



**OFB COMMUNITY PHILANTHROPY:  
THEORY OF CHANGE, STRATEGIC PRIORITIES,  
KEY HALLMARKS OF LOVE, & STAFF BILL OF RIGHTS**

**COMMUNITY PHILANTHROPY THEORY OF CHANGE**

We acknowledge and believe that philanthropic development practices have evolved within, and with the characteristics of, white supremacist, colonial, capitalist cultural paradigms. These paradigms are rooted in greed and consumerism; built upon the exploitation of people and the environment; and, exhibited in extractive practices to accumulate resources.

We believe that philanthropy can be more just. Philanthropy rooted in love and equity can affect transformational change that ends hunger and hunger's root causes.

We believe in the power of the philanthropic development profession to usher in a [Just Transition](#) for the institution of philanthropy. We can reshape theories, policies, and practices and design development programs to manifest Just philanthropy. We can build ally-champions for Just philanthropy, internally and externally. Partnership will help realize our vision.

We can reclaim philanthropy's true meaning by centering a love for humankind, rather than a love for money, in the ways we work. We can make philanthropy accessible and our programs welcoming to equity constituencies and those with lived experience of food insecurity.

We are vanguards in our profession. We will innovate, experiment, learn, refine, and lead to influence culture - within Oregon Food Bank, our profession, and throughout the nonprofit sector. We will share our learnings widely to manifest change. And we will advance our profession to be defined as philanthropic movement-builders and culture-makers.

By centering equity and love, we will live into our purpose, implement our strategies, and create a new, more Just experience of philanthropy for staff, donors, and our communities.



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### COMMUNITY PHILANTHROPY FY21-23 STRATEGIC PRIORITIES

***Advancing Oregon Food Bank's 10-year vision, in philanthropic resource development theory, policies, and practices, we will:***

Develop and implement performance evaluation metrics for our Department, Teams, and Individual Staff members using love-, equity-, and culture-based metrics: we will not be evaluated on financial outcomes.

Dismantle white supremacy; decolonize the profession; and, eschew the harms of exploitative and extractive capitalism (on staff, donors, and Just philanthropy) by centering equity and love, rather than money, in our work.

Transform the philanthropic landscape in Oregon and the Pacific Northwest to strengthen our regional movement's ecosystem in support of organizations that seek to end hunger and its root causes - including poverty and structural oppression.

Make philanthropy accessible to all facets of our community, internally and externally, and define philanthropy as any voluntary act inspired by a love for humankind and for the common good - to end hunger and hunger's root causes.

Design and grow development programs that prioritize transformational and regenerative relationship development, create a political home for our donors, and raise \$16,400,000 to increase food security in the short- and long-term.

Operate with abundance to influence nationwide development movement-building and usher in a Just Transition; and, create new traditions in collaborative, coordinated resource development, relationship development, and fiscal capacity-building within the OFB Network, including among priority movement building partners and partner agencies.



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### COMMUNITY PHILANTHROPY KEY HALLMARKS OF LOVE

*As a framework for assessing love-based, regenerative, and transformational relationship development, we will rely upon the following indicators.*

- **Actions for the Common Good:** *Showing affinity for shared values by investing in OFB or in one's community through avenues including but not limited to time, money, skill- and idea-sharing, and civic engagement.*
- **Care:** *Showing concern, interest, and/or emotional investment in the state of hunger and poverty, in OFB and its community, or in one's larger community.*
- **Client Centered:** *The belief that people experiencing hunger are the experts on hunger. Holding clients at the center of all we do. Upholding a new story that shows "hunger and poverty are not primarily the result of personal choices; instead, they are deeply rooted in systemic inequities that deny opportunity and provide insufficient safety nets".*
- **Community:** *A sense of fellowship, unity, and solidarity; collectively practicing common ownership by sharing values, interests, and goals. Something bigger than oneself or one's family (communities relevant to our work can be...OFB Network, affinity groups, industries, neighborhoods, larger Portland area, state, world).*
- **Engagement:** *A meaningful sense of involvement and connection with OFB and hunger relief work. To be actively and regeneratively invested, inspired, and motivated in whatever way(s) one participates in this work.*
- **Equity:** *A shared vision of a community where each person can participate, prosper and have access to food that is both nourishing and in keeping with their culture. Recognition that systemic injustices exist – such as racism, classism, and sexism – and that these create and perpetuate conditions that sustain poverty and hunger.*
- **Growth:** *A willingness to evolve our shared understanding of hunger and best practices to end hunger and its root causes. A willingness to learn, change, and adapt resource and relationship development partnerships to meet changing community needs.*
- **Partnership:** *Collective ownership for ending hunger and its root causes. A disruption of traditional power dynamics in which all parties (donors, staff) feel shared accountability to work toward shared values. All parties see opportunities to contribute to the movement in a way that is meaningful to them.*
- **Respect:** *Regard for the feelings, wishes, rights, or traditions of others.*
- **Shared Values:** *Expressing commonality with OFB values, including:*
  - Caring deeply about people experiencing hunger
  - Showing curiosity and hope.
  - Striving for excellence, not perfection.
  - Trust and transparency.
  - Dedication to equity.
  - Listening to understand, seeking innovation, and collaborating in community.
  - Bringing a light heart to serious work.



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**COMMUNITY PHILANTHROPY DRAFT STAFF BILL OF RIGHTS**

We believe in the power of the philanthropic development profession to usher in a [Just Transition](#) for the institution of philanthropy. This requires us to dismantle white supremacy, decolonize our profession, and eschew the harms of exploitative and extractive capitalism - including harms that threaten the integrity and well-being of our staff.

By centering equity and love, and decentering money, our reshaping of policies and practices will yield a more just experience of philanthropy for those who engage philanthropy most closely. And in doing so, we can advance a Just Transition for the institution of philanthropy itself.

**Therefore, Oregon Food Bank commits to upholding the following Bill of Rights among our Community Philanthropy staff as they fulfill their essential duties and responsibilities. Our team members have a right to...**

1. Work safely, authentically, and free from discrimination and harm while bringing their holistic, intersectional identities to fulfilling Oregon Food Bank's mission and vision.
2. Interrupt, address, and excuse themselves from situations and relationships that compromise an individual employee's integrity and well-being.
3. Advocate for, access, and utilize tools and resources needed to effectively perform in their roles, and needed to navigate situations and relationships that compromise an individual employee's integrity and well-being.
4. Seek organizational and supervisory support to effectively perform in their roles, and to navigate situations and relationships that compromise an individual employee's integrity and well-being.
5. Document as well as alert organizational leadership and supervisors to experiences of harm and situations that compromise an individual employee's integrity and well-being - all without risk of retaliation.
6. To be believed when documenting as well as alerting organizational leadership and supervisors to an experience of harm or situation that compromises an individual employee's integrity and well-being.
7. Advance and grow with robust opportunities for job security and collegial respect while preserving their integrity and well-being.
8. Engage the community in difficult conversations that strengthen awareness of the root causes of hunger.
9. Design and implement tactics and activities within Oregon Food Bank's theory of change and strategic plan, to end hunger today, end hunger's root causes, and end hunger for good.
10. Advise and guide organizational policies and practices that result in Oregon Food Bank honoring the commitments made in this Bill of Rights.



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### HOW DO YOU MEASURE A YEAR? WHAT ABOUT LOVE?

#### REFERENCES & RESOURCES

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- *Inside Out Fundraising*, Alia McKee & Mark Rovner, 2017: [www.seachangestrategies.com/resources](http://www.seachangestrategies.com/resources)
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- *Decolonizing Wealth*; Edgar Villanueva, 2018: <https://www.decolonizingwealth.com/>
- Community Centric Fundraising – [www.communitycentricfundraising.org](http://www.communitycentricfundraising.org)
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- *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization*; Robert Kegan & Lisa Laskow Lahey, 2009: <https://store.hbr.org/product/immunity-to-change-how-to-overcome-it-and-unlock-the-potential-in-yourself-and-your-organization/1736>