



**HATE-FREE
TOGETHER**

Condemn *Hate* **Create** *Safety* **Cultivate** *Change*

STRATEGIC PLAN 2026-2029

City of Davis | UC Davis | Yolo County
Davis Joint Unified School District | Yolo County Office of Education

TABLE OF CONTENTS

- [Background and Context](#)..... 2
 - History
 - Effort
 - Governance
 - Strategic Plan Process

- [Community Experience and Direction](#)..... 4
 - Community Guidance
 - What the Community is Facing
 - What the Community Wants for the Future
 - On the Name “Hate-Free Together”

- [Strategic Plan Elements](#)..... 7
 - HFT Guiding Statements
 - Overarching HFT Strategic Objectives
 - Three Year Strategic Plan Priority Actions

- [HFT Strategic Plan Priority Actions](#)..... 9

- [Priority 1: Resource Map](#)..... 10

- [Priority 2: Expand and Strengthen Trainings and Learning Opportunities](#)..... 12

- [Priority 3: Promote and Elevate Community Events](#)..... 14

- [Priority 4: Seek Input Via Community Touchpoints](#)..... 16

- [Priority 5: Identify Funding and Resources](#)..... 20

- [Conclusion](#)..... 21

- [Glossary and Terms](#)..... 22

BACKGROUND AND CONTEXT

This Strategic Plan (Plan) of the Hate-Free Together (HFT) initiative outlines overarching objectives and priority actions for the HFT Executive Committee to take over the next three years, from 2026-2029. It has been informed by community input in focus groups (summer and fall of 2025), in a community summit (October 2025), and in ongoing outreach since the start of the initiative in 2022.

The History

The Hate-Free Together initiative was born out of the Healthy Davis Together and Healthy Yolo Together COVID-19 response efforts. These award-winning initiatives provided many lessons about community readiness, response strategies, and local investments. A key lesson from that work is that the Yolo community is stronger together. Building upon this great work, the City of Davis (City), UC Davis (UCD), and Yolo County (County) joined forces again in 2022 to create the HFT initiative in response to a rising epidemic of hate. Since then, the partnership has expanded to include the Yolo County Office of Education (YCOE) and the Davis Joint Unified School District (DJUSD), with all five agencies forming an Executive Committee (EC) that leads the initiative’s direction.

The Effort

Recent and ongoing incidents have shown continued prejudice and discrimination due to race, ethnicity, religion, ability, sexual orientation or other characteristics. Hate-Free Together is a joint effort that helps to provide resources, support and opportunities for actions that help to condemn hate, create safety and cultivate change. By creating local support and a clearinghouse of information, the initiative can better inform each other and move toward improving inclusion, education and action in the community. This includes listening to and advocating for the myriad voices that call Davis and Yolo County home.

Governance

Leadership from each partner agency provides overall direction and oversight for the initiative. Each agency designates staff to serve on an Executive Committee (EC), which guides day-to-day operations, develops strategies and deliverables, and ensures coordination across partners. Currently, there are 10 staff on the Executive Committee: City of Davis (1), UC Davis (4), Yolo County (3), DJUSD (1) and YCOE (1). EC staff support implementation through actions, resources and community engagement aligned with their roles. Decisions are made collaboratively through a consensus-based approach, with work assigned based on partner strengths, staff expertise and available capacity.

Accountability for the Hate-Free Together initiative is shared among the partner agencies through ongoing coordination and transparency. The EC is responsible for tracking progress on agreed-upon strategies and deliverables, coordinating implementation across partners, and providing updates to partner leadership as appropriate. Each partner agency remains

accountable for the work carried out by its staff and for ensuring alignment with its own policies, capacity and institutional responsibilities.

When differing perspectives or conflicts arise, the EC works to resolve them through discussion and consensus, grounded in the shared goals of the initiative. If consensus cannot be reached at the staff level, issues may be elevated to partner leadership for further discussion and resolution. This approach ensures that disagreements are addressed constructively, decisions remain collaborative, and no single partner acts independently on behalf of the initiative.

As needed, the EC may form time-limited subcommittees or workgroups composed of EC members to address specific topics, priorities or emerging issues. Participation is based on relevance, expertise and capacity, and groups are convened to complete defined tasks or develop recommendations. Subcommittees conclude once their scope of work has been completed.

The Hate-Free Together initiative does not have dedicated staff assigned solely to its work. Executive Committee members participate as part of their existing professional responsibilities within their respective agencies. As a result, progress and implementation are carried out within available capacity and aligned with each partner's operational priorities and resources.

The Strategic Planning Process

Since the initiative's inception, HFT has developed a resource-rich website, convenes regular EC Committee meetings, connects with local organizations who advance the mission of HFT to share updates and coordinate efforts and provided opportunities for community members to share their experiences in the community and provide feedback to the EC. Now, HFT is entering a new chapter aimed at strengthening its structure, expanding partnerships, and becoming more action oriented.

In 2025, the EC began a four-phase strategic planning process designed to center community perspectives and leverage the full breadth of local strengths and resources.

The four phases included:

1. Reviewing the HFT mission, name, and core values, and updating these as-needed.
2. Convening a community summit to gather input on the initiative's direction.
3. Developing a 2026–2029 strategic plan with five key priorities.
4. Relaunching the initiative with a renewed focus and broader reach.

Following a competitive hiring process, the Executive Committee contracted local nonprofit Yolo Conflict Resolution Center (YCRC) and the Consensus Building Institute (CBI) to support Phases 2 and 3. This included hosting focus groups, meeting with key informants and planning and facilitating a day-long summit on October 16, 2025 bringing together community-based organizations (CBOs), local leaders, and community members to inform the development of an actionable strategic plan.

COMMUNITY EXPERIENCE AND DIRECTION

Community partners were central to the development of this Strategic Plan. These partners included organizations and their representatives, agencies and their representatives and individual community members who work or advocate in building supportive communities. As part of the strategic planning process and to help inform the day-long summit, in summer and fall of 2025 YCRC and CBI facilitated a series of small group discussions composed of different agencies and organizations across sectors and perspectives in Yolo County, asking about their experiences and programs and what's been missing in regard to resources or collaborations. Participants were offered compensation for their time and expertise, in recognition of their value and as part of the Hate-Free Together initiative's commitment to being stronger community partners. Feedback from these focus groups and the 66-attendee HFT Summit largely aligned around the following themes, which helped inform the direction of HFT's three-year Strategic Plan.

Community Guidance

Input from community partners about how to do the work.

- Invest in and align existing community programs and resources, rather than duplicating or creating new efforts.
- Infuse the effort with celebration, joy, and community.
- Don't sugarcoat the truth; address difficult topics with honesty and care.
- Work toward clear outcomes, with less talk, and a solution mindset.
- Don't create more harm – do not retraumatize people.
- Include and uplift students, youth and families as active participants in this work to help create generational change.
- Embody “The Yolo Way” - We work together, do right by other people, and act in partnership across any jurisdictional divides.

What the Community is Facing

The current circumstances of hate and othering in Yolo County, according to community partners.

Challenges

- Normalization of hate, othering, and hate speech damages our communities.
- Hate is on the rise but not necessarily in the legal definitions of hate crimes and incidents (reported hate crimes are negligible in most Yolo County jurisdictions).
- Law enforcement is often called upon to respond to incidents beyond their purview.
- Implicit bias and systemic inequities are the most pervasive forms of hate and the hardest to address.
- World events fuel hateful actions in our communities (immigration, gender inclusivity, Israel-Palestine conflict).

- Diversity, equity, and inclusion (DEI) are still valued in this community, but current federal funding and policy priorities endanger the viability of programs including and beyond DEI efforts.
- Yolo County has CBOs and government agencies doing great work but they are under-resourced and the public may not be aware of their services.
- Resources that exist are often not well connected.

Opportunities

- Government agencies, CBOs, and community members have different missions, priorities, and perspectives, that when brought together can provide a breadth of resources and other opportunities to maximize impact together.
- Diversity, equity, and inclusion (DEI) are still valued in this community.
- Yolo County has CBOs and government agencies doing great work and eager to collaborate.
- There is potential to align efforts to be more competitive for funding.
- Law enforcement values community relationships and is easy to access.
- Cultural change is gradual and youth are the best opportunity for impacting the future.
- There are untapped organizations and individuals that would like to be part of the solution if given the opportunity.

What the Community Wants for the Future

The ultimate desires of the community in a hate-free future:

- Safety in terms of belonging.
- Safety in terms of physical/mental/material wellbeing.
- Accountability and action toward growth.

On the Name “Hate-Free Together”

The initiative’s name “Hate-Free Together” builds on the success of Healthy Yolo Together and explicitly names a future aspiration to be collectively hate-free.

Some community members have expressed concern that this name:

- Contains a double negative.
- Centers the word *hate* and therefore highlights the very concept it seeks to avoid.
- Implies an unrealistic goal of “eradicating hate.”
- Frames community dynamics around a binary of those hating and those being hated which can perpetuate a polarizing “victim versus perpetrator” dynamic.

Other community members have expressed appreciation for the name, in that it:

- Uses plain language.
- Provides a clear and direct scope for the initiative in being against hateful conduct and for unity.
- Is visionary and ambitious in its attempt to eradicate hate.

- Has been in use since 2022, builds on the success and theme of cohesion of Healthy Yolo Together, and is already recognizable.

Participants in the 2025 focus groups and summit had diverse perspectives on whether to retain the current name or change it. Some alternative names have been suggested, but none has seen substantial support. The EC is exploring alternative name options as the charge and next steps for the initiative to become clearer.

STRATEGIC PLAN ELEMENTS

HFT Guiding Statements

HFT Vision

Working together to build a community where individuals are valued, respected, and feel safe and where acts of hate and discrimination are rejected and condemned.

HFT Mission

Hate-Free Together works to build an inclusive and safe community by amplifying voices that build community and combat hate, identifying and sharing local resources, connecting organizations and community members and offering opportunities for education, dialogue, collaboration and funding.

Values Statement

Hate-Free Together is committed to creating a safe, inclusive, and empowered community where all individuals feel like they belong. We work to promote collaboration, curiosity, education and mutual understanding. We celebrate diversity and pursue justice and equality. We strive to support and uplift communities, particularly in partnership with those advocating for more inclusion, and inspire and applaud positive change so that together, we foster a space where voices matter, and all people are treated with dignity and respect.

Overarching HFT Strategic Objectives

What we want to achieve, what's most essential to our success:

1. Enhance connection between organizations doing complementary work with targeted communities to facilitate resource sharing and maximize effectiveness.
2. Build skills and develop shared best practices across the County for preventing and responding to hate and othering.
3. Build infrastructure to provide available resources and support the work of the community toward the HFT mission and vision.
4. Keep a finger on the pulse of community needs and experiences to inform this work.
5. Strengthen community relationships to foster a sense of belonging for all.
6. Expand HFT's presence and collaborations to include all Yolo County communities.

Three Year Strategic Plan Priority Actions

Steps to work toward our objectives over the next three years. Some of these priority actions are intended to meet multiple objectives and are designed to work together in a coordinated approach.

1. Develop a publicly-accessible **resource mapping tool** to connect users to resources related to HFT's mission and vision.
2. Support and enhance **training and learning opportunities** to build skills for preventing and responding to hate and othering.
3. Support, enhance, and advertise **community events** that strengthen relationships and build community to foster a sense of belonging for all.
4. Seek input via regular **community touchpoints** to keep a finger on the pulse of challenges, opportunities, and needs.
5. Identify opportunities for **funding and other resources** to advance the vision of HFT, and develop and implement a coordinated strategy to collectively pursue them.

Note that implementation of this strategic plan is contingent on funding and staffing availability. If funding is not available, the HFT EC may modify actions in the plan to more cost-effectively pursue the strategic objectives.

HFT STRATEGIC PLAN PRIORITY ACTIONS

The following five Priority Actions outline the core focus areas for Hate-Free Together over the next three years. Together, these actions are designed to strengthen coordination, expand education and engagement efforts, deepen community input and secure the resources necessary to advance the initiative's mission.

Five Priority Actions

1. Develop a Community Resource Map.
2. Expand and Strengthen Trainings and Learning Opportunities.
3. Promote and Elevate Community Events.
4. Seek Input via Community Touchpoints.
5. Identify Funding and Resources.

PRIORITY ACTION 1: DEVELOP A COMMUNITY RESOURCE MAP

HFT will develop a publicly-accessible resource map to connect users to organizations and resources related to HFT’s mission and vision. This tool will be a basis for developing a more holistic community network that can help provide connection to services including prevention, response, and recovery resources.

Objectives

- Enhance access and connection between organizations doing complementary work, to facilitate resource sharing and maximize effectiveness.
- Ensure a comprehensive and easy to access directory of resources is publicly available for organizations and community members.
- Facilitate identification of gaps in service across geographies.

Actions

Usable Tool *(Initial version to be publicly accessible by late Year 1)*

1. The Summit planning consultants will provide a resource map spreadsheet of organizations and other resources, compiled from the initial stakeholder list from the start of the Summit planning process and the Resource Mapping exercise at the Summit.
2. The EC will decide whether to maintain the document and its final form as:
 - i) A website/webpage (adding on to the existing Resources page)
 - ii) A decision support tool (digital flow chart)
 - iii) A map
3. Whatever is developed should:
 - i) Align with, and not be duplicative of other local or regional resources, like 211 Yolo County, YCOE’s Roadmap to the Future asset map and systems navigation work or CA vs Hate.
 - ii) Be easy to navigate.
 - iii) Be easily sustained and easy to update in terms of both content and technical access.
 - iv) Be dynamic, not static with regular checks for accuracy that include an “updated on [insert date]” notice and disclaimer that some resources may have changed since that date.
 - v) Inform and be informed by HFT’s community engagement efforts.
 - vi) Reflect our shared understanding that even local hate crimes/incidents happen in a historical, regional, national, and global context.
4. The EC will develop the tool and plan how to best share it with the community.

Enhancing Efficiencies and Filling Gaps

The Resource map is intended to be a living tool to be updated as HFT leadership and partners learn about existing or shifting programs, events, trainings, and other services. The resource map is intended to be an accessible and usable tool for the broader community. The information in the resource map will allow HFT to identify both areas of alignment to enhance partnerships and efficient uses of resources, as well as identify gaps that need to be filled. HFT may work with community partners to fill these gaps, and/or document larger gaps that will require more concerted effort to fill.

PRIORITY ACTION 2: EXPAND AND STRENGTHEN TRAININGS AND LEARNING OPPORTUNITIES

HFT will take a phased approach to enhance trainings and learning opportunities available in Yolo County by supporting their provision, enhancing coordination and effectiveness, or potentially using these trainings and learning opportunities to develop a shared framework of understanding across Yolo County.

Objectives

- Provide or share the tools to prevent or respond to hate and othering in Yolo County.
- Uplift and support existing training efforts relevant to HFT’s mission and vision.
- Share knowledge and resources between agencies and CBOs.
- Strengthen relationships between and across agencies and CBOs.
- Keep funds and expenditures in Yolo County, to the extent possible.
- Create alignment to reduce costs, maximize funding efficiency, and to tell a compelling regional story to be competitive for grants.
- Support a shared framework of understanding across Yolo County, for children and adults.

Actions

Timing: Year 1 | Convene a Committee

HFT will convene a Training and Learning Opportunities (TLO) Committee with EC members and other community partners to refine this priority and develop a workplan for the actions described here. The structure and governance of this committee will be outlined in a separate implementation plan.

Timing: Year 1 | Document Existing Opportunities and Make Connections

- An early action of the TLO Committee will be to document existing trainings and learning opportunities, which can be done in tandem with development of the resource map and integrated into that tool.
- The TLO Committee can then connect training and learning needs with relevant existing programs.

Timing: Year 1 | Identify Gaps

- The TLO Committee will assess what programs would be valuable to communities or organizations throughout Yolo County. These could be individual trainings or trainings for trainers. Priority Actions 3 and 4 can provide guidance or insights into these needs.
- The TLO Committee may work with the Funding Committee to find resources to provide these trainings in the community.
- The TLO Committee should be mindful that (1) some community members already feel over-trained and want more action while others are asking for more training, and (2) the intention is to align and leverage existing resources available, not to create significant new efforts.

Year 2 and Beyond | Align Programs and Incentivize Learning

- As the TLO Committee becomes more familiar with the landscape of available and needed trainings and resources, they may identify opportunities to streamline these opportunities across agencies and CBOs to reduce costs and strengthen consistency across frameworks.
- The TLO Committee may also explore how to maximize the impact of trainings and learning opportunities by offering incentives. This may be done through a certificate series, ties to professional performance reviews, or some kind of compensation.

Year 3 | Explore the Potential for a Shared Framework

- Once some organizations have begun to conduct shared trainings and learning opportunities, the TLO Committee can explore the potential, and the value, in expanding to create a shared framework of understanding across Yolo County, for both children (primarily through the school districts) and adults, that contributes to achieving the HFT vision.

PRIORITY ACTION 3: PROMOTE AND ELEVATE COMMUNITY EVENTS

HFT will support organizations in Yolo County who share our same vision and goals to convene events that strengthen relationships and community to foster a sense of belonging for all.

Objectives

For everyone, including the HFT EC:

- Advance understanding of diverse cultures.
- Dispel hate by getting to know each other.
- Provide inter- and intra-community connection.
- Highlight existing efforts in line with HFT's mission.
- Provide an opportunity for people in vulnerable communities to be heard and centered.
- Celebrate community strengths (including diversity).
- Apply skills and frameworks to direct efforts addressing a particular community conflict.

Additional for the HFT EC:

- Understand and gather baseline qualitative data on the state of hate in our communities.
- Explore working relationships with different municipalities and CBOs.
- Build relationships and trust through planning together and connecting CBOs to collaborate on aligned events and projects.
- Support and advance partner programming.

Actions

Identify Community Events

An early step will be to document existing community events that advance the HFT mission and vision, as well as community needs that may be fulfilled with events (gaps). Priority Action 1 and Priority Action 4 will inform this.

Community events may range from community-building activities to carefully facilitated dialogues across difference. Community events may include cultural celebrations, arts, faith-based convenings, and sports, and should be intergenerational, cross cultural, and in-person when possible. Dialogues across difference should be convened with care and only when appropriate conditions and facilitation capacity are in place.

Identify Support Available

The EC will need to develop publicly available criteria and systems for how to determine which community events to support and how to coordinate with event conveners. Working with the

Funding and Resources Committee, the EC will identify what kinds of enabling support HFT can provide to enable or enhance these events. The EC should also engage with community partners to identify what support would be most valuable to them. Examples of support from HFT may include communications and marketing, staff or intern time for planning and coordination, logistical support, materials or venues, support to secure funding, or direct financial contributions.

Utilize Events as Additional Community Touchpoints

To the extent possible and useful, the EC should use community events to gather and document information about community experiences to enhance HFT's responsiveness to community needs.

PRIORITY ACTION 4: SEEK INPUT VIA COMMUNITY TOUCHPOINTS

Over the three years of the strategic plan, the EC will convene different events to keep a finger on the pulse of community needs and experiences, to continue to inform the mission and activities of HFT. These may include:

- **Direct Engagement with other Yolo Municipalities** to understand the diversity of needs across Yolo County communities and how HFT can partner with municipal governments, agencies, or localized community groups that are not yet a part of HFT.
- **Community Group Check-Ins** for ongoing multilateral information sharing between community partners.
- **Focus Groups** to seek specific input on community experience and HFT priority actions.
- **Community Summit** to celebrate successes and define the next set of goals and activities.

Direct Engagement with Municipalities in Yolo County

As-needed, early in the three years

Objectives

For HFT EC:

- Inform resource mapping, training, community events, and funding efforts.
- Understand and gather baseline qualitative data on the state of hate, what is working and what's needed in municipalities in Yolo County to pursue the HFT vision.
- Explore working relationships with different municipalities and with local CBOs.
- Gauge other municipalities' interest in joining the Executive Committee (EC).
- Expand HFT's presence to other Yolo County communities.

For Municipalities and CBO Partners:

- Advance understanding of the experiences and needs of their communities.
- Celebrate strengths while not "sugarcoating the truth."
- Provide inter- and intra-community connection.
- Learn more about the HFT initiative.
- Highlight existing efforts aligned with the HFT vision.

Structure and Content

HFT EC members will meet with willing leadership of other municipalities in Yolo County. The meetings will entail sharing relevant information about individual municipalities, such as their strengths and challenges with hate/oothering, what populations are most impacted or vulnerable,

and relevant city and CBO programs contributing to the vision of HFT in that municipality. HFT members and participants from the municipality may discuss opportunities for collaboration and what roles different entities in the HFT network might play to help meet the identified needs.

These meetings may be a private small conversation between a subset of the EC and local leadership, an event that brings together leadership from multiple municipalities for a shared discussion, or some other format.

Community Group Check-Ins

Frequency to be determined based on need

Objectives

For the HFT EC:

- Gather input from community partners on HFT actions and priorities.
- Maintain a leadership/convening role in community-building and hate prevention and response.
- Encourage additional dialogue and collaboration between the EC and CBOs and between aligned CBOs

For everyone, including the HFT EC:

- Keep a finger on the pulse of community needs and experiences to inform this work.
- Strengthen relationships between organizations doing similar work.
- Explore ways to align efforts, build capacity, and address resource and coordination gaps across agencies.
- Work toward clear outcomes, with less talk and a solution mindset.
- Embody “The Yolo Way” by working together, doing right by other people, and acting in partnership across any jurisdictional divides.
- Share information and resources with one another e.g.: events, reports, trainings etc.
- Take advantage of collaboration opportunities when applicable.

Structure and Content

The EC may choose to modify these check-ins to have more targeted desired outcomes and agendas. Space may be used for community updates and may also become a forum for the EC to collect community feedback on HFT work products, activities, and ideas coming out of the various new committees mentioned in this strategic plan. The EC may invite community members who have particular expertise depending on the content or reason for meeting.

Optional Focus Groups

Held 1-2 times over the three years, as needed

Objectives

For the HFT EC:

- Gather targeted information from agencies and community partners about the state of hate, impacts of HFT's efforts, and additional needs of the community.
- Groundtruth inferences and indirect learnings from community events that HFT supports.
- Seek feedback on the direction and proposed activities of HFT from a broader group and/or specific audiences than the bimonthly community group meeting.

For everyone, including the HFT EC:

- Connect with community partners and share perspectives.
- Provide input into the direction of HFT initiatives.

Structure and Content

These focus groups may be structured similarly to the focus groups held in 2025 in which, over 90-minute small groups of 4-6 responded to seven questions in a facilitated conversation online.

The EC may identify and invite select agencies and community partners to participate in these focus groups. These partners should represent a breadth of perspectives in Yolo County. The EC will develop questions to ask these groups that will help the EC to achieve the objectives above. The EC will document and utilize the outcomes to refine and guide the implementation of this strategic plan and the activities of the HFT initiative.

HFT Summit

Held late in Year 3

Objectives

For HFT EC:

- Gather information to update the next iteration of the strategic plan (objectives and strategic actions).
- Update or validate the Resource Mapping tool.

For everyone, including the HFT EC:

- Align the community around a shared vision to work towards together.
- Celebrate strengths and unify as a community for inclusion/safety and against hate.
- Build shared understanding of what our community is facing (crimes/incidents and culture) and how we are affected.
- Learn about and network with other programs in Yolo County working toward the HFT vision.
- Identify how to work together to move the needle on hate and othering.

Structure and Content

This Summit will inform updates to the strategic plan for future years. This may be a half- or full-day event with select organizations invited that represent a breadth of roles and perspectives in Yolo County. It may be structured similarly to the event held in 2025, which provided time for networking, explored restorative justice as a framework for the HFT effort, conducted an initial resource mapping exercise, and sought input on specific actions for this strategic plan through small group discussions.

PRIORITY ACTION 5: IDENTIFY FUNDING AND RESOURCES

HFT will convene a Funding and Resources Committee with EC members and other community partners to identify resources to support the work of the community in advancing the HFT mission and vision. The structure and governance of this committee will be outlined in a separate implementation plan.

Objectives

Identify funding and other resources and enabling support for HFT and other efforts to achieve the HFT vision.

Actions

- The HFT EC will meet internally to confirm how to fund implementation of this strategic plan and where there are gaps in funding ability.
 - Note: the actions in this plan are funding-contingent and if needed may be modified to achieve the objectives by more cost-effective means.
- Meet with other knowledge-holders to understand the landscape of funding and other resourcing available and best approaches to be successful (competitive) in obtaining these enabling resources.
- Convene a Funding and Resources Committee to develop and implement a simple work plan for a coordinated approach to seeking and distributing funding and other resources. This Funding and Resources Committee might:
 - Create a holistic funding strategy and shared work plan that maximize efficiency and enhance shared resources, in part by leveraging the diverse strengths and potential funding sources of HFT and its partners.
 - Strategize how to overcome the impacts of the current funding climate and protect existing programs.
 - Identify other indirect or non-monetary enabling support (e.g.: administrative or grant writing staff, materials and venues, etc.) to provide/pursue that can advance the HFT mission and vision.
 - Explore the suggestion of creating a sustained funding structure.
- Explore the potential to apply a [Collective Impact](#) structure to HFT.

CONCLUSION

As mentioned in the opening, some of these five priority actions are intended to meet multiple objectives and are designed to work together in a coordinated approach.

Priority Action 1: Resource Mapping builds a shared understanding of needs, gaps, and existing assets, which can be built upon in Priority Action 4: Community Touchpoints. This information guides HFT's support for Priority Actions 2 and 3: community-led events and trainings, with an emphasis on coordination and alignment. Identified gaps and opportunities from various priority actions are then elevated in Priority Action 5 to the Funding and Resources Committee to explore additional resources. This integrated approach allows HFT to support community impact while remaining flexible and responsive over time.

It is important to note this is a strategic plan and is different from an implementation plan. A strategic plan focuses on the "what" and "why" while an implementation plan identifies "who," "how," and "when." This strategic plan includes some implementation elements but it is not the focus nor comprehensive. Implementation planning will be an additional task for the EC and will cover items such as committee formations and governance.

It should again be stated that implementation of this strategic plan is contingent on funding available. If funding is not available, the HFT EC may modify priority actions to more cost-effectively pursue the strategic objectives.

GLOSSARY AND TERMS

The following provides definitions for words and terms from this document and the development of the strategic plan. Also featured are commonly used acronyms and their full names.

Belonging: The deep human need and subjective feeling of security, acceptance, and inclusion within a group, allowing individuals to bring their authentic selves to a community. It extends beyond mere presence, involving mutual care, validation, and the power to co-create shared, supportive environments.

CA vs. Hate: The California Civil Rights Department received funding and authorization from the State Legislature to establish the non-emergency, CA vs. Hate Resource Line and Network to support individuals and communities targeted for hate. California vs Hate is a non-emergency hate incident and hate crime reporting system to support individuals and communities targeted for hate committed to making California a more safe and inclusive place for all.

CBO: Community Based Organization

CBI: Consensus Building Institute

Epidemic: An outbreak or product (of something bad) with sudden rapid spread, growth, or development as to be widespread in a community.

EC: Executive Committee

Groundtruth: Information provided by [direct observation](#) as opposed to information provided by [inference](#).

Hate Crime: Any criminal act or attempted criminal act directed against a person(s), public agency or private institution based on the victim's actual, perceived, or (in the case of institutions) association with race, nationality, religion, sexual orientation, disability or gender.

Hate Culture: A social environment where hateful ideologies, rhetoric and actions are normalized or even encouraged.

HFT: Hate Free Together

Hate Incident: A non-criminal conduct motivated by the same prejudice.

Othering: Othering is a process whereby a group of people is made to seem fundamentally different, even to the point of making that group seem less than human.

Restorative Justice: An approach to addressing harm that focuses on direct accountability, giving voice to those who have been harmed, identifying underlying needs; creating opportunities for dialogue, understanding and repairing relationships, trust and safety.

TLO: Training and Learning Opportunities

YCRC: Yolo Conflict Resolution Center