



CALIFORNIA  
ENVIRONMENTAL  
JUSTICE ALLIANCE

# STRATEGIC PLAN

## 2015-2018

POWERING UP HEALTHY HOODS  
THROUGHOUT CALIFORNIA



# MESSAGE FROM THE CO-DIRECTORS

Dear Friend,

We are extremely excited to present the California Environmental Justice Alliance Strategic Plan for 2015 – 2018. When CEJA formed in 2001, our founders sought to create a grassroots-led alliance that could bring the voice of environmental justice communities to a statewide level. The founding organizations at the time sought to unite and lift up the work that community based organizations across California are doing to address the environmental and health issues that disproportionately impact working class communities of color.

Now in our 14<sup>th</sup> year, CEJA has become one of the leading environmental justice formations in California. We have grown in strength, representing tens of thousands of community members across the state, and we fight big industry and work with decision-makers to win state policies that promote health, sustainability and justice in communities of color across California.

CEJA has earned a reputation for being effective, collaborative, and for powerfully representing the interests of low-income communities and communities of color across California. The bold strategic vision on our alliance outlined in this plan was developed out of deep trust, strong working relationships, and concrete victories.

People of color are the new majority in California, and will soon be the majority across the US. Our communities care deeply about the environment and climate change. These demographic shifts can translate into enormous power and policy shifts through intentional organizing and investments in grassroots leadership. Our members have spent decades working with the constituencies that now make up California's majority. We have helped cultivate the vision, voice and power of the communities that are the future of the nation, and we are now poised to mobilize this base to achieve big wins.

In 2015 and beyond, we will step into a new leadership role in the environmental justice and climate justice movement statewide. Our Strategic Plan represents this vision. We deeply appreciate the leadership of Emily Goldfarb from RoadMap who facilitated our strategic planning process and the many CEJA leaders who contributed to this Strategic Plan.

In solidarity,



Strela Cervas, Co-Director



Amy Vanderwarker, Co-Director

# STRATEGIC PLANNING PROCESS

Our strategic planning process began in the Fall of 2013 and concluded in January 2015. Since that time we have engaged CEJA members in a variety of in-person and phone meetings, consultations, drafting of documents, team building and much more. We have come together to thoughtfully review CEJA's history and strengths; to assess the current environment and its likely future challenges and opportunities; and to strategically map out a bold, ambitious but doable agenda that will bring smart, people-centered solutions to the greatest environmental injustices that we see in our neighborhoods and regions.

## History of CEJA

CEJA was originally an environmental justice “hub” of the California State Alliance (now California Calls). This Environmental Justice Working Group formalized their relationship as a separate alliance in 2001. The founding members of the alliance were: Asian Pacific Environmental Network, People Organizing to Demand Environmental & Economic Rights, Environmental Health Coalition, Communities for a Better Environment, Chinese Progressive Association, and the Silicon Valley Toxics Coalition.

The Center for Community Action and Environmental Justice joined in the mid-2000's, and several groups who are no longer focused on environmental justice (EJ) issues left the coalition. In 2009, we changed our name from the Environmental Justice Working Group to the California Environmental Justice Alliance and the Center on Race, Poverty and the Environment and the Asian Pacific Environmental Network rejoined.

Since 2009, we started increasing our work on a statewide level, particularly in renewable energy policy. In 2010, we launched the Green Zones Initiative, and have been working on both issue areas for the past five years. In 2015, we expanded our membership to add four new partner organizations: Central Coast Alliance United for a Sustainable Economy, Leadership Counsel for Accountability and Justice, Pacoima Beautiful, and Physicians for Social Responsibility Los Angeles.



# VISION, MISSION, THEORY OF CHANGE, AND STRATEGIES TO ACHIEVE VISION

**T**he Strategic Planning process gave us an opportunity to revamp our Vision and Mission, while also clarifying our Theory of Change and strategies to win.

## Vision

We are working for a future where:

- All families live in a healthy neighborhood.
- Toxic industries that pollute our land, water, and health are long gone.
- Big polluting industry will be replaced by a truly green, locally based and sustainable economy.
- We no longer rely on fossil fuels and dirty energy.
- The lives of people and communities matter over corporate profits.
- There are no barriers to opportunity for low-income communities and communities of color.
- There is no discrimination in state policies and practices.



*Photo courtesy of APEN*

CEJA is working to build democratic, equitable solutions to pollution, poverty and racism that do not reproduce ecologically and socially harmful systems. We start with the communities who have borne the burden of pollution for decades, and lift up the leadership of those who have been impacted the most.

We are working for a democracy that values and respects the voices and needs of our most vulnerable communities and holds polluters accountable. With smart policies linked to authentic community leadership, our kids can grow up healthy, with a clean environment and access to opportunities like good careers and safe, affordable housing.

We believe a healthy economy starts with healthy communities, and that means realizing an economy where all people have jobs that are not toxic, that support our families, and keep our neighborhoods resilient. We believe that transforming our most vulnerable communities can help build a healthier, more prosperous California for everyone.



## Mission

The California Environmental Justice Alliance is a statewide, community-led alliance that works to achieve environmental justice by advancing policy solutions. We unite the powerful local organizing of our members in the communities most impacted by environmental hazards – low-income communities and communities of color – to create comprehensive opportunities for change at a statewide level. We build the power of communities across California to create policies that will alleviate poverty and pollution. Together, we are growing the statewide movement for environmental health and social justice.

## Values

- 1. We value justice for low-income communities and communities of color:** low-income communities and communities of color bear a disproportionate burden of pollution and environmental hazards. We uphold the basic environmental justice tenet that all communities have the right to healthy places to live, work, and play.
- 2. We value community voice and leadership:** the people most impacted by pollution and economic disparities – most often, communities of color and working class communities – can and must speak for themselves. We build the capacity of residents in communities that have long been left out of the current political structure so they can shape the policies that impact their health and quality of life. In doing so, these community leaders become active participants in our state's decision-making processes and gain power.
- 3. We value base building:** CEJA's core membership are base-building organizations. An active base of empowered and educated community members is critical to building the future we want and ensuring long-term success. An authentic grassroots leadership goes beyond just a few people to include hundreds of residents directly engaged in local work, thus more democratically representing an entire community and creating bigger opportunities for change.
- 4. We value building power in communities most impacted:** Working class communities and communities of color have been systematically shut out of power structures, from the economy to politics. We believe that building the power of these communities is essential to winning – and maintaining – the world we want.
- 5. We value policy change from the bottom-up.** We believe that statewide policy is an important venue to contest for power and realize change for our communities. Our goal is to shift the policy paradigm to a grassroots model to empower the many community members who are fighting for livable and sustainable neighborhoods.
- 6. We value systemic change:** CEJA believes that entire paradigms need to shift in order to achieve the world we envision. We need massive changes in our economic and political structures to eradicate environmental and social harm.
- 7. We value diversity of people:** We hold high diversity internally and externally with regard to race, class, gender, and sexuality.

*“All organizations respect and believe in each other. We have been able to articulate common goals and work toward those.”*

*-CEJA member*



## CEJA's Theory of Change

- 1. We must utilize our collective strength.** CEJA unites our members in order to achieve what none of us can do on our own – win transformative policies and change at the state level that will have a widespread and lasting impact on communities throughout California. Since 2001, CEJA has been working in unity with a deep commitment to shared values, strategies, and purpose. We believe that through our collective power, we can achieve far more than what any individual organization can do on their own.
- 2. We must link local base building to statewide policy.** CEJA provides a bridge, connecting the grassroots organizing of our members and mobilizing this statewide base to influence environmental policy. We need the active leadership from thousands of residents who are most impacted by environmental pollution and hazards to change the statewide policies that impact our health and environment. Through this, we can build our collective ability to shape the overall public debate and policy outcomes on environmentalism, and thus improve the on-the-ground reality for working class communities of color throughout the state.

## The strategies we use to achieve change

CEJA's theory of change relies on several interconnected strategies: grassroots organizing, policy advocacy, civic engagement, strategic communications, movement building, and cross organizational learning.

- 1. Grassroots Organizing:** The members of CEJA bring their deep community base to our alliance. Our members educate and organize community residents on issues that our alliance is working on, and CEJA creates opportunities to link these communities together and to engage in statewide campaigns.
- 2. Policy advocacy and implementation:** As an alliance, we work at the state level to create comprehensive policies that will improve the communities where our members work. We identify comprehensive solutions and advocacy priorities that are most likely to have the greatest positive impact on low income communities of color throughout the state.



**3. Electoral organizing:** Our vision is to organize voters of color into a powerful statewide force able to win more equitable environmental policies that protect the health and quality of life of some of our most vulnerable residents. Electoral engagement will help us build the political power of communities of color, our ability to monitor and enforce policy wins, and our capacity to hold elected officials accountable. To advance CEJA's statewide agenda, electoral organizing must be mutually beneficial; we must increase the ability of our members to influence local politics and our statewide work must lift up local efforts.

**4. Strategic Communications:** CEJA recognizes the importance of framing the debate and providing consistent, sharp, relevant and aligned messaging in order to shift mainstream culture. We strive to lift up the voices and visions of those most impacted by the issues we work on and explain our issues in language that resonates with people, reaches their hearts, and motivates them to act. Through many voices and perspectives, we are able to change the narrative on what is possible and needed in our state.

**5. Movement Building:** We need a vibrant, grassroots movement that can align a critical mass of people around a common vision for environmental justice. CEJA plays an active role in building a strong movement by participating in and helping to create spaces that link issues, allies, campaigns and people to our shared goals. For CEJA, building alliances is also a critical piece of building a strong movement. We consider alliance-building a strategy on two levels: investment in our internal alliance model, and we develop relationships with organizations across sectors to generate political momentum. Internally, we knit together the capacity, diverse perspectives and knowledge of our members and partners in order to build our power to win. Externally, we seek to partner with a wide range of allies to develop shared analysis and common goals to increase the number of people and organizations who can help advance our vision.

**6. Cross-organizational learning:** Through CEJA, local organizations realize that they are not alone in their struggle. CEJA is a bridge across member organizations where everyone can learn from each other, share best practices and lessons across similar issues and campaigns, and sharpen their skills and build capacity to make organizations even stronger.

*"We understand the landscape in which we work, the power we're up against, and what it takes to win. We have chosen the strategies that make the most sense for our alliance's social change goals."*

*-CEJA member*

## **How is CEJA different from our member organizations?**

One of the great strengths of CEJA is that we bring together different environmental justice organizations into one unified voice for change. CEJA as a coalition focuses on statewide policy issues that all our members have prioritized for joint work. On these specific statewide issues, CEJA provides coordination and leadership around advocacy and policy analysis, research that all member organizations need, and increasingly, strategic communications. Our member and partner organizations



contribute their staff time, and most critically, as community-based organizations, they bring their local organizing to our campaigns.

CEJA serves as a bridge, linking the local organizing of our members and partners to state policy and creating statewide connections. We create opportunities for community leaders from across the state to come together, learn about statewide issues, and engage in coordinated action to impact policy. One example is our annual statewide Environmental Justice Congreso, where we bring delegations of community leaders from across the state together. Members and partners participate in CEJA to address the statewide policy issues that have a direct impact on their base without having to do all the work alone.

### CEJA's terminology

Environmental Justice (EJ) is the right of all people, regardless of race, class or national origin, to healthy places to live, work, play and go to school. CEJA upholds the original Principles of Environmental Justice, developed in 1991 at the First National People of Color Environmental Leadership Summit, available at: <http://www.ejnet.org/ej/principles.html>

### What is “Equitable environmental policy”?

For too long, statewide environmental policies have excluded the needs of low-income communities and communities of color. Lawmakers prioritize passing policies that help conserve natural resources and wildlife, while failing to tackle the critical health and quality-of-life issues in our communities. We consider equitable environmental policies to be ones that:

- affirmatively address the burden of pollution and impacts of climate change in low-income communities and communities of color;
- increase the ability of communities who are most impacted by pollution to engage in local, regional and statewide decision-making;
- create environmental or social benefits specifically in overburdened communities, such as new affordable housing or parks targeted to the communities most impacted by environmental pollution.



# CEJA's PROGRAM PLANS AND VISIONS FOR THE NEXT THREE YEARS

CEJA has prioritized five program areas for the next three years of work together as an alliance.

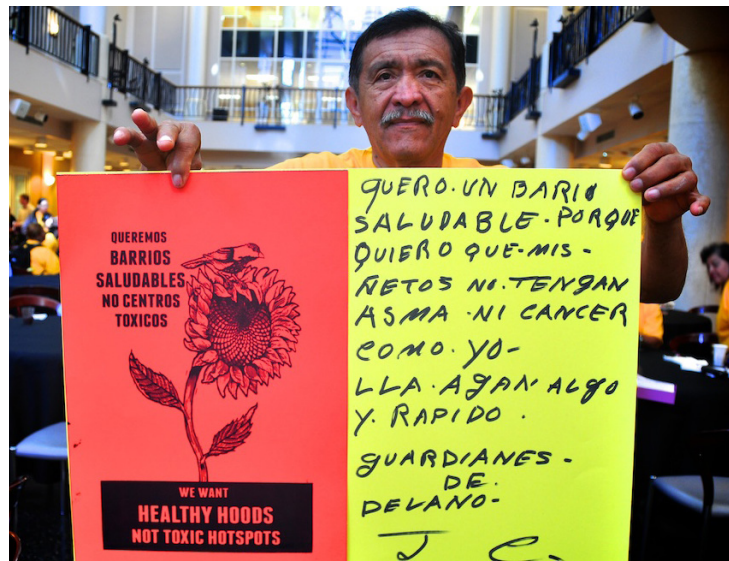
## 1. GREEN ZONES INITIATIVE

### Vision

The Green Zones Initiative uses community-led solutions to transform areas overburdened by pollution into healthy neighborhoods. We believe that by improving conditions for those most impacted by pollution and poor planning, we can improve conditions for all of California. With communities leading the way, communities, government, and businesses can collaborate to transition toxic hotspots into thriving Green Zones. Together, we can cultivate dozens of vibrant communities and advance visionary policies, so Green Zones can become a model for strengthening local economies, environments, and democracies across California and the country.

By identifying Green Zones – communities that need to transition from toxic hotspots into healthy neighborhoods – we can direct a whole range of resources and programs into these areas. We want our Green Zone communities to be models for what community-led transformation can look like, where the residents most impacted provide guidance for how to get out all the harmful stuff like toxic industries, and bring in all the good stuff, like renewable energy and affordable housing.

We want to increase the power of our communities to guide development and investments in our neighborhoods. We want to see state and local agencies distribute public funding in a way that is responsive, and accountable, to our community visions.



## Priorities For 2015-2018

- Increase investments in environmental justice communities.
- Identify communities highly impacted by poverty and pollution throughout the state through cumulative impact tools such as CalEnviroScreen2.0 and link this identification to state policies.
- Reduce pollution by improving environmental enforcement and regulation in overburdened communities.
- Build a statewide movement for Green Zones.



## 2. ENERGY EQUITY

### Vision

CEJA's vision is to transition to 100% equitable renewable energy by 2050. We believe that transition must start with people and communities who are most directly impacted by our current fossil fuel economy.

We want to transform low-income, communities of color into priority investment areas for green buildings, green technology and green energy installations. We want every low-income community of color to have energy efficient buildings, rooftop solar, smart micro grids and energy storage so that our communities will be able to produce and distribute their own local power.

We want quality, high road local jobs - jobs that launch community members into long-term careers. We want to create clean energy jobs that can sustain our families and build local economic power. We need strong workforce training that goes beyond replacing light bulbs. We need to bolster entry-level positions with career ladders to long-lasting careers.

## Priorities For 2015-2018:

- Ensure environmental justice communities and their needs are prioritized in California energy policies.
- Advance policies at the California Public Utilities Commission that promote transition off of fossil fuels and promote local renewable energy.
- Build CEJA's expertise and alliances with labor and groups in the clean energy jobs sector to help win policies that lead to meaningful, equitable local jobs.
- Expand our movement and organize communities to build out local renewable energy generation and develop good jobs.



### 3. CLIMATE JUSTICE

Through the Strategic Planning process, CEJA launched a new Climate Justice program. We launched this program because over the next several years, our state will be developing the “next generation” of climate policies, and a strong, environmental justice voice is critical to ensure these policies move forward equitably.

#### Vision

Climate change is one of the most urgent issues facing humanity today, and particularly in low-income communities of color, in California and across the globe. Despite being an international leader on climate, many of our policies fail to address the needs of communities who are already bearing the burden of dirty fossil fuels and who will be hit first and worst by climate change.

We believe that California’s current regulatory system to address climate change, cap and trade, will not lead to the drastic cuts in greenhouse gas emissions that are needed to fight climate change. The system will not lead to air quality, public health or local economic improvements in vulnerable communities in California or abroad. As our state develops long-term, large-scale policy solutions, we have a unique opportunity to address long-standing environmental justice issues as well as fight climate change.

#### Priorities For 2015-2018

- Develop and promote a “Climate and Environmental Justice State Policy Platform”
- Pass policies that result in the direct reduction of greenhouse gas emissions from polluting facilities
- Identify and highlight flaws in the cap and trade system and identify alternatives
- Build a broad movement and organize our base on climate justice

*“The best part about learning state policy with CEJA is that you’re a part of a team that supports each other. Learning state policy is hard, you can’t learn it reading a book or in a classroom setting. I feel strong in the Capitol when I am with CEJA because we are a team. CEJA has given me the opportunity to learn and be involved in state policy. Thanks to CEJA, my community has been able to get involved in state policy; community involvement is key to creating progressive change in the Capitol.”*

*-Graciela Larios, Center for  
Community Action  
and Environmental Justice*

## 4. BUILDING THE EJ VOICE IN STATE POLICY

### Vision

We need to build the overall profile of environmental justice in statewide policy by educating decision-makers on environmental justice, cultivating champions on our issues, and finding ways to hold decision-makers accountable. This work allows CEJA to support a wider range of key environmental justice issues in state policy, thus building political power, developing new allies, and encouraging the passage of more equitable environmental policy overall. It is also a way to reflect the broad vision of our movement.

### Priorities For 2015-2018

- Release an Annual Environmental Justice Legislative Agenda that highlights the top legislation that will have the most impacts on environmental justice communities.
- Release an Annual Environmental Justice Scorecard that grades law-makers on how they voted on key environmental justice bills.
- Connect our members to statewide policy work by hosting at least one CEJA wide lobby day per year.



*Photo courtesy of APEN*

## 5. MOVEMENT BUILDING

CEJA is committed to building a strong statewide movement for environmental justice, and we are committed to investing in this strategy over the next three years. In order to win, we need hundreds of thousands of people and diverse organizations across California mobilizing for environmental justice across California. People need to see and feel the EJ movement more visibly for it to build to scale and generate the public momentum needed to win people's hearts and minds. CEJA can help achieve this by bringing an infusion of leadership and working intentionally with a broad range of allies. Movement building can take our policy issues and campaigns to the next level. We cannot win alone, and only a strong, diverse movement can help win our collective vision for environmental justice.

### Priorities for 2015-2018

- Help build a vibrant, grassroots movement for environmental justice.
- Provide leadership to help the movement grow and move forward together.
- Advance concrete policy changes that pushes the overall movement closer to our long-term vision of environmental justice.
- Engage thousands of residents in highly impacted communities of color in joint, statewide action.
- Launch a communications strategy that explains our issues in laypeople's language, that connects to their day-to-day concerns and other social justice issues, that reaches hearts and minds, and motivates and inspires people to act.
- Create spaces for impacted communities, other sectors such as social justice and labor, and other EJ groups to come together to advance key issues and build a stronger movement for social justice overall.



# ADDITIONAL CEJA PRIORITIES FOR THE NEXT THREE YEARS

## 1. TAKING THE NEXT STEP: LAUNCHING AN ELECTORAL PROGRAM

In 2015, CEJA formally decided to launch a statewide electoral program. CEJA and our members have a big vision for change in California, and in order to achieve our vision, electoral work is a critical strategy to include in our toolbox. With several members who are already electoral powerhouses, the potential impact of our program could be enormous. In addition, we are filling a niche: there are no statewide electoral programs that focus specifically on environmental issues that impact communities of color, nor any programs that mobilize communities of color on environmental issues.

Our overall vision is to organize voters of color in support of equitable environmental policy on a statewide level. Our program will provide infrastructure, resources and coordination to our member organizations, who run on-the-ground field efforts. It will be integrated with our other, long-standing civic engagement strategies of community training,





strategic policy advocacy, and mobilizing communities of color. Our program will leverage and help grow the existing electoral programs of our member organizations into a larger statewide force for equitable statewide environmental policy.

It is a strategy that will help us build the political power of communities that have long been left out of environmental decision-making, develop stronger accountability with elected officials, ensure that our state's environmental policies are protective of the health and quality of life of our most vulnerable residents.

We are excited to announce that CEJA launched a c4, called CEJA Action, in January 2015. With the generous support of The Advocacy Fund of the Tides Foundation, CEJA is now able to build the infrastructure and

capacity to more effectively engage in advocacy and electoral work.

### **Priorities for 2015-2018**

- Develop and plan a statewide electoral program for CEJA in 2015, in coordination with our member organizations.
- Launch our program in time for the 2016 election cycle.

## **2. GROWING OUR COALITION CAPACITY**

CEJA developed a growth trajectory for the next 3 years that will help us accomplish our vision and our goals. We have already experienced significant growth in the past year alone, building our staff team to include five full-time positions. Growing our capacity is not just about building the number of staff at CEJA as an alliance; it is also about building the capacity of our member and partner organizations. By 2018, our goal is to:

- Fund a full-time staff member at each of our core member organizations to engage in CEJA work;
- Increase alliance staffing to eight full-time staff positions total. This is an accurate reflection of the capacity needed to run our current programs.

As part of our Strategic Planning, we also made the decision to formally change the role of our current, long-time Co-Coordinator Strela Cervas and Amy Vanderwarker, to Co-Directors. This shift more accurately reflects the level of leadership and management Strela and Amy bring to the coalition. The deep trust and relationships they have built with member organizations and as colleagues allows them to make this transition seamlessly while maintaining our commitment to being a member-led coalition.



### 3. EXPANDING OUR POWER AND OUR ALLIANCE: LAUNCHING A NEW MEMBERSHIP STRUCTURE

CEJA is excited to be expanding the number of organizations engaged in our alliance. Over the next three years, we will be intentionally recruiting new members to join our alliance. As part of this process, we developed a new “tiered” membership structure that allows us to both maintain our identity as an alliance of community-based EJ groups, but also allows us to work with a wide range of organizations that have much to contribute to CEJA’s work. In addition, we have developed a membership orientation process and a membership handbook.

#### Our new membership structure includes:

##### Core Members:

- Base-building community that focus on environmental justice.
- Have the capacity to engage deeply in CEJA’s work.
- Signs our Policy Platform and Principles of Collaboration.
- Must staff at least one CEJA program committee.
- Must have Executive Director sit on CEJA’s Steering Committee.

##### Partners:

- Are explicitly doing environmental justice work or EJ-related work, but is not limited to groups that are EJ identified.
- Is open to groups that are not base-building, but have other important skill sets.
- Signs our Policy Platform and Principles of Collaboration.
- Must participate in at least one Program Committee.

##### Supporters:

- Open to any group that upholds environmental and social justice principles.
- Signs our Policy Platform.

As we refined our membership structure, CEJA outlined the roles and responsibilities of each of our leadership groups and what decisions they are empowered to make and how. We based our structure and decision-making on our Principles of Collaboration, our support for membership leadership in our coalition, and our desire to empower and trust the staff of our member organizations and the staff of our coalition to make strategic, principled decisions. We also now have Principles of Collaboration (outlined below) that all members and partners sign.

*“We have the right mix of people and deep trust in our alliance to build our capacity and our power.”*

*-CEJA member*

### **CEJA new Membership Manual now outlines:**

1. Roles and expectations of our leadership groups
2. How each leadership group makes decisions
3. Specific decisions each group makes and with whose feedback
4. A new modified consensus decision-making process
5. A detailed outline of our new membership structure, including roles, responsibilities and benefits of each type of member.

## **4. ENSURING FINANCIAL SUSTAINABILITY AND FUNCTIONALITY**

A core component of CEJA's long-term success is ensuring that all our coalition members and partners are clear about how our fund development work happens. To create this clarity and alignment, we developed a set of Fund Development Principles that outline the principles behind our fund development work, our process for fundraising, and practices for re-granting and joint fundraising within the coalition. As a next step, we are developing a short and long term funding strategy based on program priorities and growth goals.





# CEJA PRINCIPLES OF COLLABORATION

**T**hese principles outline the collective agreements CEJA and our Core Members and Partners make to each other. They are the expectations of engagement that all organizations should adhere to as Core Members and Partners of CEJA. The Executive Director of all Core Member and Partner organizations must sign these principles.

As a member or partner of CEJA, your organization and organizational representatives are expected to:

- 1. Support CEJA's mission:** CEJA Core Members and Partners support the mission of CEJA. They uphold the values in environmental justice and social justice. They understand and appreciate the need for statewide policy work, despite the challenges. They understand that EJ communities must speak for themselves and that we are collectively working towards equity.
- 2. Operate with mutual respect and trust:** Core Members and Partners must share respect for each other, respective organizations, and CEJA as a whole. Core Members and Partners must trust each other and be open to building even deeper trust.



3. **Be collaborative:** Working together is at the heart of CEJA. CEJA Core Members and Partners recognize that together we can accomplish things that each organization cannot achieve on our own. Core Members and Partners honor our collaborative work culture.
4. **Take leadership:** CEJA relies on the deep engagement of our Core Members and our Partners. Our Core Members and Partners understand it is their responsibility to step up on important issues and in our program work.
5. **Support community engagement in CEJA:** CEJA believes in engaging those most impacted in helping to build our collective vision. We rely on our Core Members and Partners to bring their deep community connections to our alliance, and Core Members and Partners are expected to continually find ways to connect their grassroots membership to CEJA's work.
6. **Engage in principled program work:** All Core Members and Partners strive to uphold the principles of environmental justice and overall ethical behavior in their work, and are expected to bring this sense of discipline to our work as an alliance.
7. **Handle conflicts and disagreements productively:** CEJA Core Members and Partners recognize that we need to work through disagreement in a constructive, solution-oriented and generative manner. Core Members and Partners will not speak ill of CEJA or other Core Members/Partners in a public setting and agree to raise disagreements internally and in a productive fashion.
8. **Build CEJA as a legitimate and credible leader in the community:** Core Members and Partners will work to ensure that CEJA is perceived publicly and within the environmental justice movement as reliable and competent, and a group that has a collaborative nature both internally and externally.
9. **Engage in open and frequent communication:** Core Members and Partners are expected to update one another, discuss issues openly, and convey all necessary information to one another and to any designated people outside of CEJA.
10. **Bring an ability to compromise:** CEJA Core Members and Partners must be able to compromise, because the many decisions within CEJA cannot fit the preferences of each member perfectly.
11. **Bring flexibility and adaptability:** While CEJA Core Members and Partners should adhere to the structure our alliance has created, we must all remain open to varied ways of accomplishing the collective goals we set out. Core Members and Partners should know how to adapt to a change in goals, strategies, internal structure and membership to deal with changing conditions.
12. **Fight race, class, gender, and sexuality inequalities:** Core Members and Partners understand race, class, gender, and sexuality inequalities and oppressions that operate both within CEJA and outside of CEJA. Core Members and Partners will actively work against such inequalities to make CEJA and the EJ movement more just.



- 13. Maintain confidentiality:** All Core Members and Partners will keep pertinent information and communication that is supposed to be confidential within CEJA unless expressly permitted to share information outside of CEJA.
- 14. Follow-through on responsibilities and respect CEJA's structure:** CEJA has created an internal structure to facilitate the leadership and active participation, at different levels, in our collective work. Core Members and Partners must clearly understand their roles, rights, and responsibilities and CEJA's structure and follow through on commitments made to CEJA. This includes reading and respecting our decision-making protocols and fund development principles.
- 15. Accountability:** If any member or partner consistently behaves in a manner contrary to the principles above, we will seek to address the behavior in a proactive fashion and resolve any underlying issues. If such dialogue fails to resolve any accountability issues, the Steering Committee will discuss the problem and determine, what if any additional measures must be taken.



# HOW WILL WE USE THIS STRATEGIC PLAN AND EVALUATION

**C**EJA considers this Strategic Plan as an active, living document that we will collectively utilize to guide our work, spell out steps to accomplish our goals, set benchmarks and outcomes, and refer to general timeframes to accomplish our work.

CEJA staff and members will use the Strategic Plan to set priorities, focus energy and resources, strengthen our capacity and operations, and ensure that all of CEJA is working towards common goals.

CEJA will hold an end-of-the year meeting, where this overall Strategic Plan will be evaluated, and we will collect the individual evaluations of the Program Committees and Teams to document progress, identify lessons learned, and make revisions as needed.

## **Thank you to the following organizations, staff, committee members, and consultants that made our Strategic Planning process a success:**

Emily Goldfarb

*facilitator with Roadmap*

Amy Vanderwarker and Strela Cervas

*Co-Directors with the California Environmental Justice Alliance*

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*Asian Pacific Environmental Network*

Penny Newman, Jean Kayano, Graciela Larios, and Ericka Flores

*Center for Community Action and Environmental Justice*

Caroline Farrell, Sofia Parino, Ingrid Brostrom, Juan Flores, and Brent Newell

*Center on Race, Poverty and the Environment*

Bill Gallegos, Byron Gudiel, Darryl Molina Sarmiento, Nile Malloy, and Shana Lazerow

*Communities for a Better Environment*

Diane Takvorian, Georgette Gomez, Kayla Race, Franco Garcia, and Carolina Martinez

*Environmental Health Coalition*

Antonio Diaz and Tere Almaguer

*People Organizing to Demand Environmental and Economic Rights*

# FOUNDATIONS AND FUNDER SUPPORTERS

**We are deeply grateful to the foundations and funders that have supported us throughout the years:**

Energy Foundation

Grassroots Exchange Fund

The William and Flora Hewlett Foundation

The James Irvine Foundation

The Justice Fund

The Kresge Foundation

Marisla Foundation

Mitchell Kapor Foundation

Patagonia Foundation

Penney Family Fund

Solidago Foundation

The California Endowment

The California Wellness Foundation

The Advocacy Fund of the Tides Foundation

Unitarian Universalist Veatch Program at Shelter Rock



## CEJA MEMBERS



## PARTNERS









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[www.caleja.org](http://www.caleja.org) | [@cejapower](https://twitter.com/cejapower)