making sure community voice is included in the policy development process? How will this grant help you overcome those challenges?

Question 4: What group(s), community(ies) and/or region(s) does your organization serve? Tell us how members of the community are reflected in your staff and board composition, and how these groups or communities are included in the creation of your policy agenda. Members of communities could be reflected in your staff and board composition in the following identities, such as but not limited to race, ethnicity, ability, sexual orientation, gender identity, age, socioeconomic status/class background, urban/rural, experience with homelessness, experience with incarceration, religious affiliation, citizenship status, and/or immigrations status.

Question 5: What is your organization's annual budget?

Grasstops Organizations Application

The Trust will invite some groups and organizations to complete a full application. **Not all Letter of Intent applicants will be invited to apply.** The full application will be completed through our online grantee portal. No other format will be accepted.

The expectations of this grant include:

- Attend grantee convenings and meetings, and actively contribute to the planning of agendas for grantee events;
- Participate in learning and evaluation activities;
- Develop and implement organizational capacity-building activities as desired, to be funded with supplemental support grants and/or contracts;
- Participate in joint capacity-building efforts (content to be determined by and co-developed with grantees);
- Communicate responsively and regularly with The Trust;
- If statewide, has a demonstrable presence in or connection to one or more CP regions (see Appendix B);
- Demonstrate a skill set in building and executing a policy or advocacy strategy and commits to sharing that skill set with grassroots organizations and communities; and
- Develop a plan of action to shift organizational practices and policy efforts be in service to community needs so that authentic relationships are built that enable community connections throughout the policy process.

Question 1: What is your organization's policy agenda, and what specific issues does your organization work on? Describe the process to determine your policy agenda and issue focus. How does the agenda reflect the priorities of the communities you serve?

Question 2: Describe what advocacy tactics and strategies you utilize in your work, which tactics you're best at, and where you have room for growth.

Question 3: What tools, resources or strategies do you use to ensure your policy and advocacy work is conducted with an equity lens?

Question 4: Describe the activities your organization will undertake in the first year of this grant to support building stronger connections to communities to inform your policy and advocacy work. What do you hope to accomplish? How will you know that these activities have contributed to authentic relationships with communities?

Question 5: Describe why and/or how you think building relationships with, or bridging to, community organizing organizations and/or community members will support your work. How do you imagine this relationship building to look like? What cautions do you have?

Question 6: What are your organization's goals and needs related to diversity, equity and inclusion?

Question 7: We encourage all grassroots and grasstops grantees to utilize capacity-building resources, applied for separately from the negotiated general operating grant. What capacities do you hope to build through this grant? What will those capacities enable you to do differently?

Question 8: What is your organization's annual budget? Grasstops groups may request between \$50,000-\$75,000 per year. What grant amount are you requesting? (Please note that The Trust will automatically add 2% annually to the grant amount to account for inflation.)

Required Documents

All grasstops and grassroots grantees that are invited to complete the full application will be required to provide:

- Most recent tax year 990 form and audited financials when applicable
- For grants involving a fiscal sponsor, the tax year 990 form and audited financials when applicable and the signed fiscal sponsorship agreement or memorandum of understanding between the fiscal sponsor and the organization.

Appendix A: Key Terms

The following are common terms used by The Trust across our funding strategies. These definitions have been informed by Alliance for Justice; “Power Moves” guide by the National Committee for Responsive Philanthropy; “Common Terms Related to Equity, Diversity and Inclusion” by the Office of Health Equity’s; “Changing the Conversation” by Allied Media Projects; and Community Partners of The Colorado Trust.

Access: The ability, right or permission to obtain, participate in or use something.

Advocacy: The act of promoting a cause, idea or policy to influence people’s opinions or actions on matters of public policy or concern. Many types of activities fall under the category of “advocacy” and are legally permissible for 501(c)(3) public charities to engage in, such as issue identification, research and analysis; public issue education; lobbying efforts for or against legislation; nonpartisan voter registration, education and mobilization; litigation; education of government agencies at all levels; participation in referenda and ballot initiatives; grassroots mobilization; and testimonies before government bodies. There are no legal limits on how much nonlobbying advocacy a nonprofit organization can undertake.

Affected Populations: A group or demographic of people impacted by particular policies, circumstances or conditions.

Authenticity: “Keeping it real”; being genuine; sincerity; not pretending to be something else. Use in relationship to how we claim “authentic partnership.”

Building power: People understanding the source of their social or political problems; then, devising solutions, strategizing, taking on leadership and moving to action that wins concrete changes. Supporting systemic change by funding civic engagement, advocacy and community organizing among marginalized communities.

Capacity Building: The process by which individuals, organizations, groups or communities obtain, improve and retain skills, knowledge, tools or other resources to reach self-identified goals and objectives. These needs will be identified directly by the groups we fund, rather than The Trust determining capacity-building needs for grantees. They may include policy and advocacy trainings, research or tool creation; training on specific issues; health and racial equity trainings; support for smaller or newer organizations to strengthen their internal operations to ensure sustainability; building organizational diversity, equity and inclusion analysis; building evaluation capacity; or building capacity to tell compelling health equity stories.

Collaborative: (Adj.) Describing a joint effort and/or accomplishment. (N.) A partnership involving multiple entities or parties, working with each other.

Community Engagement: The process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest or similar situations to address issues affecting the well-being of those people. This is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs and practices.

Civic Engagement: Any and all activities that engage ordinary people in civic life, such as organizing, advocacy and voter registration, education and mobilization. It often involves building the skills, knowledge and experience that enable people to participate effectively in the democratic process. Also known as “civic participation.”

Community Development: The change, typically through new construction or renovation, of a specific physical space or neighborhood.

Community-led: community members (e.g., residents of a town or neighborhood) providing leadership, guidance and direction.

Community Organizing: A set of disciplined, strategic practices to build democratic and collective power to assure conditions in which a community can thrive. A process of building relationships, leadership and power, typically among communities and people left out of decision-making, and bringing that power and collective voice to bear on the issues that affect those communities by engaging with relevant decision-makers. The issues raised, solutions identified and strategies developed to achieve those solutions all are defined and acted on by the leaders themselves, often with help from professional organizers. Community organizing can be one part of an overall advocacy or public-policy campaign strategy, but it is distinguished by the fact that affected constituencies are the agents of change, rather than paid advocates or lobbyists who represent the interests of such constituencies.

- **Community Organizer:** A person who brings residents together to promote the interests of their community.

Disparity: A significant and/or noticeable difference. A disparity is not necessarily an inequity; for example, women have a higher risk of breast cancer than men, but this is due to genetics, not an unfair societal condition.

Engaging: Getting the attention of; getting people involved; attracting the interest of others.

Equity: The absence of advantage or disadvantage based on race, ethnicity, gender, gender identity, sexual orientation or ability.

Equity framework: A proactive, strategic approach to improving outcomes that accounts for structural differences in opportunities, burdens and needs, in order to advance targeted solutions that fulfill the promise of true equality for all.

Grantmaking: Awarding money, usually to an organization, and usually for a specific purpose or project. Grants are funds that typically don't require repayment.

Grassroots: Groups and organizations led by people closest to the issues that develop programs and policies by and with their communities.

Grasstops: Groups and organizations that work directly with policy and decision makers to change local, regional or state policies.

Health Equity: The end of unjust conditions so that everyone will have fair and equal opportunities to achieve good health; achieving health equity at the community level means to create social and physical environments that promote good health for all; thriving instead of surviving.

Inequity: Lack of fairness, justice or impartiality.

Inequities: Less opportunity from one group or person to another as a result of unfair, unjust and/or avoidable systems or policies. These could be in health, education, housing, criminal justice, etc. and are based on factors like gender, race, ethnicity, physical and mental ability, sexual orientation or immigration status.

Language Justice: An approach that creates inclusive, multilingual spaces in which all languages are honored equally and speakers of different languages benefit from sharing with one another.

Narrative: The societal stories that are rooted in shared values and common themes, that influence how people process information and make decisions.

Partnerships: Relationships that have responsibilities and benefits for all involved.

Power: The ability to make something happen; control, influence or authority. From NCRP's "Power Moves" guide: Rashad Robinson said, "Power is the ability to change the rules." Dr. Martin Luther King, Jr. said, "Power is the ability to achieve a purpose. Whether or not it is good or bad depends upon the purpose."

Root Cause: The most basic cause or causes of a problem that, if fixed, would prevent the problem from happening in the future. Root causes are usually straightforward and simple to understand, even though potential solutions may not be.

Social Determinants of Health: Social structures and economic systems that influence our opportunity to achieve and maintain good health; the conditions in which people are born, grow, live, work, and age. These include where we live, the education we receive, the work we do, the wages we earn, and the opportunity to make decisions that affect our own and our family's health. Examples: early childhood development, schools, literacy; economy, jobs, employment, working conditions; housing, transportation, public safety, food security; social status, culture, social network, political clout; environment, pollution, hazards.

Values: Principles, standards, what some (or a group of people) believe to be important—regardless, sometimes, of fact or other opinion.

Vision: Inspirational and aspirational hopes and dreams, such as what you want your community to be in the future.

Appendix B: Community Partnerships Map

