



**GOLD BEACH URBAN RENEWAL
AGENCY AGENDA
Dec 2, 2019, 6:00PM**

Regular Meeting
CITY COUNCIL CHAMBERS, CITY HALL
29592 ELLENSBURG AVE
GOLD BEACH OR 97444

**PRIOR TO THE REGULAR COUNCIL MEETING, THE COUNCIL
WILL MEET AS THE URBAN RENEWAL AGENCY AT 6PM.**

1. Roll Call:

MEMBERS & Staff	Present	Absent
CP 1 Summer Matteson		
CP 2 Larry Brennan		
CP 3 Anthony Pagano		
CP 4 Becky Campbell		
CP 5 Tamie Kaufman CHAIR		
AP 1 Vacant		
AP 2 Vacant		
AP 3 Vacant		
AP 4 Vacant		
Mayor Karl Popoff		
Administrator Jodi Fritts		

- 2. Review and discuss items from Chair Kaufman**
Discussion of proposed revision of GBMS RARE funding
- 3. Schedule next meeting date(s)**
To be announced at the end of the meeting
- 4. Adjourn Time:** _____

The City of Gold Beach is dedicated to enhancing quality of life, while promoting health, safety, and welfare of our citizens, businesses, and visitors in the most fiscally responsible manner. In doing this, the City will respect the past, respond to current concerns, and plan for the future, while maintaining environmental sensitivity in our beach oriented community



GOLD BEACH URA AGENDA REPORT

URA Meeting Date: December 2, 2019

TITLE: GBMS Business Outreach & Community Coordinator

SUMMARY AND BACKGROUND:

For budget year FY1920, the URA approved continued funding for a RARE participant for Gold Beach Main Street. Unfortunately U of O was not able to find a placement for them this year. GBMS, City staff, and Chair Kaufman recently contacted the other funding agency, Ford Family Foundation, on other options to continue the work of GBMS.

REPORT ATTACHMENTS

- RARE position scope of work submitted with FY1920 application
- Oregon Main Street program overview
- Questions and answers from Ford Family Foundation for change in funding
- Ford Family Foundation Community Economic Development department info

REQUESTED ACTION/MOTION

Review and discuss proposed change in program

END

SECTION III: RARE AmeriCorps 2019-2020 SCOPE OF WORK

Project	Need Being Addressed	Major Activities & Tasks to be Performed	Skills, Ability & Knowledge Needed	Expected Outcomes and/or Deliverables	% of time
Sustainable Fundraising Plan	Sustainable fundraising and plan for organization	Identify and implement fundraising across multiple platforms. Continually identifying and securing sustainable income both locally and statewide. Identify annual funding available through community partners.	Research, fundraising, conflict resolution	Always be working towards partnerships that will help GBMS qualify, attain, and retain funding. The culmination of this project should be a funding plan adopted by the board.	20% (340hrs)
Art Flurry Grant Management	Manage grants if awarded: Wild Rivers Coast Alliance, Travel Oregon, Oregon Coast Visitors Association	2018-19 RARE helped the organization apply for several grants targeting art and design elements in town. If awarded, the RARE will be the primary grant contact and will work with the Design committee to oversee	Event planning, creativity, computer skills, desktop publishing, computer research, communication, report writing, grant writing, public speaking, delegation	1 Trash Art (see Washed Ashore) Sculpture placed 1 Oregon Is Magic Mural placed Banner program and 30 banners placed	15% (255 hrs)
Media and community relations	Improve management of media and community relations	Support board and committee members in maintaining and updating website and social media outlets and campaigns. Engage, maintain contact, share information and meet with community and regional partners.	Working knowledge of social media and web-based applications, Marketing, organization, communication, computer skills, website design	We would like the RARE participant to work with the board and Outreach Committee to develop policies regarding comm. and media. As a group, policies will be used to delegate responsibilities to engaged community members, committee members, and board members.	10% (170 hrs)

SECTION III: RARE AmeriCorps 2019-2020 SCOPE OF WORK

<p>Committee and Volunteer Support</p>	<p>As our committees grow both in size and scale of projects, so does our visibility and 'buy in' from the community.</p>	<p>We are hopeful that our next RARE coordinator can continue as our facilitator, until such time as each committee identifies an appropriate leader. Before this transition, we plan as a board to continue committee training along with our new RARE participant. We see the RARE's coordinator role as overseeing our growing committees of volunteers, and monthly goals.</p>	<p>Familiarity or willingness to become familiar with Main Street Four Point Approach. Facilitation, time management, attention to detail, volunteer management and delegation, nonprofit management, conflict resolution</p>	<p>Organize and lead newly formed committees:</p> <ol style="list-style-type: none"> 1. Outreach Committee 2. Promotion Committee 3. Design Committee 4. Economic Vitality <p>Guide data research & assessments. When projects need support, workshops may be coordinated and facilitated by coordinator, to help projects reach completion. When applicable, will be involved in helping to identify and apply for grants to support projects or support committee and board members in applying for grants.</p>	<p>20% (340 hrs)</p>
<p>Historic Ellensburg Exterior Preservation Project Grant Management</p>	<p>GBMS committed to managing the OMS Revitalization Grant and coordinating with property owners to meet SHPO Standards of Rehabilitation</p>	<p>RARE will oversee project of OMS Revitalization Grant for the Historic Ellensburg Exterior Preservation Project.</p>	<p>Planning and implementation, time management, detail oriented, computer research, communication, report writing, grant writing</p>	<p>Project Completion by Fall 2020</p>	<p>15% (255 hrs)</p>
<p>Urban Renewal and Business Engagement</p>	<p>Need for organization to expand the scope of work beyond Design goals and do outreach and work with businesses</p>	<p>Develop a formalized strategy for engaging and supporting businesses within the Main Street 4-Point Approach. Coordinate with the City of Gold Beach, and the Urban Renewal Agency to identify, plan, and implement projects and improvements. Become familiar with scope of adopted Urban Renewal Plan, and how it relates to UR/MS interface</p>	<p>Planning and implementation, time management, detail oriented, computer research, communication, report writing, grant writing, public speaking, conflict resolution</p>	<p>The RARE participant may be asked to present a proposal to the URA asking for funds to use as leverage, or matching funds to apply for grants. RARE will attend Urban Renewal and city council meetings, and give monthly updates on progress as it relates to UR, build consensus for a plan of action and engage stakeholders to sustain partnerships over time.</p>	<p>20% (340 hrs)</p>



Where Place and Time meet

CONTACT INFORMATION

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www.oregonheritage.org

Main Street 's Economic Success

*Historic Preservation =
Economic Development*

Since 2010, Oregon Main Street's "Performing Main Street" and "Transforming Downtown" level communities saw:

- \$97.2 million total private investment in physical improvements
- \$99.1 million total public sector investment in physical improvements
- 1,258 building improvement projects
- 647 net new businesses
- 3,367 net new jobs
- 180,434 total volunteer hours

Oregon Main Street

Oregon Main Street provides assistance, training, and technical services to communities who want to strengthen, preserve, and revitalize their historic downtown commercial districts. The program is a locally driven process following the proven Main Street Approach® which is a practical and comprehensive model capitalizing on downtown's unique assets. The goal is to build high quality, livable, and sustainable communities that will grow Oregon's economy while maintaining a sense of place. Oregon Main Street is part of Heritage Programs in Oregon Parks and Recreation Department.

The Main Street Approach®



**National Main Street
Center**
a subsidiary of the
National Trust for Historic Preservation

The Main Street Approach is a proven comprehensive approach to historic commercial district revitalization. This approach has been implemented in over 2,200 cities and towns in 40 states across the nation with the help of the National Main Street Center and statewide downtown revitalization programs. The success of the Main Street Approach® is based on its comprehensive nature. By fully integrating four points into a practical downtown management strategy, a local program will produce fundamental changes in a community's economic base:

Organization involves building a Main Street® framework to support successful revitalization efforts by ensuring adequate people and financial resources are available to implement projects and activities..

Promotion creates excitement downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street® encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

Design enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live.

Economic Vitality involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

Meeting the Needs of Oregon Communities

Oregon Main Street provides assistance to all communities whether they are just beginning to explore options for their downtown or seeking national recognition as an accredited Main Street® town. Currently, there are 82 communities participating in one of the four levels of Oregon Main Street:

Associate is for communities who wish to be connected to Oregon Main Street but aren't ready or don't want to use the Main Street Approach®. Communities at this level are invited to attend workshops and conferences sponsored by Oregon Main Street.

Main Street Track:

Exploring Downtown is for communities just starting out and who want to use the Main Street Approach®. Emphasis at this level is building a strong organizational base. Exploring Downtown applications are accepted throughout the year.

Transforming Downtown is for communities who are using the Main Street Approach® but need technical assistance to take them to the next level. Applications are open once per year in January.

Performing Main Street is the most prestigious of the three levels of the Main Street Track and is for organizations that are successfully using the Main Street Approach®. Communities at this level are recognized by Main Street America™ and are eligible for National Accreditation. Applications are open once per year in January.



Where Place and Time meet

Why Downtown is Important

1. Historic core of community.
2. Includes unique shopping and service activities.
3. Represents vast amount of public and private investment.
4. Provides a sense of community and place.
5. Reflection of how the community views itself and is a critical factor in business retention and recruitment efforts.
6. Most of the downtown businesses are locally owned.
7. Represents a significant portion of the community's tax base.
8. Serves as an incubator for new businesses.
9. Typically a government center.
10. Often the largest employer in town.

Principles of Main Street

The National Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles which set the Main Street methodology apart from other redevelopment strategies:

1. **Comprehensive:** A single project cannot revitalize a downtown. An ongoing series of initiatives is vital to build community support and create lasting progress.
2. **Incremental:** Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex problems.
3. **Self-help:** Although Oregon Main Street can provide valuable direction and technical assistance, only local leadership can initiate long-term success through community involvement and commitment to the revitalization effort.
4. **Public/private partnership:** Successful downtown revitalization organizations must have the support and expertise of both the public and private sectors.
5. **Identifying and capitalizing on existing assets:** local assets provide the solid foundation for a successful, unique downtown revitalization initiative.
6. **Quality:** From storefront design and promotional campaigns to special events, quality must be the main goal.
7. **Change:** Changing community attitudes and habits is essential. A carefully planned downtown program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Action-oriented:** Successful downtown revitalization programs are pro-active. They plan for the future.

Services Provided by Oregon Main Street

Oregon Main Street provides technical assistance to communities based on the level of participation in the Oregon Main Street Network. Services are intended to help communities develop or strengthen their organizational capacity to implement a comprehensive, preservation-based, downtown revitalization strategy. The types of assistance communities can be eligible for include:

- Reconnaissance Visits
- Developing Mission/Vision Statements
- Board Roles and Responsibilities Training
- Committee Training
- Development of Work Plans
- Quarterly Executive Director/Program Manager Meetings
- Quarterly Workshops
- Biannual Conference
- Local Program Evaluation
- Resource Team Visits
- Assistance in Hiring a Downtown Executive Director/Program Manager
- New Executive Director/Program Manager Orientation
- Introduction to Main Street Presentation
- Technical Assistance
- Scholarship to the National Main Street Conference
- Steering Committee Development

"all of us, if we are reasonably comfortable, healthy and safe, owe immense debts to the past. There is no way of course, to repay the past. We can only repay those debts by making gifts to the future." Jane Jacobs

CBA discussion questions

Answers prepared by the City of Gold Beach and GB Main Street

Project overview

1. Project name, brief history and description.

Business Outreach & Community Coordinator position for GB Main Street.

This position was previously funded in the FY1819 year as a U of O RARE participant.

The City of Gold Beach Urban Renewal Agency funded ½ of the position costs at \$13,500. The City renewed that commitment for the FY1920 budget year.

Unfortunately, U of O was not able to find GBMS a match for the RARE participant this year. GBMS is working with the GBURA to determine alternatives to the RARE program to help GBMS with work in progress and to ensure their momentum from the FY1920 doesn't wane.

2. Why is this work important? What excites you about it?

From GBMS President Laurie VanZante:

GBMS first and foremost understands that creating a sense of community by uniting our "tiny town", after years of apathy, is the key to our future!

The Ford Family Foundation funding of our "listen and learn" breakfast and dinners, combined with the "Community Celebration" was an overwhelming success. (Thank you Max for guiding!) As an organization we are "listening and learning" also.

GBMS believes that everything is about building relationships. If we want to help our town thrive, we need community participation. One of the many examples I our 4th Annual Christmas lighting event, involving businesses and residents. Many residents have said they have not seen such community spirit in our town in over 20 years.

As a board, and a committee of volunteers, we are both "visionaries and doers". Every grant, every project, every goal involves committees, goals and execution. These are very exciting times for GBMS. Momentum is building, and as our efforts become more and more visible, we are gaining momentum and visibility!

3. What do you hope to accomplish through this effort? What will be different or better in your community as a result of it?

GBMS is a fledgling organization. Their board members and other volunteers are devoted to the organization, but they need assistance with coordination of their efforts for outreach to the Main Street (Ellensburg Avenue) businesses, follow-thru on grant obligations and other reporting requirements. It was unfortunate that a RARE placement was not available this year, but the City is committed to assisting GBMS until they are capable of standing unaided. What we hope to accomplish through this effort is: that the City can assist them with a consistent staff member that can function as their business outreach and grant coordinator and community cat herder, as well as assist our

URA with our work. Much of the work GBMS is doing is directly related to our Urban Renewal Goals and the UR program. The City currently does not have the staffing capacity to do part of identified UR program work and has funded GBMS to accomplish part of this work. One specific example is the Streetscape Improvements portion of our plan. The URA has assigned and funded two specific programs within the Streetscape Improvements portion of our plan to GBMS, in addition to the funding of the RARE position. Our vision is to have the GBMS Business Outreach & Community Coordinator position eventually be a shared GBURA staff position.

4. Approximately when would this work start and end?

Our urban renewal plan life is 20 years. Obviously we hope that GBMS would be a viable organization concurrent with our UR district plan. The City sees a definite need for a Business Outreach & Community Coordinator position long-term.

Capacity

1. Who will be leading this work?

Eventually, the City would like to see GBMS lead the work, but at this early stage in the game, the City is willing to be the lead if that commitment is needed. The City Administrator and the Planning Technician will be the City leads, as well as the Chair of the URA (currently Councilor Tamie Kaufman).

2. What other organizations or individuals are partnering in this work? What roles will they have?

The City (government and Visitor Center) and the City URA. For the FY1819 RARE participant, the City provided office space at City Hall and all the office amenities (computer, copiers, phone, etc.) We are committed to offering the office space and amenities as long as GBMS needs/wants our assistance.

3. How is this a collaborative effort?

I think we have covered that in previous answers, but to summarize: the City and the City URA are committed to assisting and collaborating with GBMS to help ensure their continued success. We have committed financial and staff resources for the past 2 years in assisting GBMS with our shared vision for the Gold Beach community.

Community support, engagement and alignment

1. How have different parts of the community informed the direction of this work and own elements of it?

The FY1819 RARE participant gave the Council an update monthly at the Council meeting. The GBMS group itself has a web site and an active facebook presence. Most of their community outreach has been successfully accomplished through facebook. They also have held regular community outreach sessions usually hosted at the Curry Public Library (which is a VERY active hub for our community).

2. How can you tell there is broad community energy and passion behind this work?

The number and type of volunteers they have as part of their group. They have a good cross-section of ages and backgrounds in their group. The positive feedback we receive about the group's various community projects also let the City know of their success. As part of this effort, the City would like to see more Main Street business owners included on their board to help bring their organization more in-line with the state/federal Main Street program goals. A committed Business Outreach & Community Coordinator will help facilitate this effort.

3. How will/do you engage harder to reach voices to inform and own this work, especially those who are directly impacted by it?

The FY1819 RARE participant was really just beginning to engage with the business community on Main Street (Hwy 101-Ellensburg Avenue) when the project year ended. That is one of the main reasons the City feels it is necessary to continue funding GBMS. Their volunteers and board members are hard workers, but they are volunteers. And they are currently focused specifically on the DESIGN point of the Main Street Approach. The City feels it is important to have a committed GBMS staff member that can help the organization work on the three other (equally important) Main Street elements, specifically: Organization, Economic Vitality, and Promotion.

Because the Main Street downtown core is also our identified Urban Renewal District, the City would like GBMS and the GBURA to work together to reduce duplicative efforts which in turn will help strengthen both organizations. For FY1819, it helped a lot that the GBMS RARE participant was housed here at City Hall. City staff was able to interact and coordinate with GBMS easily.

4. How is this work connected to the larger community or other community goals and efforts?

We have addressed this in some of the earlier answers. GBMS efforts and the Main Street Four Points, are closely aligned with both regular City functions and the goals and efforts of our URA. In addition to our regular municipal functions, the City also owns and operates the Visitor Center in Gold Beach. GBMS has coordinated several projects and events with the Visitor Center and we look forward to continuing that collaborative effort. Many of the Gold Beach businesses are tourism/outdoor recreation related. The City focuses much of our economic development efforts through our tourism promotion program and the Visitor Center work. Unfortunately, like many small (and some large!) cities, our Chamber of Commerce is struggling. The City doesn't feel this is by any fault of the Chamber, it just seems to be the nature of things these days. In expanding the work of the GBMS Business Outreach & Community Coordinator position to help focus on the Economic Vitality and Promotion Main Street points, GBMS can serve as the conduit to the business community while also assisting the City with our economic development tourism work.

Finances

1. How much do you expect this project to cost? And what are the major expenses?

Ford previously committed \$10K to the GBMS RARE. The City URA committed \$13.5K. The project costs are solely for the Business Outreach & Community Coordinator position. The City will continue with the in-kind donation of office space and equipment.

The City envisions a part-time GBMS staff person that would eventually be shared with the GBURA to make an FTE. At this point we are talking about either a contract person for GBMS, or possibly a part-time employee that could be directed by the City Administrator and the position could be processed through Cardinal Services until it was determined whether the position would be fully assigned to the City or GBMS. We are still at the stage of what exactly does each agency need? We know GBMS has an immediate need for the Business Outreach & Community Coordinator functions that were performed by the RARE participant in the past year. They definitely have tasks that need to be completed—especially to funding agencies for grant projects. And the work the RARE Community Coordinator performed for outreach has been laying fallow during the unsuccessful search for FY1920 RARE. The City has URA duties that are starting to expand as our district increases the yearly tax increment financing (TIF).

2. What is your funding plan, including local resources, outside resources and how much would you be asking of the Ford Institute?

The City URA is willing to recommit the \$13.5K previously awarded for the RARE participant. We are hoping that Ford would be willing to recommit their RARE amount as well. The funds from the City URA and Ford would be specifically for the Business Outreach & Community Coordinator person.

GBMS does have other donations and minor fund raising for specific projects such as their Christmas lighting and landscape projects. The Ford and the committed URA funds would not be for their other GBMS work.

3. How might you keep this work going beyond Ford Family Foundation funding?

As mentioned previously, we envision in the not-to-distant future (2-3 years) a shared FTE position with the Gold Beach URA. Currently, neither GBMS nor GBURA have a coordinated work program for one FTE individually, but a shared dual-position is feasible and would be of great value to each organization and to the Gold Beach community. In 2-3 years' time, we expect the Business Outreach & Community Coordinator GBMS position to have stable funding jointly through the URA and a more strengthened GBMS organization.

Economic development: (optional: Only if relevant to the project)

1. Is there an economic development component to your work? If yes, what is it?

One of the four points of the Main Street Approach is Economic Vitality. The City currently feels the GBMS could use specific assistance with this point (and Organization and Promotion points). In concert with the GBURA, GBMS could be an important factor in our community economic development work. The GBMS Business Outreach & Community Coordinator position can assist City staff with economic restructuring activities within the UR area which is the same territory as the Main Street corridor.

2. How might the economic development project work align with a larger plan (e.g. comprehensive plan or economic development plan) or connect to other community goals?

The GBURA is currently looking at two properties on Ellensburg Avenue (our Main Street) that could potentially be public/private partnership opportunities. Both properties are eligible for state Main Street historic preservation funding, so it makes sense to partner. The GBURA's hope is that if at least one of the projects is successful, that will start momentum for additional Ellensburg Avenue property improvements. Once the property (or properties) are in the process of rehabilitation, the business recruitment/expansion process can begin. That is where the Business Outreach & Community Coordinator position would be of great assistance to both organizations.

Additional information: Please share any additional information you feel would be relevant as we understand this piece of work.

We have to be honest and say we know this is something completely different. It is unfortunate that the RARE program did not work out for this year, but the City has a deep commitment to the GBMS and we feel if we don't continue with the support of their organization that their recent successes could be for naught. They have done some really great work in our community. Work that the City does not have the capacity, or the mandate, to do, but is of need in our community. We can support and encourage their efforts both monetarily and in-kind, but the City is limited in our staff capacity to pick up the GBMS tasks if they no longer have a person coordinating their efforts. We see great value in the work they are doing for Gold Beach so we want to help them continue. We hope you will as well.

The Community Economic Development department supports rural communities as they take action to have sustainable, diversified economies that provide high-quality jobs and opportunities to create wealth for their residents.

Three types of
Community Economic Development funding

I. COMMUNITY BUILDING SPACES
provide funds for capital projects

This [grant](#) encourages civic participation, community collaboration and other ways of bringing residents together for the well-being of the community. Grants support the development of physical places that are open to the public and have multiple uses.

Typical grant range: \$50,000 to \$250,000. Funds requested may not exceed *one-third* of the project's *total budget*.

Length: Primarily single year

Examples: For information purposes only (similar projects are not guaranteed funding):

- Building improvements at county fairgrounds
- Libraries
- Fire halls
- Community centers
- Auditoriums
- Theaters
- Land acquisition
- Purchase of buildings
- New construction and renovation
- Fixtures, furnishings and equipment

- Parks, playgrounds, pools and splash pads (limited to \$25,000)

Exclusions: Community Building Spaces Capital Grants will not be made for fundraising activities, to retire debt, reimbursement for items already purchased, computer software or technology updates, or capital projects on university campuses.

What the Foundation looks for:

- Evidence of *significant community support* (for example, in-kind or community fundraisers)
- *50% of funds raised before applying*
- Significant progress and history of raising project budget
- Evidence of need, strong plan and measurement of success
- Request no more than *one third of total project budget* and up to \$250,000

Applications: Apply online at www.tfff.org

Questions? Email Rozalyn Mock, rmock@tfff.org

II. TECHNICAL ASSISTANCE GRANTS

build internal capacity

This [grant](#) can be used to develop additional leadership expertise, engage in strategic planning or hire an outside consultant with specialized expertise. The recipient organization's mission must align with one of the Foundation's program areas. A Community Economic Development Technical Assistance Grant needs to align with one of the three areas of work listed under Strategic Grants (right).

Typical grant range: Up to \$5,000

Length: Single year

Examples: For information purposes only (similar projects are not guaranteed funding):

- Hire a consultant to assist your organization in developing a strategic plan
- Hire a trainer to train board and staff on effective fundraising strategies
- Pay for staff members to attend a training or conference that builds their skills and capacity
- Hire an outside accountant to help build financial systems to make your organization eligible for governmental grants

Applications: Apply online at www.tfff.org.

Questions? Email Rozalyn Mock, rmock@tfff.org.

III. STRATEGIC GRANTS

support these areas of work

This grant is by invitation only and falls into the three areas of work of the Community Economic Development department.

1. Employed Rural Residents

Support workforce development efforts to increase the number of rural residents who have the skills needed by employers now and in the future

Example: A professional truck driver certification program

2. Thriving Rural Businesses

Support efforts to increase the number of businesses that are created, expanded and retained in rural communities

Example: Technical assistance and training for small, rural business

3. Asset Building

Support efforts to increase the availability and use of financial asset building

Example: financial education curriculum

Applications: By invitation only, which enables the Foundation to build relationships and determine if a project/program aligns with the Foundation's focus areas and work plans.

Next step: Email Kathleen Flanagan to schedule a phone call to discuss a potential project/program: kflanagan@tfff.org

The Ford Family Foundation
www.tfff.org