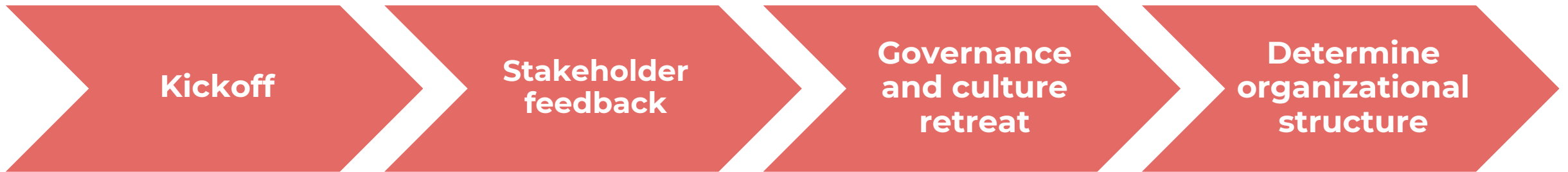


EASTSIDE UNIFIED | UNIDO

ORGANIZATIONAL STRUCTURE DISCOVERY PROCESS



OUR PROCESS FOR CHOOSING AN ORGANIZATIONAL PARTNER



STAKEHOLDER FEEDBACK



WHO WE HEARD FROM

Chuck Ault

St Joe's

Benzel Jimmerson

EU, Diversity Dynamics

Treloar Bower

Denver Museum of
Nature and Science

Sarah Lampe

Trailhead Institute

Bithiah Coleman

EU

Tash Mitchell

CityWild

Juanita Espino

80205 resident

Elizabeth Parmelee

Metro State University

Ana Luisa Gallardo

80205 resident

James Roy

Park Hill Collective Impact

Jodi Hardin

Civic Canopy

Caroline Savery

Cooperative Consultant

Emily Holcomb

Civic Canopy

Michelle Sturm

Denver Anchor Network

Kellie Teter

EU, Denver Health

WHAT WE ASKED

- What does EU do **well**?
- What does it need to **work on**?
- What is your **vision for a successful EU**?
- Which **organizational structure(s)** make sense to you? Why?

COMMUNITY RELATIONSHIPS

“[EU’s] foundation is really phenomenal. **People know about it.**”

“There are **thousands of people** that have been connected over the years.”

“[they] do a good job with the community. **I would like to participate more,** but I can’t.”

COMMUNITY RELATIONSHIPS

“It feels strange when you walk into a room with other people who all have their own interests and don’t speak Spanish.”

“As an ordinary resident, **there’s no way to plug in.**”

“EU is still looking for a way to **meaningfully engage resident leaders.**”

COMMUNITY RELATIONSHIPS

“I still haven’t really been able to understand the council, the movement makers... **How do the different pieces fit together?**”

“There can be a sense [that] we **talk a lot and do little.**”

“**I’m still trying to figure it out...** it seems like they present a lot of strategies and don’t talk about how they’ll implement them.”

ANCHOR RELATIONSHIPS

“EU has built up the **most robust anchor relationships** of any collective impact [initiative].”

“**It’s been huge for us** to be part of EU - it’s shaped our whole community plan.”

“**It wasn’t clear what the community was doing**, what they wanted... there haven’t yet been any specific projects we’ve done.”

ORGANIZATIONAL CULTURE

“...a core group that have **good trust in each other**. They don’t always agree but they keep showing up”.

“It’s not a baby, not a child, **it’s done its learning and is ready to walk out the door.**”

ORGANIZATIONAL CULTURE

“We tell people we’re citizen led, resident led. To be honest, **it’s really not.**”

“People are thirsty for a **change in the power dynamics.**”

“**We don’t have a clear org chart.** Management, reporting, [and] accountability [are lacking].”

MISSION AND PURPOSE

“The mission and purpose has gotten murky over time. **People are all over the place** with what they want.”

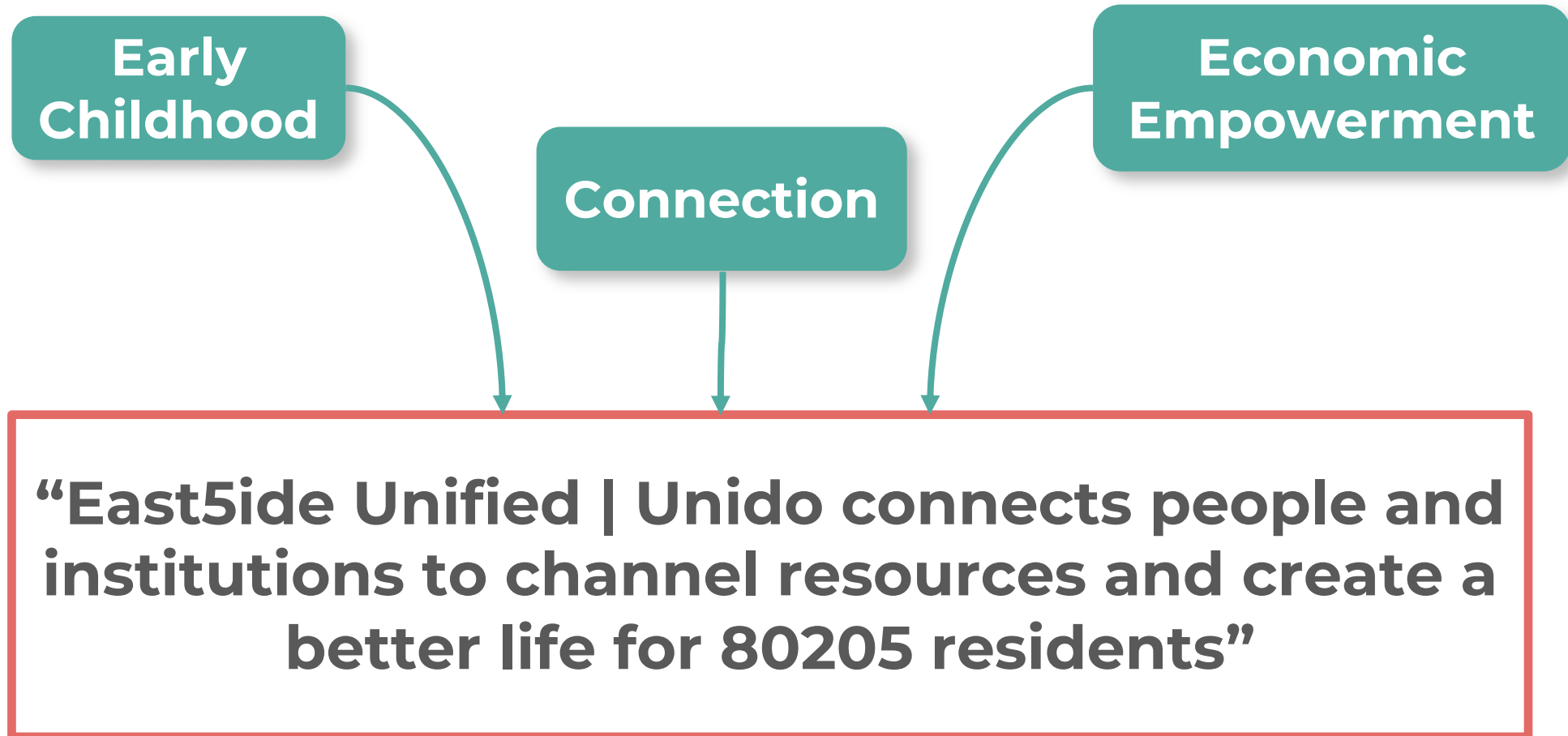
“**EU needs a rallying cry** to galvanize around.”

“The function of EU is nebulous and difficult to understand. **If you try and pick a form without a clear function, you’re putting the cart before the horse.**”

STRATEGY DEVELOPMENT



MISSION AND PURPOSE



GOVERNANCE

Membership of council and action teams are **porous and ambiguous**

Need for someone trusted by community to serve in **a salaried leadership position** for EU

Not enough coordination between groups

Contractors currently have **responsibility without authority**

EQUITY AND JUSTICE

Have **courageous and vulnerable conversations** about race in 80205 and within EU

Use **human-centered design** to understand and respond to needs of ALL 80205 members - Spanish speakers, newcomers, and more

Make racial justice a more **explicit part of EU's strategy**

Leverage greater interest in racial justice to bring more people into the EU network

COMMUNITY ENGAGEMENT

Cultivate strong relationships with anchor institutions to ensure long-term sustainability and collaboration.

Participate in **RNO and PTO meetings** to connect and engage with other initiatives in 80205

Host **regular community outreach activities** to connect with residents, including the Encouraging Hope Movement.

ORGANIZATIONAL STRUCTURES



STRUCTURES CONSIDERED

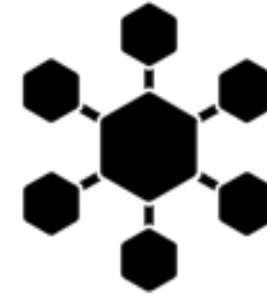
Standalone
501(c)3



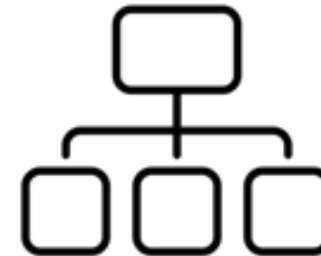
Fiscally-
Sponsored
501(c)3



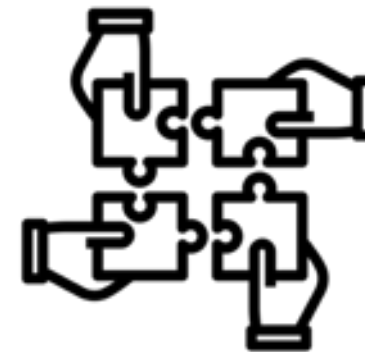
Cooperative



Co-Governance



Program of
Existing Org



Social Enterprise

STANDALONE 501(c)3



“It could **remain true to its vision** and values and be community driven.”

“EU in my opinion is **not mature enough yet** as a group to be its own 501(c)3.”

“**We don’t need another small nonprofit** with another under-resourced ED.”

“If that is the cliff, I think **the rewards on the other side would be tremendous** and great.”

FISCALLY-SPONSORED 501(C)3



“An org like CNDC or Trailhead could be a **good place to land.**”

“If we were going to have another fiscal agent, we’d need a **clear org structure.**”

“Gives us the autonomy to **stay true to our values.**”

“I think a hybrid would be able to **help them transition.**”

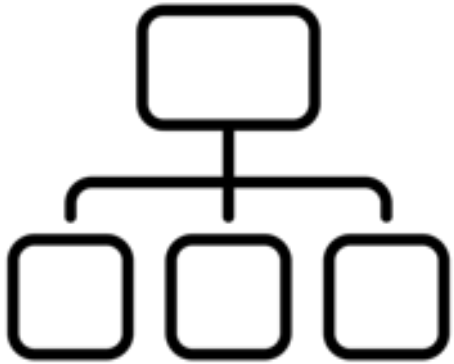
PROGRAM OF EXISTING ORG

“**Brilliant** and worth thinking through.”

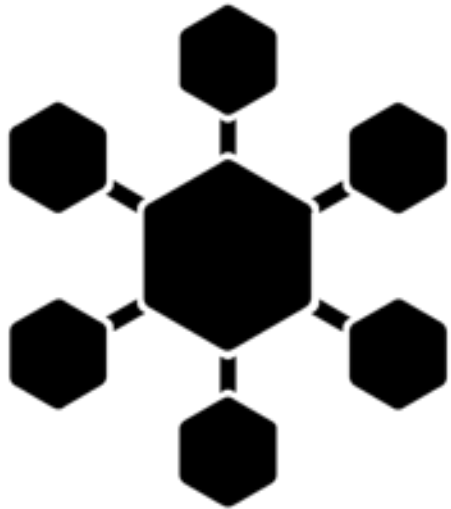
“How much **autonomy** is possible?”

“The idea that it could get **dedicated support** like Civic Canopy **is a stretch.**”

“An anchor might have **space and infrastructure** that EU could benefit from just by virtue of scale.”



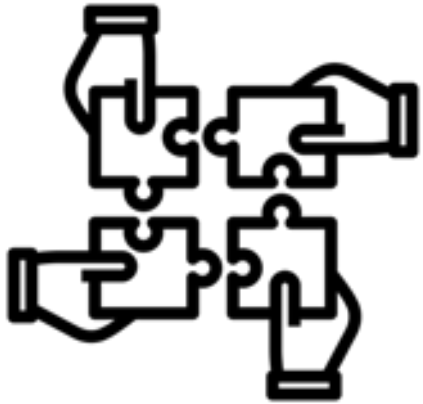
CO-GOVERNANCE WITH MULTIPLE ORGS



“Could be really interesting.”

“Really messy to think about...”

COOPERATIVE / SOCIAL ENTERPRISE

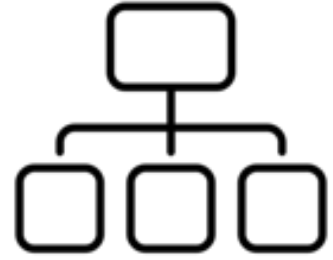


“There’s enough **community-building response dollars** that it could build that [financial] foundation right now.”

“For a [social enterprise] or a coop, **you need a service or product to offer** to people. We don’t have a clear one.”

STRUCTURE DETERMINATION

Fiscally-Sponsored
501(c)3



Program of
Existing Org

Explore opportunities on the **spectrum between fiscal sponsorship and organizational merger**, while noting **future options for co-governance**



Co-Governance

CRITERIA DISCUSSED

Connection /
commitment
to **80205**

Expertise in **asset-
based community
development**

Honor EU's
autonomy

Aligned
**mission and
values**

Connections to
potential partners,
funders, anchors,
etc

Able to provide
administrative support
(grant reporting, HR, etc)

ORGANIZATIONAL PARTNERS CONSIDERED



Park Hill
Collective Impact



SCL Health
SAINT JOSEPH



**The Center for
African American Health**
Empowering the Community to

Live Well!



**DENVER
HEALTH™**



trailhead
INSTITUTE

**Denver
Anchor
Network**



METRO CARING
ENDING HUNGER AT ITS ROOT

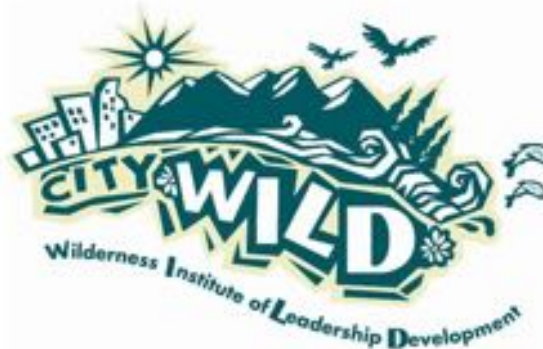
EST.  1974



**DENVER MUSEUM OF
NATURE &
SCIENCE**



**METROPOLITAN
STATE UNIVERSITY
OF DENVER**



**DENVER'S EARLY
CHILDHOOD COUNCIL**

INTERESTED ORGANIZATIONAL PARTNERS



Park Hill
Collective Impact



SCL Health
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OF DENVER



DENVER'S EARLY
CHILDHOOD COUNCIL

INTERESTED ORGANIZATIONAL PARTNERS

Experienced at partnering with orgs like ours

Clear understanding of what's offered

Not located near 80205



Not an obvious **mission / values fit**

Administrative support would be valuable

EU may need more **strategic and technical support** than Trailhead offers

INTERESTED ORGANIZATIONAL PARTNERS

Located at edge of **80205**

Similar **values** to EU

Engages deeply with **residents**



Exact nature of partnership is currently **unclear**

Potential for EU to **lose its autonomy**

Worked with **same partners**

Inspiring organizational **vision**

NEXT STEPS

- 1) Engage with **Metro Caring** and **Greater Denver Community Impact** around possibilities for EU integration
- 2) Identify **key components for an MOU** with eventual new home
- 3) Host **MOU development conversations** with EU Transition Committee and leadership at new home
- 4) Craft **integration contract** with new home
- 5) Review roles and functions needed for **core EU staff**
- 6) Draft **job description for EU leadership position**
- 7) Post, interview and hire** for EU leadership position