

BECAUSE OF RISE



2020 Strategic Analysis by El Pomar
Foundation



VISION

A vibrant, connected community that provides opportunities for all to thrive.

PURPOSE

Southeast Colorado Springs will be a destination for culture and diversity in our city.

MISSION

Enhance Southeast Colorado Springs from within through resident-led change.

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FOREWARD

July 2020

In 2003, the Trustees of El Pomar Foundation began Regional Partnerships, a program to better serve the rural communities of Colorado. Regional Partnerships formed councils of local community leaders to identify a focus area, set a strategy and a process, identify partners and make recommendations. The regional councils have become a powerful trusted voice that fosters local solutions to opportunities and challenges. Regional Partnerships exceeded the expectations of the Foundation, and now covers all 64 Colorado counties.

Fast forward to 2015, when then Regional Partnerships Director Cathy Robbins approached El Pomar Foundation's Trustees with the question: *How about we look at Southeast Colorado Springs?* The crux of Regional Partnerships is the belief that the people who live in a region know the issues, the resources and strategies to make meaningful change. These principles apply to an urban community just as well to rural Colorado. So began a yearlong process to learn more about Southeast Colorado Springs with secondary data, stakeholder interviews and research of national models.

Meanwhile, El Paso County Public Health has a long history of serving residents and neighborhoods of Southeast Colorado Springs through programs and services, and since 2013, has actively focused on health equity and social determinants of health affecting the area. As Public Health's relationship with the Southeast community grew, the staff at El Paso County Public Health sought to create a coalition of residents and organizations dedicated to meaningful, resident-led change in Southeast.

These two commitments to support Southeast Colorado Springs connected in 2016 when El Paso County Public Health received a seven-year grant from El Pomar for the Resilient, Inspired, Strong, Engaged Southeast Colorado Springs (RISE) initiative to work with stakeholders in Southeast Colorado Springs to strengthen the community.

Now in its fourth year, the RISE Coalition has accomplished many of its original goals and much more. Therefore, the timing appeared right to conduct a process, informed by residents and partners, to assess where the Coalition is now, scan the environment for strengths and opportunities, and start a conversation about the future. This report is based on the results of 19 interviews with 22 participants and 37 survey responses gathered from March 30-April 29. What did we learn? What has changed since 2017? Because of RISE, Southeast Colorado Springs has a voice, a convener and a conduit for information for the public, private and nonprofit sectors. While challenges remain, the community spirit is more hopeful with the anticipation of Panorama Park, the Circle Drive Bridges Project and The Hub at the Mission Trace Shopping Center.

To maintain this momentum, work needs to be done to strengthen RISE. While the path forward for RISE remains undetermined, one resounding and unanimous finding was that the Coalition has not completed its mission and should carry on so that Southeast Colorado Springs can continue to be a community on the RISE.

Susan Wheelan,

El Paso County Public Health

Joyce Salazar

RISE Coalition

Cathy Robbins,

El Pomar Foundation

EXECUTIVE SUMMARY

Emerging from El Paso County Public Health's response to a competitive request for proposal issued by El Pomar Foundation in 2016, the RISE Coalition currently engages resident leaders in Southeast Colorado Springs to foster citizen-led action focused on five main areas in the community: cultural, social, built, human and financial capital. This means connecting people to people, connecting people to resources, connecting people to places, connecting people to opportunity and finally connecting people to potential.

RISE continues to provide critical information sharing, convening, mobilizing and community input resources to nonprofit, public and private partners. Going into its fourth year of the original seven-year grant from El Pomar Foundation, RISE acknowledges that much has changed since 2017. Therefore, RISE chose to take stock of its success, opportunities for growth and the needs of the Southeast community. A group from El Pomar Foundation facilitated a multi-step environmental scan. The outcomes of that process are provided in this report.

It is the hope that this roadmap provides clarity and momentum to the future of RISE as it reminds us that it is only through united, resident-led change will we affect the course of Southeast Colorado Springs.

INTRODUCTION & METHODOLOGY

- Received nearly **40 survey responses**
- Conducted **19 interviews with 22 participants**
- RISE chose to take stock in its **fourth year**

FINDINGS

Value to the Community

- Community **voice**
- Convener
- **Information** hub

Challenges Still Facing Southeast

- **Infrastructure**, access, health, economy, community

RISE Moving Forward

- Resident Leaders desire **training**
- Goals and action plan require **clarity**
- RISE Coalition *should mobilize* on behalf of Southeast Colorado Springs
- RISE **adds value** to Southeast
- **No consensus** regarding a permanent home for RISE

RECOMMENDATIONS

Resident Leaders

- **Provide more training** to resident leaders
- Define roles and responsibilities
- Create **bylaws**

Goals/Action Plan

- Develop a **3-Year strategic plan**
- Investigate establishing a **policy agenda**
- Support a physical storefront presence in Southeast

Organizational Structure

- Develop a **marketing strategy**
- Define Coalition membership
- Consider using the **framework of similar organizations**
- No recommendation for a permanent home
- RISE should be encouraged to **pursue all funding available**

A HISTORY OF SOUTHEAST

A tale of two cities: one thriving with economic growth, a competitive housing market and an unemployment rate to rival the nation while the other is gripped by poverty and widely untouched by economic development. However, we are not two cities, rather this is the tale of one city and two communities therein. Colorado Springs residents living in zip codes 80910 and 80916, around Mitchell High School and in parts of the Hillside neighborhood experience different social determinants of health including, but not limited to, levels of poverty, high school graduation rates and food security when compared to their surrounding neighbors.

On November 26, 2017, the Gazette published an in-depth look at the Southeast community that explores the systemic and socioeconomic issues that are symptomatic of decades-long divestment from the area¹. The investigative series portrayed a corner of our city filled with a sense of pride that also struggles with crime, housing code violations, educational achievement, lack of economic development, inability to access healthy foods, and disproportionate rates of poor physical and mental health.

The Gazette outlined the challenges facing Southeast after decades of suburban sprawl and development concentrated in other parts of the city. The average median household income for Southeast in 2018 was \$43,098 – a stark difference from the Colorado Springs average of \$65,331. Furthermore, 25 percent of the residents live below poverty line in Southeast, more than double the percentage for the city as a whole. Retail spaces have lower occupancy rates, resulting in vacant buildings and empty storefronts. Public and human service offices are located in northern parts of the city, making it immensely complicated for Southeast residents without reliable transportation to access the services they need in a timely manner. These statistics provide a window into the hardships faced by the Southeast Colorado Springs community.

*Southeast
Colorado Springs
is really a
community built on
relationship and
trust - Community
Partner*

In addition to economic challenges, initiatives that either failed to reach completion or were implemented with little to no community input made Southeast Colorado Springs residents wary of outsiders and skeptical of community development. Therefore, the community and community partners frequently operated in silos of trust, working with known entities and recognized partners, consequently missing opportunities for partnerships and collaboration.

Then, into this tale of two cities, came the RISE Coalition.

¹Jakob Rodgers, The Gazette, <https://gazette.com/southeast/>

PRESENT DAY SOUTHEAST

Demographic data² from 2016 to 2018 provides a surface level perspective of Southeast Colorado Springs, defined as zip codes 80910 and 80916. The range of these statistics come from the initiation of El Pomar Foundation’s research into Southeast (2015-2016) to the most recent available data (2018). It is important to both observe the contrast between Southeast Colorado Springs and Colorado Springs as a whole and also to reflect on the changes within each community.

The data demonstrates that the greater Colorado Springs area prospered with economic growth and improved metrics from 2016 to 2018. Unemployment fell, population in poverty decreased and median family incomes trended upward. For those living in the Southeast, the conditions barely changed. Median income showed little improvement and the number of those living in poverty continued to stay the same. While unemployment dropped significantly in this timeframe, median household income in Southeast remained about 30 percent lower than the Colorado Springs average in 2018. Anecdotally, this is connected to access to quality jobs, livable wage and underemployment in Southeast.

DEMOGRAPHIC DATA			
	80910	80916	COLORADO SPRINGS
White	56%	55%	76%
Black/African-American	13%	14%	6%
Asian	2%	5%	3%
Native American	0.60%	0.80%	0.80%
Hispanic/Latino (of any race)	35%	34%	18%

BY THE NUMBERS				
	SOUTHEAST (2016)	COLORADO SPRINGS (2016)	SOUTHEAST (2018)	COLORADO SPRINGS (2018)
Population	63,434	439,886	71,294	472,666
Median Household Income	\$41,028	\$56,079	\$43,098	\$65,331
Living Below Poverty Line	25%	13%	25%	11%
Unemployed Population	9.80%	4.50%	5.60%	3.90%

Additionally, Harrison School District 2, the predominant school district serving both 80910 and 80916, is a majority minority school³ with more than one third of families living below the poverty level in 2018.

Of note, these statistics do not reflect the current COVID-19 crisis, which is estimated to further exacerbate economic disparities and unemployment in Southeast Colorado Springs.

²All data presented by *American Community Survey* data (data.census.gov)

³National Center for Education Statistics, <https://nces.ed.gov/Programs/Edge/ACSDashboard/0804530>

ON THE RISE

Starting in 2015, to learn more about the socioeconomic disparities in Southeast Colorado Springs, El Pomar Foundation staff and Fellows conducted research to better understand the needs and assets in Southeast Colorado Springs. At the conclusion of this research, El Pomar released a competitive request for proposal in June 2016, which sought organizations from cross-sector community coalitions interested in working with stakeholders in Southeast.

Later that year, El Paso County Public Health was selected as the recipient of a grant for its RISE Coalition. El Pomar's Trustees made a seven-year commitment to help fund the RISE Coalition, especially in its resident-led work. RISE aims to enhance Southeast Colorado Springs through resident-led change and utilizes local resources to reduce barriers to success. In 2017, El Paso County Public Health facilitated the planning process for the RISE Coalition in partnership with the Colorado Springs Black Chamber of Commerce, the Council of Neighbors and Organizations (CONO) and the YMCA of the Pikes Peak Region. Through that process, RISE developed a detailed plan for the Southeast community (Appendix 1) to cultivate healthier families and a stronger community and economy.

Resident leaders were selected to participate on the steering committee and provide guidance and accountability for the plan's objectives. Since the initial planning proposal, additional members have joined and the Coalition now involves more than 100 partner organizations and resident leaders. Coalition partners are defined as organizations and people who have worked in Southeast or want to join in the work to help support the mission of RISE. Resident leaders are subject matter experts in the Southeast community who demonstrate a strong community presence and are visionary mentors and leaders who care deeply about the Southeast community in sentiment and action. A full list of RISE Coalition roles and responsibilities can be found in Appendix 2.

RISE is the connection and conduit for community change. Rather than having people come into the community saying 'boy do we have a plan for you,' the residents are involved in these plans...providing an opportunity to forge connections and continue work - Community Partner

RISE currently engages resident leaders in Southeast Colorado Springs to foster resident-led action to enhance five main areas in the community: cultural, social, built, human and financial capital. This means connecting people to people, connecting people to resources, connecting people to places, connecting people to opportunity and finally connecting people to potential (Appendix 3).

In February 2018, RISE's efforts and collaboration with multiple community partners resulted in the opening of the Southeast Women, Infants and Children (WIC) Clinic, a program that has been effective in providing easier access to the clinic's services for residents without reliable transportation. RISE has been instrumental in providing a conduit to community voice for development projects including Plan COS, Panorama Park, the Circle Drive Bridges Project as well as the Community Hub at Mission Trace. Through these projects, partner organizations have led meaningful community development while trusting RISE to provide true community connection and resident input. RISE has also played a key role in the implementation of the Transforming Safety grant program, a project that supports community development through small business loans and grant programs. Since El Pomar's initial grant in 2016, RISE Coalition partners have reported leveraging more than \$8 million in funding for the Southeast Colorado Springs community.



ABOUT THIS REPORT



RISE is a VOICE for the voiceless! – Survey Respondent

Because of RISE, nonprofit, public and private partners working in Southeast Colorado Springs have access to critical information sharing, convening, mobilizing and community input resources. These benefits are increasingly important as more development occurs in Southeast. Going into its fourth year of the original seven-year grant from El Pomar Foundation, RISE chose to take stock of its success, opportunities for growth and the needs of the Southeast community given that much has changed since 2017. To that end, a group from El Pomar Foundation – Cathy Robbins, Janni Conrad and Kayla Shock – facilitated a multi-step strategic analysis. The outcomes of that process are provided in this report.

METHODOLOGY

After meeting with leadership from El Paso County Public Health and Joyce Salazar, the RISE Coalition Community Coordinator, it was determined that the RISE Coalition strategic analysis would be conducted through a three-tiered approach. Interviews would be conducted with primary partners of the Coalition, secondary partners would participate in focus groups and tertiary partners would provide feedback and perspective through a survey. Through these modes, we strove to capture an in-depth understanding of the RISE Coalition while also obtaining a broader, community-wide perspective of RISE's work and presence in the Southeast community.

To inform the interview, focus group and survey questions, in January 2020, the team from El Pomar met with the RISE Advisory Board to better understand the strengths, areas of improvement and future vision for the RISE Coalition. The interview, focus group and survey questions (Appendix 4) were synthesized to reflect the outcomes and major themes of this meeting.

With the implementation of stay-at-home orders from the Colorado government in response to COVID-19, the El Pomar team chose to increase the number of interviews conducted to include additional partners and the remaining participants were invited to take an electronic survey composed of the original questions intended for focus groups.

From March 30th to April 29th, the team completed a total of 19 interviews with 22 participants. If interviewees represented the same organization, they were asked to participate in a joint interview. The surveys were sent to a total of 80 people with 37 respondents, a response rate of 43 percent.

Themes and major takeaways were synthesized from each level of response as identified by the team from El Pomar. The takeaways are described in the next section.

Value to the Community

When considering what the RISE Coalition contributes to the community, partners and residents overwhelmingly responded that RISE acts as a channel for trusted community voice. While RISE provides access to resident input for partner organizations, residents trust RISE to gather and represent community voice to external entities. To foster and access this voice, RISE maintains its role as a neutral convener and information hub. In that capacity, RISE provides a platform for various community partners to convene and share ideas, gather and organize volunteers, identify partnerships and opportunities, and encourage and strengthen networks. Furthermore, respondents noted an access to community voice can manifest in community mobilization and engagement.

*RISE
gives me a
bigger
voice -
Southeast
Resident*

This conduit to the Southeast community has been critical across multiple development projects including Panorama Park, the Community Hub at Mission Trace, and the Circle Drive Bridges Project, among others. Many respondents noted that a trusted resident voice for Southeast had not existed before the implementation of the RISE Coalition. Partner organizations explained how RISE creates an efficient, effective and honest connection to the community that otherwise would require extensive time and resources to establish. Several residents noted that RISE has encouraged them to use their voice toward community and personal development. As one resident put it, “RISE gives me a bigger

voice” and another, “I probably wouldn’t be doing any of the things I am currently doing without RISE.” In this way, RISE builds a community voice through empowering resident leaders and provides a medium through which community partners can access resident input for the benefit of their programs and projects while respecting community wishes.

*It would be
very hard to
otherwise
engage
input for city
[development
projects]
because it
would not be
efficient-
Community
Partner*

Challenges Still Facing Southeast

Respondents were asked to list the top three challenges currently facing Southeast Colorado Springs. Infrastructure, access, health, economy and community emerged as leading themes to these challenges.

Infrastructure Transportation Affordable housing Community gathering space Access to quality parks	Access Access to quality jobs Access to services Access to food	Health Health disparities Health care Stress on youth
Economy Economic development More local business Economic disparity Gentrification/displacement	Community Community engagement and empowerment Social cohesion Community education and awareness	Other High incarceration rates Stigma about Southeast Colorado Springs Advocacy

RISE Moving Forward

No organization can remain static, especially in the context of a very dynamic and developing community. As such, it is no surprise to see that the RISE Coalition is poised to transition away from a start-up status and toward a more structured, institutionalized organization. The same principles described in *Board Passages: Three Stages in a Nonprofit Board's Lifecycle* are applicable to RISE as the organization considers its future. The article describes the transition from an “Organizing/Founding Board” to a “Governing Board.”⁴ This transition is identified by a “transition period...often also marked by a call for more systems, clearer definition of staff and board roles, and more ‘business-like’ practices.”

In light of this natural evolution of nonprofits, it is predictable that community partners and residents recommended changes within RISE for increased resident leader engagement and leadership, clarity around goals and the action plan, and further defined organizational structure.

⁴BoardSource, <https://boardsource.org/three-stages-nonprofit-board-lifecycle/>

Resident Leaders

In both the interview and survey responses, respondents called for increased training for resident leaders in how to be more effective community advocates. Resident voice is by far the greatest strength of the RISE Coalition as demonstrated by RISE's value to the community. Without engaged and informed community leaders, RISE cannot provide access to resident input and thus cannot foster mobilization or resident engagement. In order to be increasingly effective and impactful, resident leaders and community partners alike noted that resident leaders need more trainings and opportunities for personal and professional development in order to assume increased leadership of the Coalition. Furthermore, it was requested that resident leaders' role and responsibilities be further defined to provide more structures for accountability. With these recommendations, respondents believed RISE would see increased resident engagement within Coalition leadership and greater impact on the broader community.

I've never seen an organization that does both community organization and resident involvement like this - Community Partner

Goals & Action Plan

Clarity around the RISE Coalition's goals and action plan emerged as an additional theme from the interviews and surveys. It was noted that better defined goals would reduce redundancy in community partner efforts, provide motivation to community leaders and lead to improved accountability across all community actors. It was recommended that the RISE Coalition's quarterly meetings be geared toward a specific goal rather than being driven solely by updates and information sharing. Furthermore, several respondents called for a return to the original action plan, with future activity based on an updated plan reflective of RISE's previous successes and development in Southeast.

Organizational Structure

Several themes around organizational structure emerged from the interviews and survey responses. Notably, respondents requested or recommended that the RISE Coalition mobilize on behalf of Southeast Colorado Springs. Several respondents stated they would like to see more resident leaders engaged in local and statewide government while others suggested that RISE define and pursue a policy agenda to replace or compliment the action plan.

Additional responses included requesting more staff to support the RISE Coalition and better marketing. It was noted that the current workload already exceeds the human capital of one full-time staff member and for RISE to continue to grow and thrive, additional person-power is required. Another respondent noted that RISE is at risk of losing significant amounts of institutional knowledge without more staff to be involved on a daily basis with RISE initiatives. Finally, several respondents suggested that RISE consider investing in improved marketing and more visibility within Southeast Colorado Springs and El Paso County. This would provide clarity to the external community as to RISE's role and mission, how to access the resources RISE offers and how to get involved.

A Home for RISE

As part of the interview protocol, respondents were asked to consider an appropriate "home" for RISE in the future. Due to RISE's mission to be a resident-led organization and as noted in the original proposal from El Paso County Public Health in 2016, the RISE Coalition was never intended to remain within El Paso County Public Health nor as a permanent function of its primary funder, El Pomar Foundation. Therefore, as we consider the future of the RISE Coalition, it is critical to also ask where RISE could thrive in the long-term. Respondents were prompted to consider the following as potential homes for the Coalition: part of a government entity, part of a community based organization or other 501(c)3 nonprofit, a stand-alone 501(c)3 nonprofit, RISE has achieved its mission and should dissolve, or other.

Overwhelmingly, respondents agreed that RISE has not achieved its mission and should **not** dissolve. It was clear that the community partners and resident leaders still find immense value in the RISE Coalition, noting its importance in community development in Southeast Colorado Springs, its value in raising community voice and engagement as well as how much work is left to be done in Southeast. On the other hand, when considering the other opportunities available for the RISE Coalition's permanent home, we have no recommendation as the remaining data was inconclusive. There is no clear consensus and of all the questions, there was the most variability in opinion regarding this response. To that end, there was also no clearly defined champion or partner organization. Respondents consistently agreed that RISE should pursue a diverse revenue stream as long as the Coalition is able to maintain its current level of community engagement and neutrality. No singular or collective source of funding rose as an obvious or particularly appropriate revenue model for the Coalition moving forward.

Finally, when contemplating a long-term vision for the RISE Coalition, responses largely fell within four main categories:

1. Many respondents stated that they envision RISE becoming a statewide, or even nationally recognized, expert in community development. As one respondent put it, he could picture a community meeting in Briargate at which several staff people wearing RISE nametags give a presentation on sustainable and community-led development.
2. Other respondents answered they would like to see RISE continue to be a resident-led community voice in Southeast Colorado Springs. Several respondents answered in line with the idea that RISE should "still have a strong community voice within the organization" and should explore bylaws and organizational structures such that leadership is always maintained by residents. For example, the executive director should be from the Southeast Colorado Springs community or board representation should always be 60 percent residents.
3. Regarding a vision for RISE, other notable responses included that RISE should develop an advocacy role in the community and should "be [an] independent, strong figurehead that is out in the community and [involved in] large, higher-level conversations."
4. Some responses also included a vision for Southeast Colorado Springs more broadly. These respondents envision a Southeast without stigma and as a destination that people choose to visit. It was noted that avoiding resident displacement caused by gentrification is critical to this vision.

RECOMMENDATIONS

In light of the findings, the team from El Pomar Foundation has determined a list of recommendations for the RISE Coalition and its leadership to consider as the organization moves into the future.

Resident Leaders

- Provide more training to resident leaders
 - Through our conversations, it is clear that RISE’s ability to convene and gather resident voice is critical to its operation and impact on the community. Because of this, it is important to make sure residents have the tools necessary to become successful community advocates. Professional development and advocacy training should be explored as a way to keep residents engaged and active. LeadershipPlenty is a possible training curriculum, especially as it is provided through the Emerging Leaders Development (ELD) program at El Pomar Foundation. Additionally, the ELD program network, trainings and workshops could be valuable resources to RISE in this regard.
and other leadership roles.

- Define roles and responsibilities of Resident Leaders, VIPs, Advisory Board
 - Clarity about expectations for participation, additional responsibilities and leadership should be pursued. Roles should be defined with accountability measures in place.

- Create bylaws
 - Bylaws will provide additional structure to the RISE Coalition allowing for consistency, transparency and renewed understanding of RISE’s purpose as established by RISE Coalition leadership.

Goals & Action Plan

- Develop a three-year strategic plan
 - The Advisory Board and those involved in the RISE Coalition's leadership should use this report as an opportunity to discuss the future of the Coalition, as well as update and refine the current action plan to chart a path forward. Concrete goals for the next three years should be established as informed by the action plan and strategic planning process.
 - These refined goals should be broadly disseminated to community partners and quarterly meetings should be structured to reach these goals.
 - These planning session(s) should be facilitated by a member of the Southeast community.
- Investigate establishing a policy agenda
 - Many stakeholders identified the importance of tackling issues facing the Southeast community through advocacy⁵ and how this could be an impactful function for RISE to assume. We recommend RISE consider advocacy in its many forms, not just lobbying. To that end, both lobbying and litigation as well as the alternate mediums of education and organizing can act as pathways for change. Of the community challenges listed in the findings, we suggest infrastructure might be considered as a starting place for a policy agenda as it was the most widely mentioned and is directly impacted by local and statewide guidelines. Given the magnitude of this recommendation it may be best approached as a long-term opportunity.
- Support initiatives and efforts to create a physical storefront presence in Southeast Colorado Springs that integrates services like workforce development, health care, fresh food, health and human services, and multi-modal transportation

⁵Alliance for Justice, https://mffh.org/wp-content/uploads/2016/04/AFJ_what-is-advocacy.pdf

Organizational Structure

- Develop a stronger marketing strategy and online platform
 - A functional website with events, quarterly meeting updates and other relevant information is a key element.
 - Increased visibility within and outside of the Southeast community should be a primary goal of any marketing plan.
- Define roles and responsibilities of Coalition membership
 - Clarity of expectations for participation, additional responsibilities and leadership should be pursued. The marketing strategy should also include a full and comprehensive list of partner organizations based on new criteria for Coalition membership.
 - Consider using the structure and revenue model of other grassroots, community organizations and coalitions as a framework for RISE as a permanent home is determined. Some examples researched by the team include:



[Metro Denver Nature Alliance](#)

The Metro Denver Nature Alliance (Metro DNA) is a coalition of nonprofit, government, research and private sector partners seeking to align efforts in order to ensure more equitable access to nature and to promote healthy people, communities and natural places.

Underlying Metro DNA's approach is the belief that a coordinated alliance can achieve more than the sum of its parts: as partners jointly consider the intersections among key regional issues, they can develop and implement more equitable, effective and sustainable solutions.

Metro DNA performs three mutually reinforcing roles:

- Facilitate collaboration and alignment among the many partners working to advance healthy people, communities and nature
- Champion nature-based efforts by publicizing partners' work, showcasing their successes and raising public awareness and support for nature
- Building partner capacity by promoting resource sharing and leveraging joint activities

A membership fee structure on a sliding scale for a variety of stakeholders (individuals, nonprofits, businesses, government entities, etc.) should be considered for the RISE Coalition. Metro Denver Nature Alliance could provide an excellent framework for this structure (Appendix 5).



ONE DC

ONE DC used to be a community development corporation (CDC) but is now a grassroots organization committed to living and practicing values of inclusive and authentic grassroots organizing, democratic leadership, caring community, human dignity, collective sharing of power and resources, collective economics and cooperation, and “hell-raising for justice” in order to achieve meaningful, systemic change.

Uses a model of shared leadership defined as a “non-traditional self-management structure to reflect...participatory democracy goals and principles...involving grassroots people in the decisions that affect their lives; minimizing hierarchy and professionalism in organizations working for social change; and engaging in direct action to resolve social problems.”

Demonstrates a diverse and well-established revenue model (Appendix 6) that RISE could consider as a template: grants \$625,500 (45%); individual contributions \$267,430 (19%); foundations \$151,300 (11%); fundraising event \$135,620 (10%); other income \$118,458 (8.5%); corporations \$62,372 (5%); non-cash corporate \$17,688 (1.3%); membership dues \$5,721 (0.4%) and religious organizations \$4,000 (0.3%)



Pittsburgh UNITED is a 501(c)3 nonprofit that acts as an alliance of local community, faith and labor organizations promoting a progressive, inclusive development agenda through research, organizing, education and advocacy.

This organization is committed to advancing the vision of a community and economy that work for all people. It aspires to create a community where all workers are able to care for themselves and raise their families, sharing in the prosperity generated by economic growth and development.

Past and current campaigns have positioned it to mobilize an organizing strategy and policy agenda to make that vision a reality. Since 2007, Pittsburgh UNITED has spearheaded and supported campaigns for:

- Community benefit agreements to ensure equitable economic development
- City ordinances that make sure publicly-funded development projects don't contribute to air and water pollution
- Good jobs with the right to form a union at places like UPMC, McDonald's, the Rivers Casino and dozens of other workplaces
- Green infrastructure and community benefits in the federally-mandated sewer overhaul
- Policies that guarantee affordable housing for all and protect residents from displacement
- Safe, affordable, publicly-controlled water for all Pittsburgh residents

Pittsburgh UNITED is affiliated with [The Partnership for Working Families](#), a national network of 19 leading regional advocacy organizations that support innovative solutions to our nation's economic and environmental challenges.



[The Greenlining Institute](#)

Based in Oakland, California, the Institute focuses on policy, research and advocacy opportunities that support economic and racial justice. The organization began its work in the 1970s as an informal coalition of African-American, Asian-American, Latino/a, and disabled communities to fight institutional discrimination while bringing investment into underserved communities.

The Greenlining Coalition is still a program of the Institute today and it includes membership from more than 40 community-based organizations.

The organization's board is made of original founders, recent leadership academy graduates and coalition members.

2018 revenue: contributions and grants \$5,371,018 (90%); investment income \$476,395 (8%) and other revenue \$102,597 (2%)

Future Home/Funding

At this time, there is no recommendation for a permanent home for the RISE Coalition as the data was inconclusive and there is no clear consensus from respondents. No clearly defined champion or partner organization emerged from this process. The RISE Coalition is encouraged to first consider and implement the recommendations for resident leaders, an action plan and organization structures and then subsequently consider the question of a permanent home.

As for potential funding opportunities, RISE should be encouraged to pursue all funding available to continue to provide their services to the community. ONE DC and Metro Denver Nature Alliance sustain funding models that may serve as viable options for RISE. With an eye on expansion and longevity, the Greenlining Institute and Pittsburgh United could inspire a long-term vision for the future of the RISE Coalition.



CONCLUSION

A community partner stated, "There's something in the water in Southeast Colorado Springs that is magical." Based on the outpouring of community support, stories of success and personal growth, and dreams of what RISE may become, we believe that the RISE Coalition is essential to the magic driving the Southeast Colorado Springs community forward. As the RISE Coalition and Southeast Colorado Springs address the systemic inequities that have affected their community for decades, it is critical that RISE remains a focus of resident leaders, El Paso County government and the local nonprofit community, funders and service providers alike. With resilient, inspired, strong and engaged organizations like RISE, Southeast will not only overcome the challenges of the past but also realize an extraordinary future.

We hope that this plan provides clarity and momentum to the future of RISE as it reminds us that through united, resident-led change we will positively affect the course of Southeast Colorado Springs. With strategic support and maintained engagement we will enhance Southeast Colorado Springs from within through resident-led change leading to a vibrant, connected community that provides opportunities for all to thrive.

*The passion of RISE is unmatched anywhere else in this community -
Community Partner*

ACKNOWLEDGMENTS

The team from El Pomar Foundation would like to thank the following people and organizations for the input, support and resources provided to make this report possible. First, an immense "thank you" to the resident leaders and community partners who participated in the interviews and surveys. Without the candor, thoughtfulness and unique perspectives of these dynamic and engaged community leaders, this report simply could not exist. Another massive dose of gratitude goes to El Paso County Public Health and Joyce Salazar for the continued support and leadership of the Coalition. Thank you to El Pomar Foundation for providing the staff and resources to make this report possible, and an additional shout-out to Kathryn Benson for her editorial expertise. Finally, many thanks and much gratitude to: Max Cupp for sharing his research on community development, Dana Coelho from Metro Denver Nature Alliance for providing perspective and valuable tools and Jennifer Rafanan Kennedy from Pittsburgh United for her expertise and valuable insights.

APPENDICES

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2. COALITION ROLES AND RESPONSIBILITIES
3. RISE'S FIVE PILLARS
4. INTERVIEW, FOCUS GROUP AND SURVEY QUESTIONS
5. METRO DENVER NATURE ALLIANCE MEMBERSHIP FEE STRUCTURE
6. ONE DC REVENUE MODEL
7. RISE COALITION ADVISORY COUNCIL
8. LIST OF RISE COALITION COMMUNITY PARTNERS

APPENDIX 1—RISE ACTION PLAN



2017-2023 Action Plan

Key Priority #1: Cultural Capital (Communication)					
Goal	Objective	Action	Outcomes	Status	
Connect people	Neighborhood identification and activation	Host clean-up days, block watches, neighborhood meetings <i>(Involve HOAs, businesses)</i>	Define neighborhood borders and develop map Regular community events for neighborhoods	Sara Vaas (svaas@cscono.org) Katie Sunderlin (sunderka@springsgov.com) CONO – Southeast Story Map, PlanCOS	
	Communication with youth	Promote Southeast CS Facebook page	Outreach and visibility on social media platforms Communication tool for younger populations	Joyce Salazar (joycesalazar@elpasoco.com) Julie Ramirez (jramirez@cscono.org)	
	Centralized website for RISE	Develop a website with mobile-friendly capabilities and disability, kiosks, bulletin boards	Virtual hub for information dissemination	Preliminary discussions	
	Newsletter/newspaper/ postcards *complementary website and app (?)	Solicit for technical assistance	Communication tool with information desired by residents	Southeast Express business plan Regan Foster (regan@csindy.com)	
	Capture resident stories	Community (His)Story collection and publication	Cultural history identified, shared and collected to bridge youth with older adults (intergenerational)	Not yet started – could tie into CONO story map	
	Media relations and media produced locally	Invite media to community events	Improved perception of Southeast Colorado Springs Earned media (television, print, web)	Ongoing	
	Website/platform for Southeast Colorado Springs area service providers to communicate with one another	Find/solicit for web developer		Website with all components identified in the scope of work	Not yet started
		Research similar service provider forums, websites, and communication hubs Identify all desired components for an online platform modeled from best practices		Website with desired components, partner organization feedback (dashboard – including a shared community calendar, organizational profile)	Not yet started

Near term or in progress

Medium term or partner lead

Long term or TBD

Key Priority #2: Social Capital

Goal	Objective	Action	Outcomes	Status
Connect people to resources	Identify all stakeholders and determine gaps	Expand list of stakeholders to include businesses, religious organizations, educators, etc.	A more comprehensive and inclusive list of community participants in organized activities	Ongoing
	Introduce RISE efforts to the community	Plan, coordinate and host community picnics, summer festival (Shades of Colorado Springs) for social connections Provide free, family-friendly activities for the community	Connect residents to new resources and ways to get involved Feed the community Activate underutilized spaces	Ongoing Wildflower Park – July 2017 Panorama Park – July 2018 and September 2018: Partnership with Trust for Public Land to activate and explore potential uses Deerfield Hills – August 2018
	Enhance safety and connectedness of neighborhood by facilitating communication between school staff (counselors), police, library staff, council person, social workers, CSFD, health educators/providers, and other community organizations to discuss community issues.	Host regular meetings at schools or other local venues. <i>(“Town Hall”, “Lunch ‘n Learn” style)</i>	Strengthen neighborhood connections among community service professionals Identify and provide education on what are areas of concern before they become enforcement issues Reduce procedural barriers in bringing community concerns to the attention of local officials	Ongoing – largely partner led Illumination Project CONO Community Series Max Cupp (mccupp@cscono.org) Julie Ramirez (jramirez@cscono.org)
	Create networking, educational and mentorship opportunities for the community (personal and professional)	Plan “Community check-ins” to network, share organizations’ progress, and celebrate local leaders <i>(e.g. Hispanic Council Concilio)</i>	Enhanced capacity; ability to nurture new leaders; recruit and train local residents for jobs, engagement opportunities Create a central space for input on civic engagement	Not formalized Yolanda Avila (yavila@springsgov.com) Ben Anderson (Solid Rock CDC) (wanesq@msn.com)

Near term or in progress

Medium term or partner lead

Long term or TBD

Key Priority #3: Built Capital

Goal	Objective	Action	Outcomes	Status
Connect people to places	Plan and build a community resources center that offers services, classes and resources for all ages	Pop-up events Advocacy assistance to proceed with site selection and site planning for community space	Involve neighborhood in Southeast land use planning Neighborhood voice represented in site selection, planning	Healthy Places funding of \$1M over three years to activate Hub at Mission Trace and to build and leverage capacity of Solid Rock Community Development Corp. (CDC) Matt Craddock (Craddock Commercial) (matt@craddockcommercial.com)
	Transportation priorities	Discuss transportation needs in 80916/10 zip code areas Develop and solidify a plan for independent transportation in SE COS Continue to advocate for increased public transportation	Local access to existing routes	Long-term effort Two additional transit routes into Southeast were increased to 15-minute headways in October 2018 Brian Vitulli (Mountain Metro Transit) (bvitulli@springsgov.com)
	Activate spaces for programming	Provide a safe space for exercise and educational classes and workshops (life skills – nutrition, budgeting, parenting, etc.), provide meeting space, play space	Classes held Space booked/rented	Some early wins – WIC Clinic (January 2018), plan to rent space at Mission Trace for CDC and RISE activities, office space
	Explore opportunities for affordable housing	Research innovative options	Areas identified for pilot projects	Long term Ben Anderson (Solid Rock CDC) (wanesq@msn.com)
	Create signature features unique to Southeast CS	Host projects that define the Southeast Community	Revitalization through Public Art, Mural, Time Capsule, Physical Structure Increase community pride Entryway Signage into Southeast	Mural Projects, Park-mobile trailer Hub Concept Development

Near term or in progress

Medium term or partner lead

Long term or TBD

Key Priority #3: Built Capital (continued)

Goal	Objective	Action	Outcomes	Status
Connect people to places	Community Wi-Fi	Explore Wi-Fi expansion, 5G LTE and opportunities for enhanced services with network providers (e.g., Comcast, CenturyLink)	Improved capacity, connection Expanded number of Wi-Fi access points	Research underway
		Partner with Pikes Peak Library District (PPLD) to promote Wi-Fi units w/cellular broadband for patron rental		
		Work with city and county to add Wi-Fi expansion into their future infrastructure plans		
		Work with local businesses to expand Wi-Fi access points		
		Investigate the use of very high frequency (VHF) and/or ultra high frequency (UHF) for Wi-Fi access points		

- Near term or in progress
- Medium term or partner lead
- Long term or TBD

Key Priority #4: Human Capital

Goal	Objective	Action	Outcomes	Status
Connect people to opportunity	Propose utilities subsidies for residents to turn on outside lights from dusk to dawn (explore solar options)	Request additional lighting for parks, recreation programs (Energy Resource Center, Pikes Peak United Way, County, HBA Cares) Research subsidy programs (e.g., LEAP) Organize listening session with CSU reps, Parks Department and neighbors with professional moderators, food, and childcare	Hire moderator to facilitate session and frame the issues. Proposed MOUs for subsidized residential and public services	Research underway
	Promote available financial assistance funds for low-income homeowners and tenants (e.g., HUD grants)	Host opportunities to learn about housing rehabilitation funding	Improve living conditions for community's most vulnerable Increase the number of safe, affordable housing options	Partner efforts ongoing, no concerted effort to align with RISE at this point Catherine Duarte (City of COS Community Development) (cduarte@springsgov.com) Ben Anderson (Solid Rock CDC) (wanesq@msn.com)
	Reduce food insecurity	Identify more sites for food distribution by partner organizations	Fresh food options more readily available for residents Creation of community gardens	Food System Assessment (ECPH) Natalie Avila (natalie@coloradospringsfoodrescue.org) Trust for Public Land surveying residents with partner orgs, re: park priorities Katie Sunderlin (sunderka@springsgov.com)
	Improve access to governmental and social service agencies by requesting service locations in SE CS	Conduct barrier study • Advocacy dependent on findings • Propose pop-up service pilot project • Identify sites for temporary or permanent locations • Loans/grants	Service gap analysis, consolidated documentation of barriers for service expansion for agencies and other providers to inform next steps for advocacy at all levels	Long-term Barrier study to be conducted as part of Healthy Places effort – specific to Hub

Near term or in progress

Medium term or partner lead

Long term or TBD

Key Priority #4: Human Capital (continued)

Goal	Objective	Action	Outcomes	Status
Connect people to opportunity	Identify and promote resources for job training	Identify existing programs and populations served — United Way, Mt. Carmel, PPWFC, PPCC	Inventory of local job opportunities (determine skills needed/link training to emerging job market)	Partner efforts ongoing, no concerted effort to align with RISE at this point.
		Increase awareness and development of career training opportunities, pathways, apprenticeships, completion of HS diploma/GED	Residents completing training programs or HS/GED program	Transforming Safety small business loans with ACCION
		Expansion of PPWFC service hours in YMCA and other locations in Southeast CS	Residents trained in specific skills (healthcare and childcare training/certification)	Ben Anderson (Solid Rock CDC) (wanesq@msn.com)
		Identify funding opportunities to increase THRIVE programs (develop entrepreneurship skills to create small business and solo enterprise opportunities)	Residents hired into local jobs	Traci Marques (Pikes Peak Workforce) (tracimarques@elpasoco.com)
		Work with D-11 and existing/new businesses located in the 80910/16 to create internships for HS students paid or unpaid	Entrepreneurs starting new small businesses	Taj Stokes (THRIVE Colorado Springs) (tajstokes@gmail.com)
		Support policies that will require agencies and organizations providing social services or healthcare to residents to actively recruit applicants from service area (e.g., Peak Vista, Atlas Prep, child care centers, CPCD – Giving Children a Headstart)	Sites offering job training and skill development within the community	Patrice Ravenscroft (REACH Pikes Peak) (patrice@reachpikespeak.org)

Near term or in progress

Medium term or partner lead

Long term or TBD

Key Priority #5: Financial Capital

Goal	Objective	Action	Outcomes	Status	
Connect people to potential	Continued resident leader engagement	Civic participation in decisions impacting SE CS	Aligning investment from city/county with need for SE Provide a platform for change based on RISE priorities	Medium term Joyce Salazar (ECPH) (joycesalazar@elpasoco.com) Ben Anderson (Solid Rock CDC) (wanesq@msn.com)	
	Innovative models of funding	Work with Colorado Criminal Justice Restoration Coalition on legislative bill for Department of Corrections reallocation of parole violation funds Explore other grant opportunities	Funding for physical space Funding for local business startup Leveraged resources from other sources	Ongoing Transforming Safety underway Eula Tatman (Pikes Peak Community Foundation) (etatman@ppcf.org)	
	Entrepreneurial Education	Provide educational opportunities in SE for potential entrepreneurs		Increase in start-up businesses	Taj Stokes (THRIVE Colorado Springs) (tajstokes@gmail.com)
		Partner with entrepreneurial businesses wanting to locate in SE CS		Presence of new businesses Local job opportunities	Aikta Marcoulier (SBDC) (aiktamarcoulier@elpasoco.com) Yemi Mobolade (CS Chamber & EDC) (ymobolade@csecdc.com) Ben Anderson (Solid Rock CDC) (wanesq@msn.com)
	Economic Opportunity Zones (both City initiated and Federal)	Incentivize investment and businesses to locate/relocate to SE CS		Increase in businesses physically located in SE Reduce vacancies in buildings around SE	Chelsea Gaylord (City of Colorado Springs Economic Development) (cgaylord@springsgov.com)
	Support the creation of a Community Development Corp. (CDC)	Explore development and capacity building of a local CDC for Southeast		Organized structure to coordinate community-building activities specific to the area Increased funding opportunities (HUD)	Funded through Healthy Places, closely linked to Hub development Ben Anderson (Solid Rock CDC) (wanesq@msn.com)

Near term or in progress

Medium term or partner lead

Long term or TBD

APPENDIX 2 – COALITION ROLES AND RESPONSIBILITIES

Advisory Board

- The RISE Coalition’s Advisory Board consists of seven resident leaders and six organizational seats
- Resident leaders selected for the steering committee during the planning phase were given the opportunity to transition to the advisory board
- Resident leaders have either a one year or two year term limit
- Coalition partners fill the organizational seats
- Resident leaders and coalition partners are voting members
- Resident leader seats are selected from a pool of VIP applications
- Organizational seats will be selected from a pool of applications received from coalition partners or individuals who are invited to apply which support the technical skills necessary to support the advisory board and the RISE strategic plan
- Applications are reviewed, and individuals will be interviewed and selected by Resident leaders

Resident Leaders

- A Resident Leader is a subject matter expert in the community who has a strong community voice and presence. For these reasons, they have been invited and elected to boards and committees to lend their expertise in many areas; transportation, education, business, food access, built environment and how to improve community cohesion. They are visionary mentors and leaders who care deeply about the Southeast community in sentiment and action. They are strategic planners who have utilized opportunities made available by the RISE Coalition.

Very Involved People (VIPs)

- Community members who are interested in being involved in the community
- Advocacy training
- Sharing knowledge and expertise
- Uniting over a common goal
- Being a part of change
- Skill building
- Serving people
- Pathway to becoming a Resident Leader

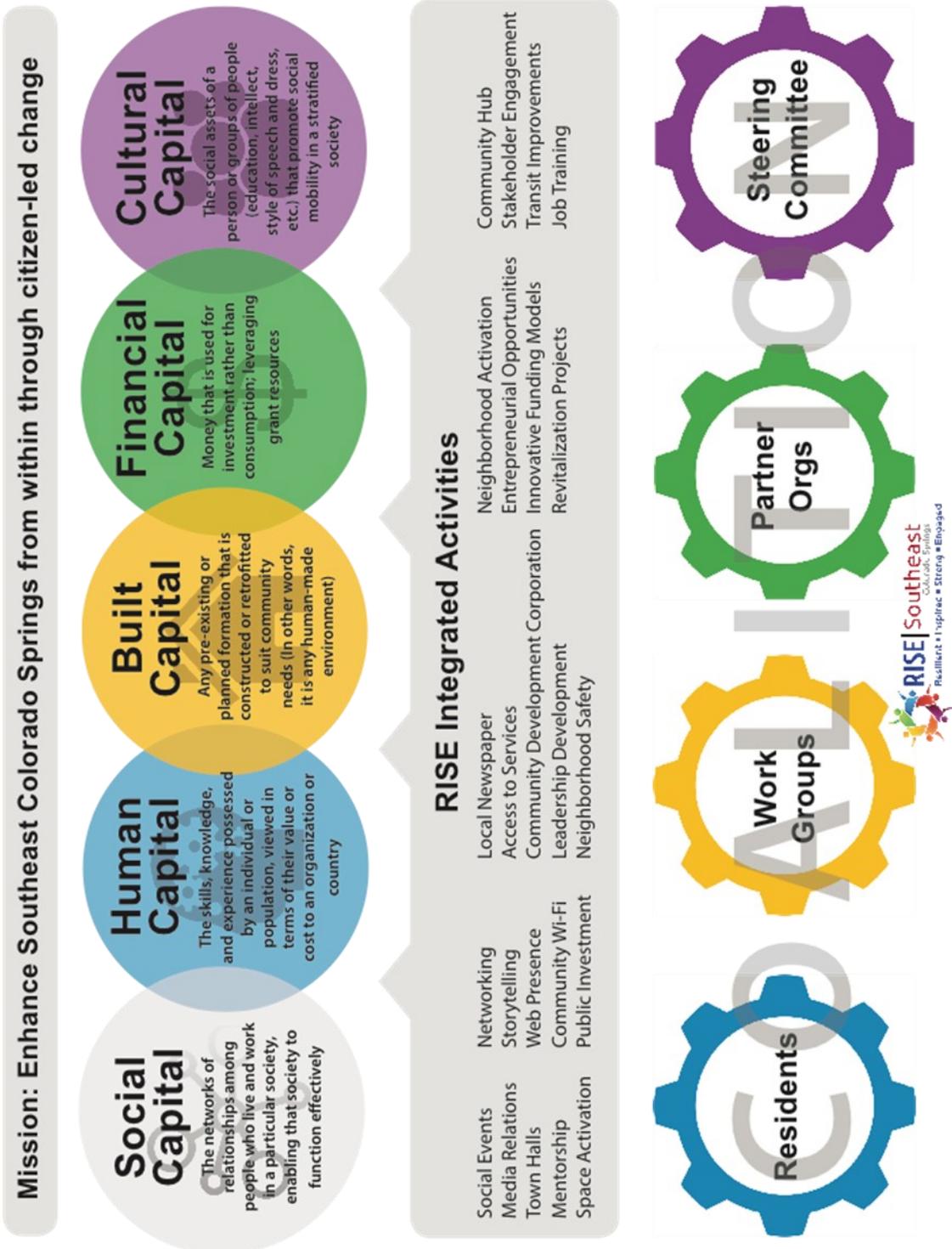
Coalition partner

- Organizations and people who have worked in Southeast or want to join in the work to help support the mission of community-led change and achieve the vision of a vibrant, connected community that provides opportunities for all to thrive

Coordinator role

- Collaborating with community members coalition partners to advance the mission and vision of the RISE Coalition
- Responsible for planning, organization and direction of the organization’s operations and committees
- Oversees and reports on the organization’s results to the advisory board and coalition partners
- Provides leadership to and manages the efforts of resident leaders and VIPs to ensure appropriate support of committees.
- Retains a diverse, highly qualified staff of volunteers by providing career coaching, growth and personal development opportunities for community members
- Ensures that relationships are robust and meet or exceed strategic goals and objectives
- Convene and facilitate coalition meetings
- Communicate with community and coalition partners; newsletters, emails, social media, phone calls, and meetings
- Engage the community; tabling events, focus groups, community meetings
- Strategic plan development, implementation and evaluation
- Manage grant budgets
- Assist in leveraging funding for community projects

APPENDIX 3 – RISE’S FIVE PILLARS



APPENDIX 4 – COALITION ROLES AND RESPONSIBILITIES

Interview

1. What is unique about the RISE Coalition? Please respond to the following:
 - We are the only organization that....
 - We are unique in our ability to...
 - We excel at...
2. What do you see as RISE's role in the Southeast community? What benefits does it provide to you and your organization?
3. If you could make any changes in the RISE Coalition, what would they be?
4. In zip codes 80910 and 80916, what are the three most important issues?
5. What is your vision for RISE in the next 5 years?
6. As we think about the future of RISE:
7. What is the best "home" for RISE?
 - Part of a government entity
 - Part of a community based organization or other 501(c)3 nonprofit?
 - A stand-alone 501(c)3 nonprofit
 - RISE has achieved its mission and should dissolve
 - other
8. How should it be funded:
 - Government
 - Foundations
 - Private donations
 - Corporations, business
 - Earned revenue
 - Contract for services
9. Any additional thoughts, comments, concerns?

Focus Group

1. What is unique about the RISE Coalition? Please respond to the following:
 - We are the only organization that....
 - We are unique in our ability to...
 - We excel at...
2. What do you see as RISE's role in the Southeast community? What benefits does it provide to you and your organization?
3. How deeply do you feel connected to the work of the RISE Coalition? What could make you feel more connected or involved?
4. If you could make any changes in the RISE Coalition, what would they be?
5. In zip codes 80910 and 80916, what are the three most important issues?
6. What is your vision for RISE in the next 5 years?

Survey

1. Are you a resident or community organization?
2. (Resident) Do you feel connected to/supported by the work that the RISE Coalition is doing? OR (Community Organization) Are there any organizations that should be involved with RISE that currently aren't? If so, please list them.
3. What is unique about the RISE Coalition? Please respond to the following:
 - We are the only organization that...
 - We are unique in our ability to...
 - We excel at...
4. What do you see as RISE's role in the Southeast community? How do you (or your organization) relate to RISE
5. If you could make any changes in the RISE Coalition, what would they be?
6. In zip codes 80910 and 80916, what are the three most important issues?
7. Of those issues just identified, which should RISE lead?
8. What is your vision for RISE in the next five years?
9. What will it take to get to that vision?
10. Any additional thoughts, comments, concerns?

APPENDIX 5 – METRO DENVER NATURE ALLIANCE

MEMBERSHIP FEE STRUCTURE

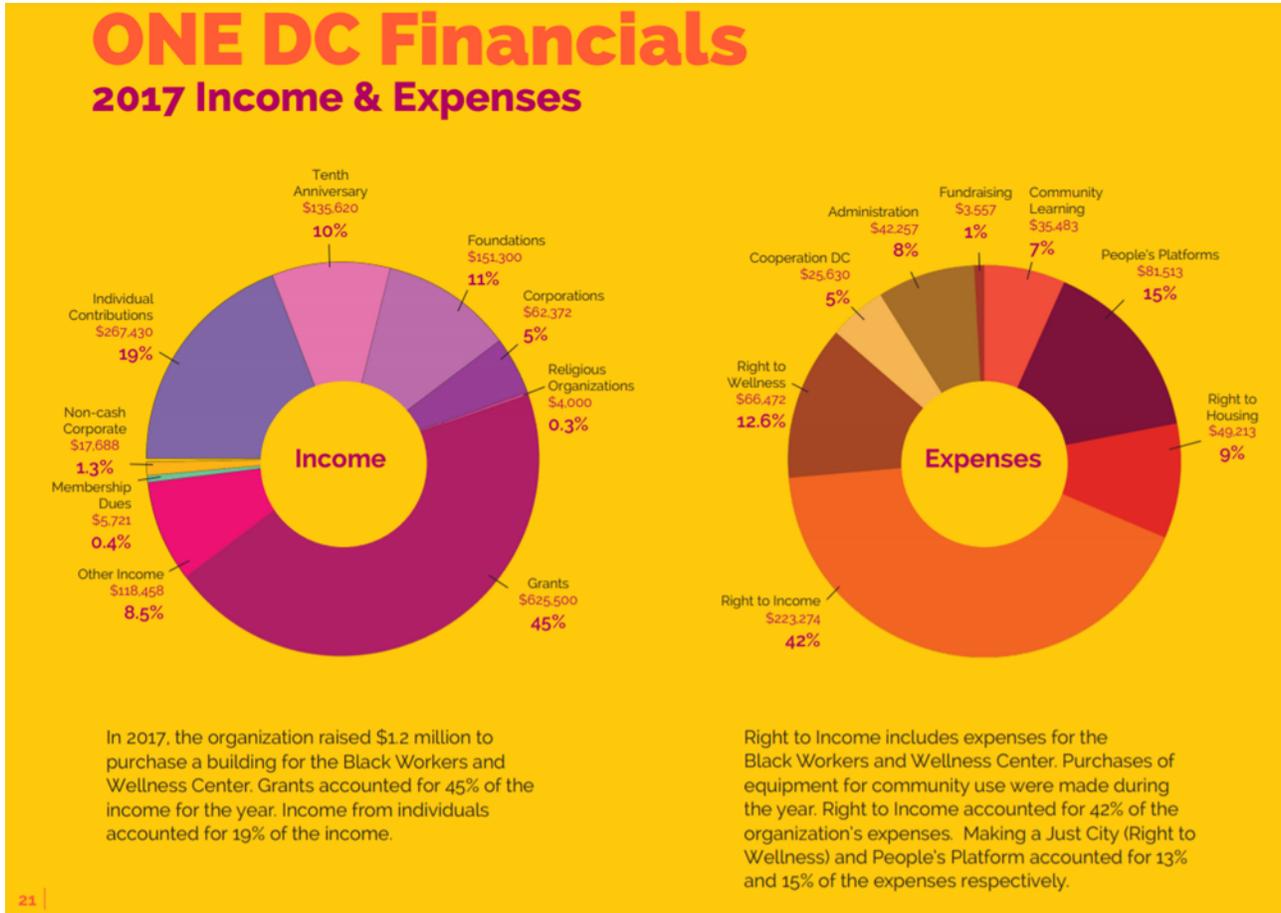
This business model is predicated on the financial participation of all partners. Consequently, Metro DNA requires that all entities contribute annual partner dues, or in-kind donations in-lieu of partnership fees. Eligible entities become full Metro DNA partners upon signing a Partnership Agreement and paying yearly partner dues.

In the spirit of inclusion, Metro DNA has established a modest sliding scale⁶ for annual dues based on an entity’s prior-year operating budget. Metro DNA hopes and anticipates that active and leading partners, including Steering Committee organizations, will contribute larger amounts on par with their ability to pay. These dues may change over time as Metro DNA’s value proposition becomes stronger. Below is the proposed dues structure. Under compelling circumstances, annual dues may be negotiated with Metro DNA staff.

Non-Profit	
Annual program operating budget	Annual dues
Under \$100,000	\$50
\$100,000 - \$200,000	\$100
\$201,000 - \$300,000	\$150
\$301,000 - \$400,000	\$200
\$401,000 - \$500,000	\$250
\$501,000 - \$750,000	\$375
\$751,000 - \$1 million	\$500
\$1 million - \$2.5 million	\$1,250
\$2.6 million - \$ 5 million	\$2,500
Above \$5 million	\$5,000
Government, Research, and Private Sector Partners	
Annual operating budget/revenue	Annual dues
Under \$100,000	\$75
\$100,000 - \$200,000	\$150
\$201,000 - \$300,000	\$225
\$301,000 - \$400,000	\$300
\$401,000 - \$500,000	\$375
\$501,000 - \$750,000	\$565
\$751,000 - \$1 million	\$750
\$1 million - \$2.5 million	\$1,875
\$2.6 million - \$5 million	\$3,750
Above \$5 million	\$7,500

⁶The sliding scale is based roughly on 0.05% of a nonprofit’s relevant program operating budget; 0.075% of government and research partners’ relevant program operating budgets and of private sector partner revenues. 37

APPENDIX 6 – ONE DC REVENUE MODEL



⁷https://d3n8a8pro7vhmx.cloudfront.net/onedctrac/pages/3814/attachments/original/1587072392/ONE_DC_People's_Progress_Report

APPENDIX 7 – RISE COALITION ADVISORY COUNCIL

Membership	Name	Organization/Community Member
Voting	Yolanda Avila	RISE Resident Leader
Voting	Keyshon Cooks	Council of Neighbors and Organizations
Voting	Jody Derington	City of Colorado Springs Parks, Recreation, & Cultural Services; Deerfield Hills Community Center
Voting	Regina English	RISE Resident Leader
Voting	Lelia Gibson-Green	RISE Resident Leader
Voting	Julie Ramirez	RISE Resident Leader
Voting	Ryan Rhoads	RISE Resident Leader
Voting	Alicia Saucedo	RISE Resident Leader
Voting	Abby Simpson	Pikes Peak Library District; Sand Creek Library
Voting	Amanda Vigil	RISE Resident Leader
Non-Voting	Ivy Alvarez	RISE VIP
Non-Voting	Jacqueline Armendariz	RISE VIP
Non-Voting	Stacey Bradley	RISE VIP
Non-Voting	Aubrey Day	El Paso County Public Health
Non-Voting	Desiree Garcia	RISE VIP
Non-Voting	RoseMary Jaramillo	RISE VIP
Non-Voting	Deby Kenyon	RISE VIP
Non-Voting	Mina Liebert	Pikes Peak Community Foundation
Non-Voting	Nannette Nordenholt	RISE VIP
Non-Voting	Jeannie Orozco	RISE VIP
Non-Voting	Nancy Perez	RISE VIP
Non-Voting	Shirley Peterson	RISE VIP
Non-Voting	Nathan Ramirez	RISE VIP
Non-Voting	Jennifer Rhoads	RISE VIP
Non-Voting	Elana Salinas	RISE VIP
Non-Voting	Andrea Smith	RISE VIP
Non-Voting	Candice Soto	RISE VIP
Non-Voting	Jessi Summers	RISE VIP Coordinator
Non-Voting	Kristina Torrez	RISE VIP
Non-Voting	Laura Trujillo	RISE VIP
Non-Voting	Laretta Williams	RISE VIP
Non-Voting	Ben Anderson/Gina Peterson	Solid Rock Community Development Corporation

APPENDIX 8 – LIST OF RISE COALITION COMMUNITY PARTNERS

Alliance for Kids	Colorado Springs Police	Peak Vista Health Centers
Aspen Pointe	Department Sand Creek Division	Penrose Hospital- Trauma Services
Atlas Prep	Colorado Springs Works	Penrose-St. Francis Health Services
Better Business Bureau Of South Colorado	Colorado Trust	Pikes Peak Community College
Black & Latino Leadership Coalition	Council of Neighbors and Organizations	Pikes Peak Community Foundation
Boys & Girls Club of the Pikes Peak Region	CPCD...giving children a head start	Pikes Peak Library District
Care and Share Food Bank for Southern Colorado	Craddock Commercial Real Estate LLC	Pikes Peak Small Business Development Center
CASA of the Pikes Peak Region	Creative Kids College	Pikes Peak United Way
Colorado College	Dream Centers	Pikes Peak Workforce Center
Colorado Enterprise Fund	Dream Centers Mary's Home	REACH Pikes Peak
Colorado Springs Black Chamber Commerce	Educating Children of Color	Relevant Word Ministries
Colorado Springs Chamber and EDC	Energy Resource Center	Second Chance Through Faith
Colorado Springs City Council	ENT Federal Credit Union	Senior Center
Colorado Springs Community Development	Generation Wild	Servicios de la Raza
Colorado Springs Economic Development	Harrison District 2	Silver Key Senior Services
Colorado Springs Food Rescue	Hillside Connections	Solid Rock Community Development Corporation
Colorado Springs Independent	Holiday Inn	South East Express
Colorado Springs Parks, Recreation, and Cultural Services	Innovations in Aging Collaborative	Southeast YMCA
Colorado Springs Planning & Community Development	Inside Out Youth Services	Switchback Coffee Roasters Inc
	Kids on Bikes	The American Association of University Women
	Kingdom Builders Family Lie Center, Colorado Springs	Thrive Networks
	Latino Community Luncheon	Trails and Open Spaces Coalition
	NAMI Colorado Springs	Trust for Public Land
	New Direction Agape Services	Voces Unidas for Justice
		Weigh Out Ministries