Priority No 3  

Mobilize a caring community around the needs of all women and people of color

We intend to effect widespread social change not only in the lives of vulnerable people, but in the hearts and minds of those in positions of power in our communities. We intend to inform constituencies about the change needed to make Portland a more equitable place to call home, to elevate people from historically underrepresented groups into positions of leadership, and to catalyze new advocates for social justice. If we are successful in this effort, Portlanders will experience empathy for one another. They will seek opportunities to listen to and learn from people with backgrounds different from their own. Portlanders will disrupt the status quo that privileges the few over the many.

Specifically, the kinds of impact we intend will be characterized by the following traits:

A. Communities care about women and people of color.
B. People take action in service of equity.
C. Institutions strive for racial and gender justice.
Conditions of Trait A

Communities care about women and people of color.

Our national consciousness pertaining to issues of social inequity appears to be on the rise. The democratization of the Internet and the power of social media have elevated public conversations about racism, domestic violence, and pay equity to levels not observed since the Civil Rights Movement of the 1960s. #blacklivesmatter is ubiquitous. Ray Rice is a household name. It’s common knowledge that women earn roughly three-quarters of what men earn for doing the same job. However, just because these issues are being discussed does not mean that people care about them. Data is emerging about that too.

Our challenge will be to increase the degree to which people care about these issues and to move them to be more concerned about women and people of color. We intend to mobilize our communities. As author and activist Audre Lorde famously wrote, “The master’s tools will never dismantle the master’s house.” Social justice will not be advanced through legislative or judicial means without first being preceded by concerted efforts of a movement among caring people.

An example of excellence

In 2004, Oregon voters banned marriages between anyone other than one man and one woman. Over the next ten years, advocates at Basic Rights Oregon worked hard to prepare to push the issue through Oregon’s initiative process. The time came in late 2013. Marriage equality was scheduled to be on ballots again in November 2014. Oregon United for Marriage, a campaign of Basic Rights Oregon, was launched. If their campaign was successful, marriage equality advocates in Oregon would have made Oregon the first state to overturn a ban on same-sex marriage through a popular vote. However, Oregon voters didn’t get the opportunity to rewrite their own decision as the state’s judiciary declared the 2004 ban unconstitutional in mid-2014 after the United States Supreme Court struck down the Defense of Marriage Act. The period between 2004 and 2014 in Oregon and the United States will be known as one of the most dynamic periods of gay rights activism in our history. It took thousands of people to ban marriage in 2004 and thousands more had to work together to ensure that this ban was short-lived.

Priority No 3

Mobilize a caring community around the needs of all women and people of color
Conditions of Trait B

People take action in service of equity.

At the YWCA, we take the following words from anthropologist Margaret Mead to heart: “Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.” In addition to mobilizing communities around the needs of all women and people of color, we are interested in inspiring individuals to seek equity in their own lives, whether on behalf of themselves or others. We are interested in supporting them to courageously disrupt interpersonal racism and other forms of oppression when they witness it. We also intend to help people understand how structural or institutional forms of oppression operate and to work with them to courageously dismantle injustice brick-by-brick.

An example of excellence

Cindy Booth, director of CASA in Indianapolis, Indiana, works with the court system and child protective services to advance the social and physical well-being of children. In the United States, despite no credible evidence that African-Americans are more abusive, black children are consistently overrepresented in the child welfare system. They have more restrictive foster care placements than other children and are in foster care much longer than children from other racial groups. Booth participated in The People’s Institute’s Undoing Racism™ training as part of a Model Court program that addressed disproportionality in racial outcomes in child welfare. Booth reports it is hard to quantify the effects of the training on her CASA program in Indianapolis. And yet, the share of African-American children involved with her program decreased 4-5 percent after anti-racism training.
Conditions of Trait C

Institutions strive for racial and gender justice.

Employers, colleges, and governments wield tremendous influence. Their policies profoundly impact the people engaged with them. Sometimes, these policies are developed carefully, with a clear intent in mind. When policies are crafted in the absence of a strong intent, the status quo will be perpetuated. In the United States, particularly in states like Oregon where histories of legal discrimination are robust, perpetuating the status quo can have unintended consequences. Unless Oregon institutions develop policies to advance social justice, we will languish under perpetual elements of oppression.

Nonprofits can support institutions to re-focus on issues of equity. By elevating the voices of those we serve and contextualizing policies in their histories, we can offer solutions to deep-rooted issues like income inequality, wage inequity, and the unintended consequences of gentrification.

An example of excellence

In 2004, the City of Seattle launched an internal program called the Race and Social Justice Initiative. The scope of this effort was city-wide, but officials began work within the confines of City Hall. The city hired well-respected activists and organizers to bring about racial equity within the government. The first action of the organizers was to make sure they weren’t the only City employees responsible for dismantling racism and other forms of oppression within their institution. They asked each department, from the Police Department to the Water Bureau, to appoint one of their senior leaders as a race and social justice czar. These czars quickly became ambassadors for the cause of racial justice within their home departments. Today, the Race and Social Justice Initiative remains concerned with the inner workings of City Hall, but they also support anti-racism initiatives throughout Seattle, contributing to Seattle’s reputation as one of our nation’s most progressive cities.

Priority No 3

Mobilize a caring community around the needs of all women and people of color
To achieve meaningful and expansive impact, we have designed an array of strategies to frame our action. These are the steps to our plan. These actions will catalyze the impact we desire to see in our communities.
We recognize the tremendous effort and impact of the YWCA of Greater Portland over the past years. There have been numerous achievements, which have built strengths of service and reputation. Lives have been improved. The communities of greater Portland have become better.

As we implement strategies for the future, we seek to leverage these to advance our mission and increase our impact. Among the strengths we seek to leverage are the following:

- Our ability to adapt and reinvent ourselves
- Meaningful and strategic collaborations and partnerships
- The combined strengths of Impact NW and the YWCA
- Credibility of our Domestic Violence work
- Popular support and belief in the mission of the YWCA
- Experienced and excellent staff, Board, and leadership
- Public passion to advance the cause of women and people of color

We have designed frames of action through a community and staff collaboration process for the next three years. Our aim has been to develop pathways forward that fulfill the demands of the following strategy screens:

- Will this have a lasting impact?
- Does this consider all women?
- Do we have the necessary capacity and expertise?
- Is this sustainable?
- Is this consistent with our mission, vision, and values?
- Are we excited about it? Are our partners and supporters excited about it?

The frames of action for the 2015-2018 Strategic Plan is set against the backdrop of current and ongoing programs and initiatives. A full picture of the strategy for the YWCA of Greater Portland includes the new strategies emerging through the planning process in addition to the current initiatives sustained and developed into the future.

The following presents the big picture of YWCA strategy for each priority, first by describing the programs already underway and second by describing the addition of strategies for the future.
Placed on a graph of innovation and scaling, the strategies demonstrate a balance of leveraging current competencies and evolving into new and innovative competencies.
Current Programs: **Create Opportunity for all Women Now**

The YWCA of Greater Portland has provided opportunity for all women through employment, volunteering, and board leadership at the YWCA since its inception in 1901.

More recently, YWCA’s Leadership Board of young professionals (under 35) has provided the opportunity to network and conduct an annual fund-raising event called Offkey. The group has historically engaged daughters and granddaughters of legacy YWCA leadership. The Leadership Board provides a first step toward a more focused leadership and philanthropy academy for young professionals who wish to expand their civic engagement while networking with other young progressives. Curriculum will include training, networking, and community service.

The YWCA of Greater Portland also provides scholarships to Camp Westwind for inner city youth who would otherwise not have the chance to experience what is often a life-changing experience. Camp staff are also given annual training to ensure they are aware of and reflect the values that are the YWCA/Westwind legacy: empowering women, eliminating racism and promoting peace, justice, freedom and dignity for all.
<table>
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<tr>
<th>Strategy</th>
<th>Primary Objective</th>
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<th>Primary Metrics</th>
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</table>
| Leadership Board         | Develop the capacity of women under the age of 35 to serve the greater Portland community. | Increase in young women joining the YWCA for the purpose of growing as leaders  
Increase of Board members knowledge and skills related to budgeting, sales, marketing, planning, evaluation and project management  
Increase in sense of ownership for the future of the YWCA, its mission, and the state of women and people of color in Portland | Quantitative: Increase in Board members’ knowledge of nonprofit governance roles and responsibilities  
Qualitative: Board Members develop as leaders                                                                                       |
| Scholarships to Camp Westwind | Expand and strengthen the sense of what’s possible for low-income youth, particularly youth of color and girls | Increase in rates of low-income campers inspiring siblings, neighbors, or classmates to attend Camp Westwind  
Full-fee campers’ become stronger advocates for equity at home and within their schools  
Full-fee campers understand more fully the diversity of Portland and experiences of people with backgrounds different than their own | Quantitative: Increase in self-confidence and hope about future among low-income, Portland-area youth, particularly girls and youth of color  
Qualitative: Low-income Portland-area youth become advocates for their own education and development, particularly girls and youth of color |
| Train Westwind Staff     | Strengthen the capacity of the young adult staff of Camp Westwind to respectfuuly and responsibly advocate for people of color, women, and girls. | Increase in staff’s ability to react equitably and appropriately when oppressive incidents occur at camp  
Decrease in harm realized when oppressive incidents occur at camp | Quantitative: Increase of knowledge required to support all campers, particularly campers of color, low-income campers, and campers who are girls  
Qualitative: Staff become advocates for social justice within their Camp and at home |

Current Programs: Create Opportunity for all Women Now
## Future Strategies: Create Opportunity for All Women Now

In service to...

- Developing readiness among women for workforce integration
- Increasing the presence of women in leadership roles throughout the community
- Enabling women to achieve their career goals

<table>
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<tbody>
<tr>
<td>Develop scholarships, supports, and a “runway” for women to achieve their career goals.</td>
<td>Women over the age of 30 have the resources and support they need to identify and achieve their career goals.</td>
<td>More women meeting self-directed goals</td>
<td>Quantitative: Number of women we serve matriculating into career-quality employment</td>
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<td></td>
<td>Increase of self-confidence and career self-efficacy among women</td>
<td>Qualitative: Women finding careers that are fitting and meaningful.</td>
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<td></td>
<td></td>
<td>Increased employment opportunities of meaning and quality</td>
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<td>Increase in ability for women to thrive even amidst uncertainty</td>
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<td>Increase of peer mentoring and coaching among women</td>
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## Future Strategies: Create Opportunity for all Women Now

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<tr>
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<tbody>
<tr>
<td>Connect women to leadership in industry</td>
<td>Increase the visibility and influence of women in leadership roles in business.</td>
<td>Increased participation of women in leadership and mentorship programs of major Portland-area employers. Increased representation of women in professional associations and organizations in Portland area. Increase in women’s sense of agency and belief in possibilities for personal contribution.</td>
</tr>
<tr>
<td>Initiate an academy or other means to advance civic leadership for women</td>
<td>Develop women, particularly those under the age of 40, to seek, obtain, and succeed in leadership positions.</td>
<td>Participation on Nonprofit Boards, School Board, Elected Office, Municipal Committees and Appointments. Increase knowledge of civic system, local government, campaign strategy. Increased sphere of influence. Increased confidence, sense of belonging within these leadership spaces. Growing sense of dedication to public service. Engagement with local government, faith communities, neighborhood associations (outside of running for public office).</td>
</tr>
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</table>

**Primary Metrics**

Quantitative: Number of women taking leadership roles as a consequence of our work.

Qualitative: Growing momentum and sense of efficacy among cadres of women for the exercise of leadership in industry.
Facilitate safety and security for all women now

Current Programs: Create Opportunity for all Women Now

Historically, the focus of the YWCA of Greater Portland has been to secure the safety and security of all women. This continues to be an area of deep investment by the YWCA.

The Yolanda Project is the YWCA of Greater Portland’s hallmark domestic violence intervention program. Serving nearly 500 women in crisis annually, the Yolanda Project embeds advocates in public housing projects and the Gateway Center in Multnomah County. Services include advocacy, service navigation and housing support.

The Yolanda House was formerly a shelter, but today provides transitional housing to dozens of women annually, using a community governance model. The Yolanda House residents are nurtured under the wise management of Recovery Association Project, which piloted this model with survivors of domestic violence.

Among those living in poverty over the age of sixty-five, elderly women account for over 80%. The YWCA provides support for nearly 1,000 elders annually through the Gresham Senior Center. Services such as medication management, social activities, transportation, in-home supports
### Current Programs: **Create Opportunity for all Women Now**

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<tbody>
<tr>
<td>Yolanda Project</td>
<td>Support people in acute domestic violence crisis situations to achieve and maintain safety</td>
<td>Increase in survivors’ understanding of (a) protections available to them and (b) how to access those protections; Women learn more about the DV cycle and systemic nature of violence; Increase in survivors’ feelings of self-worth and self-confidence; Increase in survivors’ adoption and utilization of a safety plan; Survivors develop into advocates for healthy relationships in groups of friends and extended families</td>
<td>Quantitative: Domestic violence victims in crisis seek and obtain safe housing; Qualitative: Victims of domestic violence come to identify as survivors worthy of respect and investment</td>
</tr>
<tr>
<td>Yolanda House</td>
<td>Support homeless women and children escaping domestic violence as they heal from trauma and secure permanent housing</td>
<td>Decrease in women returning to abusers; Women report feelings of increased safety; Women heal from trauma; Women increase income</td>
<td>Quantitative: Survivors secure permanent housing; Qualitative: Survivors are self-determining</td>
</tr>
<tr>
<td>Senior Services</td>
<td>Strengthen the capacity of seniors and adults with disabilities to live healthy and independent lives</td>
<td>Seniors remain in own their homes for longer; Incidences of depression among senior population decreases; Seniors report increase in happiness and satisfaction with life; Measures of physical health improve</td>
<td>Quantitative: Seniors participate in activities on a regular and sustained basis; Qualitative: Seniors conceive of themselves as part of a community</td>
</tr>
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</table>
Future Strategies: Create Opportunity for all Women Now

In service to...

➢ Providing long-term stability for women in crisis
➢ Facilitating the transition from surviving to thriving among vulnerable women
➢ Engaging the broader community in prevention
➢ Affecting the policies of support for women in crisis

<table>
<thead>
<tr>
<th>Strategy</th>
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| Develop long-term supports for survivors of domestic violence. | Support survivors of domestic violence to achieve stability beyond an immediate crisis situation. | Increase of survivors stably housed at 3, 6, and 12 months
Number of survivors able to manage their budget
Number of survivors maintaining health
Children of survivors in stable attendance in school
Number of survivors securing living-wage employment
Rate of household bills paid on time
Percentage of households with adequate food |

<table>
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<tr>
<th>Primary Metrics</th>
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<tr>
<td>Quantitative: Number of survivors in stability at the 6-month mark from most recent crisis event.</td>
</tr>
<tr>
<td>Qualitative: Growing and durable sense of wellness</td>
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</table>
Future Strategies: Create Opportunity for all Women Now

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</thead>
<tbody>
<tr>
<td>Partner with organizations</td>
<td>Elevate the preventative awareness and skills to thwart violence against women</td>
<td>Increase of knowledge about violence against women</td>
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<tr>
<td>to provide training for boys</td>
<td>and young men.</td>
<td>Demonstration of skills to intervene and prevent violence against women</td>
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<tr>
<td>and young men.</td>
<td></td>
<td>Development of cultures of sensitivity among athletic teams and other groups of boys</td>
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<td></td>
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<td>and young men</td>
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<tr>
<td></td>
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<td>Primary Metrics</td>
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<td>Quantitative: Number of boys and young men reporting a change in attitude toward</td>
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<td>violence against women</td>
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<td></td>
<td>Qualitative: Shift in beliefs, commitments, and culture among participating groups of</td>
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<tr>
<td></td>
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<td>boys and young men</td>
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</tbody>
</table>

YWCA of Greater Portland  designing strategies for our future  35
Current Programs: Mobilize a Caring Community

For over 100 years, the YWCA of Greater Portland has engaged the Portland community in discussions and actions to meet the needs of all women and people of color. Today, we do so through a variety of programs.

Our Social Justice Program hosts a series of required trainings to ensure those serving survivors of domestic violence have the most current information and understanding available to support their recovery. The Program also provides community trainings to employers, organizations and the general public to raise our community’s awareness of the devastating effects of biases and prejudices such as racism, sexism, homophobia and domestic violence.

The YWCA also provides a place for public dialogue on issues of community concern through forums such as the 2014 Women’s Voting Brunch and voter registration activities at local schools and community centers.

Our annual Inspire Luncheon features leaders in the social justice movement and brings the community together to reflect and renew their dedication to a world that works for everyone.

Finally, as a local affiliate of YWCA USA, we amplify their voice of women and people of color on legislative issues. Our intent is to promote lasting policy changes which will ensure the opportunity for all women and people of color to achieve success as they define it. This, in turn, will help to create an equitable, benevolent community for all.
**Current Programs: Mobilize a Caring Community**

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<tbody>
<tr>
<td>Social Change Program</td>
<td>Prepare volunteers, staff and community members to act in service to social justice, particularly when supporting survivors of domestic violence</td>
<td>Participants complete series</td>
<td>Quantitative: Participants are less oppressive toward others and interrupt oppression when they witness it</td>
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<td></td>
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<td>Participants report increase knowledge of subject matter</td>
<td>Qualitative: Participants relate to the world differently and as stronger catalysts for egalitarian social change</td>
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<td>Staff and volunteers are equipped to handle situations they confront in providing DV services</td>
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<tr>
<td>Advocacy Program</td>
<td>Elevate political and social solutions to racial and gender inequity</td>
<td>Increase in people joining the YWCA for the purpose of effecting social change</td>
<td>Quantitative: Increase of knowledge of YWCA supporter base on priority issues of YWCA</td>
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<td>Higher quality partnerships with other social justice organizations, particularly those led by communities of color</td>
<td>Qualitative: Supporters become advocates for YWCA-endorsed reforms</td>
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<td></td>
<td>Increase of volunteer participation in advocacy efforts</td>
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<td>Increase of prevalence of issues relating to the causes of women and people of color in policy discussions within government, corporations, and the media</td>
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<tr>
<td>Inspire Luncheon</td>
<td>Inspire those not typically involved in social justice movements to work for equity within their own communities and the greater Portland area</td>
<td>Increase in feelings of inspiration of attendees</td>
<td>Quantitative: Increase in number of attendees who report using knowledge gained at 12-month follow-up</td>
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<td>Increased number of attendees who donate to the YWCA at the event</td>
<td>Qualitative: Attendees develop or strengthen commitment to the mission of the YWCA</td>
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<td>Increase number of attendees who donate to the YWCA when next solicited</td>
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</table>
Future Strategies: Mobilize a Caring Community

In service to...

- Engaging the broader community in awareness and action.
- Increasing investment from business communities in the cause of women and people of color.

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<tbody>
<tr>
<td>Advance public policy advocacy through coalitions.</td>
<td>Coordinate and strengthen the voice of women in public policy decision-making</td>
<td>Increase in representation of women’s voice and perspectives in policy discussions</td>
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<td>Unification between women’s movements and other movements for social justice</td>
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<td></td>
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<td>Increased of volunteer participation in advocacy efforts</td>
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<td>Increase in people joining the YWCA for the purpose of making social change</td>
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Primary Metrics

Quantitative: Number of public policies reported as being influenced by the YWCA

Qualitative: Growing sense of presence and influence of the YWCA and women in public policy decisions
### Future Strategies: Mobilize a Caring Community

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<tbody>
<tr>
<td>Develop educational programs to build sensitivity and acumen for power equity</td>
<td>Raise awareness among those in positions of power to recognize their own position, advocate for the equitable redistribution of power and resources, and work to dismantle systems that privilege them.</td>
<td>Increase in people who understand oppression, its forms, and how it operates.</td>
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<td>Increase in understanding among dominant groups recognize of the human consequences of oppressive system.</td>
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<td>Increase in ability of people in leadership positions to truly listen to others with experiences different than their own.</td>
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<td>Increase in ability of people throughout the community to develop constructive relationships with people of backgrounds different from their own.</td>
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<td>Growing ability for people to take action to create equity within their own lives and communities—even when there are financial or other consequences to their own lives.</td>
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</tbody>
</table>

**Primary Metrics**

Quantitative: Number of leaders in various sectors (e.g., business, government, nonprofit, etc.) reporting a change of attitude and action toward equity.

Qualitative: Development of personal commitments for living in such ways as to advance equity throughout personal and professional spheres of influence.
### Appendices

<table>
<thead>
<tr>
<th>A. Initial Models for Initiatives</th>
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<tr>
<td>B. Summary of Stakeholder Interviews</td>
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</table>
B. Summary of Stakeholder Interviews

YWCA Interviews of Stakeholders —Summary of Themes

They encouraged us to . . .

1. Define our niche

   Identity
   ➢ Identity and niche is opaque to the public
   ➢ Does the Y = DV in people’s minds? (Is it only to assist women and children in abusive relationships?)
   ➢ People in the community do not know what the Y does (it’s unclear or uncommunicated)
   ➢ Difficulty distinguishing the “m” from the “w”
   ➢ Nothing new
   ➢ Return to core

   Focus
   ➢ Lack of clarity about what we do
   ➢ Lack of focus
   ➢ “The programs seems scattered”
   ➢ Less programs; more focus
   ➢ Start with the “why”
   ➢ Need to determine niche and then deliver
   ➢ Focus, focus, focus

2. Engage our community

   Visibility
   ➢ Visibility lost
   ➢ Loss of capacity/infrastructure
   ➢ Not bringing public along with decisions/trajectory
   ➢ Getting into the public eye

   Engagement with community
   ➢ Disconnection with community
   ➢ Re-engaging those who assume the Y has diminished
   ➢ Develop ways to help people “get the YW”
B. Summary of Stakeholder Interviews

Ways of thinking that we might consider
From one point of involvement or inclusion to a “pipeline” of involvement and engagement
From public fundraising to public interaction
From physical assets to social/strategic assets
From doing the work alone to mobilizing people
From tradition to adaptation and nimble response
From primarily treating symptoms to treating cause
From focus on neglected services to focus on creative and sustainable services

Ways of thinking that we might consider
What is the focus?
What does the brand mean?
What is the role of partnering or convening vs. service delivery?
How can we get people involved widely and meaningfully?
What is the right size of program offerings (Box E)?
Should we function more as a hub or a spoke?
What is our unique identity, value, and role in the community?