Landscape Assessment
of Community Organizing in Colorado

This report includes the following:

Image description: Three young girls pose with large zucchinis they grew and sold as part of Denver Urban Gardens' Youth Farm Stand Program
Image Credit: Natasha Hill

Executive Summary

Community organizing can be a powerful tool for mobilizing grassroots efforts to advocate for new policies, systems change, or challenges to the status quo. Organizing can also be a helpful method of identifying community needs, as well as engaging community members to identify innovative approaches to meeting those needs. Colorado is home to a number of community organizers who are committed to building a better future for the communities they serve. This document highlights community organizers in the state - from disability rights advocates and individuals preserving generations of Manito culture in the San Luis Valley, to those inspiring outdoor activity among youth in urban centers and activists bringing big ideas to state legislators, all with a goal of strengthening their communities.

In the fall of 2019, a statewide community organizing scan was conducted to better understand the priority issues of community organizing groups or organizations, their approaches to community organizing, and the unique challenges they face. This document highlights the perspectives and expressed needs of community organizers across Colorado and can serve as a resource to local, regional, and national funding organizations, or others who are interested in learning more about the organizing landscape in Colorado. To complete the scan, consultants collected quantitative and qualitative data from an online survey, key informant interviews, and a focus group. To identify organizing groups or organizations, the consultants used a social media outreach strategy, their personal and professional networks, and a snowball sampling method.

Community Organizing Landscape

Of the 181 survey respondents, 61% noted that they worked in urban communities. Survey respondents reported organizing in 51 out of 64 (80%) Colorado counties. Overall, reported organizing activities were most heavily concentrated in Adams, Alamosa, Arapahoe, Boulder, Broomfield, Denver, Douglas, El Paso, Jefferson, La Plata, Mesa, Pueblo, and Weld Counties. In Colorado, community organizing is far-reaching, impacting state, regional, national, and international issues.

Eighty-one percent of survey respondents reported that their scopes of work involve local community work, while 51% engage in statewide efforts, and 48% in regional work. Many organizations are engaged in policy advocacy efforts, where change may affect local communities or specific municipalities, although the policy can have broader impacts on the region or state as a whole.

Ninety-three percent of groups or organizations represented by survey respondents were not faith-based. While Directors or Executive Directors comprised the highest number of survey respondents, 96 unique roles and titles were represented among survey respondents. The wide array of respondent titles reported suggests that there are a variety of individuals across Colorado who engage in community organizing efforts. Seventy-three percent of survey respondents noted that their group or organization is a 501(c)(3). While 28% of survey respondents noted that they work in groups or organizations that recently formed and have operated for one to five years, 47% reported working in groups or organizations that have operated for over 15 years. Only 3% of survey respondents reported that their community organizing entity had been operating for less than one year.

Members and Issue Focus

Over a quarter of survey respondents (28%) reported that their group or organization operates with a fiscal sponsorship. Thirty-three percent of survey respondents reported that they have an operating budget of less than $100,000, which was noted as a barrier to both staff retention and the sustainability of organizing efforts. The range of staff time and resources dedicated to community organizing varied among survey respondents, with 28% reporting that they dedicate "less than half but still a substantial amount" of staff time and resources to organizing.

Organizers across the state of Colorado also reported working with many different individuals or groups as their base: 75% of survey respondents reported that they work with other community organizers or leaders, 68% work with members of their organization, and 67% work with

residents. Sixty-three percent of survey respondents said that they do not have an explicit membership-based model.

Areas of focus for organizing efforts were also identified by survey respondents, who reported working simultaneously on a wide variety of issues across the state of Colorado. At least 40% of survey respondents noted that their main focal issues are immigrant services/rights, racial justice, education, and economic justice. Housing and homelessness, environmental issues, youth empowerment, healthcare access, health education, and employment were also highlighted as issues that community organizing entities engage with. At least 50% of organizing groups or organizations that participated in the scan shared that they prioritize the needs of low-income families, Latinx/Hispanic populations, and immigrant or refugee populations.

Forty interviewees from 39 distinct chapters, groups, or organizations said that their main approaches to organizing include empowering the population served in leadership roles, elevating the voice of the population served in the decision-making process, and establishing clearly-defined objectives and goals to move forward in the work. These approaches incorporate specific values centered around equity, inclusion, diversity, honesty, and transparency. Eighty-nine percent of survey respondents noted that they have an explicit commitment to equity in their group or organization's mission, vision, or values, and many interviewees noted that they take intentional steps toward centering equity in their work and leadership structures.

Tactics and Strategies
According to survey respondents, the main tactics and strategies used by Colorado organizers are relationship building and coalition building, building the power and capacity of community members populations served, and mobilizing people to address issues and take action. In rural communities, interviewees noted that they focus on creating and developing partnerships across regions to increase the capacity and sustainability of organizing efforts. Several interviewees also noted the importance of providing capacity building opportunities that are culturally relevant, equitably offered to different communities, and tailored to the distinct regional contexts found across the state of Colorado. Such opportunities could be made available through trainings to build skills among community members and organizers, rather than enlisting an organization external to the community to work on community-based issues.

Leadership and Governance
The leaders of organizing entities that participated in this scan publicly identify as people from many of the populations served. Forty-four percent of survey respondents reported that their groups or organizations are led by women and girls, 36% by a leader identifying as Latinx/Hispanic, 22% as immigrants or refugees, and 17% from the LGBTQ+ community. Many interviewees noted that their governance structures include a Board of Directors, paid staff, and volunteers, but that their decision-making process is driven by community needs. Such community needs are identified through work groups, informal conversations, or feedback received directly from the community.

Strength and Successes
The main successes and strengths identified through the community organizing scan include having strong support networks from within and outside the community, as well as strong skill sets among the leadership of organizing entities. When asked about ways to enhance the success of community organizing groups or organizations, participants of the scan (including survey respondents, key informant interviewees, and/or members of a focus group) cited the following: having funds to pay "community-facing staff," increased transparency in sharing institutional knowledge from larger organizations, and opportunities to connect with other organizers from around the state.

Challenges and Barriers
The main challenges identified by participants of the scan include: limited organizational capacity, political climate and social stigma, misconceptions or lack of awareness in community, non-inclusive funding opportunities, and inadequate funding as a whole. Unrestricted

grants that cover operating costs to support long-term relationship building and create long-term policy change were highlighted as a need in data collected from both the survey and key informant interviews

Funding Sources

Many interviewees shared that they collect data to understand and improve their work. This data collection includes quantitative data (e.g., health data, economic assessments, attendance tracking, etc) and qualitative data (e.g., personal stories from community members). Seventy-six percent of respondents reported that they rely on small-scale fundraising opportunities such as personal donations as their primary funding sources, followed by foundation funding, which ranges from family, local, or community foundations to statewide or national foundations. Additionally, respondents shared that funding opportunities are identified from larger events or by networking with foundations and other organizations.

Looking forward, representatives from many groups or organizations shared their hopes of continuing to build relationships with community members, each other, and with funders. Organizers also expressed an interest in pursuing funding streams that incentivize collaboration rather than competition. Many survey respondents emphasized their commitment to the populations they serve and the importance of staying true to their mission and values, while engaging community members to be leaders in the decision-making process.

This scan was commissioned by The Colorado Trust and carried out by an independent consulting firm, AMBG Consulting. Although the content of this report is not exhaustive of all opinions and perspectives of community organizers across the state of Colorado, it provides insight into the state's community organizing landscape and helps shine light on the needs expressed by a sample of community organizers in Colorado.

Image description: Three adults embrace in the sunshine in front of a group of houses
Image credit: Cole Chandler

Landscape Assessment of Community Organizing in Colorado

Community organizing can be a powerful tool for mobilizing grassroots efforts to advocate for new policies, systems change, or challenges to the status quo. Organizing can also be a helpful method of identifying community needs, as well as engaging community members to identify innovative approaches to meeting those needs. Colorado is home to a number of community organizers who are committed to building a better future for the communities they serve. This document highlights community organizers in the state - from disability rights advocates and individuals preserving generations of Manito culture in the San Luis Valley, to those inspiring outdoor activity among youth in urban centers and activists bringing big ideas to state legislators, all with a goal of strengthening their communities. The community organizing scan described in this report explored the issues community organizing groups or organizations prioritize, their approaches to community organizing, and the unique challenges they face.

This report describes the community organizing landscape in Colorado, discussing the membership of organizing groups or organizations, their issues of focus, tactics and strategies, leadership and governance, strengths and successes, challenges and barriers, and sources of funding. The report concludes with suggestions for funders and discussion of key takeaways from the scan.

Objective

The objective of this landscape assessment (community organizing scan) was to identify and engage community organizing groups or organizations across the state of Colorado to better understand the issues, approaches, and challenges of community organizing in the state. This report highlights the perspectives and expressed needs of community organizers across Colorado. The community organizing scan was funded by The Colorado Trust (The Trust) to better understand the community organizing landscape in Colorado, and this report can serve as a resource for other local, regional, and national funders to better understand and meet the needs of community organizing groups or organizations.

Image description: Moses Simbeye reads to children at the Conflict Center 2019 Peace Day Celebration
Image credit: Taryn Fuchs

Key Concepts

The definitions of community organizing, models of practice, and tactics and strategies[1] were shared with the groups or organizations across the state of Colorado. Groups or organizations were encouraged to use these definitions in determining if they self-reported as engaging in community organizing efforts and, thus, should be included in the data collected for this report. These definitions were referenced in the community organizing survey, and findings related to them are outlined in subsequent sections of this report.

Community Organizing

For the sake of this scan, "community organizing" is defined as the process of people coming together to address issues that matter to them. Community organizing groups or organizations recognized in this scan include: 1) entities receiving a tax-exempt status from the state and federal governments, 2) entities receiving grants through a fiscal sponsorship, or 3) other formal and informal groups.

Models of Practice

In the context of community organizing, models of practice are defined as the following:

Social Action and Mobilization: Involves ongoing strategies and tactics to build and increase the institutional power of marginalized, underrepresented, or oppressed groups; groups that organize a grassroots base

Community Partnerships and Coalitions: Collaboration between groups to change community conditions, programs, policies, and/or practices

Social Planning and Locality Development: Involves the use of information and analysis to identify and address substantive community issues (e.g., education, child development, food access, or environmental health) and take action to address them

1. Sourced from the Center for Community Health and Development at the University of Kansas. https://ctb.ku.edu/en/table-of-contents/overview/model-for-community-change-and-improvement/community-tool-box-overview/main

Community Organizing Tactics and Strategies

For the purpose of this scan, tactics and strategies were defined as the following:

Build power: Identifying, creating, and strengthening individual, group, or organizational influence on social, political, civic, or economic matters

Focus on institutional or systems change at the local, regional, state, and/or national level: Influencing policies, procedures, and/or processes that have a widespread impact on community

Gather people to identify issues: Bringing a group of individuals together, particularly those in populations most impacted by unjust systems, to identify specific challenges and barriers

Mobilize people to address issues and take action: Inspiring, preparing, and arming individuals with the necessary tools and knowledge to strategically catalyze change toward desired outcomes; can be a component of a larger action plan

Strategize and plan campaigns, tactics, actions: Creating and implementing plans of action which strategically catalyze change toward desired outcomes

Data collection and analysis: Gathering and making sense of information obtained by the evaluation of programs, services, and/or community organizing activities

Relationship and coalition building: Identifying, creating, and strengthening individual, group, and/or organizational partnerships and networks

The following sections outline the methodology used for this scan, as well as the results and key findings determined by primary data collection and data analysis. These data were synthesized to help readers develop an understanding of the community organizing landscape in the state of Colorado.

Methodology

This statewide community organizing scan is based on analysis of quantitative and qualitative data collected in three phases, over the course of four months (August-November 2019). *See Appendix B for a more detailed methodology.*

Phase one of data collection used three methods to identify groups or organizations engaged in community organizing in Colorado. The first method leveraged regional partnerships of the seven Colorado Trust Community Partners[2] to create an initial list of groups or organizations throughout the state. The seven Community Partnership regions were referenced throughout the community organizing scan to ensure data collection efforts were geographically dispersed across the state. The second identification method involved leveraging the personal and professional networks (e.g., philanthropic organizations and local public health agencies) of AMBG Consulting to identify additional community organizing entities. The third identification method relied on Facebook and Twitter as social media avenues to disseminate a Google Form collecting the names and contact information of community organizing entities they work with or partner with.

In phase two of data collection, a 24-item online survey (community organizing survey) collected additional information from the community organizing entities identified in phase one. *See Appendix C for the survey instrument.* Executive Directors, lead organizers, and contacts listed for each identified group or organization were invited to complete the online survey. The survey included general questions about the community organizing groups or organizations, their structure, the population and geographic areas they serve, the community organizing tactics they employ, their leadership structure, and their needs as community organizing entities. The survey was administered online in both English and Spanish, garnering a total of 183 complete responses. However, two survey responses were excluded from data analysis because respondents indicated they did not engage in community organizing efforts. Thus, 181 total survey respondents were included in final data analysis for this report.

Phase three of data collection involved key informant interviews (KIIs) and a focus group with individuals who expressed interest in participating either through direct email communication or through the community organizing survey responses. *See Appendix D for the complete Key Informant Interview Guide.* The consultants conducted a total of 30 KIIs, as well as a focus group with 10 participants. Participants of phase three data collection provided additional qualitative data that were important in developing themes related to group and organizational structures, populations and geographic areas served, community organizing tactics, organizational leadership structures, and organizational needs and challenges.

Phase 1:
Groups or organizations engaged in community organizing identified

Phase 2:
183 groups or organizations surveyed

Phase 3:
30 key informant interviews and 1 focus group completed

2. To learn more about the seven Colorado Trust Community Partnership Regions, visit https://www.coloradotrust.org/strategy/community-partnerships

Results

Across Colorado, community organizing entities have a variety of members and focus issues, tactics and strategies, leadership structures and governance, strengths and successes, challenges and barriers, and funding sources.

Between August and November 2019, 330 groups or organizations were identified in 51 out of 64 Colorado counties. These groups or organizations were identified across all seven Colorado Trust Partnership regions, as mapped in Figure 1. Of the 330 groups or organizations invited to complete the online survey, 183[3] individual representatives responded. One-hundred eighty-one respondents completed the survey in English, with two respondents opting to complete the Spanish version of the survey. At the end of November, 30 key informant interviews were completed, as well as one focus group with ten participants from nine distinct groups or organizations in the Denver Metro area. It is important to note that the data collected for this scan and presented below do not represent all community organizing groups or organizations across Colorado. In fact, there are almost certainly additional community organizing entities in Colorado that did not have an opportunity to provide input during the data collection period for this report. *See Appendix A for a full list of the groups or organizations that were identified, as well as those that participated in data collection activities for this scan.*

Figure 1: Community Organizing Groups or Organizations' Location, by Colorado Trust Partnership Region

3. Two organizations were removed from the final results due to self-identifying as not being a community organizing group or organization, resulting in a final survey respondent count of 181.
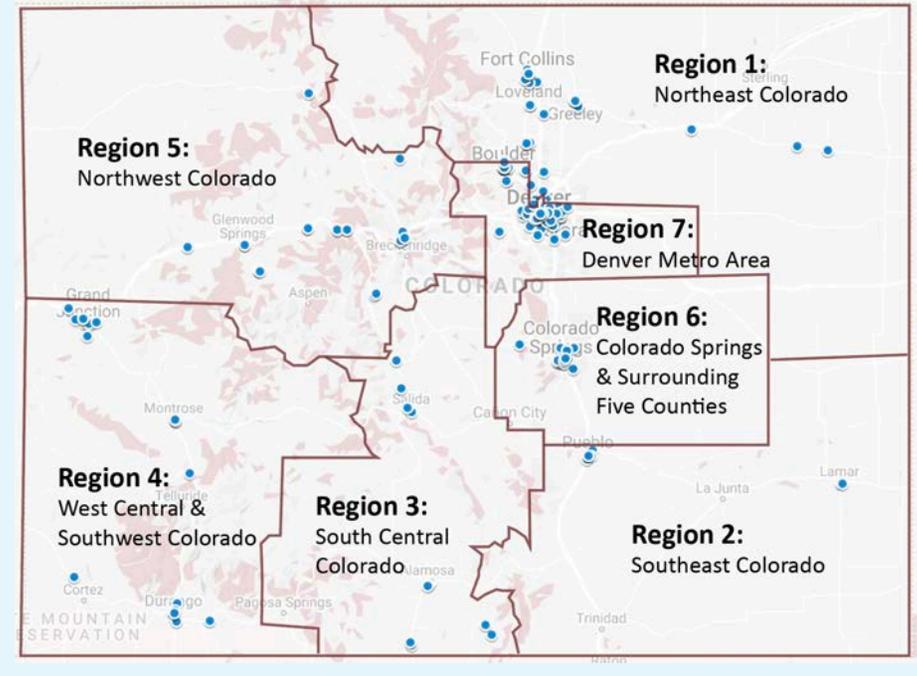

Image description: Kaboom group and other community organizations pose for a photo during the opening of a new playground in Dotsero, CO, on July 4th
Image Credit: Melina Valsecia

Community Organizing Landscape

What groups or organizations are organizing, where are they, and what are their characteristics?

Where Community Organizing is Taking Place

Groups or organizations that participated in this scan represent organizers actively engaged in urban, suburban, rural, and frontier communities of Colorado[4]. Two survey respondents noted that they organize in rural resort communities, and five reported working statewide. Sixty-one percent of organizing groups or organizations noted that they work in urban areas, 56% in rural areas, 48% in suburban communities, and 16% in frontier communities. It should be noted that survey respondents had the opportunity to select multiple types of communities in which they conduct work, and several organizing groups or organizations work in multiple types of communities.

Figure 2: Groups or Organizations Identified in Scan, by Reported Location Type

% of Respondents who work in these communities[5]

| Rural Resort	Frontier	Suburban	Rural	Urban
1%	16%	48%	55%	61%
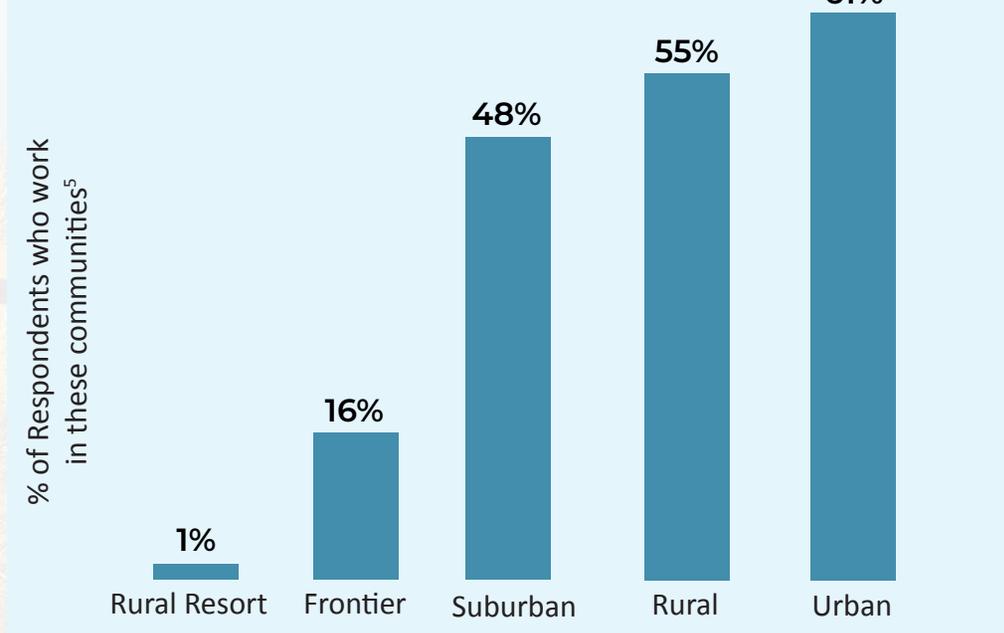
4. Frontier: A sparsely populated area that is geographically isolated from population centers and services, often occupied by ranchers, farmers, etc. Rural: A lower population density, built far from larger communities and often in a small town or village setting (i.e. small town). Suburban: Less population density than an urban community, often built in close proximity to a large city; more residential uses. Urban: An area with a relatively high population density and often larger buildings; commonly thought of as a large city.

5. The sum of these percentages does not equal 100% because survey respondents were asked to identify location types where they are actively organizing, and some are doing so in more than one location type.
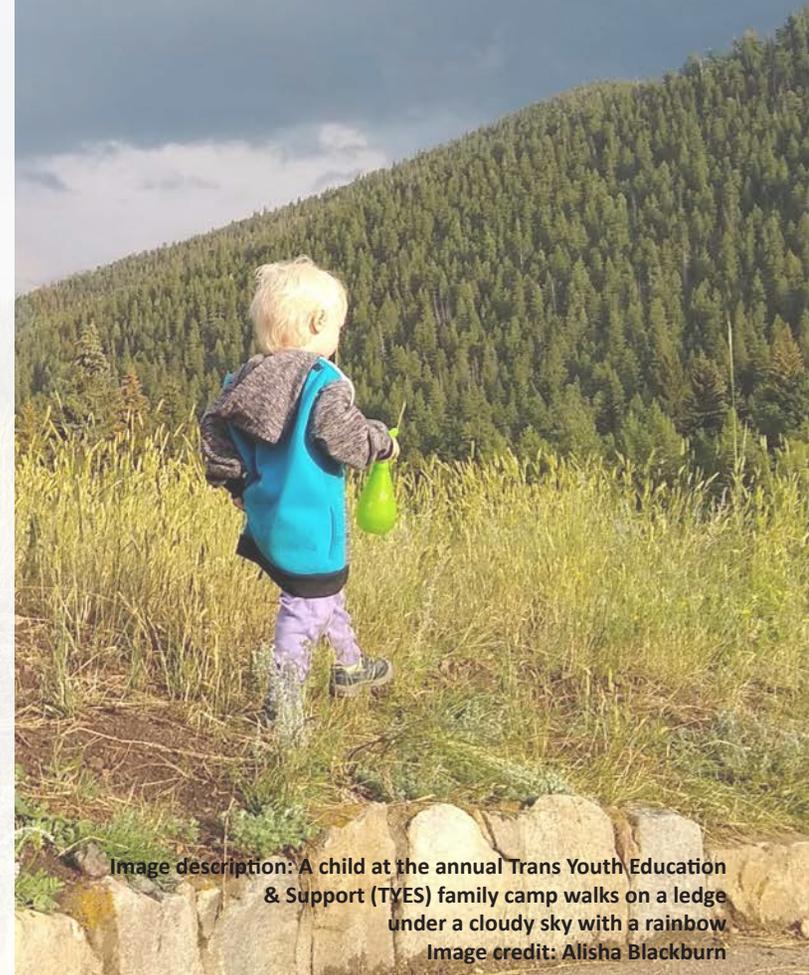
Image description: A child at the annual Trans Youth Education & Support (TYES) family camp walks on a ledge under a cloudy sky with a rainbow
Image credit: Alisha Blackburn

According to the collected data, Colorado's community organizing entities are actively organizing in 51 out of 64 (80%) counties, with organizing activities most heavily concentrated in Adams, Alamosa, Arapahoe, Boulder, Broomfield, Denver, Douglas, El Paso, Jefferson, La Plata, Mesa, Pueblo, and Weld Counties. Sixteen percent of survey respondents noted that they operate statewide in all counties. Among groups or organizations that do not operate statewide, survey respondents did not report any county-specific organizing efforts in Clear Creek, Crowley, Custer, Elbert, Hinsdale, Kit Carson, Lincoln, Logan, Phillips, Sedgwick, or Washington Counties (see Figure 3).

Figure 3: Density Map of Groups or Organizations Actively Operating in Colorado Counties

Number of survey respondents who reported working in each community:

- None
- 1-10
- 11-20
- 21-30
- 31-40
- 41+

An overwhelming majority (93%) of the groups or organizations surveyed reported that they are not faith-based. Of the 181 survey respondents, 66% noted that their community organizing entity does not operate as a program, chapter, or initiative of another organization or fiscal sponsor. This suggests that the majority of survey respondents' groups or organizations operate as fairly autonomous entities. Thirty-two percent of organizations noted that they do operate as a program, chapter, affiliate, or entity fiscally sponsored by another organization. *See Appendix E for a list of groups or organizations that were identified by survey respondents as parent organizations for programs, chapters, and affiliates, or as fiscal sponsors for a group or organization.*

Community Organizing Survey Respondent Characteristics
The professional titles provided by survey respondents were diverse, with 96 unique titles reported in the data. Directors and Executive Directors reflect the highest number of responses, with 35% of respondents identifying as Directors and 20% as Executive Directors. These survey respondents were often the primary point of contact for the groups or organizations that participated in the scan. Other leadership titles were heavily represented among survey respondents as well, including President, Manager/Supervisor, and Coordinator. Survey respondents also identified as Community Organizers, Board Members, Founders/ Owners, Volunteers, or titles that were "not listed" as response options in the survey. A wide variety of titles were submitted under the other, "not listed" survey response option. S*ee Appendix F for a complete list.* Several community organizing entities that identified as volunteer-run noted that their groups or organizations do not use staff or position titles.

The diversity of reported titles by survey respondents demonstrates that there are a variety of individuals across Colorado who engage in community organizing efforts. The role of community organizing is not necessarily limited to those who hold traditional leadership titles or those who self-identify as community organizers. Rather, individuals who identified as service providers, business owners, and volunteers noted that they engage in community organizing as well. *See Figure 4 for a graphic highlighting the variety of titles represented in the scan.*

**Figure 4:** Word Cloud of Professional Titles Reported

In this Word Cloud, the size of each word reflects its relative frequency in survey response data (i.e. the word "Director" is much larger than many other words because many respondents identified as a Director of their group or organization).

Length of Time Groups or Organizations Have Operated

Of the 181 community organizing groups or organizations that responded to the survey, 73% report operating as a 501(c)(3), 4% as a 501(c)(4), 4% as a neighborhood or local group, and 2% as a union organization. Many survey respondents provided their own custom answer under a "not listed" category, including coalitions fiscally sponsored by a 501(c)(3), government entities, organizations in the process of applying for 501(c)(3) status, religious groups, policy advocates, school districts, and volunteers.

Of the 181 survey respondents, nearly half (46%) work in groups or organizations that have operated for over 15 years, while 27% work in groups or organizations that were recently formed and have operated for one to five years. Only 3% of survey respondents reported their group or organization had been operating for less than one year. Of the organizations operating for over 15 years, 80% have a 501(c)(3) status, 4% have a 501(c)(4) status, 2% are government entities, 6% identify as a union organization, and 2% are neighborhood groups. Among survey respondents operating for over 15 years, 28% have fiscal sponsors.

Figure 5: Groups or Organizations' Reported Time in Operation

Less than 1 year
1-5 years
6-10 years
11-15 years
15+ years

3%
27%
13%
10%
46%
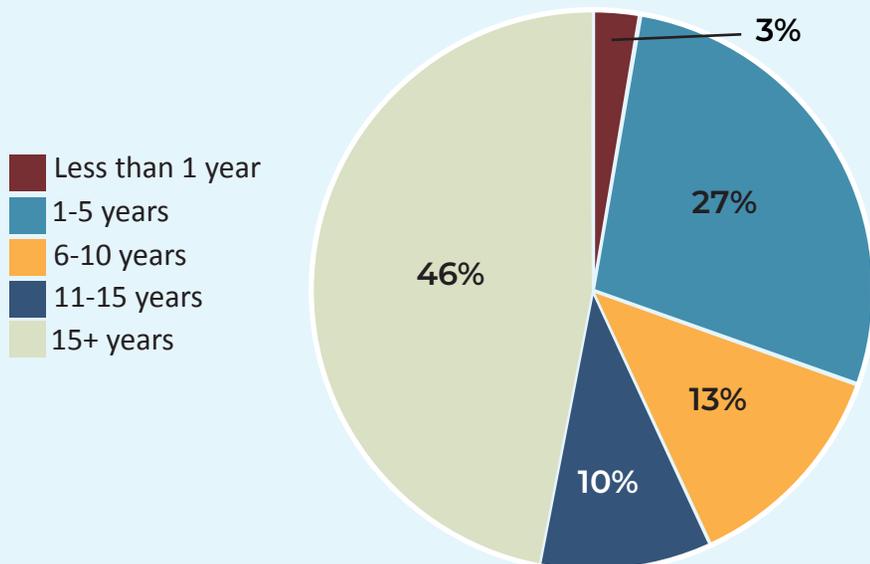
Figure 6: Groups or Organizations' Reported Annual Operating Budgets

>$10 million
$5-9.99 million
$2-4.9 million
$1-1.9 million
$500,000-999,999
$100,000-499,999
<$100,000

1%
5%
8%
8%
20%
26%
33%
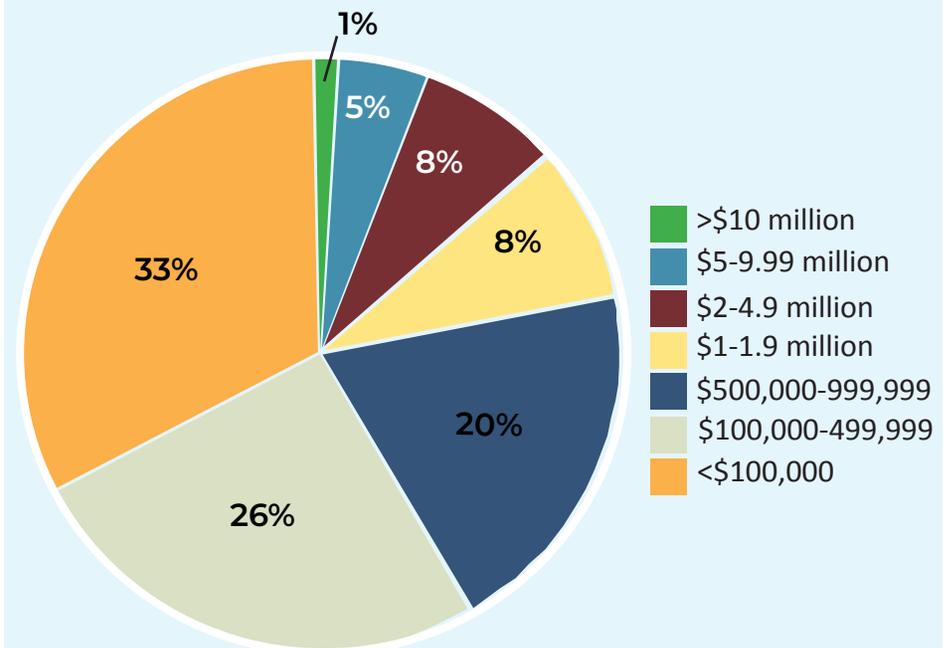
Operating Budgets of Scan Participants

One-hundred sixty-eight survey respondents reported the annual budget of their group or organization.[6] Thirty-three percent of these respondents reported an annual budget of less than $100,000. Four organizations shared in key informant interviews that they are entirely unfunded. Twenty-six percent of survey respondents that shared budget data reported an annual budget between $100,000 and $499,999, 20% reported a budget between $500,000 and $999,999, and 21% reported a budget between $1,000,000 and $9,999,999. Only two survey respondents noted that they operate with a budget of $10 million or more. During key informant interviews, many groups or organizations expressed that they often struggle with resources that are stretched too thin, partially due to having a limited budget.

6. The question regarding organizational budgets was added to the community organizing survey a week after the survey was published online and made available to the public. This lapse of time created a gap in the data collected; of the 181 total survey respondents, 13 did not have the ability to respond to this question.

Figure 7: Reported Annual Budgets, by Length of Time in Operation

Length	<$100,000	$100,000-499,999	$500,000-999,999	$1-1.9 million	$2-4.9 million	$5-9.99 million	>$10 million
15+ years	26%	19%	25%	13%	16%	8%	3%
11-15 years	44%	25%	13%	19%			
6-10 years	35%	35%	22%	4%	4%		
1-5 years	51%	32%	13%	4%			
<1 year	60%	20%	20%				

% of Respondents

Legend: <$100,000 | $100,000-499,999 | $500,000-999,999 | $1-1.9 million | $2-4.9 million | $5-9.99 million | >$10 million
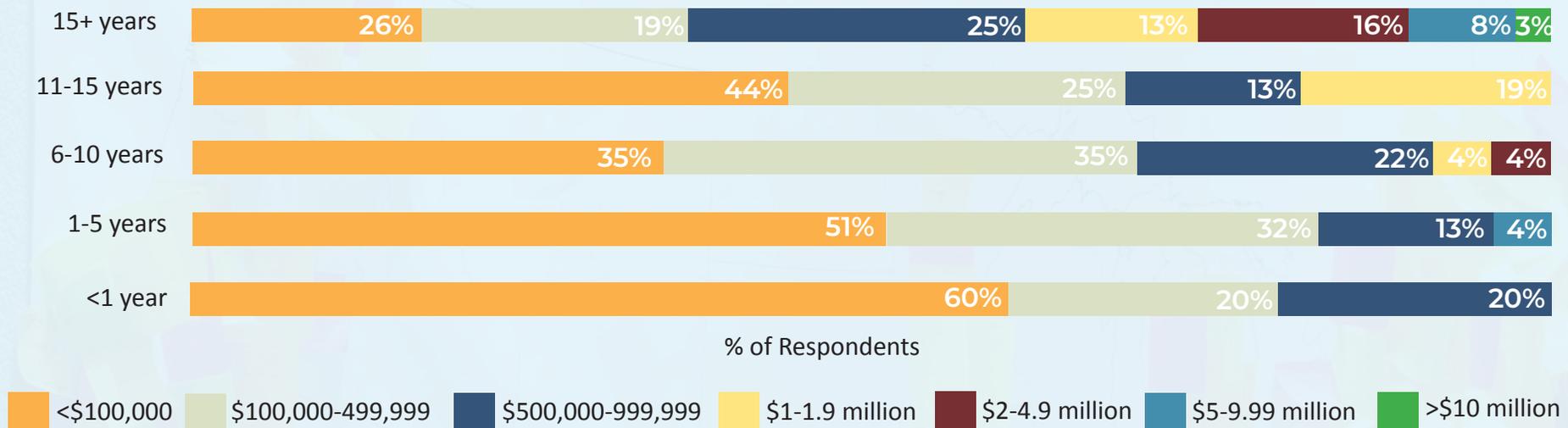
Length of Operation and Impact on Annual Budgets

When analyzed by length of operating time, community organizing groups or organizations' annual budgets vary greatly. As seen in Figure 7, groups or organizations that have operated for over 15 years exhibit the most diverse budget amounts. Data also revealed that groups or organizations with less than five years in operation were most likely to have lower budgets. Naescent groups or organizations had the lowest budgets overall; 60% of respondents who noted that they had been operating for less than a year had budgets of less than $100,000.

Image description: People participate in a mapping activity at the 2018 National Homes For All Assembly in Atlanta
Image credit: Mike Dennis

Time and Resources Devoted to Organizing
During key informant interviews, many interviewees noted that the amount of staff time and resources invested in community organizing fluctuates with their funding cycles. Twenty-eight percent of the groups or organizations that participated in the survey reported spending "less than half but still a substantial amount" of staff and resources on community organizing.

Figure 9: Reported Time and Resources Dedicated to Community Organizing

2%

24%

22%

24%

28%

None

A small amount

Less than half but still a substantial amount

More than half

All or nearly all
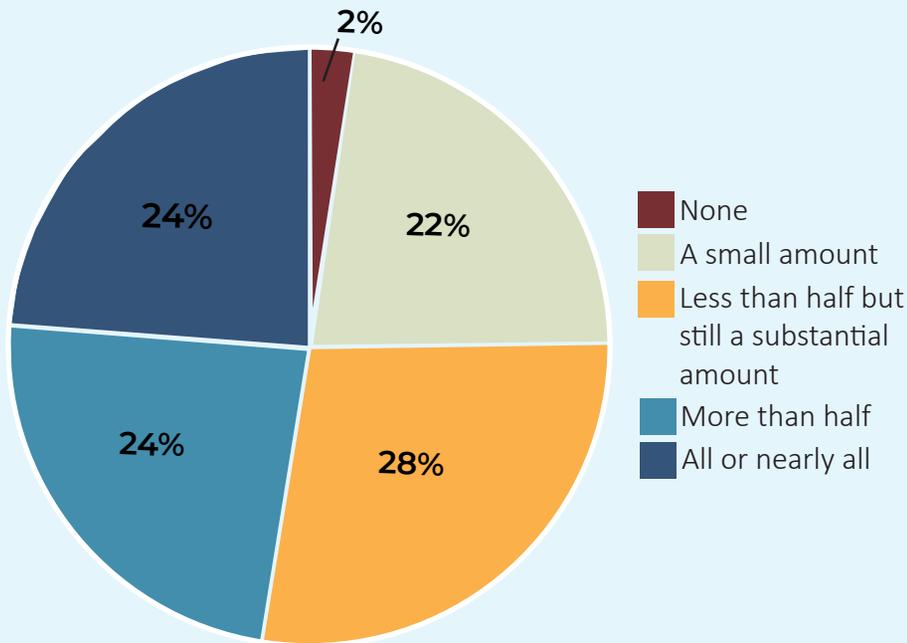
Four groups or organizations (2%) reported via the online survey that they do not spend any staff time or resources on organizing. Upon further review, one respondent explicitly stated that they were not a community organizing group or organization, but rather a service provider. Another interviewee noted that while they are not currently organizing, they have done extensive community organizing in the past and intend to resume such work in 2020. This self-selection as a group or organization not engaged in community organizing may have been a result of confusion,

an assumption that community organizing must involve paid activities, or an assumption that community organizing must be consistent and ongoing. Although this small percentage of participants didn't note that they currently engage in community organizing efforts, their perspectives were still included in the report due to their knowledge of community organizer's needs and past experience with community organizing.

Survey respondents' reported amount of staff time and resources devoted to community organizing varied by the type of community organizing entity they represented. Twenty-nine percent of survey respondents working for 501(c)(3) organizations reported that they spend "less than half but still a substantial amount" of staff time and resources on organizing. Twenty-eight percent of survey respondents representing 501(C)(3) organizations reported spending more than half of their staff time and resources on organizing.

The data show that community organizing is likely happening in many different types of groups or organizations, even those who don't appear to have a primary focus on community organizing. Of the survey respondents who identified as government organizations, 62% reported spending a "small amount of staff time or resources" on organizing, and 38% reported spending "less than half but still a substantial amount" of time and resources on organizing. To add to this, several scan participants from government agencies noted in their interviews that they are starting to focus on engaging communities directly, in an effort to promote a more collaborative approach to their work.

Eighty-one percent of survey respondents reported that their scopes of work include local communities. About half of survey respondents also reported engaging in regional (48%) and statewide (51%) work. Organizing groups or organizations based in Colorado reported that their scopes of work reach the national and international scale as well, at 26% and 3%, respectively. Thus, the overwhelming majority of community organizers that participated in this scan represent entities that engage with local communities, although groups or organizations with broader scopes participated in data collection as well.

Time and Resources Dedicated to Community Organizing and Impact on Annual Budgets

Annual budget varied slightly when analyzed by time and resources devoted to community organizing, as seen in Figure 8. Community organizing groups or organizations who had an operating budget of over $10 million reported that they spend either a small amount (50%) or less than half of their time on organizing (50%). Groups or organizations with an annual budget of $5-9.9 million or $1-1.9 million reported that they spent all or nearly all of their time on community organizing, at 38% and 43%, respectively. Groups or organizations with an operating budget of less than $100,000 varied the most in their responses about the time and resources they spent organizing.

Figure 8: Reported Time and Resources Dedicated to Community Organizing, by Annual Budget

Annual Budget	None	A small amount	Less than half	More than half	All or nearly all
>$10 million		50%	50%		
$5-9.9 million		25%	25%	13%	38%
$2-4.9 million	15%	46%	38%		
$1-1.9 million		36%	21%		43%
$500,000-$999,999	3%	30%	27%	27%	12%
$100,000-$499,999	2%	12%	42%	30%	14%
<$100,000	2%	25%	24%	24%	25%

% of Respondents
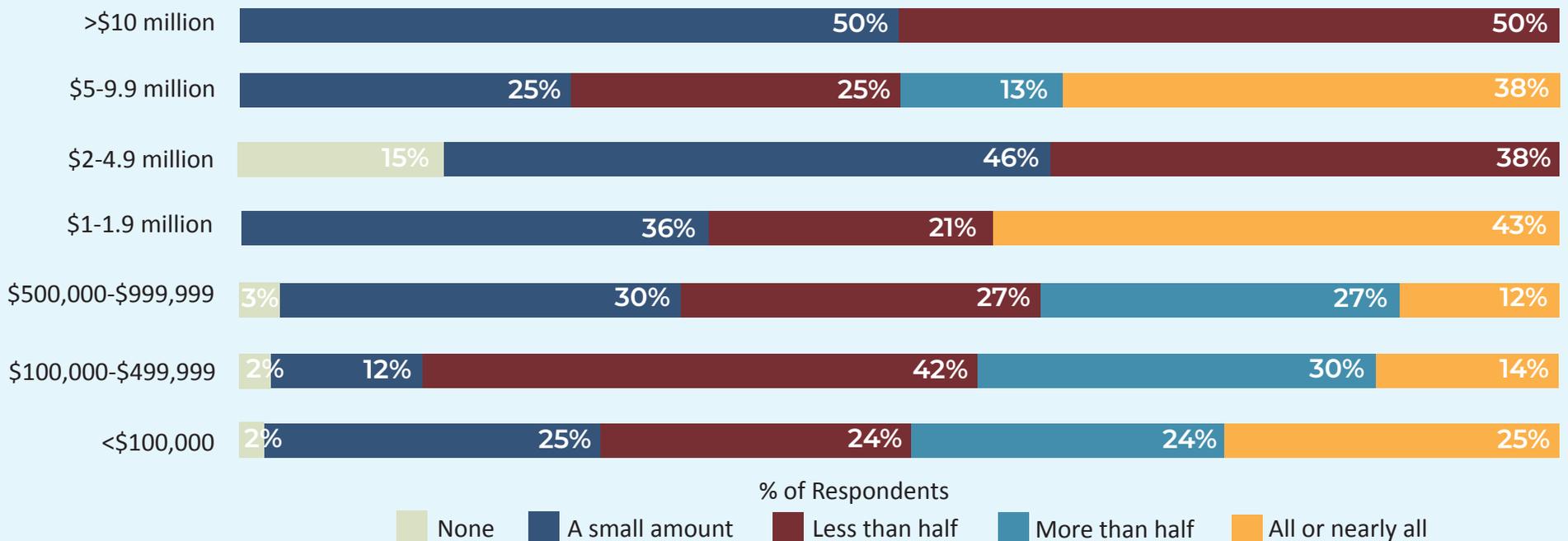
Members and Focus Issues:

Who is being organized, and what issues are they focused on?

Who Community Organizers Engage and Work With

Community organizing entities use different terms to describe who they engage and work with, including the term "base." To understand who groups or organizations are working with to carry out community organizing efforts, survey respondents were asked who they organize with and to identify their base. This survey question elicited an array of responses, with the majority (75%) reporting that their base consists of other community organizers or leaders. Sixty-eight percent identified their base as members of their group or organization, 67% as local residents, 66% advocacy organizations, 46% elected officials, 43% youth, 40% students, 30% religious leaders, and 26% as faculty members or teachers.

Twenty percent of survey respondents provided an answer to this question in addition to selecting an "other" category. Twelve percent of those respondents were grouped into a distinct category titled "community members." This category includes people with a disability, those who are experiencing homelessness, are in recovery from a substance use disorder, immigrants, families, parents, renters and homeowners, business owners, entrepreneurs, or those with lived experience of relationship abuse.

The remaining 8% of survey responses reporting a base of "various other professionals" included mobile home park and low-income leasing office managers, nonprofit organizations, superintendents, teachers, and administrators, attorneys/lawyers, college and university leaders, early childhood providers, medical students, medical professionals, pediatricians, and hospitals.

Sixty-three percent of survey respondents indicated that they do not have an explicit membership-based model, and several interviewees said that they rely on support from people involved with their group or organization who do not classify themselves as members.

Image description: Attendees participate in a discussion at Climb Higher's coalition retreat
Image credit: Reilly Pharo Carter
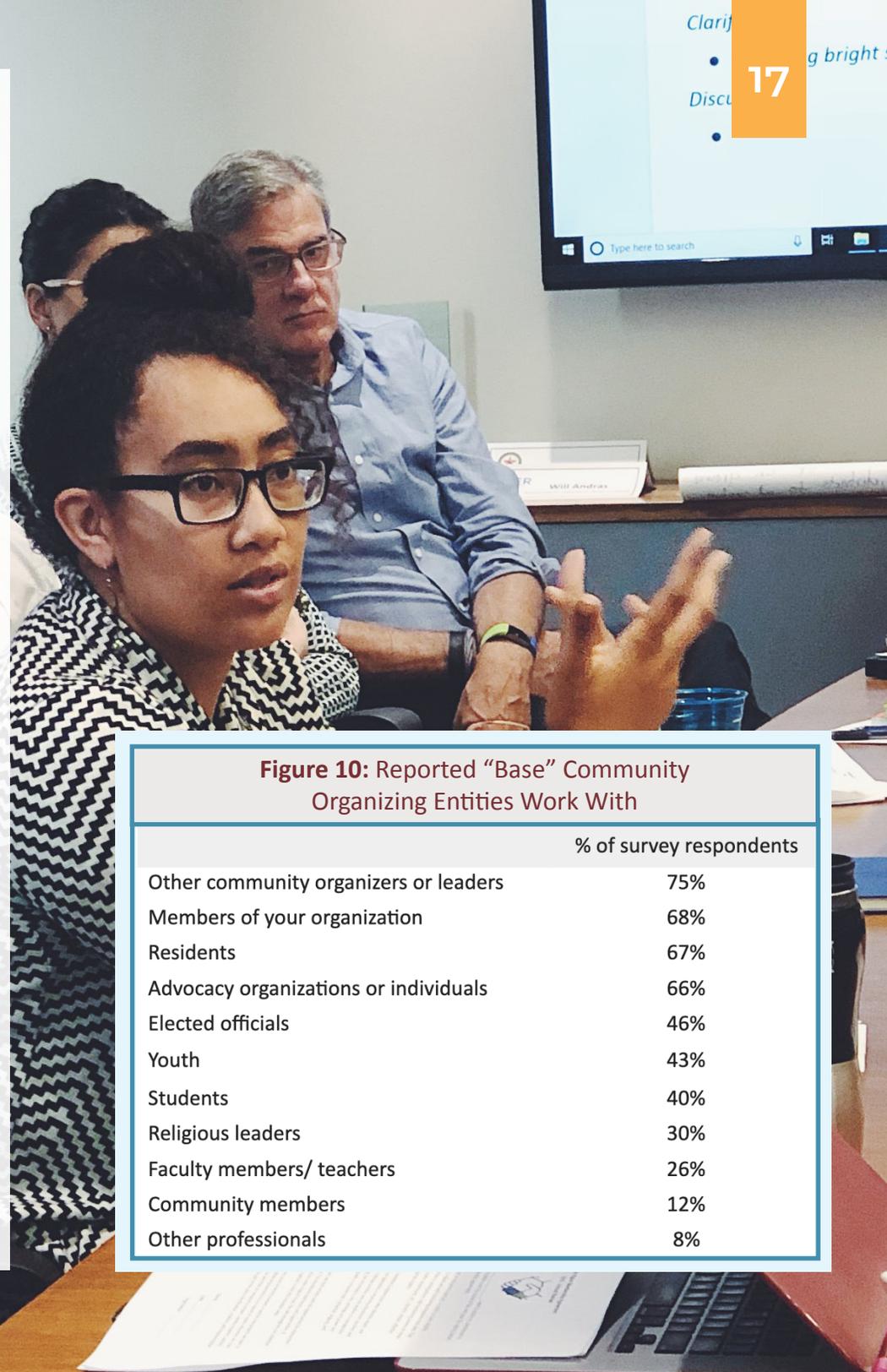
Figure 10: Reported "Base" Community Organizing Entities Work With

	% of survey respondents
Other community organizers or leaders	75%
Members of your organization	68%
Residents	67%
Advocacy organizations or individuals	66%
Elected officials	46%
Youth	43%
Students	40%
Religious leaders	30%
Faculty members/ teachers	26%
Community members	12%
Other professionals	8%

Figure 11: Reported Community Organizing Focal Issues in Colorado

	% of survey respondents
Immigrant services/rights	47%
Racial justice	45%
Education (e.g., family supports)	44%
Economic justice	40%
Housing & homelessness	38%
Environmental issues (e.g., climate change, air quality, land rights and access)	31%
Youth empowerment	31%
Healthcare access	29%
Health Education	27%
Employment/labor rights	26%
Food access	25%
Healthcare affordability	21%
LGBTQ+ rights	20%
Gender justice	20%
Language access	19%
Transportation	18%
Violence prevention/safety (e.g., guns in schools, impaired driving prevention)	18%
Access for people with disabilities	12%
Not categorized above*	4%
Building social capital	3%
Civic engagement, community dialogue, & leadership	2%
Democracy/voters rights	2%
Family/child wellness	2%
Healthy communities (e.g., health equity, active living, intersection of housing and health)	2%
Public investments & policy	2%
Reproductive rights & access	2%
Social & environmental justice	2%
Aging services/advocacy	2%
Criminal justice (e.g., victims' rights, legal reform)	2%
Mental health (e.g., access, education, stigma reduction, mental health promotion, suicide prevention)	2%
Substance use	1%

* "Not categorized above" includes: Black Women's Healing, class analysis (classism), harm reduction, QTBIPoC/QTPoC communities and access to a stable life, US foreign policy and preventing US involvement/instigation of wars, reparations, restorative practices, and fighting for fair non-gerrymandered congressional districts

Focal Issues of Organizing Groups or Organizations
Survey respondents across the state reported working simultaneously on a wide variety of issues. The most commonly reported issues of focus identified through this scan were immigrant services/rights (47%), racial justice (45%), education (44%), economic justice (40%), housing and homelessness (38%), environmental issues (31%), youth empowerment (31%), healthcare access (29%), health education (27%), and employment (26%).

Image description: An individual from Denver Artists for Rent Control (DARCO) speaks into a megaphone during a National Renters Day of Action demonstration
Image credit: Roseanna Frechette

Priority Populations Served by Community Organizing Entities

At least half of survey respondents reported community organizing efforts focused on three populations: low-income families (69%), Latino/Hispanic (64%), and immigrants or refugees (55%). Twenty-five percent or less of survey respondents noted that they focus on transgender or non-binary individuals (25%), older adults (24%), Native Americans (19%), Asian Americans (18%), individuals with disabilities (18%), incarcerated or formerly incarcerated people (17%), Pacific Islanders (13%), Veterans (11%), or a population otherwise not listed (7%)

Figure 12: Reported Priority Population(s) Served by Community Organizing Entities

	% of survey respondents
Low income families	69%
Latino/Hispanic	64%
Immigrant or refugee populations	55%
Undocumented populations	49%
Children & youth	48%
Women and girls	40%
Black or African Americans	33%
Lesbian/Gay/Bisexual/Queer (LGBQ+) persons	28%
People experiencing homelessness	27%
Transgender or non-binary individuals	25%
Older adults (age 55+)	24%
Native American	19%
Asian American	18%
Individuals with disabilities	18%
Incarcerated or formerly incarcerated populations	17%
Pacific Islander	13%
Veterans	11%
Not Listed*	7%

*Includes traditionally-disenfranchised business owners, families raising gender expansive youth, people across race and class lines, people who use drugs, persons with reproductive ability, progressive state legislators, residents in close proximity to air pollutant sources, communities of color, marginalized groups, white people (learning what it means to do anti-racist work)

Image description: Groundwork Denver's Sheridan youth employees join hands in a team huddle
Image credit: Groundwork Denver

Tactics and Strategies:
What approaches, values, tactics, and strategies are used by Colorado's community organizers?

Approaches

Across the state, interviewees from different groups or organizations reported that their main approach to community organizing revolves around 1) including the population served in leadership roles, 2) establishing clearly-defined objectives and goals to move forward, and 3) elevating the voice of the population served in the decision-making process. Interviewees also emphasized the importance of supporting existing work within communities, and ensuring the longevity and sustainability of organizing efforts already underway. These approaches are explained in more detail below.

1. Including the population served in leadership roles

Many key informant interviewees noted that a critical component of their success comes from including the population served in leadership roles. This includes working with community members to identify solutions through outreach and relationship building, hiring from within the community (i.e., taking lived experience into account), and using the "grow our own model," in which leadership development opportunities are prioritized for community members. Placing an emphasis on collaboration is paramount as well, especially when building networks among community members with diverse perspectives.

> "Our mission and vision is to build grassroots power through leadership development - through the belief that people can be leaders in their community through leadership and support."

2. Establishing clearly-defined objectives and goals to move forward

Especially in times of uncertainty, many interviewees noted that they establish clearly-defined goals and objectives to create momentum and help organizing efforts stay on track. This includes developing a strategic vision, sometimes enlisting external help if resources are available, and creating clear expectations for all parties involved. Several organizations noted that they outline a set number of goals every time they meet, then work toward meeting subsequent goals before their next touch point. Interviewees also discussed the importance of adopting goals that are scalable and sustainable, and ensuring that they minimize "mission-drift" when searching for additional sources of funding. For many respondents, searching for funding sources that align with their defined objectives and goals was paramount, but often more difficult due to the limited diversity in funding opportunities that are available.

> "There was a time when we would mission-drift all the time just to stay afloat. It was really awful to be in that place, but now we've been able to find just enough money to stay true to our mission, which has been great."

3. Elevating the voice of the population served in the decision-making process

When interviewed, key informants noted that they weave the voice of the population served into the decision-making process by avoiding top-down influence, creating space for authentic community feedback, and developing partnerships between community and the entities that are best suited to assist with the issue. Many interviewees also noted that they take an informal approach to elevating community voice through relationship building and listening authentically to community needs. Several interviewees noted that they employ a formal approach which uses a social determinants of health framework, social justice framework, and/or Asset-Based Community Development.

> "We need to come together to solve the problem."

> "Here's what the data say, but we need to hear the solutions and ideas from the people impacted."

Values

Most interviewees reported that their stated values incorporate equity, inclusion, and diversity, as well as honesty, integrity, and transparency. This is supported by what survey respondents reported as well; 89% of survey respondents stated that they have an explicit commitment to equity in either their mission, vision, or values. Many interviewees noted that they are in the process of establishing an explicit equity-driven mission statement, but that formal documentation may still be in development due to the nascent nature of the group or organization.

It was evident during key informant interviews that a group or organization's explicit commitment to equity had a direct impact on the community organizing tactics actually used by respondents. Almost all of the interviewees said that they value doing work from the ground up and working on issues that are prioritized by the populations most impacted. A couple of interviewees said that this approach has caused them to constantly check and re-evaluate their own intentions, as community needs can change and grow beyond what was originally envisioned by the group or organization. Interviewees expressed that valuing community members' knowledge, trusting their input, and investing in models that promote community healing are critical. To boost transparency and build power from the ground up, several interviewees also noted the importance of being consistent and reliable, and keeping stakeholders updated on progress.

Image description: A group of Neighborhood Navigators sit at a table during a strategic planning working session
Image credit: Melina Valsecia

Image description: A group of people from Four Corners Alliance for Diversity hold up a rainbow flag during the Durango Pride Celebration
Image credit: Ryan Garcia

"We believe that everyone has a right to have a voice in decisions that impact their lives."

"Community practice is based on trust: creating it, building it, then creating sustainability so we [the organization] can back off. This is a new approach."

"Our intention is to decolonize ourselves and our institutions and work out of the framework of eliminating and addressing white privilege."

"If we aren't getting down to some of the true underlying causes of the problems we see in our community (e.g. racial justice, health equity), we're just dancing on the surface."

Tactics and Strategies Used by Organizers

Across the state, survey respondents noted use of a variety of tactics and strategies to develop long-term goals and take steps toward achieving them. Eighty-four percent of survey respondents noted that the tactics and strategies they employ focus on relationship and coalition building. Eighty-two percent of survey respondents reported that they focus on building the power and capacity of community members or their base. These were the two tactics and strategies most commonly identified.

In rural communities, interviewees reported that they focus on creating sustainable partnerships across regions to increase capacity and sustainability. Interviewees from multiple organizations noted that they identify issues to work on, both on a short- and long-term basis. Additionally, several interviewees acknowledged the importance of providing regionally appropriate training in order to build the capacity and skills of those who are already a part of the community, rather than enlisting the help of an organization external to the community. Interviewees also reported that they employ other methods outside of the "traditional community organizing framework"; these responses included civic engagement, community education, grassroots lobbying, leadership development, participatory research, providing support to community members, building social capital, and developing youth leadership. All of the tactics and strategies identified, as well as the percentage of survey respondents who reported using them, can be seen in Figure 13.

Figure 13: Tactics and Strategies Used by Community Organizing Entities

	% of survey respondents
Relationship and coalition building	84%
Build power and capacity of community members or base	82%
Mobilize people to address issues and take action	72%
Gather people to identify issues	60%
Strategize and plan campaigns tactics actions	59%
Conduct research, collect data and analysis	44%
Other*	14%

*Includes civic engagement, community education, grassroots lobbying, leadership development, participatory research, supporting community members, social capital building, and youth leadership

Image description: Trans Youth Education & Support (TYES) board member presents using a whiteboard at a community training
Image credit: Alisha Blackburn

Image description: Volunteers smile in front of a Trans Youth Education & Support (TYES) booth at Boulder Pride
Image credit: Alisha Blackburn

Image description: Students from a Second Language Acquisition (ESL) class at the Asian Pacific Development Center stretch during a break outside
Image credit: Giselle Cummings

The following section of the report includes additional details from key informant interviewees regarding how community organizing groups or organizations reported using different tactics and strategies.

Relationship and Coalition Building

Many key informant interviewees noted that, particularly in rural areas, building relationships with other organizers is key to successful community organizing, especially considering the unpredictable nature of funding streams and the political climate. In order to sustain relationships, organizers noted that they often rely on personal relationships, establishing successful track records, and positioning themselves in shared offices to enhance collaboration with partners. Some smaller, rural groups or organizations partner with larger, more established organizations that have a more long-standing relationship and proven success with communities.

"One of the things with organizing is it's really based on relationships. As you're looking at this, everyone wants to do online everything now, but even the relational organizing isn't about getting people to do stuff online; it's about connecting with people with whom you already have relationships… You can't just pop in and expect for it to work, because you have to maintain those relationships – that might mean that there are years sometimes without really significant, big outcomes."

The importance of building authentic relationships and trust with communities was also emphasized, especially for organizers who reported working with marginalized communities or undocumented persons. Building and maintaining these relationships has the power to "move past surface issues and change a narrative," as one interviewee stated. Two strategies used to build relationships include having the group or organization's leadership reflect the population served and

Image description: Individuals from Compañeros sit on a staircase and pose for a photo with Victor Galvan
Image credit: Matt Karkut

sharing meals or creating celebratory events for the sole purpose of connecting with the community. Approaching any event with a readiness to listen to community needs, answer questions, and improve partnerships was also noted as a tactic.

> "We focus on building relationships and making personal invitations. The momentum grows when individuals invite other people to the table."

Some interviewees shared that collective community trust in groups or organizations can dwindle when "charity-based" or "numbers-driven" organizations abuse the trust of community members or pursue work or relationships in the community that feel disingenuous. Key informants noted that such organizations often have a top-down approach to community work and do not seem invested in genuinely understanding community needs, beyond measurements or reporting requirements they are held to by their own sources of funding.

Survey respondents identified collaborative partners that they engage in community organizing efforts. These included an array of individuals and organizations, such as elected officials, county court systems, criminal justice systems, healthcare systems, school district staff, anti-violence advocates, local colleges, volunteers, and governments. Several interviewees noted that there are barriers in working with these partners, such as language, education levels, knowledge of bureaucratic processes, and time.

Build Power and Capacity of Community Members or Base

Overwhelmingly, groups or organizations that participated in the community organizing scan emphasized the importance of building power through leadership development and shared decision-making. Several interviewees noted that trainings and skill-building opportunities "help organizers tell a story in a more effective way that connects." Many other interviewees said they felt their work would be more successful if more training opportunities were made available to community organizers, especially in rural communities. Interviewees also noted the

importance of providing training opportunities to community members. Some trainings that survey respondents have offered in their communities and have deemed successful include Building Power, Internalized Racism, Power Mapping, and Advocacy 101.

> **"At the end of the day, we're about ensuring that everyday people have power."**

In data collected from the interviews, many respondents highlighted the importance of engaging people who are most impacted by the group or organization's focus issues in the decision-making process. To do this, many community organizing entities have advisory committees comprised of community members to inform priorities. Others include impacted communities in leadership positions (i.e., Board of Directors) to enhance the group or organization's mission or strategic framework. Prioritizing community members in formal leadership roles helps to keep community voice central to the decision-making process.

> **"Someone in power has to share the power, share the work, share the knowledge, and be all-inclusive – that is what positive power looks like."**

Many interviewees shared that coalition building on a local, regional, national, or even international scale is another component of building power and capacity. Harnessing power at the local level and elevating community needs on a larger scale helps strengthen the voice of some communities that "feel voiceless." Interviewees also noted that engaging with a group of leaders for collaborative campaign planning sometimes leads to coalition building and mobilization on a larger scale.

> **"We are achieving equity by building power among the people. We will never have enough money, so we build people power… When the people lead, the leaders follow."**

Image description: Stand for Children Parent Fellows converse at a table during their initial Advocacy and Leadership Training
Image credit: Krista Spurgin

Image description: Candidates sit on stage and hold signs during Denver's Anti-Forum Mayoral palooza event, co-hosted by A+ Colorado
Image credit: Katie Martinez

Mobilize People to Address Issues & Take Action

In order for organizing to be successful, several community organizers noted the importance of buying into issues the community cares about. Although this may not move the funding needle, interviewees shared that following the passion of those involved in the work will change things further down the line. In order to mobilize people to take action in ongoing efforts, interviewees noted the importance of creative outreach methods (e.g., knocking on doors, canvassing, conducting outreach, making individual phone calls, virtual phone banking, and utilizing different kinds of social media), as well as hosting events to mobilize community members.

> **"Social media is one of the most helpful tools that has come of age in terms of organizing across the world, the country, and the state."**

Several interviewees emphasized the importance of respecting community members' time constraints (e.g., when people can attend meetings/events, what their family needs are, or what their work shifts look like). To accommodate community members who are unable to attend events, interviewees noted that they try to find other ways for community members to engage in issues. A couple of interviewees specifically mentioned using social media as a tool for engaging communities and organizing around a specific issue, extending their methods of engagement beyond physical, in-person interactions.

> **"We want [community members] to not be afraid to call their representatives and advocate, or vote, or be counted in the census. We educate them about supporting bills that will improve their lives. [We] tell them, 'This bill might affect us. Take action!'"**

To address barriers to civic engagement (e.g., calling or writing their local representatives), many interviewees shared that they provide educational and volunteer opportunities to help community members understand the

Image description: A person stands at a podium, preparing to speak to the Colorado State Board of Education
Image credit: Katie Martinez

Image description: Three university students stand in front of a New Era Colorado table for the student debt reform campaign 2019 legislative session
Image credit: Natalie Drevets

political process, the importance of contacting their representatives, and how issues might affect them or their families personally. This knowledge and skill-building equips communities
to effectively participate in civic engagement. These efforts also help community members overcome complacency and enhance people's understanding of history, the importance of civic engagement, and risks associated with "not getting involved" or advocating for themselves.

> **"We have to provide the people who come to our communities the opportunities to be co-producers of justice."**

Gather People to Identify Issues

Many interviewees noted that they found informal gatherings and individual conversations to be most impactful when identifying community needs. However, several interviewees reported also using formal methods of engagement to identify issues; these methods include focus groups, community events, and guided conversations to ask for feedback. During such events, organizers directly ask communities what they need and try to find ways to move forward. Many interviewees emphasized the importance of building relationships and gathering community members to ultimately be the ones at the table. Inviting people who have not traditionally been encouraged to participate in the democratic system (e.g., low-income communities and people of color) to these events is key in understanding community needs and helping community members participate in the co-creation of solutions.

> **"If you're going to be a community organizer, the most important thing you need to do is listen to what the community tells you when you organize them... You've got to collect other information from other members in the community who have more information than you, the organizer."**

Image description: People sit in a classroom setting during a meeting hosted by A+ Colorado
Image credit: Katie Martinez

Image description: A group of people sit in a circle during a collective discussion at the SoCal Renter Power Assembly
Image credit: Mike Dennis

Some of the topics of focus, as well as the approaches used by organizers, emerge from a realization that larger systems change is needed. Interviewees reported that they gather community members to identify, understand, and address gaps in the system (e.g., school dropout rates, food insecurity, and transportation issues) as a crucial first step in the organizing process.

Strategize and Plan Campaign Tactics and Actions

Interviewees explained that their groups or organizations strategize on an ongoing basis (e.g., weekly, monthly, annually). Their strategies are informed by the community through means of informal and formal engagement, including work groups, advisory councils, and subject matter experts. Some community organizing strategies employed by interviewees include wielding the power of those who govern the group or organization and/or those who have inherent social, racial, or economic privilege. When planning actions, both survey respondents and interviewees shared that it is crucial to work at many different scales (local, regional, or national), and for time periods that range from short-term to decades-long.

> "One thing I've learned is that you've got to take the long haul… you've got to have patience and keep people engaged through long-term consistency and resilience."

Interviewees expressed that they often navigate "institutions and systems that feel broken," and that there is not always a clear path forward in their work. In order to navigate these systems, they plan as far in advance as possible, but sometimes use a "fly the plane as you're building it" approach. Additionally, interviewees said they collaborate with the systems that are "built on good intentions" to move forward. Several direct service providers noted that the community organizing component of their work can help move the needle towards system change. Interviewees noted that organizing can present risks, especially for populations who are already vulnerable. For example, planning

Image description: A large group of people stand on the steps of the Colorado State Capitol for the Latino Advocacy Day rally
Image credit: Mike Cortez

Image description: A group of people stand on the steps of Denver City and County Building holding a pink banner that reads "Rights. Dignity. Housing."
Image credit: Terese Howard

campaign tactics and actions with undocumented peoples in rural communities might put those community members at increased risk by drawing attention to them. Organizers noted that it is important to think about the community risks in the planning process; interviewees shared that redirecting community members to larger events or finding other ways for them to be involved can help circumnavigate this.

> "Our challenge is to do the work, and challenge entities that are broken and that cause our families to keep finding themselves in [these] situations."

Conduct Research, Collect Data, and Analysis

Although less than half of survey respondents (44%) noted research or data collection and analysis as tactics used in their community organizing, many acknowledged the importance of evaluating ongoing community needs. Some interviewees noted that they collect secondary quantitative data using Community Health Assessments and county-wide statistics, and most interviewees spoke about the importance of sharing data and using qualitative data to inform their organizing approach. A few interviewees noted that they host data events for community leaders to update one another on the successes and challenges of the past year. Others noted that qualitative findings about community needs and experiences are heavily used in program planning, as well as to inform the work of those in leadership positions (e.g. country commissioners and advocates). Collecting and sharing stories about policy impacts was also highlighted, especially for communities that are outside of major metro areas and may experience adverse effects of policies designed to assist urban communities.

> "You go door to door and it may take 30 minutes to ask the questions you came for, because you're listening, being patient, making time to build trust and get to know the communities."

Image description: New Era Colorado team stand in front of building under balloons in the shape of "40,000" to celebrate their goal of registering 40,000 voters
Image credit: Natalie Drevets

Image description: San Luis Valley Pride Chairman Scott White talks to a community member during the Inaugural San Luis Valley PrideFest
Image credit: Scott White

Leadership and Governance:

Who leads community organizing groups, and how are decisions made?

Forty-four percent of survey respondents reported that their leadership publicly identifies as women and girls, followed by 36% of leaders identifying as Latinx/Hispanic. Twenty-two percent of survey respondents indicated that their group or organization's leadership identifies as part of immigrant or refugee populations, and 17% as LGBTQ+ persons. Twenty-two percent of survey respondents said their leadership identifies as "none of the above" when given a list of public identity types, and several submitted custom responses, including "white", "parents", "crime victims", and "artists." The following distinct demographic groups are represented by ten percent or less of the survey respondents' leadership: Black or African Americans, individuals with disabilities, Native Americans, people experiencing homelessness, Asian Americans, transgender or non-binary individuals, children & youth, veterans, incarcerated or formerly incarcerated people, and Pacific Islanders.

> **"Having staff [with] the cultural experience of the populations served and [with] lived experience is immensely valuable."**

In the online survey, one question asked respondents if the focus of their group or organization has "an explicit commitment to equity, either in its mission, vision, or values". Staff and leadership demographics seemed to vary depending on whether or not the group or organization had an explicit commitment to equity. Groups or organizations whose leadership identified as Latinx/Hispanic, immigrant or refugee populations,and women and girls were most likely to report that their group or organization has an explicit commitment to equity. Additionally, a minority (16%) of organizations with leaders that identified as "none of the above" had an explicit commitment to equity. Several interviewees noted that their groups or organizations are in the process of developing equity plans that involve actively recruiting leaders from diverse racial and economic backgrounds, as well as those with different abilities and lived experiences.

Image description: Two people stand on a sidewalk outside of a tent at the Jerr-E-ville survival camp
Image credit: Terese Howard

Figure 14: Reported Public Identity of Survey Respondents' Leadership

	% of survey respondents
Women and girls	44%
Latinx/Hispanic	36%
Immigrant or refugee populations	22%
None of the above	22%
Lesbian/Gay/Bisexual/Queer (LGBQ+) persons	17%
Older adults (age 55+)	16%
Low income families	15%
Undocumented populations	12%
Black or African Americans	10%
Individuals with disabilities	6%
Native American	5%
People experiencing homelessness	5%
Asian American	5%
Transgender or non-binary individuals	4%
Children & youth	3%
Veterans	2%
Incarcerated or formerly incarcerated populations	2%
Pacific Islander	1%

Does Leadership Reflect the Population Served?

Organizing groups and organizations across the state of Colorado noted that they make an effort to have leadership and staff that reflect the populations they serve. However, several interviewees noted that finding leadership that reflects the demographics of the population served is challenging, especially in rural areas. Interviewees noted that this is due to the fact that resources are not always available to train or financially incentivize people to stay in leadership positions. In urban areas, however, most interviewees reported that their staff and leadership reflect the population(s) served by their group or organization.

> "We do everything we can to make their job descriptions appeal to nontraditional candidates [...] Our challenge is how to make people see themselves in this role and see that they already have these skills, and it's so relevant to what they're already doing and living."

In order to ensure that leadership and staff reflect the population served, organizers rely heavily on active recruitment from their personal networks. This includes word-of-mouth recruiting, or finding creative ways to compensate and empower volunteers from the community. Several interviewees also reported that they have intentionally adapted their organizational structure to employ a more equitable approach to the work. Examples of these equitable changes include more intentional honoring of lived experience (vs academic), revisions to the Board of Directors' strategic plan, hiring Spanish-language coordinators, and partnering with other organizations to actively recruit leadership and staff.

Governance Structure

Most interviewees reported that their governance structure is comprised of a Board of Directors, paid staff, and volunteers. Topic-based work groups were also mentioned several times, especially for decision-

Image description: Haseya Advocate Program Staff stand in front of a mural with red facepaint and t-shirts that say "Strong, Resilient, Indigenous" and "Recognize Indigenous Knowledge, People, Land"
Image credit: Monycka Snowbird

making. Overwhelmingly, interviewees noted that community input is paramount when making decisions, and that they solicit input through work groups, topic groups, or by identifying issues during informal conversations with community members. A few interviewees noted that their Board plays a role in the decision-making process, and the final decision comes as a result of Board conversations and/or a majority vote. Several interviewees also shared that they incorporate community input in long-term strategic planning. On the other hand, some interviewees expressed that they prioritize working on whatever issue the community presents to them at that time, even if that means working with limited resources to enact change.

Strengths and Successes:

What facilitates successful community organizing?

In order to understand the impact of organizing work and how to enhance or improve it, survey respondents shared that they collect both qualitative and quantitative data. Stories about personal experiences from the population served are the main data collected, often through surveys, "listening tours," and individual conversations. Multi-tier evaluations to understand community, leadership, and Board Member perspectives are also conducted. Lastly, formal data from Community Health Assessments and economic assessments are used to track community progress, as well as checking benchmarks related to previously-agreed upon goals that were defined by the community. When asked about what makes their work successful, survey respondents shared a variety of answers. However, the main themes related to support networks (both from community and external networks) and the skill sets of staff and leadership. These themes are described in more detail below.

Support Networks

Resoundingly, interviewees highlighted strong support networks on the local and regional level as a key part of their group or organization's success. Interviewees noted that engaged community members come together internally with a common goal and work together to create a strong foundation for moving priorities forward, creating a collective 'we' that drives the work. In smaller communities (either geographically or demographically), interviewees noted that building trust and making sincere connections over time contributes to a sense of community. This leads to a feeling of responsibility for community members to get involved in issues that impact the community as a whole. Engaging community networks and sharing success stories also helps build momentum in times where resources may be particularly scarce.

> "There is an awareness in the larger community of the 'we' – [a notion] that these are our neighbors facing these challenges."

On a regional level, several interviewees expressed that being part of a larger cohort and working with other groups or organizations engaged in similar work can help community organizers collectively "weather the storm." Interviewees also shared that it is helpful to leverage existing networks to bring in trainers or build capacity related to navigating spaces or relationships that may be intimidating (e.g., the legal system, lobbying or partnering with policymakers, and engaging academia). This also helps build social capital and navigate some of the logistical barrers many interviewees discussed as challenges to community organizing.

> "[Our organization] is seen as the community, and what got us there is relationship building: sitting down, listening, making sure we're hearing from everyone, asking questions, not making assumptions, having clear expectations about the work we're going to do, [and] following up."

Image description: Four people harvest carrots from a garden
Image credit: Pam Willhoite

Leadership and Staff Skills

Many key informant interviewees noted that staff and leadership skill sets are critical parts of their group or organization's success. These traits and skills include the seriousness and dedication of staff and leadership, many of whom come from within communities and are knowledgeable, persistent, and determined to make a change. Several interviewees also noted that their group or organization's staff have received formal training as organizers, which makes them successful in their organizing roles. In terms of skill sets, many interviewees noted that their leadership teams have skills related to public relations, law, and immigrant rights.

> "It's important to have trained organizers who have experience in knowing how to bring people together and [how to] move people. Having experience with trained [organizational] staff is helpful - people who 'get' organizing."

Interviewees expressed that additional funds to pay staff that engage directly with community (i.e., "community-facing staff") would help them be even more successful, along with paying administrative or leadership staff, transparency from larger organizations to share institutional knowledge, and accessible opportunities to connect with other organizers around the state. Several interviewees noted that, because unpaid staff and volunteers are often focused on multiple jobs, there is a high turnover rate and frequent loss of institutional knowledge. Several interviewees also noted that they feel a lack of transparency between larger organizations and smaller community organizing groups, and that sharing more information overall would be helpful. The kinds of connective opportunities interviewees said would be helpful are technical assistance, trainings, and collaborative events between organizers and non-profits.

> "Our people are our biggest asset."

Image description: Bertha Harden speaks into a microphone at the 2018 National HFA Assembly in Atlanta
Image credit: Mike Dennis

Challenges and Barriers:
What barriers do community organizers face, and what are their needs?

Interviewees identified the main barriers to their success as: 1) limited organizational capacity (e.g., time and staff), 2) political climate and social stigma, 3) misconceptions or lack of awareness in community, 4) non-inclusive funding opportunities, and 5) inadequate funding, including funds to support volunteers and staff. These barriers are discussed in more detail below.

Limited Organizational Capacity

Although some groups or organizations have dedicated staff time to focus solely on community organizing, many organizing entities lack the time and staff capacity to be as successful as they would like to be. Several interviewees noted that, even when money is available, they lack the staff hours or expertise to collect data, search for grants, apply for grants, and have ongoing conversations to keep community members engaged in the work. In response to this, community organizing entities have developed innovative workgroups (often staffed by volunteers) to achieve short-term progress, maintain community connections, and fill logistical gaps. This can be challenging for volunteers, as many people have full-time jobs and other commitments, so they are often doing this work on the side and cannot be as dedicated as they would like to community organizing efforts. Many of these volunteers "work full-time and work a lot." This feedback from interviewees echoes what survey respondents reported; 50% of respondents reported spending "less than half" or "a small amount" of their staff time and resources on organizing.

> "In our community, they have had a high turnover of community organizers... A lot of the skills needed to do community organizing work are not learned. It's hard and stressful work, [and] the burnout is also real. Working with community is hard. This is labor that transcends basic needs; it begs to be fueled by passion."

> "We tend to be spreading ourselves too thin because we're really doing more than we're staffed to do."

For staff in Colorado's rural communities, limited resources can be difficult to manage. With few local training opportunities, seeking ongoing education takes away from their jobs and organizing efforts (e.g., in order to attend a half-day training in Denver, some rural organizers need to spend 2 days traveling). If an organizer is trying to reach a community that does not have cell phones, they must spend a lot of time conducting door to door outreach, which is nearly impossible with limited staff capacity. For organizers that hold multiple roles, strategic planning and organizational development fall by the wayside, potentially impacting the group or organizations' long-term stability. Such limited capacity can lead to staff burnout, and turnover caused by burnout damages the overall organizing efforts of a community. Although interviewees noted that this can be politically complicated, one strategy to mitigate burnout and turnover is to partner with other organizations that are doing similar work.

Image description: Community members listen during a Know Your Rights Training at Denver Sikh Gurdwara

Political Climate and Social Stigma

> **"The region is very conservative and many of the agencies who could collaborate with us are not prepared to align themselves to minority or immigrant communities."**

Several interviewees noted that the current political climate and social stigma create barriers for successful organizing work and facilitated collaboration between groups. This is especially true for Latinx/Hispanic and immigrant community organizing groups. Interviewees noted that the current political climate presents challenges in garnering support for organizing efforts, as well as organizing communities that are at increased risk when they are in the limelight. Especially in rural areas, interviewees discussed the racism (e.g., "anti-Mexican" and anti-refugee narratives) and fear that creates barriers to successful organizing, including changes to funding streams that are influenced by these larger sentiments, and increased challenges to maintaining community-based support. Interviewees explained that these funding changes and community tensions make it difficult to sustain organizing work. Additionally, understanding what community issues to prioritize and how to address them is challenging when community members are trying to preserve their safety in a rapidly changing political climate.

Interviewees also acknowledged that social stigma can serve as a barrier for effective engagement of or organizing by people in recovery from substance use or mental health disorders. Discordance between different parts of the community was also noted as an organizing challenge. If two different groups within a community will not come together for any variety of reasons, twice the resources must be spent to organize them individually.

> **"Many [community members facing substance use disorders] have had negative experiences when they share [or disclose], for example, with an employer. There are many reasons people stay quiet."**

Image description: People from the Pine River Shares' Gloria Project sit atop a purple parade float
Image credit: Pam Willhoite

> **"We have to work with the community that has been afraid, [the community that] has set up their mind to always be in the shadows [as immigrants and/or undocumented persons]."**

Misconceptions or Lack of Awareness in Community

Across regions and focal issues, interviewees noted that the community members sometimes lack awareness or motivation to organize around many of the issues that directly impact their lives. This includes lack of awareness around air quality, health literacy, civil rights issues (especially among young people), supportive programming opportunities, or the overall potential to impact social change. One interviewee shared that many people she organizes simply believe this is "the way the world is." She noted that people with this mindset are apathetic about taking action and, thus, hard to organize. If a group or organization experiences organizer turnover, keeping people engaged and informed is even more challenging.

> **"How do we change the perspective for folks to understand that they can actually impact their communities?"**

These misconceptions extend to myths around immediacy, membership needs, and organizational requirements. One respondent shared that community members expect big changes to happen overnight, and they feel it is impossible to move forward when those expectations are not met. Another respondent provided a specific example of community members not getting involved in organizing efforts because they believed one of their family members needed to already be involved in the organization in order to participate themselves.

> **"There are community members who want to see big, important change immediately. So how [do we] set the expectations correctly?"**

Image description: A young Son Jarocho dancer in a white dress performs in front of a band at the SoCal Renter Power Assembly
Image credit: Mike Dennis

Non-inclusive Funding Opportunities

The politics between organizers, funders, and parent organizations were noted as creating additional barriers to successful community organizing. Interviewees expressed that community needs are often eclipsed by such politics. Interviewees also highlighted that these socio-political structures are rooted in racism and white supremacy, creating rigid benchmarks (e.g., attendance and reporting) for success and facilitating or perpetuating oppressive power structures.

Many interviewees noted that typical funding streams are especially problematic for marginalized communities. According to the groups or organizations that participated in the scan, benchmarks set by funders to measure success are not inclusive or equitable. These funding requirements and the processes tied to them are experienced as oppressive barriers to successful organizing, and one respondent clearly expressed that they "don't help black, brown, indigenous, and LGBTQ+ communities." Examples of these unhelpful tactics or measures include developing a financial literacy course for communities that lack access to resources, or tracking college entrance rates for black and brown youth. Placing financial pressure on all organizers, regardless of the level of privilege, ignores other barriers that people of color (POC) must overcome in order to experience equity. Groups or organizations that address needs within a specific cultural context are also often ineligible for larger funding opportunities, creating further inequities.

> "We just met our two-year mark, and I am fed up [with] conversations with foundations who say, 'You're so young. We want to see if you make it.' We are an organization of color, and we are LEAST likely to make it because we don't have the connections or the [same] access [as] other white organizations."

According to interviewees, having rigid and lengthy reporting requirements creates an undue burden on community organizers. Many interviewees highlighted a dilemma they face, in which funders explicitly ask for "numbers-driven" outcomes, requiring organizers to scramble and engage the community to meet target numbers. Interviewees

Image description: A group of people sit on blankets overlooking a lake with hot air balloons in the sky
Image credit: Monycka Snowbird

noted that this approach helps preserve funding and accountability, but "feels exploitative and abusive" and "negatively impacts the community, especially poor people."

" We write what they want us to, but they also need to provide flexibility to meet the needs of the community. [Our organization] will always prioritize the community expectations vs the grant expectations."

Grant timelines were noted as another barrier for community organizing groups or organizations. Applying for funding on an annual basis is time consuming, and especially burdensome when there is no guarantee that projects will continue to receive funding in the future. Additionally, organizing groups or organizations may not have access to data that would be helpful in making a case for the grants they write, decreasing their chances of securing grants, despite completing a lengthy application. Losing funding results in lost trust from the community, and dissolves organizing progress that may have been achieved in the past. Interviewees expressed that community organizing is built on trust and a proven track record of success. The interviewees who participated in this scan noted that it would be helpful to have a funding stream that demonstrates this understanding and accommodates the nimble approach community organizing requires.

"It's hard when you just get something off the ground and then you don't have any money to continue it. Your time gets consumed with applying and reporting, then the community loses trust in you because they don't understand what is happening with the money."

Image description: A group of people do yoga outside on blankets during a sunny day
Image credit: Monycka Snowbird

A few interviewees who noted that they work primarily with white communities, and may identify as white themselves, said they have requested funding for training opportunities on how to engage white people in dismantling white supremacy. However, these interviewees shared that grant applications to fund such work have been rejected.

Adequate Funding

Many organizers noted that securing sufficient funding to support staff, programs, and other needs is always a challenge. According to several interviewees, some needs that go unmet due to inadequate funding include: staffing, travel (e.g., for members to go to the capitol), language support, general spending funds, building repairs, and paying trainers to visit rural areas. In rural communities, scan participants noted that there are limited funding opportunities and that most funding opportunities are allocated to the Denver Metro Area.

> **"I've lately been calling my work a 'passion project' because there isn't always reliable funding."**

In order to cope with this metro-focused funding dilemma, some scan participants reported that they diversify their funding streams and strive to not be too dependent on grants. As one interviewee stated, "We don't let funding barriers limit us when we see important work needs to be done. We will move forward in the program if able to do so and [if the] community supports it." Such remarks from scan participants illustrate the tenacity and resilience of some community organizing entities that persist with their commitment to serving communities, despite scarce resources to fund the work.

> **"We applied for several grants last year and did not get them. I'm not surprised; it is hard for rural communities to get the funding… it all goes to the Denver Metro Area."**

Image description: Six people from Four Corners Alliance for Diversity wave rainbow flags out of the windows of a yellow train
Image credit: Ryan Garcia

Image description: Three people on stage during recognition at the 2019 Colorado Cross-Disabilities Coalition Americans with Disabilities Act (ADA) Access Awards
Image credit: Julie Reiskin

Funding Sources:

Who funds community organizing in Colorado?

One question on the community organizing survey asked respondents to report their group or organization's various funding sources (note: the survey allowed respondents to select multiple answers to this question). Seventy-six percent of survey respondents across the state of Colorado noted that their group or organization is funded by personal donations. Foundations were the second most common funding source for Colorado's organizing groups or organizations; 61% are local or community foundations, 45% statewide, 41% family foundations, and 34% national foundations.

Figure 15: Community Organizing Entities' Reported Funding Sources	
	% of survey respondents
Personal donations	76%
Foundation: local or community	61%
Foundation: statewide	45%
Foundation: family	41%
Foundation: national	34%
Local or municipal funding	33%
Membership dues	23%
State government funding	20%
Federal government funding	17%
Crowdfunding	15%
Fundraising events	4%
Unfunded	2%
Grants	1%
Not Listed	6%

Interviewees noted that they identify potential funding opportunities through local resources and by leveraging existing relationships. This helps them further their funding efforts through small-scale fundraising, large-scale fundraising, and by soliciting support from larger foundations. A description of how potential funding opportunities are identified is provided below.

Small-scale Fundraising

Many interviewees noted that a lot of small-scale fundraising and in-kind donations come from people in the community, including monetary donations, supplies (e.g., paper, envelopes, printed 'know your rights' flyers), and volunteered time or skills at community events (e.g., fun runs, cooking workshops, speaking tours, training classes, etc). Some interviewees shared that they seek mini-grant opportunities, which they identify through funder databases (e.g., those available for free at local libraries). According to interviewees, cultivating donor networks can help with securing resources to meet specific community asks, especially those that can be met with smaller fundraising efforts.

> **"We need support to identify funding, grant writing support, research on foundations who align with our values and strategies, [and] setting up meeting with funders."**

Large-scale Fundraising

For large-scale fundraising, interviewees remarked on the importance of existing relationships with foundations, coalition members, national networks, businesses, major donors, and city or state funders. Fundraising events are a good way to bring these groups into the community for support. Interviewees reported that they host golf tournaments, private donation drives, and other events for these purposes. One respondent highlighted during the interviews that they have started building a donor database to build fundraising capacity and better sustain larger fundraising efforts in the future.

"Every four years, the group of philanthropic organizations travel around the state and come into the city. This is helpful because the philanthropic groups are coming to YOU. You don't have the funding to [send people] to go LOOK for funding, especially with rural nonprofits."

Larger Foundations

Several interviewees expressed that they look to philanthropic groups or other large organizations as funding sources. According to scan participants, a couple of foundations tour the state every four years to inform community organizers about funding opportunities. Many groups or organizations engaged in this scan search for grant opportunities via online search engines, then research the staff at that organization to confirm "if they actually want to have a conversation" with the funder. Multiple scan participants highlighted the importance of ensuring funders' values align with their own group or organization's, and that funders provide organizers with the flexibility to appropriately meet the needs of the community. Interviewees also noted that they will work with some foundations repeatedly if their values and goals are aligned.

"We try to make sure our work is driving our funding. We have campaign plans [and] try to find foundations that support the specific work we're doing. [We] try to be really intentional about where we get our money [to] make sure it's what we want to do [and] avoid mission-creep."

Image description: Two children and two adults play under a red and white parachute during The Conflict Center 2019 Peace Day Celebration
Image credit: Taryn Fuchs

How Can Funders Help Meet Community Organizers' Needs?

Several themes emerged from the community organizing survey, key informant interviews, and the facilitated focus group. These key themes highlight some of the gaps and needs of community organizers across Colorado, as well as opportunities for funders to help address them.

Build Relationships & Invest in Collaboration

One recurring theme expressed by scan participants was the need for funders to help build connections across and between organizing groups or organizations, particularly those in rural communities. Community organizers expressed a desire for funders to share their institutional knowledge in an accessible way and to create funding streams that incentivize collaboration rather than competition. To facilitate this, funders could support organizations that are already doing the work on a grassroots level, while looking to community to drive the process of achieving social change and finding creative ways to stay connected using various tools or methods (e.g., social media, networking events, etc).

Provide Accessible Leadership Development Opportunities

Many organizing entities that participated in the scan expressed the need for leadership development and technical support to further their missions. This includes training opportunities related to equity, diversity, and inclusion, as well as community organizing frameworks and technical skills around community organizing. Funders have the ability to offer these opportunities and ensure they are accessible to organizers.

Make Funding Opportunities & Requirements Less Restrictive

Many community organizers noted that inadequate funding and resources can be barriers to success. Scan participants expressed that it would be helpful to have access to long-term, unrestricted grants to support organizing efforts and policy change, coordination between organizations, staff support and retainment, and to provide general operating funds. Interviewees shared that less restrictive funding opportunities like these would ultimately invest in the community, build partnerships and trust, and boost the long-term success of community organizers.

Reimagine Grantmaking Using an Equity Lens

Community organizers engaged in this scan articulated a need to re-imagine grantmaking overall. Scan participants also highlighted a need to develop benchmarks that are inclusive, community-driven, and attainable by more than just high-capacity or well-established organizations. Many interviewees expressed that the hierarchical nature of funding and rigid requirements of grantees perpetuate the same systemic oppression (i.e., white supremacy) that many inequities stem from in the first place.

"It's critical that funders understand the importance of investing in the entire ecosystem, which includes addressing longstanding power dynamics across organizations."

"The goal should be to build a more inclusionary system that encourages more connections between organizations doing this work."

"I'm hungry to be in conversation with people who are trying different things around community organizing in rural and frontier communities."

"Power dynamics are actually reinforced by funding structures that outline who is eligible to receive funding in the first place. Funders ask 'have you had a grant from us before? Do you have a budget of a certain size?' These are ways that funders minimize risk, but some of the projects being proposed [and] not being funded are the ones that would actually grant power back to the communities being served."

"Supports to help primarily white nonprofits understand anti-oppression or decolonization work would be great."

"Funders need to pay more attention to the investments they make and to whom. Funding has gone to groups with no capacity or experience in working with minority groups, but they have the infrastructure to apply [for] and obtain grants, creating competition with local grassroots efforts."

Image description: Girls from Colorado Young Leaders stand in front of a mural they painted and installed at the Children's Farms of America garden in Montbello
Image credit: Lauren Steavpack

Conclusion

Based on results from the 181 survey respondents 30 interviewees, and 10 focus group participants, the majority of community organizers that participated in this scan work for organizations with a 501(c)(3) status, operating for at least 15 years. Most groups or organizations represented in the scan are not faith-based, nor do they operate as a program, chapter, initiative of another organization or fiscal sponsor. Many community organizing entities that participated in the scan reported working in urban and rural areas, with the majority focused on organizing issues at the local level. The majority of the community organizing entities represented in this report have annual operating budgets of less than $100,000. Many groups or organizations engaged in this scan are working to organize other communities or leaders, often without a membership-based model.

Colorado's community organizers are working on a variety of issues, but the majority revolve around immigrant services and rights, racial justice, education, economic justice, and housing & homelessness. These groups or organizations are most focused on the needs of low-income families, Latinx/Hispanic populations, and immigrant or refugee populations. Group or organizational leaders identified through this scan reflect diverse focal issues and populations served, and the majority of scan participants' leaders publicly identify as women and girls, Latinx/Hispanic, immigrants or refugees, or individuals from the LGBTQ+ community.

Many scan participants emphasized their commitment to the communities they serve and the importance of honoring their mission and values (e.g., equity, inclusion, diversity, honesty, and transparency) while engaging community members to be leaders in the decision-making process. Representatives from these groups or organizations shared their hopes of continuing to build relationships, trust the voices of community members, and foster local, long-term leadership from within- all while pursuing funding streams that incentivize collaboration rather than competition. During interviews, scan participants shared that their group or organization could be more successful if they had funds to support community-facing staff and if they could access long-term, unrestricted grants with more inclusive funding opportunities. Interviewees also expressed that larger organizations could share institutional knowledge more transparently and hold more community organizing networking opportunities in order to facilitate greater success for community organizers in the state.

Since this scan was carried out in a relatively short period of time, this report is not inclusive of all of the community organizers across the state of Colorado. Additional outreach and data collection would be needed to fully understand all of the needs of organizers across the state, as many perspectives of community organizers are almost certainly not captured in this report.

Image description: Project VOYCE participants pose for a photo
Image credit: Briannah Lynae Hill

Image description: Pine River Shares Youth Leaders stock a student pantry at Ignacio High School
Image credit: Pam Willhoite

Image description: Kids from the Bikes Together summer camp program learn to repair bikes at the Prodigy Bike Library
Image credit: Jesse Livingston

Strengths & Limitations of This Report

Strengths

The community organizing scan received widespread support from community organizing groups or organizations, philanthropic organizations, and local agencies serving Colorado communities at each phase of the scan. The community organizing scan identified over 600 entities that engage with community in some capacity; this reach would not have been possible without the support of those who shared promotion of the community organizing scan and its online survey with their trusted networks. This dissemination of data collection materials allowed for the identification and engagement of groups or organizations that might not otherwise have been identified, including entities serving rural and remote parts of the state, community-based and informal groups, entities without an online presence, and entities that function as a program, chapter, or initiative of another organization. Most importantly, groups or organizations were identified in all seven Colorado Trust Community Partnership regions, facilitating data collection and analysis that is geographically representative.

Another strength of the community organizing scan is the process in which data were collected. The community organizing survey was completed online, at the discretion of participants, and in the language they felt most comfortable. Key informant interviews were primarily conducted over the phone and in the participants' preferred language. Scan participants were also informed that the information they shared would be aggregated and all identifying markers would be removed, encouraging respondents to share honest and candid feedback for the scan's data collection. The consistent communication with entities identified in the scan also helped to develop a sense of trust between the consultants conducting data collection and groups or organizations participating in the scan.

Limitations

The primary limitation of the community organizing scan is the limited timeframe in which the scan took place. The four-month period constrained the reach of the scan and the timeframe for participation in data collection activities, despite the variety of methods used to identity and engage groups or organizations across the state. Therefore, it is almost certain some community organizing groups or organizations in Colorado never learned about the scan, and thus did not have an opportunity to participate in the various data collection activities. Groups or organizations that were identified in later stages of the scan also had less time to participate.

While many groups or organizations were able to share the opportunity to participate in the scan with their networks immediately, others expressed an interest in sharing the scan in future outreach materials (e.g. local newsletters, listservs, etc). Such future outreach simply was not possible in some cases, as that would have required extending the data collection timeline beyond the scan's scope of work. While groups or organizations were identified in all seven Colorado Trust Community Partnership regions, the ability to reach remote (i.e., rural and frontier) communities in Colorado was limited to the reach of personal and professional networks.

While the community organizing scan and online survey provided an opportunity for respondents to identify groups or organizations they work with, neither the Google Form or survey specifically asked respondents to provide contact information for the partner organizations they referred. Additionally, the survey did not ask respondents to spell out partner organization names, and some respondents only reported the acronym for a referred organization. The use of acronyms became challenging when referring to smaller community groups or organizations that are not yet formal entities, or those that do not have an online presence. This lack of accessible information made it difficult for AMBG Consulting to learn about and contact these referred groups or organizations. Several groups or organizations identified in the scan do not have a website or social media presence, are not yet registered entities with the Secretary of State, or lack a clear point of contact that can be identified without word-of-mouth connections.

Acknowledgements

AMBG Consulting recognizes that the list of groups or organizations identified in the community organizing scan, along with the findings outlined in this report, are not exhaustive or representative of all the community organizing efforts in Colorado. The Colorado Trust Community Partners played a critical role in identifying groups or organizations identified in early phases of the scan. The broad reach of the scan was made possible by all entities (both individuals and groups or organizations) that took the time to share the community organizing scan among their trusted networks, promote data collection efforts, and host data collection gatherings. Quality data collection for the scan was made possible by the individuals who engaged in data collection activities, including the initial scan to identify entities, the community organizing survey, and key informant interviews. AMBG Consulting would also like to thank the individuals who submitted photos to be included in the final writeup of the report; the photos really bring the data to life and highlight all of the fantastic work that is being done around the state.

Appendix A: List of Organizations Identified

Please note, the groups or organizations identified as part of this scan are not exhaustive of all community organizers in the state of Colorado. There are almost certainly many other community organizing entities operating across the state that declined or did not have the opportunity to participate in the scan due to the limited time and scope of this project. All of the below groups or organizations were identified as actively organizing in the state of Colorado, and the ones who participated in this scan (either by taking the survey, participating in key informant interviews, or participating in the focus group) are marked with an asterisk in the list below.

- 350 Boulder
- 350 Central Colorado
- 350 Colorado*
- 350 Colorado Springs
- 350 Metro Denver
- 350 Northern Colorado
- 350 Roaring Fork Valley*
- 9to5 Colorado*
- A+ Colorado*
- Academy 360
- ACLU Colorado*
- Adelante Mujer*
- Adelante Network*
- Advocacy Denver
- African Leadership Group*
- Alamosa County Public Health Department*
- Alianza NORCO*
- All On The Line Grand Junction*
- Allies for Immigration and Religious Justice in Boulder Valley
- American Friends Service Committee*
- Animal Action Network
- API Gender Based Violence
- APIA Health Forum
- APIA Vote
- Asian American Advancing Justice
- Asian Chamber of Commerce
- Asian Pacific American Bar Association
- Asian Pacific Development Center*

- Asociación de Jóvenes Unidos en Acción (AJUA)*
- Atlantis Community Inc*
- Barrio E'
- Bayaud Enterprises
- be well Health and Wellness Initiative*
- Black Lives Matter 5280 (BLM5280)
- Black Lives Matter Grand Junction
- Blueprint to End Hunger in Colorado Collaborative*
- Boulder CAN (Colorado Action Network)
- Boulder County Colorado Communities for Climate Action*
- Boulder County Community Services Department*
- Boulder County Housing and Human Services*
- Boulder County Public Health*
- Boulder Rights Watch*
- Bridgehouse*
- Building Hope*
- BV Blue Sky*
- Celebrating Healthy Communities*
- Center for Community Wealth Building*
- Center for Health Progress*
- Center for Work Education and Employment*
- Centro de Los Pobres- Sacred Heart Church*

- Centro Humanitario Para Los Trabajadores*
- Cesar Chavez Celebration Committee*
- Chaffee Community Foundation*
- Chaffee County Health Coalition*
- Changing the Narrative in Colorado*
- Chinook Fund*
- Clayton Early Learning Center
- Climb Higher Colorado*
- Clinica Tepeyac
- Colectiva Creando Cambios en Colorado*
- Coloradans For Immigrant Rights (CFIR)*
- Colorado AFL-CIO
- Colorado Black Arts Movement*
- Colorado Catholic Conference
- Colorado Center on Law and Policy*
- Colorado Children's Campaign*
- Colorado Civic Engagement (C3) Roundtable
- Colorado Coalition Against Sexual Assault (CCASA)*
- Colorado Coalition for the Homeless
- Colorado Common Cause
- Colorado Consumer Health Initiative
- Colorado Council of Churches*
- Colorado Criminal Justice Reform Coalition

- Cobalt (Formerly NARAL Pro-Choice Colorado*)
- Colorado Cross Disability Coalition*
- Colorado Democratic Party
- Colorado Education Association
- Colorado Fiscal Institute*
- Colorado Foundation for Universal Health Care*
- Colorado Freedom Fund*
- Colorado Immigrant Rights Coalition (CIRC)*
    - AAPI Community *
    - Mountain Region*
    - South Region Organizer*
    - Western Region
- Colorado Jobs with Justice*
- Colorado Latino Forum*
- Colorado Latino Leadership, Advocacy and Research Organization (CLLARO)*
- Colorado Organization for Latina Opportunity and Reproductive Rights (COLOR)*
- Colorado Organization for Victim Assistance*
- Colorado People's Action*
- Colorado People's Alliance*
- Colorado Religious Coalition for Reproductive Rights*
- Colorado School Finance Project*
- Colorado Sierra Club*
- Colorado Springs Council for Justice

- Colorado Springs Dems Club*
- Colorado Springs Feminists
- Colorado Springs Sanctuary Coalition*
- Colorado Springs Socialists
- Colorado Statewide Parent Coalition*
- Colorado Village Collaborative*
- Colorado WINS
- Colorado Workers Coalition
- Colorado Young Democrats
- Colorado Young Leaders*
- Community Organizing Institute*
- Compañeros Four Corners Immigrant Resource Center*
- Conejos Clean Water*
- Conservation Colorado
- COPIRG
- CSU Dreamers United
- CSU Intersectional Activism Network
- CSU Student Legal Services
- Cultivando*
- D3 – Indivisible group*
- Democratic Socialists of America: Denver
- Denver Anti Trafficking Alliance
- Denver Area Labor Federation*
- Denver Artists For Rent Control*
- Denver Early Childhood Council
- Denver Green Party
- Denver Hispanic Chamber of Commerce
- Denver Homeless Out Loud*
- Denver Meadows Vecinos Unidos
- Denver Teachers Union (DCTA)
- Denver Urban Gardens*
- Dragon Boat Festival
- DREAMers Mothers In Action (DMIA)

- Dreamers United Student Organization (Denver)
- Eagle County Public Health*
- Eagle Valley Land Trust*
- Eagle Valley Outdoor Movement (EVOM) led by Walking Mountains Science Center
- Earth Guardians Boulder
- Ekar Farm*
- El Centro Amistad*
- El Comite de Longmont
- El Grupo Vida
- Emergency Family Assistance Association*
- Engaged Latino Parents Advancing Student Outcomes (ELPASO)*
- Environmental Learning for Kids (ELK)*
- Envision Chaffee County
- Episcopal Church of Colorado
- Evergreen Peace*
- FaithBridge
- Families Forward Family Center
- Family & Intercultural Resource Center*
- Family Leadership Training Institute
- Family Resource Center Association
- Family Resource Center Roaring Fork Schools
- Family Resource Network
- Fax Partnership
- Filipino American Community of Colorado
- First Unitarian Society of Denver's Immigrant Justice Project
- Focus Points Family Resource Center

- Food & Water Watch Fort Collins
- Foothills Unitarian Church
- Forever Indivisible
- Fort Collins Anti-Racism Network
- Fort Collins Community Action Network*
- Fort Collins for Progress
- Fort Collins Homeless Coalition
- Fort Collins Public Media
- Four Corners Alliance for Diversity*
- Four Corners Rainbow Youth Center
- Frack Free Colorado
- Front Range Socialist Party
- FrontLine Farming
- Fuerza Latina Fort Collins*
- Generation Wild of the Pikes Peak Region*
- GES Coalition*
- Get REAL South Aurora
- GirlTrek/Montbello Walks*
- Global Bhutanese Community of Colorado
- Good Business Colorado*
- Grand County Rural Health Network*
- Grand Futures Prevention Coalition*
- Great Education
- Great Old Broads for Wilderness*
- Greeley Indivisible
- Green Corps*
- Green Party of the Pikes Peak Region
- GroundWork Denver*
- GrowHaus
- Grupo Azteca
- Grupo Esperanza Colorado Springs*

- Grupo MAYAS*
- Grupo Santos
- Harm Reduction Action Center*
- Haseya Advocate Program*
- Hazon*
- Health Care for all Colorado
- Healthy Youth Alliance-Boulder County
- Heart and Sol in Loveland
- Hilltop – Mesa County*
- Hilltop HAP
- Hispanic Affairs Project*
- Home Wanted Boulder County
- Homeless Solutions for Boulder County
- Housing Colorado*
- Housing Resources of Western Colorado
- Immigrant and Refugee Center of Northern Colorado*
- Immigrant Legal Center - Boulder*
- Indivisible Colorado District 6
- Indivisible Front Range Resistance*
- Indivisible Montrose
- Intercambio Uniting Communities (Boulder)*
- Interfaith Alliance of Colorado*
- International Socialists ISO-Boulder
- International Socialists ISO-Denver
- International Union of Painters & Allied Trades District Council 81
- IWW Denver-Boulder General Membership Branch
- Jeffco Council Parent Teacher Association*
- Jefferson County Democratic Latino Initiative
- Justice and Mercy Legal Aid Center

- Keep Colorado Green
- La Cocina (CSU)
- La Plata Youth Services
- Laborer's International Union of North America
- Lake County Build a Generation*
- Lake County Food Access Coalition Colorado
- Lamar Unidos*
- Land Rights Council*
- Las Estrellas de Yuma*
- Latino Council of Yuma County*
- League of Women Voters of Boulder County*
- League of Women Voters of Mesa County*
- March for Women Southern Colorado
- March on Colorado
- Metro Caring*
- Metro Denver Sanctuary of Colorado
- Mi Familia Vota
- Mile High Connects*
- Mile High Japanese American Citizens League
- MIRA- Mobile Resource Alliance*
- Mojados Unidos
- Montbello Organizing Committee*
- Montrose Immigrant Allies
- Mountain Dreamers*
- Mountain Voices Project
- Mujerr
- NAACP Colorado Springs*
- National Federation of the Blind Colorado
- Neighborhood Navigators of Eagle County*
- New Era Colorado*
- NOCO Spark

- Northeast Transportation Connection*
- Northern Colorado Immigrants United (NCDU)
- Occupy Denver (Denver)
- One Colorado*
- OneMorgan County*
- Our Lady of Guadalupe- Conejos County*
- Out Boulder County*
- Padres & Jovenes Unidos*
- Partnership for Community Action (PCFA)
- PFLAG Grand Junction*
- Pikes Peak Justice & Peace Commission
- Pine River Shares-Bayfield*
- Planned Parenthood Votes Colorado*
- Project VOYCE*
- Protégete*
- Pueblo Urban Farming Network
- QUIMBY Eastside (Quality Urbanism In My BackYard)*
- Re:Vision*
- Refugee Action Coalition of Colorado
- Right To The City Alliance / Homes For All*
- RISE Colorado
- Riverside Neighborhood*
- Riverside Task Force
- Rocky Mountain Immigrant Advocacy Network- RMIAN*
- Rocky Mountain Peace & Justice*
- Rocky Mountain Welcome Center*
- Safehouse Progressive Alliance for Nonviolence
- Safehouse Progressive Alliance for Nonviolence (SPAN)*

- San Juan Basin Public Health (ROAR: Recognizing Opportunities Around Resiliency)*
- San Luis Valley Immigrant Resource Center*
- San Luis Valley Pride (SLV Pride)*
- School Community Youth Collaborative
- SEIU Local 105*
- SEIU Local 105 Aurora (Service Employees International Union)*
- Servicios de la Raza
- Showing Up For Racial Justice Boulder- SURJ Boulder*
- Sierra Club- Sangre de Cristo Group
- Sister Carmen Family Leadership Center
- Sociedad Protección Mutua de Trabajadores Unidos (SPMDTU)*
- Soul 2 Soul Sisters*
- SouthWest Denver Coalition*
- Springs Recovery Connection*
- Stand For Children Colorado*
- State Innovation Exchange (SIX)
- Substance Abuse Regional Coalition (SARC)
- TeamUP Collective Impact Initiative*
- Teller County Public Health & Environment*
- The Center on Colfax*
- The Conflict Center*
- The Four Corners Alliance for Diversity
- The Growing Project*
- The I Will Projects*
- The Initiative
- The Joseph Center*
- The Mountain Pact*

- The Resistance 5280
- The Southwest Regional Council of Carpenters
- Together Colorado*
- Towards Justice*
- Towards Right Relationship
- Trans Youth Education & Support of Colorado*
- Unicorn Ninja Riot/People's Protection League
- Unidxs Por La Justicia Berkeley Village
- Unite Colorado Springs
- Unite Here*
- United Food and Commercial Workers
- United for a New Economy (UNE)
- Urban Land Conservancy*
- Valley Settlement Project*
- Village Exchange Center
- Violence Free Colorado*
- Voces Unidas for Justice
- Walk Denver
- Walk2Connect Cooperative*
- Walking Mountains Science Center- Climate Action Collaborative*
- Western Colorado Alliance*
- Westwood Unidos*
- Working Families Party
- Young Aspiring Americans for Social and Political Action
- Youth Seen*
- YWCA Boulder County
- Zonta Club of Fort Collins

Appendix B: Detailed Methodology

In August 2019, The Trust contracted Denver-based community engagement and evaluation team, AMBG Consulting, to conduct the statewide community organizing scan. The methodology for the scan was co-created by representatives of AMBG Consulting and The Trust. The scan is based on the analysis of primary data collected first-hand by AMBG Consulting in three phases, over the course of four months.

Phase 1: Preliminary Scan

Phase one of data collection, the Preliminary Scan, sought to identify groups or organizations across the state that are engaged in community organizing efforts. Groups or organizations were identified using three separate methods.

The first method of identification leveraged The Trust's existing partners by seeking out the regional organizational partnerships of the seven Colorado Trust Community Partners. An initial list of groups or organizations located throughout the state was created in Google Sheets using the information gathered from each Community Partner. Additionally, The Trust's seven Community Partnership regions were used throughout the community organizing scan to ensure data collection efforts were geographically dispersed across the state.

The second identification method enhanced the list developed by Community Partners by leveraging the personal and professional networks of AMBG Consulting and identifying additional entities. These networks included philanthropic organizations and local public health agencies across the state. To conduct outreach to organizing entities, the consultants personally researched (online), emailed, or called known points of contact for the identified groups or organizations. Organizing entities identified in this process were added to the aforementioned Google Sheet.

The third identification method relied on Facebook and Twitter as social media avenues to extend the scan's reach beyond the networks of AMBG Consulting and The Trust. AMBG Consulting developed a social media outreach strategy to disseminate a Google Form, which recipients completed and shared with their personal networks. The Google Form consisted of two questions prompting respondents to share the name of the organization they work for and their personal contact information. The Google Form was open and active from September 10th through December 2019. To provide incentive for responding to the Google Form, notice was given within the Form and in online postings that one organization from the list of respondents would be randomly selected to receive a $100 gift card. A total of 51 groups or organizations were identified using this Google Form.

Phase 2: Community Organizing Survey

Phase two of data collection consisted of a Community Organizing Survey used to obtain demographic information about groups or organizations identified in the Preliminary Scan through the completion of a 21-item online questionnaire. The survey contained general questions about the community organizing group or organization's structure, the populations and geographic areas served, the community organizing tactics and strategies employed, the leadership structure, and community organizing needs. Executive Directors, lead organizers, and listed contacts for each entity were invited to complete the survey.

Because the list of groups or organizations identified in the Preliminary Scan and Google Form was not exhaustive, the Community Organizing Survey

also intended to identify additional entities engaged in community organizing. Survey respondents were asked to identify other groups or organizations they partner with, which greatly expanded the list of 51 groups or organizations identified using the Google Form in Phase 1 of data collection. The additional groups or organizations identified using this snowball sampling method were invited to participate in Phase 2 of data collection on a rolling basis, as new entities were identified by survey respondents.

As a result of the social media outreach strategy discussed in Phase 1 and the snowball sampling method in the survey, over 600 groups or organizations were identified across Colorado. The consultants vetted each group or organization using the scan's definitions of community organizing, models of practice, and tactics and strategies to ensure they appropriately fit within the scope of the landscape assessment. With this vetting process, the list of groups or organizations engaged in community organizing was narrowed from over 600 to 330. Many survey respondents identified community organizations or service providers they partner with that do not necessarily engage in community organizing. In order to prevent false data points, the consultants changed the wording of the survey question from asking about "other groups or organizations that you typically partner with" to instead ask about "other community organizing groups or organizations you typically partner with." This question was revised after the survey was made publicly available.

In total, 330 community organizing groups or organizations were emailed and invited to complete the Community Organizing Survey. Consultants then sent at least three follow-up emails during September and October if invitees had not yet completed the survey. Follow-up emails contained the same language included in the "Key Concepts" section of this report to assist invitees in determining whether they were indeed engaged in community organizing efforts, as defined for this scan. As a token of appreciation for completing the Community Organizing Survey, invitees were informed they would receive a $20 gift card upon completion of the survey. The survey was administered online in both English and Spanish. In total,183 completed survey responses were received. *See Appendix C to review the survey instrument.*

Phase 3: Key Informant Interviews & Focus Group

Phase 3 of data collection sought to gain a deeper understanding of Colorado community organizers' approaches, strategies and tactics, decision-making processes, and their successes and barriers. To enhance data collected by the Community Organizing Survey, AMBG Consulting and The Trust co-created a Key Informant Interview Guide *(see Appendix C for the complete guide)*. The interview guide included ten open-ended questions, with interviews designed to last approximately one hour.

Key informants were identified through one of two methods: 1) expressing interest "in participating in an interview either in-person or via telephone" in response to a question at the end of the Community Organizing Survey, or 2) direct email communication confirming interest in further engagement in the community organizing scan after being invited to participate in the Community Organizing Survey. Of the 183 complete responses collected for the Community Organizing Survey, 138 respondents noted interest in being interviewed and three individuals expressed interest via email.

To best obtain a representative sample of community organizing efforts across the state, AMBG Consulting prioritized key informant interviews (KIIs) by diversity in geographic location and organizational focus of work. To illustrate geographic diversity, the scan used the seven Colorado Trust Community Partnership regions, geo-locating and overlaying the groups or organizations that participated in the scan on a map of the seven Trust Community

Partnership regions using Google MyMaps. Geographic dispersion of the key informant interviews aimed to prioritize data collection that is representative of Colorado's diverse urban, suburban, rural, and frontier communities. To ensure diverse representation for varying focus areas among community organizing groups or organizations, consultants used data collected from the online survey. Question 3 of the online survey asked respondents "what issues are the focus of your organizing work?" to determine an organizing entity's focus of work. Using a matrix, groups or organizations interested in participating in interviews for the scan were organized by Trust Region and then by the focus area(s) of their work.

Using the prioritization process outlined above, AMBG Consulting reached out to interested groups or organizations at least three times to arrange a key informant interview. Interviews were conducted over the phone or in-person, depending on availability and the capacity of respondents. A total of 30 interviews were completed throughout partnership regions 1, 2, 3, 4, 5, and 6. Because of the high volume of survey respondents and high level of interest concentrated in region 7, a focus group was conducted in Denver rather than key informant interviews. Consultants facilitated the region 7 focus group in early November 2019, inviting 26 organizing groups or organizations to participate. Of the 26 invited groups or organizations, 10 attended and participated in the focus group.

Consultants took detailed notes during the focus group and interviews, and coded notes to identify common themes, as well as insightful quotes. Scan participants identified important themes in group and organizational structures, populations and geographic areas served, community organizing tactics, organizational leadership structures, and the needs and challenges of community organizing.

Each phase of the community organizing scan developed a foundation which subsequent phases built upon in order to gain deeper insight into the community organizing efforts taking place across Colorado. The three phases of data collection served to identify community organizing entities, obtain demographic information about organizational structures and leadership, and dive deeper into understanding the unique needs and challenges faced by groups or organizations throughout the state, with a special focus on equitable engagement and representation spanning the state.

Appendix C: Community Organizing Survey Instrument

This survey has been commissioned by The Colorado Trust ("The Trust") to learn more about the range of community organizing across the state. The Trust is a foundation committed to advancing the health and well-being of all Coloradans. It's their belief that all Coloradans benefit when people left out of decision-making have the power and opportunity to transform communities. As community organizing is an essential component of creating community-driven change, The Trust is seeking to learn more about groups and organizations like yours. The information collected will be used to inform future grantmaking strategies and outreach strategies at The Trust. Please note: completing the survey does not guarantee future funding from The Trust.

The aim of this survey is to better understand the depth and breadth of community organizing efforts in Colorado. We are interested in getting your input around the work your organization does, what strategies you use, and what populations you generally work with. Organizations will be named in the final report although data will be reported in aggregate- no individual responses will be shared.

This survey should take no more than 10 minutes of your time, and at the end we will send you a $20 visa card. Please complete this survey by September 30th.

First, we'd like to ask you some general questions about the community organizing group or organization you work with:

What is the name of the group or organization you work with?
_____

a. What is your title?
_____

What type of group or organization do you work for? (please select one)
☐   501c3
☐   501c4
☐   Neighborhood or local group
☐   Union
☐   Other: _____

What issues are the focus of your organizing work? (please select all that apply)
☐   Access for people with disabilities
☐   Employment
☐   Economic security
☐   Education
☐   Environmental issues

- ☐ Food access
- ☐ Gender justice
- ☐ Healthcare affordability
- ☐ Healthcare access
- ☐ Health education
- ☐ Housing
- ☐ Immigrant services/rights
- ☐ Language access
- ☐ LGBTQ+ rights
- ☐ Racial justice
- ☐ Transportation
- ☐ Violence prevention/safety
- ☐ Youth empowerment
- ☐ Other: _____

How long has your group or organization been operating? (please select one)
- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 15+ years

How much of your organization's staff time and resources are devoted specifically to organizing?
- ☐ All or nearly all of our staff time and resources
- ☐ More than half of our staff time and resources
- ☐ Less than half but still a substantial amount of our staff time and resources
- ☐ A small amount of our staff time and resources
- ☐ None of our staff time or resources

Does your group or organization operate as a program, chapter, initiative of another organization or fiscal sponsor?
- ☐ Yes
- ☐ No
- ☐ Not sure

If you answered yes to the question above, what is the name of the organization or fiscal sponsor you operate as a program, chapter or initiative of?

_____

In which types of communities are you currently organizing? (please select all that apply)
- ☐ Urban (most densely populated with larger buildings; often thought of as a large city)
- ☐ Suburban (less population density, often built in close proximity to a large city, more residential uses)
- ☐ Rural (lower population, built far from larger communities, often in a small town or village setting)
- ☐ Frontier (sparsely populated areas that are geographically isolated from population centers and services, often occupied by ranchers, farmers, etc)
- ☐ Other: _____

Which Colorado counties are you organizing in? (please select all that apply)

- ☐ Statewide (ALL)
- ☐ Adams
- ☐ Alamosa
- ☐ Arapahoe
- ☐ Archuleta
- ☐ Baca
- ☐ Bent
- ☐ Boulder
- ☐ Broomfield
- ☐ Chaffee
- ☐ Cheyenne
- ☐ Clear Creek
- ☐ Conejos
- ☐ Costilla
- ☐ Crowley
- ☐ Custer
- ☐ Delta
- ☐ Denver
- ☐ Dolores
- ☐ Douglas
- ☐ Eagle
- ☐ Elbert
- ☐ El Paso
- ☐ Fremont
- ☐ Garfield
- ☐ Gilpin

- ☐ Grand
- ☐ Gunnison
- ☐ Hinsdale
- ☐ Huerfano
- ☐ Jackson
- ☐ Jefferson
- ☐ Kiowa
- ☐ Kit Carson
- ☐ Lake
- ☐ La Plata
- ☐ Larimer
- ☐ Las Animas
- ☐ Lincoln
- ☐ Logan
- ☐ Mesa
- ☐ Mineral
- ☐ Moffat
- ☐ Montezuma
- ☐ Montrose
- ☐ Morgan
- ☐ Otero
- ☐ Ouray
- ☐ Park
- ☐ Phillips
- ☐ Pitkin
- ☐ Prowers

- ☐ Pueblo
- ☐ Rio Blanco
- ☐ Rio Grande
- ☐ Routt
- ☐ Saguache
- ☐ San Juan
- ☐ San Miguel
- ☐ Sedgwick
- ☐ Summit
- ☐ Teller
- ☐ Washington
- ☐ Weld
- ☐ Yuma

What is the scope of your organizing work? (please select all that apply)
- ☐ Local
- ☐ Regional
- ☐ State
- ☐ National
- ☐ International

If you have any additional comments about any of the questions in the section above, please add them here:

_____
_____
_____

Great! Now we'd like to ask you some questions about the people you work with, as well as the structure of your group or organization:

Who do you organize with? Who is your base? (please select all that apply)
- ☐ Advocacy organizations
- ☐ Elected officials
- ☐ Faculty members/ teachers
- ☐ Members of your organization
- ☐ Other community organizers or leaders
- ☐ Residents
- ☐ Religious leaders
- ☐ Students
- ☐ Youth
- ☐ Other: _____

Which population(s) are your issues and efforts focused around? (please select all that apply)
- ☐ Asian American
- ☐ Black or African Americans
- ☐ Children and youth
- ☐ Immigrant or refugee populations
- ☐ Incarcerated or formerly incarcerated populations
- ☐ Individuals with disabilities
- ☐ Latino/Hispanic
- ☐ Lesbian/Gay/Bisexual/Queer (LGBQ+) persons
- ☐ Low income families

- ☐ Native American
- ☐ Older adults (age 55+)
- ☐ Pacific Islander
- ☐ People experiencing homelessness
- ☐ Transgender or non-binary individuals
- ☐ Undocumented populations
- ☐ Veterans
- ☐ Women and girls
- ☐ None of the above
- ☐ Other:_____
- ☐ Other:_____
- ☐ Other:_____
- ☐ Other:_____

Does your group or organization use a membership-based model? (select one answer)
- ☐ Yes
- ☐ No
- ☐ Not sure

Is your group or organization faith-based? (select one answer)
- ☐ Yes
- ☐ No
- ☐ Not sure

Does the leader of the group or organization publicly self-identify with any of the following communities?
- ☐ Asian American
- ☐ Black or African Americans
- ☐ Children and youth
- ☐ Immigrant or refugee populations
- ☐ Incarcerated or formerly incarcerated populations
- ☐ Individuals with disabilities
- ☐ Latino/Hispanic
- ☐ Lesbian/Gay/Bisexual/Queer (LGBQ+) persons
- ☐ Low income families
- ☐ Native American

- ☐ Older adults (age 55+)
- ☐ Pacific Islander
- ☐ People experiencing homelessness
- ☐ ransgender or non-binary individuals
- ☐ Undocumented populations
- ☐ Veterans
- ☐ Women and girls
- ☐ Other:_____
- ☐ Other:_____
- ☐ Other:_____
- ☐ Other:_____

If you have any additional comments about any of the questions in the section above, please add them here:

_____
_____
_____

Thank you! Now we'd like to ask you a couple of questions about your strategy, what is working, and any suggestions you may have moving forward:

What are the main strategies or tactics your group or organization uses?
- ☐ Build power and capacity of community, members, or base
- ☐ Conduct research, collect data and analysis
- ☐ Gather people to identify issues
- ☐ Mobilize people to address issues and take action
- ☐ Relationship and coalition building
- ☐ Strategize and plan campaigns, tactics, actions
- ☐ Other: _____

Does the focus of your group or organization have an explicit commitment to equity, either in its mission, vision, or values?
- ☐ Yes
- ☐ No
- ☐ Not sure

How is your work funded? (please select all that apply)
- ☐ Crowdfunding

- ☐ Federal government funding
- ☐ Foundation: local or community
- ☐ Foundation: family
- ☐ Foundation: national
- ☐ Foundation: state-wide
- ☐ Local or municipal funding
- ☐ Membership dues
- ☐ Personal donations
- ☐ State government funding
- ☐ Other:_____

What is your group or organization's annual budget?
- ☐ <$100,000
- ☐ $100,000- $499,999
- ☐ $500,000- $999,999
- ☐ $1 million- $1.9 million
- ☐ $2 million- $4.9 million
- ☐ $5 million- $9.9 million

We understand community organizing efforts can be a collaborative process. Who are some other groups or organizations that you typically partner with?

_____
_____
_____

Is there anything you'd like to share with The Colorado Trust regarding the supports that are available or are needed for community organizing efforts to flourish in Colorado?

_____
_____
_____
_____

Thank you for your time and input- we greatly appreciate your feedback!

As a token of our appreciation, we'd like to send you a $20 gift card for completing the survey. Please enter your name and the mailing address you'd like the gift card to be sent to. Gift cards will be mailed at the end of September. If you have any questions or issues with your gift card, please contact

info@ambgconsulting.com.

Additionally, if you'd like to receive a final copy of the aggregated survey results once they are complete (in late November,) please indicate your interest below.

Name:_____

Mailing Address:_____

Would you like us to send you a copy of the final report when it is completed in late November?
☐   Yes   ☐   No

Would you be interested in participating in an interview either in-person or via telephone? We're hoping to learn more about what makes this work successful, what kind of data is collected, what additional supports are needed, etc. The interviews would take place in September and October, and are expected to take less than 1 hour.

☐   Yes   ☐   No   ☐   Other:_____

Appendix D: Key Informant Interview Guide

Statewide Community Organizing Scan
Key Informant Interview Guide: [NAME]
[NAME OF ORGANIZATION]
[TIME AND DATE]

_____

Hello! Thank you for taking time to meet with us today. As we mentioned earlier, AMBG Consulting has been commissioned by the Colorado Trust to conduct a Community Organizing Scan in Colorado. We are hoping to gain a better understanding of the strategies, populations served, and needs of organizers and organizations across the state of Colorado. The information we collect from the surveys and the interviews will be compiled in a report and utilized to inform future grantmaking strategies and outreach strategies at The Trust.

Did you have a chance to take the survey? If not, we understand- we sincerely appreciate you taking the time to talk with us today!

First, we'd like to start with a couple of questions about your approach and general structure of your organization.

1. What is your approach to community organizing?
     a. Do you have a guiding framework or philosophy? Please tell me about it.
     b. What values guide your organizing work?

2. Could you elaborate on the strategies and tactics you use in community organizing? Some of the ones we listed in the survey are below, but feel free to expand on other tactics if that seems more appropriate:
     a. Build power
     b. Focus on institutional or systems change (local, regional, state, national levels)
     c. Gather people to identify issues
     d. Mobilize people to address issues and take action
     e. Strategize and plan campaigns, tactics, action
     f. Relationship and coalition building
     g. Data collection and analysis

Thanks! Next, we'd like to learn more about how your organization is structured and how decisions are made.

3. What's the governance structure of your organization (i.e. board of directors, political body, elected officials, etc.)

4. What is the decision-making process for choosing issues to work on, strategies or tactics to use, a policy agenda if you have one, for example. Do you use consensus, majority or something else? Who makes those decisions- your base/members/or leaders, or organization staff?

5. the demographic representation of your staff or leadership significantly reflect the population served?

    a. Do you/what efforts do you take to ensure that staff/leadership in your group or at your organization significantly reflect the population served?

Thank you! Now we'd like to ask a couple of questions about what is working and what would help your work be even more successful.

6. What makes your work successful?

7. What would make your work more successful?

    a. What is the biggest barrier you encounter in doing your work?

    b. How does your organization address challenges and barriers?

8. What types of information and/or data do you currently collect to understand the impact of your work and how to change or improve it?

9. How do you identify funding opportunities?

10. Is there anything else you want to tell me today?

Thank you again for your time! We sincerely appreciate your input. If you have any additional questions or think of anything else you want to say after this interview, please let us know by calling us or emailing us (info@ambgconsulting.com).

Appendix E: List of Parent Organizations or Fiscal Sponsors

- ACLU
- Alamosa Cares
- All On The Line
- Alliance For Global Justice
- Aurora Mental Health Center
- Big Timbers Community Alliance
- Boulder County Housing and Human Services, Boulder County Housing Authority Chapter
- Chartered body of the National AFL-CIO
- CIRC
- Colorado Department of Public Health and Environment
- Colorado immigrant Rights Coalition (CIRC)
- Colorado Nonprofit Development Center
- Conservation Colorado, and LCV-Chispa
- Cristo Electric Association
- Eagle River Valley United Way
- Elevation Land Trust
- FCCAN
- Great Outdoors Colorado
- Indivisible
- Lake County Public Health Dept
- League of Women Voters
- Montbello 2020, RNO
- Montbello Organizing Committee
- Mountain View United Church

- Mountain Voices Project-IAF
- National AFL-CIO
- National PTA and Colorado PTA
- National SURJ network
- Operation Roundup
- PFLAG
- Planned Parenthood Action Fund
- Red Wind Consulting
- Rocky Mountain Peace & Justice Center
- Rural Communities Resource Center
- Service Employees International Union
- Sierra Business Council in California
- Southern Colorado Community Action Agency
- SPMDTU Concilio Superior
- Stand for Children
- The American Friends Service Committee
- The Denver Foundation
- The Foundation for Sustainable Urban Communities
- Trailhead Institute
- UNITE HERE
- United for a New Economy
- United Way of Southwest Colorado
- University of Denver
- Western Regional Advocacy Project

Appendix F: Titles of Respondents

Respondent Title	#	% of Total
Board Member*	7	4%
Community Organizer**	9	5%
Coordinator***	13	7%
Director****	35	20%
Executive Director	60	34%
Founder/Owner	6	3%
Manager/ Supervisor*****	16	9%
President, CEO, or Vice President	16	9%
Volunteer	4	2%
Not Listed******	15	9%
TOTAL	**181**	**100%**

*Includes Board Secretary, Board Member, Board Vice President, Founding Board Member, Co-Chair, Chairperson, and Voter Services Chair

**Includes Interfaith Organizer, Lead Community Organizer, Asian American Pacific Islander Organizer, National Organizer for Resource Development, Regional Organizer, Founder and Lead Organizing Member

***Includes Advocacy Coordinator, Co-Administrator and Nonviolence Education Coordinator, Site Coordinator/Graduate, Special Projects Coordinator, Immigration Campaign Coordinator, HEAL and Built Environment Coordinator, Prevention coalition coordinator, Program Coordinator, Marketing & Outreach Coordinator, and Volunteer Coordinator

****Includes Assistant Organizing Director, Advocate/Director, Co-Director, Colorado Area Program Director, Deputy Director Director of Advocacy, Director of Communications, Director of Communications & Marketing, Director of Community Engagement, Director of Community Organizing, Director of Community Relations, Director of External Relations; Director, Denver Region; Director, Project Management and Community Outreach, Family Services Director, Implementation Director, Lead Organizer/Director, Political Director, Program Director, Program Director/Founder, Strategic Campaign and Research Director, Strategic Communications Director, Youth Program Director, and Senior Director of Business Operations

*****Includes Block Captain Project Manager, Business Manager, Campaigns Manager, Development & Communications Manager, Education and Program Manager, Office Manager, Operations & Grants Manager, Program Manager, Grant Manager, Grants and Office Manager, Manager of Neighborhood Relations, Manager Strategic Initiatives, Family Strengthening Manager, Policy and Partnerships Supervisor, Stewardship and Outreach Manager, Sustainability Consultant, previously Program Manager

******Includes Chief Catalyst and Lead Trainer, Community Activator, Advocate, Health Policy Planner, Family navigator, Maternal Child Health Specialist, Member, Manager and Community Connector, Neighborhood Rep, None, Secretary-Treasurer, Senior Policy Analyst, Strategic Advisor, and Team Leader

About AMBG Consulting

AMBG Consulting is a woman-owned consulting firm based in Denver, Colorado. Consultants at AMBG bring experience in community organizing, conducting community-based participatory research, and facilitating community needs assessments. Their work is informed by professional training in public health, sociology, and urban and regional planning. Relationship building, equitable outcomes, and capacity building are prioritized in all of AMBG's projects. To inquire about opportunities to partner with AMBG Consulting, please visit www.ambgconsulting.com or email info@ambgconsulting.com.

About The Colorado Trust

The Colorado Trust is a foundation dedicated to ensuring all Coloradans have the opportunity to thrive. The Trust partners with people and organizations across Colorado that are working to make positive changes in their communities. It provides funding and other resources so that all people have the power to make decisions that improve their lives and the lives of their neighbors. The Trust also believes local and statewide policies should have a positive impact on people's well-being. It provides grants and support to organizations that advocate for policies that ensure all Coloradans live healthier lives. For more information, visit www.coloradotrust.org. To learn more about advocacy grantmaking at The Trust, contact Noelle Dorward (noelle@coloradotrust.org), advocacy and policy partner; or Felisa Gonzales (felisa@coloradotrust.org), evaluation and learning manager.