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# A BACKBONE ORGANIZATION FOR DENVER BASED ENVIRONMENTAL JUSTICE ORGANIZATIONS 5280 FOR ENVIRONMENTAL JUSTICE

Allison Finnegan-Kihega  
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A Backbone Organization for Denver Based Environmental Justice Organizations

5280 for Environmental Justice

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## **I. Title**

A Backbone Organization for Denver Based Environmental Justice Organizations 5280 for Environmental Justice.

## **II. Personal Statement**

I grew up in Denver, Colorado in a predominantly White neighborhood where everyone had a yard, and the air quality was good. My childhood home was in walking distance to a well-maintained park, and both myself and the people I knew were never concerned about our health due to our immediate environment. Growing up I never heard anyone say the words environmental injustice.

The first time I heard about climate change I was on a beach in Thailand eleven years ago, at the age of twenty-four. My friend Tatanya and I were on our first backpacking trip throughout Southeast Asia. Tatanya anxiously recounted what she had learned about the earth's warming temperatures and the oceans rising tides while we watched small pieces of trash wash ashore on an otherwise breathtaking beach. Tatanya Hammermesh-German, the first person to inform me about climate change, passed away from cancer on January 24, 2020, before she got a chance to read and critique this work. This research is dedicated to Tatanya and my wonderful family.

Backpacking throughout Southeast Asia was life changing and inspired me to move to Bali, Indonesia, in 2011. I first witnessed environmental injustice while living in Bali. The disproportionate toll of garbage and plastic on places Indonesians lived, versus places where tourists and expatriates spent their time, was visible. My sister, who also lived in Bali at the time, and I partnered to do a beach cleanup. My sister brought kids from the Bali International School where she taught, and I brought kids from the Jodie O'Shea House, where I worked. In hindsight,

the beach cleanup was a short-sighted approach to a much more complex problem. When I went back to the beach two days after the beach cleanup, it was littered again with massive amounts of trash. I later learned that the beach, which was mostly frequented by Indonesians versus expatriates, was a dumping ground for a nearby resort.

The failed attempt to keep a section of the beach clean in Bali ignited a need in me to understand the systemic issues behind environmental injustices, both in the global south and the United States, where I am from. The beach cleanup also ignited the need to understand best practices for partnership to solve environmental injustices. After living and working in Bali for a year, I returned to the United States and enrolled in the Regis University Master of Development Practice (MDP) Program. Completing a field placement was required in the MDP program. I had the opportunity to fulfill my graduate field placement hours with Global Greengrants Fund (GGF), a backbone organization working towards environmental justice, based out of Boulder, Colorado. GGF is a remarkable example that demonstrates that collective impact can change harmful systems.

My need to understand what environmental injustice looks like in the United States has persisted, and over the past eight years I have had the opportunity to travel to seven different Native American sovereign nations. Each sovereign nation that I have visited has its own story of an ongoing environmental injustice. The most impactful of these experiences has been going to the Quapaw Nation with my husband who is a Quapaw tribal member and witnessing Tar Creek, a super-fund site that is land that was originally leased to a mining company by the Quapaw Nation. The mining company left approximately a thousand square miles of piles of lead and zinc so massive you can see them from Google Earth. The Quapaw Nation cannot move away from the piles of lead and zinc because its sovereignty is tied to the Nation's land.

I had never seen anything like Tar Creek in the United States prior to this experience. What struck me is how hidden Tar Creek and the other environmental injustices I have witnessed are. My experience in Bali and the things I have seen in sovereign nations in the United States have left me wondering: “What does environmental justice mean in my hometown of Denver, Colorado”? This question has guided my project proposal and has enabled an opportunity to better understand how environmental injustices impact people from my hometown.

Each environmental injustice I have witnessed has highlighted the need for strategic collaboration to help communities address the injustice. Collective impact supported by backbone organizations such as GGF is a framework that offers a solution to large scale systemic injustices. Collective impact operates under the understanding that no one organization, or institution can change large scale, systemic issues. My years of experience working overseas, traveling to sovereign nations in the United States, and working with marginalized communities in Denver have led me to believe that collective impact is an integral part of ending environmental injustices. For that reason, this paper proposes forming a backbone organization to support environmental justice organizations based in Denver working on local issues of environmental justice.

### **III. Executive Summary**

Environmental injustices in Denver follow the same patterns that are seen throughout the country, which is that low-income People of Color are, relative to White people, disproportionately impacted by poor air and water quality, food deserts, displacement, and a phenomenon known as urban heat islands. The literature review conducted for this proposal revealed that despite the 2019 U.S Census Bureau indicating that Denver is 80.9 percent White,



29 percent Latino, and 10 percent Black, neighborhoods with predominantly Black and Latino residents are the neighborhoods experiencing environmental injustices in Denver.

For this project proposal, a literature review was conducted along with interviews with three Denver-based environmental organizations and one backbone organization based out of Boulder. Interwoven into this project design are also observations that the author has made as the result of being born and raised in Denver, the author's experiences completing a field placement with the backbone organization that was consulted with for this project, and observations made by the author while working in two of the neighborhoods that have been indicated as being at high risk for becoming urban heat islands.

Denver has numerous environmental organizations with individual mission statements, but ultimately these organizations want Denver to be an environmentally healthy city for its current residents and future generations. In the nonprofit sector, both throughout the country and in Denver, individual organizations often work on large-scale systemic issues and then report on their progress as individual entities. Collective impact represents a paradigm shift for the nonprofit sector's traditionally more individualistic approach to solving problems. A collective impact initiative brings partners from multiple sectors together to solve large scale systemic issues, such as environmental justice issues. Brining partners from multiple sectors together is critical because systemic problems are the result of multiple sectors. A collective impact initiative brings key actors and their expertise together to solve the problem at hand.

This project proposal concerns the creation of an organization called 5280 for Environmental Justice (5280 EJ), which is a backbone organization, designed to support a collective impact initiative in Denver whose mission would be to end environmental injustices in Denver. 5280 EJ will work as the nervous system that supports and brings together partners from

multiple sectors to mobilize and advocate for systemic change in order to put an end to Denver's environmental racism.

#### **IV. Literature Review**

##### ***Environmental Justice: History***

Over the past decade, social justice activists, scholars, and the Environmental Protection Agency (EPA) have brought attention to the fact that poor communities of color endure a disproportionate amount of pollution within their immediate communities. The EPA states: “the environmental justice movement was started by individuals, primarily People of Color, who sought to address the inequity of environmental protection in their communities” (Environmental Protection Agency, 2020, p.1). The term “People of Color” is used within activist's circles in the United States and has been adopted as a way of inclusively referring to non-White people. Some activist circles see the term People of Color as a term that connects the historical and current injustices endured by non-White people (Malesky, 2014), and the EPA identifies People of Color as the founders of the EJ movement in the United States, which remains active today.

The EPA is a branch of the federal government that was established in 1970 and its mission is to protect the environment and human health. The EPA was established in response to growing political pressure that was led by activists and concerned citizens who were experiencing an increase in pollution and wanted the federal government to act on their behalf. In 1970 Earth Day was established and launched environmentalism as it is known today (Origins of the EPA, 1992). Since the EPA's mission is to protect the environment and human health, it has a natural intersection with environmental justice (EJ). However, the EJ movement itself was and is separate from the EPA.

According to social justice attorney Kaimen (2016), several scholars cite the North Carolina sit-ins in Warren County that took place in September, 1982, as the first-time when EJ intersected with the Civil Rights Movement. Professor of Sustainability Studies at the Pratt Institute Zimring (2015) highlights the Memphis Sanitation Strike of February 11, 1968 as the first notable intersection between Civil Rights and EJ. The Sanitation Strike was led by Martin Luther King Jr. and African- American men who worked as garbage collectors. The strike was ignited when two workers were crushed to death on a garbage truck while trying to seek cover during rain while collecting garbage for the city. The sanitation workers worked in hazardous conditions, often handling biological waste while earning extremely low wages. The Warren County sit-ins began because toxins were illegally dumped in Warren County, despite residents going through the proper governmental channels to prevent the dump from happening (Kaimen, 2016).

The difference between the Warren County sit-ins and the Sanitation Strike highlights the complexity of defining EJ. The Sanitation Strike was about changing working conditions that were accepted as legal but were intolerable. In contrast, the Warren County sit-ins were about an environmental injustice that had happened illegally. Kaimen indicates that the Sanitation Strike and the Warren County sit-ins both targeted issues predominantly impacting low-income African- Americans. In Memphis Tennessee, sanitation workers reported having health issues that were the result of handling waste with inadequate protective gear and insufficient wages to live off. In Warren County, community members saw the value of their homes decrease and had an increased exposure to toxic waste, which could have negatively impacted health.

Environmental injustices within the United States are still occurring over fifty-two years after the Warren County sit-ins and the Sanitation Strike. Well-known examples of present-day

environmental injustices are seen in the lead-contaminated drinking water in the predominantly African American city of Flint, Michigan, and the Dakota Access pipeline that was built on the Sioux tribes land in South Dakota, despite the tribe's protest and lack of consent. A recent study conducted by Harvard Biostatistics Doctorate student Xiao Wu (2020) found that people who have lived for decades in areas with high levels of pollution are 8% more likely to die from COVID-19.

The Warren County sit-ins, the Sanitation Strike in Memphis Tennessee, Flint Michigan's drinking water, and the Dakota Access pipeline on Sioux land in South Dakota are good examples of the varying ways one can view the "environment" in EJ. Professor of Urban Planning and Environmental Policy at Texas Southern University known as the "father of environmental justice," Robert Bullard (2000) defined the environment in the context of EJ as "where people live, work, and play" (Bullard & Johnson, p. 4). The environment in the Sanitation Strike in Memphis Tennessee was about where people worked, while the environment in the Warren County sit-ins, Flint Michigan's drinking water, and the Dakota Access pipeline on Sioux Land in South Dakota are about where people live, work, and play. Bullard's definition of environment is still widely accepted among EJ organizations today because it has been a way to bring attention to environmental injustices that are nuanced and complex.

Environmental injustices are still so pervasive within the United States that the EPA created a strategic plan for FY 2016-2020 specifically aimed at reducing environmental injustices, meaning a branch of the federal government is acknowledging that environmental injustices are pervasive throughout the United States. The strategic plan acknowledges that low-income communities of color and indigenous peoples are the most vulnerable to environmental

and health issues resulting from pollution because they are more likely than predominantly White communities to experience higher levels of polluted air and water.

### ***Environmental Justice: Definitions***

There are several arguments to consider when deciding how to define EJ. The EPA (1994) defines EJ as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies” (p.1). New Mexico State University Professor Liang (2016) explains that the EPA’s definition of EJ is too vague. The argument here is that the EPA is primarily concerned with environmental hazards; the race and ethnicity of the community members that experience the hazard is a secondary concern. On the other hand, according to Liang, keeping its definition vague allows the EPA to navigate legislative bureaucracies when they need to release resources within communities to respond to environmental hazards that have impacted communities. University of Wisconsin Professor Ryan Holifield (2013) states, “many grassroot environmental justice activists insist that environmental justice demands the prevention of all toxic pollution” (p. 78). The EPA is regulating environmental hazards while many grassroot movements want to prohibit all environmental hazards.

Environmental injustices can happen in many ways, and communities that experience an environmental injustice might have their own working definition of what EJ means. Holifield urges urban scholars to expand the working definition of EJ because “environmental justice will never refer unproblematically to a single set of measurable conditions, such as the association between distributions of pollution and demographic characteristics” (p. 6). For example, one of the EJ movements in Greeley, Colorado, has been focused on a fracking pads proximity to Bella

Romero Academy. Bella Romero is an elementary school located 1,200 feet away from an active fracking pad (Woodruff, 2019). In contrast, one of the EJ issues in Denver, Colorado that the Globeville Elyria-Swansea Coalition (GES) has been focused on is the impact the I-70 interstate expansion will have on the Globeville Community, which is already a heavily industrialized neighborhood. Bella Romero and Globeville are both predominantly low-income communities of color. Despite these movements' potential differences in terms of how they would define EJ for their own communities, both movements are concerned with their environment as “where people live, work, and play,” and both movements would argue that no one community should endure a disproportionate amount of pollution.

Having a broad definition for EJ does not come without criticism. Professor of Criminology in Public Affairs at University of Colorado Stretesky (2011) indicates that there is growing concern that environmental organizations have started calling themselves EJ organizations and are weakening the momentum of the EJ movement by trying to be “everything to everyone” (p. 352). Stretesky goes on to argue that the lack of a clear definition for EJ organizations can also have the unintended consequence of causing competition between organizations that otherwise would be allies. For this reason, rather than using the EPA's vague definition for EJ that does not account for all aspects of the environment, for the purpose of this project, the definition of EJ will follow the seventeen principles of EJ adopted by the National People of Color Environmental Leadership Summit on October 24, 1991. The principles that define tenets of EJ can be summarized in the following ways:

- 1) People who have endured an environmental injustice have the right to reparations, and quality healthcare;
- 2) EJ requires an ethical and responsible use of land, universal protection from nuclear testing, extraction, and disposal of toxic waste that threatens

clean air, water, and food; 3) People have the right to participate as an equal partner during the need's assessment, planning, implementation, enforcement, and evaluation of any given environmental project; 4) Urban and rural ecological policies are needed to rebuild cities and rural areas in balance with nature and; 5) EJ issues are taught through the lens of a diverse cultural perspective (National People of Color Environmental Leadership Summit, 1991, p.1).

These principles vary from the EPA's definition because they include reparations, diversity within environment educators, and rebuilding cities in harmony with nature. The summit has been a meeting ground for people of color to discuss what environmental injustices they have endured and how they can fight them together. This project will follow the EJ activists in using the seventeen principles set out by this founding summit.

### ***Collective Impact***

Collective impact (CI) was first defined by sociologist Kania and Harvard Business Professor Kramer (2011) as “the commitment of a group of important actors from different sectors to a common agenda for solving specific social problems” (p. 36). According to Gilliam (2016), who works at the Center for Public Partnerships and research at the University of Kansas, the founders of collective impact, Kania and Kramer, coined this term based on a study where “the CI framework was developed as a practice tool from a qualitative analysis of case studies of interagency, cross-sector teams that resulted in improved outcomes” (p. 10). The CI framework demonstrated success in bringing multi sectoral agencies together to solve large systemic issues, such as high school dropout rates in Cincinnati, Ohio.

CI is a framework based on five core conditions defined by researcher and teacher of evaluation capacity building Preskill (2014) as:

1) Common agenda, which entails participants have a shared vision for change, including a common understanding of the problem; 2) Continuous communication, which means open communication across the many players of the collective impact initiative; 3) A shared measurement system meaning, collecting data across all players to ensure efforts are aligned among one another; 4) Mutually reinforcing activities that are differentiated but coordinated and; 5) A backbone function, which requires dedicated staff with specific skills to coordinate among the agencies that are a part of the CI initiative (p. 4).

One of the reasons CI initiatives are successful is that they engage multiple sectors at once, in contrast to the frequent approach taken in the non-profit sector, in which single organizations work on large scale social issues. Kania and Kramer state “no single organization is responsible for any major social problem, nor can any single organization cure it” (2011, p.39). Environmental injustices occur as the result of the failures of multiple sectors, and CI is a framework that brings multiple sectors together to address systemic failures and solve problems.

Since the concept of CI was first proposed in 2011, there have been studies critiquing the legitimacy of the five core conditions. One of the critiques is that CI does not consider “issues of power and equity” (Ennis & Tofa, 2020). The critique that CI does not address issues of power and equity comes from Kania and Kramer’s claim that part of a CI initiative is getting “leaders” from multiple sectors to work on a given systemic issue (Ennis & Tofa, 2020). The assumption in this concept is that leaders from any given agency know what is best and are part of the solution versus part of the problem. According to national consultant on coalition building and



community building Tom Wolff (2016), CI does not offer any direction on how to have meaningful engagement with the community that is impacted by the issue at hand, which furthers harmful power structures.

The concern that CI reinforces power inequities is critical to consider when using a CI model to change any large-scale systemic issue, but especially when addressing environmental injustice. The literature shows that environmental injustices are most likely experienced by low-income communities of color, which generally hold less power within the systems that oppress them (Liang, 2016). The purpose of using CI is to coordinate and synergize non-profits, which is to change the power structures that cause the injustice to begin with.

In response to the concerns about CI lacking consideration of people with less institutional power, eight guiding principles were added to the five core functions of the CI framework introduced by Kania and Kramer which are:

1) Design and implement the initiative with a priority on equity; 2) Include community members in the collaborative; 3) Recruit and co-create with cross-sector partners; 4) Use data to continuously learn, adapt, and improve; 5) Cultivate leaders with unique system leadership skills; 6) Focus on program and system strategies; 7) Build a culture that fosters relationships, trust, and respect across participants and; 8) Customize for local context. (2013, p. 1).

The inclusion of the additional eight principles in the CI framework has made the CI framework more inclusive, which is what grassroots organizations and academics have been saying is needed for large scale systemic changes to occur and for CI to be impactful.

Backbone support is one of the five original core conditions of the CI framework and backbone support is one of the key conditions that makes CI different from partnership.

According to the Director of Learning and People Practice Jones-Romansic (2015):

Collective impact varies from other collaboration models, specifically because of the presence of a backbone organization in its structure. The backbone organization facilitates a deeper level of collaboration and coordinated action and essentially works as the glue that holds the diverse stakeholders together and moves them forward (p.1).

As discussed in the personal statement section of this proposal, Global Greengrants Fund (GGF) is an example of a public foundation that works as a backbone organization. GGF has successfully shifted the top-down approach that researchers have expressed concerns about, and incorporated tenets of the eight additional principles described in the CI framework. One way that GGF has changed traditional power structures is by creating advisory boards composed of community members who decide which movements and activities they want to fund. The advisory boards give stakeholders who live in the community experiencing the problem decision-making power over solving the problem. The purpose of the advisory boards is an example of what Kania and Kramer meant by the principle, “include community members in the collaborative” (2013, p. 1). The advisory boards are one example of a solution to ensure that power structures within backbone organizations are not based on a top-down approach.

The *Backbone Starter Guide*, created in collaboration with firms that specialize in CI, has named six key functions of a backbone organization:

1) Guiding vision and strategy; 2) Supporting aligned activities; 3) Establishing shared measurement practices; 4) Cultivating community engagement and ownership; 5) Advancing policy and; 6) Mobilizing resources. (Juster, et al., 2016, p. 9)

According to Vice President of Community Investment at the Greater Cincinnati Foundation Turner (2012), backbone organizations have the capacity to engage in various stages of backbone duties depending on its current stage of development. In the initial phases of a backbone organization's existence, creating a guiding vision and strategy and supporting aligned activities are the organization's main focus. Aligning vision and strategy are critical parts of backbone function because "most people directly involved in the partnership volunteer their time; they have the partnership as an 'other duty' assigned to them" (CollaborateUp, 2018, p. 4). When people have been assigned partnership as an added task, it is less likely that cultivating and nurturing the partnership will be a priority to the individual, and there is a potential for burnout. Unlike the partners, the backbone organization is situated so that it can dedicate its time to building trust, supporting the aligned vision, and coordinating action that works best for the CI initiative.

Associate Professor at The University of Colorado School of Public Affairs Verda (2017) is a critique of backbone organizations, arguing that they reduce the autonomy of independent organizations. Verda contends that "rather than building on the back of shared responsibility, the backbone model lets members off the hook and deprives networks of the very spirit in which they thrived" (p. 54). Another concern of Verda's is that when decisions are made partners will move towards allowing proxies in place of community voices. Verda has this concern because within the backbone organizational model the partner agency can position itself to represent the

community to the CI initiative as opposed to the traditional model of having community members represent themselves to the partner agency.

According to sociologist Serena Klempin (2016), the expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why collaboration fails. Klempin goes on to argue that a backbone agency needs a dedicated staff to support the infrastructure. The backbone organization can work as the glue that holds the partnership together when partners have staff turnover, individual priorities change, or people simply do not have the time. According to *27 Ways to Drive Impact in Multi-Stakeholder Initiatives* a field guide written by CollaborateUp (2018), an international consulting firm dedicated to teaching best practices of collaboration, “the backbone organization works as a compass, a source partners can use to remind themselves of the common purpose” (p. 5). For large systemic issues like ending environmental injustice, it is critical that change not be contingent on any one individual's involvement, but rather a cohesion of collective partnerships. The backbone function works to ensure that collective goals are met.

As discussed in the *Backbone Started Guide* supporting aligned activities is another essential duty of a backbone organization (Juster, et al., 2016). There are several ways a backbone organization can support aligned activities for the partners, and like all aspects of the backbone structure, direction needs to be partner-led. *27 Ways to Drive Impact in Multi-Stakeholder Initiatives* says that, “specialization drives productivity, while coordination drives impact” (p. 11). The backbone organization’s job is to ensure that coordination occurs with the specialists, thus nurturing productivity, and to stay focused on the overall impact of the CI initiative. To drive impact, partners need to decide how integrated they have the ability to be, and

the backbone organization needs to ensure that decisions are clearly communicated so that partners know what to expect from one another.

In conclusion, according to Kania and Kramer (2011) CI is about “creating and implementing coordinated strategy among aligned stakeholders” (p. 1). As proven above, EJ is an example of centuries long injustices that People of Color have disproportionality carried the burden of. Often individual organizations in specific areas work to resolve these injustices, but large-scale systemic issues are not caused by single entities and often cannot be resolved by individual organizations. Denver, Colorado, follows the same pattern of People of Color enduring a disproportionate amount of pollution as seen throughout the rest of the United States. Wolff (2017) states, “Now, in the face of growing public awareness and outcry about the centuries-long injustices experienced by African Americans, Native Americans, new immigrants, and other marginalized groups, we believe that our nation urgently needs collaborative multi sector approaches toward equity and justice” (p.1). 5280 EJ and Denver can be a model for the rest of the country showing that a collaborative multi sector approach is the path forward to ending environmental injustices.

## **V. Introduction to Community and Context**

As discussed in the literature review, Bullard defined “environment” in EJ as: “where you live, work, and play.” In 2016, the median income in Denver for White households was \$171,000, compared to \$17,409 for Black households and \$20,920 for Hispanic households (Jones, 2018, p.1). According to Denver journalist Sevits (2017), home ownership rates in metro Denver in 2015 were 63.7 percent for White households, 48.3 percent for Asian households, 47.4 percent for Hispanic households, and 29.1 percent for Black households. These numbers explain

what is already clearly visible in Denver, which is that the neighborhoods with the nicest parks, most walkable sidewalks, and nicest homes are the neighborhoods with mostly White residents.

Denver's 2016 Neighborhood Equity Index provides a visual map showing that neighborhoods in North Denver and West Denver have lower than average access to full-service grocery stores, green spaces, and lower than average life expectancy rates. The 2016 Neighborhood Equity Index follows Denver's historical trend of racial segregation, which means that People of Color with less money most often live in Denver's North and West neighborhoods. This trend has also been referred to as living on the north and west side of the inverted L. The inverted L is a reference to a major highway called I-70 that runs through Denver (Sachs, 2018). Neighborhoods with the best access to well-maintained green spaces, air quality, full-service grocery stores, school districts, and life expectancy rates are all neighborhoods in Denver where the demographics show more than fifty percent White and are also the neighborhoods with the highest median home prices (Sachs, 2018). These factors are examples of how People of Color have less control over their environment in Denver than White people.

According to Denver's newspaper the *Westword*, environment and political journalist, Woodruff (2020), in the state of Colorado there is "no definition in state statutes, of what an environmental justice community is" (p.1). The lack of definition for EJ in both the state of Colorado and the City of Denver follows the trend of the rest of the country in which "activists, government agencies, and other political interests continue to interpret environmental justice differently" (Holifield, 2001, p. 78). This lack of agreed upon definition also is an opportunity to better understand how individual communities experience environmental injustice and what they believe is needed to put an end to these injustices. Holifield argues that "instead of regarding the lack of universal definitions as a barrier to progress, we need to treat the breadth and multiplicity

of interpretations as guides to more relevant and useful new research” (p. 78). The City of Denver, like other places in the United States has its own unique EJ issues.

*Denver Post* journalist Murray (2018) states, “70,924 people moved to Denver from elsewhere in the United States or the world, accounting for about sixty-three percent of Denver's growth during the last decade” (p. 1.). The increase in new residents moving to Denver has changed several of Denver’s neighborhood demographics and increased the cost of housing. A study published in July 2020 by the National Community Reinvestment Coalition whose mission is to end discrimination in the lending and housing business found that “Denver is the second most gentrified city in the country” (p.1). It is estimated that to afford a mortgage in Denver the average income needs to be “\$93,000 annually” (GES, 2017, p. 8). As discussed above, Black, and Hispanic families are on average earning significantly less than \$93,000 annually in Denver. The combination of the cost of housing increasing and low homeownership rates in communities of color in Denver has resulted in high rates of displacement, specifically in the Black and Hispanic communities (GES, 2017).

One of the principles of EJ identified for this project is that “environmental justice requires an ethical and responsible use of land” (The First National People of Color Environmental Leadership Summit, (1991, p. 1). Accordingly, one of the organizations identified as a potential partner for this project is the Globeville Elyria-Swansea Organization for Health and Housing Justice (GES). This organization considers inadequate affordable housing leading to displacement or homelessness as one-way environmental injustice is affecting Denver’s low-income population.

A 2017 study conducted by Globeville Elyria-Swansea Organization for Health and Housing Justice in the Globeville and Elyria-Swansea neighborhoods found that, 87 percent of

respondents self-identify as Hispanic, 61 percent of respondents earn less than \$25,000 annually, and 76 percent of respondents earn less than \$35,000 annually (p.4). On average, residents in Globeville and Elyria-Swansea earn an annual income that is below the federal poverty line. Due to low incomes and high housing costs the GES study found that housing security is extremely difficult for residents in the Globeville and Elyria-Swansea neighborhoods causing residents to be susceptible to displacement. GES has identified a direct intersection between housing justice and environmental justice in Denver due to the severe issue of displacement.

Another principle of EJ identified for this project adopted from The First National People of Color Environmental Leadership Summit is that urban and rural ecological policies are needed to rebuild cities and rural areas in balance with nature. In contrast to rebuilding cities in harmony with nature, Denver and cities throughout the nation are experiencing “urban heat islands.” According to Climate Central, an independent organization of scientists reporting on facts about climate change, as of 2020 Denver has the third hottest urban heat islands in the country. Urban heat islands are a phenomenon in urban areas where there are increased temperatures in areas that lack foliage and are a result of “vegetation being replaced with asphalt and concrete roads” (Center for Science Education, 2020, p. 1). Urban heat islands increase the temperatures of heat waves, a phenomenon where “the daily maximum temperature for more than five consecutive days exceeds the average maximum temperature by 9 degrees” (EPA, 2020, p.1). Urban heat islands and heat waves can cause health problems or worsen existing health problems, which can be deadly.

A study examining urban heat islands throughout the country found that in Denver, urban heat islands are most likely to affect communities that are in the lowest income brackets and home to predominantly People of Color (Anderson & Mcminn, 2019). Heat islands occur in



Denver neighborhoods where, on average, residents earn less than \$30,000 a year and are less likely to have a high school diploma. The neighborhoods in Denver that are most likely to follow the trend of urban heat islands are Northeast Park Hill, Elyria Swansea, Sun Valley, and Valverde (Beaty 2019, p. 1).

Groundwork Denver, a non-profit organization identified as a potential partner for this project, conducted a study using geographic information system (GIS) mapping to show the intersection between today's urban heat islands and redlining, a discriminatory mortgage practice enacted by the Federal Housing Administration (FHA). Redlining was specifically used to segregate America's housing stock between 1934 and the 1970's by refusing to insure mortgages in neighborhoods that People of Color predominantly lived in. Between the 1930's and 1970's the development of the suburbs was also happening, and only White people could buy homes in the suburbs. Groundwork Denver found that Denver neighborhoods where redlining was implemented are also the neighborhoods that are the most at risk to extreme heat and flooding problems today due to lack of vegetation and green space (Gross, 2017).

Another EJ principle adopted from The First National People of Color Environmental Leadership Summit (1991) identified for this proposal reads as follows: "universal protection from nuclear testing, extraction, and disposal of toxic waste that threatens clean air, water, and food." According to Wild Earth Guardians, a national environmental organization that has been identified as a potential partner for this project, "U.S. News & World Report ranked Colorado 46<sup>th</sup> out of 50 states in its 2019 states ranking for urban air quality" (p 1.). An example of poor urban air quality occurs in Denver's Elyria-Swansea and Globeville neighborhoods, which have a high volume of industrial companies running out of them or adjoining their neighborhoods, such as the Suncor Oil Refinery. The Suncor Oil Refinery is a Canadian-owned crude oil plant

that has been documented as Colorado's second largest polluter. Indeed, Globeville and Elyria-Swansea were ranked as, "the most polluted zip code in the country in 2017" (Woodruff, 2017, p.1). The neighborhoods discussed above do not encompass all the neighborhoods or complexities of Denver's EJ issues. These are examples of the pervasive and extensive systemic problems that compromise Denver's current environmental injustices. For this reason, a CI initiative can be impactful in changing the systems that have made the problems so pervasive.

Denver has begun to make progress recognizing the severity of Denver's environmental problems. Denver Mayor Michael Hancock and Colorado Governor Jared Polis have both signed laws to address pollution and climate change concerns in the city/state (Environmental Defense Fund, 2019). One of the laws signed by Governor Polis, HB19-1261, took direction from Denver's 80 X 50 Climate Action Plan. The 80 X 50 Climate Action Plan came out July 2018. The interim carbon reduction goals outlined in the plan are designed to be a path to reducing greenhouse gas emissions 80 percent by 2050. Bill HB19-1261 has the same carbon reduction goals for the state (Colorado General Assembly, n.d).

The bills that have been passed by Denver's leadership are steps to achieving a healthier environment; however, there is still very little recognition of Denver's EJ problems. Denver's 80X50 Climate Action Plan mentions EJ in two ways. One way is that: having a plan for climate change can also help environmental justice communities, which will in turn deliver overall better health. As discussed above, Denver does not have a definition for environmental justice communities though, so it is unclear what communities the Climate Action plan is referring to. The other way the 80X50 Climate Action Plan mentions EJ is to describe its aim to develop low-income specific customer choice programs for renewable energy use, create subsidy programs for low-income communities, "and ensure environmental justice and affordability as Denver

moves to a carbon-free energy system” (p.10). There are no specifics in the 80X50 Climate Action Plan about how Denver will aid in ensuring equitable health outcomes to achieve EJ. The 80X50 Climate Action Plan does not say anything about reparations for communities that have been enduring a disproportionate amount of Denver’s pollution for years. Overall, the 80X50 Climate Action Plan is vague at best at exactly how Denver plans to achieve EJ.

Through research and the needs assessment conducted for this proposal, six grassroots organizations in Denver working towards EJ have been identified as partners for a CI initiative. Each individual organization detailed below is working towards resolving a complex systemic problem in Denver. This project proposes the creation of a backbone organization, 5280 for Environmental Justice (5280 EJ), to support a CI initiative for Denver-based EJ organizations with the goal of ending environmental injustices in Denver.

5280 EJ will work to unite individual neighborhoods that have experienced environmental injustices around a common cause, by coordinating the efforts of the organizations that have been working to stop the environmental injustices, and other stakeholders that have been identified for this project and are outlined in the partner section of this proposal. In order to support EJ organizations in Denver, 5280 EJ will ensure success in the initial stages of organizational development by focusing its efforts on the first two functions that have been identified in the literature review as places for a backbone organization to exert its efforts during the initial phases of operation: 1) guiding vision and strategy and 2) supporting aligned activities. Although each organization listed below supports prevention and accountability measures relating to environmental injustices in its own way, all are in alignment with the EJ principles that have been adopted for this project.

### ***Denver Environmental Justice Organizations***

**Globeville, Elyria-Swansea Coalition Organizing for Health and Housing Justice**

(GES) is a coalition that was created in response to concerned community members in the Globeville, Elyria-Swansea neighborhoods in Denver. GES has three initiatives: (1) anti-displacement advocacy, which is focused on action against housing displacement, that is based on a “community call for economic, racial, and environmental justice,” (2) housing navigators, who are fellow community members dedicated to navigating the housing options for neighbors who are facing displacement and (3) The Community Land Trust initiative, which is an initiative that has successfully secured permanent, affordable, housing via a land trust (Globeville, Elyria-Swansea Coalition Organizing for Health and Housing Justice, 2020). For GES, EJ and housing justice are interchangeable. GES is responsible for the survey that gathered demographic information on the Globeville and Elyria-Swansea neighborhoods referenced above.

**The GrowHaus** is a non-profit indoor farm, marketplace, and educational center serving the Globeville Elyria-Swansea neighborhood. The vision of The GrowHaus is to supply healthy food security in neighborhoods that have historically suffered from food deserts, high levels of industrial pollution, and poverty. The GrowHaus sees EJ as being interconnected with access to healthy, nourishing food. Its projects are broken down into three categories, 1) food production, 2) food distribution, and 3) food education. (The GrowHaus, n.d.). The connection between food distribution and EJ is detailed in the survey response section of this proposal. The GrowHaus and GES serve the same demographic.

**Groundwork Denver** is a non-profit organization based out of Denver working to build bridges between residents, businesses, and the government to carry out positive environmental change. Groundwork Denver has identified heatwaves that are a result of climate change as one of the largest threats to urban populations. Groundwork Denver focuses on low-income and

elderly residents because they are statistically the most vulnerable to urban heatwaves. Low-income communities in Denver include industrial communities such as Globeville, Elyria-Swansea, and Montbello. These neighborhoods have fewer trees to absorb the increased temperatures. As mentioned above, Groundwork Denver completed a GIS mapping project that shows the intersection between redlining and current environmental injustices. A detailed description of Groundwork Denver projects can be found in Appendix A. Groundwork Denver is a member of the GES Coalition.

**Wild Earth Guardians** is a non-profit organization focused on decreasing greenhouse gas emissions throughout the United States. The Wild Earth Guardians is focused on improving the air quality along the Front Range by eliminating fracking and holding oil and gas companies accountable for the pollution they produce. Wild Earth Guardians has identified oil and gas production as the largest threat to Denver's urban air quality. Wild Earth Guardians is taking the following steps to combat the oil and gas industry in Colorado: 1) confronting federal fracking approvals by challenging the Bureau of Land Management to meet federal Clean Air Act requirements via legal action, 2) forcing EPA sanctions by putting the agency on notice with their intent to sue for violations of the Clean Air Act, 3) securing clean air justice through extensive investigation that has revealed that many oil companies have started new fracking sites without a permit, and 4) confronting illegal permits through research and investigation. Wild Earth Guardians has exposed several illegal fracking permits and reported these violations to the Colorado Air Quality Commission for further action.

**Environmental Learning for Kids (ELK)** is a non-profit organization based out of Denver, Colorado that works to get urban youth connected to the natural environment to cultivate mentorship and teach leadership skills. ELK was founded on the notion that all

children, regardless of their family's socioeconomic status, deserve access to outdoor activities. ELK believes that outdoor experiences can serve as leadership training opportunities. ELK serves more than 5,000 underserved urban youth ranging in age from five to twenty-five years old. ELK is based out of the Montbello neighborhood and is led by members of the Montbello community. ELK's demographic composition is "49% Latino, 25% African American, 22% Multiracial, and 3% Caucasian, Asian, and American Indian. ELK is 53% female and 47% male. 87% of ELK's participants come from households whose annual income is low enough that they are eligible for free or reduced lunch at school" (ELK, n.d).

**Re:Vision** is a non-profit organization based out of Denver with a focus on the Westwood neighborhood. The mission of Re:Vision is to work with "economically disadvantaged neighborhoods, cultivate community food systems, and create an economy owned by the community" (Re: Vision, n.d). Re:Vision sees food deserts as one of the greatest environmental injustices people face. According to Re:Vision, "in the U.S, over 23.5 million people live in food deserts" (p.1). Its programs are designed to decrease the barriers marginalized communities face in accessing healthy food. Re:Vision believes that the best way to close the food desert gap is by nurturing entire food systems. To that end, Re:Vision has created a program called Re:Farms which focuses on training community members they call Promotoras, who are resident leaders that engage communities around growing food in their households. In 2016, the Re: Farm program was responsible for growing 55,000 pounds of locally-grown organic food.

Another one of Re:Vision's programs is called Re: Own. Re: Own is a program that focuses on encouraging Westwood community members to spend money within their own community. Re:Vision supports this concept through the Westwood Food Co-op. Food that is grown in the Re:Farm program is set to be sold at the Westwood Food Co-op. The Westwood

Food Co-op is an innovative solution to both the economic problems facing the community as well as the food desert problem. The Westwood Food Co-op is the first grocery store in the country owned by community members living in a food desert and the first grocery store in the Westwood neighborhood since the 90s.

## **VI. Needs Assessment**

### ***Introduction***

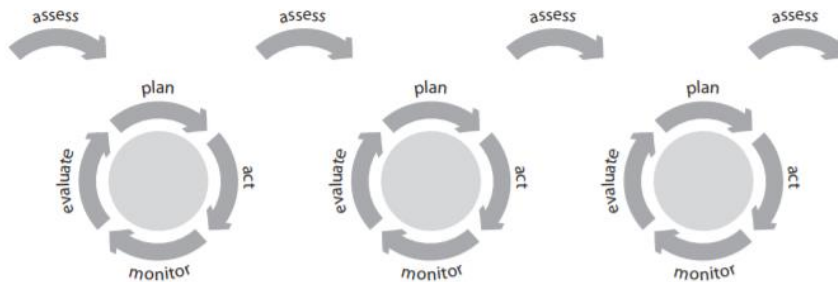
The first outreach to EJ based organizations with the needs assessment was sent on March 9, 2020. A National Emergency was declared due to the rapid spread of COVID-19 on March 13, 2020. Due to the initial stay-at-home order mandated in Denver followed by the Safer at Home directive, in-person contact with representatives from the organizations identified as potential partners for this project was not possible. Therefore, emails and phone interviews were conducted to gather the qualitative data used in this proposal.

It is understood that a needs assessment is a critical part of project design. Therefore, a needs assessment will be implemented throughout the lifetime of 5280 EJ. As discussed in the literature review, a backbone organization's success is dependent on integrating findings from multiple sectors in order to drive impact. For this reason, a "continual needs assessment" is an important tool for 5280 EJ. A continual needs assessment is typically less formal than other need's assessments and can be used proactively, continually, and reactively. 5280 EJ will use a continual needs assessment to integrate continual and consistent learning as a cultural and standard organizational practice. The figure below illustrates a "continual needs assessment," which is an assessment that integrates the monitoring and evaluation (M&E) from one project into the next project, only rather than simply using the findings from M&E it, "infuses new data

from internal and external partners into the decision making” (The World Bank, 2012, p. 31).

5280 EJ will conduct a needs assessment prior to implementing any activities.

*Figure 1 (World Bank 2012)*



### ***5280 EJ Survey Questions***

According to Preskill (2014) a researcher and teacher of evaluation capacity building, there are seven fundamental questions a CI should ask itself to assess overall impact. The 5280 EJ Survey integrated aspects of the seven questions suggested by Preskill to capture both the current and desired performance of environmental organizations based out of Denver, Colorado. The survey was also intended to capture how environmental organizations in Denver define EJ, how organizations view partnership, and what (if anything) the identified non-profits think of CI and backbone organizations. Below are the 5280 EJ Survey questions:

- 1) How do you define environmental justice as an organization?
- 2) Is it important to your organization that other organizations share the same definition?  
Why or why not?
- 3) What does your organization see as the most important policy changes Denver needs to stop environmental injustices?



4) Does your organization feel they have the support needed to influence changing these policies?

If no, what would be helpful to your organization to gain that influence?

5) To what extent and in what ways does your organization tap into the strengths and assets of the community(ies)?

6) What other agencies do you see as peers working on the same types of goals in Denver, Colorado, or nationally?

7) Does your organization have the time/capacity to engage in activities with peer organizations?

If yes, what activities do you participate in?

If no, would it be useful to have a third-party help build and maintain collective activities with other Denver-based environmental justice organizations?

8) What else is needed to continue supporting your organization's progress?

### ***Summary of 5280 EJ Survey Responses***

The 5280 EJ Survey was sent to all the organizations listed and described in the community and context section. Three replies from Groundwork Denver, The GrowHaus, and Lincoln Hills Cares were received out of the six inquiries sent to Denver-based EJ organizations. One inquiry was sent to Global Greengrants Fund (GGF), a backbone organization based out of Boulder, Colorado, that is discussed in the personal statement section. Appendix A contains the full interview responses from all organizations that replied to the 5280 EJ Survey and the correspondence with GGF.

Two out of the three EJ organizations that replied to the 5280 EJ Survey, Groundwork Denver and The GrowHaus, showed a high-level of interest in forming a CI initiative. Lincoln Hills Cares indicated that it does not see itself as an EJ organization, but rather a social justice organization with an environmental focus. Following the survey replies, Groundwork Denver and The GrowHaus have been included in the stakeholder analysis and potential partner list, and Lincoln Hills Cares has been removed.

Assessments made based on the survey replies confirmed what the literature says, which is that there is no clear definition for EJ despite organizations working in the same area and with the same demographics. In the case of Groundwork Denver, it acknowledged its lack of definition for EJ and is in the process of creating one. The GrowHaus has aligned itself with EJ principles through its mission to create healthy food access that is experiential and intergenerational but does not have a clear definition of EJ. As discussed in the literature review, organizations not having a working definition of EJ is common and presents an opportunity as opposed to a setback.

The interview with Samantha Villatoro from Groundwork Denver was critical because it offered key insider perspectives for long-term impact that would otherwise not have been known. For example, environmental organizations in Denver are typically led by White people with higher education. Villatoro emphasized the need for this to change in Denver and offered clear paths to this change such as lowering the education requirements for outreach jobs, widening the candidate pool by posting job openings in more places and offering youth leadership training for kids who are growing up in the most polluted zip codes in Denver. The call to action for 5280 EJ is to allow people who are being affected by environmental injustices to make decisions about

the health of their own communities. 5280 EJ implemented this thinking in all aspects of its proposed programming.

The interview with Joe Metta from The GrowHaus was important because it echoed the interview with Villatoro on the need to diversify the board and staff members within environmental organizations in Denver. Groundwork Denver and The GrowHaus both communicated a need for its organizations to act on diversity equity and inclusion efforts (DEI) internally, as well as a need for environmental organizations in Denver to act on DEI collectively. Metta and Villatoro both indicated they would like to see DEI training as a standard practice in Denver's environmental organizations due to the lack of diversity among staff within the organizations. Metta and Villatoro believe a CI initiative could be impactful in changing the demographics of Denver's environmental organizations staff and that DEI is one tool that could help start this needed change. Groundwork Denver has contracted with a DEI organization and is currently conducting an in-house DEI training. The GrowHaus's goal is to have at least half of its staff and board members be community members from the Globeville and Elyria-Swansea neighborhoods.

The Growhaus also brings with it a critical reminder of nourishing and healthy food being a basic part of people's environment. As discussed in the literature review and defined by Bullard, environment is, "where you live, work and play." The GrowHaus brings an expertise about the intersection of food with EJ. The interview with Metta led 5280 EJ to widening the prospective partnership list to include organizations that are also concerned with food deserts because this is another critical part of obtaining EJ in Denver.

Groundwork Denver and The GrowHaus both are interested in a CI initiative supported by a backbone organization taking on the political identity that is aligned with their respective

organizational visions. Specific examples of the CI initiative taking on the political identity on behalf of the organizations are supporting/campaigning for specific city council members that are working towards environmental justice issues, mobilizing to support local legislation that is in alignment with individual organizational values, and campaigning for environmental justice reparations. Despite both organizations supporting specific political interests at some point in its organizational history, neither Groundwork Denver nor The GrowHaus considers itself a political organization, and both indicated that it is important that they are not seen as political organizations, because their primary purpose is to remain a safe and neutral place for its stakeholders. 5280 EJ believes other potential partners listed in the partner section want to remain a neutral place for its stakeholders also, but would like to have an organization that is working towards advancing policy that is aligned with its respective organizational visions too, which presents another opportunity for 5280 EJ to fulfill a need.

Groundwork Denver and The GrowHaus both indicated that they value partnership but as discussed in the literature review, both organizations assign the duties that cultivate partnership as an added task to staff. Groundwork Denver and The GrowHaus both indicated that there are limited funding opportunities and they want to decrease the competition for funding. 5280 EJ taking on the administrative tasks that keep partnership rapport going, diversifying funding revenues, securing funds, and taking on the tasks of funder education will add value to the work that is currently happening. Overall, 5280 EJ has a great opportunity to fill in current partnership gaps, work as a bridge between community members, the government in order to advocate for EJ change, organizations, and funders that need it, and take on administrative tasks to ensure continuity of EJ goals in Denver.

### *Stakeholder Analysis*

<b>Stakeholder Name</b>	<b>Impact</b> <i>How much does the project impact them? (Low, Medium, High)</i>	<b>Influence</b> <i>How much influence do they have over the project? (Low, Medium, High)</i>	<b>What is important to the stakeholder?</b>	<b>How could the stakeholder contribute to the project?</b>	<b>How could the stakeholder block the project?</b>	<b>Strategy for engaging the stakeholder</b>
<i>The GrowHaus</i>	<i>High</i>	<i>Medium</i>	<i>Equitable healthy food access in Globeville and growing food in urban spaces.</i>	<i>Expertise on food deserts, permaculture, and one pipeline to the Globeville neighbourhood. Has high interest in being a part of a CI initiative.</i>	<i>The building The GrowHaus occupies has structural damages that it lacks the funding to fix, which makes the future of The GrowHaus's framework uncertain. The uncertainty The GrowHaus is facing internally could make it difficult for them to become a part of CI initiative currently despite its interest in 5280 EJ.</i>	<i>Engagement process has begun.</i>
<i>Groundwork Denver</i>	<i>High</i>	<i>High</i>	<i>Equitable access to renewable energy sources, clean water, and air for marginalized communities in Denver, and preventing/addressing urban heat islands.</i>	<i>Strong partner relationships with other EJ organizations in Denver, expertise about urban heat islands in Denver, and strong relationships with neighbourhoods identified for this project.</i>	<i>Groundwork Denver wants to see Denver's environmental organizations dedicated to diversifying its staff, so that it is representative of the communities the organizations are working in.</i>	<i>Engagement process has begun.</i>

					<i>If fellow CI initiative partners, that are lacking a diverse staff, are not actively working to make its organization more inclusive it could be difficult for Groundwork Denver to have a meaningful partnership with them.</i>	
<i>Globeville, Elyria-Swansea Coalition Organizing for Health and Housing Justice (GES)</i>	<i>High</i>	<i>Unknown</i>	<i>Displacement of residents in the Globeville, Elyria-Swansea neighbourhoods due to an increase in housing and infrastructure projects. Housing justice is environmental justice for GES.</i>	<i>Identifying Community Organizers as potential staff for 5280 EJ, building relationships with community members in the Globeville/ Elyria-Swansea neighbourhoods, and helping to shape policy initiatives that are in alignment with the Globeville Elyria-Swansea community.</i>	<i>GES is an active coalition and as a result may not have interest in further partnership.</i>	<i>Regularly attend GES meetings and work with Groundwork Denver to build a partnership with GES.</i>
<i>Wild Earth Guardians</i>	<i>Unknown</i>	<i>High</i>	<i>Reducing greenhouse gas emissions in the Front Range by confronting the oil and gas industry in Colorado. Uses legal tactics to bring companies into compliance with the EPA</i>	<i>Helping with the language and legal pathway to getting EJ policies in place in Denver and Colorado. Confronting the Suncor Oil Refinery by holding them accountable when they</i>	<i>Wild Earth Guardians will not actively block 5280 EJ, but without the support of Wild Earth Guardians 5280 EJ will lack legal expertise.</i>	<i>Subscribe to Wild Earth Guardians newsletter to attend their events and meet representatives from the organizations in person, contact the board of directors, and</i>

			<i>and hold governmental officials accountable for not enforcing the Clean Air Act.</i>	<i>break environmental regulations and supporting meaningful community retribution.</i>		<i>invite board members and staff to 5280 EJ events.</i>
<i>Re:Vision</i>	<i>High</i>	<i>High</i>	<i>EJ through healthy, equitable access to food and creating economies owned by the community in the Westwood neighbourhood</i>	<i>Identifying Community Organizers as potential staff at 5280 EJ, building relationships with community members in the Westwood neighbourhood, and helping advocate for food access within the CI initiative as a pathway to EJ.</i>	<i>Due to the pandemic Re:Vision has been forced to close the Westwood Food Cooperative Business until further notice. The Westwood Food Cooperative was a part of its funding. Due to the uncertainty of the pandemic Re:Vision may not have the capacity to take on a partnership with 5280 EJ at this time. Re:Vision is a key connection to the Westwood neighbourhood.</i>	<i>Purchasing all supplies and food available for 5280 EJ meetings and mixers at their Re:Own store, inviting representative s from their organization to 5280 EJ events, and attending Re:Vision events.</i>

### ***Assumptions***

The following assumptions are based on 5280 EJ's theory of change that can be found in the theory of change section.

*Assumption 1:* Non-profit organizations in Denver who have a mission based on EJ want support for fundraising for their organization.

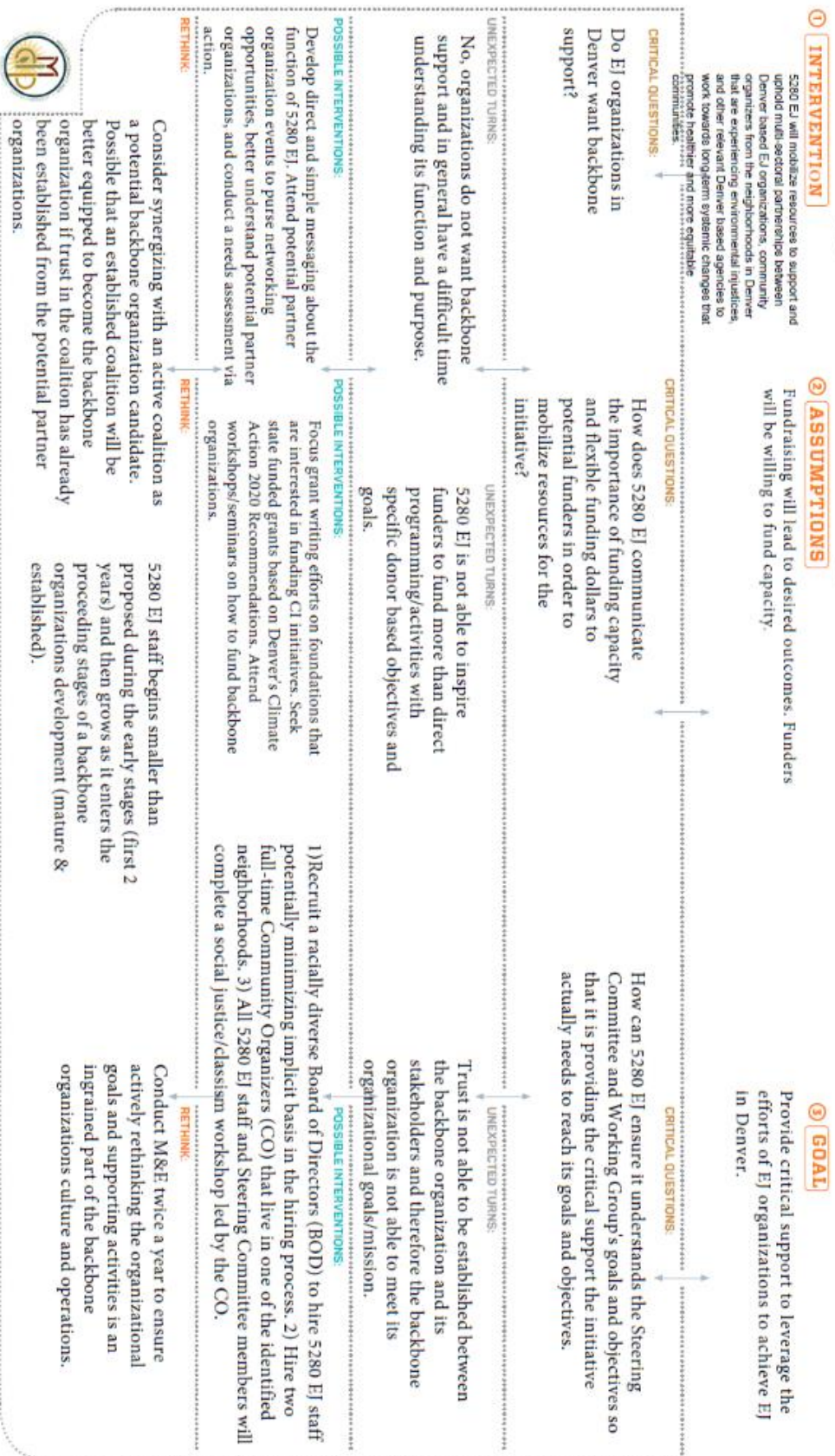
*Assumption 2:* Grassroots organizations will trust a backbone organization to work on their behalf.

*Assumption 3:* Fundraising will lead to desired outcomes.

## **VII. Theory of Change**



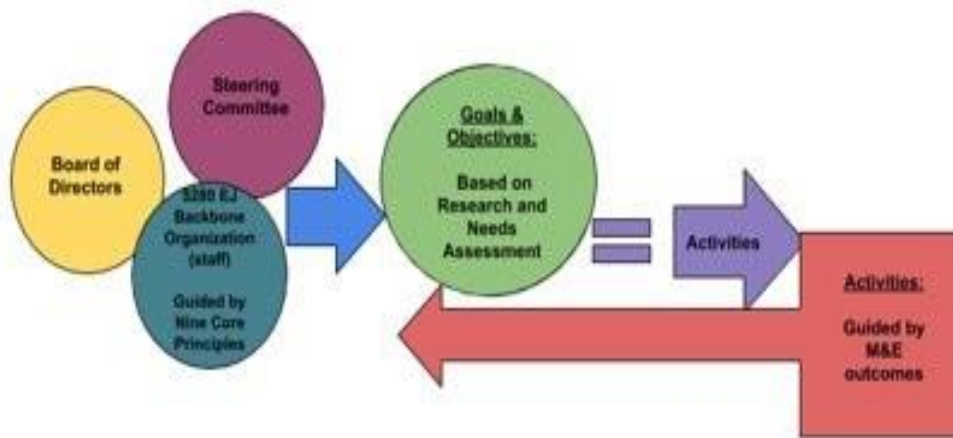
# Theory of Change Framework



## **VIII. Program Description**

The overall goal of 5280 EJ is to provide critical support to leverage the efforts of EJ organizations to achieve EJ in Denver, Colorado. It is important to note that the goals that are stated in this proposal are subject to change based on what the Steering Committee (SC), community, and partners identify as Denver’s EJ goals. 5280 EJ will be there to serve the CI initiative as a backbone organization. 5280 EJ will use the following framework.

*Figure 2*



**Backbone Function:** As discussed in the literature review, Kania and Kramer included eight guiding principles into the original five core conditions of the CI framework to ensure that CI initiatives are inclusive and therefore more effective in making sustainable systemic changes. Turner (2012), identifies “guiding vision and strategy and supporting aligned activities” as being the primary focus of the backbone organization during the first two years of operation, which is called the “early stages” of a backbone organization. 5280 EJ has included: designing and implementing the initiative with a priority on equity, including community members in the

collaborative, and building a culture that fosters relationships, trust, and respect across participants as an additional focus for 5280 EJ during the early stages of organizational development. The nine core functions of 5280 EJ are:

- 1) Design and implement the initiative with a priority on equity
- 2) Guide vision and strategy
- 3) Build a culture that fosters relationships, trust, and respect across participants
- 4) Support aligned activities
- 5) Include community members in the collaborative
- 6) Establish shared measurement practices
- 7) Cultivate community engagement and ownership
- 8) Advance policy
- 9) Mobilize resources

**A. Objectives:** 5280 EJ will operate as what is described by Klempin (2016), a “New Non-Profit” serving the CI initiative in the capacity of a backbone organization. The minimal needs assessment for this project has determined the first four objectives listed below. 5280 EJ has identified and added the last two objectives based on the needs assessment and extensive research conducted about Denver’s environmental injustices. 5280 EJ’s objectives are:

- 1) Support the creation of a SC.
- 2) Support the CI initiative in building employment pathways for community members that organizations are working to impact into organizations.

- 3) Support partner organizations with funder education.
- 4) Assist organizations in implementing internal diversity, equity, and inclusion (DEI) training.
- 5) Employ Community Organizers.
- 6) Support the SC and partners in defining EJ to ensure that the goal of creating a common agenda can be met.
- 7) Raising funds for the initiative.

**GOAL:** Operate as the “nervous system” that holds the CI initiative together to end environmental injustices in Denver, Colorado as guided by the principles adopted by the National Peoples of Color Environmental Leadership Summit summarized as follows:

- 1) People who have endured an environmental injustice have a direct pathway to financial reparations and quality healthcare.
- 2) Communities that have endured environmental injustices make decisions on how land in their neighborhoods is being used (e.g. open spaces, community gardens, and land trusts for affordable housing).
- 3) No nuclear testing, extraction, and disposal of toxic waste is done in Denver or by Denver operated businesses.
- 4) Urban ecological policies are in place to rebuild the city in balance with nature (e.g., xeriscaping requirements in public spaces, incentives like tax credits for homeowners to xeriscape their yards and implementing water efficient ways to decrease urban heat waves).

5) Denver's Neighborhood Initiative has restructured so that it is more conducive with working families and more inclusive to Denver residents that are not homeowners.

**B. Core Function 1: Design and Implement the Initiative with a Priority on Equity**

<u>Core Function 1</u>	<u>Activity A</u>	<u>Activity B</u>	<u>Activity C</u>
<b>Design and implement the initiative with a priority on equity.</b>	Explicitly address issues of social and economic injustice and structural racism.	Employ community organizing as an intentional strategy and as a part of the process/ work to build resident leadership and power.	Synergize with local coalitions.

5280 EJ will follow principles identified in the *Collaborating for Equity and Justice Toolkit*

(2017), to ensure that the CI initiative is prioritizing equity.

- Activity A: Explicitly address issues of social and economic injustice and structural racism.
  - 5280 EJ will coordinate racial/social justice and class/classism workshops for the SC members, partners, and Working Group (WG) members, which will be facilitated by community members that are affected by environmental injustices in Denver.
    - Build a shared analysis of race, racism, and racial solidarity that will support the DEI's work.
    - Build a shared analysis of class, classism, and class cultures that will support the DEI's work.

- 5280 EJ will adopt the definition of EJ that is determined by the CI initiative after the classism, race, and social justice workshops are completed.
- Activity B: Employ community organizing as an intentional strategy and as a part of the process/ work to build resident leadership and power.
  - Community members from impacted neighborhoods will offer training sessions to the SC members and non-profit organizations leadership on activism and community engagement.
  - One of the outcomes identified in the needs assessment is to employ Community Organizers (CO). As discussed in the community and context section key neighborhoods experiencing impacts of environmental injustice in Denver are Globeville, Elyria-Swansea, Montbello, and Westwood. 5280 EJ will secure funds to employ two CO's from the indicated neighborhoods.
    - CO's will work in partnership with the SC, and like the SC, be given autonomy to prioritize their interests. In addition, they will be tasked with building strong neighborhood associations.
    - CO's will also build strong relationships with individuals and work to mobilize community members for EJ.
- Activity C: Synergize with local coalitions.
  - As determined in the partner section, GES is doing wonderful work. 5280 EJ will work to partner with GES to ensure its efforts are not in competition.
  - If in alignment with SC objectives and goals, 5280 EJ will work with GES to continue to secure land trusts in effort to create more affordable housing options in the Globeville and Elyria-Swansea neighborhoods.

## Core Function 2: Guide Vision and Strategy

<u>Core Function 2</u>	<u>Activity D</u>	<u>Activity E</u>	<u>Activity F</u>	<u>Activity G</u>	<u>Activity H</u>	<u>Activity I</u>	<u>Activity J</u>
<b>Guide vision and strategy.</b>	Support the creation of a SC using the CI Forum's SC Metrics (shown below).	The SC will choose individuals to serve on the board of directors. The Board will then hire the Executive Director, approve the budget, and advise the ED of 5280 EJ.	Give the SC autonomy to prioritize their interests and specific tasks.	According to <i>A Field Guide: 27 Ways to Drive Multi-Stakeholder Initiatives</i> , successful meetings are 80% solution focused. 5280 EJ will hire a full-time Facilitator to ensure the 80% is met.	Suggested objectives for subsequent meetings based on the literature is outlined in this section.	Articulate External Communications Messages.	Employ a community development approach in which residents have equal power in deciding the CI initiatives agenda and resource allocation.

- Activity D: The SC is reflective of the CI initiative. 5280 EJ will support the creation of a Steering Committee using the Collective Impact Forum's Steering Committee Metrics:
  - The founder of 5280 will work with the identified EJ organizations to assemble the SC.

	Government	Nonprofits	Business	Existing Collaborations	Target Populations
Steering Committee	City Council Rep, DHA Rep & State Rep, Rep from Denver's Climate Action Task Force	Groundwork Denver, The GrowHaus, ELK, GES, Wild Earth Guardians, Re:Vision, Clinica Tepeyac, Rep from Urban Land Conservancy	Westword, Westwood Family Health Clinic, Montbello Family Health Center, Westwood Food Cooperative, Real Estate Agent (specializing in affordable housing units in Denver)	GES Coalition	Community members from identified neighborhoods in Denver that are affected by current environmental injustices (Globeville, Elyria-Swansea, Montbello, Westwood, North Park Hill).

- Activity E: The SC will choose individuals to serve on the board of directors for 5280 EJ:

- The SC will recruit three individuals to serve as Chair, Vice Chair, and Treasurer on the board of directors for 5280 EJ.
  - The SC will engage individuals who have demonstrated a passion for EJ in Denver, have experience working with a CI initiative and/or a backbone organization, and have demonstrated leadership in their current career.
  - The role of the board of directors for 5280 EJ will be to hire the Executive Director (ED), advise the ED on organizational direction, and approve the budget.

According to *A Backbone Starter Guide*, published by the Collective Impact Forum, one of the largest CI organizations in the United States, the SC is intended to be composed of cross-sector leaders, decision makers, and community members (2011, p.6). The above metrics have identified *potential* SC members from local government entities, Denver based EJ organizations, health clinics housed in impacted neighborhoods, a Denver based co-op operating in a neighborhood that experiences environmental injustices, and neighborhoods in which to attend community meetings in order to identify community leaders/members for the SC and to identify CO's.

- Engagement of Steering Committee Members- Participatory mapping will be used as a tool to identify key individuals and agencies equipped to serve on the SC.
  - Emails, site visits, phone calls, in person meetings, and attending events hosted by agencies of interest are all ways in which 5280 EJ will engage agencies and individuals to join the SC.



- 5280 EJ will conduct one on one meetings with all potential SC candidates to ensure candidates understand the duties and time commitments of a SC member.
- [Activity F: Give Steering Committee autonomy to prioritize their interests and specific tasks](#): The Collective Impact Forum has designed a framework to help new backbone organizations facilitate productive meetings. 5280 EJ will use the *Steering Committee Governance Agreement* and the outline for the suggested agenda topics for the first three SC meetings. 5280 EJ will follow the below activities based on the literature, but ultimately the SC will use its autonomy to agree on the suggestions or change the agenda items.
  - According to the Collective Impact Forum, the SC should meet every four to six weeks for a minimum of one year. As discussed, 5280 EJ considers the first two years as the “early stages” of organizational development. Therefore, 5280 EJ believes that working with the same SC members for the first two years will enhance collaboration efforts.
  - The Collective Impact Forum also suggests that it is important for the SC to meet in person. The global COVID-19 pandemic has highlighted the need for people, businesses, and institutions to have a remote choice to conduct business during uncertain times. 5280 EJ will offer a synchronous meeting choice to the SC and WG’s, mimicking the remote engagement best practices from the Master of Development Practice classroom. The synchronous meeting choice also provides an equitable way for members of the SC and WG’s to continue participation when other responsibilities call them away from being in person for meetings. Meetings

will be recorded as well so, when members must miss, they can catch up on the discussion by watching the video and reading the meeting minutes before the following meeting takes place. Offering a synchronous meeting choice also offers the choice to keep the groups greenhouse gas emissions down.

- Produce and distribute a survey for partners once the SC has been put together.
  - The survey's goal will be to determine the level of integration partners would like to have with the proposed initiatives.
  - The survey results will guide the level of communication 5280 EJ has with the individual partner organizations on a given initiative. The Facilitator at 5280 EJ will be responsible for following the survey results for partner communication needs.
- Activity G: According to *A Field Guide: 27 Ways to Drive Multi-Stakeholder Initiatives*, successful meetings are 80% solution focused. 5280 EJ will hire a full-time Facilitator to ensure the 80% is met and to facilitate decisions that are made by the Steering Committee.
  - Meeting one will be suggested to be a half-day (4.5 hour) retreat.
    - Objectives for meeting one: Build rapport, understand the proposed initiative, create partner expectations, and develop a shared vision.
  - Meeting two will be suggested to be a 3-hour meeting.
    - Objectives for meeting two: Identify the principles of the initiative and define the common agenda.
  - Meeting three will be suggested to be a 3-hour meeting.

- Objectives for meeting three: Refine the common agenda, present success stories from across the field, and understand system change levers.
- Activity H: Suggested Objective for Subsequent Meetings.
  - Map partner's knowledge and skills by following the steps below:
    - The SC will identify what skills are needed to carry out the goals identified in the common agenda.
    - 5280 for EJ will provide a handout to each SC member with the skills the group has identified as needing.
    - SC members will self-report how competent they are at the identified skill based on a 0-5 scale as shown in the *Product Designer Competency Framework*: 0= I don't know, 1=Novice, 2= Competent, 3= Proficient, 4= Advanced, and 5= Expert.
    - Answers will be reviewed as a group, facilitated by 5280 EJ.
    - SC members will then be able to identify where the CI initiative has the necessary skills and where there are gaps in needed skills.
  - Quick-Win Brainstorming
    - The Collective Impact Forum has identified "quick wins" as being important for CI initiatives because it 1) creates trust between people that do not normally work together and 2) it creates momentum early on, which can result in people being engaged in participating.
  - Development of Working Groups
    - Identify the scope of the WG's based on immediate actions identified by the SC (i.e., focus, objectives, roles, and responsibilities).

- Recruit participants for each WG.
  - According to the Collective Impact Forum, WG members are often suggested to fulfill a 1-year commitment and will meet monthly for two-hour meetings during the year.
- WG will be formed based on specific components of the common agenda (Backbone Starter Guide, 2011, p.6).
  - Suggested activities for WG members:
    - Work with the contracted M&E Specialist to develop indicators for M&E. Details about the M&E Specialist can be found below under Activity S and in the capacity section.
    - Identify funding resources for the CI initiative.
    - Identify other resources needed to fulfill strategy (e.g., volunteers).
    - Provide progress to the SC and receive the SC feedback.
- [Activity I: Articulate External Communications Messages](#): According to *A Field Guide: 27 Ways to Drive Multi-Stakeholder Initiatives* (Collective Impact Forum n.d), creating a strong partnership identity is one variable that determines whether a CI initiative succeeds or fails. 5280 EJ will work to create a strong partnership identity in the following ways:
  - Create a logo for partnership.
  - Ensure the CI initiative has a shared definition of EJ.

- Ensure that there is equal representation of all beneficiaries throughout the agreed upon common agenda.
  - 5280 EJ will respond to the needs assessment for this project and employ two full-time Community Organizers (CO) as 5280 EJ staff. CO will be leaders within the communities most impacted by environmental injustices in Denver. CO will be individuals who are already active within their community as an advocate for social/EJ. The needs assessment revealed advocacy and community organizing as skills that are often undervalued and performed in a volunteer capacity by members living in communities experiencing injustices. As demonstrated in the introduction to community and context section this means that generally community organizing is being done by lower income People of Color. However, community organizing is a critical skill for changing making. 5280 EJ is dedicated to answering the call of the current social justice movement happening throughout the United States, which is to pay marginalized People of Color for their time and labor.
- Develop talking points about CI initiatives quick-wins for SC members and CO to champion the initiative within the community based on impact.
- [Activity J: Employ a community development approach in which residents have equal power in determining the CI initiatives agenda and resource allocation.](#)
  - Figure out community readiness for the identified neighborhoods based on CO suggestions and the identified places in need of urgent action.

- If identified as a need by the CO and SC, 5280 EJ will support the CI initiative in forming a WG to determine community readiness.
  - Create a community engagement plan using participatory planning tools.
    - Examples of tools that will be used: social mapping, brainstorming with community members, Venn diagrams, etc.
  - Childcare will be available for all participants during meetings, but children will also be welcome to attend the meetings.
  - Meetings will be held near bus lines that come directly from the impacted neighborhoods.
- Every three months a partner will be asked to invite a beneficiary from their organization/agency to share about how they have received help from the mission of the organization/agency; supplying a spotlight on partners and direct stakeholder feedback.
- 5280 EJ will be responsible for capturing grantee stories that are told and, with permission, using these stories to track data and tell the greater story of the CI initiative as well as potentially using the information from the stories for monitoring and evaluation efforts.

**Core Function 3: Build a culture that fosters relationships, trust, and respect among participants**

<u>Core Function 3</u>	<u>Activity K</u>	<u>Activity L</u>
<b>Build a culture that fosters relationships, trust, and respect among participants.</b>	Implement changes and follow the feedback received when surveying CO, SC members, and partners about how 5280 EJ is performing.	Organize team building activities to help cultivate trust.

- Activity K: Implement changes and follow the feedback received when surveying Community Organizers, Steering Committee members, and partners about how 5280 EJ is performing.
  - Cultivate trust by using the four components of non-violent communication.
    - 1) Observations are distinct from evaluations, judgement, labels, analysis, interpretations.
      - 2) Feelings are distinct from perceptions.
      - 3) Needs/values are distinct from demands that use fear, shame, guilt, manipulation, or reward (Morrison & King, n.d.).
  - Accept critical feedback and adjust accordingly.
  - Use restorative justice principles within the CI initiative when needed to aid in partners maintaining long-term healthy relationships. Restorative Justice asks three questions to resolve conflict:
    - 1) What is the harm that has been done?
    - 2) How can the harm be repaired?
    - 3) Who is responsible for this repair (International Institute of Restorative Justice Practices, n.d.).
  - Be diligent about acknowledgement and recognition of people/organizations: that are a part of the CI initiative to cultivate a sense of collective identity and encourage partners to stay engaged in the work of the CI initiative.
    - Social media acknowledgements.
    - Monthly newsletter distributed among partners containing acknowledgements.

- Share stories that show personal and collective return on partners money and time.
  - Create ways to easily share stories and examples of impact among partners.
    - Examples: social media, monthly reports, and newsletters.
  - Within the first year of organizational operation a staff member from 5280 EJ will attend an event hosted by each partner to show support for the partner organization's individual mission.
- **Activity L: Organize team building activities to help cultivate trust.**
  - Examples of team building activities to suggest to the team:
    - Host mixers for partners to get to know one another outside of a formal work function.
    - Host lunch and learns based on information that is identified by the CI initiative as a topic that they want education on.
    - Have CO, SC members, and WG members bring a personal item that represents why they have chosen the work they have chosen and share this with the group.
    - Cross the line game: using successes and failures as individuals, professionals, and as an organization.

**Core Function 4: Support Aligned Activities.**

<u>Core Function 4</u>	<u>Activity M</u>	<u>Activity N</u>	<u>Activity O</u>
<b>Support Aligned Activities</b>	5280 EJ is responsible for all strategic	Deliberately launch and relaunch teams.	Assist agencies in the CI initiative in



	communication between partners.		implementing an internal DEI training.
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- **Activity M: 5280 EJ is responsible for all strategic communication between partners.**
  - Understand the initiatives goals and what they want to accomplish to keep the CI initiative strong and cohesive.
  - Cover all expenses to host and facilitate all working sessions for the SC and WGs.
  - Schedule all SC and WG meetings based on group member availability.
  - 5280 EJ will cover all the costs associated with supplying a space and food for all meetings.
  - Work as the CI initiative's decision-making memory by taking diligent notes and recording all meetings.
    - The recording of the video and notes will be emailed to committee members after every meeting.
- **Activity N: Deliberately launch and relaunch teams.**
  - Teams will be chosen by the initiative.
  - Orchestrate team building activities every time a new team is launched or relaunched.
  - CO will lead racial/social justice and classism workshops, as needed, when teams are relaunched.
- **Activity O: Assist agencies in the CI initiative in implementing an internal DEI training.**
  - Co/creation on how to implement DEI within each organization.
    - Utilize the United Nations Declarations as a guide to organizational DEI work.

- Support organizations in creating internal focus groups to take on DEI work.
- Create a streamlined process for agencies to report back to the SC on successes and failures as they relate to implementing DEI.

**Core Function 5: Include Community Members in the Collaborative**

<u>Core Function 5</u>	<u>Activity P</u>	<u>Activity Q</u>
<b>Include Community Members in the Collaborative</b>	Develop a deeper understanding of the CI framework within the community.	Support the CI initiative in building employment pathways for community members that organizations are working to impact.

The Healthy Start (EPIC) Center is a CI initiative. EPIC published a case study that found that developing a deeper understanding of the CI framework among the community the CI is trying to serve creates better outcomes (Center, E, 2016). 5280 EJ will incorporate findings from this case study as a way to include community members in the collaborative.

- **Activity P: Develop a deeper understanding of the CI framework within the community.**
  - Sponsor a webinar that is free and bilingual (Spanish & English) to all residents in neighborhoods experiencing environmental injustice and CI partners about the CI framework and the role of 5280 EJ.
  - 5280 EJ will create a curriculum on behalf of the CI initiative, which will then be edited by CO, SC members, and partners.
    - The curriculum will cover CI tools, information about the backbone function, and information on how to get involved with the CI initiative.

- If asked, 5280 EJ will coordinate a WG to approve the CI curriculum.
  - Launch the webinar when it is determined by the CI initiative that it is ready to be launched.
- Activity Q: Support the CI initiative in building employment pathways for community members that organizations are working to impact.
  - Coordinate strategic community engagement and participation led by the CO, SC, and WG members.
  - Conduct interviews with grantees from partner organizations to find out best practices for building employment pathways for community members.
    - Research and assist organizations on expanding where they post job openings based on focus groups and surveys received from beneficiaries.

The activities listed below will be the focus of 5280 EJ after the first two years of organizational operation. According to Turner, after the first two years of operation, a backbone organization becomes a “mature organization” and can shift its focus to shared measurement practices.

#### **Core Function 6: Establish Shared Measurement Practices**

<u>Core Function 6</u>	<u>Activity R</u>	<u>Activity S</u>
<b>Establish Shared Measurement Practices</b>	Plan for Evaluation.	5280 EJ will follow best practices from the backbone literature and contract with a Monitoring and Evaluation (M& E) Specialist twice a year.

- Activity R: Plan for Evaluation.

- CO, SC members, and WG members will identify the evaluation needs.
  - 5280 EJ will use the Coalitions Work Member Survey as a guide to evaluate how CO, SC members, and WG members think the CI initiative is going internally.
    - Link to an outline of the questions that will be asked to evaluate the CI initiative: [http://coalitionswork.com/wp-content/uploads/coalition\\_member\\_survey.pdf](http://coalitionswork.com/wp-content/uploads/coalition_member_survey.pdf).
- Activity S: 5280 EJ will follow best practices from the backbone literature and contract with a M&E Specialist twice a year.
  - As a part of finding the best M&E strategy, 5280 EJ will coordinate and host working sessions where each partner can present to the CI initiative on how they collect, report, and share its data.
  - The M&E metrics contained in Appendix B will be used as a starting point to evaluate 5280 EJ.
    - CO and SC members will work together and/or form a WG to determine what indicators need to be measured and best practices for measuring its outcomes.
    - A WG will be created accordingly.
  - The M&E Specialist will produce a report for the SC. The SC will work with the M&E Specialist to create accountability based on the reports results to ensure the CI initiative has a commitment of accountability and learning.
  - 5280 EJ will produce monthly reports to keep partners informed of the shared measurement practices as it develops.

According to Turner, once a backbone organization has established a shared measurement practice, they become “established” and have the capacity to shift their focus to building public will, advancing policy, and mobilizing funding. The creation of a backbone organization for a CI initiative takes time, and therefore, 5280 EJ has developed its proposed program description to cover a four-year period.

### **Core Function 7: Build Public Will**

<u>Core Function 7</u>	<u>Activity T</u>	<u>Activity U</u>	<u>Activity V</u>
<b>Build Public Will</b>	Employ community organizing as an intentional strategy and as a part of the process.	Develop specific tactics and ensure that the tactics fit the situation and available resources.	Communicate activities and accomplishments to community members who are being impacted by 5280 EJ.

- [Activity T: Employ community organizing as an intentional strategy and as a part of the process.](#)
  - Work with CO on best practices to build public will in their neighborhoods.
    - Build or strengthen neighborhood associations.
  - Knock on doors in the neighborhoods identified as neighborhoods experiencing environmental injustices in Denver and inform residents of 5280 EJ.
    - Ask residents of the neighborhoods what they identify as the neighborhoods biggest environmental problems.
      - Figure out what can be done about the problems that are identified.
- [Activity U: Develop specific tactics and ensure that the tactics fit the situation and available resources.](#)
  - Outreach and engagement activity examples:

- Produce and distribute surveys to get an understanding of attitudes before and after 5280 EJ has done work within a community.
- Use results from the M&E findings.
- Host Q&A panels and workshops on relevant topics and invite residents within impacted neighborhoods to speak on and attend panels.
  - Childcare will be provided, and kids will be welcome.
  - Food/Snacks will be provided.
- Based on the SC and CO direction, coordinate focus groups to determine what ideas and attitudes are about the CI initiative's work to maintain a culture of learning and growing in alignment with the community's needs.
  - Adjust direction when focus group feedback shows a need to.
- [Activity V: Communicate activities and accomplishments to community members who are being impacted by 5280 EJ.](#)

### **Core Function 8: Advance Policy**

<u>Core Function 8</u>	<u>Activity W</u>	<u>Activity X</u>	<u>Activity Y</u>
<b>Advance Policy</b>	Focus on advocacy, policies, systems, and structural change.	Support SC and CO creating policy goals for initiative.	Leverage partnerships with State Representatives that serve on the SC.

- [Activity W: Focus on advocacy, policies, systems, and structural change.](#)
  - An example of advocacy 5280 EJ will interweave throughout its organizational development is through CO's and their task to build/strengthen neighborhood associations.
  - Denver has a Neighborhood Planning Initiative that's goal is for Denver residents to meet with City Planners for Denver residents to participate in

development plans for their respective neighborhoods. Meetings with City Planners happen during the day. 5280 EJ will have paid COs that have knowledge of the wants/needs and concerns of Denver's most vulnerable neighborhoods through their participation at neighborhood association meetings. Since COs will be full-time with 5280 EJ they will be able to attend neighborhood initiative meetings that happen during the day and advocate for the individuals who are not able to attend weekday meetings.

- An example of a type of policy 5280 EJ can work towards achieving is EJ reparations.
  - For example, raising the daily civil fine amounts on industries that violate clean air and water quality laws.
    - Create a pathway to put monies received from the increased fines directly back into the communities who endured the increased pollution.
- Activity X: Support Steering Committee and Community Organizers creating policy goals for initiative.
  - If SC members and CO believe it is best, create WGs focused on advancing policy.
  - Facilitate all dialogue and working sessions for partners to support them in reaching a consensus on legislative measures.
  - WG sessions will be hosted that are dedicated to the CI initiative deciding what the policy goals are.
    - Support elected officials that are in alignment with the common agenda.

- 5280 EJ will perform outreach, communication, and coordination with elected officials, as needed.
- Activity Y: Leverage partnerships with State Representatives that serve on the Steering Committee.
  - Use Denver’s 80 X 50 Climate Action Plan as a guide for where additional policy changes can be made.
    - Partner with Denver’s Climate Action Task Force and clarify what the City of Denver’s definition of EJ is, and what Denver’s plan is to end EJ.
    - Revisit and recommit to the CI initiatives in the agreed upon agenda for advancing policy.
    - Use the shared measurement practices to advance policies when the CI initiative believes it is appropriate.

### Core Function 9: Mobilize Resources

<u>Core Function 9</u>	<u>Activity Z</u>	<u>Activity AII</u>
<b>Mobilize Resources</b>	5280 EJ will employ a full-time Resource Development Manager who will focus their efforts on fundraising.	Host funder education workshops.

- Activity Z: 5280 EJ will employ a full-time Resource Development Manager who will focus their efforts on fundraising.
  - An additional description of the Resource Development Manager’s duties is contained in Appendix D. Below are examples of a few of the duties for the Resource and Development Manager:



- Secure grants that fund data collection/ research to make the case for collaboration.
  - A percentage of funding secured for the CI initiative will be used to cover the budget for 5280 EJ. Details of the percentage breakdown can be found in the money section.
- Encourage other funders to join the CI initiative.
- Actively visit funders to secure funders joining the CI initiative.
  - Host/Attend Mixers.
  - Host/Attend lunch and learns.
  - Host/Attend coffee hours.
  - Host/Attend nights where funders can meet grantees.
  - Attend conferences and educational talks hosted by funders and about fundraising.
- Once 5280 EJ is established, use convening powers to draw key stakeholders to the table.
- **Activity AII: Host funder education workshops.**
  - 5280 EJ will create opportunities for partners to share stories with funders about how flexible funding enabled them to achieve its goals.
    - The shared measurement system will be used with funders at the workshops to educate funders on why flexible funding is valuable.
    - 5280 EJ will support the CI initiative by creating a funder education document that can be used as a guideline for educating funders.

### ***C. Partnership***

Collaboration and partnership are key components of CI. One reason Kania and Kramer say CI is successful is because it represents a paradigm shift. Instead of funders having to choose one non-profit to support that reports on its isolated successes, CI recognizes that it takes stakeholders from multiple sectors to create lasting change. Funders can fund CI initiatives, and in turn fund the efforts of multiple agencies with the same goals. A paradigm shift in terms of how an agency approaches a problem and finds its solution is a big ask. Author of the book “Rethinking Strategic Management” Wunder (2019) points to some of the challenges agencies face when adjusting to the CI approach: 1) agencies can have conflicting interests, 2) agencies that are brought together for a CI initiative might not be used to working together, and 3) there is no one individual or agency that holds power over the others, which differs significantly from the structure of most agencies themselves. 5280 EJ has outlined how it will frame the benefits of joining a CI initiative and working with 5280 EJ below to encourage partners to join despite the paradigm shift that is needed:

- 1) 5280 EJ will be responsible for all the administrative tasks that normally represent additional work for individuals within each agency.
- 2) 5280 EJ will secure the funds that are needed to execute the CI initiatives goals and objectives.
- 3) When/if there is staff turnover within the agency, the partnerships that an individual has cultivated will not leave with that individual, because 5280 EJ as the backbone organization will maintain, independently of that individual, a relationship with the agency and the representatives of the agency.

4) 5280 EJ provides an opportunity for agencies to support legislation or create policies that are good for individual agencies without the agency having to advertise as a supporter, allowing it to remain a safe and neutral place for its stakeholders.

5) 5280 EJ will work to educate funders about issues the agencies believe funders need education on, such as why flexible funding is critical to long-term change.

6) 5280 EJ will coordinate and provide a neutral space for agencies working towards similar goals to dialogue and connect. This provides an opportunity for agencies to network and collaborate outside of the CI initiative.

The partners with whom 5280 EJ will engage for the CI initiative are individuals or agencies 1) with a specific interest in sustainability in the greater Denver Metro Area, 2) are actively working to end environmental injustices in Denver, and 3) are concerned about the impacts that climate change is having on Denver's most vulnerable populations. Each potential partner brings a unique lens to the initiative, and each partner has identified components of 5280 EJ's overall goals as being important to their long-term vision for Denver. Thus, each partner has something to gain by being a part of the CI initiative. Through research, in some cases, 5280 EJ has identified an individual to be the representative for an agency. However, 5280 EJ will defer to the agency as to who they think would be the best fit to represent its agency.

Below is a list of partners that 5280 EJ will engage to join the CI initiative:

	Government	Nonprofits	Business	Existing Collaborations	Target Populations
Steering Committee	City Council Rep, DHA Rep & State Rep, Rep from Denver's Climate Action Task Force	Groundwork Denver, The GrowHaus, ELK, GES, Wild Earth Guardians, Re:Vision, Clinica Tepeyac, Rep from Urban Land Conservancy	Westword, Westwood Family Health Clinic, Montbello Family Health Center, Westwood Food Cooperative, Real Estate Agent (specializing in	GES Coalition	Community members from identified neighborhoods in Denver that are impacted by current environmental injustices

			affordable housing units in Denver)		(Globeville, Elyria- Swansea, Montbello, Westwood, North Park Hill).
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### ***Potential Government Partners***

**Denver Representative:** Leslie Herod is District 8’s Representative and is the first gay African American to hold a state elected position in Colorado. 5280 EJ will engage Leslie Herod because District 8 includes North Parkhill, which is a neighborhood that has been identified as one of Denver’s most vulnerable neighborhoods to urban heat islands. 5280 EJ will try to incentivize Representative Herod by being active with her constituents and providing opportunities for her to have meaningful involvement with her constituents through the initiative. 5280 EJ will be a good partner to her by endorsing her and encouraging the SC to endorse her during election season too.

**City Council Member:** Councilwoman Candi CdeBaca represents District 9 in Denver. We will engage representative CdeBaca for this initiative because she is the Councilwoman for Globeville and Elyria-Swansea, which are two of the neighborhoods that are the most impacted by industrial pollution in Denver. Councilwoman Candi CdeBaca is dedicated to addressing the city's housing inequity issues, which ties into other partner goals. She also has a good working relationship with Groundwork Denver and GES. 5280 EJ will be good partners to her by endorsing her and encouraging the SC to endorse during election season too.

**Denver Housing Authority (DHA) Resident Council Board (RCB) Representative:** 5280 EJ will work with Cory Pelc who is the Lead Redevelopment Specialist at DHA. Cory Pelc has expressed interest in working as the liaison between 5280 EJ and a DHA RCB representative. DHA houses thousands of low-income Denver residents. Some of DHA’s properties are in areas that are the most at risk for urban heat islands, such as Sun Valley. Having representation from

an RCB member from Sun Valley provides the community member with an opportunity to advocate on behalf of their community as it pertains to EJ. We will be a good partner to the RCB Representative by ensuring the Sun Valley community is reflected in the common agenda.

**Representative from Denver’s Climate Action Task Force:** 5280 EJ has identified Brandon Riethimer as a potential partner from Denver’s Climate Action Task Force. Brandon Riethimer is currently a part of Resilient Denver, which had multiple representatives on Denver’s Climate Action Task Force. 5280 EJ has connected with Resilient Denver on the possibility of 5280 EJ and Resilient Denver having a partnership. 5280 EJ will continue to incentivize Resilient Denver to join the CI initiative through providing information, connections, and time to labor intensive projects.

### ***Potential Non-Profit Partners***

**Organizations:** As a result of the research conducted, the following organizations have been identified as potential partners for the CI initiative: The GrowHaus, Groundwork Denver, WildEarth Guardians ELK, and Re: Vision. Descriptions of these organizations are outlined in the needs assessment section. All five EJ organizations have missions that are in alignment with the goals that 5280 EJ has identified in the program description section as pathways to end environmental injustices in Denver.

**Clinica Tepeyac** is a non-profit health clinic located in Elyria-Swansea. Clinica Tepeyac’s mission is to inspire health and wellbeing. It is striving to reach its goal by working as a free or sliding scale health clinic in Elyria-Swansea, which as discussed in the introduction to community and context section, is one of Denver’s poorest neighborhoods. Clinica Tepeyac believes that by providing accessible and equitable health services to people who live in Elyria-

Swansea, it is decreasing emergency room visits and helping to increase the quality of life for Elyria-Swansea community members. As discussed in the literature review, living in places with high levels of pollutants can cause health problems and the Globeville Elyria-Swansea neighborhoods are two of the most heavily polluted neighborhoods in Denver. 5280 EJ will incentivize Clinica Tepeyac by ensuring that the intersection between health and wellbeing and EJ is reflected in the CI initiatives common agenda.

**Urban Land Conservancy (ULC):** 5280 EJ has identified the ULC as a potential partner because its mission is to land bank parcels of land in the Denver Metro Area to secure residential and commercial spaces in Denver's low-income communities. ULC does this because by securing property in low-income communities it is able to provide affordable space to individuals, schools, and nonprofits. ULC currently has 60 non-profit tenants, six schools, 1,250 affordable homes, and 37 real estate investments. As discussed in the community and context section, Denver has experienced an increase in displaced people due to real estate becoming unaffordable. Displacement can lead to homelessness and the homeless population is particularly vulnerable to extreme weather patterns since they lack shelter. 5280 EJ will incentivize ULC to become a CI initiative partner by working as a pipeline to connect ULC and the community it is working to house. 5280 EJ will also reflect ULC's mission as a part of the initiative's common agenda to make property affordable in Denver.

### ***Potential Business Partners***

**Westword** is a free publication that reports on Denver news. Westword has reported on several environmental issues as it pertains to Denver and the greater state of Colorado. 5280 EJ has identified Chase Woodruff as a potential good candidate to represent Westword, because he writes about EJ, climate change, money, and politics. The incentive for Westword to join the CI

initiative is for Westword to have access to information that will be helpful for their publications. 5280 EJ will be a good partner to Westword by informing them first of relevant stories.

**Westwood Food Cooperative** is a member-owned and operated grocery store. The grocery store is in the Westwood neighborhood, which the city of Denver along with organizations such as Re:Vision have identified as being in a food desert. A large portion of the produce sold at the Westwood Food Cooperative is grown locally in Colorado. The Westwood Food Cooperative is dedicated to getting Westwood residents access to healthy foods and it works to keep its carbon footprint low by sourcing locally whenever possible (e.g., selling produce that is grown in Colorado). 5280 EJ will incentivize the Westwood Food Cooperative by helping to inform people about their business, supporting them by buying available products used for meetings at its store, and encouraging other partners of the CI initiative to do the same.

### ***Potential Authority Partners***

**Westwood Family Health Clinic** is a health clinic located in the Westwood neighborhood and is operated by Denver Health. The Westwood Family Health Clinic is an integrated organization that offers hospital and emergency care regardless of patients' ability to pay for services.

According to the Westwood Food Cooperative website, the Westwood neighborhood has high rates of obesity and chronic illness, in part, due to the lack of access to healthy affordable food. 5280 EJ will incentivize the Westwood Family Health Clinic by working with the SC to include food equity in their common agenda, which intersects with urban EJ. This in turn, can help its current and prospective patients improve their overall health.

**Montbello Family Health Center** is a health clinic located in the Montbello neighborhood and is operated by Denver Health. As stated above, Denver Health is an integrated organization that

offers hospital and emergency care regardless of patients' ability to pay services. Montbello is located near Rocky Mountain Arsenal, which is a superfund hazardous waste site (I.e., an area that has been so polluted that it requires a long-term strategic plan to clean it up). 5280 EJ will incentivize the Montbello Family Health Center by working with the SC to include EJ health related reparations as a part of its political agenda. This in turn can help its current and prospective patients improve their overall health.

### ***Potential Partnership with Existing Collaborations***

#### **Globeville, Elyria-Swansea Coalition Organizing for Health and Housing Justice (GES)**

5280 EJ recognizes that creating and maintaining a partnership with an existing coalition, such as GES, requires clear communication on how 5280 EJ will add value to GES. One way 5280 EJ can add value to GES is through securing grants that supports GES's efforts. GES is a coalition that was created in the Globeville, Elyria-Swansea neighborhoods in Denver. (GES) has three initiatives: 1) anti-displacement advocacy, which is focused on action against housing displacement that is based on a "community call for economic, racial, and environmental justice", 2) housing navigators, who are fellow community members dedicated to navigating the housing options for neighbors who are facing displacement and 3) the Community Land Trust initiative, which is an initiative that has successfully secured permanent, affordable, housing via a land trust (Globeville, Elyria- Swansea Coalition Organizing for Health and Housing Justice, 2020). According to the GES website, EJ and housing justice are interchangeable. The coalition includes six organizations. Partner organizations range in their specialties from family resources to a health clinic 5280 EJ will incentivize partnership by serving as a pipeline to other agencies and organizations that can also support GES.



This list of partners for the CI initiative is just beginning. 5280 EJ will ask each agency that joins the CI initiative what other agencies they believe should be a part of the initiative. 5280 EJ will then work with the agency that makes the recommendation to decide on best practices for how to approach and ask the other agency whether it is interested in joining the initiative. The goal is that as the initiative grows, the partnership list grows.

#### ***D. Monitoring and Evaluation***

According to a *Guide to Evaluating Collective Impact (2014)*, a CI initiative is a “problem-solving process” (p.5). As discussed in the literature review and program description, the early stages, or the first two years of a backbone organization are focused on guiding vision and strategy and supporting aligned activities.

To successfully reach the outcomes 5280 EJ has detailed in the monitoring and evaluation metrics contained in Appendix B, 5280 EJ will contract with an independent M&E specialist twice per fiscal year. The M&E specialist will be a key person to the design of how activities are implemented by 5280 EJ and will work with SC, CO, ED, and stakeholders to develop an M&E plan and its implementation; with systems for continuous improvement. Details about the M&E specialist’s additional job duties are contained in Appendix D.

### **IX. Implementation**

#### ***A. Timeline***

The below timeline for 5280 EJ is reflective of the early stages of organizational development, thus representing fiscal year 2021-2022. The timeline for fiscal year (2022-2023) are contained in Appendix C.

<b>Activities Year 1 (2021-2022)</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>
BOD hire ED	X	X	X			
ED hire 5280 EJ staff		X	X	X		
SC Recruiting	X	X	X	X		
Partner Recruiting	X	X	X	X	X	X
Funder Development (ongoing)	X	X	X	X	X	X
Develop Communicatio n Strategy for external stakeholders		X	X	X	X	X
Develop Communicatio n Strategy internally for 5280 EJ	X	X	X	X	X	X
Create logo/brand for CI.			X	X	X	X
5280 EJ Performance Survey				X		
Newsletter					X	X
Funder Workshops/ Site Visits				X	X	X
Organization Site Visits				X	X	
SC Meetings				X (build rapport and understand proposed initiative).	X (define common agenda).	X (refine common agenda & present success stories).
SC and CO Establish Goals for Common Agenda					X	X
CO Teach Race and Economic Workshops for SC				X		
Build Shared Analysis of Race and Racism					X	X
Organize Team Building Activities					X	
Beneficiary shares story to CI.						X
M&E				X		

Activities Year 1 (2021-2022)	July	August	September	October	November	December
Partner Recruiting	X	X	X	X	X	X
Grant Writing						
5280 EJ Performance Survey		X				X
Newsletter	X	X	X	X	X	X
Funder Workshops/Visits						
Organization Site Visits	X	X	X	X	X	X
SC Meetings		X		X		X
Survey SC to identify the skills SC members have and what skills are needed to reach the agreed-on goals.		X				
Develop a quick win for SC and CO to accomplish.				X		
SC and CO Establish Goals for Common Agenda		X		X		X
Host Mixer for Partners and Funders				X		
Beneficiary shares story to CI.		X			X	
M&E		X				X

## B. Capacity

For 5280 EJ to be successful, it will need system leaders. As discussed in the literature review section of this proposal, Kania and Kramer added, “cultivate leaders with unique system leadership skills,” into their guiding principles for the CI framework. According to Senge (2015), the founding chair of The Society for Organizational Learning, there are three core abilities that influential and successful system leaders have: 1) the ability to see the larger system 2) the

ability to foster reflection as a culture and create more generative conversations and 3) the ability to shift collective focus from reactive problem solving to co-creating the future. 5280 EJ will select staff, CO, and SC members, and the M&E specialist based on the three abilities described by Senge. 5280 EJ will also create opportunities for staff, COs, and SC members to grow and support these three abilities.

A system leaders' ability to see the intersection of larger systems and how they contribute to environmental injustices puts them in the unique position of attracting multi sectoral partnerships. As demonstrated in the partner section, 5280 EJ has an extensive list of potential partners and SC members. 5280 EJ will use its time strategically to foster relationships with the desired partners. A list of specific examples that have been discussed throughout this proposal of how 5280 EJ will foster partner relationships include:

- 1) Enlisting representatives from Groundwork Denver and The GrowHaus.
- 2) Attending events, mixers, and workshops that are hosted by partners.
- 3) Tapping into selected staff of 5280 EJ's network to gain access to potential partners.
- 4) Putting resources and efforts into outreach for the first two years of organizational operation.
- 5) Synergizing with local coalitions to support the coalitions mission and create opportunities for networking.

According to the *Collective Impact Backbone Toolkit* the backbone organization will need staff that provides overall strategic coherence, serves as a neutral convener, manages data collection and analysis, supports community engagement, develops effective communications

and advocacy agendas, and maintains a full-time presence for the CI initiative. To successfully fulfill the backbone organization's duties, 5280 EJ has identified five full-time positions and one contracted position. Three of the identified staff are suggested in the *Collective Impact Backbone Toolkit*. The positions are as follows:

- 1) Executive Director, 2) Facilitator, 3) Resource Development Manager
- 4) Two Community Organizers, 5) Monitoring and Evaluation Specialist (independent contractor two times per fiscal year).

The board of directors will be responsible for hiring the executive director, approving the budget, and advising the ED on organizational direction. Detailed information on the positions job responsibilities can be found in Appendix D.

**Infrastructure:** 5280 EJ will operate remotely but will also become members of a shared workspace. The shared workspace will be where all working sessions, team meetings, donor meetings, and mixers will be held.

**Supplies:** 5280 EJ will need laptops for staff, Zoom accounts, Adobe Reader, Microsoft Outlook, and basic office supplies. 5280 EJ will also provide snacks, coffee, and tea during working sessions. Large office supply items such as a printer and projector will be accessible through the membership at the shared workspace.

### **C. Money**

Charity Navigator is the nation's most used charity assessment tool and reports on two main features of non-profits: 1) an organization's financial health and 2) an organization's transparency and accountability (Charity Navigator, 2020). Global Greengrants Fund (GGF) a

backbone organization based out of Boulder Colorado, discussed in the personal statement section has received a 92.34 score out of 100 by Charity Navigator. 5280 EJ strives to be a backbone organization that represents transparency and accountability like GGF.

To better understand how to mimic GGF's success 5280 EJ reached out to GGF and inquired about its funding practices. GGF's Program Assistant, Michelle Mendieta responded and indicated they use donation agreements with each funder. Each donation agreement contains a percentage split on the money being received. A typical donation agreement for GGF is 70/15/15 split where 70 percent of the donation goes to GGF's main programming, which is grantmaking, 15 percent goes to program support, and 15 percent goes to overhead/admin. Mendieta explained that not every donation agreement looks this way because funders have some autonomy on where money is allocated. However, GGF has educated its funders extensively, and its funders understand that allocating money to fund capacity is a part of funding long-term systemic change. GGF uses the 70 percent that is allocated for grants in its donation agreement to fund its advisory boards. As discussed in the personal statement section of this proposal, the advisory boards consist of leaders within the community that are impacted by the problem the advisory boards are attempting to solve. The advisory boards ultimately decide what initiatives to fund.

GGF has been operating since 1993 and is in what Turner calls the established stage of backbone organizational development. Unlike GGF, 5280 EJ is in what Turner refers to as the early stages of backbone development. As a backbone organization in its early stages the focus is on guiding vision and strategy and supporting aligned activities. As a result, 5280 EJ will not have the same funding resources as GGF does. For 5280 EJ to successfully get founded, during the first two years, or early stages, 5280 EJ will organize its donation agreement split as

50/30/20. 5280 EJ will mimic GGF in where it allocates its funding but instead of funding the advisory boards 5280 EJ will allocate the 50 percent for its WGs. As discussed in the program section of this proposal the WGs will be appointed by the SC with the help of the CO.

5280 EJ will spend the early stages and the mature stage of backbone development building relationships with potential funders. As outlined in the program description section of this proposal, attending funder events and workshops is interwoven into 5280 EJ's organizational design. 5280 EJ will strive to obtain the same high scores on Charity Navigator for being financially healthy and transparent that organization's like GGF have.

Below is the proposed budget for 5280 EJ's fiscal year 2021-2022.

<b>5280 EJ Budget (FY 2021-2022)</b>		<b>Quantity</b>	<b>Total</b>	<b>Notes</b>
<b>Staff</b>				
	Salaries & Benefits	<b>5</b>	<b>\$357,750</b>	Benefits were added as 35% of total salary #.
	Gas Reimbursement	<b>6</b>	<b>\$2,714</b>	\$0.58 IRS mileage rate for Colorado. 6 employees averaging 15 miles per week.
	Phone Bill	<b>6</b>	<b>\$3,600</b>	5280 EJ will pay a monthly flat rate of \$50 towards each employee's cell phone bill.
<b>Supplies</b>				
	Laptops	<b>6</b>	<b>\$6,000</b>	Refurbished
	Pens	<b>Revolving</b>	<b>\$60</b>	Box of 60 for each staff member two times a year (if needed).
	Notepads	<b>Revolving</b>	<b>\$264</b>	Recycled Paper 12 pads annually for each staff

				member (if needed).
<b>Subscriptions</b>	Adobe		<b>\$1,080</b>	\$15 a month for each staff member.
	Zoom		<b>\$180</b>	Zoom Pro Membership
	Microsoft		<b>\$1,800</b>	One-time fee for each staff member.
<b>Membership</b>				
	Shared Workspace	<b>1</b>	<b>\$3,960</b>	Cost reflects membership for Alliance Center (reserved desk). If Alliance Center is not available 5280 EJ will work with Urban Land Conservancy (potential partner) largest developer of shared workspace for non-profits in Denver.
<b>Meeting/WG Supplies</b>				As much as supplies will be bought from the Westwood Food Cooperative (potential partner).
	Coffee	<b>Revolving</b>	<b>\$432</b>	3 12oz bags a month
	Snacks	<b>Revolving</b>	<b>\$1,600</b>	Bars, fruit, nuts, occasional meals catered for SC meetings and WG sessions 4 times a year.
<b>Total Budget =</b>			<b>\$378,360</b>	

Members of the SC, board of directors, ED, and the Resource Development Manager will be chosen in part due to their current network connections and their ability to grow their network. Members of the SC, board of directors, ED, and the Resource Development Manager



will also be tasked with attending the events mentioned in the program description section. The long-term goal for 5280 EJ is that funders will come to 5280 EJ to be connected to the CI initiative partners and to get the opportunity to meet the stakeholders they are supporting through its contributions. Once 5280 EJ has grown into its established stage of development it will change its donation agreement to reflect a comparable donation agreement to GGFs current 70/15/15 split.

Below is a list of potential funders and the reasons they could be a good fit for 5280 EJ. All but one potential funder is Colorado based. The list of funders is in its infancy and will grow as the 5280 EJ team is assembled.

1) **The Rose Community Foundation** is based out of Denver's Cherry Creek neighborhood. The Rose Community Foundation funds programming that is focused on justice, equity, and transformation through collaboration. The Rose Community Foundation specifically accepts applications for organizations working within seven counties, including Denver.

2) **The Denver Foundation** works to mobilize resources and promote equity in Denver's vulnerable neighborhoods. The Denver Foundation offers a Community Grant that is made available through its Fund for Denver initiative. The Community Grant supports organizations working to promote equity to people of color living in poverty.

3) **The NextFifty Initiative** has recently allocated one million dollars for CI initiatives in the state of Colorado. The NextyFifty Initiative is offering a challenge grant that requires at least three Colorado based organizations work together. The grant is open to initiatives that are focused on capacity building, infrastructure development, community education, and housing and transportation that enhance the quality of life.

4) **The Bloomberg Philanthropies** was identified as a potential partner because of its interest in investing in programming that is invested in bettering the environment. There are several Bloomberg Philanthropies initiatives that 5280 EJ could be eligible for: 1) moving the United States towards 100% clean energy; 2) helping America's leading climate cities; 3) America's pledge, which brings together the private and public sectors to work towards reducing greenhouse gas emissions; and 4) sustainable cities, which has an emphasis on collaboration as a key way for cities to become sustainable.

5) **The Gates Family Foundation's Colorado Chapter** has a Vibrant Communities Initiative. The Vibrant Communities Initiative funds efforts that are solving problems that involve enhancing urban food systems and making community planning more inclusive.

In conclusion, as stated above 5280 EJ will work for funding through multiple network streams, through grant writing, through relationship building, and through funder education. The Resource Development Manager will be dedicated full-time to securing funds to meet the budget. As the initiative grows and the partner list grows the potential funders will grow with it.

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## **XI. Appendix A Survey Responses**

### **Groundwork Denver: Samantha Villatoro**

#### **1) How do you define environmental justice as an organization?**

Groundwork USA is the umbrella organization for Groundwork Denver. Each Groundwork USA is operational and has its own autonomous trust. Each trust develops its own strategic plan and has its own ideas about best practices.

In this case, Groundwork Denver is working on its definition of environmental and social justice. One of the ways Groundwork Denver is working towards a clear definition of environmental justice is by having its own internal diversity, equity, and inclusion (DEI) training. Its Program Director Samantha Villatoro emphasizes that Groundwork Denver believes environmental justice components consist of equal access to resources including healthy food in neighborhoods with food deserts, access to transportation, and access to housing. Villatoro communicated that individuals who are the most vulnerable to climate change in Denver are also being displaced or falling homeless. Urban heat waves will impact these individuals because they lack shelter. As a result, Groundwork Denver sees access to housing as a critical part of environmental justice in Denver.

#### **2) Is it important to your organization that other organizations share the same definition?**

##### **Why or why not?**

Groundwork Denver is flexible about working with organizations that have a different definition of environmental justice. Groundwork Denver often works with agencies that are not focused on the environment. What matters most to Groundwork Denver is that their partners are community centered.

**3) What does your organization see as the most important policy changes Denver needs to make to stop environmental injustices?**

People without stable housing are the most vulnerable to climate change (Groundwork Denver, 2020). Residents of the Globeville and Elyria-Swansea neighborhoods are 80% more likely to become displaced due to lack of stable housing than any other residents in Denver.

There is no specific legislation that Groundwork Denver is currently concerned with, but they support Candi CdeBaca who is the Councilwoman for District 9. Councilwoman CdeBaca has been bringing awareness to the housing crisis in Denver and has been proactively educating the public about the pervasive impact the housing crisis has on individuals facing displacement.

**4) Does your organization feel they have the support needed to influence changing these policies?**

Groundwork Denver is not attempting to change any state or local policies but does subtly support partners who are trying to change policies and politicians who will work towards these changes.

**5) To what extent and in what ways does your organization tap into the strengths and assets of the community(ies)?**

Groundwork Denver is proud of their Justice Equity Diversity & Inclusion (JEDI) work.

Groundwork Denver has seen in Denver that environmental organizations tend to be predominantly led by white people. To shift this dynamic, Groundwork Denver is trying for community members from the neighborhoods they work in employed by environmental organizations.

Through its leadership training for youth, Groundwork Denver is attempting to create pathways of employment for them into environmental organizations. The idea of this project is to build leaders within the community who will eventually be positioned to work for Groundwork Denver and other environmental organizations. One need identified by Groundwork Denver for a CI is expanding pathways to employment within the environmental field so that it is more inclusive.

Groundwork Denver is intentional about building personal relationships within communities, which means Groundwork Denver's staff often have extra work. Staff attend community meetings and events to help cultivate relationships that are needed for their organization to successfully partner with community members.

**6) What other agencies do you see as peers working on the same types of goals in Denver, Colorado, or nationally?**

Groundwork Denver identified Re: Vision as a partner organization that is community centered and neighborhood focused. Groundwork Denver enjoys working with Re: Vision.

Groundwork also identified the Globeville Elyria-Swansea Coalition Organizing for Health and Housing Justice (GES) as a great partner that is working towards securing land trusts. The idea behind land trusts is to give community members in the Globeville and Elyria-Swansea neighborhoods an opportunity to buy property, which in turn enables them to avoid displacement. Groundwork Denver has found it notable that GES focuses on making sure community members are leading the initiatives. The one thing that threatens GES is the ability to secure funding.

**7) Does your organization have the time/capacity to engage in activities with peer organizations?**

Groundwork Denver prioritizes working with peer organizations. The organization believes working with peer organizations is critical because there are limited funding opportunities, and it wants to limit the competition for funding. Groundwork Denver often works with peer organizations to obtain grants. When asked if there is a staff member dedicated to collaborating with peer organizations, Villatoro communicated that this role falls to the executive director of Groundwork Denver.

**8) What else is needed to continue supporting your organization's progress?**

Groundwork Denver identified the following ways it needs continued support to keep their organization progressing forward:

- 1) Continuing their JEDI Work internally.
- 2) Continuing collaboration with partners.
- 3) Diversifying staff within itself and all peer organizations.
- 4) Building pathways for employment for people from the communities that the organizations work in so that they can be employed by the organization.
- 5) Funder education (flexible funding that can be allocated to the community itself when appropriate).

Examples Villatoro gave for how to build pathways for community members to become employed by organizations or to enrich the diversity of the organizations staff:

- 1) Change job requirements: Do all the jobs within an organization need a college education?
- 2) Customizing job openings in alignment with the community the organization is serving.
- 3) Making it easier to compensate community experts/leaders who act on behalf of the organization.

### **Survey Responses from The GrowHaus: Joe Metta Board Member**

#### **1) How do you define environmental justice as an organization?**

The GrowHaus has aligned itself with environmental justice principles through its mission to create healthy food access that is experiential and intergenerational. GrowHaus believes that food is a foundation for community and uses access to healthy food to look at the interconnection between complex systems. GrowHaus also uses food to engage people in the community and create opportunities for economic development that are culturally relevant to the Globeville and Elyria-Swansea (GES) neighborhoods.

#### **2) Is it important to your organization that other organizations share the same definition?**

GrowHaus is more concerned about its partners having the same idea about impact within the community it serves, than about their partners sharing the same definition of environmental justice as GrowHaus.

#### **3) What does your organization see as the most important policy changes Denver needs to make to stop environmental injustices?**

GrowHaus believes it is important as a non-profit organization to remain a safe place for all people, so it is very selective about policy initiatives it supports. In the past two years GrowHaus supported the Healthy Kids food initiative, a tax on the marijuana industry that funded healthy food in public school lunches. The proposed bill passed and GrowHaus has benefited from some of the tax money promised in the bill. There is no bill or policy that GrowHaus is currently supporting, but they would support most bills that benefited healthy food access.

**4) Does your organization feel they have the support needed to influence changing these policies?**

It is most important to GrowHaus that it remains a safe place for community members. In the case of the Healthy Food initiative GrowHaus had a strong relationship with those leading the campaign, so it was comfortable supporting that bill. GrowHaus is very interested in a backbone organization being the primary contact for relevant policy changes. GrowHaus thinks a backbone organization would be a good way to support policies by proxy but allow them to remain a safe, neutral space within the community.

**5) To what extent and in what ways does your organization tap into the strengths and assets of the community(ies)?**

The GrowHaus taps into the strengths of the GES community in many ways. It has a three-tier approach to community engagement:

- 1) Food production- GrowHaus grows its own food in its greenhouse located in the GES neighborhood. GrowHaus uses several different farming techniques (e.g. permaculture) and this space has been open to the public (their greenhouse is temporarily closed).

2) Food distribution- GrowHaus runs a market that is staffed by community members and sells local farmers crops. For the Covid-19 pandemic, GrowHaus has started a food box delivery program.

3) Food education- this is a core element of the GrowHaus theory of change. GrowHaus has a high school training program that educates youth on policy and entrepreneurship. The goal of the program is to encourage youth to become change makers within their community.

GrowHaus has recently undergone an extensive stakeholder assessment. One of its current goals is for both its staff and Board members to have at least 50% representation from the GES community.

**6) What other agencies do you see as peers working on the same types of goals in Denver, Colorado, or nationally?**

Re:Vision, Denver Urban Garden, and Focus Points.

**7) Does your organization have the time/capacity to engage in activities with peer organizations?**

Cultivating partnership is an important conversation at the GrowHaus right now. GrowHaus is exploring questions like, “What would an MOU look like?” “What would be the mutual value exchange?” and “How do they align their work”?

**If no, would it be useful to have a third-party help build and maintain collective activities with other Denver based environmental justice organizations?**



Joe Metta who serves on the Board of Directors of GrowHaus believes a backbone organization supporting environmental justice organizations in Denver would be very useful. Metta has considered starting a collective impact initiative because he believes strongly there is a need for a collective impact initiative within these organizations and that a backbone organization would enable this initiative to happen. Metta believes a backbone organization would serve to decrease the competition for the same funding, strengthen partnerships, funder education, and help to advance relevant policies.

**8) What else is needed to continue supporting your organization's progress?**

**The GrowHaus needs money to continue to support the organization's progress, but** Metta believes GrowHaus also needs professional development support as an organization. Metta sees the for-profit sector has done well creating robust ecosystems and structuring its teams, but has found in the non-profit sector it is common for organizations to be lacking professional development opportunities for its staff. Metta's current question guiding his work as a board member for GrowHaus is this: "How can we get resources to really bring a robust level of professionalism into the nonprofit sector?"

**Survey Responses for Lincoln Hills Cares: Tim Flynn Program Director**

**1) How do you define environmental justice as an organization?**

Lincoln Hills Cares (LHC) does not consider itself an environmental justice organization. LHC defines themselves as an "outdoor justice" organization. LHC is concerned with social justice as it applies to youth from underrepresented groups having access to the outdoors. It sees themselves as a pathway to providing marginalized youth with wonderful experiences in nature.

**2) Is it important to your organization that other organizations share the same definition?**

**Why or why not?**

LHC is dedicated to serving marginalized youth. LHC is not concerned with the definitions its partner organizations use to define its work, rather that they serve the same demographics as LHC.

**3) What does your organization see as the most important policy changes Denver needs to make to stop environmental injustices?**

LHC does not affiliate itself with politics and is therefore not concerned with Denver policies.

**4) Does your organization feel they have the support needed to influence changing these policies?**

N/A

**5) To what extent and in what ways does your organization tap into the strengths and assets of the community(ies)?**

LHC is focused on tapping into the natural environment to cultivate youth skills versus capitalizing on the community's skills that it works with. LHC's mission is to give underrepresented youth access to experience nature. LHC's theory of change is that if youth, who normally do not have access to nature, have a way to access it, then they will develop a love for careers like natural resource management, STEM, and conservation.

**6) What other agencies do you see as peers working on the same types of goals in Denver, Colorado, or nationally?**

LHC has a list of seventy organizations it partners with in Denver. A few of these partners are ELK, City Wild, Greenway Foundation, Colorado Association of Black Engineers and Scientists, Denver Urban Scholars, GRASP, and the Denver Indian Center.

**7) Does your organization have the time/capacity to engage in activities with peer organizations?**

**If yes, what activities do you participate in?**

Yes, various types of youth programming.

**8) What else is needed to continue supporting your organization's progress?**

LHC has expressed a need for continued support in the following ways: 1) fundraising, 2) getting support from the outdoor industry for the work LHC is doing, 3) getting partner organizations to implement diversity, equity, and inclusion (DEI) work. LHC would like partner organizations to have a shared vision for working in the outdoors.

### **Global Greengrants Fund Responses: Michelle Mendieta Program Assistant**

**1) What is one-way GGF secures funding as the backbone organization? Is it through taking a small percentage of the grants, private foundation donations, both?**

A donation agreement is when a foundation or large donor agrees to gift a certain amount of money. GGF's development team draws up a donation agreement, which includes the option of donating the money to specific causes as women and the environment or to one of GGF's action areas. GGF will typically include a 70/15/15 split that 70% of the donation will go to grants, 15% to program support, and 15% overhead/admin. Sometimes donors will differently split the money. If GGF receives general support gifts, it can use a portion of that for overhead as well. GGF has a great score on Charity Navigator because of how low it keeps its overhead costs. The

breakdown of GGF's Charity Navigator score can be viewed at:

<https://www.charitynavigator.org/index.cfm?bay=search.summary&orgid=10660> .

**2) Do you use any kind of shared measurement system with your advisory boards? Just wondering how you evaluate your progress, etc.**

GGF included some of its findings from its 2015 and 2018 grantee surveys in its correspondence. GGF would have conducted a 2020 follow up survey of not for COVID-19. GGF indicated that it is helpful to see the impact its grants have made on grantees.

GGF has also had a few other evaluations that cannot be shared because they are internal documents. Each year GGF conducts an advisory board review where it evaluates half of the board's and whoever oversees the board's (so usually Peter and Allison) write up an internal evaluation of the board's they oversee. For this evaluation, it looks at the last five years of the board's budgets, the board's strategy, the board's procedures, makes an analysis (observations about grant sizes, focus of grants, any issues the board has encountered, etc.), and a paragraph on the future direction of the board. Then Mendieta puts the numbers and figures together of the last two years of the board's average grant size and average grantee budget size and composes it in a graph with the last fiscal year's grantmaking by region or country. The data is not shared with the boards. It is for GGF's knowledge.

GGF has conducted some individual evaluations that are more regional. For example, GGF hired a consultant to help its Pacific Islands board to conduct an evaluation called *Fostering Climate Resilience: Lessons from Flexible, Community-Based Grantmaking in the Pacific Islands*. The evaluation of this board was included in the correspondence.

GGF has a couple of other boards like the Pacific Islands that are confidential. The evaluations were conducted on small grants and grassroots conservation in the Tropical Andes. GGF is currently evaluating a community organizing around mining by environmental groups in Southern Africa, and an evaluation for its grantmaking in China from 1998-2012, etc. GGF also completed an evaluation recently called *Seeding and Supporting Initiatives*. The evaluation focused on the intersection of environmental justice and disability rights as it pertains to GGF stakeholders. GGF recently got funding to work in the intersection of environmental justice and disabilities and it analyzed an evaluation of the grants it has made, and had a consultant recommend next steps.

GGF does not have a shared evaluation that it uses for all the boards, but GGF has different types of evaluations focused on the impact of its grants and for recommendations on moving programs forward, not so much to evaluate the board itself (besides the advisory board review).

## **XII. Appendix B Monitoring and Evaluation Metrics**

Monitoring and evaluation will continue throughout the programs life cycle as demonstrated in the needs assessment section. 5280 EJ has used a *Guide to Evaluating Collective Impact* as a source for direction on what outcomes should be measured during the early stages of organizational development, as shown below:

<b>Outcomes</b>	<b>Indicator</b>	<b>Activities</b>
<u>Outcome 1</u> : SC has been established.	1) SC has six members from six different organizations/ agencies/ neighborhoods. At least three of the members are women and at least three of the members are people of color. At least one member is proficient in Spanish. 2) Six individuals	1) Meeting requests will be sent out to each desired SC member. 2) Individual meetings will be requested. 3) After individual meetings, a group meeting with all potential SC members will be scheduled.

	from multi sectoral agencies have become SC members.	
<u>Outcome 2:</u> 5280 EJ has a community development approach in which residents have equal power in determining the CI agenda and resource allocation.	1) Neighborhoods identified for this project have at least two community members interested in volunteering for a WG. 2) 5280 EJ's first mixer will have at least five community members from an identified neighborhood in attendance. 3) WGs have been established by the CO and the SC that include community members in the identified neighborhoods.	1) 5280 EJ will hire two CO from the identified communities. Both CO will have a minimum of two years' experience in advocacy work for their neighborhoods. 2) A community engagement plan will be created using participatory planning tools. As discussed in the program description section, examples of tools that will be used include social mapping, brainstorming with community members, and Venn diagrams.
<u>Outcome 3:</u> Effectively guiding vision and strategy.	1) 5280 EJ and all its partners have a shared definition for EJ. 2) Partners look to 5280 EJ, the SC, and the initiative for support, strategic guidance, and leadership, which is reflected in the partnership survey conducted in the first year. 3) 5280 EJ, SC, and the CO are consulted, and feedback is received. 4) The CI initiative has built a common agenda to address environmental injustices in Denver. 5) Three activities have been agreed on as a priority where partners can align their efforts.	1) 5280 EJ will schedule all working sessions and provide supplies and space for working sessions. 2) 5280 EJ will use the <i>Steering Committee Governance Agreement</i> and the outline for the suggested agenda topics for the first three SC meetings. 3) 5280 EJ will survey the level of integration partners would like to have with the proposed initiatives.
<u>Outcome 4:</u> Partners have developed and are using a collective plan of action.	1) At the end of the first three SC meetings an action plan clearly specifies the activities that different partners have committed to working towards. 2) The plan created by the SC evolves over time in response to the initiatives needed. 3) WGs have been created that reflect the collective action plan.	1) 5280 EJ will coordinate, conduct outreach, and connect with potential agencies and community members in identified neighborhoods to join WGs. 2) 5280 EJ will support the SC and CO in finding and accomplishing a "quick win" as a team.
<u>Outcome 5:</u> Partners are coordinating their activities to align with a plan of action.	1) At the end of year one, at least three 5280 EJ partners have created a pipeline for	1) 5280 EJ will deliberately launch and relaunch teams for working sessions. 2) 5280 EJ

	<p>employment that is representative of the communities the organization works in.</p> <p>2) CO will have attended and spoke at neighborhood meetings or have built one if there is no neighborhood meeting by the end of year one.</p>	<p>will assist SC and CO in recruiting WG members. 3) 5280 EJ will coordinate and facilitate all WGs. 4) 5280 EJ will host leadership and social justice workshops for CO and SC members.</p>
<p><u>Outcome 6:</u> Partners have filled gaps and reduced duplication of efforts.</p>	<p>1) By the end of year one, WGs will have been created to identify duplicates in services among the organizations. 2) Representatives for the initiatives partners will understand where there is duplication of efforts to end EJ both within and outside of their sector. 3) The initiatives partner representatives will have informed their agency of the duplication. 4) At the end of year one, at least three partners who have never partnered prior to their involvement with 5280 EJ, will have been actively working on a project together.</p>	<p>1) 5280 EJ will facilitate workshops, host events, and attend partner events to gain and cultivate a culture of trust between initiative partners. 2) 5280 EJ will secure grants for the initiative that support partner collaboration.</p>
<p><u>Outcome 7:</u> Partners understand the value of the shared measurement system.</p>	<p>1) A shared measurement system is agreed upon. 2) A WG has been formed to create and test the shared measurement system. 3) Partners will understand how they participate in the shared measurement system. 4) A monthly report is being produced and distributed to all partners.</p>	<p>1) 5280 EJ will contract with a M&amp;E Specialist to assist partners with establishing shared measurement practices. 2) 5280 EJ will conduct M&amp;E every six months to ensure 5280 EJ and the CI initiative are creating the impact that they strive to create. 3) 5280 EJ will schedule all meetings and oversee coordination to make sure the CO, the SC, and the M&amp;E Specialist work together to determine which indicators need to be measured and the best practices for measuring outcomes.</p>
<p><u>Outcome 8:</u> Structures and processes are in place to engage</p>	<p>1) WGs are occurring monthly. 2) For the first two years of organizational development, the</p>	<p>1) 5280 EJ will hire a full-time Facilitator who is dedicated to partner engagement. 2) 5280 EJ</p>

partners keeping them informed and inspired.	SC will have met every other month: a total of six times for two to three hours each time. 5) All partners will have a ninety percent attendance rate at working sessions.	will be diligent about acknowledging and recognizing people/organizations that are a part of the initiative. 3) 5280 EJ will provide consistent and strategic communication to all partners.
<u>Outcome 9:</u> Structures and processes are in place to engage the initiative's external stakeholders, keeping them informed and inspired.	1) CI will have adjusted direction when focus group feedback shows a need to do so. 2) Community members will attend 5280 EJ events when invited. 3) Every three months a partner will have invited a grantee from their organization/agency to share with the CI about what they have experienced on behalf of the organization. 4) During every M&E cycle 5280 EJ makes changes according to the M&E findings nurturing a culture of curiosity and ongoing learning.	1) 5280 EJ will ask partners to invite grantees from their organization/agency. 2) 5280 EJ will host Q&A panels and workshops on relevant topics. As a part of this, 5280 EJ will invite residents within impacted neighborhoods to speak on and attend panels. 3) 5280 EJ will create opportunities for partners to share stories with funders.
<u>Outcome 10:</u> 5280 EJ has created a culture of trust and transparency.	1) Partners are regularly seeking feedback from one another. 2) Partners self-report trusting one another. 3) People of all cultures and backgrounds report feeling respected and heard within the initiative as demonstrated by the partner surveys conducted throughout year one.	1) 5280 EJ will coordinate and facilitate team-building activities. 2) A staff member from 5280 EJ will attend an event, within the first year, hosted by each partner to show support for its partners' organizational agendas. 3) 5280 EJ will survey partners quarterly on their view of 5280 EJ's overall performance and implement feedback from the survey.
<u>Outcome 11:</u> 5280 EJ has sufficient funding to do its work.	1) Within the first-year operating costs will have been covered for the first two years of operation. 2) By the end of year two sufficient funding will be available over a multi-year period to support the initiatives work.	1) 5280 EJ will hire a full-time Resource Development Manager to secure operation costs through diverse revenue streams. 2) 5280 EJ will attend potential funder events and networking events and inform people about 5280 EJ. 3) 5280 EJ will create social media



		pages to crowd fund as a part of its funding strategy.
<u>Outcome 12:</u> 5280 EJ has sufficient skills and people to do the work as planned.	1) A board of directors has been assembled. 2) An ED will have been hired by the board of directors. 3) The ED will have hired all 5280 EJ staff 4) A SC will have been assembled. 5) WG members will have been recruited. 6) Staff and initiative leadership will have been consistent for the first two years.	1) 5280 EJ will consult with the Collective Impact Forum to perform diligent and in-depth selection of staff and CI leadership.

### **XIII. Appendix C Timeline**

#### ***FY 2022-2023***

<b>Activities Year 2 (2022-2023)</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>
Partner Recruiting	X	X	X	X	X	X
Grant Writing	X	X	X	X	X	X
5280 EJ Performance Survey				X		
Newsletter	X	X	X	X	X	X
Funder Workshops/Vi sits	X	X	X	X	X	X
Organization Site Visits	X	X	X	X	X	X
SC Meetings		X		X		X
Conduct DEI for 5280 EJ, CO, and SC						X
Organize Team Building Activities					X	
Resource Development Manager determines when hosting Mixer for Partners and Funders			X			
Beneficiary shares story to CI.	X			X		
Create Working Groups		X				
M&E				X		

<b>Activities Year 2 (2022-2023)</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>
Partner Recruiting	X	X	X	X	X	X
Grant Writing						
5280 EJ Performance Survey		X				X
Newsletter	X	X	X	X	X	X
Funder Workshops/Vi sits						
Organization Site Visits	X	X	X	X	X	X
SC Meetings		X		X		X
Host Mixer for Partners and Funders			X			
Beneficiary shares story to CI.	X			X		
Sponsor a Webinar free to all stakeholders about CI		X				
Initiate and support a strategic plan for employment pathways.					X	

#### **XIV. Appendix D 5280 EJ Staff Titles and Responsibilities**

##### **1) Executive Director**

**Job Duties:** The ED will be responsible for growing and leading 5280 EJ as well as managing day-to-day operations. The ED will also be responsible for facilitating collective success through Denver-based area efforts to end environmental injustices. The ED will drive 5280 EJ internal and external functions, including strategy, communications, and data functions. The ED will provide direction and support to partner organizations in aligning their work to the common agenda (e.g., finding opportunities for program work to support specific goals). The ED will also be responsible for building and maintaining relationships with SC and WG members. One way

the ED will build and maintain relationships is by cultivating a culture of trust and transparency. The ED will analyze data and produce reports for the SC as needed.

Specialty/Background: Experience in a startup environment, Master's in Development Practice, or similar field. The ED will need to be familiar with the Denver area and the environmental issues unique to Denver.

Salary: \$60,000

## **2) Resource Development Manager**

Job Duties: The Resource Development Manager will work as the primary funding mechanism for 5280 EJ by researching and writing grants. The Resource Development Manager will gather documentation and fulfill the necessary requirements for various funding revenues while maintaining meticulous records of funding streams. The Resource Development Manager will also develop an annual fundraising event and write funding proposals.

Specialty/Background: Passionate about EJ. Demonstrated expertise in grant writing and/or fundraising. Strong oral and written skills. Bachelor's degree and a minimum of two years of experience with CI initiatives.

Salary: \$55,000

## **3) Facilitator**

Job Duties: The Facilitator will bring creative and innovative solutions to problems and disagreements that arise among partners. The Facilitator will be responsible for planning and implementing all SC and WG sessions, ensuring that all organizations, law makers, and business leaders are being represented in the collective vision through their inclusive facilitation. The

Facilitator will develop training modules for working sessions and will create and implement workshops for CI members. The Facilitator is responsible for all secretarial duties for working sessions, managing data that comes from all partners in the CI initiative, and ensuring that the SC is in alignment with DEI within its decision-making process.

Specialty/Background Education: Experience with motivational interviewing, experience facilitating the coordination and delivery of CI goals. Knowledge of CI and experience working toward and for a common agenda. Strong organizational and time management skills. Experience and proficiency with SMART goals. Passion for EJ. Bachelor's degree in communication or similar degree.

Salary: \$50,000

#### **4) Two Community Organizers**

Job Duties: The CO will attend neighborhood meetings. If there are no neighborhood meetings in the neighborhood they reside in, the CO has the responsibility to create one. The CO will work closely with the SC to create activities and propose policies that are in the best interest of the identified neighborhoods. The CO must be passionate about EJ and have a reputation for leadership within their community. The CO will be responsible for helping to identify and recruit WG members. The CO will conduct race and social justice workshops for staff, SC, and WGs as needed. The CO will conduct regular outreach in all identified neighborhoods to build awareness and educate the community about both the CI initiative and EJ issues in Denver. The CO will also assist with the development and implementation of the annual fundraising event.

Specialty/Background: The CO must live in one of the following neighborhoods 1) Globeville, 2) Elyria-Swansea, 3) Westwood, 4) Montbello, 5) Sun Valley, or 6) North Parkhill. Two years'

experience working in community organization in either a formal or informal capacity.

Demonstrated leadership ability and/or identified as a leader within their neighborhood. Possess a special interest in building power among low-income people of color to fight for EJ in Denver.

Salary: \$50,000 X 2

### **5) Monitoring and Evaluation Specialist**

Job Duties: The Monitoring and Evaluation Specialist will assist in the establishment and engagement around a shared system of measuring impact. The Monitoring and Evaluation Specialist will work with SC, CO, ED, and stakeholders to develop a monitoring and evaluation plan and its implementation, with systems for continuous improvement.

Specialty/Background: Bachelor's Degree and two years of data management or monitoring and evaluation experience. Experience with database and software systems. Proficient in spreadsheets and analysis software. Passionate for EJ.