



## **2023-2027 Strategic Plan**

### **Mission – What we show up to do every day.**

To partner with our neighbors by collaborating on strategies that foster community stability and individual wellbeing.

### **Vision – Our aspirational declaration of what we hope to achieve.**

We envision communities where all people have equitable voice and choice to meet their basic needs and the resources to pursue their brightest future.

### **Core Values – A set of values that shape the behavior and decision-making of everyone at CSL.**

- Creating a culture of diversity, equity, inclusion, and belonging for all
- Being present, leading with love and care, while delivering on the promise 'nothing about me without me'
- Embracing and promoting the values of Trauma-Informed Care
- Prioritizing people above process, encouraging all voices, and respecting all choices
- Accountability and transparency, acting with courage to build connections across communities, while finding new ways to grow ourselves and those we serve

### **Guiding Principles**

1. We commit to creating an environment where everyone belongs, feels valued, worthy, and has a safe space to exist. We commit to always and first, assume the best. We believe and will honor in all aspects of our work that every voice matters.
2. We commit to creating spaces and opportunities that celebrate diversity and recognize the life experiences, languages, and cultures of all people. We will create equity, opportunity, and a lens and language of inclusion for all CSL stakeholders.
3. We commit to prioritizing people before processes, and transformation before transaction. The cornerstone of CSL's work and service is first to lean into listening, to connect with care and curiosity, to be comfortable with the 'not yet,' and most importantly to lead with love. We believe in the mantra of "plan nothing for me without me," and commit to including the voices of all affected people in the planning process.

4. We as a workforce commit to caring for ourselves and each other. This means prioritizing self-evaluation, self-care, collective healing with each other, and fostering opportunities to experience lasting personal resilience. In order to lead well, CSL and its employees must be well.
5. We commit to creating and operating in an environment where accountability, responsibility, and trust matters. We will act as good stewards of our financial resources and public trust, and will perform with a standard of excellence, transparency and integrity. All the while, we will act with discernment in leading and participating in practices that best aligns with CSL and its guiding principles, ethics and moral responsibility.
6. We commit to embracing personal choice, and to upholding a human-centered, Trauma-Informed Care, strengths-based social service delivery model. We believe every individual is the expert in their own lives, and every person is creative, resourceful, resilient, and whole.
7. We commit to fostering opportunities for connection and building bridges, in, with and throughout our communities that unify our mission and mindset.

### **Statement of Strategic Direction**

CSL's strategic direction envisions our role as coach, catalyst, advocate, and collaborator in addressing root causes of poverty in our communities. We will build our capacity and effectiveness as an organization, defined by a culture of care, focused on the wellbeing of our internal and external communities, to ensure organizational, programmatic, and financial resilience.

### **Aspirations for CSL's Community Impact**

Resilient communities that desire to break free of entrenched, generational poverty need access to opportunities. CSL is well-equipped to partner within communities to bring these resources:

- **Financial wellbeing**, including literacy, coaching, homebuyer education, small-dollar loans, banking and credit products, and wealth and asset development.
- **Workforce development**, including access to tuition-paid trainings, digital literacy, placement services, and Vocational Rehabilitation.
- **Housing**, including street outreach, homelessness prevention, stability services, eviction prevention and mitigation, homebuyer education, and production and management.

- **Catalyze opportunities** within communities where we are asked to be a partner. CSL can help communities by identifying key stakeholders, listening to identify opportunities and challenges, goal-setting, fundraising, advocacy, economic development, and other areas where our expertise can be impactful.
- **Basic needs**, by supporting and encouraging a robust network of community members/partners that are well-equipped to deliver items like food, clothing, medicine, personal care, household goods, and seasonal needs like Holiday support.
- **Organizational capacity and effectiveness**, especially in terms of strengthening CSL culture and assuring the health and wellbeing of its people.
- **Internal infrastructure** to ensure organizational and financial resilience and readiness to continue to meet the emerging needs of our community and achieve impact.

## Goals and Strategies to Reach our Aspirations

**Aspiration:** Financial wellbeing, including literacy, coaching, homebuyer education, small-dollar loans, banking and credit products, and wealth and asset development.

**Goal:** To renew emphasis on the tracking and management of participants' household income, and show gains in household stability as evidenced by 75% of participants enrolled in high-engagement (Family Stability, Permanent/Bridge Housing, Career Services) programs improving their household income by an average of 50% during their engagement with CSL.

1. CSL's Management Team will reengage integrated service delivery across all program areas and reimagine how that is best delivered in our post-COVID environment.
2. Coaches will be trained or retrained on the best practices of the coaching model.
3. CSL's Circles USA affiliate program will offer support to those participants specifically focused on reaching the goal of achieving an income equal to or exceeding 200% of the Federal Poverty Limit.
4. To research how non-traditional employment assistance like entrepreneurship support, and gig economy coaching can positively impact household income gains. CSL needs to significantly improve its learning and understanding in this area.

**Goal:** To expand wealth and asset development opportunities in our community, and further normalize wealth and asset development as a critical component of social service delivery. Special emphasis will be placed on developing assets for People of Color and other marginalized populations that have historically had diminished access to these opportunities.

1. Expand local network of HUD's Family Self Sufficiency (FSS) providers by advocating for new FSS programs within the Independence and Lee's Summit Housing Authorities.
2. Provide FSS education and outreach to private, multi-family housing providers like Yarco and the Vecino Group, and encourage them to add FSS to their resident services offerings.
3. Grow opportunities for philanthropy-funded wealth and asset development programs by working with grantmaking foundations to demonstrate this as a best-in-class programmatic opportunity.

**Key Outcome and Deliverable:** 500 participants will achieve an average goal of \$7,500 saved. This is an amount needed for 500 individuals/families to purchase a \$150,000 home in our community, or to make significant progress towards another stated financial goal.

**Headline:** *CSL will assist families in developing \$3,750,000 in new assets by 2027.*

**Goal:** To improve small-dollar loan repayment rates from 92% to 95%.

1. Investigate and launch incentives (i.e. interest rate reduction, payment forgiveness) to promote consistent and timely loan payments.
2. Further integrate financial coaching and education in all aspects of the loan process.
3. On average, we will open two banking/credit products for every small-dollar loan closed. Borrowers will be provided education and access to credit-building tools and products, along with traditional and emerging opportunities to interface with reliable banking systems.

**Goal:** To improve financial literacy rates among low-income families.

1. Create an understanding of how wealth and asset development provides a springboard for families to move ahead and to develop additional assets.
2. Educate families on the role of positive credit in their lives and how it positively influences their financial future
3. Investigate and plan programming that encourages saving for emergency needs (outside of long-term savings for goals like homeownership), and incentivizes savings accounts with a minimum of \$1,000.

**Goal:** To integrate Financial Coaching into all aspects of a client experience at CSL, so that 80% of high-engagement (Family Stability, Permanent/Bridge Housing, Career Services) program participants are in a Financial Coaching relationship.

1. Embed a Financial Coach into each high-engagement program area.
2. Intentional integration of Income Supports, Workforce, and Financial Coaching into the client experience.

**Aspiration:** Workforce development, including access to tuition-paid trainings, digital literacy, placement services, and Vocational Rehabilitation.

**Goal:** CSL's WorkLife Center will offer short-term credentialed career trainings aimed at our unemployed and/or under-employed neighbors that lead directly to high-demand jobs that pay a livable wage.

1. Continue to build strong relationships with local educational training providers and maintain a growing knowledge of offerings, subject matter, and requirements.
2. Staying up to date with current trends for local employment needs and offering career training pathways that will lead directly to high demand job opportunities.
3. Hiring Career Coaches that are skilled and passionate about the success of our neighbors, and being equipped with the resources to properly assess an individual's needs and guide them towards a career path they have choice and ownership in.
4. Assigning each neighbor to a Financial Coach to develop a financial stability plan to better utilize income, and understanding of salary needs and the careers that allow that to happen.
5. Working with philanthropy and funders to meet expectations with positive results and building relationships with new partners so we can create more opportunities for our neighbors and offer new employment trainings as they arise.
6. Leverage our geographic location in the new EastGate Commerce Center (EGCC) to provide on-the-ground access to thousands of new jobs. CSL will serve as the "front door" to the EGCC and provide navigation services to individuals seeking a career in the Little Blue Valley.

**Key Outcome and Deliverable:** CSL's WorkLife Center will coach and connect 1,000 of our neighbors to short-term credentialed career training with local reputable training institutions that lead to job opportunities that pay an average of \$20.34 per hour or greater while providing wrap-around services that eliminate obstacles to success.

**Goal:** CSL's WorkLife Center will create a pathway for an increase in job placements directly related to the short-term credentialed career trainings that each CSL neighbor has participated in.

1. An Employment Success Coach position will be created to maintain a coaching pathway strengthening a neighbor's resume, employment search, interview skills, and career placement.
2. CSL's WorkLife Center will further collaborate with the DeBruce Foundation's Agilities Assessment tool to better pre-assess a neighbor's current skills, passions, and strengths to properly guide them towards a career they will succeed in.
3. CSL's WorkLife Center team will continue to educate themselves on the types of careers and local employment opportunities.

4. We will create and maintain a working database of local employment opportunities directly related to the career trainings that are provided.
5. We will put a greater emphasis on data collection and employment updates in relation to retention meetings.
6. If needed, we will purchase any supplies such as scrubs, uniforms, boots, etc. that may be required for employment.

**Key Outcome and Deliverable:** CSL's WorkLife Center will see 80% or more of our neighbors that have successfully completed a short-term credentialed career training program be employed in a job directly connected to their training, meaning 800 or more local jobs being filled by the end of 2027.

*These new jobs will result in at least \$41,600,000 in new household earnings over the period of 2023-2027. This data point is based on earnings of \$12/hour at the time of program entry, and a new, average hourly wage of \$20.34 upon graduation.*

**Goal:** Create a CSL career literacy pathway and experience that is designed through the lens of Trauma-Informed Care.

1. Hiring quality trained staff with the compassion and attitude for serving our neighbors and having a desire to see them succeed.
2. Investing in staff social and emotional learning resources and habits so we can better serve the emotional needs of our neighbors and combat staff burnout.
3. Ensuring that the educational training providers that we collaborate and partner with match the morals and mission CSL strives to offer.
4. Creating collateral material, meeting spaces, and atmospheres that are reflective and carefully thought through for the benefit of any and all neighbors.
5. Engaging and networking within the community to stay up to date and collaborating with local resources to be able to offer any supplies or services that may help ensure a neighbor's successful completion towards skilled training and employment.
6. Create a greater emphasis on integrated services to better assist or transition a CSL neighbor through their journey regardless of where they begin.
7. Creating a career coaching pathway that allows an environment for all people to feel safe and meets the needs of our neighbors where they are currently at, actively listening to their story, sharing strategic options, allowing them to voice and collaborate on a strategic plan, supplying resources to overcome obstacles to success, coach and encourage them through the process, and celebrate successes.

**Key Outcome and Deliverable:** CSL's WorkLife Center will see 80% or more of our neighbors successfully complete a credentialed career training program because of the removed obstacles or barriers that would have not allowed them to successfully complete.



**Goal:** CSL's WorkLife Center will aim to connect the digital divide that separates many of our neighbors from career training and employment success.

1. Each Career and Employment Coach will be trained in the basics to assist any neighbor that may require digital literacy assistance in regards to smart phone, laptop, and desktop computer.
2. CSL's WorkLife Center will invest in handheld easy to use iPads to assist neighbors in registering for a training, participating in career assessments, employment navigation, etc.
3. CSL's WorkLife Center will maintain and offer a laptop lab area for neighbors to access if needed in regards to career training homework, resume creation, job searches, etc.
4. During an initial assessment our Career Coaches will assess whether or not a client has a computer, and if not will connect them to an affordable PC that will meet their needs.

**Key Outcome and Deliverable:** By connecting the digital literacy divide in many of our neighbors, it creates an awareness and ability for individuals to appropriately use digital tools and facilities to identify, access, manage, integrate, evaluate, analyze, and utilize digital resources, construct new knowledge, create media expressions, and connect to employment opportunities.

**Goal:** To build upon our success as a Vocational Rehabilitation provider, and further develop our capacity to have a person-centered service delivery approach.

1. Create an environment where each person feels like they belong, are valued, have a voice in the process, and know that their wellbeing is the ultimate priority.
2. Train staff on motivational interviewing techniques, and focus meeting time on building rapport between the participant and coach.
3. Further refine strategies to incorporate other CSL coaches in service delivery, with an emphasis on face-to-face introductions, so that participants feel comfortable with adding a new supportive coach to the process.

**Goal:** To support and engage a community that values and promotes individuals with disabilities seeking meaningful employment opportunities.

1. Host resource fairs, invite community members to discussions, and have businesses give testimonials to the benefits of hiring persons with disabilities
2. Strengthen engagement with Nexus and other groups that work directly with disability-friendly employers
3. Enhance our internal job development function, including: connect CSL's team to training and promotional materials to increase confidence in job development skills, set aside dates for monthly outreach to employers, have one-on-one conversations with HR professionals at hiring partners, and placement by prioritizing one contact within HR teams.

4. Maintain commitment to following organizational and programmatic Council on Accreditation for Rehabilitation Facilities (CARF) standards at all times, and successfully receive full accreditation at every three-year interval when CSL is reevaluated for CARF accreditation.
5. Continue to advocate to the State of Missouri for milestone payment rates that support strong wages for professionals working in the field, and support good budgets for wraparound services and coaching.
6. Continue to grow Traumatic Brain Injury (TBI) Employment Services Plus (ES+) and Summer Work Experience programming by cultivating referral sources and building relationships with hiring partners. CSL will examine opportunities to increase our impact by adding additional ES+ programs where the needs are high and currently unmet in our communities (i.e. Autism ES+, Deaf and Hard of Hearing ES+).

**Aspiration:** Housing, including street outreach, homelessness prevention, stability services, eviction prevention and mitigation, homebuyer education, and production and management.

**Goal:** Grow CSL's street outreach efforts in order to increase access to services, prevention, and early intervention for those experiencing homelessness or housing instability.

1. Explore the opportunity for the development and management of a homeless outreach resource center to serve Independence and Eastern Jackson County.
2. Provide outreach services to underserved areas of Jackson County such as South Kansas City, Raytown, and Grandview.
3. Hire five additional street outreach workers.
4. Strengthen relationships with existing outreach groups, and develop relationships with other applicable stakeholders, such as healthcare providers, law enforcement, neighborhoods, and Community Improvement Districts.

**Headline:** By 2027, CSL's homeless street outreach team will outreach to 750 unique homeless households each year. Those households will meet and connect with a trusted person, and will begin the process of moving towards permanent housing.

**Goal:** Maintain 400 units of affordable housing throughout Jackson and Wyandotte Counties.

1. Maintain 200 units of Continuum of Care-funded Permanent Supportive Housing.
2. Identify opportunities to collaborate with local government agencies, nonprofit organizations, community groups, and private developers to establish partnerships. Engage stakeholders to gain support, leverage resources, and foster a coordinated approach to affordable housing development.
3. Investigate opportunities for building and management by identifying suitable land parcels and seeking housing designs that are cost effective, energy-efficient, and well-suited to the target population.

**Goal:** Create and sustain supported employment programs for persons experiencing homelessness to provide opportunities for earned income leading to safe and stable housing.

1. Continue to manage and grow Independence T.O.G.E.T.H.E.R. by recruiting and retaining homeless and at-risk neighbors and seeking opportunities to grow and expand the initiative.
2. Explore partnership with MODOT as a way to grow and sustain Independence T.O.G.E.T.H.E.R..
3. Investigate and implement additional supported employment opportunities for homeless and at-risk neighbors (i.e. lawn care services, minor home repair, etc.)

**Headline:** By 2027, CSL will provide supported employment programming for 100 individuals experience homelessness, who will be able to use their supported employment as a viable step towards permanent housing.

**Aspiration:** Catalyze opportunities within communities where we are asked to be a partner. CSL can help communities by identifying key stakeholders, listening to identify opportunities and challenges, goalsetting, fundraising, advocacy, economic development, and other areas where our expertise can be impactful.

**Goal:** Develop strategies to implement a line of integrated services for Latinx community members, with a dedication to cultural competency.

1. Ensure broad-based knowledge and understanding by CSL coaches on ways that immigrant neighbors without full citizenship can actively participate in the local workforce.
2. Identify 75 units of safe, affordable housing where the landlord is willing to rent to a neighbor lacking federal documentation.
3. Develop the training and information to become a trusted partner by Latinx neighbors to help them avoid predatory housing scams, like rent to own contracts.
4. Strengthen our existing homeownership programming with a specific lens toward Latinx families to open up traditional homebuying opportunities and financing.
5. Identify accessible banking partners that have a focus on the unique needs of Latinx neighbors, and will work with documentation like an ITIN, and will work upwards to connect them to additional banking products.
6. Create a Latinx advisory council to guide our training, advocacy, and education for neighbors, and to develop a cadre of available resources and partnerships.
7. Focus on the development of Spanish language access, including signage at each location, evaluation of staff structure for bilingual support, and ensuring that Latinx storytelling is culturally competent, relevant, and accurate.

**Goal:** CSL's BlendWell Community Cafe will net \$300,000 in sales and will continue as a community catalyst for family and economic stability.

1. Cultural Connections will be an avenue for courageous conversations, learning, and inclusivity as CSL aligns our efforts to our core values
2. CSL will ensure that 50% of our vendors and community partners are Black, Indigenous, and People of Color (BIPOC) and/or have the designation as a woman- or minority-owned business
3. CSL will spark economic development by hosting small business pop-ups and open air food markets
4. BlendWell Community Cafe will be the premiere gathering place within NW Independence for neighbors and local businesses.

**Goal:** Launch two new economic development initiatives in Northwest Independence.

1. Collaborate with stakeholders to start a Community Improvement District (CID) along 24 Highway and adjacent streets in Northwest Independence. Upon completion, CSL will work to provide active leadership within the CID, with a

special focus on expanding the CID's revenue streams to continue positive economic growth in the area.

2. Collaborate with community stakeholders to determine future investment opportunities. Together, we will plan the best structure and next steps based upon listening and community decision-making.

**Goal:** CSL's Hawthorne Place Apartments & Townhomes location will continue to offer a robust array of services supported by community partnerships and neighbor leadership.

1. Partner with and collaborate on revenue and partnership models to support Small Wonders Early Learning Center and School
2. Create, implement, and maintain a continual listening campaign to guide our work using a community-based advisory committee.
3. Implement a culture of leading with curiosity and coaching before providing income supports.
4. By 2027, grow the Family Self-Sufficiency (FSS) Program to 300 neighbors enrolled in and escrowing in their own FSS account.
5. Seek and identify additional non-restricted funding for family supports

**Aspiration:** Basic needs, by supporting and encouraging a robust network of community members/partners that are well-equipped to deliver items like food, clothing, medicine, personal care, household goods, and seasonal needs like Holiday support.

**Goal:** To create a robust prevention and diversion system whereby households that are at risk of housing eviction and/or utility shut-off are supported in remaining stably housed.

1. Seek training opportunities on best practices for prevention and diversion coaching to prepare our workforce.
2. Identify external and internal funding resources for direct financial assistance for housing needs (i.e. rent and utility assistance). When needed, work with CSL development team to secure new and/or additional funding.
3. Build relationships with landlords in order to assist in mediating housing issues whenever possible.
4. Partner with area housing providers to create and maintain a network of housing opportunities for at-risk households.
5. Advocate for opportunities to partner with the judicial system to create legal pathways for mediation and diversion.

**Goal:** Continue to play a major role in ensuring that our neighbors have access to basic needs such as food, personal care items, and clothing by either providing these services at our existing food pantries, or identifying area partners that we can assist and support in providing these essential income supports.

1. Continue to partner with Harvesters and Church of the Latter Day Saints to secure and distribute food items to help meet families nutrition needs at our existing food pantry locations.
2. When appropriate and possible, identify community partners who are offering food supports to our communities and support their efforts. This enables CSL to decrease focusing on food distribution and allows program coaches to focus on coaching services that address root causes of poverty.
3. Advocate with Harvesters for culturally-relevant food options.
4. Advocate for equitable and just access to mainstream benefits that provide basic needs for low-income households.
5. Explore and plan technology innovations, like storage lockers that can be accessed 24/7 to provide better access to food and other basic needs.

**Aspiration:** Organizational capacity and effectiveness, especially in terms of strengthening CSL culture and assuring the health and wellbeing of its people.

**Goal:** CSL will have Trauma-Informed, mental wellness policies and programs throughout our staff structures and our programmatic operations to have and to sustain mentally-well communities, neighbors, and spaces. All will be created with a lens of Diversity, Equity, Inclusion, and Belonging (DEIB), and to align staff functions with CSL's stated Core Values.

1. Outline a training program for all staff to be trauma-informed in their approach, and have the tools to practice mental wellness for self and others
2. Conduct a two-day trauma informed summit for all CSL staff
3. DEIB training for all staff
4. Create an internal wellness team to create a plan for mental wellness to infiltrate all of CSL
5. Create a nothing about me without me process and training for CSL departments to learn and use

**Goal:** Develop a culture of care that fosters DEIB, starting with recruiting and continuing in onboarding and employee retention programs.

1. Update job descriptions to uniform standards across the organization using unbiased language to foster a DEIB culture.
2. Standardize the interview and onboarding process by implementing an HR pre-screening process for candidates, ensure supervisors and interviewers are using a common group of questions to establish equality for all candidates, and establish a standard supervisor onboarding checklist to ensure each new employee receives the same level of onboarding and training.
3. Each Vice President will develop a Department One Sheet to share with new hires and all staff about departmental functions.
4. All CSL new hires will attend a monthly new hire meeting where department VPs will share information about department functions and contact information.
5. Employee training will be established to include soft-skills, self-care, empathy, microaggression, trauma informed care, departmental training and culture of poverty.

**Goal:** Promote a culture of professional development by enhancing employee's knowledge, skills, and abilities in their respective profession.

1. Annually, 20% of CSL staff will obtain a certification or complete some CEU's in their area of expertise.
2. All staff will expand their professional network through civic groups, online resources, professional chapters, etc.



3. Staff in supervisory positions will be afforded training opportunities in inclusive communication skills, courageous conversations, team leadership, etc.

**Goal:** Enhance employee benefit offering to strengthen retention and increase employee applicant pool.

1. Utilize employee feedback and collaborate with CSL benefits broker to strengthen the benefit plans that better meet employee needs.
2. Provide employees with education on 401k plan to increase individual plan assets.

**Aspiration:** Internal infrastructure to ensure organizational and financial resilience and readiness to continue to meet the emerging needs of our community and achieve impact.

**Goal:** Improve institutional financial literacy and management at CSL by providing information to Vice Presidents and Chief-level positions, to develop and successfully manage program budgets by 2025.

1. Develop an elevator pitch to Vice Presidents and Chief-level positions as to the importance of institutional financial literacy.
2. Host second year of Vice President- and Chief-led budget development in August 2023. Compare 2023 budgets versus actuals and look for variances, with a goal of moving towards activity-based budgeting.
3. Monthly budget discussion and report at the Vice Presidents meeting to reinforce the importance of cash management.
4. Host budget meeting within seven business days of a new grant or contract to review parameters and funding categories.
5. Prepare a staff-wide budget and cash report to be shared quarterly for the purpose of transparency.

**Goal:** Strengthen CSL's financial resilience through lean operations and strategic reserves.

1. Reduce unfunded expenses by 5% annually through a combination of seeking funding sources to cover obligations and reduce unnecessary spending. For 2024, this will help us reduce unfunded expenses by \$120,404.36. Over five years, we will reduce our unfunded amount from \$2,287,682.88 to \$1,863,332.
2. Grow CSL's investment account principal to \$2,000,000 by 2027. This represents a reserve amount equal to four months' worth of operating expenses. (CSL's investment account has holdings of around \$1,500,000 as of June 1, 2023). In the event of a financial downturn, coupled with spending reductions, our operating reserves should support CSL for at least six to nine months.

**Goal:** Advance technology and data-gathering efforts to meet the needs of the community, achieve impact for neighbors and donors, and create user-friendly systems.

1. Increase CSL brand awareness and recognition by creating event sponsorship toolkits, storytelling, style guide, conduct an audit of language used across CSL, and further develop social media, marketing, and fundraising annual plans.
2. Increase engagement of a new generation of donors and a new audience for CSL, including outreach to young professionals and People of Color.
3. Enhance technology for development and advancement, including realization of efficiencies through existing technology subscriptions, development of an app that makes donor and client interface simple and convenient.
4. Enhance existing technology to streamline and enhance the donor and guest experience.

5. Improve data gathering, tracking, and reporting to develop strategy and better support fund development. This includes enhanced tracking and compiling of programmatic data, and utilizing a reporting system that tracks, analyzes, and synthesizes social media, direct mail, and email marketing and compares that to fundraising results.

**Goal:** Strengthen CSL's involvement in the public policy process.

1. Listen with intention to community concerns and voice those concerns to elected officials in city, state, and county governments.
2. Work with the CSL Board of Directors to develop, approve, and implement a public policy agenda.
3. Connect and align (where appropriate) with national organizations advocating in program areas that CSL is invested.
4. Train staff and volunteers in advocacy opportunities and clearly communicate our position.
5. Contract or hire professionals to support CSL's advocacy efforts.