

CENTRAL COAST ALLIANCE UNITED FOR A SUSTAINABLE ECONOMY (CAUSE)

THREE YEAR STRATEGIC PLAN

2005 - 2008

We live in a time when it is not enough to defend old or lost terrain. We live in a time when we have to create new terrain, new movements and new institutions that serve social justice – we are forging a new social contract. *Ann Bastian, Senior Program Officer, The New World Foundation*

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Dedication

The following CAUSE strategic planning report is dedicated to the working people of Central Coast region and to the many progressive community and labor organizations struggling to bring dignity and justice to the lives of California's working families.

Acknowledgements

The CAUSE board and staff would like to acknowledge the many very special people, without whose active participation and support, CAUSE's Strategic Plan: 2005-2008 could not have been realized. They include, first, all the Ventura and Santa Barbara County community activists, stakeholders and representatives of allied organizations who participated in interviews, focus groups and retreats. We would also like to thank and acknowledge our two planning consultants, Julie Drezner, for the sharing of their amazing organizational development skill and for their commitment to CAUSE's vision and principles. We would also like to acknowledge all of us, as members of the CAUSE board and staff, for our collective vision and hard work which made this important document a reality. Lastly, we would like to thank the Hispanics and Philanthropy Funders' Collaborative for Strong Latino Communities for their generous capacity building grant, with its specific support of CAUSE's strategic planning process.

Executive Summary

Inspired by the successes of our economic and social justice work over the first four years of our operation, and the recognition of our long-term potential as an effective agent of positive social change in the region, in early 2004 CAUSE embarked on a highly intensive and rewarding strategic planning process. The purpose of this effort was to develop a plan to guide our community planning and policy research work, as well as our overall organizational development, for the next three-years, while also laying the groundwork for CAUSE's long-term effectiveness and sustainability. The *CAUSE Strategic Plan: 2005-2008* represents the culmination of approximately seven months of intensive data collection, critical reflection and visionary planning by the CAUSE board, staff, and consultants, as well as over fifty advisory committee members, local stakeholders and representatives from allied organizations in Ventura and Santa Barbara Counties. The methodologies we employed in the process included an environmental scan, surveys, interviews, focus groups, and two day long planning retreats. We are committed to utilizing this plan as a living document, drawing from it regularly as part of our ongoing internal planning, management and evaluation, while also referring to it regularly as a vision compass from which to guide us through the challenging years that lie ahead.

The product of the region's living wage movement, CAUSE was established in 2001 to be a resource to efforts to address the structural causes of the growth in region's working poor households. Resulting from dramatic socio-economic change since the early 1990's, California and the Central Coast region have experienced unprecedented high levels of poverty and income inequality, while the groups most affected remain politically powerless, with little voice in local, state and national public policy. According to the 2000 Census, over a ten-year period Ventura County households living below the federal poverty level rose by an unprecedented 44% and children living in poverty increased by 71%. Economic self-sufficiency indicators developed by the California Budget Project now indicate that, in Ventura County, nearly one in three workers make less than what is needed to provide reasonable food, clothing, shelter and other basic necessities.

These economic trends, combined with dramatic demographic change, have resulted in a growing sector of predominately Latino working poor families, who earn less than a living wage, live and work in unhealthy and unsafe conditions, and lack health insurance. Furthermore, despite their overall growth in population, which have reached over 70% in several Ventura and Santa Barbara County cities, Latinos, as a group, remain significantly underrepresented in elected and appointed office and severely under-engaged in local public policy decision making. As documented in the 2002 CAUSE report, *Challenging the Feminization of Poverty: Women in Poverty in the Central Coast Region of Ventura and Santa Barbara Counties*, the region's economic transformation has also disproportionately affected working women, who increasingly serve as a primary source of income for many of the region's working poor families. Reflecting a dramatic unraveling of the nation's social safety net, so-called welfare reform, underway since the mid 1990s, has further exacerbated this feminization of poverty by pushing tens of thousands of women into low-wage service jobs without health benefits. This is further compounded by the lack of English proficiency and legal immigration status experienced by many in the Central Coast region's growing Latina immigrant workforce who find it significantly more difficult to pull themselves out of conditions of poverty.

Over the last four years CAUSE has experienced tremendous success in its efforts to address these and other economic justice issues through policy reform, utilizing such strategies as policy research, coalition building and policy advocacy. However, over the years we have also come to recognize the limitations, as well as strengths of these strategies in bringing about structural change. As a consequence, we now realize the need to develop our capacity to also employ organizing strategies toward building grassroots power and achieving meaningful change at the personal, community, regional, state, national and international levels. Therefore, as outlined in our strategic plan, over the next three years, we seek to develop and employ these strategies, as we build from our significant past accomplishments. These accomplishments have included ongoing technical support to the Ventura County Living Wage Coalition (VCLWC), resulting in the adoption of local living wage ordinances in the County of Ventura (2001), City of Oxnard (2002), and City of Port Hueneme (2003), as well as current efforts to adopt living wage ordinances in the City of Ventura and in the Oxnard Elementary School District. Other CAUSE accomplishments include facilitation of the 2001 Ventura County Redistricting Taskforce, in its success in bringing about the adoption of new supervisorial districts with strengthened representation for working class families on the board of supervisors. Furthermore, policy reports published by CAUSE include: *Challenging the Feminization of Poverty: Women in Poverty in the Central Coast Region of Ventura and Santa Barbara Counties* (2002) and *Meeting the Challenge: Extending Health Coverage to Ventura County's Uninsured Working Families* (2001).

Reflected in the revisions we made as part of the strategic planning process to CAUSE's mission, vision statement, and program and service goals, the strategic plan represents a renewed commitment and a sense of clarity to CAUSE's role as an agent of positive social change, with our focus promoting economic and social justice for the region's working people. Key program goals include efforts to assist in the adoption of ordinances to improve wages and benefits for low-wage working people, such as living wage and other forms of accountable development policies, as well as incremental efforts to bring about universal health coverage through local, state and regional initiatives and policy reforms. The strategic plan serves to define these and other program goals, as well as measures of success and key implementation strategies, including policy advocacy, research, organizing, leadership development and community building. For example, in an effort to ground our work on sound research, CAUSE has committed to producing at least one policy report per year in collaboration with its research partners within established university centers, organized labor, allied community based organizations, as well as affected workers themselves. Published reports scheduled for the next three years include: *The State of Living Wage in the Central Coast Region*, *Women's Work in the Home and Workplace* Popular Education Report, and a report on the continued struggle for universal health coverage for all Ventura County residents.

Recognizing the need to achieve our vision by building the capacity, voice and social capital of the region's working people and progressive community, the program and service goals outlined in the plan also reflect the merging of research and policy initiatives to achieve specific policy outcomes with long-term social change strategies of leadership development, community building, and building grassroots power through community organizing. Examples include CAUSE's commitment to the establishment of *Centro Mujer*, a women's organizing center serving both the communities of South Oxnard and an emerging network of grassroots efforts to organize low-wage workingwomen in Ventura and Santa Barbara Counties. Goals also include the development and implementation of women, interfaith and youth-centered organizing and leadership development approaches. Consistent with current community building efforts to strengthen the capacity and social capital of the region's working people and progressive community, CAUSE's goals over the

next three years include continued organizational development support to such groups as VC Clergy and Laity United for Economic Justice (CLUE), the grassroots women organization, Mujeres Unidas for Justicia, Education, y Respeto (MUJER), and Arts for Action, as well as continued work toward the development of the California State University Channel Islands Hank Lacayo Community and Labor Studies Institute and the establishment of a regional social justice fund.

Addressing the central elements in building CAUSE's long term organizational capacity and sustainability, the plan outlines how we will address the areas of Staffing and Infrastructure, Board and Governance, and Human and Financial Resources Development over the next three years. Among these internal development goals are the strategic expansion of the organization's staff capacity by incremental and strategic increases in staffing, staff training and the further refinement of the organization's internal program management systems. Emphasizing the role of the CAUSE Board of Directors and Advisory Committee in moving forward the organization's program goals and overall organizational development, the plan outlines specific measures toward building the board capacity through training opportunities, the development of a more formal committee structure, expanding the board and advisory committee composition, and developing an organizational criteria, set of procedures, and levels of actions for determining how the organization will address or support important new and emerging needs and issues. Fund development goals for the next three years, while seeking to strengthen our already strong support from the foundation world, also include ambitious goals to significantly diversify CAUSE's funding base in the area of grassroots fundraising, emphasizing the development of ongoing financial supporters and sustainers from the community. Consistent with the central role activist volunteers play in the organization, CAUSE's human resource development goals focus on the further development of systems and procedures for recruiting, developing and sustaining our activist volunteer base.

While, we, the staff, board, volunteers and supporters, who make up CAUSE, have reason to celebrate both our achievements over our first four years of operation and our potential for success, as laid out in our three-year plan, we are also humbled by the many challenges we have before us, and the significant gaps in capacity we must still overcome. However, it is this sense of humility that is one of our greatest strengths. It is reflected in the plan's section on Visibility and Strategic Relationships, which is based on our recognition that no one individual or organization can or should think that they can do it all or have all the answers. We are aware that we will always require assistance from our allies and their active partnership in achieving common goals. It is this type of humility that comes from the recognition that social movements are not made up simply of groupings of individuals, but of organizations of people dedicated to individually and collectively bringing about meaningful structural change, in large part by building effective social movement organizations. Reflected in our critical analysis of the root causes of poverty and inequity, drawing collectively from our knowledge, experience, wisdom, and vision, the CAUSE Three-Year Strategic Plan is a blue print for building our organization and our agenda as we carry out our mission of social change.

Regional Landscape for Economic Justice Work

The following data provides general understanding of the environment in which CAUSE will continue to conduct its work over the next three to three years. It is not meant to be a complete analysis, but instead represents a number of important observations based on CAUSE community planning and public policy practice, as well as current policy research. Additional data is available, including that found in several CAUSE reports and publications, including *Challenging the Feminization of Poverty: Women in Poverty in the Central Coast Region of Ventura and Santa Barbara Counties*, (2001) and *Meeting the Challenge: Extending Health Coverage to Ventura County's Uninsured Working Families* (2000). While these trends let us know that there are certain challenges before us, CAUSE is fortunate to work in a very hopeful environment that includes a number of innovative and effective community and labor responses to these trends. Therefore, the following also includes a brief presentation of some of the current trends in community-based economic justice work in the region.

Economic Inequity

- **Despite the robust economic recovery of the late 1990s and three years of recession, poverty among working families continues to grow in California and the region.**

According to the 2000 Census, over the last decade households living below the federal poverty level in California rose by an unprecedented 30 %, while in Ventura County overall poverty rose by 44% and by 71% for children ages 5-17 (VC Star, 2002). Despite the robust economic recovery of the late 1990s, wages for California workers declined over a period of two and a half decades, with the average earnings for all workers falling by a tenth from \$31, 000 in 1973 to \$28,000 in 1998 (Ong 2001).

- **Even with the marked growth in the region's biotechnology sector, job growth in the low-wage service sector is expected to continue to dominate both in the region and the nation.**

From 1994 to 2001, Ventura County's low-wage service sector grew by 43%, and in Santa Barbara by 71%, significantly outpacing manufacturing (CAUSE 2002). Furthermore, even with significant national job growth in March and April 2004, overall job growth has fallen considerably short of Bush administration ten-month projections resulting from its tax cuts, by approximately 2 million jobs. Moreover, over 80 % of these new jobs are in the low wage service sector (Money CNN, 2004), and job market weakness over the last three years has left wage and salary growth cut in half (Economic Policy Institute, 2004).

- **The middle class workers are also losing tremendous economic ground as the cost of living continues to rise, as wage and benefits levels decline due to three years of recession, as well as the erosion wage and benefits standards of union collective bargaining agreements, as seen in the recent case of Southern California grocery workers.**
 - While the housing crisis continues to affect even upper middle class professional families, those most negatively impacted by the region's housing crisis are low and moderate wage workers.
 - Federal level proposals to block grant funds for public housing, if adopted, will overwhelm the already unrelenting affordable housing crisis. Block granting these funds will make public housing unaffordable, resulting in homelessness and increased demand for extremely low-income affordable housing.

Work & Health

- Increasing numbers of California working families are going without any form of health coverage.

82% of the uninsured are members of working families (National Cover the Uninsured Week)
One in three working poor family members is without health coverage (California Budget Project, 2003).

- To this day and historically, insurance premium costs for employers have been lower in California than in the majority of other states. Nevertheless, fewer California businesses provide health coverage to their employees. (California Healthcare Foundation)

In 1988 25% of employers provided family coverage.
In 2003 5% of employers provided family coverage. (Kaiser, 2004)

- Labor negotiations in 2004 will hinge on health coverage benefits.

400,000 -500,000 California workers are at risk of losing their health insurance altogether or paying a higher percentage of earnings for health care (California Works Foundation, 2004).

- Significant opportunities exist at a county and statewide level to reduce the number of uninsured working family members.

A Ventura County Healthy Kids program would provide low cost, comprehensive health coverage to children who currently fall through the safety net system.

California SB 2, the Health Insurance Act of 2003 will provide coverage to 1 million uninsured working family members.

Unraveling of Social Safety Net

- **The state budget crisis, including recent budget agreements made by the cities, counties and higher education with Governor Schwarzeneger, will continue to result in cuts in critical health, education and human services, disproportionately affecting working families.**
- The recent reemergence and intensification of anti-immigrant sentiment in California is resulting in the further social, economic and political marginalization of California and the region's immigrant working families.

In May 2004, a local Mayor distributed copies of the book Mexifornia to fellow council members. The author paints immigrants as anti-American and argues for a further reduction in public services for immigrants, while acknowledging that immigrants work for below poverty wages.

Education

"Education may be the best anti-poverty program we have..." Regional Civic Alliance 2003 Indicators Report

- In 2004 community college and public university fees will increase by 14% to 25%. Enrollment will be capped due to absence of state funding (VC Star, May 12, 2004).

- 2000 API (Academic Performance Index) Scores correlated along economic class lines throughout Ventura County elementary schools. Lowest scores were in schools with a concentration of low-income students in Oxnard, Santa Paula and Fillmore. The highest scores were in wealthy school communities of Conejo, Oak Park and Simi Valley. Ventura and Hueneme schools had the broadest range of low to high scores.
- Of 29% of Ventura County public schools in met the state API standard in 2001.
- 25% of Ventura County students are “English learners.” Passage of Prop. 227 in 1998 undermined and led to the elimination of Bilingual Education programs in most schools.
- The 2003 report, *Latino Health Needs in Ventura County*, states “California schools serving primarily low-income, minority and immigrant youth are disadvantaged in a number of areas, including college preparation courses, discipline, teacher quality and school conditions.”
- Preference by the local Workforce Investment Board on business interests vs. education, job training and labor standards limits strategies and solutions that improve economic and working conditions for workers.
- The First 5 Commissions statewide and in Ventura County have embarked on a “Preschool for all” effort. In the long term it is expected to significantly improve academic achievement and high school graduation rates.

Environment

- **Environmental Injustice continues to have existing and future devastating affects on low and moderate-wage workers and people of color.**

Ventura County ranked 10th among California counties with the highest use of toxic pesticides in Agriculture. Farmworkers and their families are the most exposed and therefore most harmed by the use of pesticides in agriculture. Additionally, many residential neighborhoods and schools are located at the “ag/urban interface” and issues of pesticide drift, exposure, and the negative health impacts, to farmworkers and non-farmworkers, especially children are of critical concern. Air and water quality issues are also of critical concern in Ventura and Santa Barbara County.

The proposed Liquefied Natural Gas (LNG) plants would have a disproportionate negative impact on the lower income, higher minority communities of Oxnard and Port Hueneme.

- **Land use policies, may have potential negative consequences for low and moderate-wage workers, as well as benefits.**

A primary example would be the Juan Soria School debate in the City of Oxnard. While land preservation advocates fought to preserve farmland, Latino children from working class families are left without adequate school facilities and must continue to endure overcrowded classrooms.

Public Policy

- **The voice of low and moderate working families in public policy continues to weaken at the state and national level.**

The Bush Administration and the Republican dominated congress’ privileging of corporations and the nation’s wealthy in economic, social and environmental policy will continue to have negative consequences on generations of working families for decades to come. At the state level, Governor Schwarzeneger’s circumventing of the elected legislature through the use of the significantly flawed initiative process, will continue to have a negative impact on California’s working families.

A Public Policy Institute of California 2003 survey of California Mayors and Councilmembers serving high-immigrant cities (population includes at least 15% foreign-born residents) found that amongst a list of 14 groups of influence, “advocacy groups for the poor, social equity,” “groups representing ethnic/racial groups, immigrants” and “other labor unions” were identified as having the least influence on local elected leaders.

Opponents of living wage and other economic justice policies are engaged in efforts to undermine the work of progressive non-profit advocacy groups. This is being carried out by groups, such as the well-funded, Employment Policy Institute, who, over the last three-years, has attempted to intimidate progressive organizations through the highly visible scrutinizing of the activities of these organizations, with threats of possible legal action.

Regional initiatives, such as the Ventura County Civic Alliance, while continuing to have success in building social capital through the facilitation of important stakeholder group processes, have been significantly limited in their ability to effectively address issues of income inequality. This can be expected to continue until there are sufficient well-established institutions developed locally representing the voices of working families in the region, equal to those representing private sector interests at the table.

Local, regional and state “pro-business organizations,” like the well-financed California Chambers of Commerce, VCEA and the Workforce Investment Board (WIB), as well as local chambers, continue to dominate much of the local policy debates, prioritizing limited business interests in place of worker equity issues.

The region’s living wage movement has served to shift the local economic development policy debate in relation to the wages of affected workers, opening the opportunity for the implementation of other accountable development strategies, as well as future expansion of local living wage ordinances and policies.

Housing

- While efforts to frame the region’s housing crisis as a “workforce housing” problem, has brought greater attention to this critical issue, the development of upper-end housing continues to dominate local housing development, at the expense of new low and moderate-income housing.

Average price for a Ventura County home is near \$500,000. 35% of households could afford the median priced home in 2001.

Farmworkers, of particular relevance to the important agricultural local economy, are least able to afford a home with annual incomes of approximately \$22,000.

Overcrowding is as high as 31% in Ventura County cities.

Voter Participation and Civic Engagement

- US Census data shows that 51% of eligible voters earning between \$15,000-\$24,999 voted whereas amongst those earning over \$75,000 there was 75% participation.
- While historically low-wage workers and communities of color have had low-voter turnouts, there have been incremental increases in voter participation by Latinos, who as group continue to vote progressive on most economic issues.

- In the 2002 general election, only 40% of eligible Ventura County voters cast their vote.
- The further growth and consolidation of the corporate media has served as a vehicle for misinformation and, what has been referred to as a “dumb downing” of the electorate, as represented in the news and commentary content provided by Fox News and the Clear Channel conglomerate of radio stations nationwide.
- Concern over the current state of US foreign and domestic policy under the current administration has, in recent months, galvanized the region’s local progressive activists at level unprecedented in previous presidential campaigns.

Economic Justice Community Practice

- Ventura and Santa Barbara Counties living wage movement has resulted in the development of meaningful social capital, including significantly greater collaboration between progressive community, labor, environmental faith, student and women’s organizations. The movement’s emphasis on organizational development has also resulted in the creation of a number of important new organizations, including CAUSE, PUEBLO, SB CAN, VC CLUE, and Arts for Action.
- Throughout the nation there has been a growing connection between community development and organizing practices and global and nationwide social movements for economic justice, including living wage and accountable development, immigrant rights, and support for the union organizing of low-wage workers.
- With efforts over the last eight years to increase union density among low-wage workers in California, a number of local labor unions, such as SEIU, UFW, UFCW and the Laborers have undertaken organizing efforts aimed at raising the wages and benefits of low-wage workers, including in-home healthcare workers.
- In large part due to the success of efforts by the UFW and the Los Angeles Justice for Janitors campaign in the mid-1990s, as well as successful living wage campaigns, there has been a marked increase in community and labor collaboration and solidarity, as witnessed by the strong community support provided during the recent grocery workers strike.
- While generally fragmented, the region’s peace movement has shown the capacity to mobilize hundreds of progressive activists in strong visible opposition to the war in Iraq. The success of local peace groups, like CPR to sustain an organizational base, speak to the potential for further engaging this sector of the community in related peace and justice campaigns.
- The success of the region’s economic justice movement and strong interest by a number of progressive community-based organizations over the years in establishing a local community organizing effort, has served to lay the ground work for such an effort.

Funding for Community Social Change

- Over the last three-years there has been a noticeable increase in funding for local and regional advocacy around social, economic, and environmental justice efforts. Several of these foundations have included: The California Endowment, California Women’s Foundation, Rosenberg Foundation, Abelard Foundation, and the California Wellness Foundation.

- Growing recognition among “progressive” funders of the need for multi-year funding, general operations funding, and the funding of community-based efforts aligned with regional, state and national campaigns or initiatives.
- Growing interest in the development of a local Ventura County social justice fund also speaks to the potential of developing a local donor base of progressive contributors, including large donors, in support of local economic justice work.

Historical Beginnings

Established in May 2000 by the Ventura County Living Wage Coalition (VCLWC), a broad-based multi-racial coalition of fifty-eight community, labor, student and environmental organizations, CAUSE opened its doors for operation with its first paid staff in February 2001. Over its first five years of operation CAUSE has successfully undertaken over a dozen community planning and public policy initiatives, addressing such issues as living wage jobs and accountable development, uninsured working families, women's economic justice, fair political representation. Since 2000 CAUSE has expanded its staff to eight, and has published three research reports on health coverage and the economic plight of low-wage working women in the region. Reflecting its strong grassroots civic engagement, social movement and coalition building orientation, over the years CAUSE has engaged over two hundred allied organizations and over four hundred and fifty activist-volunteers in local, regional, state and national campaigns and initiatives toward achieving progressive policy reform and meaningful social change.

Organizational Activities and Accomplishments

Since its original formation in May 2001, CAUSE has achieved tremendous program and organizational success. Major accomplishments include:

- The provision of research, policy formation, community organizing and additional technical support to the VCLWC has resulted in the passage of living wage policies over three consecutive years: including the 2001 adoption of the County of Ventura living wage ordinance; the 2002, adoption of a City of Oxnard living wage policy; the 2003 adoption of the City of Port Hueneme living wage ordinance. Living wage campaigns are also currently underway to adopt a City of Ventura living wage ordinance and California's first school district living wage, the adoption of an Oxnard School District living wage policy.
- In 2001, CAUSE's extensive map-making assistance and technical support in the formation and convening of a grassroots redistricting coalition was instrumental in facilitating broad-based input among the region's historically disenfranchised communities into the County of Ventura's redistricting process. The adoption of the coalition's proposed county districts' map resulted in the consolidation of an overwhelming liberal majority on the county board of supervisors, while significantly increasing the representation of working class families.
- Expanding on its facilitation of the VCLWC Health Coverage Task Force (HCTF), in 2001 CAUSE established the Work and Health Access Project (WHAP) as an ongoing community planning and policy research effort to extend health coverage to low-wage workers in the region. With CAUSE technical assistance, in July 2003, the HCTF succeeded in obtaining the Board of Supervisors' unanimous approval to allocate \$100,000 in Tobacco Settlement Funds to increased health coverage enrollment in existing government insurance programs. Building on this success, CAUSE, the HCTF, and the Agricultural Futures Alliance are currently undertaking an effort to establish an agricultural health trust fund to expand health coverage to farm workers and their families.

- Having established the Women's Economic Justice Working Group (WEJWG) in November 2001, CAUSE and the WEJWG over the last three years has organized the Women Working for Economic Justice Conference at the University of California at Santa Barbara (UCSB) in commemoration of International Women's Day (March 8) hosting 150 low wage immigrant women and their families in 2002 and over 500 in 2003 and 2004, with Keynote Speaker Dolores Huerta, Co-Founder of the United Farm Workers of America (UFW) AFL-CIO. Efforts by the WEJWG have also been instrumental in supporting the unionization of 2,000 in-home supportive service (IHSS) workers under SEIU Local 998.
- CAUSE has published the following: *Challenging the Feminization of Poverty: Women in Poverty in the Central Coast Region of Ventura and Santa Barbara Counties* (2002); *An Economic Analysis of the Proposed City of Oxnard Living Wage Ordinance* (2001); and *Meeting the Challenge: Extending Health Coverage to Ventura County's Uninsured Working Families* (2001)
- As part of its strong commitment to building the overall social change capacity of the region's progressive community, CAUSE has been instrumental in establishing and providing ongoing technical support to the interfaith Clergy and Laity United for Economic Justice of Ventura County (VC CLUE), the youth based activist organization, Arts for Action (AFA), the Ventura County Living Wage Coalition, and the immigrant low wage working women based organization, MUJER (Mujeres Unidas en Justicia, Educación y Respeto / Women United in Justice, Education and Respect).

CAUSE Today

The Central Coast Alliance United for a Sustainable Economy (CAUSE) is a community planning and public policy research center serving the California Central Coast region of Ventura and Santa Barbara Counties. Its mission is to promote economic and social justice for working families in the region through policy advocacy, research, organizing, leadership development and community building.

While CAUSE's program trajectory has largely emphasized economic justice, emphasizing the adoption of local living wage policies, over the last four years the organization has significantly expanded its scope of program activities to address issues of direct relevance to economic inequity facing the region's working poor families, and their root causes. Today CAUSE seeks to carry out its economic and social justice mission through five key program areas, employing such strategies as policy advocacy, research, organizing leadership development and community building. CAUSE five program areas are: (1) Living Wage and Accountable Development, (2) Health Coverage Expansion, (3) Women's Economic Justice, (4) Redistricting and Fair Representation, and (5) Community Building.

Living Wage and Accountable Development

Under the program area of Living Wage and Accountable Development CAUSE seeks to assist in bringing about local and regional policy initiatives that promote equitable and accountable economic development. Through research on proposed city and county living wage ordinances, community organizing, community education, and technical assistance to the VCLWC, CAUSE has assisted in bringing about the adoption of the County of Ventura living wage ordinance, the City of Oxnard living wage policy, and the City of Port

Hueneme living wage ordinance. Efforts are also underway to develop a regional program to achieve more accountable development through the use of community impact reports and community benefits agreements.

Expanding Health Coverage to the Uninsured

In response to the growing health coverage crisis, CAUSE's Work and Health Coverage Access Project seeks to expand health coverage to all working families. Project activities include research, policy formation, community education, leadership development training and facilitation of the Ventura County Health Coverage Task Force, which includes health advocates, employers, organized labor, community-based organizations, university researchers and health insurance professionals. Advocacy efforts have included sponsoring public forums, community outreach, voter education and community actions around health coverage expansion legislation. Local initiatives include efforts to establish an agricultural worker health trust fund and to expand health coverage for workers currently employed under local living wage ordinances. In 2001 CAUSE published the report documenting the growing health coverage crisis in the county.

Women's Economic Justice Project

In response to the growing feminization of poverty and its devastating affects on low-income women and children in the Central Coast region, in 2001 CAUSE established the Women's Economic Justice Project (WEJP). The WEJP represents a regional effort to bring together progressive women leaders and low-wage working women from Ventura and Santa Barbara Counties to affect positive change for low-income working women. WEJP activities include a ongoing participatory research project, which in 2002 resulted in the publication of the regional report on the status of low-wage working women in the region, the hosting of the annual regional conference, *Women Working for Economic Justice*, a year-round leadership development program, and ongoing assistance to unionization efforts by low-wage working women in the region.

Redistricting and Fair Representation

In an effort to address institutional barriers to fair representation for low-income working families, CAUSE has sought to provide policy planning, research, and technical assistance to grassroots efforts in the central coast, including the successful 2001 effort of the Ventura County Redistricting Task Force. This effort was instrumental in facilitating the broad-based input of the region's historically underrepresented communities with the county and state redistricting process. Current program efforts include the Neighborhood Leadership for Regional Change, a collaborative community organizing and grassroots civic engagement project aimed at increasing civic engagement and voter participation in the region's working class communities.

Community Building

Recognizing that an important reason for the severe lack of voice of working families in public policy is the lack of grassroots organizations representing the voices of working people, CAUSE has undertaken efforts to establish and sustain organizations whose mission it is to engage and advocate on behalf of working families. Over the years CAUSE has initiated and provide technical support toward the development of organizations, such as VC CLUE, the youth based activist organization, Arts for Action, the VCLWC, and the immigrant low wage working women based organization, MUJER (Mujeres Unidas en Justicia, Educación y Respeto / Women United in Justice, Education and Respect). CAUSE has also been instrumental in the development of the CSUCI Community and Labor Studies Institute and the Ventura County Social Justice Fund.

CAUSE Mission

CAUSE's mission, which reflects its grassroots social movement orientation, is, "to promote economic and social justice for working people in the Central Coast region through policy advocacy, research, organizing, leadership development and community building."

Guided by a clear set of principles, CAUSE's vision statement reads as follows: Our vision is that the people of the Central Coast region together can create a community where we all contribute to, and benefit from, a sustainable economy that is just, prosperous and environmentally healthy. We ground this vision in a common set of values that include: economic and social justice, human dignity, equity, environmental sustainability, participatory democracy, critical thinking, collaboration, enlightened self-interest and moral integrity.

Program Strategies

Like most ethnic and multi-ethnic CBOs, CAUSE employs multiple community strategies and practices to achieve its policy and community empowerment outcomes. Established initially to provide technical support to the VCLWC efforts to bring about the adoption of local living wage laws, CAUSE employed a particular set of tools in the process, such as coalition building, policy formation and research. Over the years, as CAUSE has taken on other economic justice issues and gained significant hands-on experience, it has continued to build its capacity in the use of these strategies, while also expanding the use of other practices, such as leadership development, community building and grassroots organizing. The following table presents the five primary strategies employed by CAUSE, their definition based on how they are employed by CAUSE, and some specific program examples of their use.

Table I
CAUSE Program Strategies

	Policy Advocacy	Research	Organizing	Leadership Development	Community Building
Description	Advocating for changes in policy and public opinion that leads to improving the standard of living of working families and provides them greater voice in public policy.	Conducting applied social and policy research in collaboration with other community and university institutions.	Building power through community or labor organizing, action mobilization, coalition building, and popular education.	Developing and nurturing individual leadership skills, critical analysis and values development through training and fieldwork, such as internships.	Building the region's social change capacity through facilitating or participating in the development of progressive institutions, or by providing tech support to existing organizations.
Program Examples	-Health coverage expansion policy/initiatives -Living Wage and Accountable Development -Redistricting and Fair Representation	-Health coverage Living Wage -Redistricting and Fair Representation -Women's Economic Justice: Work and Poverty	-Support of unionization and collective bargaining -Women's Econ Justice Project -CLUE -S. Oxnard Voter Empowerment Project -Women's Community Organizing Center	-WEJP Conference & leadership development program activities -CLUE training -Proposed CAUSE/ Future Leaders of America/AFA Youth leadership development/ Civic engagement collaborative program.	-The development of the CSUCI Labor and Community Studies Institute, and regional social justice fund. -Tech support in the development of CLUE, Arts for Action, and MUJER.

**CAUSE 2005-2008 Strategic Plan
Goals, Measures of Success and Key Implementation Strategies**

PROGRAM & SERVICES

GOAL 1: To conduct participatory policy research consistent with current program priorities in collaboration with university partners, organized labor and community-based organizations.

Measures of Success:

- Publish and disseminate annual policy research report focusing on community issues being addressed by CAUSE, such as health coverage, low-wage workers, women's economic justice, living wage, youth organizing, fair representation, and accountable development.
- Publish each report in collaboration with one or more university, labor or community partner.
- Include the direct voices of impacted low-income workers are included in all policy research projects by their inclusion in participatory research methodologies.

Key Implementation Strategies:

- Develop annual research work plan by September of the prior year, including scope of work, methodology, organizational participants, and timeline.
- Meet with key university, community and labor union allies regarding CAUSE research objectives as a means of establishing specific collaborate work plans. Collaborative partners to include, but are not limited to:
 - CSUCI, UCSB and UCLA
 - SEIU, TCLC, UFCW, UFW
 - California Partnership for Working Families, El Concilio, Arts for Action, VC Commission for Women, PUEBLO, Casa de la Raza, SB CAN/CORE
- Co-sponsor one policy forum and/or conference per year.
- Publish an average of one research document (e.g. report, policy brief, white paper, popular education piece) per year, including:
 - State of the Living Wage in the Central Coast Region (2005)
 - Immigrant Women and Work Popular Education Report (2005)
 - Health Coverage Policy Options and Local Recommendations (2005)
 - Impact of 2001 Ventura County Redistricting (2006)
 - Health Access for Farm Workers (2006)

GOAL 2: To assist in the adoption of policies towards realizing universal health coverage.**Measures of Success:**

- Establish a Children's Health Initiative (CHI) insurance program in the Central Coast to cover 10,000 children (0-18) by Fall 2006.
- Establish Agricultural Worker Health Coverage Expansion Project in Ventura County to cover 1,000 farm worker families by 2007.
- Link CAUSE's advocacy work with local, state and federal health coverage expansion efforts.

Key Implementation Strategies:

- Establish VC CHI Planning Coalition in 2005 to include key stakeholders such as the Board of Supervisors, First 5 Commission, Tobacco Settlement Committee, Clinicas del Camino Real, hospitals and others.
- Collaborate with Santa Barbara Healthy Kids Work Group.
- Visit CHI model sites throughout the state with other members of the Health Coverage Task Force (HCTF).
- Collaborate with VC CLUE to inform and involve the interfaith community.
- Collaborate with Health Coverage Task Force to obtain endorsement of CHI by 50 broad based organizations and create database of 300 individuals in support of health coverage expansion.
- Assist the study and recommendation process of the Ag Futures Alliance Health Coverage Committee
- Minimum quarterly media attention to the uninsured issue and expansion efforts.
- Attend an annual conference/forum with led by established universal coverage networks (Health Care for All, Latino Issues Forum, 100% Campaign etc.).

GOAL 3: To assist in the adoption of policy initiatives that result in improved wages and community benefits for working people.**Measures of Success:**

- Assist the Ventura County Living Wage Coalition (VCLWC) in bringing about three new living wage ordinances (LWO) adopted by jurisdictions in Ventura and/or Santa Barbara County by 2008.
 - Oxnard Elementary School District (2005)
 - City of Ventura (2006)
 - Other Jurisdiction (2007)
- Assist the VCLWC to expand the scope of the LWO at the County level to address needed increases in wage levels and to expand the number of workers covered.
- Establish an Accountable Development Committee to investigate and determine the feasibility of Community Impact Reports and Community Benefits Agreements for local developments including potential development of Channel Islands Harbor and the Port of Hueneme, and areas receiving City or County Redevelopment Agency monies by 2007.

Key Implementation Strategies:

- Complete a study of the status of existing LWO's in the Central Coast Region to include an analysis of areas requiring revision or expansion/enhancement and a feasibility analysis of other viable jurisdictions for LWO's by June 2005.
- Provide technical assistance to VCLWC and local campaign committees.
 - Staff assistance to monthly Living Wage Steering Committee meetings
 - Organize an annual General Membership meeting.

- Research and conduct cost and benefits analysis of jurisdictions in which campaigns are currently in progress.
- Provide living wage campaign mobilization support and assistance.
- Provide community education and outreach assistance to VCLWC member organizations and other community, student, faith-based, and labor groups.
- Collaborate with SB PUEBLO on strategies to achieve a LWO in Santa Barbara County (2006).
- Collaborate with California Partnership for Working Families (CPWFs) for technical assistance on our local CBA and to link with related statewide efforts (2006).

GOAL 4: To develop and employ community organizing strategies in support of neighborhood and issue based efforts to build grassroots power and social capital among neighborhoods and progressive community and labor organizations throughout the Central Coast.

Measures of Success:

- Open a women's organizing center by Fall 2005.
- Establish formal collaborative with SEIU Local 998 to include IHSS workers in the development and activities of the women's organizing center.
- Conduct a grassroots assets and needs assessment in the South Oxnard area to develop a baseline for community organizing strategies by 2006.
- Identify and undertake one neighborhood-based community organizing campaign in 2005 towards an achievable local policy outcome.
- Identify and build youth organizing projects addressing justice issues affecting youth.
- Increase voter participation in targeted South Oxnard precincts and neighborhoods by 15% in 2006 and 2008 from the prior city, state or national election through voter registration, voter education and GOTV efforts.
- Produce a local organizing strategy handbook by 2007.

Key Implementation Strategies:

- Survey community-organizing models, participate in a minimum of one outside community organizing training, and adopt an existing model or create a local model and synthesize information and experience to produce handbook.
- Training by Mujeres Unidas y Activas by early March 2005.
- Build upon the Women's Economic Justice Project to develop and implement a strategic plan for establishing the women's organizing center that is led by MUJER with support from the WEJ-WG, SOVEP and others, to determine goals, governance, location, projects, funding and sustainability.
- By January 2005 develop a plan to inform and engage the 2004 South Oxnard Voter Education Project (SOVEP) newly registered youth and adult voters.
- Training and coalition building to improve the capacity of youth organizing.

Goal 5: To establish and implement a formal leadership development program to build grassroots power, inform public policy, and include women and youth in leadership positions.

Measures of Success:

- Identify and develop written curricula on grassroots values based civic leadership for youth and low wage women by 2005 to lay the framework for the leadership development program and projects.
- Facilitate the completion of fifteen low wage or immigrant women each year in the women's centered leadership program in 2006 and 2007.
- Facilitate the completion of fifteen youth each year in a youth leadership program involving organizing and issue focused projects in 2006 and 2007.

- Eight additional low wage or immigrant women in leadership position of community organization board, public advisory or local government body by 2008.
- Eight youth and young adults (14-25) in leadership position of community organization, advisory or local government body by 2008.

Key Implementation Strategies:

- Work with MUA and other women's projects throughout the state to develop the women's leadership curriculum.
- Collaborate with organizations, such as Arts for Action, Future Leaders of America and City Corp, individuals, and schools to develop and implement the youth leadership program and projects.
- Develop popular education materials to conduct outreach and recruitment for women's and youth leadership program.
- Work with MUJER and the WEJ-WG to facilitate consistent participation of a core group of 24 women in WEJP conferences, workshops, MUJER meetings, advocacy activities and other knowledge and skill building opportunities.
- Identify potential leadership positions for women and youth.

GOAL 6: To increase the institutional capacity of community and labor organizations in mobilizing support for economic and social justice campaigns around the Central Coast.

Measures of Success:

- Facilitate the organizing and mobilization training of three community and/or labor organizations per year by 2008.
- Assist at least two community and/or labor organizations in becoming self sufficient and its capacity as an independent organization by 2008.

Key Implementation Strategies

- Facilitate a minimum of one training per year for Ventura County Clergy and Laity United for Economic Justice (VC CLUE) and Arts for Action.
- Provide technical assistance on fund development for VC CLUE and Arts for Action.
- Facilitate organizing training to in-home support service workers in the development of their union local and bargaining unit.
- Conduct an assessment of social justice organizations consistent with CAUSE's mission and strategic plan to assist in both training and capacity building.
- Develop resource bank for social justice community organizations at CAUSE (e.g. resource library, referral network).

STAFFING AND INFRASTRUCTURE

GOAL 1: To expand staff based on careful analysis of staffing needs in relation to our strategic plan, staffing capacity, diversity needs and funding availability.

Measures of Success:

- Executive Director focused on fund, board and staff development, strategic plan implementation and organization oversight.
- Hire staff qualified in community organizing, leadership development with women, youth and interfaith: 1 FTE in 2005 and an additional 1 FTE in 2006.
- Hire CLUE staff: .5 FTE in 2005 and up to 1 FTE in 2007.
- Hire 1 FTE Community Development Coordinator in 2007.
- Upgrade Administrative Assistant position to Office Manager by 2006.
- Hire 1 FTE receptionist in 2006.
- Hire .5 FTE bookkeeper by April 2005.
- Contract with professional consultants for website, graphic design, and information technology maintenance.
- Hire .5 FTE technology specialist in 2006 to support program and organizational activities and reduce outside professional consultants.
- Staff reflects diversity of the community we are rooted in and serve.

Key Implementation Strategies:

- Create timeline for staff expansion aligned with fund development timeline.
- Hire qualified and diverse staff once funding is secured.
- Track and yearly evaluate past and expected future demand for professional consultants to determine if outsourcing is still preferable.

GOAL 2: To continue to improve office facilities and internal management systems to ensure that we are stable, accountable and efficient.

Measures of Success:

- Maintain affordable office space by renting extra office space by 2005.
- Finalize CAUSE Employee Handbook by 2005
- Improve information technology systems (hardware, software and network) by mid-2005 with annual maintenance reviews.
- Achieve average of 85% individual and team staff monthly VFT goal.
- Complete annual organizational (“business”) plan based on VF integrated strategic plan by December of each year.
- Conduct annual individual staff reviews that are affirming and positively challenging.
- Maintain humane, supportive and fun work environment.

Key Implementation Strategies:

- Secure primary lease on current office space by March 2005.
- Work with consultants to evaluate and implement computer needs.
- Maintain and improve CAUSE website and e-mail data base system.
- Ensure every staff person has the equipment, supplies and support needed to fulfill responsibilities.
- Utilize current VFT spreadsheet at monthly all staff VFT meetings with quarterly MAP consultation.
 - Current job written descriptions.

BOARD AND GOVERNANCE

GOAL 1: To increase effectiveness and capacity of the board of directors by developing and supporting the structures and processes necessary to carry out our responsibilities.

Measures of Success:

- Conduct one Board retreat each year focused on annual assessment and planning, and development to enhance our skills and effectiveness as a board.
- Have in place a well functioning board committee structure and accountability mechanism by December 2005.
- Implement an ongoing board development program by December 2005 and assess yearly.

Key Implementation Strategies:

- Identify three resources to support board development as a whole.
- Assess and clearly define what committees are necessary.

GOAL 2: To identify and implement various ways to harness and develop the skills, talents, resources and networks of our Board of Directors and Advisory Committee members.

Measures of Success:

- Board members are actively participating in at least one CAUSE standing committee or project.
- Board members are encouraged to represent the organization on other community efforts, including task forces, planning committees and community-based campaigns.
- Board members are regularly representing CAUSE in the larger community.
- Board members view their participation in CAUSE as enhancing their effectiveness as social change agents.
- Individual advisory committee member participation in at least one CAUSE program, organizational development or fund development activity per year, including participation in annual meeting.

Key Implementation Strategies:

- Incorporate as a regular board meeting agenda item the sharing of individual Board members' areas of involvement and expertise beginning early 2005.
- Develop and implement a self-assessment tool for individual Board Members' skills, resources, areas of interest and involvement by June 2005.
- Identify and develop Board member portfolios (of responsibilities and expertise) based on analysis of skills, talents and networks by January 2006.
- Board member portfolios should result in active participation by board members with staff in their expertise not just acting as a resource.
- Assess and refine ongoing Board development systems annually, beginning in January 2007.
- Staff or board contact made with each advisory committee member each year regarding opportunity for participation in a CAUSE program, organizational development or fund development activity.
- An annual meeting of board and advisory committee members organized.

GOAL 3: To evaluate and expand the composition of our Board of Directors and Advisory Committee.

Measures of Success:

- Board represents and reflects the community we are rooted in and serve.
- Board members bring diverse skills and perspectives to our common work.

Key Implementation Strategies:

- Reach consensus on ideal composition of CAUSE board.
- Recruit to the advisory committee members potential board members.
- Develop and implement ongoing mechanism for assessment and recruitment to ensure a diversity of backgrounds, ages, skills, perspectives and expertise on our board by September 2005.

GOAL 4: Bearing in mind our strategic plan, to develop criteria and procedures for responding to emerging needs and issues in our constituent communities.

Measures of Success:

- Board and staff effectively balance responses to new issues with existing strategic organizational commitments.

Key Implementation Strategies:

- Develop and continually refine clear criteria for discerning when and how to respond to opportunities and threats affecting our constituents by 2005.

HUMAN AND FINANCIAL RESOURCE DEVELOPMENT

GOAL 1: To develop a diversified funding base for our operations and programs.

Measures of Success:

- Complete a three-year fund development plan to achieve goals of strategic plan by Summer 2005.
- Achieve a minimum of 10% annual public funding (govt., individual donation, events etc.) by 2006.
- Raise individual and business support to at least 5% of annual budget each year beginning in 2006.
- Achieve 10 annual sustainers for a minimum of \$5,000 by 2006, and host one dinner briefing.
- By 2008 achieve an annual budget of \$630,000, based on an analysis of our strategic plan.
- Ensure staff salaries and benefits exemplify organizational values.
- Establish fiscal agent service criteria, agreement and fee rate for current and potential partnering organizations by 2005.

Key Implementation Strategies:

- Grassroots Institute for Fundraising Training (GIFT) training for board, staff, key volunteers and allied organizations in 2005.
- Implement ongoing grassroots fundraising program (with adequate staffing and an intern), that will include no less than four solicitation mailings per year, immediate mailing of thank you letters, and ongoing outreach with current donors with the potential increasing annual collaboration.
- Develop an annual sustainer program for large individual donors.
- Undertake an annual collaboration with labor unions and other allied organizations to solicit their business vendors for contributions.
- Two profit making fundraising events per year.
- Annual outreach meetings with East Coast funders.
- Bi-annual outreach meetings with Bay Area funders.

GOAL 2: To create ongoing systems to cultivate and effectively utilize community volunteers/interns.

Measures of Success:

- Establish formal internship program providing paid and academic credit internships by 2006.
- Retain GIFT intern by 2006.
- Design and establish formal volunteer program (outreach, identify volunteer opportunities etc.) by 2006.
- Implement annual volunteer recognition event by 2006.
- Increase annual volunteer hours by 10% beginning 2006.

Key Implementation Strategies:

- Designate staff person to develop and manage internship program by January 2006.
- Designate staff person to develop and manage volunteer program by January 2006.

GOAL 3: To evaluate the feasibility of purchasing the existing office complex as a long-term investment to build our financial assets and to create a center for socially responsible organizations and businesses in Ventura County.

Measures of Success:

- Complete feasibility analysis by 2006.
- Decide whether to purchase facility and if warranted create plan of action to raise the capital needed.

Key Implementation Strategies:

- When appropriate, establish a CAUSE Capital Campaign Committee.
- Seek training in capital campaigns from GIFT or another training group.

GOAL 4: To support the development of a Social Justice Fund for Ventura County.

Measures of Success:

- Complete feasibility study by Spring 2005 resulting in the decision to move forward and if warranted a plan of action.
- Establish CAUSE as a designated fund recipient.

Key Implementation Strategies:

- Take lead role in VC Social Justice Fund Committee.
- Support feasibility study by identifying relevant informants.
- Assist in raising planning and seed funds.
- Assist in progressive donor base development.

GOAL 3: To support and provide opportunities for continuous staff training and professional development.

Measures of Success:

- Ensure that each staff member completes a minimum of one training or professional development opportunity per year relevant to the job responsibilities.
- Build staff skill and expertise in multiple areas (fund development, public speaking, project management, event organizing, program content) to strengthen efficient teamwork.
- Community organizers complete formal training.

Key Implementation Strategies:

- Conduct an analysis of staff training needs, including identifying skill subsets that are useful for staff to learn toward meeting their respective program and organizational development goals.
- Investigate existing training opportunities by seeking training referrals from allied organizations and groups, including sister organizations and foundations.
- Insure that staff training is included in all grant proposal budget line items.
- Complete project management MAP training by 2006.

VISIBILITY AND STRATEGIC RELATIONSHIPS

GOAL 1: To expand CAUSE's visibility throughout the Central Coast.

Measures of Success:

- Publish and disseminate region-wide CAUSE story and strategic plan in 2005.
- Publish and disseminate no less than one *CAUSE Update* per year.
- Establish regular face-to-face meetings and communications with City Council Members, City Managers, County Supervisors and County CEO.
- Submit minimum of quarterly media releases on current CAUSE efforts to key media partners in Ventura and Santa Barbara Counties.
- Host or write a monthly mass media (television, radio, newsprint) program or column by 2008.
- Develop baseline criteria for measuring usefulness of website.

Key Implementation Strategies:

- Maintain accurate list of media database.
- Effective use of technology for graphic design, web and media presentations.
- Find and use mechanism to track the number of website visitors and online performance.
- Incorporate key message points.
- Obtain communications training.

GOAL 2: To work with organizations to develop a shared progressive agenda for the region.

Measures of Success:

- Participation by CAUSE staff and Board members on community collaborative projects, e.g. task forces, community planning committees.
- Convene a regional summit in collaboration with other university and community groups on issues affecting working people in the region for the Spring of 2006.

Key Implementation Strategies:

- Identify relevant and effective collaborative efforts and designate a CAUSE Board or staff member to represent CAUSE.
- Establish a Central Coast Progressive Regional Summit Committee including allied organizations.
- Conduct an annual meeting with local labor unions.

GOAL 3: To increase statewide communication and collaboration with organizations sharing common goals.

Measures of Success:

- Help facilitate Neighborhood Leadership for Regional Change (NLRC) convening.
- Participate on one statewide effort per year.

Key Implementation Strategies:

- Schedule annual meetings of the NLRC to develop ongoing and new collaborative ventures.
- Identify yearly issue, event or effort and staff person who will participate

Appendices

Staffing Plan

Personnel	2004	2005	2006	2007/08
Executive Director	1 FTE	1 FTE	1 FTE	1 FTE
Associate Director / Program Mgr.	1 FTE	1 FTE	1 FTE	1 FTE
Communications & Outreach Coordinator	1 FTE	1 FTE	1 FTE	1 FTE
Community Dev. Coordinator				1 FTE
Youth Organizer	.5 FTE	.5 FTE	1 FTE	1 FTE
Community Organizing/Outreach		1 FTE	2 FTE	2 FTE
VC CLUE Coord.		.5 FTE	.5 FTE	1 FTE
Office Manager			1 FTE	1 FTE
Admin.Assistant/Rec.	1 FTE	1 FTE	1 FTE	1 FTE
Bookkeeper		.5 FTE	.5 FTE	.5 FTE
Info. Tech. Specialist			.5 FTE	.5 FTE
TOTAL	4.5 FTE	6.5 FTE	9.5 FTE	10.5 FTE