# Bill Wilson Center

## STRATEGIC PLAN 2021-2024

### Our Vision
*Our vision is to **prevent poverty** in the next generation by connecting youth and families to education, employment, housing and positive relationships. We are working toward ending youth and family homelessness.*

### Our Mission
*Bill Wilson Center supports and strengthens the community by serving youth and families through counseling, housing, education and advocacy.*

### Our Plan for Ending Youth and Family Homelessness

With a goal of ending youth and family homelessness, Bill Wilson Center programs assist youth, young adults and families at risk of becoming homeless or who are homeless in moving to self-sufficiency by promoting self-direction and self-determination. Affirming the diversity of our community and advocating for social justice with equity to all, we develop services that serve the unique cultural and linguistic needs of our youth, young adults and families as well as develop targeted services for LGBTQ youth.

In addition to expanding to serve more youth, young adults and families, Bill Wilson Center continues to advocate for policies that enable our clients to achieve independence, secure housing, find employment and lead a healthy life.
While Bill Wilson Center retains its focus on youth, services have grown to include programs for children, young adults, and families, recognizing that young people need to live in healthy families and communities. Furthermore, youth and young adults, particularly those from foster care or juvenile justice and/or youth who do not have a support system, should not be cut off from the support of Bill Wilson Center due to age restrictions. So, to maintain lasting connections, services continue past age 26 into adulthood. Bill Wilson Center adds, deletes, and adapts programs based on the needs of the community, the success of its programs, and analysis of data and results. The agency works to maintain a continuum of services and long-lasting support for the most vulnerable youth, young adults and families in our community.

Over the years, trends and demographics have changed which has affected the underlying needs of youth, young adults and families. BWC has adapted its services in order to meet these needs. The common themes in all BWC client focused services include:

- Stability
- Self-sufficiency
- Coping skills
- Resiliency
- Youth leadership and peer support
- Evaluate impact, modify services as needed
- Adopt best practices
- Holistic approach to treating the individual and family

The common themes in all BWC operational services include:

- Safety
- Social Justice, equity and culturally relevant
- Affirming culture
- Innovation
- Client voice and choice

Core Values – Guiding Principles

As the agency works to help youth build their skills and resiliency, Bill Wilson Center has defined fundamental principles that guide its work. At the core of all programs are the following eight guiding principles:

- **No Fail:** Everyone can be successful. We keep trying.
- **Least Restrictive Environment:** We help people solve problems at the family and the community level; public institutions are the last resort.
- **Diversity:** We provide services that meet the cultural and linguistic needs of our whole community. We value our unique ethnic diversity as well as the LGBTQ community and non-able body community. Our staff, volunteers, and clients reflect our community.
• **Strength-Based:** We look for the positive in each person and build on those assets.

• **Youth Development and Leadership:** We support youth. We help build leadership skills by involving youth in programs and planning for their future, many services are youth-led.

• **Advocacy and Social Justice:** We expand equity and justice for youth and families while eliminating systematic bias, bigotry and racism.

• **Collaboration:** We work with others to provide a continuum of services; we focus on all the needs of the individual, including health, housing and well-being.

• **Families Matter:** We help keep families together and build reconnections to families. We recognize that “families” come in all shapes and sizes.

**Targeted Populations**

Based on the analysis of community needs, Bill Wilson Center has identified high risk children, youth, young adults and families in Santa Clara County as our targeted populations. Black, Indigenous, and People of Color (BIPOC) and LGBTQ youth are over-represented in the foster care, juvenile justice, homeless and mental health systems and are a priority for our services.

Included in our target population are:

• Youth and young adults (YYA) who are experiencing homelessness, in the foster care, juvenile and adult justice, mental health systems, and dealing with substance use issues (in particular BIPOC and LGBTQ youth)

• Youth and young adults who have been victims of child abuse/neglect or domestic violence

• Children, youth, and young adults out of parental control, or those who are engaged in noncriminal activity that may be a law violation due to their age (status offenders)

• LGBTQ youth and young adults who are experiencing problems at home or school, or who are homeless

• Youth who are experiencing problems at school, have dropped out of high school or are at risk of dropping out

• YYA who are on the streets and/or involved with criminal activities

• Families including:
  o Pregnant youth and young adults
  o Young adult head of households
  o Non-traditional families with a member ages 18 through 25
  o Families experiencing homelessness or at risk of homelessness

• Sexually exploited children and youth; human trafficked youth

• Individuals and families grieving the loss of a family member or close connection

• Youth and young adults with disabilities that cause barriers to employment

• Unaccompanied immigrant children and youth
- Youth and young adults in juvenile justice or adult correctional systems including gang involved youth, sex offenders, or other hard to serve populations

**Geographic Area Served**
Bill Wilson Center is primarily located in Santa Clara County, but has an additional office in Santa Cruz County. Available services are not determined by a person’s address. In fact, many of our programs serve youth, young adults and families from any geographic locale. This is due to the fact that our clients may originally have lived outside of our geographic area, but have ended up homeless in Santa Clara or Santa Cruz County. Bill Wilson Center also monitors the need for services in the Greater Silicon Valley, and may extend our geographic reach to adjoining communities as needed.

**The Need: Who are the children, youth, young adults, and families at risk in Silicon Valley?**
Bill Wilson Center’s Board of Directors has taken up the challenge to end youth and young adult homelessness in Santa Clara County. But before we can end homelessness, we need to know the scope of the problem. While we continually participate in the HUD Homeless Survey and Point in Time (PIT) Count, in January 2019, that number was only part of the homeless population. With the January 2022 PIT Count even lower, the need exists to improve documenting the population.

As part of the agency’s goal of ending youth and young adult homelessness, Bill Wilson Center has developed specific strategies to maximize the accuracy of counting youth and young adults experiencing homelessness in Santa Clara County. The comprehensive plan to establish a baseline count of those who are unhoused as well as those who are living on the streets involved specific counts and surveys which were completed in 2017:

1) Unstably Housed Student Survey: a survey of couch-surfing high school and community college students;
2) An in-depth look at how we conducted our annual 2019 and 2022 HUD PIT youth and young adult count;
3) A comprehensive risk factor survey of a sample of homeless young adults in collaboration with the University of Southern California; and
4) An estimate of specific populations most at risk of homelessness including youth and young adults in foster care, the justice system, LGBTQ youth, single parents, and youth with behavioral health conditions.

**FINDINGS:**
The 2019 Santa Clara County PIT Homeless Census and Survey found a total of 9,706 individuals who experienced homelessness, an increase of 2,312 from 2017. Bill Wilson Center is the leader of obtaining youth count data including identifying youth and
volunteers to help count in conjunction with Applied Survey Research (ASR). Of the homeless count numbers, **1,876 were unaccompanied homeless youth up to the age of 24 and comprising 16% of the total population.** Of the homeless youth population, **95% were reported to be unsheltered.** It is important to note that in 2019, the methodology of the Point in Time count changed which may have resulted in lower numbers for youth and young adults classified as homeless.

Of the 1,876 youth and young adult population, 59% identified as Hispanic or Latinx origin, 40% White, 29% multi-race or other; 18% Black or African American; 8% American Indian or Alaska Native, 3% Asian and 1% Native Hawaiian or Pacific Islander. Youth who identified as Hispanic or Latinx ethnicity, also selected their identified race. 81% of youth reported to have a history of foster care. Nationwide data suggests that LGBTQ+ individuals experience homelessness at higher rates, especially those under the age of 25. In the 2019 homeless survey, 13% of the respondents identified as LGBTQ+. Of those respondents, nearly half (48%) identified as bisexual, 19% identified as lesbian and 17% identified as gay. In a recent report commissioned by Destination Home, they found people of color are dramatically more likely than their white counterparts to become homeless in Santa Clara County, and that poverty alone cannot explain disparities in homelessness.

In January 2022 the first PIT Count since Covid began took place. The new PIT Count reported that youth and young adult count dropped by 30%. It is unclear if youth numbers actually decreased or if youth experiencing homelessness were harder to locate. The drop in youth counts was also seen in other cities in CA like LA and San Diego. More needs to be done to accurately count unhoused youth and young adults.

Santa Clara County has published a 2020-2025 Community Plan to End Homelessness outlining 3 main strategies:

1. Address the root causes of homelessness through system and policy change;
2. Expand homelessness prevention and housing programs to meet the need;
3. Improve quality of life for unsheltered individuals and create healthy neighborhoods for all.

Santa Clara County target goals to reach by 2025 include:
- Achieving a 30% reduction in annual inflow of people becoming homeless;
- House 20,000 people through the supportive housing system;
- Expand the homelessness Prevention System and other early interventions to serve 2,500 people per year;
- Double temporary housing and shelter capacity to reduce the number of people sleeping outside and;
- Address the racial inequities present among unhoused people/families and track progress toward reducing disparities.
## Strengths
- Excellent reputation
- Continuum of care/services for youth and young adults
- Innovative practices
- Peer driven/led services
- No fail policy
- National reputation as experts
- Advocacy and policy focus
- Diverse and dependable funding base
- Culturally diverse
- Good outcomes/high client satisfaction
- Willing to explore new opportunities
- Client-focused
- Highly experienced executive leadership
- Council on Accreditation
- Incorporation of youth voice and choice
- Culture of learning

## Challenges
- Transition of CEO
- Retention of staff, including bi-lingual staff
- Limited substance abuse treatment services and funding for these services, including addressing opioid crisis
- Limited funding for admin and overhead
- Cost and lack of available space to expand services
- High cost of housing
- Documentation and data entry
- Mental health contracts not covering cost of services
- Lack of appropriate services to meet higher levels of client needs
- Workforce development
- COVID
- HUD funding is restrictive

## Threats
- Hospitals, county government and other agencies recruiting our staff
- Funding changed from reimbursement to pay for performance
- Threat from outside agencies for our core programs
- Flat funding of services not in alignment with cost of services
- Increased competition in CoC for HUD funding opportunities
- Increased use of opioids (methamphetamines and fentanyl) among clients
- Decrease in foster care population
- Schools receiving direct mental health funding and hiring in-house

## Opportunities
- Collaboration with housing developers for more housing opportunities
- Collaborative relationship with health centers and SCC Health and Hospital
- Whitepapers demonstrating BWC's innovative programs
- Accurate count on youth homelessness
- Expansion of LGBTQ services/programs
- Expansion of services to families, especially non-traditional families
- Expansion of BWC expertise to other counties
- Utilize agency data to ensure our services are equitable
- Expansion of CISM programs to county departments
Bill Wilson Center Has Five Overarching Service Goals

These goals apply to all programs and provide an overall direction for the agency.

Goal #1: Education: Every youth and young adult will have the skills and support to attain higher education as a part of their personal growth.

Bill Wilson Center works with youth and young adults who are having a difficult transition to self-sufficient adulthood. The key components of a successful transition include emotional resilience, a safe place to live, and the ability to earn a living wage. To enable success in this key life stage, BWC helps youth, young adults, and families navigate through the educational system to obtain a high school diploma and go on to higher education or trade school.

Strategy for Goal #1: Bill Wilson Center builds confidence and self-sufficiency through encouragement and skills that include:
- GED prep
- College tours
- Assistance with financial aid and scholarship applications
- Case management, specialized services
- Educational assistance, school enrollment, encouragement to attain higher education

Goal #2: Employment: Every youth and young adult will have the opportunity to secure employment and increase wages.

Bill Wilson Center works with youth and young adults who are seeking employment or looking to increase hours or wages at their current job. The key components for this strategy include skill-based curriculums that prepare youth with all the tools they need from writing a resume to interviewing to job performance and seeking opportunities for professional development.

Strategy for Goal #2: Bill Wilson Center builds confidence and self-sufficiency through encouragement and skills that include:
- Art of Success or Baltimore curriculum
- Employment coaching, training and placement
- Resume writing and development
- Professional attire
- Completing job applications
- Mock interviews
- Case management
- Job placement
- Education/trade schools

Goal #3: Housing and Permanency: Every youth and young adult who leaves an institution, a system, or the streets will have a safe, stable place to live.

Bill Wilson Center offers a continuum of housing options to youth, young adults and families who are homeless.

Strategy for Goal #3: BWC will provide a continuum of housing options for youth, young adults and families.
- Drop-In Center Respite Care (ages 18-24)
- Runaway and Homeless Youth Safety Net Shelter (ages 12-18)
- Young Adult Shelter and Interim Housing (ages 18-24)
- Rapid rehousing for young adults and families
- THPP/THP NMD/THP+ (youth and young parents 16-24 in foster care, extended foster care of former foster care members)
- Transitional Living Program for LGBTQ homeless young adults (ages 18-21)
- Transitional Housing (THP) and Transitional to Rapid Re-Housing (TH-RRH) (ages 18-24)
- Young Adult Family Shelter (ages 18-24)
- Peacock Commons (Supportive Housing) youth and young parents (ages 18-24)
- Maternity Group Home (ages 18-21)
- Here4You Call Center (all ages)
- Rental Assistance for Young Adults and Families (all ages)
- Homekey Pavilion Inn for Young Adults and Families (ages 18-25)

**Goal #4: Improved Well-Being:** Clients will become emotionally healthy and will develop the skills to solve their own problems.

Improved well-being includes the development of key competencies, attitudes, and behaviors that equip a young person to succeed across multiple domains of daily life including school, work, relationships, and community. Bill Wilson Center provides a full range of mental health and supportive services that use a trauma-informed approach. Our services address the unique cultural and linguistic needs of our community. The goal is to support clients in developing the skills to become healthy and productive.

**Strategy for Goal #4:** Bill Wilson Center supports youth, young adults, and families in developing skills to manage their well-being and to solve their own problems. Services include:

- Mental health including psychiatrist/medication services
- Case management
- Individual, family and group counseling
- Grief and loss counseling
- 24/7 crisis phone line
- 24/7 youth and young adult crisis mobile team
- Peer support/mentoring
- Parent-child interactive therapy
- School-based counseling
- Independent living skills program – The HUB
- Substance abuse services
- Employment and education assistance
- Parenting workshops
- Critical incident stress management
Goal #5: Supportive Caring Adults and Connections to the Community: All youth and young adults need the support of caring adults to feel connected to their community.

Findings indicate that the benefits for youth and young adults of being connected to supportive adults include positive long-term effects on social, psychological and financial outcomes, including improved self-esteem, educational achievement, and social skills development.

**Strategy for Goal #5:** Bill Wilson Center supports youth, young adults, and families in making life-long connections to a caring adult(s). Services include:

- Permanency planning
- Family finding
- Volunteers
- Family therapy
- Relationship building
- Mentoring

**Strategic Focus**

An end to youth and family homelessness means that Bill Wilson Center will have a comprehensive response in place that ensures youth and family homelessness in Santa Clara County is prevented whenever possible, or if it can’t be prevented (note: most youth providers do not support this language of “rare, brief, and non-recurring.”)

The following are based on the agency’s understanding of its mission, clients, guiding principles, and the challenges/accomplishments in the current environment, as well as what may occur.

**Strategic Focus #1:** Continue to strengthen and build the continuum of housing and support services for target populations of youth, young adults, and families.

- Expand relationship with affordable housing developers and Homekey for units for our targeted populations
- Continue adapting THPP, THP+ and THP-NMD and monitor reduction in foster care population
- Expand services on school campuses to families experiencing homelessness or on the verge of homelessness
- Expand services for human-trafficked children and youth, including safety planning, housing, education and employment
- Expand substance abuse services
- Develop further employment readiness/training/placement services
- Expand school-based counseling and prevention services in elementary, middle, and high schools with a focus on private schools
- Continue to implement best practices/innovative practices for services
- Expand support services for LGBTQ youth and their families
- Expand housing options for non-traditional families

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• Identify and connect with other service providers to determine alliances, partnerships, acquisitions, or mergers
• Expand services to college engage students experiencing housing instability
• Manage county-wide homeless call center and housing problem-solving services
• Integrate new practices in Mental Health Division in compliance with statewide changes to managed care and transforming the Medi-Cal delivery system as defined by Cal AIM

Strategic Focus #2: BWC will continue to enhance an agency-wide Performance Quality Improvement (PQI) system to improve our data collection and evaluation of services. As part of enhancing data collection and quality control, BWC will create a culture throughout the agency that understands the importance of data-driven outcome measures and documentation. Focus will be on assessing outcomes by BIPOC populations to determine if any differences in successful completion of programming.

BWC will increase its tracking of program indicators of success and impact. BWC will analyze the cost and cost-benefit of each service relative to its efficacy. BWC will use these findings for program improvement and decisions about whether to continue or discontinue programs.

Program assessment and impact will include:
• Continue development of best practices as well as innovative practices
• Explore research opportunities
• Continue to use data to analyze program efficacy including analysis of services and how they impact different groups based on: racial and ethnic lines, LGBTQ status and gender, as well as intersections of these groups
• Ensure the agency’s PQI efforts continue to move BWC forward as a learning organization, including monthly PQI meetings, quarterly reports and a Board committee for PQI.
• Develop standards across the agency for caseloads, productivity and staff goals based on program outcomes
• Link performance objectives directly to budget and strategic plan
• Develop a cost-benefit approach to determining core services and programs, as well as effectiveness of services
• Continue to monitor and adapt the program quality assurance accountability process
• Increase collection of accurate data on homeless youth, young adults, and families, including high-risk populations (LGBTQ, parenting, human-trafficked, incarcerated, foster youth, youth of color, etc.)
• Create a learning culture that focuses on the importance of documentation
• Continue to grow our culture of learning, expanding it throughout the agency; utilize data that allows us to analyze how well we are delivering our services and meeting program goals compared to the plan that is developed for each program
• Use best, promising, or emerging innovative practices and measure data against national, state and local benchmarks
• Improve youth/young adult satisfaction with services
Improvements to services will be based on analysis of program outcomes and program/staff performance. Staff will continue to be trained on the latest practices and evidence-driven techniques to identify those which have demonstrated efficacy for youth and families. By collecting and analyzing relevant data, understanding the story behind the numbers, and continuing to track progress toward results, the agency will make informed decisions. The electronic health record system will drive the change in corporate culture to support data-driven decisions at all levels of the agency.

**Strategic Focus #3: BWC will continue to prioritize staff education, training, and development.**

By providing support for staff growth, the agency will develop staff leaders and staff who are positioned to advance within the agency.

- Hire new HR Director
- Continue to strengthen the cultural competence of the organization. Recruit staff and volunteers who reflect the diversity of the community, including the LGBTQ community
- Increase training opportunities for staff to include courses on race equity, implicit bias, micro aggression, and intergenerational trauma. Develop an annual training calendar.
- Increase train-the-trainer opportunities for staff; develop “champions” in and expertise of evidence-based practices within the agency
- Mentor, recruit and retain highly qualified and high-performing staff
- Monitor terminations and resignations to assess trends including racial or ethnic disparities
- Enhance staff satisfaction with employment at BWC
- Continue to improve the skills, knowledge and abilities of staff and volunteers
- Provide promotional opportunities to support staff development and retain talented personnel
- Maintain an employee wellness program
- Develop and monitor succession plan for Executive Management Team (EMT)

**Strategic Focus #4: Coming out of a two-year pandemic, Bill Wilson Center will assess and evaluate the agency’s Work Force Development and Staff Wellness initiatives.**

- Assess changes in BWC’s work force environment and adjust with a focus on staff wellness
- Assess staff’s ability to work remotely, while at the same time ensuring the health and safety of the population we serve
- Evaluate ways to create a better work-life balance for staff
- Research salary structure and make adjustments where possible to better meet market standards and stay competitive with similar agencies
- Incorporate change management and wellness into agency culture
Strategic Focus #5: BWC will promote leadership opportunities for youth. Clients will transform their past experiences into healing for others; we believe in the power of lived experience and in promoting leadership opportunities for our youth.
Following the best practice of peers-helping-peers, Bill Wilson Center has built a peer workforce with peer mentors that are making a difference to youth and young adults in recovery and/or who are homeless. The use of peer mentors along with staff is a best practice and a significant factor in moving recovery forward in individual lives, as well as within our organization and the greater service system.
- Continue mentoring clients for employment in BWC and other agencies
- Use clients as volunteers/mentors and as community spokespersons
- Develop and maintain Youth and Young Adult Advisory Board, giving youth a voice in designing and evaluating services, policies and procedures, and program development. Create a pipeline to employment and mentoring roles for young adults aging out of the advisory board.
- Emphasize use of staff with lived experience in all services; develop advocacy and presentation skills of lived experience staff
- Facilitate a youth and young adult presence in the CoC redesign of the Coordinated Entry System to ensure a strong youth presence in this community effort being led by people with lived experience.
- Support youth and young adults to participate in CoC workgroups to add their voice to the overall homeless service system

Strategic Focus #6: Bill Wilson Center will increase its community presence, advocacy, and leadership on issues affecting youth, young adults and families and will take a leadership role in social justice issues as they impact our population.
The agency will continue to advocate for system changes that will benefit youth, young adults and families, especially homeless youth and those in the foster care and juvenile justice systems. BWC will increase community presence with a strong leadership role in the community.
- Maintain the agency as a national model for serving runaway and homeless youth
- Maintain an important and strong presence within the CoC to continue advocating for the needs of youth, young adults and families
- Increase advocacy around affordable housing, juvenile justice youth, young adults in the adult criminal justice system, foster youth, unaccompanied immigrant children, youth and families experiencing homelessness, and youth involved in human trafficking
- Educate the community and build shared commitment to eliminating the barriers to connection and self-sufficiency for target populations
- Increase agency visibility and education in the community regarding all BWC services
- Assist Board of Directors in community outreach and policy advocacy to provide presentations on services and major topics of interest locally and nationally
- Expand local partnerships with a focus on agencies serving under-served populations such as BIPOC and LGBTQ youth and young adults.
- Educate the community on issues affecting unhouse youth, young adults, and families and advocate for increase support of legislation and funding
- Increase participation of diverse agencies and non-traditional partners in local efforts
- Increase community-wide capacity to identify, locate and serve youth/young adults experiencing, or at risk of, homelessness
- Facilitate structures (e.g. steering committee) for local leadership, collaboration and coordination of services for this population
- Incorporate the voice of youth and young adults whose lived experience is similar to that of our target populations in program design and development.
- Increase training and interventions provided to the community through critical incident stress management to specifically address effects from the pandemic and county crisis events (VTA shooting), thereby improving community wellness

**Strategic Focus #7: BWC will increase its financial stability and strengthen its infrastructure to prepare for growth and expansion of services. BWC will evaluate and assess strategic partnerships in Santa Clara County and other adjoining counties.**
- Pursue opportunities for strategic alliances, acquisitions, and/or mergers
- Replicate agency best practices and programs for unhoused youth, young adults and families potentially in other counties
- Explore funding for housing
- Determine costs for services and outcomes
- Develop an agency-wide automated document storage and retrieval system
- Hire a new CFO and upgrade to new financial software
- Coordinate existing funding and, where feasible, identify and dedicate new funding

**Strategic Focus #8: BWC will maintain its accreditation through the Council on Accreditation (COA).**
- Improve system for annual review of policies and procedures across the agency
- Maintain agency-wide systematic review of potential risk to the agency; monitor and make adjustments as needed to minimize those risks
- Continuous evaluation of the agency’s use of best and promising practices
- Continue reviewing and updating annual short-term plans to ensure programs are starting each fiscal year with a strategy to meet their goals
- Ensure a systematic and ongoing review of outcomes and outputs at all levels of the agency, particularly with program and line staff to foster the culture of learning and focus on quality of services provided

**Strategic Focus #9: BWC will ensure all clients are treated with equity and that program outcomes are within a 5% disparity of stated goals; with a specific focus on race, ethnicity, and LGBTQ and gender identification.**
- BWC is committed to addressing systemic racism by providing services that are equitable and just
- Utilize data that all BWC programs collect to analyze and learn how different groups of people are faring in our programs
- Race Equity committee to assess program outcomes by race, ethnicity, LGBTQ status and gender identification
- Dig into the circumstances/context of these outcomes by group to identify challenges that influence the outcomes
- Share findings from work group with agency leadership and clients (YIP). Use feedback from these additional groups to gain broader insight into and identify potential solutions
- Implement solutions in the appropriate programs and analyze the effectiveness

**Strategic Focus #10: Maintain a fully-engaged Board of Directors that is representative of the community served by BWC; Board members lead agency efforts to recruit and hire a new CEO.**

- Board members will participate in facility tours, the annual Building Dreams luncheon, personal contributions, and cultivate business/corporate contacts to help raise funds
- Interview and engage a recruitment firm to assist with the search for a new CEO
- Develop a transition plan between the retiring CEO and the incoming CEO
- Successfully hire and retain a new CEO for the agency
- Board to develop succession planning for Board Officers
- Board will recruit members based on need for skills on committees including new Policy and Advocacy Committee.
- Diversity recruitment will focus on identifying and including participants that include (but are not limited to) cultural, ethnic, sexual orientation, gender, and gender identity and/or expression (and especially those which best reflect the population served)
- Board compilation will be reviewed on a regular basis by the executive committee to monitor board diversity and identify relevant gaps
- Recruitment will also focus on adding board members who can provide skill sets, expertise, and contacts that augment the current skills sets of the organization
- Create more leadership opportunities within the Board structure such as additional officer positions
- Continue agency's work on social justice and equity
- The Board of Directors is committed to 100% financial participation with the agency at a level that is meaningful to each member.