

FEBRUARY 2025

Strategic Plan

for



Chicago
Coalition to end
Homelessness

2025 - 2027

Presented By

CommunityConnective

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Executive Summary

Chicago Coalition to End Homelessness (CCH) and the consulting firm CommunityConnective, LLC partnered to create a strategic plan through a racial equity lens which will be used to guide the work of the organization over the next three years. Creating a strategic plan through a racial equity lens means that both the process that was used to create the plan and the plan itself are rooted in equity, resulting in a transformation of the organization and of the people involved in this work. It has necessarily been an emergent process as intentionally centering racial equity in planning is a new idea. This means that although a typical strategic planning process may take as little as three to six months, this process requires a significantly longer timeline.

The work together began in May 2021 and was completed on February 2025. This slower pace provided the space to intentionally center CCH's Grassroots Leaders (GRL) and others with lived experience of homelessness. There have been long pauses in the work as needed when the organization experienced significant losses among the people involved in the organization to provide time for a grieving process, when those involved in the work needed time to rest and recharge, and when the team needed time to sit with what had been created before moving on to the next stage of the work. Additionally, there were also times when the work of the organization was particularly time consuming, leading to a lack of capacity to focus on the strategic plan. There was a conscious effort to reject the culture of white supremacy and its perfectionism, unnecessary urgency, individualism, and paternalism. Instead there was a constant effort to slow down, share power, and center care for each other, which led to a high level of creativity and regular experiences of joy throughout the process.

The full strategic plan includes a detailed implementation plan which provides the guidance the team will need to actually make this plan a reality instead of a dusty document that sits unused on the shelf. However, that implementation plan and this strategic plan have been created as working documents that might need to evolve as circumstances at CCH or in Chicago and beyond might change. The structure is provided as a starting point but the intention is that, when needed, there should be some flexibility in how the work is implemented over time.

Goals

The goals provide broad descriptions for what CCH wants to accomplish during the next three years. Based on a list of priorities created during the planning process, they paint a picture of how the organization will be different at the end of the plan.

Centering People with Lived Experience

CCH departments and Board(s) will work in equitable collaboration with People with Lived Experience (PLE) to create an intentional pathway (plan) for their input, and feedback to be incorporated in organizational considerations. In addition, this goal seeks to expand resources and opportunities for PLE organization-wide.

Culture and Values

CCH will create and maintain a healthy and equitable culture that centers care and holistic strategies for work/life balance. Staff, Grassroots Leaders, and Board members will have the tools, training, and opportunities needed to be successful and supported in their respective roles. In doing so, we aspire for all Black, Indigenous, and other people of color and others with systemically marginalized identities to thrive and bring their authentic selves to CCH.

Share and Build Power

CCH will ensure that those most impacted have a voice and seat at both internal and external decision-making tables and drive those decisions. CCH will build and share power in various ways, including ensuring those most impacted and other people with lived experience of homelessness have a powerful voice, and strategically expanding in new geographic areas. CCH will be in relationship with those in the community through transparency, communication, and letting their voices lead.

Administration

CCH will evolve its operational processes within its fundraising, finance, and human resources systems to be more efficient (innovative, focused on continuous improvement), effective (fulfilling the desired function), transparent (information is documented and accessible), and equitable (everyone has what they need to thrive).

About CCH

Since 1980, the Chicago Coalition to End Homelessness (CCH) has been organizing and advocating to make housing a human right in Chicago, across Illinois, and beyond

CCH was originally organized by social service providers in Chicago in 1980 to address increases in homelessness caused by the rapid loss of single-room occupancy (SRO) housing, gentrification, and major cuts to federal housing programs. The organization was legally incorporated in 1982 and within a few years, they hired an Executive Director and established headquarters.

In the 1990s, President Bill Clinton's position on poverty and homelessness centered on the belief that people experiencing homelessness should "work" for the aid they received, perpetuating harmful stereotypes around why people experience homelessness and who deserves support, positioning housing as a privilege rather than a human right. This led to many gaps in advocacy and support regarding housing, and CCH sought to fill them with many new programs, campaigns, and coalitions seeking to protect the rights of people experiencing homelessness and public housing residents, and advocating for more and better support. One such example is the Law Project, CCH's legal aid program, founded in 1997 to focus on the needs of students experiencing homelessness.

The early 2000s brought increased awareness and attention to the issue of homelessness along with federal programs designed to end chronic homelessness. Despite this, the rates of people experiencing homelessness continued to rise due to factors like the 2008 financial crisis. CCH continued to develop and run new programs, not just to address homelessness but also to enrich people's lives. This included the establishment of CCH's College Scholarship Program, the creation of the Horizons Creative Writing Program, and the development of a Speakers Bureau made up of Grassroots Leaders with lived experience of homelessness who educate community members and provide opportunities for shared advocacy.

While the 2010s brought a federal strategic plan to end homelessness that did see some success, the plan ultimately failed. In 2012, CCH created the State Network, which mobilizes housing providers, homeless agencies, congregations, and Continuums of Care in over 15 suburban and downstate Illinois communities. In partnership with Heartland Alliance's Social IMPACT Research Center and Vanderbilt University, CCH also co-developed a new method for measuring the true scope of homelessness, equipping elected officials and advocates to create more effective policy solutions. The estimate includes people who are sheltered, unsheltered, and living doubled-up, providing a more accurate snapshot of what homelessness looks like across the country.

The 2020s have brought many challenges, including the COVID-19 pandemic, which heavily impacted those experiencing homelessness, and the 2024 Supreme Court ruling on *Grants Pass v. Johnson*, which allows cities to criminalize and punish people experiencing homelessness. CCH continues to build powerful coalitions and create programs that meet the needs of folks experiencing homelessness in Chicago and beyond.





This strategic plan is centered in how CCH approaches its work and the process by which it ensures those with lived experience are both centered and have and build power. Because Grassroots Leaders are central to deciding the specific policies and plans CCH pursues, this strategic plan focuses on our strategy to ensure we stay true to their voice. Consequently, the plan's goals are centered around that work and not programmatic goals. In addition, the plan seeks to further institutionalize our culture and values and strengthen our organizational infrastructure to ensure we can sustain our work into the future. All of this work allows us to develop, determine, and act on specific program goals and activities each year. These goals are:

- Through community organizing, provide opportunities for people with lived experience of homelessness to engage with and advocate on the issues that impact their lives
- Through community outreach, educate individuals and families on their rights and options and provide legal aid to those who need it
- Ensure access to core services, such as public schooling, emergency shelter and housing resources, and increase availability to fair-wage jobs, public benefits, and human services
- Promote development and preservation of affordable housing and services for people who are experiencing or at risk of homelessness

Mission & Values

This strategic plan and the related implementation plan were created by the staff, Board members, and Grassroots Leaders at CCH with the guidance and support of the team at CommunityConnective. The many, many hours the CCH community dedicated to this work along with their commitment to equity, centering voices typically not centered in a strategic planning process, and their ongoing desire to learn and grow come through clearly in the results.

Throughout this strategic planning process, a number of components were created to serve as guidance and accountability, either during the rest of the process or during the implementation of the plan. Goals and tactics were created as a map for the implementation of the plan so that those doing the work of the plan know what is expected of them and feel accountable. The mission statement and list of values were created to ensure continued alignment with the ideas CCH believes are important in this work and are interconnected and reinforce each other. CCH being explicit about these guiding ideas in its mission and values serves as a public commitment to aligning their work with those ideas and as a counterbalance to a number of circumstances that can lead to a divergence from that commitment. Whether it is fading memories over time, unrelenting demands of the work that can drive feelings of urgency, or roles filled by new people at CCH who were not a part of the planning conversations, clearly stating these guiding ideas within its mission and its values and incorporating both into the strategic plan will help build accountability by maintaining a connection to and alignment with those ideas.



Mission

During the strategic planning process, CCH decided that they wanted their mission statement to better convey what they do today, reflecting the shift from centering CCH's role in ending homelessness to how they now use the access they have to power and resources to build community power and advance racial equity. The newly created mission statement now focuses on what CCH brings as a part of a collaborative community so that everyone can work toward solutions together instead of CCH as a savior who will solve the problem itself.

With this in mind, CCH's updated mission statement is as follows:

The mission of Chicago Coalition to End Homelessness (CCH) is to build community power and advance racial equity through organizing, advocacy, legal assistance, and education to prevent and end homelessness because housing is a human right.



Values

The values created by CCH evolved from fundamental beliefs held by the CCH community and are deeply connected to the mission and work of the organization. Values serve as guiding principles that are held sacred above all else, used in decision making and determining organization priorities, and should be integrated across the entire organization. When creating the values, CCH committed to making them clear and easily understood by everyone by also creating value statements that provide additional explanations about each of the values.

With this in mind, CCH's updated values are as follows:

Centering People with Lived Experience:

CCH acknowledges that those closest to the issue are the closest to the solutions. By "those closest to the issue," we mean those who have lived experience of homelessness, including but not limited to people personally impacted by poverty, criminalization/incarceration, denied access to the legal system, and historical exclusion by those in power. We build and invest in authentic relationships by listening to and honoring one another's stories/truths. Centering people with lived experience is not a means to an end, it IS the work.

Accountability & Honesty:

CCH believes in holding each other (Grassroots Leaders, staff, and Board) accountable and having ownership to our commitments/goals. We recognize it's important in the fight against social injustices. We know that by being strategic in our operations, we are being accountable to our mission. CCH believes in being open and honest with itself and external stakeholders, regularly assessing and evaluating its operations through a lens of authenticity/transparency.

Hope & Joy:

We at CCH have hope for a world where housing is acknowledged as an inherent human right, and we conduct ourselves in alignment with that hope. We celebrate successes and achievements, and we fight for change with a joyful spirit.

Equity:

At CCH, we acknowledge that one of the root causes of homelessness is structural racism/white supremacy, and because of that we center our work on racial equity and amplify the voices and expertise of people with lived experiences. We believe that housing is an inherent human right.

Shared Power:

We share decision making power by listening to our external stakeholders and Grassroots Leaders, incorporating that input into policies, campaign/project strategies, and practices.

Goals & Tactics

The crux of any strategic plan are the goals, but one aspect that differentiates CCH's strategic plan and makes it a truly usable roadmap is the tactics.

CCH's goals for the strategic plan are based on the organization's priorities for the next 3 years and stem from the work that is required to be in alignment with their mission. Reaching each of their goals in the strategic plan will lead to significant progress towards achieving that mission. The goals serve to paint a picture of what will be different once the work in the strategic plan is successfully completed. They are intentionally broad, future oriented, and aspirational, while also remaining realistic and achievable during the life of the plan.

Tactics are the specific ways in which CCH will work to achieve a particular goal. Each goal has multiple departments or groups within CCH that are responsible for different tactics to achieve that goal. There was an initial struggle to determine how specific to be in the tactics so that they are clear enough for those responsible to understand what needs to happen without feeling like they were being micromanaged. Ultimately, those designing the tactics were able to strike a good balance, providing clarity while leaving room for some independence in the execution of those tactics.



Centering People with Lived Experience

Goal:

CCH departments and Board(s) will work in equitable collaboration with People with Lived Experience (PLE) to create an intentional pathway (plan) for their input and feedback to be incorporated in organizational considerations. In addition, this goal seeks to expand resources and opportunities for PLE organization-wide.

Tactics:

- »»»» Shift the Development Department's day-to-day and long-term strategies to align with a community-centric fundraising philosophy, one that prioritizes relationship-building, equity, and justice over money raised and the needs of individual donors.
- »»»» Create a new communication process for city-level advocacy and campaigns to meet a need identified by Grassroots Leaders for deeper understanding and analysis of strategies.
- »»»» Create a schedule to hold feedback sessions with Grassroots Leaders on CCH's City-level Community Organizing Department work.
- »»»» Provide one-pagers on advocacy and policy project proposals to better help deepen understanding for GRL.
- »»»» Provide a get-to-know CCH training, either in person or materials, so that GRL understand how all the departments function, their role, and how it contributes to CCH's overall work and mission.

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Centering People with Lived Experience

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Tactics:

- »»»» Create a comprehensive and unified system for the Law Project to seek, review, and incorporate feedback from community members and/or people with lived experience including clients.
- »»»» Assess our decision-making process for creating our state and federal legislative agenda in collaboration with GRL to identify and create opportunities for GRL to provide more consistent input, learn about necessary roles and skills, and to engage further by taking the lead on responsibilities such as research, drafting, and lobbying strategy.
- »»»» Create a long-term City Committee strategy that prioritizes authentic engagement of Grassroots Leaders, program participants, and other community advocates with lived experience of homelessness.
- »»»» Ensure at least 20% of CCH Board of Directors have lived experience with homelessness, which includes balanced representation with the contraction or expansion of Board seats.



Culture & Values

Goal:

CCH will create and maintain a healthy and equitable culture that centers care and holistic strategies for work/life balance. Staff, Grassroots Leaders, and Board members will have the tools, training, and opportunities needed to be successful and supported in their respective roles. In doing so, we aspire for all Black, Indigenous, and other people of color and others with systemically marginalized identities to thrive and bring their authentic selves to CCH.

Tactics:

- »»»» Continue to refine CCH's onboarding processes so that all new employees and interns feel welcome, engaged, informed, and prepared for their new role.
- »»»» Create an offboarding process with a structured set of steps that CCH will follow when an employee leaves the organization, ensuring a smooth transition for both the departing employee and the organization.
- »»»» Create more opportunities for relationship building amongst all staff. Increase morale for all staff through employee recognition throughout the year.
- »»»» Create, utilize, and maintain a Grassroots Leader welcome packet. This work demonstrates solidarity, recognizes volunteer commitment, and focuses on GRL's early stages of learning.
- »»»» Improve the quality of engagement with people with lived experience and community members in order to equitably provide legal services.
- »»»» Address and provide support to combat workplace burnout; promoting health, wellness, and equitable benefits for all employees across the organization.

Share & Build Power

Goal:

CCH will ensure that those most impacted have a voice and seat at both internal and external decision-making tables and drive those decisions. CCH will build and share power in various ways, including ensuring those most impacted and other people with lived experience of homelessness have a powerful voice, and strategically expanding in new geographic areas. CCH will be in relationship with those in the community through transparency, communication, and letting their voices lead.

Tactics:

- »»»» Create a process to inform GRL of decisions the organization must make, and how their input will be gathered regarding the decisions.
- »»»» Equip all staff to become better at power sharing in the workplace through education and training centered on conflict management and group/teamwork dynamics.
- »»»» Support lived experience Board members so they occupy 2-3 positions on the Board's Executive Committee.
- »»»» Create a long-term city strategy that defines our advocacy priorities and establishes clear, decentralized decision-making power.
- »»»» Develop a process of accountability ensuring Board and Board committee work is done through a racial equity lens.
- »»»» Engage in a Board analysis to identify assets and opportunities for growth and build and execute training and assignments to educate and inform our Board members to ensure that assets are being stewarded well.

Administration

Goal:

CCH will evolve its operational processes within its fundraising, finance, and human resources systems to be more efficient, (innovative, focused on continuous improvement), effective, (fulfilling the desired function), transparent, (information is documented and accessible), and equitable (everyone has what they need to thrive).

Tactics:

- »»»» Make our employee expense and invoicing system more user-friendly in order to reduce time in completing and submitting expenses and invoices for staff as well as reduce processing time for AP by the end of FY26.
- »»»» Audit current fundraising plan to determine gaps and opportunities for securing increased funds from new constituencies and strategies.
- »»»» Improve transparency by updating the existing Board financials dashboard to add more user-friendly information explaining variances and making it easily available to Board and staff.
- »»»» Refine systems in EveryAction and create a shared community-centered knowledge base to improve relationship management and encourage data-driven decision-making across all CCH constituencies, including donors, service providers, advocates, and Grassroots Leaders.



Appendices

Timeline

May 2021

Strategic Planning Team was created and held introductory conversations

Fall 2021

Organizational assessment was planned

Jan - Mar 2022

Assessment conducted by CommunityConnective

Apr - May 2022

Assessment Report shared with different CCH stakeholder groups

May 2022

Strategic Framework preparations, including creating Values and Mission Statement, and obtaining feedback from larger CCH community

Oct 2022

Strengths, Weaknesses, Opportunities, and Threats assessed and used to extrapolate priorities for Strategic Plan

Jan 2023

Priorities used to develop broad goal ideas and then specific goals drafted

Summer 2024

2 day retreat to obtain consensus on goals, followed by work on the implementation plan

Nov 2024

Strategic Planning team reviewed implementation plan to ensure alignment and suggest edits

Feb 2025

Final write ups for implementation plan shared with CommunityConnective, strategic plan and implementation plan created and shared with CCH community

About the Process

PLANNING PHASE

CCH launched its strategic planning project in spring 2021 with a planning phase to design the process for the work. CCH convened a strategic planning team with 4 staff members, 4 Board members, and 4 Grassroots Leaders. The planning team included those with lived experience with racism and/or homelessness and those voices were intentionally centered in the process and decision making related to the creation of the plan.

During this time, there were conversations with GRL to determine how to best create processes that made the work accessible for them, a step which is typically excluded from traditional strategic planning processes. In this case, that included identifying preferred modes of communication, considering optimal timing and length for meetings, and understanding other supports they might need to fully engage with the work. One of the GRL served as a point of contact with the group, helping to facilitate communication and providing insights into what kinds of support might be needed. Ultimately, there were some difficulties scheduling meetings that accommodated the schedules of both Board members and GRL and over time, many of the Board members dropped off of the planning team. Ultimately, GRL were the primary voices determining the strategic priorities and goals of the strategic plan.

After the strategic planning team was established, the group began talking through communication needs for the planning process as well as logistics related to technology and scheduling.

The team spent the summer and fall of 2021 planning an organizational assessment, considering what questions they wanted the assessment to answer. They determined the focus areas of the assessment, what and who the sources of the data would be, and how that data would be gathered.

The focus areas of the assessment were:

- Organizational development
- Programs
- External fundraising and communications
- Racial equity
 - How to infuse racial equity throughout the organization
 - How to shift systems to more fully share power with GRL

In November 2021, CCH and CommunityConnective began regular check-in calls every other week. Meeting regularly helped to move the process forward and provided a regular space for brainstorming, exploring different options for the various parts of the work, and thinking through decision making.

ASSESSMENT PHASE

The assessment was conducted from January 2022 to March 2022 and included surveys, interviews, focus groups, and a review of CCH foundational documents. An assessment report with observations and recommendations was prepared by CommunityConnective in April and shared with different CCH stakeholder groups at the end of April and in May.

STRATEGIC FRAMEWORK PHASE

At the end of May 2022, CCH began the strategic framework phase of the process with some preparatory work, which involved learning about accountability, including the role of relationships and values in supporting accountability, and learning about consensus decision making. The strategic planning team then created values for the organization and used those values to write a new mission statement. Each time the strategic planning team created new content, what they created was shared with the rest of the CCH community with the purpose of obtaining input and suggested edits, which were then incorporated into the content.

Starting in October 2022, a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was conducted based on the assessment report and the planning team's own experiences. The SWOT analysis was then used to design the priorities for the strategic plan. In January 2023, those priorities were utilized to begin creating the goals for the strategic plan. A subcommittee was created for each goal to convert the language of the related priority into a goal for the strategic plan. These subcommittees were encouraged to use the questions in CCH's own racial equity rubric to consider how inequity might show up in the goal and to facilitate creating language that would result in goals rooted in racial equity. A first draft of goals was completed in summer 2023. In response, questions and initial feedback were provided by CommunityConnective.

MOVING THE PROCESS FORWARD

Over the next several months, the goal subcommittees considered CommunityConnective's feedback, determined if and how they wanted to edit their goals, and then made those edits.

In June 2024, a two day retreat was held to finalize the goals, obtain consensus from CCH staff, GRL, and the Board on those goals, and to begin working on the implementation plan. Before the retreat, a list was created to outline which departments and other groups, such as the Board, Racial Equity Committee, GRL, etc., would be directly engaged in the work that would lead to achieving each of the goals. That list determined who would be responsible for designing the different components of the implementation plan.

After additional wordsmithing at the retreat, consensus was achieved on the goals for the strategic plan. Next, there were small group meetings to begin to design guiding documents for the creation of the implementation plan. That was followed by meetings within departments and other CCH groups to discuss their group's role in implementing the goals of the strategic plan and what that might look like.

During the next 4 months, the work on the implementation plan continued. Departments and other groups assigned a particular goal met to outline how they would be engaging in the work to achieve that goal by creating a set of tactics, providing accountability by listing who would be responsible for those tactics, designing timelines/due dates, naming required resources, coming up with success metrics, and documenting how racial equity was considered both in the process they engaged in and in what they created for the implementation plan.

Once the initial drafts of the different components of the implementation plan were created by the departments and other groups, the strategic planning committee met to review everything and determine next steps. The committee created a list of suggested edits to be made and the drafts were returned to their authors. The edits were completed and the different components of the implementation plan were shared with CommunityConnective to complete the final strategic and implementation plans.



Using a Racial Equity Lens

CommunityConnective was excited that CCH wanted to create this strategic plan through a racial equity lens. From the beginning, CCH had been clear about the need to always look for ways to center those with the least amount of positional power, particularly those with lived experience of homelessness, and to make sure that they are listened to and heard when they speak. Those ideas have been a primary focus as CommunityConnective and CCH have worked together to design the various components of both the process and the final product.



There were a number of specific ways that racial equity was centered in this process:

- CommunityConnective and CCH worked collaboratively to design the entire process
- Explicitly asking questions about the process and what was being created in terms of racial equity, looking at it through an intersectional lens, and then making adjustments based on the answers to those questions
 - CCH was clear about their desire to not only avoid causing harm but also to focus on pushing racial equity forward
 - This means that instead of simply working to undo the burdens of racism, there is also a focus on looking for ways to ensure that everyone in the CCH community is able to thrive in a racially equitable environment.
- There was ongoing and consistent attention paid to moving at a pace that centered care in the process instead of urgency, allowing for full participation of Grassroots Leaders and others with lived experience and less positional power; this included adjusting the timeline as needed.
- Feedback from those not directly engaged in the planning meetings was regularly solicited
- Frequent check-in conversations
 - CommunityConnective met regularly as a team to gather our different perspectives and observations
 - CommunityConnective met regularly with CCH
 - To stay informed on anything happening within CCH that may impact the work together
 - To talk through next steps and determine the best ways to move forward, with a particular focus on how to make the process accessible to Grassroots Leaders while creating the strategic framework of the plan
- During the assessment process
 - Providing 2 different ways (focus group and email) to elicit input from Grassroots Leaders
 - Creating a focus group with Black staff to create a space to specifically hear their thoughts.
 - Using a consensus decision making process

Community Agreements

CommunityConnective started meetings and gatherings with community agreements, and these same agreements were used throughout the strategic planning process. This was done so that there were explicit expectations about how the group would engage with one another. One of the hallmarks of oppressive culture is that there are a lot of assumptions and things we don't talk about. Being very clear about expectations when working together was a way of rejecting that and beginning to lean toward being intentionally anti-racist. These are the community agreements as they were shared regularly throughout the process:

BRAVE SPACE

During our time working together, we may feel uncomfortable. Frequently, our response to discomfort is to shut it down, sometimes confusing discomfort with feeling unsafe. Leveraging a guise of safety can be a tool used to shut down conversation. The discomfort we might feel can be a signal from our bodies that we don't know something or something is different from what we think. This is an opportunity to learn and also an important part of the process of doing this work. We also may not always wrap things up neatly in a way that provides closure. This work is complicated and sometimes it's pretty messy. Therefore, we agree to being in a "brave space" and to embrace discomfort, messiness, and non-closure.

BE WILLING TO PUT ON AN ANTI-RACIST LENS

It's not optional to be committed to being anti-racist when participating in this process. It's true that we are all in different places in our own journey of learning about anti-racism, but it is important that we all approach our time together with this intention of being anti-racist.

WHEN THINGS GET TOUGH, TURN TO CURIOSITY

Throughout this process, there will be times when you are going to feel challenged or uncomfortable. It's okay to feel those things. When you do, lean into curiosity. Ask yourself why something is bothering you. Ask yourself where someone else might be coming from. Wonder more so you can be receptive.

TAKE SPACE AND MAKE SPACE IN A WAY THAT IS MINDFUL OF POWER AND PRIVILEGE

We all hold different identities and different amounts of positional power. We all have different ways of showing up in conversations. Focus on being aware of the identities you hold and what those represent in this group. Be conscious of how much you speak, while being aware of your identities. Should we hold back a bit because we have spoken a lot, especially if our identities represent a lot of power? Or, should we push ourselves to speak up more because we haven't spoken much, especially if our identities don't automatically confer power upon us?

LISTEN TO UNDERSTAND, NOT TO RESPOND

Too often we spend time coming up with "brilliant" responses instead of really listening. We aren't in a hurry. We can wait for you to think of your responses. Spend the time when people speak listening to what they are saying.

NO ONE KNOWS EVERYTHING, TOGETHER WE KNOW A LOT

Don't expect anyone, including yourself, to speak for their entire community. It is okay to not know things. We are not here to shame each other - we're here to learn together so we can support each other and our communities better.

RECOGNIZE RELATIONSHIPS

We ask you to show up with vulnerability, but we also understand that this comes with risk. We hope that those with power within the organization will take that to heart, and create space for vulnerability both by leading by example and by honoring vulnerability from others, even when it reveals something you wouldn't necessarily want to hear.

