BOULDER COUNTY
CONTRACT AMENDMENT

AMENDMENT SUMMARY	
This amendment makes changes to the following terms:	
▣ Contract Dates ☐ Contract Amount ▣ Scope of Work and/or Pricing Details	
Contract Identification	
Oracle Contract Number	304131 — Version Number 2
Contract Name	JSI Research & Training Institute-OSCAR-County Grant Program Management
Amendment Number	1
Amendment Effective Date	◉ Upon signature ○
Version Description	Update Scope of Work to incorporate Climate Equity Fund Grants Manual created during Phase 1 of project; update fee schedule and project length based on work in Phase 1 and Phase 2.
County Information	
Office or Department	Office of Sustainability, Climate Action and Resilience
Division/Program	Climate Equity Fund
County Contact Name and Email	Brett Fleishman bfleishman@bouldercounty.gov
Vendor Information	
Vendor Legal Name	JSI Research & Training Institute
Vendor Other Name	JSI Research & Training Institute, Inc ▣ COI ☐ DBA ☐ W-9
Vendor Contact Name and Email	Alexia Eslan, alexia_eslan@JSI.com
▣ Contract Dates	
New End Date	02/01/2027
☐ Contract Amount	
Contract Not to Exceed Amount of current Contract plus all signed amendments	$ 3,000,000.00
Amendment Amount	
New Contract Not to Exceed	$ 3,000,000.00
New Highest Annual Amount	
▣ Scope of Work and/or Pricing Details	
All changes to scope of work and/or pricing details are contained in Exhibit B.	

Additional Contract Documents

Check all that apply:

- ☐ Exhibit A: Insurance Requirements
- ▣ Exhibit B: Scope of Work and Pricing Details
- ☐ Exhibit C: Boulder County Data and Cyber Security Requirements
- ▣ Exhibit D: Boulder Climate Equity Fund Grants Manual
- ☐ Exhibit E: _____

County Internal Use Only	
Procurement Details	
Procurement Process Followed Prior to this Amendment	Bid Number Provided (award info attached in supporting documents)
Does this amendment change the procurement process the contract must follow due to an increase in amount or timeframe?	No
Accounting Details	

This AMENDMENT ("Amendment") to the above-referenced Contract ("Contract") is entered into between the Board of County Commissioners of Boulder County on behalf of the County of Boulder, State of Colorado, a body corporate and politic, for the benefit of
 the Office of Sustainability, Climate Action and Resilience   ("County") and

JSI Research & Training Institute   ("Contractor" or
"Vendor"). County and Contractor are each a "Party," and collectively the "Parties."

1.   INCORPORATION OF AMENDMENT SUMMARY

The **Amendment Summary** and **Additional Contract Documents**, if any are listed, are incorporated into the Contract by reference.

2.   EFFECTIVE DATE AND ENFORCEABILITY

This Amendment is effective and enforceable on the later of (a) the date it is fully executed by both parties or (b) the **Amendment Effective Date** (if any).

3.   LIMITS OF EFFECT

The Contract and all prior amendments, if any, remain in full force and effect except as specifically modified by this Amendment.

4.   MODIFICATIONS

The Contract Documents are updated to include any **Additional Contract Documents** where the corresponding box is checked above.

The Contract is also modified to the extent that a corresponding box is checked below:

☒   Contract Dates. The end date of the Contract is changed to the **New End Date** identified in the Amendment Summary**.**

☐   Contract Amount. The Contract Not to Exceed amount is amended so that the total cost of all work performed under the Contract must not exceed the **New Contract Not to Exceed** identified in the Amendment Summary.

☒   Scope of Work and/or Pricing Details. The Scope of Work and/or Pricing details are amended as indicated in Exhibit B and new insurance requirements, if any, are identified in Exhibit A to this Amendment.

5.   CONTRACT TERMS. The following terms are added to the Contract to the extent not previously included:

Contractor shall indemnify, save, and hold harmless the Indemnified Parties, against any and all costs, expenses, claims, damages, liabilities, court awards and other amounts (including attorneys' fees and related costs) incurred by any of the Indemnified Parties in relation to Contractor's failure to comply with §§24-85-101, et seq., C.R.S., or the Accessibility Standards for Individuals with a Disability as established by OIT pursuant to Section §24-85-103 (2.5), C.R.S.

Contractor is subject to C.R.S. §§ 24-85-101, et seq., C.R.S. Specifically, Contractor shall comply with and the Work Product provided under this Contract shall be in compliance with all applicable provisions of §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability, as established by OIT pursuant to Section §24-85-103(2.5), C.R.S. Contractor shall also comply with all State of Colorado technology standards related to technology accessibility and with Level AA of the most current version of the Web Content Accessibility Guidelines (WCAG), incorporated in the State of Colorado technology standards. The County may require Contractor's compliance to the State's Accessibility Standards to be determined by a third party selected by the State to attest to Contractor's Work Product and software is in compliance with §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability as established by OIT pursuant to Section §24-85-103(2.5), C.R.S.

[SIGNATURE PAGE TO FOLLOW]

Docusign Envelope ID: E6230E0B-AE4A-4FCF-A812-162E62F161DC

IN WITNESS WHEREOF, the Parties have executed and entered into this Amendment as of the latter day and year indicated below.

SIGNED for and on behalf of Board of County Commissioners of Boulder County	SIGNED for and on behalf of JSI Research & Training Institute
Signature:	Signature:
Name: Marta Loachamin	Name: Alexia Eslan
Title:	Title:
Date:	Date:

↓↓*For Board-signed documents only*↓↓	
Attest Signature:	*Initial of EO/DH*
Attestor Name: Matthew Ramos	
Attestor Title:	

Boulder County Climate Equity Fund Grants Manual

June 2025

CONTENTS

1   ACRONYMS

CCC	Collaborative Cocreation Committee
CEC	Community Evaluation Committee
CO/AO	Contracting/Agreement Officer
COR/AOR	Contracting/Agreement Officer's Representative
CR	Cost-reimbursement
EOI	Expression of Interest
FA	Fixed-amount
GESC	Grants Evaluation and Selection Committee
MERL	Monitoring, Evaluation, Research and Learning
NGO	Nongovernmental Organization
OCA	Organizational Capacity Assessment
PAA	Pre-Award Assessment
REOI	Request for Expression of Interest
RFA	Request for Application
SOW	Statement of Work
TA	Technical Assistance
TCA	Technical Capacity Assessment

2 INTRODUCTION

The Boulder County Climate Equity Fund (hereinafter referred to as the "project") intends to provide grants to accomplish any or all of several main objectives:

- Advance Boulder County's racial equity goals
- Support those most impacted by the climate crisis
- Enable grassroots and neighborhood leaders to implement impactful climate action

2.1 PURPOSE

The purpose of this manual is to describe the project's overall approach and specific guidelines for issuing grants under the project. This document provides guidance and resources for all project staff throughout the entire grants process, from defining the grants program through grants closeout. Project leadership and staff (technical, MERL, grants, and finance) working on a grants program should familiarize themselves with this manual before initiating the grant-making process.

Project staff shall use these guidelines to guide the planning, solicitation and evaluation, management, implementation, and closeout of the project's grants program. These guidelines contain:

- An overview of the granting process including solicitation, evaluation and selection;
- Grant mechanisms available for use; and,
- Processes and best practices in managing a grants program, including closeout.

See Figure 1, Overview of the Grant Process, on the following page for a summary of the grant-making process. Please note that this table is a summary of the overall process and is not all-encompassing.

Figure 1: Overview of the Grant Process
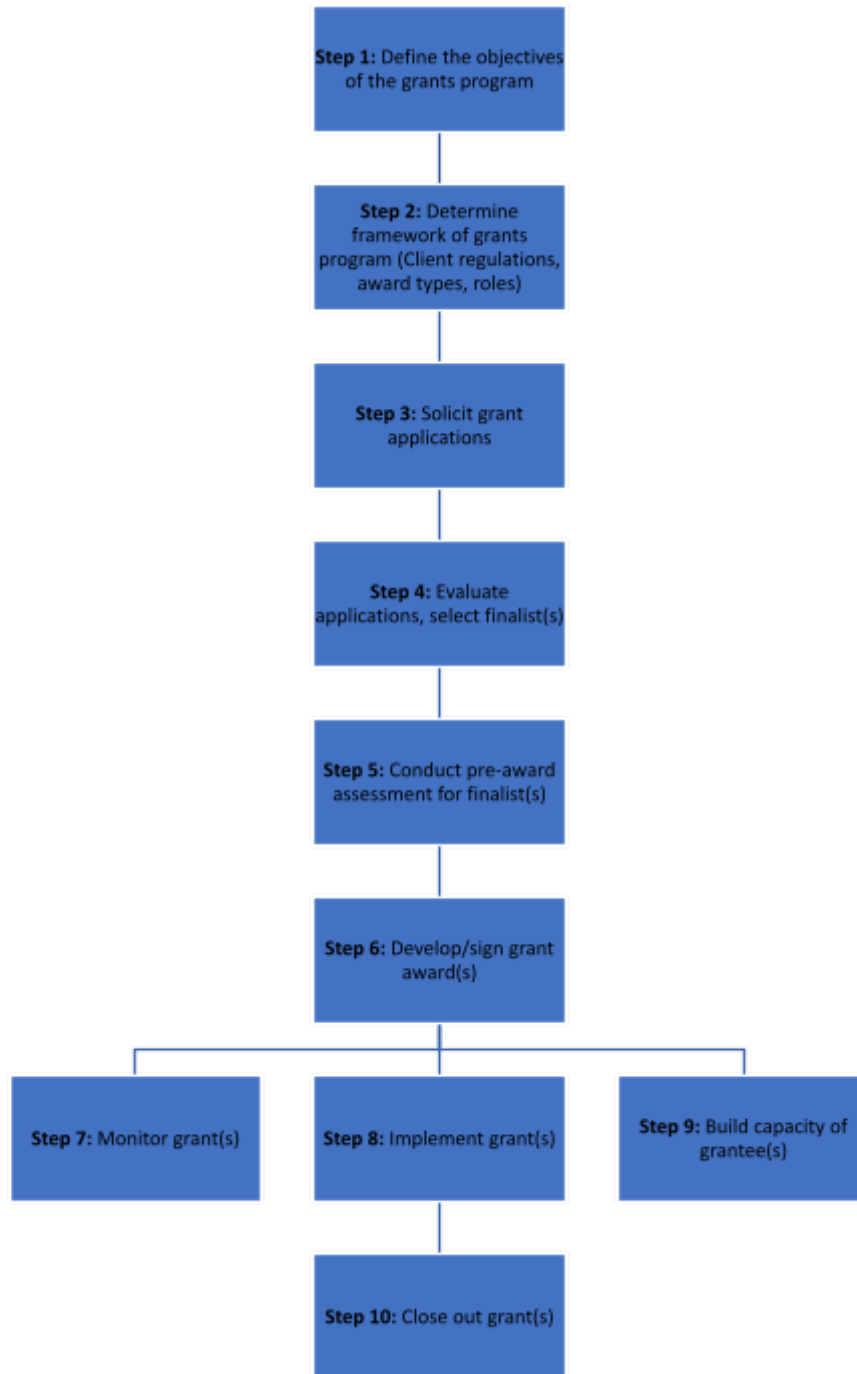
2.2 Key Definitions

Applicant: An organization applying for grant funding from the project.

Application: A written document prepared by an applicant that responds to Request for Application (RFA) requirements and outlines in detail the objectives, activities and budget proposed for funding under the project's grant program.

Beneficiaries: Any individuals, groups or organizations that are the target of, or benefit from, a project that is funded by a grant.

Client:. The Client for this project is Boulder County's Office of Sustainability, Climate Action and Resilience (OSCAR).

Contracting Officer (**CO).** The individual representing the Client through the exercise of their delegated authority to enter into, administer, and/or terminate contracts and awards and make related determinations and findings. The CO/AO for this project is the Director of Boulder County's Office of Sustainability, Climate Action and Resilience (OSCAR).

Contracting Officer's Representative (COR). The individual who performs award oversight functions delegated by the CO, or specifically designated by policy or regulation as part of contract and award administration. The COR/AOR for this project is the Senior Climate Strategist of Boulder County's Office of Sustainability, Climate Action and Resilience (OSCAR).

Grantee: An organization that is awarded a grant award.

Grant Award: A legal and contractual instrument that defines the grantee's scope of work, budget, reporting requirements, regulations, and project and grantee roles and responsibilities.

Pre-Award Assessment (PAA): A tool used to assess an applicant's overall risk and ability to fulfill what has been proposed in their application, and to manage grant funds responsibly. The PAA evaluates a number of factors including organizational structure, internal controls, cost accounting and financial management, human resource capacity, procurement policies, property management, past performance, program maturity, and technical expertise.

Project: The Boulder County Climate Equity Fund under which grants will be awarded and this manual applies.

Request for Expressions of Interest (REOI): A formal announcement of a funding opportunity that requests expressions of interest (EOI) from interested applicants, with the goal of developing a short-list of qualified and eligible applicants to respond to a full RFA.

Request for Application (RFA): A formal announcement of a funding opportunity that specifies all requirements for interested applicants to submit a full application. Follows the release of any REOI.

3   DEFINING THE GRANTS PROGRAM

A clearly defined grants program provides a clear vision and parameters for project staff and grantees. It is important to communicate the grants program strategy to project staff as a guide to overall implementation.

Program Overview

Justice40 is embedded within the Boulder County Commissioners' 2023 Strategic Priority of "Climate Action and Environmental Stewardship." In alignment with this directive, the Office of Sustainability, Climate Action, and Resilience (OSCAR), in partnership with external consultants, undertook an assessment to explore how the County could more fully integrate Justice40 principles into its work. This effort culminated in a strategic memorandum outlining a range of programmatic recommendations. Building on that foundation, OSCAR and the Board of County Commissioners launched the Boulder Climate Equity Fund—a community-led grant initiative designed to advance equitable climate action.

The BCEF is a new community-driven grant program designed to advance climate justice in our community. Approximately $2.5 million in projects will be selected in 2025. The application for funding requests will open in late summer.

The program is administered by the Office of Sustainability, Climate, and Resilience (OSCAR).

The BCEF will advance Boulder County's racial equity goals, support those most impacted by the climate crisis, and enable grassroots and neighborhood leaders to implement impactful climate action.

The Boulder County Commissioners allocated $3 million from three funding sources for the BCEF in the 2025 budget. The BCEF is supported by $1 million each from the Sustainability Tax, the county general fund, and the Gross Reservoir Settlement Fund.

Program Purpose and Vision

Boulder County remains committed to advancing equitable solutions to the climate crisis. Climate action and environmental stewardship is one of the Boulder County Commissioners' Strategic Priorities.

Climate Change's Disproportionate Impact

Climate change disproportionately affects those who contribute least to its causes, and racial and ethnically diverse communities are most intensely impacted by climate change. Racism, economic inequality, and class discrimination are some of the root causes of climate injustice, and Boulder County recognizes a long history of harmful practices and institutional racism that have further perpetuated climate injustices.

Boulder County's Climate Equity Fund aims to address this challenge by providing funding to the historically disadvantaged Boulder County communities that are most impacted by climate change.

Collaborative Creation Committee ("CCC")

The BCEF is guided and led by the expertise of the communities it intends to serve, partly through the Collaborative Creation Committee. The CCC – consisting of community advisors that represent Boulder County, engage in diverse environmental justice focus areas, and bring together community networks spanning from rural to remote to urban across Boulder County – was established in May 2025 to guide

the strategy and design of the BCEF. Through a series of 6 meetings, the CCC advisors participated in the co-creation of the grantmaking processes and guide the launch of the pilot funding cycle, including input on the application, application evaluation criteria, community outreach approach, and funding distribution strategy. The CCC put forward their recommendations to the Boulder County Commissioners (BCC) on July 8, 2025, which were approved. The full CCC process and materials can be found in Appendix A, and all program design elements that were recommended by the CCC are indicated throughout this manual by the following:

> *"As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025."*

BCEF Greenhouse Gas Reduction

The BCEF is anchored in a clear goal: directional emissions reductions. This doesn't mean every project must produce a quantitative estimate of carbon savings. Instead, we are looking for a throughline of a clear and intentional connection between each project and a more climate-conscious, carbon-reducing future. While carbon remains a marker we welcome and encourage efforts that address broader greenhouse gas emissions reductions as part of this directional approach. By embedding directional emissions reductions into every layer of project work, from neighborhood gardening to major infrastructure upgrades, we aim to move collectively toward a future that is healthier, more equitable, and regenerative.

BCEF Projects

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The BCEF will support many types of impactful climate action and resilience activities in our community.
>
> Projects could include tree canopy projects, youth climate activities, energy efficiency upgrades, renewable energy installations, climate education, capacity building, resilience training, and workforce development in green jobs – and more (see Appendix C for full list of project examples).

The project will provide on-going administrative, programmatic, and financial monitoring to grantees in order to minimize risk. Depending on the grant SOWs and budgets, dedicated grants management staff may be hired to manage and communicate with grantees on a frequent basis and to utilize appropriate technologies and management systems.

Grant funds will not be used for activities that duplicate the activities of other Client-supported programs, fall outside the scope of the project, or are not approved by Client.

4 GRANTMAKING VALUES

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The CCC established the following grantmaking values to guide this effort (see Appendix B for full descriptions):

1. Community-Led and Locally Rooted
2. Grounded in Legacy and Prior Work
3. Equity-Centered
4. Flexibility and Radical Transparency

5   CLIENT APPROVALS AND REGULATIONS

5.1   CLIENT APPROVALS AND PREROGATIVES

The following Client approvals and prerogatives are required:

- Final determination of eligibility criteria, range of award amounts, application design, and grantmaking process will be approved solely by OSCAR
- The grantmaking manual must be approved by OSCAR before it may be implemented.
- The outreach and engagement plan must be approved by OSCAR before it may be implemented.
- The capacity building plan must be approved by OSCAR before it may be implemented.
- All awards require OSCAR's written approval before they are made. No funds may be distributed without OSCAR's and the Board of County Commissioners written approval.
- All fund distributions require OSCAR's written approval before they may be made.

6   TYPES OF GRANTS

The project shall utilize either cost-reimbursement (CR) grants (or fixed-amount (FA) grants. The project will determine the appropriate grant type based on the proposed grant program, budget, and pre-award risk assessment.

6.1   COST-REIMBURSEMENT (CR) GRANTS

A CR grant reimburses the grantee based on actual costs incurred. The grantee submits monthly invoices for actual costs incurred and recorded, and is eligible for advance payments, provided the financial systems are adequate to track and liquidate advance payments. These costs must be allowable per the terms of the prime award and are subject to audit by the project and the Client, and therefore cost-reimbursement grantees must have sufficient financial management capacity and cost accounting systems and standards that are compliant with U.S. accounting best practices.
Programmatically, a CR grant defines broad, program objectives for the grantee and requires program reporting on an ongoing basis (usually monthly or quarterly).

CR grants are suitable under the following circumstances:

- PAA has revealed that the grantee possesses the required systems and capacity to manage a CR grant.
- The program objectives are broad and cannot be defined in terms of specific deliverables, outcomes, or milestones.

- Costs of performance cannot be determined with sufficient accuracy and reasonable certainty to establish fixed-amount payments.
- Costs of performance exceeds the Client's threshold for FA subawards or grants, if applicable.

6.2 FIXED AMOUNT (FA) GRANTS

FA grants are suitable mechanisms for any grantee (low or high capacity) when the expected outcomes, milestones and cost per milestone can be determined with reasonable certainty. They are performance-based grants with clear deliverables and milestones, and payments are tied to the achievement of each milestone/deliverable. Since payments are fixed and contingent on the milestone/deliverable completion, the actual costs incurred are not auditable by the projector the Client, and the grantee is not required to submit expense documentation. However, the project should use the applicable cost principles as a guide when negotiating the budget and fixed payment amounts.

The PAA will indicate whether the proposed grantee has the organizational and financial capacity and systems to manage a higher-risk, CR grant. If they do not, then an FA grant is a desirable mechanism to use, as it can ensure the use of well-positioned, low-capacity grantees and optimize performance while limiting the financial requirements incumbent on cost-reimbursement grants.

FA grants are suitable under any of the following circumstances, and limitations:

- The grant objectives can be defined in terms of specific deliverables, outcomes, or milestones, and each deliverable, outcome, or milestone can be costed out on a fixed-amount basis with reasonable certainty.
- PAA has revealed that a low-capacity grantee does not possess the required systems and capacity to manage a cost-reimbursement award. For example, if the PAA indicates a high-risk rating in the areas of cost accounting, payroll management, and/or property management, the project should consider a FA grant, provided that each deliverable, outcome, or milestone can be costed out on a fixed-amount basis with reasonable certainty.
- The total amount of the FA grant does not exceed the Client's threshold for FA grants, if applicable.

FA grants generally require more discussion during the pre-award stage to negotiate the SOW, work plan, milestones, budget and cost per milestone, timeline, and verification method for the milestones. However, that up-front work is offset by a reduced administrative burden and a focus on program performance and results, and therefore can be a useful mechanism when applicable.

6.3 GRANT TIER STRUCTURE

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

The BCEF has two funding tiers:
A. Tier 1 - "Community Root" Grants ranging from $5,000 to $50,000 meant to support early-stage or smaller-scale projects that aim to test ideas, build community partnerships, or launch pilot programs. These projects can be implemented by informal groups.
B. Tier 2 - "Community Reach" Grants ranging from $50,000 to $1,000,000 meant to fund more established projects or start up initiatives that have already been developed but

need funds to execute or continue. These projects involve greater investment and can demonstrate readiness to manage and scale impact and partnership.

The full tier structure, including eligible entities and number of award caps for the pilot cycle can be found in Appendix E.

6.4 GRANT TYPES FIGURES

The following Figure 5 illustrates features distinguishing each grant mechanism.

Figure 5: Grant Mechanism Comparisons

Features/Type	CR Grant	FA Grant
Maximum grant amount	● N See 6.3	● Client's applicable threshold
Competition requirements	● Apply	● Apply
Payment basis	● Advance payments (if eligible) and cost reimbursement	● Fixed payments for achievement of milestones
Advance payments	● Allowed	● Allowed, through payment schedule
Indirect costs	● Allowed	● Allowed (embedded in fixed payments)
Equipment	● Allowed	● Allowed
Restrictions on costs	● Allowable costs per the budget, applicable cost principles, and grant terms.	● Milestone budgets and payments are negotiated using the applicable cost principles as a guide.
Regulations and certifications	● Client flow-down regulations, grant terms, and required certifications	● Client flow-down regulations, grant terms, and required certifications
Audit	● Not applicable	● Verification of milestones achieved
Record retention	● Grantee required to keep records for seven years after submission of final reports	● Grantee required to keep records for seven years after submission of final report or final deliverable/milestone

7 ROLES AND RESPONSIBILITIES

Grants management responsibilities cut across a wide range of functional areas, requiring the involvement of not only grants-dedicated staff but also technical, finance and operations, capacity development, and MERL staff. For each grantee, the project will assign a grants management team of key individuals, across functional domains, in charge of monitoring various aspects of the grant including cost accounting, financial management and cost control, grant award compliance, program implementation, and MERL and data reporting. Each grantee will identify a primary program management staff point person in charge of overseeing implementation of the grant program and overall compliance.

Figure 6 describes possible project positions and responsibilities for managing the project's grants program.

Figure 6: Roles and Responsibilities	
Suggested Roles	**Responsibilities**
Project Director	- The Project Director has overall management duties. - Responsible for overall adherence to Client and contractual requirements, including granting approvals, meeting project/grant program deliverables, and remaining within grant program budgetary limits. - Provides leadership and coordination in communicating grants program vision and objectives to staff, ensures it is in line with the technical objectives of the project. - In partnership with client, develops RFAs and coordinates the evaluation process. - Oversees MERL plans and indicators for performance, building MERL capacity of grantee as needed. - Reviews program performance reports, ensuring achievement of benchmarks per stated work plans.
Senior Facilitator	- Designs, recruits, and facilitates participatory committees, including steering committee and/or evaluation committee - Identifies organizational and technical capacity development needs of the grantee. Based on assessment of organization and technical capacity needed, provides assistance to grantees via technical staff. - Leads community engagement planning and execution, including outreach events, office hours, and other touchpoints as relevant
Grants Manager	- Oversees landscape analysis to inform program design - Acts as main point of contact for grants. - Ensures coordination of project financial/administrative and technical teams. - Manages and oversees grant activities. - Works with various project staff to implement the grants program. - Provides and coordinates capacity development to grantees. - Ensures that the project and grantees comply with the project and Client rules and regulations. - Identifies and solves challenges in grant implementation. - Informs core client team of any issues or concerns immediately - Works with the technical team on programmatic aspects of the grant program. - Assists MERL staff in monitoring and evaluating the grantee performance. - Conducts site visits to grantees. - Develops resources and guidelines for grantees. - Facilitates workshops for applicants to support the application process, and for grantees to support grants management capacity building - Organizes grants program–related meetings and conferences. - Coordinates direct procurement for the grantees, if any. - In collaboration with Senior Facilitator, identifies capacity building needs of the grantee in order to link with appropriate technical staff to address these. - Coordinates and manages the grantee closeout process.
Finance Manager	- Tracks and manages financial aspect of grants. - Reviews monthly grantee expenditure reports and provides feedback to grantees. - Provides capacity development to grantees on financial management and works to resolve any financial issues in coordination with the grants manager. - Processes and produces grants program financial reports.

Figure 6: Roles and Responsibilities	
Suggested Roles	**Responsibilities**
	• Ensures financial health of grants program. • Works with the grants manager to set up grants-related financial accounts.
Grants Assistant/ Project Coordinator	• Assists grants manager and finance manager to ensure timely linkages and feedback between technical input and grants management and reporting requirements. • Assists grants manager with the solicitation, evaluation and selection of grantees. • Provides administrative assistance relating to developing, issuing, awarding, and monitoring grants. • Maintains grant files.

8   OVERVIEW OF GRANTING PROCESS

The granting process includes four primary stages: Solicitation; Evaluation and Selection; Grant Award; and Grants Management. The following table outlines the competitive process for issuing grant awards.

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The BCEF granting process can be found in Appendix J.

9   GRANT SOLICITATION

9.1   SOLICITATION APPROACH

The project conducts competitive selection of grantees. Non-competitive selection is on an exceptional basis only with appropriate justification and approval or direction by the Client.

The project may decide to publicly issue a Request for Expressions of Interest (REOI), which requests applicants to summarize their proposed activities through a concept note and provide evidence of capacity in managing grants. The goal of the REOI process is to develop a shortlist of eligible grantees that possess the minimum programmatic and organizational capacity, and past performance, to implement the full scope of grant activities. EOIs will be evaluated based on the requirements and criteria established in the REOI. The Grants Manager will conduct a preliminary review of the EOIs for suitability and present a summary of qualified applicants to the Grants Evaluation and Selection Committee (GESC), for final short-listing. For those EOIs that are not rejected, the project may invite the applicants to participate in an Application Development Workshop (see below), or respond directly to a Request for Application (RFA).

If the project determines that an EOI process is not required to identify qualified grant applicants, they may move directly to the RFA stage. This could occur, for example, if the project and Client have identified qualified grant applicants in advance, given the anticipated scope of work and known number of qualified and eligible grantee organizations.

9.2 APPLICATION DEVELOPMENT WORKSHOP

The project may elect to conduct an application development workshop to assist potential grant applicants in developing formal applications in response to a Request for Application (RFA). This workshop may be particularly useful for eligible applicants that are unfamiliar with the rigors of a formal, application process. During this workshop, detailed instructions on application development as well as grant award management will be provided. All interested potential applicants will participate in the grants management workshop, which will clearly outline the project's expectations for grant-making and provide detailed guidance on management of the grant, including mentoring and capacity building plans, reporting and M&E requirements, and administrative, management and financial procedures.

9.3 REQUEST FOR APPLICATIONS (RFA)

An RFA describes the problem statement and scope of services requested and invites applicants to propose their own program and activities that address the problem and align with the scope of services and project objectives. An RFA establishes a standard application format and evaluation criteria to ensure all applications are reviewed and assessed in an equitable manner. In addition, the RFA should take into account project, contractual, budgetary, and Client requirements and indicate what terms and conditions will be contained within the grant award, for full transparency. It is important to provide sufficient details in the RFA to allow applicants to develop a responsive application that is potentially successful. A thoughtful and well-crafted RFA is more likely to produce responsive applications from qualified applicants.

9.4 APPLICATIONS

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> Applications for the BCEF are tailored to each of the two tiers – with the application for Community Root Grants designed to be as low-barrier as possible in order to be accessible to informal community groups as well as registered grassroots organizations, and the applications for Community Reach Grants designed to gather a strong picture of the capacity and vision to actualize projects with a larger amount of funding (see Appendix F for each of the applications). The following considerations and guidelines influenced the design of the applications:
>
> - **Clarity and Accessibility.** Each section of the application includes clear instructions (jargon-free) outlining the information required, along with word or paragraph limits to support clarity and ease of completion. Application can be submitted in written, video, audio, or hybrid format
> - **Language Accessibility.** The Climate Equity Fund application is available in Spanish and can be translated into other languages upon request to ensure accessibility for all applicants.
> - **Project examples.** Eligible projects may include, but are not limited to: community healing events, storytelling initiatives, climate education workshops, mutual aid programs, land or water restoration efforts, and youth-led climate action.
> - **Templates**. The application provides templates for the timeline, budget, and any other additional tools. Templates are provided but applicants are welcome to use their own formats if readily available and preferred.

- **Glossary**. Definitions for terms such as community-centered, climate action, and frontline leadership, fiscal sponsorship, etc are available in a glossary to support shared understanding.
- **Technical Assistance Resources & Support.** Support is available throughout the application process, with weekly virtual or in-person hours in multiple languages, application how-to videos, etc. Any technical data tools (such as the Colorado Enviroscreen tool is supported by ample instructional resources and pathways)
- **Feedback.** Applications include an optional feedback form post-submission so that the BCEF can iterate and improve.

10 GRANT EVALUATION AND SELECTION

10.1 EVALUATION AND SELECTION OVERVIEW

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The CCC outlined a participatory evaluation process with community members, inclusive of a customized grants selection process which can be found in Appendix J.

10.2 GRANTEE QUALIFICATIONS

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The CCC outlined eligible (and ineligible) entities (see Appendix D). To qualify for a grant under the project, the organization should, at a minimum by a locally-based[1], frontline**[2], community-led, and community-based organizations (CBOs), including:

✔ Nonprofits 501(c)(3) or fiscally-sponsored organizations

✔ Tribes and Tribal entities

✔ Mutual aid networks

✔ Neighborhood associations - mobile home parks, low-income housing, Boulder housing partners

✔ Resident-led initiatives

✔ Informal groups or coalitions without official nonprofit status or fiscal sponsorship are eligible to apply to Tier 1 only

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[1] Locally-based means applicants are located within Boulder County
[2] Frontline communities are those that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income (Ecotrust Frontline Communities)

Entities ineligible to be a lead applicant, but eligible to partner/support a lead applicant in the project work:

- ✔ Universities

- ✔ Municipalities as well as county, state, and federal governments

- ✔ Individuals (without collaboration with others)

- ✔ For-profit businesses

Ineligible applicants include:

- ✔ Organizations that have an active grant with OSCAR

- ✔ Individuals applying as sole entities without collaborators

The project will undergo a due diligence process to ensure the proposed grantee is not suspended, debarred, or included on any excluded parties lists. Grants Evaluation and Selection Committee (GESC) The project will establish a GESC to ensure transparency and equity in grant application evaluations.

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> For BCEF, a Community Evaluation Committee ("CEC") will act as the GESC. The CEC plays a key role in reviewing applications submitted to the Boulder Climate Equity Fund (BCEF). This group of community members will read, score, and discuss proposals, bringing their lived experience and local knowledge into the decision-making process. Their recommendations will help guide funding toward projects that reflect climate justice values, support equity, and strengthen resilience in Boulder County's frontline communities. The CEC overview, objective, composition, roles and responsibilities, evaluation process and steps, recruitment process, selection process, considerations, and timeline for the 2025 pilot cycle of the BCEF can be found in Appendix H. The CCC also informed a customized COI process for the BCEF that can be found in Appendix I.

10.3 GRANT APPLICATION EVALUATION

As recommended by Collaboration Creation Committee, and approved by Boulder County Commissioners on 7/8/2025:

> The specific evaluation criteria for the BCEF applications were influenced by input from the CCC and can be found in Appendix G.

10.4 SELECTION FOR PAA

Once a recommendation for potential funding is made during the initial evaluation process, the project must conduct a PAA of pre-selected applicants to assess risk and to further verify the applicant's capabilities to fulfill what has been proposed in their application and responsibly manage grant funds in accordance with the grant award terms and conditions. Time must be built into the review process in order to conduct a PAA for all selected grantees. The PAA will look at a number of areas, including organizational status and structure, management systems, financial management and cost accounting

systems, human resources, and program and performance management systems. This process can take the form of a desk review or an on-site review of applicant's system, documentation, and staff interviews. It is important that the applicant understand that a pre-award assessment is not a guarantee of funding; rather, it is used to inform the project whether or not it will ultimately fund the applicant and any risk mitigation measures to put in place should a grant award be recommended. For applicants with little experience implementing under Client awards, an on-site visit is recommended, pending any geographic limitations.

Specifically, through the PAA the project will:
- Ensure the organization has acceptable financial and accounting systems and internal controls in place that at a minimum provide for accurate, timely, and complete disclosure of all receipts and expenditures;
- Ensure the organization has sufficient technical expertise and capacity to implement programming as indicated in the application scope of work;
- Determine that the applicant has adequate financial resources, or the ability to obtain such resources, as may be required during the performance of the award;
- Determine that the applicant has the ability to comply with the award, taking into consideration any other existing applicant commitments;
- Determine that the applicant has a satisfactory record of performance;
- Determine that the applicant has a satisfactory record of integrity and business;
- Determine that the applicant is otherwise qualified to receive an award under applicable laws/regulations; and,
- Determine that the applicant exists as a going concern and has no legal suits or litigation against it.

The results from the PAA will (1) determine if the applicant will be awarded with a grant, (2) determine if there are any pre-award conditions that must be met prior to signing an award, and (3) inform any specific conditions of the grant award, should the applicant be chosen for funding. For example, if the PAA determines that the grantee needs additional oversight and capacity building for financial reporting, the frequency of site visits should be increased, or full expense documentation may be required and included as specific condition in the grant award. Other possible specific conditions that may be imposed on a grantee include:

- Requiring payments as reimbursements rather than advance payments;
- Withholding authority to proceed to the next phase of the work plan until receipt of evidence of acceptable performance within a given period of performance;
- Requiring additional, more detailed financial reports;
- Requiring additional project monitoring;
- Requiring additional technical or management assistance; and,
- Establishing additional prior approvals

10.5 FINAL REVIEW AND SELECTION

The grants staff will submit a report to members of the GESC which documents the outcome of the PAA. This should confirm that the evaluation of the application is consistent with the findings of the PAA, further validating the evaluation or highlighting areas of question or concern. If the applicant is recommended for a grant award, a smaller subset of the GESC will be called to inform subsequent

project-grantee negotiations and grant award development, and should consist of the discussion and documentation of:

- The application evaluation and PAA outcome;
- Action points to address regarding the application before signing the grant award;
- Action points / requirements to include in the grant award specific to the grantee; and,
- An understanding and documentation of the application and organization strengths and weaknesses.

10.6 CLIENT APPROVAL

As applicable, the project will prepare a request for grant approval, in accordance with Client requirements, and submit to the Client for approval. If the CO has authority to approval, the project will first seek concurrence from the COR, to ensure the COR agrees with the selection or has the opportunity to raise any concerns with the selected grantee, before submitting to the CO for approval. If the COR is delegated authority to approve the grant, the project should seek concurrence from the COR before submitting the formal request for approval to the COR.

11 GRANTS MANAGEMENT – ADMINISTRATION

11.1 GRANTS AWARD DEVELOPMENT

The following details the necessary steps, requirements and guidance to be considered in developing and signing a grant award once the evaluation process is complete and documented and Client approval received. In order to build a successful partnership, the project should take into account that grantees may require guidance to fully understand the terms and conditions of their grants (e.g., grantees unfamiliar with a FA grant instrument). This can be discussed during the grantee's orientation session. Furthermore, the Project Director must maintain constant communication and coordinate with the Client, as necessary, on grants management tasks during all phases of grants management.

The following steps should be followed to further develop and execute specific grant awards. Several stages may happen concurrently and the process should remain flexible to accommodate any circumstances that arise.

1. **Notify Successful Applicants:** The Grants Manager will inform successful applicants indicating that their application has been preliminarily approved, subject to grant award negotiation.
2. **Develop Grant Award:** Identify the appropriate grant type (CR or FA) and prepare the grant award draft based on the grantee's application. Review the PAA for any specific conditions identified during the review and incorporate into the grant award.
3. **Negotiate and Sign the Grant Award Terms**: The Grants Manager or other designee will work with each grantee to finalize the grant award.
4. **Maintain Award Files**: All documentation and correspondence relating to the grant award (including solicitation) will be placed in each grantee's individual file. An auditor or other third party should understand the grant award process without additional verbal or written explanation.
5. **Notify Unsuccessful Applicants:** A notification is sent to the unsuccessful applicants, providing minimum detail, to recognize their effort on the application and to inform them of the decision

to not award a grant. This should only be done after all grant awards have been signed for that particular grant round.

11.2 GRANTS ORIENTATION

After a grant award is signed, the project should hold a Grants Management Orientation session with selected grantees to ensure a common understanding of grant requirements, oversight, and monitoring. The Orientation session will:

- Provide a forum to establish a relationship between the project and grantee staff members;
- Assist grantees to set up their grant systems to meet programmatic, financial and administrative requirements;
- Discuss and reinforce project and Client requirements;
- Review the grant award requirements, terms and conditions and discuss any questions or comments that may arise;
- Review expectations for financial management, accounting, invoicing, and documentation review;
- Share expectations between the project and grantee related to grant management and implementation. Importantly, the grantee must understand they are to communicate only with the project and not directly with the Client;
- Review proposed schedule for on-site visits and implementation site visits, as practical; and,
- Provide overview of project's expectations on ethics, fraud, and safeguarding. All grantees will be required to adhere to these standards related to conflict of interest, fraud, whistleblower policy, how to report ethics violations and fraud concerns, and safeguarding against exploitation, sexual abuse, child abuse, and child neglect.

11.3 PROJECT GRANT FILES

For each grant award, the project should maintain soft copy files (or hard copies, when soft copies are unavailable) of all relevant documentation related to grantee selection, grant administration and implementation, and grant closeout. The grant files would generally contain the following documentation, as applicable per the grant mechanism:

1. **Overall grants program files**
   - Grants Manual
   - Solicitation, evaluation and selection files
   - REOI and RFA for each grant round and accompanying documentation (expressions of interest, advertisements, received applications, evaluation documentation, etc.)
   - Applications
   - Approvals

2. **Individual grantee documents**

   a. **Administrative Documents**
      - Grant application
      - Pre-award assessment, documentation and results
      - Evaluation and Selection documentation

- Client approval
- Signed grant award
- Signed modifications and associated documents, if applicable
- Relevant project and grantee correspondence
- Grantee Monitoring Plan

   b. **Financial Documents**
- Financial action items for pre-award conditions, as applicable
- Bank account information
- Approved budget
- Grantee financial reports
- Payment forms (invoices, milestone payment requests, advances and reconciliations, reimbursement documentation)
- Supporting documentation (as applicable)

   c. **Programmatic (including MERL) Documents**
- Technical action items for pre-award conditions, as applicable
- Work plan
- Grantee technical reports, deliverables or milestones
- Monitoring and evaluation reports
- Impact assessments, if applicable

11.4 GRANTEE MONITORING PLAN

Projects should develop a Grantee Monitoring Plan to document oversight and monitoring of the grants program, given the size and importance of the program under the prime award. JSI will determine monitoring requirements for each Project through a risk-based analysis according to JSI's internal processes.

11.5 PROPERTY MANAGEMENT AND REPORTING

If a grant award involves purchase of property, those grantees are required to maintain property records and maintenance procedures in accordance with the terms of the grant award. Grants staff should review the property reporting requirements, and thresholds for property disposition at grant closeout, with grantee staff, to ensure all Client-funded property is managed in accordance with the Client's terms and governing regulation, and property inventory logs are prepared by the grantee and available for review by project staff during site visits or upon request.

11.6 CODE OF CONDUCT

Grantees must be oriented in ethics and fraud mitigation and reporting in accordance with the following standards:

Conflict of Interest: Grantees must act in a manner consistent with their official responsibilities. Grantee staff, members of their immediate family, their spouse or partner or friend must not have any affiliation or interest that might prejudice, or be seen to prejudice, the grantee's impartiality in decisions related to its official responsibilities.

Fraud: Fraud is the intentional deception to deprive the project unlawfully of something of value or to secure something for individual benefit, privilege, allowance or consideration. Examples of fraud include, but are not limited to, product substitution, billing for services not rendered, theft of materials, overcharging of products and labor, kickbacks, bribes, bid rigging and conflict of interest.

The project adheres to a zero-tolerance policy of fraud. Grantees must conduct themselves in an ethical manner and must exercise due diligence to prevent and detect fraud, and other criminal or unethical conduct. Fraud committed by grantees can lead to any combination of disciplinary action, criminal prosecution, withdrawal of all current and future funding, reimbursement of funds expended, fines and closure of grants.

Fraud Reporting: When unethical behavior is observed but not reported, that also is fraud. Grantees must comply with the terms of their grant award and disclose, in a timely manner, all violations of Federal or State criminal law involving fraud, bribery or gratuity violations potentially affecting the grant award to the project. The project will notify the Client.

Trafficking in Persons: Grantees must comply with the terms of their grant award governing anti-trafficking. Grantees and their employees, subcontractors, and subcontractor employees are prohibited from engaging in trafficking in persons, procurement of commercial sex acts, use of forced labor, and other acts that directly support or advance trafficking in persons. Grantee must immediately report to the project any information obtained that alleges that any employee, subcontractor, or subcontractor employee has engaged in trafficking in persons, procured commercial sex acts, or used forced labor in the performance of this subaward.

Safeguarding: Grantees must comply with the terms of their grant award governing safeguarding standards of behavior. Grantees and their employees, agents, interns, or any other person provided access or contact with beneficiaries, are prohibited from engaging in any exploitation, sexual abuse, child abuse, and child neglect, supporting or advancing these actions, or intentionally ignoring or failing to act upon allegations of these actions. Grantees must immediately report to the project any allegations of exploitation, sexual abuse, child abuse, or child neglect.

Discrimination: Grantees shall not exclude, deny benefits to, or otherwise discriminate against any of the intended beneficiaries of the program on the basis of race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, disability, age, genetic information, marital status, parental status, political affiliation, or veteran's status.

Whistleblower Policy: The project requires the support of grantees to achieve compliance with laws and regulations. Alleged unlawful activity, policy, or practice should be brought directly to the attention of project management for appropriate investigation to take place.

The grantee or project will not retaliate against any individual who, in good faith, discloses or threatens to disclose, has made a protest or raised a complaint against some practice of the grantee, or of another individual or entity with whom the grantee has a business relationship, inclusive of governmental or non-governmental, on the basis of a reasonable belief that the practice is fraudulent or in violation of law or a clear mandate of public policy concerning health, safety, welfare, or protection of the environment.

Funds may not be used for purposes that violate federal law.

12   GRANTS MANAGEMENT – PROGRAM MANAGEMENT AND REPORTING

12.1 PROGRAM REPORTING

The grant award must include all required program reporting in order to monitor the grantee's progress. Generally, progress reporting will include the following:

- Progress reports at a specified frequency (monthly or quarterly);
- Contributions to the project's quarterly and annual reports;
- Deliverable-specific reports or contributions, depending on scope of the grantees and project deliverables; and
- Deliverables and milestones, if implementing under an FA grant.

Progress reports will generally include:

- The main achievements of the grant during the specified time period;
- An explanation of any constraints or challenges;
- Progress against quantitative and qualitative targets, activities and milestones; and,
- Activities to be undertaken in the next reporting period.

The project should emphasize to grantees the importance of prompt reporting. If reporting is consistently late or unacceptable in quality, the project should consider withholding advances/reimbursements, or other disciplinary actions including suspension of grant activity.

Progress reports should be reviewed along with the financial reports or invoices for that period. Before accepting a financial report for processing, it is good practice for the finance team to liaise with the assigned program/technical project staff member to confirm that the grantee has performed to the required standards. If there are any concerns on performance, the project reserves the right to withhold payment, per the terms of the grant award, until the grantee provides an adequate response.

12.2 MONITORING AND EVALUATION PLANS

In the application phase, grantees should be asked to develop a monitoring and evaluation plan as part of their application. MERL plans provide written documentation of what the grantee intends to achieve and how specifically the grantee intends to measure and document achievements. The project should use the MERL plan, along with the grantee implementation plan and technical reporting, to track programmatic progress of the grant. In many cases, the grantee may need technical support to strengthen the MERL plan and develop it into a robust project monitoring tool. In addition to being a key source for tracking programmatic progress of the grant, it is also important for the project to view grantee MERL planning as a tool to develop a grantee's overall MERL system and capacity in the critical area of performance management. The applicant's MERL plan should be carefully reviewed at submission.

Grantee MERL plans typically include:

- Identification and quantification of main indicators/objectives to be achieved;
- Deliverables and key activities related to each indicator;
- Numerical targets;
- The type of data that must be collected;
- How the data will be collected (e.g., Demographic and Health Survey, baseline research, key-affected population study, routine data gathering); and,
- When the data will be collected.

Some grantees may need assistance in further developing or refining their MERL plans after the grant is awarded, depending on their level of experience. Grantee MERL plans should be as simple as possible. The project should verify that the grantee has the experience and skills to undertake the MERL activities required, and that MERL plans are not overly complicated and do not include unfeasible research.

To assist in reviewing grantee MERL plans, projects should consider the following points:

- Does the MERL plan cover the most important aspects of the program?
- Are indicators of success clear and numerically defined?
- Is the MERL plan as simple as possible?
- Is the plan feasible within the context and time frame of the program?
- Is the plan compatible and complimentary to the grantee's organizational MERL systems?
- Is the plan compatible with any corresponding MERL indicators (e.g., approved project indicators) as applicable?
- Does the grantee have access to the data, and skills to collect and analyze the data required in the MERL plan? If not, can the project help to develop these skills?
- Has the grantee identified the individual(s) who will implement the MERL plan and do they have the skills required to do so?

Project provision of periodic training in monitoring and evaluation is one way to provide additional technical support to grantees.

12.3 MONITORING SITE VISITS AND CAPACITY BUILDING

Routine site visits may be appropriate for grantees within geographic proximity of the project where travel is not cost prohibitive. Site visits provide for direct, on-site discussions with key grants staff on any performance deficiencies or areas of confusion, and review of documentation, to ensure the grantee is complying with the terms of the grant award. Site visits also allow for the identification of any gaps in programming or technical assistance needs, to inform ongoing capacity building endeavors. When not practical, on-site visits may be replaced with virtual meetings and desk reviews.

Program Monitoring Visits
When travel is practical, it is good practice for members of the grants management team (financial, grants, technical, and MERL staff) to conduct routine site visits to the grantee offices, to meet with program teams, management, and discuss any concerns regarding implementation of their scope. This is normally part of the PAA of the grantee and should continue throughout the project. Site visits are important not only to discuss implementation and performance, but also to conduct the necessary program compliance checks, such as those to ensure compliance with the Client's program compliance elements, as well as on-site reviews of documentation and systems.

The timing of routine monitoring site visits can vary widely, from one or more per quarter to at least once a year. During visits, project staff should review key documentation to identify any areas of deficiencies that require more effort on the part of the grantee or capacity building, including:

- Progress of work plan;
- Invoices, payment request, and inadequate expense documentation;
- Progress on the M&E plan;
- Most recent technical and financial reports;
- Status of any required project actions (e.g., approvals, report feedback); and,
- Any previous monitoring visit reports or checklists.

The project staff person(s) making the visit should be familiar with issues related to the technical and/or financial aspects of the grant (as appropriate for the scope of the visit). It can be very discouraging to grantees to be monitored by someone who does not know the background of their grant, and cannot answer their questions or address their urgent needs.

Aside from reviewing key grant documentation as noted above, monitoring visits generally include:

- Review of project progress, reporting, data accuracy, and any issues with grant senior staff;
- Courtesy calls or meetings with local stakeholders; and,
- Field visits to actual service sites and discussions with a sample of service providers, community volunteers, and/or clients.

For low-capacity grantees, this is also an occasion to work with the grantee's program, operations, and management teams to build their capacity in those deficient areas identified during the PAA process. Through an emphasis on trust, collaboration, and partnership, the project should approach capacity development holistically and build strong relationships with all grantees to promote accountability, transparency, and local ownership. Sustainable capacity development is a collaborative process requiring time, commitment, and mutual respect; thus, the project must be deliberate in its approach to capacity development and budget funds and time accordingly.

Technical Assistance Visits

Technical assistance (TA) visits are slightly different from program monitoring visits, although the two can be combined. Usually, they are longer than monitoring visits and typically involve some on-site training or on-the-job mentoring. Ideally, technical assistance needs are identified jointly by grantee staff and project staff. Since, potentially, most grantees may need a lot of TA, the project must prioritize needs, and focus on the most urgent ones. Usually, a technical specialist, either from the country or from headquarters, undertakes TA, and topics are specific (e.g., data collection, breast feeding, community mobilization, work plan budgeting, procurement).

12.4 ASSESSMENTS

Assessments of the grantee—related to technical, financial, or other capacity development needs—may be conducted at different points during the life of the grant, as needed and determined by the project. PAAs are conducted to determine the grantee's capacity to manage the grant funds and develop into responsible stewards of future Client funding. In addition to that assessment, the project may conduct additional reviews of grantees during project implementation. These assessments may be:

- Conducted before or during the implementation of a grant award;
- Performed by the project to determine grantee strengths and areas for organizational and technical improvement for continuing implementation;
- Used to check on grantee organizational, technical, and financial systems and implementation and assess improvement over time; or,
- An opportunity to follow-up on red flags that have been raised in review of grantee reporting that necessitate a closer look at grantee systems.

Below are descriptions of three types of assessments often used by projects to inform capacity building efforts between the project and the grantee.

The organizational capacity assessment (OCA) is a participatory tool between the project and the grantee that measures the grantee's organizational and technical performance benchmarks, identifies training needs and ongoing coaching and mentoring, engages partners in collaborative operational discussions to address gaps, and serves as a compass for planning and remedial actions when performance benchmarks are not met. The OCA should be tailored to the organization based upon the pre-award assessment and grantee performance.

Financial reviews can be conducted throughout the life of the grant on an as-needed basis. Financial reviews often are used when a grantee does not exceed the threshold for a formal audit and the project determines a need to review grantee finances in more detail. Gaps identified during the financial reviews are flagged for additional training and mentoring (as needed) jointly with the grants management team.

Technical capacity assessment (TCA) provides a more in-depth understanding of the grantee's technical strengths and gaps. Similar to the OCA, the TCA is a self-assessment tool that is applied by the grantee and facilitated by the project. Findings from the TCA result in an action plan that is monitored by the grantee and project's technical teams to ensure programs adhere to national and international guidelines and protocols and meet the needs of the intended communities and beneficiaries.

12.5 PERFORMANCE MANAGEMENT

If the grantee has consistently under-performed against the expectations of the project, as established in their SOW, the project should consider putting the grantees on a performance improvement plan (PIP). The PIP must clearly indicate the following:

- Areas where performance is lacking;
- Previous correspondence communicating under-performance;
- Specific objectives and milestones for the grantee to achieve to move off the PIP;
- Clear timelines for performance improvement;
- Reference to the grant award clauses, where applicable; and,
- Corrective actions to be taken should the grantee fail to improve performance.

Corrective actions may include a suspension or stop-work order or possible termination. It is critical for staff assigned to a specific grantee to document all instances of under-performance or non-compliance with the grant award or project instructions. A lack of such documentation makes it difficult to come to terms with the grantee on performance issues and move forward with suspension or termination, as necessary.

13 GRANTS MANAGEMENT - FINANCIAL

13.1 GRANTEE FINANCIAL MANAGEMENT SYSTEMS

The use of funds should be closely monitored to ensure that grantees comply with project and Client requirements. The project is responsible for tracking all grant finances. Each grantee should have their own financial systems in place to provide for adequate accounting, financial monitoring, auditing, and financial reporting of grant funding. In order to ensure effective grant financial management, the project should:

- Inform and educate grantees on grant award responsibilities and project expectations;
- Ensure that grantee senior management understands its fiduciary responsibilities;
- Ensure that the grantee complies with financial requirements stipulated in the grant award;
- Monitor financial status of grants; and,
- Provide assistance to grantees as needed to improve their financial systems.

The project should not expect or require that grantees have perfect financial management systems in place to receive project grant funding. However, the project should note which grantees have financial management systems in need of improvement. This could be noted as early as the application process, during PAA, during an OCA, or during a site visit once grant implementation is underway. An emphasis should be placed on improving these systems.

The following features are indicative of an adequate grantee financial system. The project should work with the grantee to achieve the following if not initially met:

- Accurate, current, and complete disclosure of grant award finances in accordance with the reporting requirements in the grant award and any included provisions;
- Records that identify the source and expenditure of funds for grant activities;
- Effective control over and accountability for all funds, property, and other assets. This includes safeguarding of assets and ensuring they are used solely for authorized purposes;
- Comparison of actual expenditures with budget amounts. Use of financial information related to performance where appropriate;
- Procedures to minimize the time elapsing between the transfer of funds from the project and the disbursement by the grantee;
- Procedures for determining the reasonableness, allowability, and allocability of costs in accordance with the provisions of the grant award;
- Accounting records, supported by documentation, that at a minimum identify, segregate, accumulate, and record all costs incurred and which fully disclose the amounts and expenditures by the grantee

13.2 GRANT BUDGET OBLIGATIONS

The project will provide incremental funding, or obligated amounts for spending, to the grantee. These obligations are typically issued on a quarterly basis and ensure that the grantee is spending in accordance with its approved budget. Obligations are financial management tools that ensure that the

project does not over-obligate funds. Obligations should initially be calculated based on the grantee's approved budget.

Finance staff should determine reasonable initial and subsequent obligation amounts for each grantee depending on the following factors:

- **Project obligation**: Obligation amounts should consider the project's obligation amount (percentage of total budget) and intended duration. Grantees should typically not be obligated more than a similar percentage of the project's obligation unless there are extenuating circumstances (for example, the grant time period is particularly short and the ceiling is low).
- **Grantee financial management**: If the project determines that the organization needs improvement in financial management, the obligations should be administered in frequent, smaller amounts until the organization improves in this area.
- **Timeframe of activities**: Obligation amounts should take into account whether any large-scale grantee activities are to be performed within a specific timeframe. Grantee work plans and budgets can be used to determine these amounts.

13.3 FINANCIAL REVIEWS

The project can conduct financial reviews of the grantee at any time. The review can be as simple as an examination of all or a sample of transactions related to a grant, or can be as thorough as a complete financial systems review. This can be established as part of the routine monitoring site visits or performed on an as needed basis (if for instance there are any red flags).

The purpose of a financial review is to:

- Ensure that the grantee is properly expending and accounting for grant funds;
- Follow-up on any inconsistencies in grantee financial reporting;
- Review overall systems and improvements;
- Investigate suspected indiscretions; and,
- Provide opportunities for ongoing capacity building of grantees

Financial review findings are also often helpful in guiding ongoing capacity building of grantee financial management systems. The outcome of each review should be documented and shared with the grantee in a report/action plan that detail findings and suggestions for improvement.

13.4 ADVANCE PAYMENTS
Grantees may be eligible to receive advance payments. Advance payments are forward-funded cash payments made to a grantee before the grantee disburses the funds for program purposes.

In order to be eligible to receive advance payments, the grantee must meet the following minimum standards for fund control and accountability:

- The grantee maintains, or demonstrates the willingness to maintain, written procedures that minimize the time elapsing between the receipt of advance payments and disbursement by the grantee.

- Advance payments must be limited to the minimum amounts needed and be timed to be in accordance with the actual, immediate cash requirements of the grantee. The project defines the "immediate cash requirements" as those required during a 30-day period, and therefore only monthly advances are permitted. The timing of advance payments must be as close as is administratively feasible to the actual disbursements by the grantee for direct program costs.

- The grantee must have a cost accounting system that can properly segregate and track advance payments and disbursements by cost objective (i.e., individual projects).

- If the grantee anticipates generating program income under the grant, it must disburse funds available from program income before requesting additional advance payments.

- The grantee must maintain advance payments in an interest-bearing bank account, unless any of the following apply:

    o   The grantee receives less than $250,000 in awards per year.
    o   The best reasonably available interest-bearing account would not be expected to earn interest in excess of $500 per year on advance payments balances.
    o   The depository would require an average or minimum balance so high that it would not be feasible within the expected advance payments schedule.
    o   An interest-bearing account is not readily accessible .

13.5 GRANT PAYMENTS AND DOCUMENTATION

Grant payments are made based on the grant type: CR or FA grant. Before payments or reimbursements are made, the project should take the following steps to ensure funds are distributed according to the grant award terms and the scope of work.

CR Grants
- Review the advance payment request. Ensure projections are in line with budget and work plan and all previous advances are reconciled before additional funding is given.
- Review the expense/advance liquidation report. Technical and financial staff should work together to verify expenses are in line with line items and scope of work detailed in the grant award.
- Ensure that the expenses are supported by grantee documentation. This can be completed through periodic on-site review of documentation or verification of receipts submitted with expense reports.
- Ensure grantee costs are in accordance with the grant award terms.

FA Grants
- Review and approve the grantee's deliverables/milestones payment schedule. This schedule links payments to specific deliverables or milestones and establishes evidence/documentation of milestone completion, which the grantee must submit along with the payment request, to document completion.
- Verify the completion of deliverables or milestones. Ensure that the achievement of deliverables is supported by grantee documentation and/or certification. It is suggested that the project take

steps to verify the completion of deliverables independently; this expectation can be made clear to the grantee in the grant award. Accordingly, payments may be suspended if deliverables are not completed. It is important that financial and technical staff work together to ensure that deliverables are met before payment is made.

<u>Documentation for Payment</u>
The documentation required for payment is different for each type of grant. The table below lists the documents required and review criteria for each type.

CR Grant

Documents Required	Review Criteria
- Grantee financial report - Advance request - Receipts/expense documentation (if applicable)	- Ensure costs are allowable and in line with budgeted line items. - Reviewed by technical staff to ensure that costs are in line with scope of work. - If issuing an advance, ensure that there is not a significant amount of available funds in grantee bank account from previous advance. - Expense report amount was not significantly higher or lower than previous advance request. - Ensure approval for international travel and/or procurement of equipment.

FA Grant

Documents Required	Review Criteria
- Milestone certification and evidence of completion - Invoice for payment	- Milestones have been achieved. - Documentation reviewed by technical and MERL staff to ensure that the work was completed to expectation - Deliverables approved by appropriate staff.

14 GRANT CLOSEOUT

An efficient closeout of any grant requires advance planning and preparation. The project should begin preparations for grant closeout at least six months before the end of the grant award, and review all closeout requirements, action items, and closeout schedule with the grantee's management team during one of the on-site visits, or through a designated closeout meeting. All grants must be completely closed out within six months of the project end date.

Key closeout actions for respective project, functional staff overseeing the grant are included below. This is not a chronological list of closeout items and the grants staff should develop a closeout schedule for each grantee, to be maintained and tracked, to ensure a smooth and efficient close out of the grant award.

14.1 PROGRAM/TECHNICAL

Program and MERL staff assigned to monitor each grantee must review the program and technical reports and deliverables in the grant award and follow up with the grantee early during closeout preparations to ensure any issues with submitted reports and deliverables are addressed and that the grantee is aware of the timelines for submission of final deliverables and reports. This includes progress toward indicators and targets included in a grantee's or project's MERL plan.

14.2 ADMINISTRATION

Notification of Closeout
The project should send each grantee a letter notifying them of closeout at least three months before the end date of the grant award. The closeout notification should clearly stipulate any upcoming administrative, financial, and programmatic reports and deliverables due before closeout and timelines for submission.

Documentation and Records Retention
Grants management staff must review the grant award to ensure all deliverable requirements have been met, and follow up with key functional grantee liaisons in program, MERL, and finance. It is important to remind the grantee that per the terms of the award, all records related to the grant must be retained by the grantee for a period of seven years after submission of their final expenditure/ payment report, in the event of projector Client audit.

Property Reports and Disposition Instructions
Grants staff should review the grantee's property inventory log and develop a plan for disposition. Consult the grant award and governing regulation to determine the types of property and dollar thresholds that require Client prior approval, if any. Ensure sufficient time to prepare the disposition request, review and approval by Client, and transfer of property and property title to the approved recipient.

Grant Closeout Modification and Release of Liability
Upon confirmation that all closeout actions have been completed, all deliverables and reports submitted and approved, and all financial reconciliations completed, grants staff must prepare a final closeout modification to the grant award, effectively closing out the grant and confirming completion of all actions by the grantee. The closeout modification will also include language on a Release of Liability.

14.3 FINANCIAL

Clearing Outstanding Advances and Expense Documentation
Clearing out grantee finances often takes the most time of any closeout action item, so grants and finance staff should begin this process early and meet with the grantee finance staff to review any missing documentation on questioned costs and timelines for closeout. If the grantee receives advance payments, all advances must be completely reconciled and missing expense documentation submitted and approved before final closeout of the grant. If the grantee remains with an unliquidated advance, it must be deposited into the project's account, in accordance with the terms of the grant award.

Final Invoice/Payment Request

Grants staff shall remind the grantee of the due date for the final invoice/financial report, or final payment request (under an FA grant). Closeout does not eliminate the responsibility of the grantee to return any funds due as a result of later corrections, refunds, or audit findings post-closeout.

Reduction of Ceiling and Obligation

Under a CR grant, once the grantee has reconciled all advance funding, or the final invoice is approved, project grants staff must reduce the obligated funding to the final total expenditures, through a de-obligation action in the final closeout grant modification. Under a FA grant, the closeout modification should indicate the final, total fixed amount paid under the award, based on approved deliverables and milestone, without any obligation for further payment.

APPENDIX A – COLLABORATIVE COCREATION COMMITTEE ("CCC")

CCC Overview & Purpose

The BCEF is guided and led by the expertise of the communities it intends to serve, partly through the Collaborative Creation Committee. The CCC -- consisting of community advisors that represent Boulder County, engage in diverse environmental justice focus areas, and bring together community networks spanning from rural to remote to urban across Boulder County – was established in May 2025 to guide the strategy and design of the BCEF. Through a series of 6 meetings, the CCC advisors participated in the co-creation of the grantmaking processes and guided the launch of the pilot funding cycle, including input on the application, application evaluation criteria, community outreach approach, and funding distribution strategy.

CCC Role Description Shared with Nominees

Role Type:	Advisory (Non-Advocacy)
Compensation:	$70/hour
Commitment:	4-6 meetings over 1-2 months
Location:	Virtual, In-Person, or Hybrid

Colorado communities face climate change impacts like reduced snowpack, earlier snowmelt, poor air quality, extreme weather, wildfires, and high heat. In response, Boulder County created the Sustainability Initiative in 2005 to reduce its environmental footprint and support residents, businesses, and employees. In 2020, it became the Office of Sustainability, Climate Action & Resilience (OSCAR), which now leads cross-departmental and community efforts to promote sustainability and resilience.

OSCAR has hired JSI to co-create, administer, and manage a new Boulder County climate equity fund and grant process to advance climate justice in frontline communities across Boulder County. JSI is a global nonprofit dedicated to improving lives through better health and education outcomes for individuals and communities, and with extensive experience in environmental health, grant making and community engagement.

We are thrilled to invite 6 passionate and rooted community members nominated by OSCAR and selected by JSI to join the Collaborative Creation Committee (CCC), a collaborative leadership group tasked with designing and identifying priorities for a community-led grantmaking process that will invest $3 million into climate and health equity efforts across Boulder County.

As CCC member, you will play a key role in helping to shape recommendations on how resources might be allocated, which priorities could be considered for funding, and how the process can best reflect and serve communities most impacted by climate change. Your insight, experience, and leadership, in consultation and coordination with JSI and OSCAR, will culminate in a recommendation to the Board of County Commissioners for the design of this fund.

We are creating something that challenges traditional power dynamics in grantmaking by centering lived experience, local knowledge, and grassroots leadership, and we want you to be a part of it.

Overview

Boulder County residents care deeply about their communities. They step up, take action, and get involved in the decisions that shape local life. If you've been nominated to join the CCC, it is because you bring something valuable to the table, such as:

1. **Lived experience.** You have experienced firsthand, or have supported others through, climate change, environmental injustices, displacement, health inequities, or related community challenges.
2. **Community connection.** You are deeply connected to a place, culture, or group. Community knows you, trusts you, and turns to you to express shared concerns.
3. **Collaborative spirit.** You are open to working with people from different backgrounds. You listen with respect, share generously, and believe in collective problem-solving.
4. **Curiosity and openness.** You do not need to be an expert. What matters is that you bring your voice, your questions, and your willingness to grow and contribute.
5. **Grants Experience.** You have some level of experience in the grants process. Participatory grant making involves all of the above, and your knowledge here will be extremely valuable.

Your contributions will help:

- Define goals and values that reflect community needs and aspirations
- Identify funding priorities aligned with climate justice, resilience, and health
- Develop inclusive application processes that welcome diverse groups and projects
- Establish fair review and recommendation-making tools that reflect community's voice
- Guide how to define and measure success, and systematically map and prioritize the community ecosystem to align with grantmaking approach.

CCC Roles & Responsibilities

- Commit to 4 to 6 meetings (approximately 2 hours each) over 1 to 2 months
- Contribute 2 to 4 additional hours outside meetings
- Participate in working sessions to review, refine, and finalize grantmaking materials
- Help shape the grantmaking vision, funding priorities, and selection criteria for a $3M community investment
- Collaborate on inclusive community outreach, ensuring that those most impacted are aware and supported in applying
- Promote a process that is community-centered, accessible, and equity-driven.
- Strengthen and identify connections with local leaders, organizations and partners.
- An hourly compensation rate that honors your time, voice, and lived expertise

Nomination Process

OSCAR will nominate 10 individuals to participate in the selection process to be part of CCC. JSI will invite nominees to participate in a selection process to identify the 6 CCC members. Our selection process will be conducted through an equity lens to ensure fairness, inclusivity and transparency at every stage.

1. Nomination: May 12, 2025

- OSCAR submit list of nominees
- JSI to review the list of nominees with OSCAR
- Learn about background, skills and expertise
- Reach out to the nominator if we need to verify any details, gain a better understanding of the nomination, follow up, or gather additional information

2. Interview: May 16 - 20, 2025
   - JSI invites nominees for a 30 minutes interview. Questions include:
       i. Tell us about yourself and what motivates you to apply to the Collaborative Creation Committee. *Prompts to consider:*
           - What lived or professional experience do you bring to this space?
           - What matters most to you about climate or health equity?
           - What role do you see yourself playing in a group setting?
       ii. What does climate action mean to you, and what does it look like in your community? *Prompts to consider:*
           - How is your community experiencing climate change today?
           - What solutions do you see being created, or missing?
           - How do culture, language, or identity shape climate action for you?
       iii. Imagine an ideal grantmaking process—what does it look like to you, and what kinds of projects or people should it support? *Prompts to consider:*
           - What does transparency or fairness in funding mean to you?
           - Who do you think needs to be prioritized?
           - What types of projects would you like to see funded?
       iv. How do you define equity, and where do you see inequities in your community related to the environment or climate? *Prompts to consider:*
           - Where do you see disparities in who is most affected by environmental or climate issues?
           - What systems, policies, or conditions drive these inequities?
           - How do you think equity can be integrated into decision-making?
       v. How do equity, cultural responsiveness, racial justice, and community engagement show up in your work or life? *Prompts to consider:*
           - How do you engage with diverse communities or honor different cultural perspectives in your work or organizing?
           - What does racial justice mean to you in the context of climate or environmental work?
           - How do you build relationships and trust within your community?
           - What experiences have shaped your understanding of inclusive and just engagement?
- Confirm date availability
- Use the equity-centered CCC Selection Matrix
- Follow-up email with next steps

Selection & Notification

- Based on the collective skills, perspectives, and experiences represented across the Matrix, JSI and OSCAR will select 6 CCC members. If there is a gap in the matrix from the original 10 nominees, JSI will interview additional nominees based on that missing perspective.
- Formal notification letter sent by JSI
- Share further information about the meeting and engagement.

Onboarding & Orientation: May 30, 2025, 11am – 1pm MT

In-person onboarding meeting includes:

- Welcome and introductions
- Overview of role, expectations, timeline, and grantmaking goals
- Training on participatory decision-making, climate equity lens, and facilitation basics

Co-Creation Meetings

- Onboarding   May 30, 2025 11am - 1pm MT
- Meeting #1   Jun 6, 2025 11am - 1pm MT
- Meeting #2   Jun 11, 2025 11am - 1pm MT
- Meeting #3   Jun 18, 2025 11am - 1pm MT
- Meeting #4   Jun 23, 2025 4pm - 6pm MT (virtual)
- Meeting #5   Jun 27, 2025 1:30pm -2:30pm MT (virtual)

Selection of Collaborative Creation Committee

The goal was to identify and appoint 6 community-rooted advisors to join the CCC, ensuring diverse representation, lived experience, and alignment with the values of the participatory grantmaking initiative. The following outlines the selection process.

- OSCAR, with the help of additional community leaders, nominated 10 individuals in the community with diverse backgrounds, strengths, skillset, and experiences.
- JSI interviewed all nominees, using the CCC Selection Matrix as the basis of the conversation.
- The JSI interview team completed the Selection Matrix for each nominee, and reached a consensus on 6 advisors considering the comprehensive perspectives, background and skills of the entirety of the group.
- OSCAR approved of the advisors, JSI notified all interviewees of the decision.

Selection Matrix Criteria

Climate Action/Environmental Justice Experience

- Environmental Policy & Advocacy
- Community efforts to reduce climate impact

- Assisting communities in engaging with decision makers
- Data collection & assessment
- Disaster Resiliency

Equity Lens & Strengths

- Equity lens
- Racial Equity
- Community Engagement & outreach with DIC
- Cultural Humility & Responsiveness
- Language access
- Community trust-building
- Knowledge and present in the county
- Justice40 Implementation support

Grants Experience

- Grant Writing
- Proposal Review
- Grant management
- Grant Funding Identification & Navigation
- Project Designing
- Capacity Building & partnership building
- Needs Assessment
- Evaluation Design & Planning

Project Implementation Experience

- Financial Governance
- Program Management
- Evaluation and Monitoring
- Translation Services

Representation

- Municipality
- Lived experiences: frontline community leader, youth climate advocate, local practitioner, indigenous leader, elder, etc.
- DIC identity/ies
- Non-dominant language(s)

CCC Members

Name	Affiliation	Location
Daniela Uribe	City of Boulder; Center for Regenerative Solutions	Boulder, CO

Name	Affiliation	Location
Jovita Schiffer	Boulder Valley School District	Superior, CO
Jasmin Barco	CU Boulder	Thornton, CO
Katie Doyle Myers	Climate Justice Collaborative of Boulder County; Climate Justice Hive	Louisville, CO
Phaedra Pezzulo	CU Boulder; Once and Future Green	Boulder, CO
Rinchen Indya Love	FLOWS; Once and Future Green	Boulder, CO

CCC Meetings

CCC members held 6 meetings, with pre-work to prepare for meetings. Each meeting was facilitated by JSI with participation from an OSCAR representative on behalf of the County. The objectives of each meeting were as follows:

Onboarding Meeting: May 30, 2025

- Facilitate meaningful introductions among CCC members, OSCAR staff, and JSI to establish relationships and shared understanding.
- Clearly define and communicate the committee's purpose, scope, and organizational structure to ensure aligned expectations
- Establish and formalize internal rules and boundaries to guide effective collaboration and decision-making

Meeting #1: June 6. 2025: Framing Participatory Grantmaking, Grantmaking Values

Recommendation output(s): BCEF Grantmaking Values (Appendix B)

- Build shared understanding of the grantmaking process
- Agree upon mechanism for decision-making in the CCC: consensus vs. majority (or other)
- Define CCC group norms
- Define Grantmaking Values for the BCEF
- Begin shaping how and where to invest the first approximately $3M in community grants (applicant eligibility)

Meeting #2: June 11. 2025: Building our structure

Recommendation output(s): Eligible Entities

Establish clear and transparent eligibility criteria for applicants that align with grantmaking values.

- Identify and describe distinct funding tiers (Seed, Growth, Maturity), including the funding range and scope of work for each tier.
- Collaboratively co-create an equitable application that reflects the grantmaking values and meets CCC expectations, that is accessible, user-friendly, and inclusive.

Meeting #3: June 18, 2025: Application

Recommendation output(s): Tier Structure

- Co-Creating an equitable and community-centered application aligned with CCC Grantmaking Values
- Review of application sections from an applicant's perspective
- Final recommendations to support applicants. Provide actionable recommendations to reduce barriers and enhance support for applicants throughout the application process, including technical assistance, flexible submission formats, and transparent communication.

Meeting #4: June 23, 2025: Community Evaluation Committee

Recommendation output(s): Applications, Evaluation Criteria, CEC Role Description

- Review and comment applications and scoring rubrics for Tiers
- Review the proposed Tier structure
- Co-create the CEC roles and responsibilities

Meeting #5: June 27, 2025: Final Recommendation

- Engage in reflective discussion to assess whether the proposed structures, values, and processes align with CCC's equity and community-centered vision, and identify any final areas for improvement.
- Provide a high-level overview of final program materials, including how feedback from CCC members, OSCAR staff, and legal reviewers has been integrated
- Surface final reflections and shared learning as we move into implementation, and build collective understanding of what success and accountability look like going forward

CCC Recommendation Products

The follow nine recommendation products are the outcomes from the CCC co-creation meetings in May and June 2025. These nine documents are the specific, customized grantmaking guidelines, processes, procedures for the BCEF, and can be found in the corresponding Appendices:

Appendix	Recommendation Product
B	Grantmaking Values
C	Eligible Projects
D	Eligible Entities & Screening
E	Tier Structure
F	Tier 1 Application Tier 2 Application
G	Evaluation Criteria
H	Community Evaluation Committee (CEC) Structure
I	Conflict of Interest Policy
J	Grants Selection Process

Appendix B – Grantmaking Values

1. Frontline Community-Led[3] and Locally Rooted

Our community-led approach centers local leadership, knowledge, and decision-making.

- Boulder County consults with local climate justice organizations and community leaders to design the grant process.
- Decision-making power reflects those with lived experience, ensuring funding is shaped by those it's meant to support.
- We support a participatory grant selection process in which community members help determine who receives funding.

2. Grounded in Legacy and Prior Work

We honor the legacy and groundwork laid by previous community efforts. This approach recognizes that:

- Community engagement and feedback have already shaped valuable insights.
- We are not "starting from scratch," but building on what exists, respecting previous efforts rather than duplicating them.
- Sustained change happens when we acknowledge and uplift the history of organizing, resilience, and innovation within the community.

3. Equity-Centered

Our work is grounded in equity, with an intentional focus on marginalized and frontline communities. This commitment includes:

- Boulder County's Racial Equity Commitment: Policy 1.06
- Prioritizing Justice40 principles by ensuring a significant share of resources reach communities most affected by injustice and disinvestment.
- Ensuring equitable representation, in grantee selection, staffing, and decision-making, based on identity, life experience, and community connection.
- Recognizing the difference between frontline-centered and frontline-led work, and choosing the latter: those affected should lead the work, not just be considered in it.

4. Flexibility and Radical Transparency

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[3]For this grant program, "community-led" refers to community leaders and local organizations actively shaping and guiding the grant process. We acknowledge that this is ultimately a Commissioners-led initiative, with the Commissioners making the final decisions for this program.

We embrace flexibility in how funds are used, acknowledging that communities are best positioned to adapt and respond to evolving needs, especially during crises like COVID. Our approach is also defined by radical transparency, including:

- An accessible and supportive application process, with technical assistance (TA) available throughout.
- Clear, open communication about how decisions are made, including sharing outcomes from meetings with the broader community.
- A commitment to learning, adaptation, and trust-building over time.

APPENDIX C – ELIGIBLE PROJECTS

Projects funded by the Boulder Climate Equity Fund must:
- Be led by and primarily benefit "frontline communities"
    - Frontline communities are those that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income ([Ecotrust Frontline Communities](#))
- Center equity, justice, cultural or community strengths, and community support/partnerships
- Embody a commitment to climate action, especially related to reducing greenhouse gas emissions that create climate change
- Ensure that the majority of the community benefit and impact is in Boulder County
- Ensure that the majority of the project impact is toward frontline communities communities

Examples of Eligible Projects

Note: this list is not exhaustive, and it is only intended to provide examples of projects that are eligible. It is not intended to provide guidance on projects that are likely to be funded.

Areas	Project Examples
Healing & Cultural Connection	Community healing events and cultural resilience practices: Circles, ceremonies, or spaces for collective processing of climate-related grief, trauma, or displacement, and seed-keeping, or land stewardship. Grief and resilience storytelling: Spaces where communities can process environmental loss, strength, resilience, and transformation through art, conversation, or cultural practice.
Arts, Storytelling & Media	Art-based climate justice projects: Murals, community theater, street art, or printmaking projects that explore local climate impacts and dreams for the future. Oral history & storytelling archives: Intergenerational projects that document lived experiences with environmental changes or activism. Community podcasts, radio, or digital storytelling: Platforms that uplift frontline voices and educate listeners on local climate justice efforts.
Education & Youth Engagement	Climate education workshops: Accessible learning spaces around environmental health, just transition, sustainability, and green practices.

	School or after-school garden projects: Integrating hands-on learning about soil, water, food, and sustainability. Youth-led climate clubs or campaigns: Organizing peer-led education, outreach, or advocacy on school campuses or in the broader community.
Mutual Aid, Basic Needs & Climate Resilience	Mutual aid and resource-sharing programs: Cooling kits, water distribution, emergency food, or energy assistance driven by community care. Disaster preparedness education: Trainings or toolkits that help communities plan for heat waves, wildfires, floods, or power outages. Resilience hubs or mobile units: Trusted neighborhood spaces (physical or mobile) that offer supplies, safety, and support in extreme climate events.
Land, Air, Water, and Food Systems	Neighborhood gardens and urban farms: Community-led green spaces that address food access, biodiversity, and neighborhood well-being. Watershed or creek cleanups: Projects to restore local water sources, remove trash, and replant native vegetation. Air quality education or monitoring: Community-driven data collection and advocacy around local pollution or wildfire smoke exposure. Pollinator pathways or native habitat planting: Restoring corridors for bees, butterflies, and birds to promote biodiversity.
Mobility, Infrastructure & Built Environment	Safe and active transportation efforts: Community bike rides, walk audits, transit equity campaigns, or bike repair clinics. Weatherization or home energy education: Outreach about heat pumps, insulation, and low-carbon home improvements for renters or low-income homeowners. Green infrastructure pilot projects: Community rain gardens, shade trees, or other neighborhood-scale climate adaptation efforts.
Zero-Waste & Low-Carbon Living	Repair cafes or tool libraries: Events or programs that encourage fixing and sharing items rather than throwing them away. Low-waste living workshops: Trainings in composting

	Reusable material co-ops: Collective systems for sharing reusable dishes, event materials, or durable packaging.
Workforce & Economic Justice	Green workforce readiness: Local training or mentorship programs in solar installation, ecological restoration, or sustainability careers. Community-owned climate co-ops: Support for co-ops focused on composting, energy, agriculture, or repair services. Climate entrepreneurship for underserved groups: Seed funding or capacity-building for frontline entrepreneurs leading sustainability efforts.

APPENDIX D – ELIGIBLE ENTITIES & SCREENING

Eligible Entities

Eligible to Lead	Ineligible to Lead (not eligible for lead, can be a partner)
Locally-based∗, frontline∗∗, community-led, and community-based organizations (CBOs), including: ● Nonprofits 501(c)(3) or fiscally-sponsored organizations ● Tribes and Tribal entities ● Mutual aid networks ● Neighborhood associations - mobile home parks, low-income housing, Boulder housing partners ● Resident-led initiatives ● Informal groups or coalitions without official nonprofit status or fiscal sponsorship are eligible to apply to Tier 1 only	● Universities ● Municipalities as well as county, state, and federal governments ● For-profit businesses
Ineligible to apply (as lead or partner)	
Individuals applying as sole entities without collaborators	

*__Locally-based__ means applicants are located within Boulder County

**__Frontline communities__ are those that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income (Ecotrust Frontline Communities)

Applicant-facing Eligibility Screening Questions

1. Does your proposed project serve **frontline communities** ("frontline communities" are those that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income (Ecotrust Frontline Communities)?
2. How does your organization's leadership and board represent the community you serve?
3. Will the majority of project be implemented in and have an impact in Boulder County?

Internal Screening Checklist - completed by JSI Staff

The applicant is eligible to apply as the lead.
☐ Yes–eligible
☐ No–ineligible

The applicant is located within Boulder County and is proposing a project within Boulder County.
☐ Yes–eligible
☐ No–ineligible

The geographic focus on the project includes disproportionately impacted communities, as defined by the [Colorado EnviroScreen 2.0](#).
☐ Yes–eligible
☐ No–ineligible

Based on visual estimate:
☐ The project map includes 0% communities of focus by area.
☐ The project map includes > 50% communities of focus by area.
☐ The project map includes ≤ 50% communities of focus by area.
☐ The project map includes 100% communities of focus by area.
☐ N/A–a map was not submitted

The applicant has a current or recent formal or contractual relationship with JSI that constitutes a real or perceived conflict of interest; is a member of the Community Evaluation Committee; is affiliated with a CEC member.
☐ No-eligible
☐ Yes

Applicant has included a substantive response to the following application sections
☐ Applicant Information (note: a substantive answer on these questions includes "no")
☐ Organizational Background, Project Team, & Partnerships
☐ Project Description & Centering Community
☐ Project Location & Benefit
☐ Project Timeframe & Activities
☐ Goals, Anticipated Outcomes & Measuring Success
☐ Budget
    ☐ Yes–eligible
    ☐ No–ineligible

The applicant has provided the following documentation.
☐ **Documentation of nonprofit status (TIER 2 ONLY)**

      ☐ Yes–eligible

      ☐ No–not eligible

      ☐ Not applicable–the applicant is not a nonprofit organization

☐ **Budget template**

      ☐ Yes–eligible

      ☐ No–not eligible

☐ **Budget narrative**

      ☐ Yes–eligible

      ☐ No–not eligible

☐ **Letter of Commitment from each partner (organizations or individuals) who will receive funds**

      ☐ Yes–eligible

      ☐ No–not eligible

The project budget is at or below the maximum amount for the Tier selected

      ☐ Yes–eligible

      ☐ No–not eligible

      ☐ N/A-no budget included-not eligible

The project budget contains allowable costs

      ☐ Yes–eligible

      ☐ No–not eligible

      ☐ N/A-no budget included-not eligible

APPENDIX E – TIER STRUCTURE

Funding Tier	Eligible entities	Amount Range	Types of Eligible Projects	Project Period length	Notes
Tier 1 **"Community Root" Grants**	See "Eligible Entities" (Appendix D) Informal groups or coalitions without official nonprofit status or fiscal sponsorship	$5,000 - $50,000	See "Eligible Projects" (Appendix C)	6 months or 1 year	Early-stage or smaller-scale projects that aim to test ideas, build community partnerships, or launch pilot programs Up to 10 awards during 2025 pilot cycle
Tier 2 **"Community Reach" Grants**	See "Eligible Entities" (Appendix D) Applicants must have nonprofit status or fiscal sponsorship	$55,000 - $1,000,000		1 year	More established projects or start up initiatives that have already been developed but need funds to execute or continue. These projects involve greater investment and can demonstrate readiness to manage and scale impact and partnership Up to 5 awards during 2025 pilot cycle

APPENDIX F – APPLICATIONS

Tier 1 – "Community Roots" Grants Application

SECTION 1: Applicant Information

- Organization Name
- Primary Contact Name & Role
- Phone Number
- Email Address
- Mailing Address (include ZIP code)
- Taxpayer Identification Number
- Fiscal Sponsorship: Do you have a fiscal sponsor?
  - Yes - if yes, provide name of fiscal sponsor: _____
  - No
- Are you currently receiving funding from Boulder County?
  - Yes
  - No
- Entity type: select from the dropdown list (check all that apply)
  - Nonprofit 501(c)(3)
  - Fiscally-sponsored organization
  - Tribes and Tribal entities
  - Mutual aid network
  - Neighborhood association (e.g., mobile home parks, low-income housing, Boulder housing partners)
  - Informal grassroots group or coalition
  - Other (please specify): _____
- Annual organization budget: _____. *Please note: This is not part of the evaluation criteria and will not impact your score.*

Would you like to submit any portion of your application via video or audio? (Yes/No)

SECTION 2 Organizational Background, Project Team, & Partnerships (300 words max)

- **Group description & past experience**: a description of the group proposing this project, including a brief summary or bulleted list of 2-3 similar projects or activities or past work that showcase the group's ability and qualifications to successfully achieve the goals of the proposed project. You may include short bios for key personnel that demonstrate the experience that will allow them to complete the project successfully.
- **Key Partnerships**: Please describe any key partnerships (formal or informal) relevant to achieving the goals of your project. Include the length of time and scope of your work together. If partners will receive any funding under this grant, include contact information,

role on the project, and funding amount. Please also describe how you will use this grant to seek and develop new partnerships if relevant.

- **Required**: please include a signed Letter of Commitment (see template) from each partner (organizations or individuals) who will receive funds under this grant.

SECTION 3 Project Description & Centering Community (300 words max)

- What is the core purpose of this project? Provide a clear and concise statement describing the project's overall intended impact and how it aligns with the purpose of [this grant program.](#)
    - Program purpose: The Fund will advance Boulder County's racial equity goals, support those most impacted by the climate crisis, and enable grassroots and neighborhood leaders to implement impactful climate action.
- How does decision-making for this project reflect climate solutions and climate justice? Consider:
    - Low- or no-waste practices
    - Using local vendors or materials
    - Reducing car travel or promoting active transportation
    - Shifting behaviors toward sustainability
    - Utilizing cultural practices that reflect stewardship and sustainability
- **Describe how this project centers community needs & strengths**: How is the project informed by local knowledge, needs, and culture? What environmental justice, climate, or health issues does it address? How does the project center community voice, leadership, and lived experience?

SECTION 4 Project Location & Benefit   (300 words max)

(Check box)

- Geographic Area(s) served by this project (check all that apply):
    - Boulder Countywide
    - Specific cities or towns (please list): _____
    - Nederland and/or other mountain communities
    - Indigenous Communities or Tribal Delegations in Boulder County (please list): _____

(Narrative)

- Who will benefit from this project? How does the area that your project will serve meet the definition of a frontline community: those communities that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income? Please list census block group numbers so we can confirm.

○ **Required:** Use [Colorado EnviroScreen](#) to determine if your project is located in a "disproportionately impacted" community (see [Attachment H](#) for instructions). Please be sure to use the proper "home" address of the lead organization. Differentiate between mailing and other addresses if needed.
● We know data tools are imperfect and often do not capture the reality of on-the-ground reality. If the Colorado EnviroScreen does not reflect your experience as a frontline community: why do you think this community should be considered overburdened or underserved for the purpose of this project?

SECTION 5 Project Timeframe & Activities

● The proposed project timeframe should be designed for 6 months or 1 year. Select your proposed project period:
  ○ 6 months
  ○ 1 year
● Are there any seasonal considerations for your project? Please describe: _____
● Please include your key project activities in the table below:

Activity	Start Date	End Date	Responsible Party	Milestone/Deliverable/Outcomes
[Example to be added]				

SECTION 6 Goals, Anticipated Outcomes & Measuring Success (200 words max)

● Describe 2-3 goals that outline what you aim to achieve and how these outcomes contribute to your vision for community well-being, sustainability, or resilience
● How will you measure your success?

SECTION 7 Budget

● **Required:** A simple budget spreadsheet attachment covering both general operating and program expenses
● A short budget narrative that explains how funds will be used (e.g. supplies, stipends, coordination, outreach)

Post-Application Survey:

1. If selected for this grant, what capacity-building support will you need in the future (related to **organizational capacity** such as strategic planning, leadership/governance, staff development/HR, financial management, communications/marketing, fundraising/development, technology/infrastructure, or monitoring/evaluation)?
2. If selected for this grant, what technical assistance will you need in the future (related to **environment/climate action technical skills** like data & analysis, energy and infrastructure, agriculture/land use/ecosystem restoration, air/land/water measurement, etc.)?
3. Do you have any feedback on this application process? How did this compare to other applications?
4. Do you have any suggestions for improvement for this application?

Tier 2 – "Community Grow" Grants Application

SECTION 1: Applicant Information

- Organization Name
- Primary Contact Name & Role
- Phone Number
- Email Address
- Mailing Address (include ZIP code)
- Taxpayer Identification Number
- Fiscal Sponsorship: Do you have a fiscal sponsor?
  - Yes - if yes, provide name of fiscal sponsor: _____
  - No
- Are you currently receiving funding from Boulder County?
  - Yes
  - No
- Entity type: select from the dropdown list (check all that apply)
  - Nonprofit 501(c)(3)
  - Fiscally-sponsored organization
  - Tribes and Tribal entities
  - Mutual aid network
  - Neighborhood association (e.g., mobile home parks, low-income housing, Boulder housing partners)
- Annual organization budget: _____. *Please note: This is not part of the evaluation criteria and will not impact your score.*
- **Required:** Please provide documentation of your organizational status. If you are a nonprofit, please provide documentation that shows your organization is either a 501(c)(3) non-profit as designated by the Internal Revenue Service OR documentation

that shows that the non-profit organization is recognized by the state, territory, commonwealth, or tribe in which it is located. Please include your fiscal sponsorship agreement if relevant.

SECTION 2: Organizational Background, Project Team Experience and Partnership (600 words max)

- **Please describe the organization or group proposing this project**: What's your mission, who do you serve, and how long have you worked in Boulder County? How does leadership reflect your community? Is your group Indigenous-led and/or frontline grassroots? What's your current funding status or urgent need?
- **Please describe your past experience that this project builds upon**: a description of the group proposing this project, including a brief summary or bulleted list of 2-3 similar projects or activities or past work that showcase the group's ability and qualifications to successfully achieve the goals of the proposed project. You may include short bios (2-3 sentences) for key personnel that demonstrate the experience that will allow them to complete the project successfully.
  - **Optional**: include one past project sample as attachment
- **Please outline key partnerships**: Please describe any key partnerships (formal or informal) relevant to achieving the goals of your project. Include the length of time and scope of your work together. If partners will receive any funding under this grant, include contact information, role on the project, and funding amount. Please also describe how you will use this grant to seek and develop new partnerships if relevant.
  - **Required**: please include a signed Letter of Commitment (see template) from each partner (organizations or individuals) who will receive funds under this grant.

SECTION 3: Project Description and Centering Community (600 word max)

- **Please describe your proposed project**: What is the purpose of your project, and what local need or issue does it address? How is this project led by or directly serving Frontline or Indigenous communities? How does your project center equity, justice, and cultural or community strengths? How do you know the community supports this project?
- **Please describe your approach (and how that approach will be applied to this project)**: How does your work advance environmental, racial, or economic equity? What past or cultural efforts does this project build on? How does decision-making for this project reflect climate solutions and climate justice? (consider: greenhouse gas emissions reductions, low- or no-waste practices, using local vendors or materials, reducing car travel or promoting active transportation, shifting behaviors toward sustainability, utilizing cultural practices that reflect stewardship and sustainability.) How are community members involved and compensated?

SECTION 4: Project Location & Benefit (200 word max)

(Check box)

- Geographic Area(s) served by this project (check all that apply):
  ○ Boulder Countywide
  ○ Specific cities or towns (please list): _____
  ○ Nederland and/or other mountain communities
  ○ Indigenous Communities or Tribal Delegations in Boulder County (please list): _____

(Narrative)

- Who will benefit from this project? How does the area that your project will serve meet the definition of a frontline community: those communities that experience the most immediate and worst impacts of climate change and are most often communities of color, Indigenous, and low-income? Please list census block group numbers so we can confirm.
  ○ **Required**: Use Colorado EnviroScreen to determine if your project is located in a "disproportionately impacted" community (see Attachment H for instructions). Please be sure to use the proper "home" address of the lead organization. Differentiate between mailing and other addresses if needed.
- We know data tools are imperfect and often do not capture the reality of on-the-ground reality. If the Colorado EnviroScreen does not reflect your experience as a frontline community: why do you think this community should be considered overburdened or underserved for the purpose of this project?
-

SECTION 5 Project Timeframe & Activities

- The proposed project should be designed for 1 year.
- Are there any seasonal considerations for your project? Please describe: _____
- Please include your key project activities in the table below:

Activity	Start Date	End Date	Responsible Party	Milestone/Deliverable/Outcomes
[Example to be added]				

SECTION 6: Goals, Anticipated Outcomes, & Measuring Success (300 words max)

- **Describe 2-3 goals** that outline what you aim to achieve and how these outcomes contribute to your vision for community well-being, sustainability, or resilience
- **Please describe your proposed evaluation plan**: What does "success" mean to you and how will you measure it? How will you know if your project is making a positive impact? How will you share your progress or results with your community?

SECTION 7: Budget

- **Required**: Budget template: include project-specific and general operations costs
- **Required:** Budget narrative: explain use of funds, community pay, coordination, and cultural practices

Post-Application Survey:

1. If selected for this grant, what capacity-building support will you need in the future (related to **organizational capacity** such as strategic planning, leadership/governance, staff development/HR, financial management, communications/marketing, fundraising/development, technology/infrastructure, or monitoring/evaluation)?
2. If selected for this grant, what technical assistance will you need in the future (related to **environment/climate action technical skills** like data & analysis, energy and infrastructure, agriculture/land use/ecosystem restoration, air/land/water measurement, etc.)?
3. Do you have any feedback on this application process? How did this compare to other applications?
4. Do you have any suggestions for improvement for this application?

APPENDIX G – EVALUATION CRITERIA

Scoring Rubric Summary		
The applicant is not responsive to the application questions.	1	Not recommended for funding.
Attempts to respond but contains gaps or flaws. Climate Equity Fund Program. The applicant fails to clearly address a climate action or environmental justice issue benefiting a focus community and does not demonstrate the capacity to complete the project as described.	2	
Meets basic expectations; may need support. The applicant proposes a project aimed at addressing an environmental justice issue in a focus community; however, capacity concerns, design gaps, or weaknesses in the project approach may hinder its success.	3	Possibly recommended for funding; may need technical support.
Clear, well-aligned, and effective. The applicant proposes an attainable project that addresses an environmental justice issue in a focus community, includes effective community engagement plans, and demonstrates the capacity to achieve its goals.	4	Recommended for funding.
Outstanding alignment with values and impact. The applicant proposes a community-driven project that effectively addresses the identified climate action and/or environmental justice issue, demonstrates strong capacity to achieve project goals, and clearly situated the project within a broader community environmental justice strategy.	5	

Review and score each section on a 1-5 scale, using the anchors described in the rubric as a guide. The score for each section will then be weighted according to the guidelines below.

Weighted Scoring

Section	Weighting	Min Score	Max Score
Applicant Information	Unscored (required information)	-	-
Organizational Background, Project Team, & Partnerships	x3	3	15
Project Description & Community Centering	x4	4	20
Project Location & Timeline	x3	3	15
Goals & Anticipated Outcomes	x4	4	20
Budget	x2	2	10
Evaluation, Accountability & Learning	x2	2	10
TOTAL		**18**	**90**

The following sections will be scored on a 1-5 scale, with half-steps allowed (e.g. 1.5, 2.5 etc.). Indicate your score for each section, and any comments or questions that describe why you selected that score. Comments will be used to provide feedback to applicants, so assume that any comments made could become public.

Section 1: Applicant Information

Purpose: Confirm eligibility, contact info, and organizational structure.

Evaluation: Not scored, but required for application validity.

Prompt
- Is all required contact information complete?
- Is fiscal sponsorship status clearly identified?
- Does the organization type meet eligibility?
- Is the applicant interested in video/audio submission or language support?

Section 2: Organizational Background, Project Team, & Partnerships
Prompt:

- Does the team have lived experience or cultural ties to the community served?
- Are equity and justice part of the organization's mission and history?
- Are roles (including community labor) shared and compensated equitably?
- Are partners named with defined support roles?
- Is there a clear expression of funding urgency or sustainability?

Description	Score
Little or no relevant experience or community connection.	1
Some experience; unclear relevance to equity or project delivery.	2
Reasonable experience and some partnerships; modest alignment with equity.	3
Strong experience, relevant leadership, equitable partnerships.	4
Deeply rooted, frontline-led, with strong equity values, clear team roles, and meaningful partnerships.	5
Evaluator Notes:	

Section 3: Project Description & Centering Community
Prompt:
- Is the project clearly described with a compelling community purpose?
- Does it address a clear equity, climate, or health issue?
- How are Indigenous, frontline, or disproportionately impacted communities centered?
- Does the project reflect cultural knowledge or community strengths?
- Is there evidence of community support and input?

Description	Score
Purpose is vague or disconnected from equity or climate.	1
Surface-level community involvement; limited relevance to frontline needs.	2
Project is clearly defined with some community grounding.	3
Strong equity focus; meaningful community involvement and climate alignment.	4
Community-led, culturally grounded, and climate-conscious; compelling response to an urgent or systemic need.	5
Evaluator Notes:	

Section 4: Project Location & Benefit
Prompt:
- Is the project location clearly defined and relevant to DI communities or equity-priority areas?

Description	Score

Vague or missing location; Project is not clear or does not benefit DI communities.	1
Appropriate geographic fit; Project is not clear or does not benefit DI communities.	2
Appropriate location and timeframe; general alignment with project scope. Appropriate geographic fit; Project benefit is somewhat focused on DI communities.	3
Well-suited location, thoughtful timeline, and relevant milestones. Strong geographic fit; Project benefit is mostly focused on DI communities.	4
Strong geographic fit, excellent timeline planning, potential for continued impact. Strong geographic fit; Project benefit is completely focused on DI communities.	5
Evaluator Notes:	

Section 5: Project Timeframe & Activities
Prompt:
- Are phases/activities/milestones outlined?
- Is there a plan or potential for long-term sustainability?

Description	Score
Project activities are not clear or realistic.	1

Some alignment of activities with project goals, some activities are unclear or potentially unrealistic.	2
General alignment of activities with project goals.	3
Thoughtful timeline, and relevant milestones.	4
Excellent timeline planning, potential for continued impact.	5
Evaluator Notes:	

Section 6: Goals and Anticipated Outcomes & Measuring Success
Prompt:
- Are the project's goals clearly defined and realistic?
- Are outcomes community-centered and measurable (formal or informal)?
- How do outcomes contribute to resilience, equity, or cultural continuity?
- How will the group know if the project is making a difference?
- Is there a community accountability plan (formal or informal)?
- How is learning shared — stories, visuals, quotes, community events?
- Is "success" defined in a way that's meaningful for the community?

Description	Score
Goals unclear or disconnected from project or community impact. No clear evaluation or accountability plans.	1
Goals somewhat relevant; vague outcomes. Some reflection on success; vague learning strategy.	2
Clear goals; some attention to equity or climate resilience. Includes basic accountability and evaluation framework.	3

Strong and specific goals with meaningful outcomes. Clear, culturally relevant strategy to share progress and learn.	4
Visionary, achievable goals rooted in climate equity and long-term community healing or resilience. Thoughtful, honest, and community-rooted approach to learning, storytelling, and success.	5
Evaluator Notes:	

Section 7: Budget
Prompt:
- Is the budget clear, complete, and justified?

- Does it support people-centered spending (stipends, local vendors, cultural labor)?
- Are values of sustainability reflected (e.g., avoids single-use items or excess plastic)?
- Is community compensation fair and visible?

Description	Score
Budget incomplete or contains unallowable expenses.	1
Budget included but unclear or weak alignment with project goals.	2
Basic budget; mostly aligned with values.	3
Clear, equitable budget; aligned with community priorities.	4
Thoughtful, people-first, values-aligned budget that prioritizes low-carbon and local spending.	5

Evaluator Notes:

TOTAL SCORE:	

Overall evaluator notes: Please provide any additional notes regarding why you think this application should or should not be funded, including any specific areas of strength, or areas of concern/nonresponsiveness.

APPENDIX H – COMMUNITY EVALUATION COMMITTEE ("CEC")

Overview

The Community Evaluation Committee (CEC) plays a key role in reviewing applications submitted to the Boulder Climate Equity Fund (BCEF). This group of community members will read, score, and discuss proposals, bringing their lived experience and local knowledge into the decision-making process. Their recommendations will help guide funding toward projects that reflect climate justice values, support equity, and strengthen resilience in Boulder County's frontline communities.

CEC will operate according to the following principles:

- **Center frontline voices**: Prioritize insight from those most impacted by climate change and systemic inequities.
- **Transparency**: Make selection criteria and decision-making processes clear to applicants and the public.
- **Equity**: Identify and reduce barriers to participation in both the funding process and the evaluation process especially for Frontline community members and groups, and those that have been historically excluded.
- **Accountability**: Ensure decisions reflect stated values and community priorities.
- **Collective impact**: The Climate Equity Fund will advance Boulder County's racial equity goals, support those most impacted by the climate crisis, and enable grassroots and neighborhood leaders to implement impactful climate action. Select projects that align with Climate Equity Fund program goals.

Objectives

1. Review and score all eligible applications using an equity-aligned rubric.
2. Recommend awardees based on shared values, need, feasibility, and alignment with community needs.
3. Support learning by identifying themes, strengths, and gaps in proposals to inform future funding rounds.
4. Ensure diverse representation in decision-making.
5. Uphold accountability to the communities this fund is meant to serve.

CEC Composition

CEC will work collaboratively to review grant applications, deliberate with care, and make funding recommendations to Boulder County that reflect shared goals for environmental justice, equity, and transformative climate action in Boulder County.

CEC will be composed of up to 10 members with flexibility to expand if a larger number of applications is received. Members will be selected by JSI, in collaboration with OSCAR and OSCAR's strategic advisor Michelle Gabrieloff Parish at *Once & Future Green,* through a thoughtful and intentional process designed to reflect the diversity, lived experience and professional expertise needed to equitably guide climate action funding in Boulder County. This committee plays a key role in upholding the values of climate justice, equity and community resilience throughout the grant evaluation process.

The composition of CEC is designed to balance frontline representation, intergenerational leadership, Indigenous wisdom, and technical knowledge, including perspectives such as:

- **Frontline Community leaders** These are individuals who live in or are deeply connected to disproportionately impacted communities such as manufactured home parks, BIPOC neighborhoods, or historically under-resourced areas. Their lived experience is central to understanding community needs and ensuring the funding process remains grounded and just. This includes racially and ethnically diverse leaders whose identities and experiences reflect the communities most affected by climate injustice. Their leadership helps to challenge structural inequities and uplift underrepresented voices in decision-making.
- **Youth Climate Justice advocates** Emerging climate/environmental justice leaders between the ages of 18 and 25 who bring fresh perspectives, energy, and a strong commitment to climate justice. Their voices will support intergenerational approaches and long-term visioning.
- **Local environmental justice leaders and practitioners** These committee members may be nonprofit staff, sustainability professionals, or public health experts who have experience working on place-based, equity-centered projects in Boulder County. They bring practical knowledge of what works and the systems-level view necessary for long-term impact.
- **Indigenous leaders** These members will represent Indigenous communities with ancestral or current ties to Boulder County. Their presence will help center cultural preservation, traditional ecological knowledge, and efforts toward Indigenous sovereignty and reparative justice.
- **Elders** We honor their expertise, lived experience, and legacy within community. As committee members, elders will bring deep community knowledge, cultural and environmental connection, legacy change-making efforts and engagement to help ground and balance the conversation.

In addition to the selection committee members, there will be an OSCAR and JSI liaison.

- **OSCAR Representative.** A representative from OSCAR will be present during CEC meetings to support logistics, provide clarification, and uphold alignment with program goals.
- **JSI staff.** The JSI team will support in training the CEC members, coordinating evaluation, and gathering funding recommendations.

- **CCC Representative.** A representative from the CCC will serve in an advisory role during the initial phase of forming CEC. This representative will support the onboarding process by providing context and guidance on the participatory grantmaking approach, helping to ground the committee's work in shared values and community-centered practices. This representative will not participate in scoring and reviewing applications.

Only selected CEC members and the CCC representative who complete the formal selection process will receive stipends in recognition of their time, insight, and valuable community knowledge. Stipends will not be provided to JSI staff, OSCAR staff or any other Boulder County employees.

Roles and Responsibilities

CEC members will play a role in guiding fair and community-rooted funding decisions. CEC members' time, insight and lived experience are essential to this process. Commitments include:

- Attend two trainings (up to 4 hours total) for orientation, bias-awareness, and evaluation process training to ground the work in equity, shared understanding, and rigor.
- Independently review and score applications using a standardized rubric (each application review will take approximately 1.5 hours to evaluate and CEC members will be assigned a number of applications based on capacity and interest with a minimum of 5 applications each)
- Take part in short meetings (about 20 minutes each) whenever there is a significant difference between evaluators' scores on an application.
- Submit final recommendations to OSCAR and, if needed, Boulder County Commissioners.
- Participate in a final 1-hour long closeout meeting.
- Maintain confidentiality and impartiality throughout the entire process.
- Maintain clear records of notes and recommendations for each grant application. These records may be used to provide constructive feedback to applicants and support transparency in the review process.
- Complete a feedback survey for process improvement.

Additionally, up to two CEC members will be selected to serve on the final recommendation board with JSI staff. JSI will bring their recommendation slate to 2 CEC members (determined by individual's availability and elected by the whole CEC) to finalize the recommended slate. They will select a finalist pool for pre-award screening that takes into account the scoring for individual applications, geography, and the distribution of funds across the funding Tiers. If additional differentiating criteria are needed due to a large applicant pool, the grantmaking team will consider diversity of topical areas across applications. CEC members who are applying for funds from this program are ineligible to serve on the recommendation board. This step will take approximately 8 hours.

OSCAR and JSI staff work behind the scenes to ensure a smooth, fair and values-aligned grant process.

- Coordinate logistics and application intake, offering technical support to applicants as needed.
- Train and facilitate committee meetings, supporting an inclusive and equitable environment.
- Provide guidance to CEC members, helping ensure alignment with climate justice values.
- Document scoring outcomes and committee recommendations accurately.
- Communicate final funding decisions and feedback to all applicants with transparency and care.

Evaluation Process & Steps

JSI will lead evaluation facilitation, orientation and training for CEC members, with the support of OSCAR and potential additional training from OSCAR'S strategic advisor Once & Future Green. JSI will provide ongoing support to ensure a successful and equitable grant evaluation process. This includes guidance on evaluation tools, agenda development and decision-making frameworks. CEC members will be equipped with the resources and structure needed to confidently identify grantees.

Step 1: Committee Training

- Orientation on goals of the fund, rubric, process, and roles
- Bias mitigation and trauma-informed evaluation
- Conflicts of Interest

Step 2: Independent Review

- All application evaluators will sign an organizational COI before applications are assigned for review, and sign an individual COI after applications are assigned. Individual COI applications will be reassigned as appropriate.
- JSI will assign each application by tiers based on capacity of each CEC member with a minimum of 5 applications each. There will be a sub-committee reviewing only applications for tier 1 and another sub-committee that reviews applications for tier 2.
- Members review and score using a rubric across core areas:
  - Organizational Background, Project Team, & Partnerships
  - Project Description & Centering Community
  - Project Location and Benefit
  - Project Timeframe & Activities
  - Goals, Anticipated Outcomes, & Measuring Success
  - Budget
- Note that each application will get three reviewers. Each application will have at least 1 CEC member review. JSI staff and/or OSCAR staff may also serve as evaluators.

Step 3: Compiling Score & Concurrence Meetings

- JSI will compile the scores.
- JSI will calculate weighted scores and absolute differences between all three scores.
- Should there be a substantial absolute difference (determined by JSI), there will be a concurrence meeting between all three evaluators (approximately 20 minutes for each meeting). The meetings will give the reviewers the opportunity to talk through the application and where there may have been differing opinions in the application.
- Reviewers will have the option to change their scores or keep them the same based on the conversation.

Step 3: Recommendation Selection

- Once scores are finalized, the JSI team will create a recommended funding slate by going through each application, evaluator notes, the average evaluator score, and any flags.
- The CEC will nominate two CEC members to participate in the final recommendation slate selection meeting(s) with JSI staff, for up to 8 hours.

Step 4: Approvals and Contracting

- Final list of recommended grantees and funding amounts shared with OSCAR, OSCAR's strategic advisor and the board of county commissioners and the CEC for confirmation.
  - The list will include: recommended awardees, including project names, descriptions, and total funding amounts.
  - JSI will also share the list of projects not recommended for funding.
  - If appropriate, JSI may also share information that it or OSCAR believes will assist the Board of County Commissioners in understanding the reasons for the recommendations
  - A list of alternate or back-up projects will also be provided in case any recommended awardees are not approved or become ineligible.
- OSCAR will take recommendations to the Board of County Commissioners for final approval in a formal business meeting. JSI acknowledges and will make sure the CEC understands that as a final approver, the Board of County may accept, modify, or decline any recommendations.
- JSI will draft, negotiate, and execute contracts and/or funding agreements consistent with the Contract and JSI's own internal processes and controls with all the approved grantees.

Step 5: Feedback and Reflection

- Provide strengths-based feedback to all applicants as requested
- Reflect as a committee on lessons learned to inform future rounds

- CEC members will participate in a survey, focus groups, or interviews to inform process improvements for future CEC cycles

Recruitment Process

The recruitment of CEC members is a foundational step to ensuring that the grantmaking process reflects the values of equity, representation, and lived experience. The goal is to engage trusted community members, especially those from frontline communities, who bring the insight, leadership, and cultural wisdom necessary to guide climate funding decisions in Boulder County. JSI will lead the recruitment process in collaboration with OSCAR and OSCAR's strategic advisor.

For the 2025 pilot cycle of the BCEF, community members who are interested in being on the CEC will apply online via the BCEF website. Applications will include an interest form (see below) and a short interview with JSI staff. The number of CEC members will be finalized based on the number of applications received, and selection of CEC members will be made based on the breadth and diversity of experience and perspectives outlined in the selection matrix (see below).

A. Develop a Recruitment Packet
The recruitment process begins with the creation of a clear and accessible CEC Member Recruitment Packet. This packet serves as a comprehensive introduction to the opportunity, helping potential members understand what the committee is, why it matters, and how they can get involved.

The CEC Member Recruitment Packet provides a clear overview of the committee's purpose and goals, outlines member roles and responsibilities, and details the expected time commitment and meeting schedule. It includes information on stipend amounts and distribution, a simple application or interest form, and contact details for follow-up. The packet is designed to be accessible and informative, inviting community members to take part in a meaningful, equity-driven decision-making process.

B. Outreach
JSI and OSCAR will collaborate together to reach out to a diverse and representative group of potential committee members. A variety of outreach strategies will be used, centered in relationships, trust, and accessibility

Methods by which potential, interested individuals will hear about the opportunity include:

1. Community-Based channels

Recruitment will be shaped through trusted community partners, such as nonprofits, cultural centers, mutual aid groups, frontline community leaders, Indigenous organizations, and announced via frontline-serving networks, including manufactured home communities and OSCAR partners and networks. Outreach will also target youth programs and local schools to encourage young climate justice advocates to apply. OSCAR's strategic advisor may also undertake a

Community Eco-System Mapping process to identify individuals across Boulder County who are well-suited to serve on the Climate Equity Fund Evaluation Committee. The goal is to ensure diverse, inclusive representation from communities most impacted by climate change—particularly those historically excluded from decision-making. This process will focus on individuals with lived experience, strong community ties, and relevant skills such as climate justice or grantmaking. By reviewing past engagement data, we aim to build a representative committee.

2. Direct Invitations to Apply

Outreach will include contacting past community participants, local activists, and leaders already engaged in climate justice work. Additionally, community nomination forms will be offered to allow people to recommend trusted leaders for the committee.

3. Public Posting

Information about the CEC and how to apply will be published on the Fund's website.

4. Accessibility Support

For any assistance completing the interest form, contact Bianca.Carey@Jsi.org.

CEC Interest Form

(translation available in English, Spanish or any other language needed)

Contact Information
Name:
Email:
Phone Number:
Preferred way to contact you (check all that apply):
☐ Email
☐ Phone Call
☐ Text Message

Tell Us About You

1. Where do you live or work in Boulder County?
   (List neighborhood, town, or area; no need for a full address)
2. Which of the following describes your connection to the community?
   (Check all that apply)
   ☐ I live in a mobile home community or other affordable housing
   ☐ I identify as Indigenous

☐ I identify as a member of a frontline community, including identifying as Black, Latino/a/e, Asian, or other person of color[4]

☐ I am a youth (age 18–25) involved in climate or justice work

☐ I work in public health, environmental justice, or sustainability

☐ I'm a community organizer, advocate, or involved resident

☐ Other: _____

3. Why are you interested in being part of the Climate Equity Committee?
(1-3 sentences or feel free to leave a voice message instead)

4. Do you have any lived experience, work, or volunteer background related to climate, equity, or community wellbeing?
(This can include advocacy, care work, traditional ecological knowledge, etc, 1-2 paragraphs or feel free to leave a voice message instead)

5. Are you available to meet in August 2025?

☐ Yes

☐ Maybe, I'd need more info

☐ No

6. Do you need any support to participate (childcare, interpretation, transportation, tech support, etc.)?

☐ Yes, please describe: _____

☐ No

Thank you for your interest! We'll be in touch within 2 weeks. If selected to move forward, the next step is a short (virtual) interview.

Selection Process

1. Interested individuals apply

JSI, OSCAR, and CCC members will conduct intentional outreach to share about the opportunity and encourage individuals to apply. Outreach for the CEC role will be done in tandem with outreach/marketing about the BCEF itself since the potential interested audiences overlap.

2. JSI hosts short interviews with applicants who meet eligibility criteria

JSI will conduct short, informal, virtual interviews (10–15 min) in English or Spanish to confirm interest, availability, and alignment with the committee's purpose.

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[4] Any demographic data collected on CEC applicants (or any BCEF entities) it will be done separately, voluntarily, and not part of the evaluation

3. JSI completes the experience and perspectives matrix, with recommendations

See "Selection Matrix Criteria" below.

4. Final selections

JSi will bring a completed selection matrix with all applicants to discuss with OSCAR and any additional community advisors where decisions will be made on members. OCSAR will make final decisions.

When selecting committee members, priority will be given to individuals with lived experience in frontline communities. Rather than formal credentials, emphasis will be placed on community trust and experiential knowledge. Candidates with leadership or active involvement in climate justice, equity, or community initiatives will be sought, ensuring diverse representation across geography, age, race, ethnicity, and gender identity. A strong commitment to collaborative and respectful dialogue will be essential for all members.

5. Notification

Selected CEC members will be notified and onboarded.

Selection Matrix Criteria

Each CEC applicant will be assessed according to the following criteria related to experience and perspectives. In order to promote a diverse group, selection of CEC members will take into consideration the complementing strengths and skills of the entirety of the group, instead of one member needing to represent every single one area.

Climate Action/Environmental Justice Experience
- Environmental Policy & Advocacy
- Community efforts to reduce climate impact
- Assisting communities in engaging with decision makers
- Data collection & assessment
- Disaster Resiliency

Equity Lens & Strengths
- Equity lens
- Racial Equity
- Community Engagement & outreach with DIC
- Cultural Humility & Responsiveness
- Language access
- Community trust-building

- Knowledge and present in the county
- Justice40 Implementation support

Grants Experience
- Grant Writing
- Proposal Review
- Grant management
- Grant Funding Identification & Navigation
- Project Designing
- Capacity Building & partnership building
- Needs Assessment
- Evaluation Design & Planning

Project Implementation Experience
- Financial Governance Program Management
- Evaluation and Monitoring
- Translation Services

Representation
- Municipality
- Lived experiences: frontline community practitioner or leader, youth climate advocate, local practitioner, indigenous leader, elder, etc
- DIC identity/ies
- Non-dominant language(s)

Considerations

1. Term Limits

- CEC members may serve a maximum of 2 consecutive cycles (years). This promotes fresh perspectives and shared leadership while still allowing experienced members to mentor newer ones.
- Cooling-off Period: After serving two cycles, former members must wait one full cycle before reapplying.

2. Time Commitment

- Members must commit to:
  - 1 orientation/training session (approx. 4 hours)
  - Independent review of applications (time commitment flexible and TBD, minimum of 7.5 hours)
  - Participation in concurrence meetings as needed (approx. 20 min per application as needed)

- ○ Reflection/feedback (either survey, focus group, or interview) for process improvement
- **Restriction:** Members must be available for all required meetings to serve or arrange alternative make up sessions.

3. Conflict of Interest

To ensure the integrity of the grant review process while honoring the value of community expertise, all those a part of the CEC will be required to sign a conflict-of-interest form prior to participating. Reviewers must recuse themselves from scoring any application with which they have a direct affiliation, such as proposals they are involved in or those submitted by organizations they represent. They are also expected to refrain from influencing the evaluation of any application from which they are recused.

- There may be potential for public concern around perceived conflict of interest, however, given the small and interconnected nature of the climate justice community—and the intentional inclusion of community members in designing the fund—this policy is intended to minimize conflicts through transparency and documentation rather than exclude the voices we are trying to center.
- All disclosures and recusals will be documented to ensure accountability. As this is a pilot effort, this policy may be refined over time based on what we learn.

Members must:

- ○ Disclose any personal, financial, or organizational relationships with applicants.
- ○ Recuse themselves from scoring or discussing those applications.
- ○ If applying for funds, recuse themselves from serving on the final recommendation board

4. Geographic/Community Representation Limits

The committee is structured to reflect a broad range of voices and perspectives from across Boulder County. To support balanced representation, no more than two members will be selected from the same organization. This helps prevent overrepresentation and fosters inclusive, community-rooted decision-making.

The goal is to bring together individuals with varied lived experiences, geographic connections, and community insight, ensuring that the evaluation process is guided by a diverse and representative group of voices.

5. Youth Member Age

Youth climate justice advocate seats are limited to individuals aged 18–25 at the time of selection.

6. Participation Stipulation

JSI will be responsible for facilitating the committee process and overseeing member participation. This includes ensuring accountability and upholding the integrity of the process. As such, JSI will have the authority to remove committee members, in consultation with OSCAR, if necessary.

All committee members will be required to sign a confidentiality and impartiality agreement before participating. In addition to acknowledging the transparency interest associated with public funds and agreeing to a conflict of interest policy, ethical guidelines will also include maintaining respectful and inclusive conduct during meetings, protecting the integrity of impartial the selection process, completing all assigned reviews on time, and actively participating in discussions.

Committee members who fail to complete reviews, miss required meetings without notice,breach collective norms, or engage in discriminatory, disrespectful, or disruptive behavior may be subject to removal. These expectations will be clearly communicated during the orientation process to ensure transparency and shared understanding from the outset.

APPENDIX I – CONFLICT OF INTEREST POLICY

Boulder County, JSI, and its partners will consider both organizational and individual conflicts of interest when evaluating applications for subawards for the Boulder County Climate Equity Fund (BCEF).

A. Organizational Conflict of Interest

An organizational conflict of interest (OCI) may arise when, due to activities or relationships with other entities:

- JSI or its partners are unable or potentially unable be impartial in evaluating an application from a related organization;
- JSI's Denver office or its partners are currently engaged in a formal contractual relationship with an applicant organization that might contribute to or imply preferential treatment for an applicant;
- JSI's Denver office or its partners, as part of its performance through another contract or business activity, has contributed to the applicant's project or related business activities in ways that may skew the competition in its favor; and/or
- The applicant has an unfair competitive advantage as a result of other activities or access to and possession of source selection information that no other potential bidder has access to.

JSI's policy is to proactively seek to identify, avoid, and mitigate potential organizational conflicts of interest prior to undertaking activities on government contracts. JSI employees assigned to the BCEF project, members of the BCEF Community Evaluation Committee (CEC), and any other formal partners who may play a role in evaluation of subaward applications are required to disclose any activities that may give rise to an OCI to the Project Director. This includes:

- Serving as an advisor or providing analysis, assistance, or evaluation services to an applicant in relation to subject matter of a future funding opportunity;
- Preparing specifications or work statements for an applicant that is included in a competitive application;
- Providing or obtaining access to nonpublic information that would give an unfair advantage in BCEF grantmaking.
- Any of the circumstances described in the section above.

The Project Director will review all applicant organizations together with OSCAR/Boulder County to make a determination as to whether the JSI Denver Office or OSCAR/Boulder County has a current relationship that represents a conflict of interest. If JSI and/or OSCAR/Boulder County identifies a real or perceived organizational conflict of interest for any BCEF applicants or their named partner organizations then the potential applicant may be ineligible to participate in the BCEF and may be referred to other grant opportunities.

B. Individual Conflict of Interest

JSI, its staff, and its partners are expected to conduct all business in a fair and transparent manner that is free from conflict of interest. Employees of JSI shall at all times act in a manner consistent with their fiduciary responsibilities to the Organization and shall exercise care that no detriment to JSI results from conflicts between their interests and those of JSI.

No employee, officer, or partner organization representative shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest would be involved. An individual is considered to have a conflict of interest when:

- An individual is in a position to gain personal benefit from actions or decisions made in an official capacity.
- An individual's personal interest (immediate family, friendship, financial, social status, etc.) has the potential to compromise judgment or decision making.
- When involvement in and knowledge about a decision-making process results in an unfair advantage to certain applicants.
- An individual or an organization that the individual is affiliated with (as an employee, board member, volunteer, or similar relationship) has applied to this funding opportunity.
- An individual would benefit professionally, financially, economically or personally if one applicant is selected over another. This includes prospective opportunities if a particular applicant is selected or not selected.
- An individual has personal knowledge about an applicant, the staff of an applicant or proposed grant activities that were obtained outside of the grant application process and results in an unfair advantage or disadvantage to certain applicants. (Simply knowing an organization's work or having worked with them in the past is not necessarily a conflict of interest)

If an individual involved in the grantmaking process identifies a real or perceived conflict of interest, they must notify the Grantmaking Director in writing and recuse themselves from any application screening, evaluation or grant award activities that involve the applicant with whom the conflict exists.

If an individual involved in the grantmaking process is unsure if a conflict of interest exists, they can discuss the issue with the Project Director to make a determination.

All application screeners and evaluators will be asked to complete and sign a conflict of interest statement that will be retained with the evaluation documentation.

C. Adherence to Boulder County Policies & Procedures

The BCEF procedures will adhere to Boulder County's Conflict of Interest policy, outlined in Section 9 below.

SECTION 9 PROCUREMENT, PURCHASING, GRANTS, AND CONTRACTING NUMBER 9.02 Grants and Other Revenue; Grant Awards and Funding Agreements

This policy applies to both the County receiving money from grants and other sources (Sections 9.02A and 9.02B) and when the County is distributing funds to the community via its own County Grant Programs (Section 9.02D).

D. Grant Programs by County Departments and Offices and Funding Agreements
This policy applies to any transfer of funds from Boulder County to any entity or non- employee individual unless the transfer of funds is based on an agreement signed pursuant to Policy 9.03. When funds are transferred pursuant to federal or state requirements, such federal or state requirements or law shall take precedence over this Policy 9.02(D).

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7. Conflict of Interest
   a. While establishing and maintaining satisfactory supplier relationships, the acceptance or solicitation of entertainment, loans, gifts, or special considerations by any County employee will not be permitted.
   b. No employee, officer, or agent of the County ("County Representative") shall participate in any purchase or procurement or selection, award, or administration of a contract, irrespective of amount, if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the County Representative or its partner, or any member of its immediate family, or any organization that employs or intends to employ any of the foregoing ("Related Entity"), has a financial, personal, or other interest in the supplier or firm selected for award. "Immediate family" includes immediate family members (i.e., those related by blood, marriage, civil union, or adoption), a child to whom the employee stands in loco parentis or a person who stood in loco parentis to the employee when the employee was a minor, and a person for whom the employee is responsible for providing or arranging health- or safety-related care.
   c. Furthermore, an organizational conflict of interest exists when a person or entity has or reasonably would be perceived as having an unfair competitive advantage because of activities or relationships with a County Representative or Related Entity.
   d. It shall be deemed a violation of the provisions of this manual for any County Representative or Related Entity to:
      i. Sell goods or services, regardless of the cost, to any Office/Department without participating in a competitive procurement process, whether informal or formal, or pursuant to a bid waiver approved by OFM.

    ii.   Use its affiliation with Boulder County to unfairly seek, accept, obtain, or provide, directly from or to any individual or entity that conducts or seeks to conduct business with Boulder County, any loans, services, payments, entertainment, travel, vacation, trips, gifts, money, or anything else of value.

    iii.   Knowingly exaggerate or otherwise misrepresent requirements to obtain better pricing or terms.

    iv.   Knowingly misrepresenting actual requirements to avoid doing business with a particular supplier.

    v.   Knowingly misrepresent competitors' prices, quality, or services to obtain concessions or better pricing.

    vi.   Assist a vendor in preparing a response to any informal or competitive procurement process or share information with potential bidders that could provide an advantage in a competitive procurement without providing it to all potential responders through an addendum process.

    vii.   Participate in the evaluation or recommendation process of any competitive procurement if a vendor would be perceived as having an unfair competitive advantage because of activities or relationships with a member of the evaluation team or decision-maker.

e. Should a conflict of interest be identified during an evaluation or recommendation process, the Purchasing Agent shall be notified immediately, and the conflicted member shall step down from the committee. Any employee found in violation of the provisions of this section will be subject to disciplinary action according to Procedure Manual Section 6, Employment.

f. County representatives are prohibited from conducting transactions or making arrangements on behalf of Boulder County with any entity in which they or any member of their immediate family hold a responsible position or significant financial interest, except with BOCC approval. In requesting approval for a transaction of this nature, the requestor should discuss the nature of the relationship involved, along with describing the transaction and related dollar amounts. Under Financial Accounting Standards Board Statement No. 57, Related Party Disclosures, transactions of this nature may need to be disclosed in the County's Annual Comprehensive Financial Report ("ACFR").

APPENDIX J - GRANTS SELECTION PROCESS

Evaluation

1. The Community Evaluation Committee (CEC) will be trained on application evaluation processes. This includes a bias-awareness training, training on the scoring rubrics, and a sample scoring activity.
2. JSI staff will complete an eligibility and completeness screen for each application.
3. JSI will assign applications to each CEC member. All applications will be reviewed by at least three evaluators. The number of applications each CEC member reviews will depend on the number of eligible applications.
4. Once all applications have three (or more) assigned reviewers, each evaluator will receive a conflict of interest disclosure email containing the list of organizations they will be evaluating, the Conflict of Interest policy, and a Conflict of Interest disclosure form. Should there be an individual conflict of interest, JSI will reassign the application.
5. Once JSI receives the disclosure, CEC members will receive access to only their assigned applications and can begin evaluation. Scores will be submitted via a Google Form or by paper upon request.

Grants Selection Process

1. JSI will compile the scores.
2. JSI will calculate weighted scores and absolute differences between all three scores. Should there be a substantial absolute difference (determined by JSI), there will be a concurrence meeting between all three evaluators. The meetings will give the reviewers the opportunity to talk through the application and where there may have been differing opinions in the application. Reviewers will have the option to change their scores or keep them the same based on the conversation.
3. Once scores are finalized, the JSI team will create a recommended funding slate by going through each application, evaluator notes, the average evaluator score, and any flags.
4. JSI will bring their recommendation slate to 2 CEC members (determined by individual's availability and elected by the whole CEC) to finalize the recommended slate. They will select a finalist pool for pre-award screening that takes into account the scoring for individual applications, geography, and the distribution of funds across the funding Tiers. If additional differentiating criteria are needed due to a large applicant pool, the grantmaking team will consider diversity of topical areas across applications. CEC members who are applying for funds from this program are ineligible to serve on the recommendation board. If all CEC members also applied for funds, there will not be CEC representation on the recommendation board.
5. The recommended finalists will be presented to OSCAR, and will include: a list of all awardees (including the amounts and a short summary of the project), a list of all applicants not selected, and a list of alternates. OSCAR will then recommend finalists to BOCC, and BOCC will make the final decision.

Timeline for Cycle 1 (2025 Pilot)

	June 2025	July	Aug	Sept	Oct	Nov	Dec	Jan - Dec 2026
CCC Fund Co-Design & Approval	▓	▓						
Outreach, Marketing, and Support for BCEF Fund	▓	▓	▓					
CEC Recruitment & Applications	▓	▓	▓	▓				
BCEF Pilot Cycle (2025) Applications Open	▓	▓	▓	▓				
CEC Selection & Training				▓				
BCEF Application Eligibility screenings & evaluations				▓	▓			
Finalists selected & recommended to BOCC for approval						▓		
Applicant Notification, Feedback & Reflection						▓	▓	
BCEF Cycle 1 Project Periods								▓

EXHIBIT B

SCOPE OF WORK & PRICING DETAILS- SUPPLEMENT

The Parties are updating this Scope of Work based on work of the Community Creation Committee ("CCC") and JSI's work in Phases 1 and 2. Changes to the original scope of work are identified below in red and/or ~~stricken~~ for the convenience of the parties.

The Parties incorporate **Exhibit D – Boulder Climate Equity Fund Grants Manual** into the Contract.
JSI will complete the Work outlined in this Scope of Work consistent with Exhibit D - Boulder Climate Equity Fund Grants Manual, which is accessible to the public in accordance with the terms of this Contract.

JSI or the County may propose changes to Exhibit D to ensure efficient and equitable administration of the grant program. Such changes are only effective upon written approval from both parties. For the County, this approval shall come from the **Project Manager Brett Fleishman, bfleishman@bouldercounty.gov** or, if he designates a different project manager in writing to JSI, that project manager**.**

The operative version of Exhibit D, including any updates approved by JSI and the County, shall reside with the County's contract management system.

Distribution of Funds – Timing

JSI will provide to the County a list of awardees for approval by the BOCC pursuant to Exhibit D. JSI understands that action items for business meetings, including approval for the list of awardees, must be noticed in advance of the business meeting and will provide the list of awardees to the **Project Manager** at least 10 days in advance of the business meeting at which the request will be made.

JSI must execute grant awards with the awardees within 60 days of approval of the grant award by the BOCC.

JSI will request funds from the county on a quarterly basis for projection of distribution of funds to awardees. The request for funds must come in the form of an invoice detailing the approval of the Board of County Commissioners for each awardee along with a projection of the distributions to the awardees for the quarter in which the request is made. The County will distribute money to JSI within 30 days of receiving an invoice for an advance of grant funds from JSI for distribution of funds.

JSI must disburse funds to awardees within 30 days of the awardee's invoice proving that they are entitled to the fund pursuant to the awardee's grant award.

Awardees must use their funds within the term of this contract.

JSI will include in its quarterly reports (see Phase 4 deliverable) notification of any delays in distribution of funds to awardees and notification to the County of any awardees who did not receive any of the funds regardless of the reason.

Distribution of Funds – JSI Requirements

JSI will hold all program funds in JSI's name ("Deposit Account") at Citizens Bank. JSI warrants and agrees that the Deposit Account shall be FDIC insured and that no other individual or entity has or will have access, control, or authority over the Deposit Account. Contractor agrees to provide the County with all bank statements, reports, and records related to the Deposit Account immediately upon request. JSI agrees and warrants that the Deposit

Account shall be used solely for the purposes of the Program. JSI will ensure that all funds are tracked and accounted for, including any accrued interest associated with the Program Funds.

JSI shall report any interest earned in the Deposit Account back to the County and the County shall issue a task order instructing JSI how to disburse the interest.

Document Retention and Cooperation

JSI shall retain all records related to this Contract for a minimum of seven (7) years following the close of the last grant phase. JSI will cooperate with the County for all open records requests, including responding within 24 hours to any county inquiries requesting documentation necessary to respond to an open records request.

JSI Reporting & Accessibility

All quarterly reports must meet state of Colorado accessibility requirements as defined in paragraph 20 of the contract.

JSI is responsible for all tax reporting obligations related to the distribution of the grant award to awardees.

JSI will report to the County all instances in which it believes it is necessary to conduct Performance Management of a grantee pursuant to Exhibit D.

~~**DELIVERABLES**~~ **ACTIVITY TASKS**

DELIVERABLES

1. Create, launch, and fiscally host Boulder County's first-ever Climate Equity Fund – an accessible, transparent, and inclusive fund dedicated to supporting non-profits, community groups, organized leaders and neighborhood groups ("Participants") by resourcing community climate action.

2. Build capacity of Participants to create a shared understanding of climate justice.

3. Help Participants develop the necessary tools to apply for grants and to meet grant reporting requirements, including hosting at least 4 community workshops on grant applications and reporting requirements.

4. Build and host an application platform to manage all stages of the grant cycles and data collection

   - The application platform will have the capability to administer and track multiple grant cycles

   - Boulder County will utilize different funding sources for individual grant cycles. The funding sources will have different requirements and eligibility criteria for awardees. The application will have the ability to manage different funding streams and eligibility requirements as instructed by County

5. Assist Boulder County with the selection (developing list of nominees, creating selection criteria, onboard) and facilitation of a steering council ("Collaborative Creation Council" or "CCC") to co-create the grantmaking processes and guide the launch of the pilot funding cycle, including input on the application, application evaluation criteria, community outreach approach, and funding distribution strategy

6. Assist Boulder County with developing and managing ~~a biannual rolling~~an application process, including the development of selection criteria and the creation, training, and management of a community-led selection

committee ("Community Evaluation Committee" or "CEC"), separate from the CCC, to make funding recommendations.

- Boulder County will retain sole discretion to determine selection criteria and awards to Participants

- Application cycles will have different selection criteria and eligibility requirements as determined by the funding source. Boulder County will provide the criteria and requirements for implementation.

7. Create and manage a reporting process that has clear metrics and guidelines for transparent and accountable fund distribution.

8. Distribute up to ~~$2,658,840~~ $2,519,763 or amount otherwise decided with Boulder County in funds to awardees in accordance with Boulder County's release of funding based on recommendations from the ~~Community Steering Committee~~ CEC and final Board of County Commissioner approval.

9. Actively engage and subcontract with local [agencies] to increase community capacity to perform the services.

Administrative Fee

County will pay to JSI an amount not to exceed ~~$341,160~~ $480,234 during the Contract Term~~, up to $266,160 of which may be paid directly to JSI, and up to $75,000 of which may be paid by JSI to any subcontractors it has engaged as contemplated by item #8 above; and, in all cases~~ in accordance with the following schedule:

FEE SCHEDULE

JSI will submit invoices for work performed during the contract period, based on the deliverable(s) completed in alignment with the phases of work outlined below and in Exhibit D.

Amended 21-month contract			
Phase	**Deliverable**	**Deliverable Amount**	**Due date**
	1.1 Executed contract	$11,090	**5/31/2025**
1	1.2 CCC role description and decision matrix	$11,090	**5/31/2025**
	2.1 Community Assessment	$24,859	**7/31/2025**
	2.2 Grants Manual	$24,859	**7/31/2025**
	2.3 Outreach, Engagement & Capacity Building Plan	$24,859	**7/31/2025**
2	2.4 CCC outputs (CCC overview, grantmaking values, eligible projects, eligible entities, tier structure, application(s), evaluation criteria, CEC overview/design, COI policy, grants selection description)	$24,859	**7/31/2025**
	3.1 List of outreach events completed including dates/times and descriptions	$55,074	**12/31/2025**
3	3.2 Recommendation slate (including projects, amounts, and summaries)	$55,074	**12/31/2025**
	4.1 Quarterly Newsletter - Q1 (Jan - March)	$18,233	**4/30/2025**
	4.2 Digital dashboard - Q1 (Jan - March)	$18,233	**4/30/2025**
4	4.3 Summary of grantee feedback for continuous improvement - Q1 (Jan - March)	$18,233	**4/30/2025**

	4.4 Quarterly Newsletter - Q2 (April - June)	$15,453	**7/31/2027**
	4.5 Digital dashboard - Q2 (April - June)	$15,453	**7/31/2027**
	4.6 Summary of grantee feedback for continuous improvement - Q2 (April - June)	$15,453	**7/31/2027**
	4.7 Quarterly Newsletter - Q3 (July - Sept)	$15,453	**10/31/2027**
	4.8 Digital dashboard - Q3 (July - Sept)	$15,453	**10/31/2027**
	4.9 Summary of grantee feedback for continuous improvement - Q3 (July - Sept)	$15,453	**10/31/2027**
	4.10 Quarterly Newsletter - Q4 (Oct - Dec)	$15,453	**1/31/2027**
	4.11 Digital dashboard - Q4 (Oct - Dec)	$15,453	**1/31/2027**
	4.12 Summary of grantee feedback for continuous improvement - Q4 (Oct - Dec)	$15,453	**1/31/2027**
	5.1 Subgrantee summary report	$27,349	**1/31/2027**
5	5.2 Project Archive	$27,349	**1/31/2027**
TOTAL		**$480,234**	

JSI will submit monthly invoices for work performed during the contract period, based on the tasks completed each month in alignment with the phases of work outlined below and in Exhibit D. Phase 1 and 2 are completed. Phase 3 will be billed monthly subsequently Phase 4 and 5 will be billed monthly through the end of the contract.

1. Kickoff Phase

Phase 1: Project Kickoff and recruitment of Collaborative Creation Council (CCC)

● Amount: $22,180

● Due Date: Upon signing the agreement

● Description: This initial payment secures the consulting services and covers preliminary administrative costs.

Phase 2. Implementation Schedule Phase 2: Grant Program Co-Creation

● Amount: $88,720

● Description: This phase includes work related to the community assessment, facilitating a series of co-creation meetings with CCC and OSCAR, developing the grantmaking manual, outreach and engagement plans and capacity building plan and building a customizable application submission process for grant management.

Phase 3: Pilot Funding Cycle 1

● Amount: $88,720

● Description: This phase includes launching the communications and outreach plan, hosting workshops in conjunction with outreach events, administering one   rolling grant cycle and soliciting feedback from applicants, CCC and the County. The second part of Phase 3 includes the competitive selection process of the Community Evaluation Committee (CEC) according to the County's guidelines, training the CEC on evaluation processes,

~~facilitating scoring assignments and concurrence meetings, and putting forward a final recommendation slate for funding for Cycle 1 to the County. This phase includes getting final approval for Cycle 1 grantees from the County.~~

~~Phase 4 : Grant Management & Phase 5: Grant and Project Closeout~~

~~● Amount: $59,147~~

~~● Description: This phase includes overarching grant administration/management, continued community outreach and networking, and providing data analysis on community impact and expenditures.~~

~~3. Additional Payment Terms~~

● ~~Based on previous discussions,~~ Boulder County shall reimburse JSI Research & Training Institute, Inc. (JSI) for any Subcontractor expenses incurred up to $75,000. ~~Subcontractor costs are not included in phases described above and contingent on prior approval from Boulder County.~~

Contractor will complete the following tasks.

Phase 1: Project Kickoff and Recruitment of Community Advisors May 2025

- Host a kickoff with OSCAR to finalize the scope of the project and its definition of success, roles and responsibilities, decision making structures, and our communications plan.

- Recruit a Collaborative Creation Council (CCC) to participate in grantmaking process and strategy co-creation. JSI will seek a multicultural Council that represents the Boulder County municipalities and a variety of perspectives on climate and sustainability work. Amplify the opportunity through JSI's and OSCAR's network of community relationships.

  - In first month: Host ~~10-12 community~~ conversations with ~~Participants~~ CCC to listen to ideas on funding needs, structure and recruitment of the ~~CCC~~ Community Evaluation Committee (CEC).

  - Create the CCC in a transparent, open and fair way with either a multiple nomination process or a recruitment process that lays out specific individual representatives.

- Work with the OSCAR team to design and the ~~community~~ CCC to co-create grant processes.

  - Meet and engage with county officials and members of the CCC in designing an inclusive, accessible, and human-centered grantmaking process that supports neighborhood-scale climate action in impacted communities.

Phase 2: Grant Program Co-Creation May – August 2025

- Complete a community assessment, including the context of equity work in Boulder County (the County), a language access plan, demographic profile, and review of existing climate/sustainability initiatives and grant programs.

- Facilitate a series of co-creation meetings (at least monthly) with the CCC and OSCAR, whose objectives will include establishing the values and guiding principles for the fund; articulating eligibility criteria and a range of award amounts; designing the application and grantmaking process, and developing strategies for reaching under-resourced residents and communities.

  - Final determination of eligibility criteria, range of award amounts, application design, and grantmaking process will be approved solely by OSCAR

- Develop a detailed grants manual that contains grantmaking values and principles, roles and responsibilities, clear selection criteria, application evaluation process, grant administration processes, and plans for training and capacity building, based on the co-creation process and any relevant county policies.

  - The grantmaking manual (Exhibit D) must be approved by OSCAR before it may be implemented.

- Develop an outreach and engagement plan aligned with Justice40 and other existing County frameworks to promote the funding opportunity to non-profits, community leaders, and neighborhood groups.

  - The outreach and engagement plan must be approved by OSCAR before it may be implemented.

- Develop a capacity building plan that outlines proposed activities, session topics, learning objectives, supporting resources, and timeline.

  - The capacity building plan must be approved by OSCAR before it may be implemented.

- Customize back-end infrastructure for application submission and tracking and grant management, including an application portal and customizable Salesforce database with dashboard capacity.

  - OSCAR will have access to the platform and all related records.

- Initiate light-touch outreach and inform an online presence to build interest and generate a contact list. **Based on the County's current language access plan, JSI assumes that, at a minimum, all events, communications, and materials will be bilingual Spanish/English.**

  - **Additional language may be added by agreement of the parties.**

  - *Please note: JSI recognizes the County's initial timeline was to have the program launched in the second quarter. However, given the desire for robust community engagement and co-creation of the grant program, JSI wants to launch this program in the third quarter to ensure a more high-quality, community-driven process.*

Phase 3: Pilot Funding Cycle 1 (Months 1-7) May – December 2025

- Launch communications and outreach plan, including up to four, in-person events in partnership with OSCAR or other local partners, two virtual events, networking through the Community Climate Council (CCC), email newsletters and distribution of postcards, flyers, and other engagement materials. All activities will prioritize inclusivity in location choice, accessibility, and language access. *(Note: JSI will work with OSCAR to determine where web-based content will be hosted and how social media content will be distributed.)*

- Host in-person, participatory grantwriting workshops in conjunction with outreach events and one online grantwriting workshop that will be recorded.

- Recruit, competitively select, train, and support members of the Community Evaluation Committee who will score applications. Manage process for evaluation/scoring assignments, concurrence meetings, and other roles as outlined in approved Grants Manual.

- Administer one ~~rolling~~ pilot grant cycle (approximately eight weeks) and facilitate an inclusive process with the ~~CCC~~ CEC to recommend awardees.

- Solicit feedback from applicants, CCC members, CEC members, and the County on the process, and review data on the applicant pool and awardee pool. Identify opportunities to improve accessibility and cultural responsiveness, and target funds to priority residents and communities.

- Maintain an active and appreciated CEC, with members serving up to one-year terms that can be renewed for one additional year.

Phase 4: Grant Management December 2025 – January 2027

- Update the grant~~making~~s manual (Exhibit D), application materials, and the outreach and engagement plan based on learnings from the pilot phase, and annually thereafter.

  - OSCAR will approve updates to the grants manual (Exhibit D).

- ~~Contingent on funding approved for subsequent cycles beyond the pilot year, administer additional funding cycles, including managing the application process, providing assistance to applicants in their native language, and working with the CEC to recommend awardees.~~ This Scope of Work governs the Pilot Project. Any future funding will require a contract amendment pursuant to Boulder County Policy.

- All awards require OSCAR's written approval before they are made. No funds may be distributed without OSCAR's written approval.

- Develop working relationships with grant recipients that balance support, capacity building, and accountability. Work with grant recipients to execute award agreements that meet their needs, engage in on-site visits when possible, and ensure that grant agreements are fulfilled.

- Distribute a quarterly newsletter for grantees for information and capacity-building support.

- Generate brief newsletter blurbs for the OSCAR newsletter with success stories from grantees

- Disseminate a bi-annual digital dashboard with data on fund applications, awards, and impact.

- Facilitate quarterly networking events that include skill-building workshops. The content of the workshops will be driven by grantee interests, and facilitators will employ a variety of engagement modalities.

- Carefully steward fund resources and ensure funds are being distributed as intended.

  - All fund distributions require OSCAR's written approval before they may be made.

- Analyze data on applications and awards and explore grantee experiences. Use stories and data visualizations to report to the County and the public on community impact and expenditures.

- Solicit feedback from grantees on their experience with the fund and make ongoing improvements.

Phase 5: Grant and Project Closeout December 2025 – January 2027

- Ensure that all funds have been distributed as intended and are carefully accounted for at the end of the year. If funds remain or additional funds are added to the program, the parties may amend the Scope of Work to include additional funding cycles.

- Collaborate with grantees to close out awards.

- Celebrate successes and show appreciation for CCC and CEC members.

- Compile and share final dashboards, reporting, and lessons learned.

- At the end of the last funding cycle, complete administrative closeout of the contract and share project archive with Boulder County.

- Retain all records related to this Contract for a minimum of ~~three (3)~~ seven (7) years following the close of the last grant phase.

Certificate Of Completion

Envelope Id: E6230E0B-AE4A-4FCF-A812-162E62F161DC
Subject: Contract Amendment JSI Research
Type of Document: Agreement
Department/Office: All
Source Envelope:
Document Pages: 93
Certificate Pages: 2
AutoNav: Enabled
EnvelopeId Stamping: Enabled
Time Zone: (UTC-07:00) Mountain Time (US & Canada)

Signatures: 0
Initials: 0

Status: Sent

Envelope Originator:
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Record Tracking

Status: Original
    7/3/2025 2:36:30 PM
Security Appliance Status: Connected
Storage Appliance Status: Connected

Holder: Magali Echeagaray
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Pool: StateLocal
Pool: Boulder County

Location: DocuSign

Location: Docusign

Signer Events	Signature	Timestamp
Alexia Eslan alexia_eslan@JSI.com Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Not Offered via Docusign		Sent: 7/3/2025 2:45:33 PM
Matthew Ramos 38095@bouldercounty.org Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Not Offered via Docusign		
Marta Loachamin mloachamin@bouldercounty.org Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Not Offered via Docusign		
Matthew Ramos 38095@bouldercounty.org Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Not Offered via Docusign		

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp
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Electronic Record and Signature Disclosure: Not Offered via Docusign		
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Electronic Record and Signature Disclosure: Not Offered via Docusign		
Elizabeth Bradford		
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Security Level: Email, Account Authentication (None)		
Electronic Record and Signature Disclosure: Not Offered via Docusign		
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Electronic Record and Signature Disclosure: Not Offered via Docusign		

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	7/3/2025 2:45:33 PM

Payment Events	Status	Timestamps