



**Learning Community Gathering Minutes  
Program Collaboration  
Wednesday July 13, 2011 3 – 5pm at People House**

In attendance: Margaret Abrams (Domestic Violence Center), Matt Barry (Piton Foundation, Denver Shared Space Steering Committee), Katie Brown (People House), Josh Burdick (Urban Land Conservancy/Common Roots, Denver Shared Space Steering Committee), Lisa Duran (Aurora Human Rights Center), Lauren Eller (National Trust for Historic Preservation, Denver Shared Space Learning Communities Committee), Amanda Finger (Laboratory to End Human Trafficking/TAXI), Mike Garvey (Economic Prosperity Center), Patrick Horvath (Strengthening Neighborhoods, The Denver Foundation), Fernando Pages (Building Affordable, Denver Shared Space Steering Committee), Amy Schwartz (Foundation for Educational Excellence, Promise Center), Ken Seeley (Partnership for Children and Families), LaRana Skalicky (Kim Robards Dance), Ray Stranske (NEWSSED, 1029 Santa Fe), Michelle Sturm (Anschutz Family Foundation, Denver Shared Space Learning Communities Committee), Scott Wong (Partnership for Children and Families), Dace West (Denver Office of Strategic Partnerships, Denver Shared Space Steering Committee)

*Introduction:*

The difference between **cooperation** (short term, no defined mission/structure, no planning effort, share information, no risk, individuals retain authority), **coordination** (longer term, understand differing missions, focus on specific effort/program, some planning, open communication, power dynamic negotiations, individuals retain authority), and **collaboration** (long term, commitment to common goals, results in new structure, comprehensive planning, well-defined communication channels at all levels, share leadership & risk, collaborative structure determines authority)

*Presentations:*

**Katie Brown, People House** – tour of People House and collaboration between nonprofit and for-profit tenants

- How to find/define synergies among all the ‘main players’
- Important to create a system of trust among all the employees and clients
- Must maintain flexibility/adaptability among all processes
- Look for unusual ways to use space and find opportunities to meet different community needs in creative ways

**Margaret Abrams, Denver Domestic Violence Center** – collaboration between public and nonprofit entities; the importance of group dynamics, understanding roles, gaining trust (overview of Center attached)

- Where does collaboration make sense?
  - Need to be clear on what are the real vs. perceived barriers
  - Must exhibit and obtain trust – maintain/address confidentiality issues
  - Must acknowledge the philosophical differences between agencies (government vs. nonprofit organizations vs. for-profits)
  - Bring together individual organizational needs under the context of the greater goal – important to meet individual needs to get variety of partners to the table and keep them there
  - People need to recognize the benefit of the collaboration – what can they do together that they could not do separately?
  - Be clear about roles and where in the continuum everyone’s work fits
  - There may be some differences in whether the collaboration is being driven internally or externally – are people doing it for their own organizations or because a funder or outside entity is encouraging them? This can change the dynamic of the collaborative.
  - Need to build accountability to the overall project and to each other
- Steps to successful collaboration
  - Shared vision – clear to everyone
  - Develop trust with partners
  - Define accountability and decision making, powers and process (to goals of project and each other). Understand what decisions need to be made as a group and what decisions are “home base decisions” of individual organizations in the collaborative
  - Commit time to collaboration (both to the process and implementation)
  - Talk details – make NO assumptions
  - Assume good intentions

**Mike Garvey, Economic Prosperity Center** – collaboration within and beyond programs (preliminary business plan attached)

- Organic vs. scheduled collaboration – important to find a natural fit
  - Example: Rocky Mountain MicroFinance Institute boot camp referred clients to other organization within the Economic Prosperity Center for other services
- One idea: integrating multiple agencies into one program
- Collaboration can be challenging because partners are focused on their own programming. Collaboration takes time and energy and needs to be considered its own programmatic work.
- Sharing space has had the result of encouraging people to work together – being in the same physical space has been important for building partnerships
- A site coordinator has been important at the EPC for bridging communications issues and helping with cross-referrals.

- Partners at the EPC meet monthly and this is a time for sharing, planning, review of collective evaluation data, and discussion about things that need work, but someone to manage daily communications has still been important
- Conducted an analysis of the resources (financial, service, programmatic) that each partner brings to the table and working to capitalize on the strengths of each partner.

**Lisa Duran, Aurora Human Rights Center** – external collaboration between organizations and community (MOU attached)

- Vision can serve as a valuable catalyst
- Relationship building incredibly important to engage community
- Openness and transparency are key to maintaining sustainable nonprofit center
- Suggested producing a written MOU describing ALL potential situations among tenants
- Have a commitment to joint fundraising – fundraising for the shared space effort itself and for joint programming
- Partners have monthly meetings to talk about coordination and their work together
- The collaboration fills a “space between the organizations” and requires its own focus, time, nurturing, growth, and intentionality
- Holding a ‘visioning retreat’ to truly move mission forward
- Sometimes the mix of tenants can help to facilitate collaboration – outreach, capacity building, community centers, etc. Tenants can share models, information, help develop leadership and build up each other’s programs
- Recently received funding to hire someone to coordinate the work of the center – this will be very important in helping to move the project forward
- ESSENTIAL to be organized – have a plan
  - Meet/get to know key decision makers
  - Advocacy is huge – band together in the name of the program

*Discussion:*

- What is the role of shared programmatic or community oriented vision in the success of a shared space? Do spaces that have tenants with a shared vision have greater success or is it just a different model?
  - Has to be about more than just affordable rents and savings because collaboration takes so much work
  - People can get past problems with the space because they share a vision. If the shared vision isn’t there, it is much more difficult to have the commitment to resolve other issues.
  - Difference in being one center with many nonprofit tenants and a “multi-tenant nonprofit center” – the way that organizations collaborate and interact
  - Landlords make shared space and the program collaboration that comes with it a selling point for their space – an added marketing benefit/value
- How do you define community and then how do you continue to know how to meet community needs?
  - Vision can evolve as needs of the community become more apparent

- Community can mean a lot of different things – from immediate neighborhoods to a much broader and non-geographic definition – important to know how you are defining this in order to know where you are going
- Make the space to reach out to community and listen to emerging and existing leadership to talk about how to best intersect and interact
- Working with two communities – the community of organizations that are tenants in the shared space and how they work together and the broader community that you are serving or a part of – think about how to meet needs and lift up both
- What are some ‘red flags’ and/or failures you have faced in any efforts at program collaboration? What have you seen to be barriers?
  - When a funder or another major anchor is in the middle and then ends their involvement in the effort, it can be hard for the effort to be sustainable
  - When there is a lack of financial incentives
  - If entrepreneurial control is in place – vs. shared mission/vision/organic effort
  - When there are personality/territory clashes – people that like each other will keep coming and working through the problems

*Wrap-Up:*

- Feel free to email group participants with further questions – share successful efforts as well as failures for program collaboration
- **Next session: September 6, 2011 from 3-5pm @ The Alliance Center. Focus on Shared Services.**

# DENVER DOMESTIC VIOLENCE CENTER

The Denver Domestic Violence Center creates a new vision for providing services to domestic violence victims, promoting easier access, enhanced communication, collaboration and creativity among existing agencies and resources, enabling them to respond more efficiently and effectively to these complex and challenging cases. As a public-private partnership, this model brings together government and community based resources in a single location to better meet the needs of victims and enhance coordination of offender containment.

The following documents outline the statement of need and recommendations for governance structure, staffing, site requirements and possible funding options that have come from a planning process involving a broad base of city and community agencies that have committed participation to this project. We have researched other established Family Justice Centers nationwide, learning from their experiences and recommendations, as well as carefully considered Denver's needs and resources. Several focus groups have been conducted with domestic violence survivors in Denver to solicit their input regarding services and programming. We are at a critical juncture in our planning, with location of a site for Denver's Center being a vital piece of successful implementation. To succeed, it is important that the location not only be accessible to victims via public transportation, but also be proximal to the criminal and civil justice agencies that are in partnership, and that victims will also need ready access to. The challenge facing us today is that the ability to successfully fundraise for building renovation and operational needs is seriously hampered until a site is located and committed; it is also understandably difficult to secure a commitment for a site without available funding. Thus, we are seeking guidance from Denver's leadership on how to best proceed with this and access resources to move this project and vision forward.

## **Site requirements:**

- Ability to house staff representing six city agencies/departments and a minimum of twelve community based agencies during Phase One.

- Ability to renovate in order to accommodate security needs for criminal justice partners (evidence and Investigation requirements) as well as client confidentiality concerns for community based partners.
- Readily accessible to the city jail, courthouse and DPD property bureau.

### **Staffing requirements:**

The attached organizational chart details some of the recommended governance and staffing structure of the Denver Domestic Violence Center. One of the strengths of this model is its reliance on already existing staff to run the programmatic components. City and community partners will be responsible for providing their own staff for the services at the Domestic Violence Center. There will be a minimal number of new or additional staffing required for the actual coordination and implementation of the Center. This proposal also includes Phase One and Phase Two for staffing. Phase One includes three new staffing for implementation: a Director, an Associate Director and a Development Coordinator (details of these job functions are included as a narrative to the Organizational Chart). During this initial phase it is anticipated there will be some flexibility in these job functions depending on the demand for services and projected growth. Given this is a new model, blending city and community services; there is no current program to accurately project the number of services or victims to be served. Other national Family Justice Centers have shared their experience that the demand for services has consistently exceeded initial projections. Therefore, we have developed Phase Two for a three to five year projection after initial implementation to anticipate growth of services and increased funding needs. This is also the reason for including a Development Coordinator in Phase One. While each agency or department will still be primarily responsible for funding their own staff positions, in a Center model, there will still be a need to cultivate funding opportunities for the Center as a whole and help coordinate funding options among partner agencies to help ensure cooperative, non-competitive fundraising efforts to be most successful.

### **Funding and Sustainability:**

As a public-private partnership, it is anticipated this model will garner support from a broad range of funding bases. Given the Domestic Violence Center will house many city agency and department staff, we are hopeful the City will see the benefits in assisting with some of the



# DENVER DOMESTIC VIOLENCE CENTER

## **Background**

Domestic violence continues to ravage our community's homes, causing far too many innocent victims to live in fear and pain and still others to die at the hands of the person who professed to love them. Over the past two decades, Denver has taken the lead in developing proactive policies and practices in response to domestic violence crimes.

No single agency or system can adequately respond to the pervasiveness of domestic violence or to the very real safety risks threatening victims and the community. Denver has built a tremendous response to domestic violence thanks to the dedication of the Police Department, City and District Attorney's Offices, Probation as well as the collaboration with community-based agencies to address this crime. These agencies have created and implemented successful partnerships in order to respond most effectively to domestic violence victims and offenders. In spite of this multi-faceted response to domestic violence, many victims feel the process of obtaining help and going through the criminal justice process is not user friendly. The Domestic Violence Center concept is designed to reduce the number of places a victim must go to receive needed services. Using a "wrap-around" service delivery model, the program seeks to marshal all available resources in a community into a coordinated, centralized service delivery system with accountability to victims and survivors.

## **Denver Domestic Violence Center Mission**

**To improve the lives of domestic violence victims by combining community resources in a single, safe location. Living with abuse is difficult. Getting help**

# THE NATURE AND CHALLENGES OF DOMESTIC VIOLENCE AS A CRIME

## Why is domestic violence unique?

Domestic violence presents a unique challenge to the community.

- The victim and offender have an on-going relationship. The nature of the relationship is, or was at one time, intimate.
- The victim and the offender may share children, property, and housing.
- The victim may be dependent upon the offender for housing, financial support, health insurance, transportation, child care, and more.
- The offender knows the daily routine of the victim: there is a significant overlap in stalking and domestic violence cases.
- The majority of abusive acts go unreported to law enforcement.
- Many acts of abuse may not be “arrestable” offenses: e.g., emotional abuse, financial control, isolation, verbal abuse.
- Domestic violence offenders are, by definition and nature, people who demand control over their victims.
- Many victims recant or avoid appearing in court for fear of retaliation, financial dependence upon the offender, cultural and religious beliefs, immigration status, and other reasons.
- ***The victim’s fear of retaliation from the offender is grounded in reality.***

These challenging characteristics require a specialized response from law enforcement, prosecution, and the community.



# HOW DOMESTIC VIOLENCE IMPACTS DENVER

## **2010 Year-End Statistics**

- The Denver Police Department filed 4,397 domestic violence reports.
- PSG provided 948 victims filed for emergency civil protection orders in Denver's Protection Orders court.
- The Denver City Attorney's Office prosecuted 2,236 domestic violence cases, including 154 protection order violations.
- The Denver District Attorney's Office prosecuted an additional 1,110 misdemeanor and felony domestic violence cases.
- SafeHouse Denver responded to over 16,000 calls for crisis assistance and information.
- SafeHouse Denver provided shelter to 285 battered women and their children. (Over 1,700 victims were turned away due to shelter being full). An additional 503 women and children received individual or group counseling.

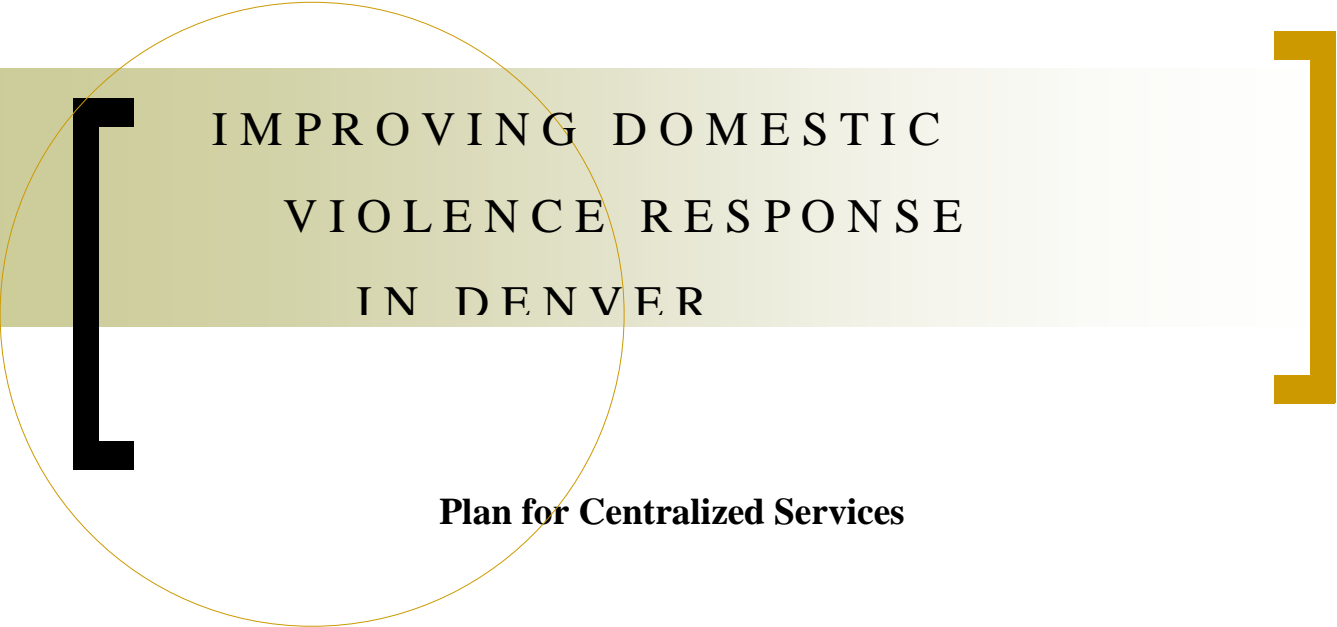
# DOMESTIC VIOLENCE COSTS THE CITY AND COUNTY OF DENVER AND ITS BUSINESSES MONEY

## **Domestic violence cases impact victims' lives *and* responding agencies.**

- 50% of the domestic violence defendants in 2009 had at least one prior arrest for domestic violence.
- 22% have three or more prior domestic violence arrests, and 20% have a concurrent domestic violence case pending at the time of the latest incident.
- Today, each domestic violence homicide case costs the City and County of Denver a **minimum** of \$178,382 to prosecute. This includes only the direct costs of a law enforcement investigation, prosecution, court costs, incarceration during the case, and counseling for the surviving family & children.
- Today, it costs \$986,488 to incarcerate one person 40 years. Since 2000, 20 domestic violence defendants have been sentenced to 40 or more years.
- In the last six years, the Denver District Attorney's Office has prosecuted 21 domestic violence homicide cases and has 5 currently pending. Total cost to Denver based upon the above average: \$4,637,932.
- The above-cited homicide cases have resulted in four life sentences. Total cost of incarceration for these four cases alone: \$3,945,942.

## **Domestic violence impacts Denver's businesses.**

- 56% of domestic violence victims report being late for work at least five times a month due to the abuse.
- 54% of victims missed three full days from work each month due to the abuse.
- 1 out of 5 workdays missed by women are due to domestic violence.



# IMPROVING DOMESTIC VIOLENCE RESPONSE IN DENVER

## Plan for Centralized Services

In an effort to better address the needs of victims of domestic violence, these collaborating partners are working to create a safe, central location offering comprehensive support to victims and their children. In developing a **Domestic Violence Center** the City and County of Denver can increase the integration of and access to services for victims. Here, under one roof, victims can file for protection orders, talk to the police, explore shelter options, speak directly to counselors and advocates, talk to a lawyer, find out the status of their cases, meet with a prosecutor and advocate, and more. The Denver Domestic Violence Center, like the 65 other Family Justice Centers in operation around the country, recognizes that the pain of victims is more easily healed with a more efficient use of resources. Better containment of offenders keeps the entire community safer.

The Denver Domestic Violence Center will work to achieve the following objectives:

- Increase the number of domestic violence cases that get reported to authorities,
- Increase the successful prosecution of domestic violence perpetrators,
- Offer appropriate civil and criminal justice assistance to victims of domestic violence,
- Provide help and resources to children exposed to a batterer
- Afford appropriate medical care to victims of domestic violence, and
- Reduce domestic violence recidivism and homicides.



## SERVICES TO BE OFFERED AT THE DENVER DOMESTIC VIOLENCE CENTER

**The pain of victims is more easily healed with a more efficient use of resources.**

- Centralized advocacy and assessment for each victim, providing crisis intervention, risk assessment, safety planning, and linkage with other services.
- Assistance with filing emergency protection orders.
- Screening and assistance with civil remedies, i.e., custody, divorce, housing.
- Individual and group counseling, advocacy for women and their children.
- Intake for emergency shelter.
- Assistance with accessing public benefits.
- Job training seminars and resources to assist with on-going self sufficiency.
- Non-acute medical care such as follow up treatment for injuries.
- Specialized advocacy for victims who are hearing-impaired or disabled.
- Specialized advocacy for victims with immigration issues.
- Specialized advocacy for LGBTQ victims of domestic violence.
- Specialized advocacy for victims who are Native American.
- Specialized advocacy for victims who are adults at risk.
- Daily Information & Orientation Groups for victims utilizing the criminal justice system, to

## DENVER DOMESTIC VIOLENCE CENTER PROGRESS TO DATE

**Participating agencies have worked together to accomplish the following:**

- Developed strong collaborative relationships with criminal justice, civil justice, and community based agencies.
- Met with the Department of Human Services to explore the possibility of coordinating services.
- Created a management structure that keeps the spirit of collaboration at the core. This subcommittee continues to research best practices nationwide for managing a centralized service center.
- Begun an active search with the City and County of Denver to locate a suitable property to house the Denver Domestic Violence Center.
- Located an ideal site and begun negotiations with Denver Public Schools, gaining their support for the project.
- Held focus groups to assess community interest in and potential usage of the Denver Center.

### **Current Active Participants**

The following agencies have come together to meet regularly and engage in an active, agile, and thoughtful process designed to enhance collaboration and result in the most effective centralized services model possible.

# DENVER DOMESTIC VIOLENCE CENTER PROPOSED MANAGEMENT STRUCTURE

The goal of the proposed Management Structure is to provide an environment for the most efficient and effective delivery of services to domestic violence victims; to facilitate equal participation and decision making by system based and community based partners in the Domestic Violence Center; and to allow for the broadest collaborative funding base possible. A Board of Directors will provide governance to the Domestic Violence Center and hire and supervise an Executive Director. The Board will be comprised of 10 to 20 members who will have policy level decision making authority. The Board members will be representative of both City and community based agencies.

Funding: Ideally, funding will be provided by the City & County of Denver for core Center staff (see below) and bricks and mortar. “Center” fundraising will occur for furnishings, start-up or other one-time costs or other identified needs that will be of benefit to all Center partners. A policy will be developed to outline a non-competitive agreement among Center partners, to avoid competition for funds that current Center participants rely on for their own programming and agency budget.

It is the goal of the funding structure to enable all participant agencies to operate out of the Domestic Violence Center rent-free, for the purposes of providing the identified scope of services for domestic violence victims and their children. Center funding will provide coverage

# DENVER DOMESTIC VIOLENCE CENTER PROPOSED MANAGEMENT STRUCTURE

**Associate Director / Director of Operations (1FTE):** Responsible for the day to day operations; implementation of policies and procedures, coordinates with Domestic Violence Center partners and ensures smooth operations of services. During Phase One will provide some direct services to victims accessing the Center and begin development of a volunteer program. Staffs the Management Team, responsible for orientation of new staff and on-going cross training and communication with agency partners.

**Development Coordinator (1 FTE):** Responsible for the coordination of funding needs and opportunities among the Domestic Violence Center participants. Coordinator will facilitate discussion of identified Domestic Violence Center resource needs and/or growth among agency participants to develop consensus regarding funding strategies. Develop and cultivate relationships with broad base of funders and community supporters. Keep Domestic Violence Center partners informed of funding options and work with Director to determine funding priorities.

Phase Two: As the Denver Domestic Violence Center becomes established and client numbers increase, the following positions are recommended for 3 to 5 years following initial implementation:

# DENVER DOMESTIC VIOLENCE CENTER PROPOSED MANAGEMENT STRUCTURE

Management Team: This Team will be comprised of representatives of participant agencies and be an advisory body regarding how policy is implemented regarding day to day operations in delivering services to victims. The Team will have no more than 10 members with representation from system based and community based, on-site and off-site partners. The Team will meet weekly to ensure smooth operation of the Domestic Violence Center, that appropriate policies and procedures are in place, revise operational procedures and identify areas of need for the Director and/or Board to address.

## Participant Agency Rights and Responsibilities:

Participant agencies have joined in this collaborative project out of a belief that domestic violence victims will be better served by increasing coordination of, and reducing barriers to services for victims.

Participants will continue to operate within the Mission and mandate of their own agency or department, while also committing to the mission, vision and philosophy of the Denver Domestic Violence Center. Each agency will determine the level of staffing necessary to carry out the identified scope of services committed to the Domestic Violence Center. The “home”



# DENVER DOMESTIC VIOLENCE CENTER PROPOSED MANAGEMENT STRUCTURE

- An agreement for any Denver Domestic Violence Center staff to participate in established staff / team meetings, orientation or training as part of the Center participation and management.
- The ‘home’ agency or department will be responsible to ensure that any professional licensing, clearance, insurance and/or educational requirements are met as appropriate.
- A commitment to the Denver Domestic Violence Center mission, policies and procedures as applicable – to coordinate and collaborate with other Domestic Violence Center partners notwithstanding legal mandates regarding confidentiality and privacy.
- Coordinate and provide aggregate data regarding services provided at the Domestic Violence Center.
- Participant agencies will provide communication and notice if there is a change in their mission, scope of services, funding and/or staffing for services provided at the Domestic

**Over Domestic Violence Center  
Future Organizational Chart**

**PHASE ONE**

DV Center Board (10-20 Members)

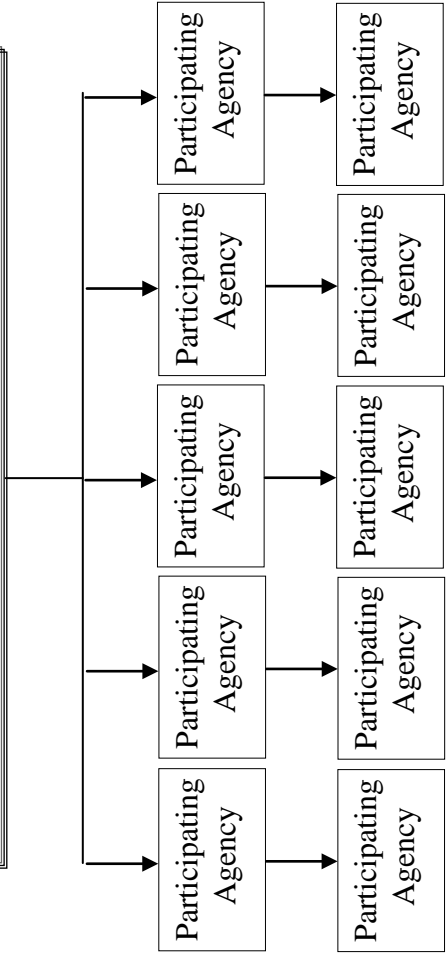
Policy Level Decision Makers



**DIRECTOR (FTE)**

**Associate  
Director  
(FTE)**

**Management Team**  
Management Level Representative from each  
Participating Agency  
Decisions regarding day to day program  
implementation, staffing,  
service provisions within current mission  
(10 Members: Advisors)



**Domestic Violence Center  
Organizational Chart  
PHASE TWO**

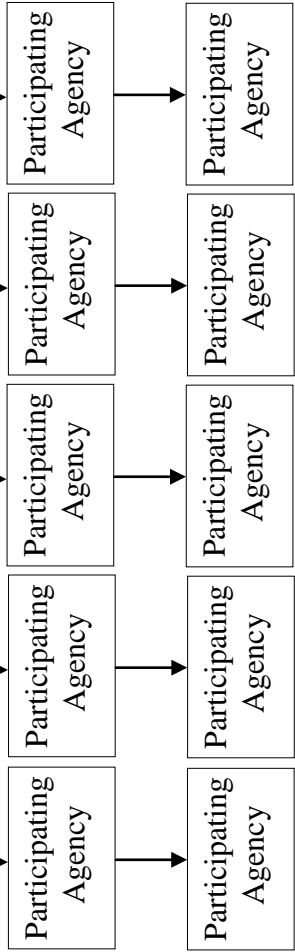
Center Board (10-20 members)  
Level Decision Makers

**OPER DIRECTOR (FTE)**

**Administrative Assistant (FTE)**

**Management Team**  
Management Level Representative from each Participating Agency  
Decisions regarding day to day program implementation, staffing, service provisions within current mission  
(10 Members: Advisory)

**Liaison (FTE)**



# Economic Prosperity Center Business Plan

December 2010



**GROWDENVER**  
The Office of Economic Development

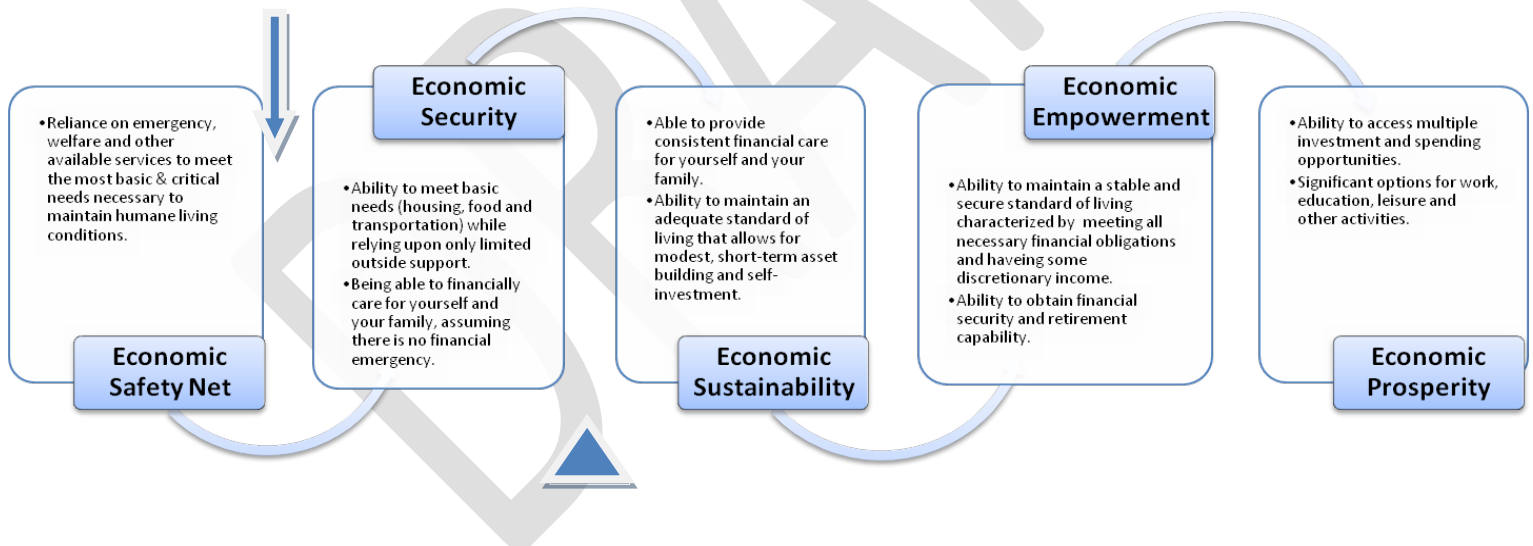


## BACKGROUND

In March of 2008, the Denver Mayor's Office, André Pettigrew, the former Executive Director of the Office of Economic Development, and Denver City Councilman at-Large Doug Linkhart, convened the Economic Prosperity Task Force comprised of policy makers, businesses representatives, nonprofit agency representatives and community leaders. Their mission was to develop strategies, programs and policies aimed at improving the economic prosperity of Denver residents, assess the economic condition of Denver residents, examine current programs and develop five actionable recommendations to create systemic change that would improve the economic well being of all Denver residents. The goal was to implement this mission by identifying unique and innovative tools, partnerships and approaches to maximizing economic outcomes for Denver residents, while concurrently fueling positive economic development for the City as a whole.

To better identify and discuss resources, opportunities and financial goals, the Task Force developed a conceptual framework outlining five key stages on an economic continuum. The stages are: Economic Safety Net, Economic Security, Economic Sustainability, Economic Empowerment, and Economic Prosperity.

### Conceptual Steps to Economic Opportunity



While it was important to identify these five stages, the Task Force acknowledged that its true work was to find ways to enhance the advancement from one stage to the next. In the interest of strengthening the overall economy, the Task Force believed it is appropriate for government to “grease the skids” – that is, remove barriers and enhance access to opportunities, making movement within the economy more fluid and dynamic at all levels.

To this end the Task Force developed five actionable goals<sup>1</sup>:

<sup>1</sup> Economic Prosperity Task Force Report 2008

**Financial Literacy for Adults:** Improve financial literacy and increase opportunities among adults for asset building and self-investment by increasing access to and use of financial education tools, banking options and other financial resources.

**Financial Literacy for Youth:** Improve financial literacy, knowledge, awareness, and management skills among youth, leading to increased financial opportunities

**Strategic Public Assistance:** Improve the delivery and effectiveness of community oriented services through partnerships, coordination, and cooperation among a wide range of community assistance providers and stakeholders.

**Revised Eligibility Standards:** Identify appropriate assistance levels for households at the safety net and security level by developing and implementing an alternative benefits eligibility standard that reflects modern household expenses, spending and resources. Explore ways to address the cliff effect.

**Comprehensive Job and Business Assistance:** Develop a comprehensive resource for education, training, career advancement and business development possibilities that anticipates future employment opportunities, and market trends, and includes alternative education, alternative credentialing, mentoring and youth programs.

The work of the Task Force emphasized the need to focus on work supports and financial education as a means to family economic success and has helped inform and influence the design of the Economic Prosperity Center.

## **PROJECT DESCRIPTION**

### ***Purpose & Objectives***

Three areas, learning, earning, and saving, provide the building blocks for individuals to invest in themselves and achieve family economic success. Currently located in the King M. Trimble Community Center in the Five Points neighborhood, the Economic Prosperity Center is designed to improve the economic status of the community and its residents by increasing access to a coordinated system of:

- career advancement opportunities,
- financial information and products, and
- asset development services.

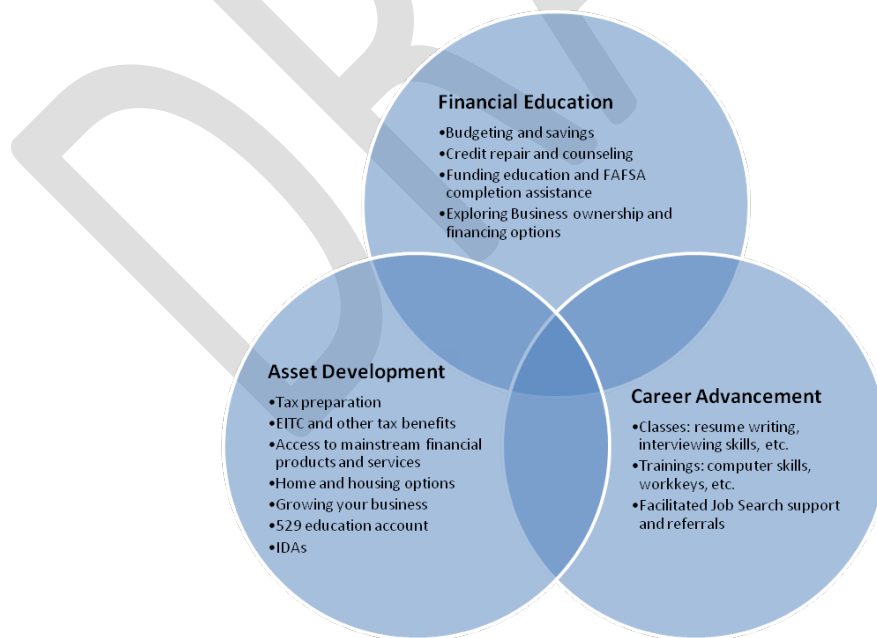
Based on the family economic success framework developed by the Annie E. Casey Foundation, the Center will be developed as a financially-focused “one-stop” location, by providing customers on-site classes, and information and referrals to community based resources. Success from other financial empowerment centers indicates that family economic success is achieved through the integration and bundling of services in a convenient location. Core implementing partners include, the Denver Asset Building Coalition, Denver Housing Authority, Denver Office of Economic Development, and Mile High United Way.

The EPC objective is to replicate this coordinated structure, bringing together economic supports in a convenient location to help families build self-sufficiency, stabilize their finances, and move ahead. This is achieved by bundling services- through bringing together public and private partners who:

- deliver employment services such as resume writing, computer classes, job searches and other work supports,
- teach financial education classes to help people learn to budget, save and manage their money, build or rebuild their credit scores, and access checking and savings accounts to build their credit and achieve financial goals such as home ownership, education and family economic stability and security, and,
- provide access to wealth building opportunities through business ownership, Individual Development Accounts (IDAs), 529 education savings accounts, tax refunds and bond investments, and access to mainstream financial products.

Implementation of this model will include a virtual component, focused on bundling services online through an integrated platform. This online platform will include information about the EPC calendar, services, and locations, as well as include online trainings, tools, etc. Outreach and marketing components will be developed through the integration of social media, RSS feeds, and other tools.

The EPC will focus on delivering the following bundled services through a coordinated service delivery network:



Within this framework, a set of activities has been designed and implemented at the Center. These services are available to all residents in the City and County of Denver. Additionally, local

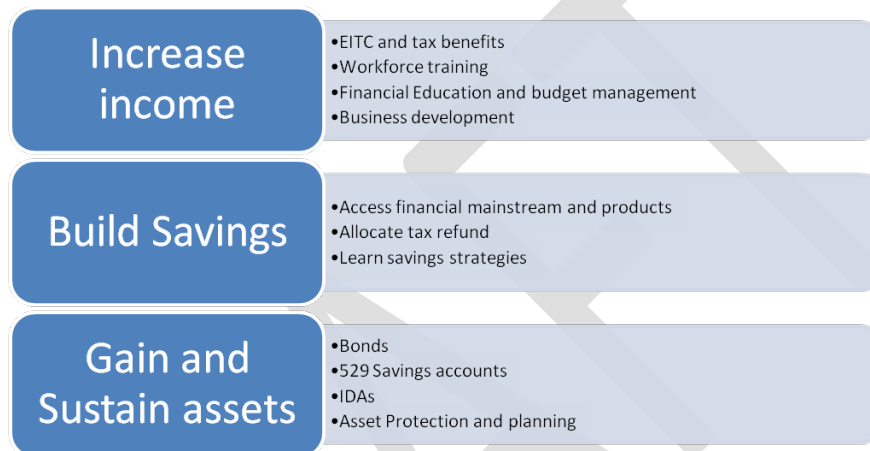
residents in adjacent neighborhoods, including Curtis Park, Five Points, and Cole, will have increased physical access through the Economic Prosperity Center at King Trimble location.

### ***Goals & Outcomes***

To measure the success of the Center, staff will work with partners to define discrete, measurable outcomes along with a data tracking system to assess progress.

### Strategies

Programming is designed to help individuals and families achieve Family Economic Success through three strategies: increasing income, building savings, and gaining and sustaining assets. Program outcomes and measurements to gauge success are identified below.



### Program Specific Outcomes

- Improve the economic status of residents through access to a coordinated system of career advancement opportunities, financial education, and asset development services.
- Improve alignment of services offered in Denver neighborhoods and on-site at EPC through coordination with partner organizations.
- Build upon existing best practice service delivery models.
- Leverage existing resources in cooperation with community partners.
- Demonstrate flexibility in responding to the changing needs, demographics, and economic conditions of the community.
- Maintain shared resource information and provide referrals through Center staff, community partners and neighborhood partners.
- Share performance and outcome information on related services, employment, retention, wages, and asset development.
- Develop communication methods to receive input and feedback on Center programming from residents and community partners.

### Potential Measures

- Employment figures
- Wage figures
- Bank on Denver (BOD) data for financial education and accounts (a City and County of Denver initiative to connect underbanked and unbanked individuals to financial institutions)

- Number of IDAs, 529s, and retirement accounts opened
- Free Application for Federal Student Aid (FAFSA) completion rates
- Percentage of employers engaged in the Center's efforts through the Office of Economic Development's Division of Workforce Development (DWD)
- Enrollment in Connecting Colorado (a DWD tracking program)
- Number of Career Ready Certificates awarded
- Numbers of classes and information sessions offered at Center
- Attendance in classes and information sessions at Center
- Number of referrals to internal and external agencies
- Number of service-providing partners
- Number of stable housing placements (either rental or ownership) obtained by clients
- Number of tax preparations completed on site
- Number of clients enrolled in savings program or financial institutions during tax season or through BOD
- Number of people enrolled in PEAK on site
- Number of courses offered in Spanish or other languages
- Number of 2-1-1 referrals to EPC services
- Change in 2-1-1 call volume related to services offered at EPC locations (e.g., tax assistance, BOD, IDAs, etc.).
- Number of 3-1-1 referrals to EPC services

### Research

The Economic Prosperity Center will continue to utilize research and best practices to guide program development and implementation. Data tracking and client feedback will also be used to guide programming decisions, partner recruitment, referral delivery, and to enhance the coordinated service delivery model.

Research will also be used to:

- Highlight the need for services among potential funders and partners
- Engage community support
- Develop, enhance, and modify services at the Center
- Develop a Theory of Change model
- Establish a baseline for measurable goals for evaluation purposes
- Develop outreach and marketing materials
- Identify opportunities for sustainability and replication of the Economic Prosperity Center model

### ***Partnerships***

The Economic Prosperity Center will rely on strong partnerships between the Core Partners: Denver Asset Building Coalition, the Denver Housing Authority, Denver Office of Economic Development, and Mile High United Way. The Project Manager will collaborate with the Core Partners, and other stakeholders, building on their recommendations and resources, designing services at the center and utilizing the EPC as an incubator to test new ideas, allowing the City and County of Denver to improve family economic success for residents in the areas of career development, financial literacy, and asset building.

The EPC will also rely on a coordinated network of service providers who can deliver on-site and off-site programming to achieve the identified goals. Current on-site service providing partners include:

- Rocky Mountain Micro Finance Institute
- Denver Community Credit Union
- Wells Fargo
- US Bank
- Operation Hope
- Community Credit Counseling Services
- Money Management International
- Colorado Invest
- College in Colorado

Services are also delivered through our Core Partners the Denver Asset Building Coalition and the Office of Economic Development Division of Workforce. Additional partners will be identified and added as programming needs change in response to community feedback, economic conditions, and with new opportunities that compliment the core service areas.

Center staff will also work to develop a strong referral system and Coordinated Service Delivery Network through these partnerships and by coordinating with existing systems such as 2-1-1 and 3-1-1 to augment a community-wide referral network system. Center staff will also be informed of local Mental Health, Addiction, and Re-entry services for referral purposes and to help clients mitigate any barriers to asset development and employment.

Coordinated Service Delivery Network Goals:

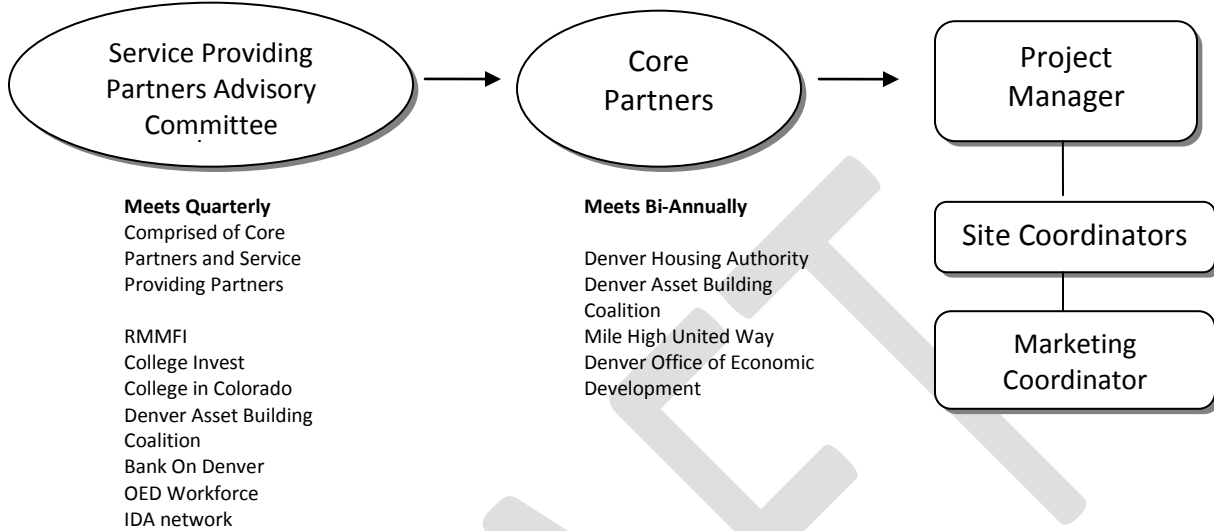
- Work with community-based organizations to improve alignment of services offered in the neighborhoods with those provided on-site at the Economic Prosperity Center
- Maintain up-to-date resource information and provide referrals through an on-site coordinator, community partners, and residents
- Share performance and outcome information on related services, employment, retention, wages and asset development
- Develop communication methods to receive input and feedback from residents and community partners.

## **OPERATIONS**

### ***Organizational Structure and Roles***

Based on the review of other cities’ models and the existing partnerships the following organizational structure is recommended for the Economic Prosperity Center.

Figure 1: Structure of the Economic Prosperity Center Collaborative



**Core Partners**

Denver Asset Building Coalition  
 Denver Housing Authority  
 Denver Office of Economic Development: Business and Housing Services and Division of Workforce Development  
 Mile High United Way-Making Connections Denver  
 Rocky Mountain Micro Finance Institute

The Core Partners will:

- Represent expertise, interest and perspective of members’ respective organization in program development on the Advisory Committee
- Assist with curriculum development and program delivery
- Provide funding for the project, assist with identifying new funding sources, and leverage resources to achieve shared goals
- Provide strategic guidance to the Program Manager to ensure the model is well developed, fully connected to our community, and leveraged with other community resources
- Guide and assist with sustainability, replication and scale efforts of the EPC model
- Assist Program Manager with marketing and outreach goals
- Promote the importance of the program to our community and the role it plays in empowering families in the City and County of Denver

**Service Providing Partners**

College Invest

College in Colorado  
Bank on Denver financial education and institutional partners  
Additional Partners as identified by the Project Manager

The Service-Providing Partners will:

- Provide on-site programming at the King M. Trimble Community Center and other prosperity center sites as appropriate
- Assist with marketing and referrals to maximize client participation
- Provide data on agreed measures and outcomes
- Help provide input on project implementation and day to day services
- Serves on an ad hoc committee if appropriate

### **Project Manager**

- Manage the Economic Prosperity Center project, including: developing programs and services to be offered at the site(s), recommending improvements and solutions and implementing changes to operational efforts.
- Collaborate with community partners and Core Partner staff to define and work towards common definitions of success (outcomes), resourcing these efforts in a shared manner that achieves more effective results than partners continuing to work individually.
- Work closely with neighborhood residents, community groups and resident advisory groups to ensure that residents have meaningful input into the processes, programs and services of the Economic Prosperity Center.
- Coordinate the development and implementation of evaluation and data tracking processes across multiple agencies and systems in coordination with the Mile High United Way Making Connections Community Results Team, OED staff, and community partners.
- Coordinate operational efforts of the Economic Prosperity Center with the Economic Prosperity Center Coordinator(s).
- Work closely with Mile High United Way staff to ensure that the Economic Prosperity Center connects with efforts of School Readiness, Youth Success and Adult Self Sufficiency.
- Work with related community efforts, such as Denver's Road Home, Bank on Denver, and Skill Build, to ensure that duplication is reduced, and effectiveness increased for achieving results.
- Work with funding partners and community partners to determine the most appropriate means for taking the efforts of the Economic Prosperity Center to scale and sustainability (through replication, developing peer models, adoption of best practices, etc.).

### **Site Coordinators**

- Support the Project Manager and Core Partners to develop and implement the programs, services, delivery models/processes and procedures of the EPC.
- Provide information and referral services to customers/community members regarding Workforce Development classes, City services, and community resources.
- Assist with the development and implementation of data tracking processes across multiple agencies.

- Create customer surveys and analyze results to determine programming and service delivery needs.
- Coordinate EPC scheduling.
- Work with class facilitators to ensure computers, supplies, and rooms are in working order, prerequisites are met, and classes are not above capacity. Recommend improvements to class schedules as appropriate.

### **Marketing Coordinator**

- Support the Project Manager and Core Partners to develop and implement the programs, services, delivery models/processes and procedures of the EPC.
- Assist with branding and messaging of all EPC activities.
- Create and distribute marketing and outreach materials to customers, community partners, neighborhood groups and Core Partner staff, which will include, but is not limited to: online monthly schedules/calendars, brochures, event flyers and intranet information.
- Develop and design website content and virtual replication elements (i.e., social media, blogs, etc.)
- Coordinate and market events at the center.
- Assist with marketing and outreach planning and implementation.

### ***Additional Partners and Roles***

The success of the EPC will depend on the collaboration between a wide range of community partners. Additional partners will be recruited to deliver programming at the EPC, to coordinate a strong referral network, to facilitate outreach and marketing goals, and to create an effective and efficient service delivery system throughout the City of Denver. Partners will be recruited based on their services to improve family economic success in the areas of workforce development, financial education, and asset building.

### **Government & Public**

- Government and other public entities will be engaged in recruitment and outreach. Potential partners include:
  - Better Business Bureau
  - Chambers of Commerce: Asian, Black, Hispanic, Women’s, Denver Metro, etc.
  - Consulate Offices
  - Denver City Council Representatives
  - Denver’s Road Home
  - Denver Health and Hospitals Authority
  - Denver Human Services and the Human Services Network of Colorado
  - Denver Office of Strategic Partnerships
  - Denver Re-entry Services (Denver Crime Prevention Control Council and Community Re-entry Project)
  - Department of Labor and Employment
  - Denver Registered Neighborhood Organizations (strategic outreach to core neighborhoods)
  - Denver Public School Administration, Board of Representatives and DPS Community Navigators

- Education and Training: universities, community colleges, training programs, certification programs, etc.
- Harrington Elementary Hope Communities
- Labor organizations
- Business Assistance Center (OED)
- State of Colorado Workforce Office
- University of Colorado at Denver - Addiction Research & Treatment Services

#### Financial Institutions and Associations

- Bank on Denver partners including credit unions and banks such as Denver Community Credit Union, US Bank, and Wells Fargo and all approved financial education providers within the program will be engaged. EPC staff will work to outreach strategically to partners based on outcome goals for the EPC.
- Federal Reserve
- Jumpstart Coalition
- National Federation of Community Development Credit Unions
- Financial Planning Association

#### Non-Profit Organizations

- Non-profits, community organizations, religious institutions
  - Implement community-based outreach techniques
  - Provide guidance on outreach techniques

#### Foundations

- Foundations will be solicited for funding and technical assistance guidance

#### Consumer Advisors and Community Members

- Residents, community members, and clients will provide input into programming and service delivery areas allowing the EPC to remain attentive to gaps in services and barriers to economic self-sufficiency
  - Neighborhood leaders
  - Faith-based leaders
  - Community Navigators
  - Program participants
  - The Neighborhood Resource Center, or similar entities, will be solicited to assist with community input strategies

### **Membership, Decision-Making and Leadership Structure**

The current Core Partners of the EPC include five nonprofit and public members, as shown in the diagram above. Core Partnership requires cash or in-kind contributions. Each Core Partner has one vote.

We established two permanent committees to accomplish the operations of the EPC. The Core Partner Steering Committee will act as Board of Directors and is responsible for strategic vision and priorities, relationship cultivation and resource alignment, oversees the Service Providing Advisory Committee and establishes any future ad hoc committees if needed. This committee is also responsible for implementation of grant strategies and development, as well as also

overseeing the investment and management of funds through the Project Manager. Mile High United Way (MHUW), a Core Partner of the EPC, may potentially serve as the fiscal agent for the EPC for Annie E. Casey and additional grant funding obtained.

The EPC will convene a Service Provider Advisory Group on a quarterly basis, a non-voting entity to provide input from service providing partners and other stakeholders and as one of the mechanisms for communicating with the broader community. The Advisory Group will be comprised of groups providing on-site services or network referrals. This group will help to guide project implementation and day to day services at the EPC. Input from the Advisory Group will be brought to Steering Committee meetings for review. Members may be asked to participate in a full partnership meeting on an annual or bi-annual basis.

Upon submission of this proposal, the EPC will continue to solicit additional partners for all elements of the Collaborative. We will also continue refining the governance, funding structure and developing implementation strategies. This work will include designing and adopting a core set of outcome indicators for all fund recipients to measure success and encourage innovation and cooperation between organizations.

## **IMPLEMENTATION**

### EPC Budget

The Project manager will work with the Core Partners to establish a budget for the EPC. See draft 2011 budget attached.

### Funding

Core Partners and the Project Manager will work to identify continued funding sources, utilizing data analysis, research, and best practices to establish the continued need for the program. Core Partners will assist in leveraging existing resources, identifying additional partners, and seeking foundation support of the program.

### Sustainability

The sustainability of the EPC is an important consideration for program development and service coordination. The Project Manager will work with Core Partners to establish a shared vision for the collaborative, as well as identify funding opportunities, additional regional partners, service coordination opportunities, and best practices to ensure the success of the model in Denver.

Technical assistance from the Annie E. Casey Foundation and other financial empowerment centers will be sought to develop a sustainable network of Prosperity Centers in the region.

### Timeline

The Project Manager will manage and add to the detailed project timeline shown below.

### **Economic Prosperity Center Timeline Phase 1-Implementation and Site Development**

Within one year, The Economic Prosperity Center Partners will have:

- Developed a coordinated system of career advancement opportunities, financial information, and asset development services.
- Improved the alignment of services offered in Denver neighborhoods and on-site at EPC through coordination with community based organizations.
- Developed shared resource information system and provide referrals through Center staff, community partners and neighborhood partners.
- Shared performance and outcome information on related services, employment, retention, wages, and asset development.
- Developed communication methods to receive input and feedback on Center programming from residents and community partners.

During the implementation/experimentation phase, the Economic Prosperity Center Partners will have:

- Evaluated outcome measures to guide replication.
- Worked to secure funding and resources to replicate the Center model.
- Tested the EPC model for regional replication.
- Continued to achieve program goals and increased numbers of project partners.

See detailed project timeline attached.

#### **Economic Prosperity Center Timeline Phase 2-Replication and Scale**

The Project Manager will work with Partners to establish a detailed project outline for this stage of the project after evaluating the outcomes of Phase 1 during the annual review. Replication may include regional expansion to the broader metro areas, and may involve full and satellite sites, as well as an expanded virtual resource.

**MEMORANDUM OF UNDERSTANDING  
FOR OPERATIONS OF THE  
Aurora Human Rights Center  
Aurora, CO 80010**

**OUTLINE OF DOCUMENT**

**I. Introduction/ Parties/ Scope**

**II. Partner Background**

**III. Mission Statement**

**IV. Values**

**V. Governance**

**VI. AHRC Staffing**

**VII. Common Space**

**VIII. Lease Payments**

**X. Shared Costs**

**XI. Fundraising Arrangement for Capital Improvements**

**XII. Insurance**

**XIII. Signatures**

## **I. Introduction/Parties/Scope**

This Memorandum of Understanding serves as a facilitating document towards establishing a community center called the Aurora Human Rights Center (AHRC) among the following member groups:

Rights for All People (RAP)

El Centro Humanitario Para Los Trabajadores (El Centro)

The Denver Foundation's Strengthening Neighborhoods Program (SN)

Lowry Family Center, a project of Colorado Non-profit Development Center (LFC)

Somali American Community Center of Colorado, (SACCC)

This agreement will serve to guide the establishment of the center. The purpose of this document is to assist us in

- developing positive policies and practices and
- clarifying roles and expectations for the organizational partners in working, co-officing, and managing a building together.

## **II. Partner Background**

The idea of the AHRC was first formed in the summer of 2008, when day laborers gathering informally near the corner of Dayton and East Colfax in Aurora became the subject of concern for local businesses and politicians. In the fall of 2008 several nonprofits that served and/or were organizing in the immigrant community in Original Aurora began to meet regularly to explore their common goals in the area. The groups determined that their constituencies overlapped considerably, and that there could be significant synergistic effects to their co-location. After spending considerable time looking for a site, and finally identifying a property on Montview and Dallas that the Urban Land Conservancy was interested in purchasing for development as a shared non-profit space, the group began working in earnest to develop plans for the AHRC. When this site fell through due to environmental concerns, the group determined to press ahead to further develop the concept of an AHRC, and to look for rental property in the vicinity that would allow them to begin working together more immediately and at lower cost than they would be able to by purchasing property. With assistance from the Buck Foundation, the group worked with consultant Lara Jakubowski to develop a business plan, which was completed in December 2009. When an appropriate rental property was located in mid-2010, the group began to put the business plan into action. The signing of this MOU is one of the final steps in the process of developing the AHRC as it was conceived by the partners in 2008.

The following are the members of the AHRC as of January 2011:

Rights for All People; El Centro Humanitario; the Strengthening Neighborhoods Program of The Denver Foundation; Lowry Family Center; and Somali American Community Center of Colorado.

### III. Mission Statement

The AHRC seeks to promote human rights for all by providing a central space to foster collaboration among community organizations sharing a commitment to the collective rights to pursue work, justice, dignity, safety, and a better quality of life. We seek synergy between nonprofit organizations with complementary missions in order to enhance each organization's sustainability, support each other philosophically and in daily practice, and provide effective service to the community.

### IV. Values

We are committed to:

1. Creating a welcoming space where numerous organizations working on community organizing, social service, arts/cultures, and social ventures are co-located.
2. Creating a central space where community partners promote collaboration and a sense of ownership among constituents.
3. Creating a cultural space where diverse ethnic groups are committed to learning from each other's arts and culture.
4. Creating a space of power where constituents build economic sustainability and self-sufficiency through promoting social ventures and collective micro enterprise programs.
5. Creating an affordable and green space where community organizations build organizational stability and capacity to serve the community's needs for the long term.

Other Values: When it comes to shared space, we agree that each member is paying for the value of membership in a collaborative center, and acknowledge that shared space usage may not always be equal. We acknowledge that we are benefitting from one another's participation in this community in many ways, both tangible and intangible.

We agree to consult and abide by the mission statement and values listed above when making decisions, resolving conflicts, and planning and participating in collaborative efforts within the AHRC.

### V. Governance

**Overview:** This agreement establishes a board of directors that will make all significant decisions on the common goals and operation of the AHRC. The board will be composed only of tenant members. The board will delegate specific responsibilities to either committees or specific people. The board will also handle conflict issues.

1. Board of Directors. Each organization that is part of the AHRC shall have one member of its organization sit on a board of directors ("the Board").

2. Duties of the Board. The Board shall make all significant decisions concerning the operation of the AHRC, including:
  - A. Allocation of the AHRC's funds
  - B. Review of possible incoming tenants
  - C. Allocation of shared services
  - D. Allocation of shared costs
  - E. Necessary building and maintenance costs
  - F. Other duties as listed below
3. Decision-making. The Board shall establish a schedule for regular meetings. The Board shall pass all resolutions by a simple majority vote. For the vote to be valid, a quorum must exist. A quorum is defined as a simple majority of the board members. Each tenant shall have one vote regardless of the amount of space rented or owned.
4. Building Maintenance. The Board shall be in charge of building maintenance, improvements, and additions. The Board may elect to appoint one person to make repairs or to arrange for repairs for the building. Compensation for these duties shall be determined by the board.
5. Fundraising. The Board shall be in charge of joint AHRC fundraising and shall decide how to allocate the funds raised.
6. Marketing and Public Relations. The Board shall make all decisions regarding marketing and public relations for the AHRC.
7. Collaboration Programs: The Board shall be responsible for planning and executing programs and events that involve the tenants of the AHRC.
8. Conflict Resolution. The Board shall resolve all conflicts between tenants. The board shall act as an independent arbiter and shall make recommendations to the adverse parties for resolution. If either party is unsatisfied with the recommendation or believes the recommendation is not being followed, that party may submit a formal complaint to the Board. The Board shall consider the complaint during its monthly meeting and make final resolution by vote.
9. Other Duties as Needed. The Board shall undertake other duties as from time to time shall be identified by the tenants as requiring Board leadership or action.
10. The board of directors will create a Limited Liability Corporation called AHRC, to limit liability to all member organizations.

## **VI. AHRC Staffing**

The AHRC Board may, from time to time, hire dedicated staff to assist with maintenance of the building and accomplishment of the Center's shared goals. The costs of such staff shall be shared among the tenants in the same proportion as their share of other common costs. The Board shall designate an on-site supervisor for any common or contract staff hired to maintain the building or assist with accomplishment of common goals.

## **VII. Common Space**

All areas designated as 'common space' shall be made available to the staff and clientele of all member groups.

1. Defining common space. The shared space shall consist of the following areas:

- Conference rooms
- Joint Lobby/Reception
- Bathrooms
- Kitchen/Break Room
- Childcare facilities
- Outside space, including the parking lot

Common space designation is subject to change as needed.

2. Payment for Common Space. The costs for the shared space shall be assessed on a *pro rata* basis calculated according to the percentage of the building's total private office space that each member group occupies as its private office space.

3. Sign up procedures. The procedure for usage of common space such as conference rooms and child care room is as follows:

A member group may reserve common areas in advance for regular and one-time/episodic usage. When the conference rooms are not reserved, they are available to any group on a first come, first served basis.

## **VIII. Lease Payments**

1. Payments. Each member of the AHRC shall pay rent in an amount equal to its *pro rata* share of the total cost of the lease, determined by calculating the percentage of the building's total private office space that each member group occupies as its private office space, plus its *pro rata* share of the building's shared costs, to be determined as specified in section IX below. Rent shall be paid to an agent designated by the Board by the 1st day of each month on which rent is due. This agent shall deposit rent payments into a common AHRC checking account, and shall forward payment to the landlord and to

any and all separate vendors designated to receive payment for elements of the shared costs the full amounts due by the payment deadline.

2. Default. Any member who does not provide payment to the AHRC's designated agent by the date specified above shall be in default. The Board shall set forth and provide to each member in writing the process and penalty that shall be followed in the event of default.
3. Lease Termination. Any AHRC member who decides to terminate its membership in the AHRC and to vacate its space shall provide a minimum of 90 days notice to the agent designated to receive rent payments. Such member shall remain liable to pay its rent in full for the entire 90 day period. If the vacating member finds replacement tenant acceptable to the other members of the AHRC before the end of 90 day period, the vacating member's lease obligations shall cease on the day that the new tenant's lease obligations begin.

## **IX. Shared Costs**

AHRC members make the following provision for shared costs:

1. Definitions. Shared costs shall consist of

- Utilities
- Copier
- Trash/Recycling
- Water/Sewer
- Cleaning Contract
- Phone/Internet
- Maintenance Reserves

2. Allocation. The shared costs shall be assessed on a *pro rata* basis calculated according to the percentage of the building's total private office space that each member group occupies as its private office space. The amounts of the above-stated shared costs shall be incorporated into the rent that each member of the AHRC pays each month. An accounting of these costs will be maintained in a separate document, and a current copy of this document will be provided to each AHRC member at the beginning of its membership, and at any time at which these costs change. See appendix a.

3. Shared Equipment. Decisions about the purchase of equipment for common use shall be made by the Board. The costs of such equipment shall be divided on a *pro rata* basis calculated according to the percentage of the building's total private office space that each member group occupies as its private office space.

**X. Fundraising Arrangement for Capital Improvements**

The members of the AHRC agree to fund raise for common/shared expenses according to terms set out in a separate fundraising agreement.

**XI. Insurance**

Members are responsible for acquiring whatever insurance is deemed necessary by the Board to act as a tenant in the facility and to address any potential liability issues that may arise in the shared common areas. All member organizations must provide proof of insurance.

**XII.**

**This document may be amended at any time by the board.**

**XIII. Signatures**

---

Lisa Duran for  
Rights for All People

---

Sarah Shikes for  
El Centro Humanitario

---

Patrick Hovarth  
Strengthening Neighborhoods Program

---

Melinda Higgs  
Lowry Family Center

---

Mohamed Nur  
Somali American Community Center