



**Summary of Findings
Big Re/Think Process
Cultural Advocacy Coalition of Oregon**

02/15/26



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Overview of Big Re/Think Process:

The Big Re/Think process facilitated statewide input of the Oregon arts, culture, heritage and humanities sector to understand current priorities for statewide funding and to support the Cultural Advocacy Coalition of Oregon's advocacy planning in advance of the 2027 legislative session.

There were three intended outcomes of the process:

- A clear, compelling articulation of the value proposition of arts and culture in Oregon (i.e. why arts and culture collectively is a priority public good that should be funded statewide)
- Understanding of existing arts and culture ecosystem priorities and how to create the most positive impact on the sector with available funding
- Articulation of systemic funding options (or mechanisms) to create more adequate and sustainable funding for the sector as a whole.

The Big Re/Think process, completed between September-December 2025, included interviews of arts and culture leaders, six statewide in-person convenings, one statewide virtual convening and a statewide survey. The process was facilitated by Rob Fenty, a founding partner of 1961 Consulting. Specific activities included:

- **Interviews:** as context to the convening process, Rob interviewed a defined set of Oregon legislators, funders of arts and culture and leaders of arts and culture organizations to provide insight into the current dynamic and the core questions to focus on in the convening process.
- **Statewide Convenings:** we facilitated six statewide convenings in Eugene, Ashland, Baker City, Bend, Newport and Portland. We also held one statewide virtual convening session. Over 280 people from across the state participated in the convenings, including representation from arts and culture organizations, heritage and humanities organizations, public broadcasting, Oregon Arts Commission, Oregon Cultural Trust, artists, educators, state legislators and local elected leaders. Sixteen Board Members of the Cultural Advocacy Coalition also participated in at least one of the convenings.
- **Statewide Survey:** During November-December, we also implemented a statewide survey, which solicited 220 respondents.

This report summarizes and aggregates the themes that came out collectively from the interviews, statewide convenings and survey.

Structure of the Discussions:

The interviews, statewide convenings and survey engaged input around two core questions:

1. What is the compelling value proposition of arts, culture, heritage and humanities?

A strong, compelling value proposition is essential to make the case for funding. At this point in time, our state is facing multiple, significant issues that require funding with an increasingly tight state budget. The clarity and tightness of the value proposition story will determine which issues gets funding and which do not. Extensive research shows that there is a simple need-solution relationship in an effective and compelling value proposition. Therefore, the convenings focused on three simple questions:

- What is the specific need arts, culture, heritage and humanities is solving?
 - What is the solution to that need (and/or how is ACHH the solution)?
 - What is the compelling story of value for the ACHH sector as a whole within that need-solution relationship?
2. What should CACO advocate for in 2027 (and beyond) to create the most impact on the ACHH ecosystem? There are two underlying questions around which the process engaged feedback:
- What is necessary to create adequate and sustainable funding for ACCH throughout the state? This question generated discussion around the effectiveness of existing funding mechanisms and ideas for structural improvement in the way the state funds arts and culture.
 - Where should CACO advocate to direct funding to create the most impact in the state? This question generated discussion around specific priorities for funding. Said another way, where should money be applied to impact the sector in the most profound way?

Themes, Representative Input and Implications:

In both the statewide convenings and the virtual session, we broke into small groups to discuss the various questions. Representatives from each small group provided a brief synopsis of the discussions, plus themes and conclusions to the larger group. Based on the aggregation of those discussions statewide, six themes emerged.

Theme 1: A unifying sector-wide definition and articulation of the value of arts, culture, heritage and humanities (ACHH) is not currently present.

This process uncovered that members across the sector talk about arts, culture, heritage and humanities in different ways, using different words, different stories and different definitions of the “what” and “why.” As an example, leaders of ACHH organizations that were interviewed talked about arts and culture as “things” or people, meaning venues, productions, exhibits, events, pieces of art, specific artists, etc. As a result, a unifying, sectorwide story of arts, culture, heritage and humanities is missing. The unintended implications are that the overall story of value for the sector is reduced by its very own members and members of the sector compete against each other in their own narrative of the value proposition.

However, when prompted during the process, participants, in a short amount of time, found deep and compelling ways to articulate “what” arts, culture, heritage and humanities is and “why” it’s so important to the state. Thematically, participants focused on the **experience and impact** of arts, culture, heritage and humanities as the core of the definition, rather than descriptions of tangible venues, organizations, exhibits, productions, etc.

Representative input around the definition of ACHH collectively include:

- Center of community—identity, place, connection, social cohesion
- Conduit for self-expression—individual, collective and temporal (which by definition gives voice to people)
- Catalyst for innovation, problem solving and critical thinking
- Vehicle for education and social justice—opportunity for all people to learn, grow, evolve
- Human effort to understand shared humanity
- Artifacts that create reflection, historical perspective and cross-cultural understanding.
- Stories that create understanding about people, heritage, history and humanity
- Deep, meaningful, personal experiences of:
 - Imagination and possibility
 - Inspiration and insight
 - Self-discovery
 - Expansion of understanding
 - Connection and understanding across perceived differences
 - Healing and growth
- Economic engine for communities with a link to tourism

An overarching theme in this discussion across the state is that the sector as a whole needs a unified message and story that resonates both statewide and locally. Within this unified story, leaders of individual institutions can then tell the story of their organizations, demonstrating simultaneously their individual value and their role within the larger impact of the ACHH sector.

Theme #2: Arts, Culture, Heritage and Humanities as a sector is both undervalued and underrepresented in statewide conversations (funding, importance/criticality and relevance/role in statewide storytelling)

The value proposition (and criticality) of the arts, culture, heritage and humanities sector is underrepresented and undervalued statewide. Said another way, the sector is significantly more valuable than currently represented both in funding and in storytelling.

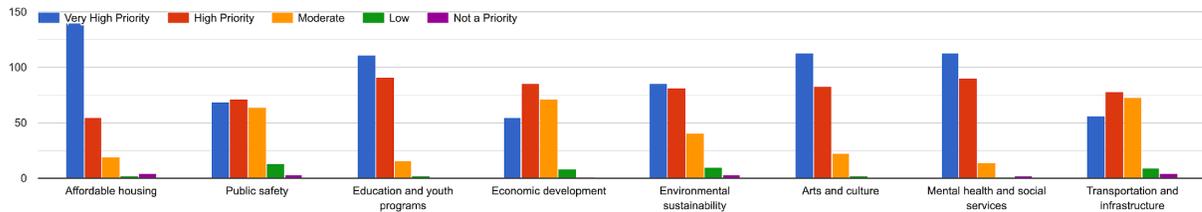
The perception of the specific role that ACHH plays in addressing the most pressing needs and issues we are facing as a society is critical. The feedback is that the sector hasn’t effectively made the causal link of ACHH to our most important community needs

and priorities. As a result, ACHH is viewed as a “nice-to-have” rather than a “critical must-have” when it comes to prioritization and funding decisions at the state level.

Participants in the convenings pointed out that timing is now urgent and critical. As state leaders deal with significant statewide issues and increasingly tight budgets, the perception of ACHH as a sector in terms of the tangible value that it provides in the state must be clear and concise. Further, some participants highlighted the belief that the words “arts and culture” have become devalued within statewide policy discussions. As a result, we may need to redefine the value of ACHH to be integral to bigger issues, like community revitalization, economic development, tourism, social cohesion and individual mental health.

At this point in time, when state leaders are facing multiple competing priorities, the importance of a clear, compelling value proposition story for ACHH is critical. The statewide survey highlighted this. Respondents to the survey are highly engaged in and committed to ACHH, with over 74% of respondents stating that they participate in at least one ACHH experience weekly. Even among this audience, there are recognized competing priorities, as illustrated in the following chart.

Thinking about your community's needs, how important do you think each of the following areas are for public investment?



When asked to rate the importance of various priorities for public investment, affordable housing ranked higher than arts and culture, while education and mental health/social services ranked equally.

Because strong, compelling value propositions show a direct link between need and solution, we asked participants to clarify the specific needs that ACHH solves and the compelling story of value in terms of how ACHH solves those needs.

The Compelling Needs Within Which ACHH Plays a Critical Role:

The core need-solution relationship is based in the human experience that occurs through arts, culture, heritage and humanities. As a result, we undervalue it when we only talk about the economic impacts that the sector creates. We also undervalue it when we focus on the “what” in our description and narrative rather than the “why.”

Thematically, participants surfaced four core problems or challenges we are facing as a state that root directly to the role of the ACHH sector.

- Community—Divisiveness was raised in the convenings as a fundamental and growing issue in and threat to many of our communities. Community, broadly defined, is the “glue” that holds us together as people. ACHH is at the center of communities across our state and in fact often defines our communities (e.g. Pendleton Round-Up, Shakespeare Festival in Ashland, etc.). ACHH can play a critical role in rebuilding this community fabric, that is so essential to our forward progress and momentum as a state. Further, participants highlighted that our ability as a society to engage public discourse, to seek understanding across differences, to entertain and respect different experiences or perspectives and to find common ground or understanding is declining or under threat. The implications are that these elements are fundamental to both democracy and healthy communities. A core role of arts, cultural, heritage and humanities experiences is to create understanding across cultures, experiences, perspectives, etc. and therefore enable the “glue” that holds communities together. Representative quotes and comments across the state included:
 - o *“More than ever, we need community, a sense of belonging, understanding of others and connection to others.” “Society feels like it’s at a critical tipping point.”*
 - o *“Across the state, ACHH defines community identity, creates place and connects people together.”*
 - o *“We are in a crisis of shared humanity. We are becoming disconnected and losing the capability to see and hear each other.”*
 - o *“We are losing our capability to discuss, understand, disagree and move forward past divisiveness.”*
 - o *“ACHH builds social fabric that helps to resolve the divisiveness and disconnect in the aftermath of COVID.”*
 - o *“Arts and culture define a community. It’s why people choose to visit there, live there and stay there.”*
 - o *“ACHH defines us and explains us”*
 - o *“Without arts and culture, we do not have the path to re-find our shared humanity and work together to solve our communities’ most entrenched issues.”*
 - o *“It connects us as a community. It creates cathartic shared experiences that bring us together.”*
 - o *“ACHH empowers diversity of voices and understanding across diversity of people.*
 - o *“ACHH is the antidote to loneliness and disconnect. They create empathy, understanding and bring people together. They remind us that we are part of something bigger.”*
- Individual Mental Health—The tone around the state during this process is that we are facing a mental health crisis. The fundamental human needs raised that are at risk or not being met are identity, relevance, voice and belonging. These human needs root back to foundational questions: Do I matter? Am I seen and heard? Where do I fit in or belong?

Arts and culture play a critical role in communities to create opportunities for all people to fulfill these needs. However, as a sector, we are not effectively connecting the role of the sector to the fulfillment of these critical needs. Of all the statewide solutions being talked about, arts and culture may quite possibly be the most effective and cost-efficient way for communities to make progress around the fulfillment of these needs. However, ACHH is generally not even in the discussion set of potential solutions or alternatives. Representative quotes and comments from the process included:

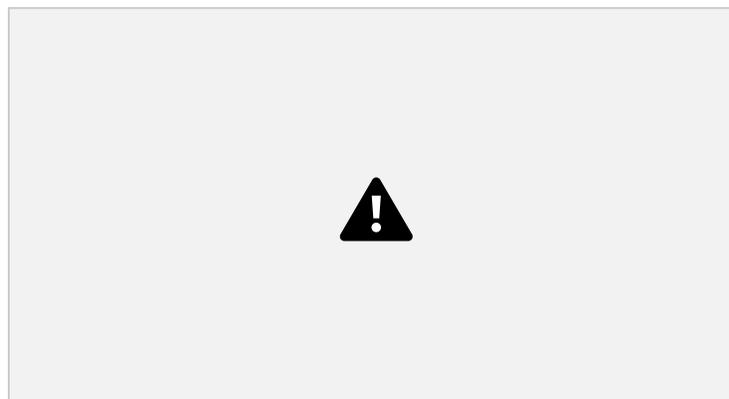
- o *“Loneliness and disconnect among people are growing. People are feeling alone, powerless and without voice.” “Loneliness is now an epidemic.”*
 - o *“People need both inclusiveness and belonging. Our communities are at risk of losing the “glue” that holds us together.”*
 - o *Identity and Self Discovery—“People, especially the younger generations, are struggling to find themselves in this tech heavy world. Clarifying and finding oneself occurs through specific experiences, of which ACHH experiences are fundamental.” “ACHH creates options and opportunities for all to find themselves. “*
 - o *“Hope is fundamental. We need the ability to see potential and possibility that is not present in our daily lives.” “The need for imagination and possibility is crucial right now, which is what arts and culture does.”*
 - o *“Arts and culture cultivates agency for voices to be heard.”*
 - o *“ACHH uniquely enables people to find themselves and to find individual relevance and purpose (“I matter”)*
 - o *“Arts and culture feed the soul. They create experiences that elicit emotional responses and that create meaning for people.”*
- Education and Problem Solving—Participants statewide raised the critical role that ACHH plays within education, human growth and problem solving/innovation. As a society, we need different ways of learning, expansive understanding of the past, a constant push for creativity and curiosity to support problem solving and innovation and inclusivity that provides all people the opportunity to grow and evolve. ACHH is the primary sector that meets this need and plays a fundamental role in our communities to represent the specific needs and dynamics of each community. A reduced presence or role of ACHH in our communities would have significant long-term effects and implications. Representative quotes and comments from the convenings include:
 - o *“We can’t solve our most critical challenges through the same lens that we created them. We need creativity and curiosity, which is a fundamental role of ACHH.”*
 - o *“People learn in different ways. We need a diversity of educational and growth opportunities in our communities. ACHH is a critical element of learning.”*
 - o *“Human growth happens when we change our belief structures. ACHH is a significant catalyst for change as the experiences fundamentally enable people to clarify, question and shift their beliefs.”*

- o *"There is a loss of "craft" that is occurring with the rising presence of technology in our lives. This experience of "craft" is key in the path of innovation and problem solving."*
- o *"To truly understand the issues facing us, we need to see them from different perspectives. Only arts and culture does this."*
- o *"Society needs emotional, educational, spiritual and historical insights to create empathy and understanding. That's what arts and culture does."*
- o *"ACHH is the foundation of education, both formal and informal"*
- o *"STEM to STEAM is a critical leap to create an innovation economy."*
- o *"ACHH shines light on the issues we are facing and creates possibility around how to solve them"*
- o *"ACHH sparks curiosity and fosters new ways to think about both past and present"*
- o *"ACHH shows people the power of story and how stories transform us."*

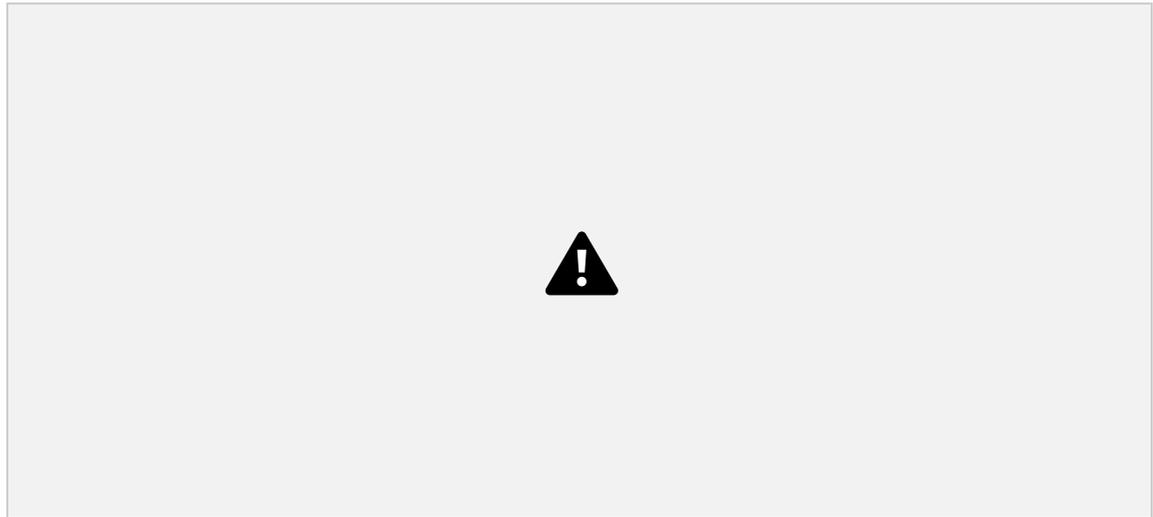
Compelling Story of Value

Through the convenings, participants highlighted that there are three "legs to the stool" of the overall value proposition of the ACHH sector. Traditionally, the value proposition story has been based on the economic impact of the sector, backed up by jobs created, impact on tourism and overall economic development to the state. This role is certainly important. However, participants of the convenings noted that the value proposition story is much more complete and robust when economic development is combined with the role and impact that the sector has on community and individual mental health, education and growth.

The following chart summarizes the three key components of the ACHH value proposition within communities and across the state.



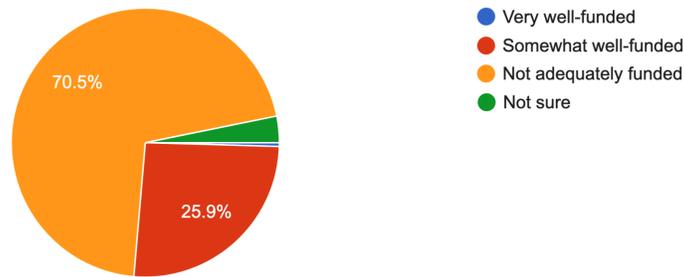
The following table provides a high level description of each core element of the value proposition:



In addition to the positive impact and story of value of the sector, a secondary theme around the value proposition that emerged out of the convenings is the unanticipated negative impact on individuals and communities if arts and culture disappeared. What would our communities be without arts and culture? Arts and culture is at the center of community, rather than one of the periphery elements that makes up communities. What would Ashland be without the Shakespeare Festival? What would Baker City be without its foundation of arts and culture? What would Eugene be without its vibrant arts and culture community? The question raised for policymakers: ***if we allow the decline or demise of arts and culture in our communities, in order to fund other important priorities of the day, do we really understand the long-term implications and costs?***

Theme #3: We have a statewide funding mechanism issue that is preventing adequate and sustainable funding to the sector as a whole.

The common theme raised around the state is that the ACHH sector is underfunded. Many of our state’s philanthropic organizations have been stepping up with historic level gifts to the sector. However, from a statewide perspective, the feedback is that current levels of state funding will not create a sustainable ACHH system. In our survey, when asked “how well arts and culture are currently funded in your community?” 71% responded that they are not adequately funded.



This theme is substantiated by the fact that Oregon has the highest number of non-profits per capita in the country. Participants reflected that many of these smaller non-profit organizations within the arts, culture heritage and humanities are struggling to meet annual operating costs.

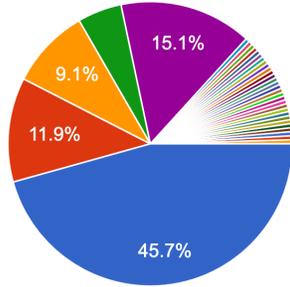
General input from state leaders is that the next few years of legislative sessions are going to be challenging to solicit more funding. At the same time, statewide input through the convenings highlights that the current approach of legislative allocation is not working to create adequate or sustainable funding for the ACHH system as a whole. As a result, anecdotal feedback from the convenings confirms that many ACHH organizations across the state will continue to struggle and organizational attrition and/or the need for mergers will increase.

Participants were thematically clear that we have a structural challenge, where legislative allocation of dollars is not sufficient. The Oregon Cultural Trust (OCT) was established, with a legislative commitment to fully fund the corpus at \$200M, which would then generate >\$10M grants per year in perpetuity. That commitment has not been fulfilled. We also have a Cultural Tax Credit that matches donations that individuals make to defined non-profit organizations. The Tax Credit is currently limited to \$500 for individuals and \$1,000 for couples. Overall, feedback across the state is that these structural mechanisms can work and are likely the most efficient path to increase funding into the system in the short term. Effectively, the feedback was to focus on fully funding the OCT corpus and to investigate the option of increasing the Cultural Tax Credit.

The survey also confirmed this feedback, with almost half of respondents stating that fully funding the OCT corpus was the most effective way to adequately fund arts and culture for all communities in Oregon.

What do you believe would be the most effective way to adequately fund arts and culture for all communities in Oregon?

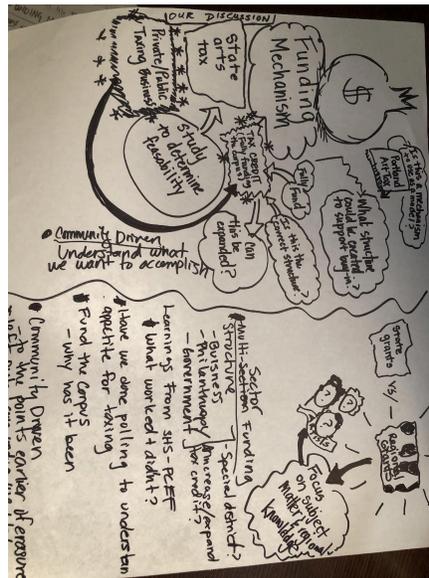
219 responses



- Fully fund the Oregon Cultural Trust c...
- A dedicated statewide tax for arts, cult...
- Ongoing legislative allocation of state...
- Significantly increase the Cultural Trus...
- I don't know
- A statewide sales tax, and then a dedi...
- Arts education continues a strong influ...
- Fund the Quality Education Model in...

▲ 1/5 ▼

Here is one example of a small group's notes from the Portland convening around how to sustainably fund arts and culture across the state.



Overall, there were three primary recommendations from the convenings around strengthening the statewide funding mechanism. (Note: many people in the convenings did not have enough institutional knowledge of the system to provide educated input into this question).

1. Fully fund the OCT Corpus—overall, feedback from the convenings is that the state has a functioning system in place with the Oregon Cultural Trust. The state simply hasn't fulfilled on the original intent to fund the OCT corpus in order to provide ongoing grants. Fully funding the OCT Corpus would still work to create enduring grants into the ecosystem.
2. Oregon Cultural Tax Credit—There is significant opportunity (with low impact to state funds) to increase the Oregon Cultural Tax Credit, matching individual donations to named non-profit organizations. This mechanism is highly regarded statewide and could be a viable short term path to increasing funding into the ACHH ecosystem.
3. New Taxes—There were many recommendations around creating new or increased taxes for ACHH, including a statewide arts tax, transient lodging or tourism taxes, lottery funds, license plate revenues, bonds for capital projects, etc. However, in this current environment, participants acknowledged that the openness to and likelihood of passing any new taxes are low.

Theme #4: There is opportunity for more community involvement and engagement in the setting of priorities and influencing the allocation of funding.

A significant theme out of the convenings was the need for more community level engagement and influence in the setting of local priorities for funding and the allocation of funds. Through the Cultural Trust, Oregon has 45 county and tribal Cultural Coalitions, but with varying levels of engagement and activity. There is an opportunity to strengthen the engagement and influence of the Cultural Coalitions (and/or local

chapters of CACO) in influencing both the priorities for funding and the local allocation of funds. Participant feedback also noted that Oregon Community Foundation has engaged private investors, developed public/private partnerships and engaged local community leaders and influencers to impact defined local priorities, a model that could be studied for its efficacy but also whether or not it is barrier to direct contact with donors.

Theme #5: A significant need and opportunity exist for statewide capacity building and shared services across the ACHH ecosystem

Many participants noted that ACHH organizations across the state are currently challenged to meet day-to-day operating responsibilities that are both required and that enable enduring success, including marketing, fundraising, “customer” and donor cultivation, human resources and finance. In addition, many organizations are struggling to generate enough operating funds to cover the administrative functions of the organization over a multi-year period. As a result, there is a significant need and opportunity for statewide capacity building across the state which could lead to organizational efficiencies and more productive use of funding in the system. Specific ideas raised during the convenings were the development and coordination of shared operational services across organizations and the facilitation of partnerships and/or mergers where they make sense.

Theme #6: Healthy tension and varying points of view exist within the ACHH ecosystem regarding specific funding priorities and allocation of available funds.

One of the most notable themes that emerged from the convenings as context for CACO strategic planning is a healthy tension and lack of alignment among participants around where funding should go.

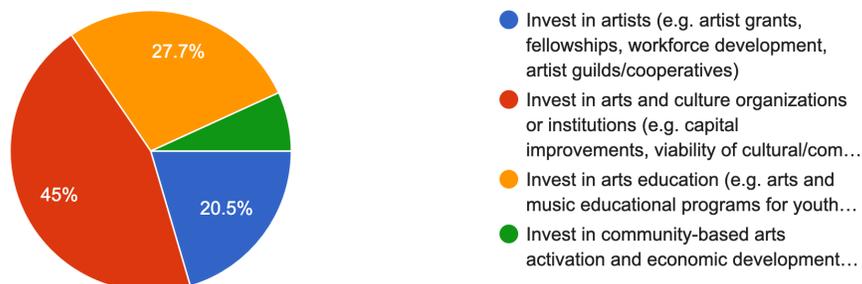
Many participants felt that funding is prioritized today toward larger organizations in the state, rather than focused on smaller organizations and artists. At the same time, participants thematically provided input that every community in Oregon needs ACHH at the center of the community, therefore requiring the viability of “anchor” organizations. The result is tension in the discussion between:

- funding “new” and “emerging” vs. ensuring the ongoing viability and growth of “existing”;
- funding fewer “large” organizations vs. funding many “small” organizations.

The survey also reflected this tension. When asked what was **most important** to fund to elevate the impact of arts and culture statewide, respondents, largely from the ACHH ecosystem, responded in varying ways.

Of the following, what in your view is most important to elevate the impact, presence and growth of arts and culture statewide?

220 responses



Overall, four themes did emerge across the state during the discussions of where to prioritize funding and the allocation of dollars.

- Arts, music and culture education in schools—the most consistent and compelling theme from the state convenings is the need for arts, music, and cultural education in schools. Participants noted that the foundation of growing a strong culture and ongoing prioritization around ACHH must start with educational opportunities for our youth. The theme raised around the value proposition of ACHH being viewed as an “add-on” within communities extends to its treatment within schools, where arts and music education and opportunities have been reduced in favor of other perceived priorities. Effectively, feedback from participants around the state was to find a way to make arts, music and cultural education part of the core curriculum of K-12 as a statewide mandate. The Portland Arts Tax was brought up as an alternative idea for how communities can dedicate funding for arts in the schools.
- More statewide small grants—thematically, participants prioritized the need for increased and more broadly dispersed smaller grants across Oregon communities, rather than funding fewer statewide organizations. In addition, participants inputted that community level perspective and engagement was necessary to ensure that funding reached the “right” organizations based on local insight around community priorities.
- Statewide capacity building—proactively building statewide capacity building, including shared services, fundraising support and infrastructure, partnerships and administrative support, was raised as one of the top four priorities (as highlighted in Theme #5). In addition to making organizations more effective and viable, statewide capacity building was highlighted as an opportunity to create more efficiency system-wide in the use of dollars. In other words, rather than providing more money into the system, this approach could reduce the funding requirements of the overall system, thereby increasing the impact of existing funding levels.

- More funding to artists—a theme across the state was that funding today flows predominantly to organizations, rather than artists. Funding individual artists is key to building the future of the sector and supporting diversity and innovation within the sector. The Regional Arts & Culture Council (RACC) was cited as an example of how to funnel funding directly to artists.

Strategic Options and Questions for CACO:

Based on input from the Big Re/Think process, there are 4 primary strategic questions for CACO as it clarifies its approach to the 2027 legislative session:

How do we create a more viable and sustainable funding mechanism?

With statewide budget challenges and many competing priorities being reconciled by state policymakers, the strategic question for CACO is how specifically to advocate for more money into the ACHH system.

Addressing the enduring funding mechanism for the sector was a top priority of participants in the process. Near-term priorities and opportunities focused on better utilization of the existing Cultural Trust mechanism as a way to more adequately and sustainably fund the ACHH ecosystem, including the potential to fully fund the OCT Corpus (with no viable ideas raised on how or where to generate that funding) and to increase the Cultural Tax Credit. Participants also highlighted the need for broader statewide grants to support organizations that create community value, which could be accomplished through increased funding to the Oregon Arts Commission grants budget.

Does CACO advocate for specific funding priorities, and if so which?

With the healthy tension and lack of alignment present in the convenings around which statewide funding priorities to advocate for, CACO must reconcile the most appropriate and viable statewide strategy and approach to the 2027 legislative session. There were two aligning themes or priorities raised from the convenings:

- The need for arts, music and cultural education in schools;
- The need and opportunity for statewide capacity building.

Otherwise, healthy tension and even disagreement exist within the ecosystem between the need to fund ongoing regional institutions for large capital or infrastructure projects (e.g. CREF grants), projects for large organizations in the state, broader statewide grants for smaller organizations and/or funding for artists.

How should CACO align and collaborate with other sectors, like tourism, to create a bigger tent for the impact and role of ACHH in the state and the need to fund it?

The value proposition of ACHH links critically to community development/vitality and the ongoing education, growth and health of individuals within our state.

Demonstrating these two additional legs of the ACHH value proposition may be stronger in partnership and/or collaboration with other sectors and in service to larger statewide

“rally cries” such as community revitalization, building an innovation economy and workforce and re-establishing Oregon as a destination tourism state.

In a gubernatorial election year (2026), these statewide themes may also have more potential to gain momentum. Ensuring that ACHH is perceived as critical path within these themes will be important to create a foundation for potential funding asks in 2027. Expanding the discussion to larger themes may also be a way to more deeply engage statewide philanthropy.

What role can CACO play to facilitate ongoing, increased engagement at the community level regarding ACHH priorities and funding?

A common theme of the convening experiences was the desire for ongoing discussion and engagement. Many participants highlighted that this is a multiple year process to evolve the perceived value of the ACHH sector and to secure sustainable funding around it. As a result, a question emerged in terms of how this ongoing engagement is enabled, inspired and facilitated. Each region of the state has unique circumstances, perspectives and in some cases priorities. An opportunity exists to work through and with the existing 45 county and tribal Cultural Coalitions to facilitate this ongoing engagement. One question out of this process is whether CACO has a role of value in enabling and ensuring this ongoing statewide engagement as a foundation of support for broader funding.

About the Consultant: Rob Fenty

Rob Fenty has consulted with over 100 companies in the past 20 years, from start-ups to growth-oriented companies to turnarounds to social impact organizations. The common theme is that Rob's work is based on generating breakthrough improvements in impact, growth, operating success/efficiency and leadership. The work is based on a simple methodology of creating both clarity and alignment among leadership around the core strategy, priorities and focus of the organization, then aligning structure, plans, process and people/culture to achieve significant results. Rob focuses his work on organizations that are striving to lead and/or change their industries and/or create leading social impact within the world.

Rob has led strategic planning for many of the region's leaders, including City of Portland, City of Tigard, Multnomah County, City of Camas, PGE, Port of Portland, Providence Health & Services (now Providence St. Joseph), Portland State University, Oregon State University, Foundations for Better Oregon (6 largest foundations in Oregon), Oregon Community Foundation, Energy Trust, Children's Institute, Portland Youth Philharmonic, Chalkboard Project, Wendt Family Foundation (formerly JELD-WEN Foundation) and Freshwater Trust. Over the past 10 years, 1961 has also worked with many state agencies in Oregon and Washington, including WA Department of Commerce, WA Department of Transportation, Oregon Lottery and Oregon Department of Corrections. Other past clients include Nike, Starbucks, KEEN Footwear, OluKai Footwear, Benchmade Knives, Oregon Health & Science University, Broadcom, Oracle, Leyard Optoelectronics, Lumentum, PacifiCorp & PGE. Rob has also acted as a strategic coach and advisor to many CEO's of leading companies and organizations in the western US.

Rob spent the early stages of his career working in the public sector, both on Capitol Hill in Washington D.C. and within the state of Oregon. He subsequently spent 18 years in management roles with Intel Corporation and served on the KEEN Footwear executive team. Rob was also a founder of Coraggio Group, a west-coast based strategy and organizational change consulting firm, and served as the managing partner from 2005-2011. During that time, he developed and led the firm's strategic planning practice.

Rob has an MBA from the Stanford Graduate School of Business and a BA in Political Science from Willamette University. He is based in Portland, OR.