

COMMUNITIES
FOR A BETTER
ENVIRONMENT
established 1978

A Decade of Transformative
Organizing, Victories & Growth

2015-2024 REPORT



LETTER FROM THE EXECUTIVE DIRECTOR

Dear CBE Community,

This strategic planning report showcases CBE's direction, strategic priorities, and successes since our last strategic plan in 2015. Covering almost a decade, this report summarizes our new directions from 2015 to 2024, how we centered our Theory of Change on our Transformative Organizing Model, and the shifts in our major program areas and campaigns.

Now more than ever, CBE is grounding our work in our community. We are organizing for health, Just Transition, and systemic change in our four communities of Southeast Los Angeles, Wilmington, East Oakland, and Richmond. Through the leadership of the grassroots frontline CBE community members, we have achieved groundbreaking environmental and climate justice victories over the last decade at the local level, regionally and statewide.

We are also proud to present critical internal work so that CBE is a more equitable, sustainable, and democratic place to work.



In Community,

Darryl Molina Sarmiento
Executive Director

TABLE OF CONTENTS

Our Vision & Mission	1
Our Core Values	2
Strategic Plan Recap	3
Our Work From 2015-2024	6
A Theory Of Change That Centers Transformative Organizing	8
Priority Program 1: Climate Justice & Clean Energy	11
Priority Program 2: Just Transition	16
Priority Program 3: Green Zones	19
Priority Program 4: Toxics Reduction & Pollution Prevention	22
Priority Program 5: Civic Engagement	24
CBE's Equity Work	28
Decision-Making	30
Salary Structure Report	31
Development Department Analysis	33
Board By-Laws Update	34
Strategic Plan: Setting The Next Phase	36

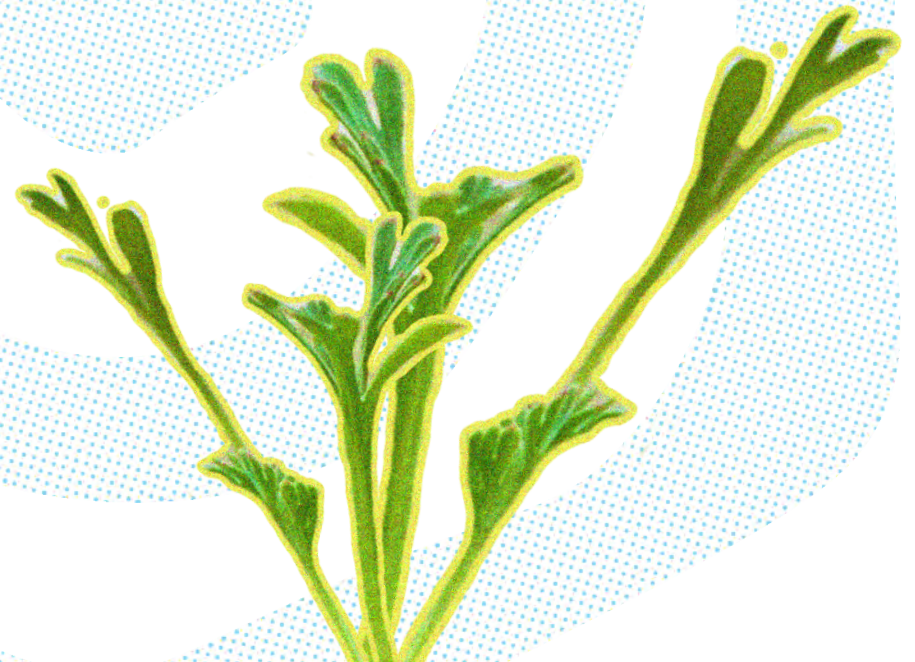
OUR VISION & MISSION

Mission Statement

CBE builds people's power in California's communities of color and low income communities to achieve environmental health and justice by preventing and reducing pollution and building green, healthy and sustainable communities and environments.

Vision Statement

CBE envisions a society in which production and consumption are based on environmental and social sustainability, where it's held as a basic human right to breathe clean air and drink clean water in the environment where we live, work, go to school, play, and pray—regardless of race, gender, sexual orientation, age, culture, ability, nationality, or income.



OUR CORE VALUES



JUSTICE



DEMOCRATIC DECISION-
MAKING



INTEGRITY



FAIRNESS/EQUITY



EQUALITY



POWER TO THE
PEOPLE



DIVERSITY



SUSTAINABILITY



HOLISTIC DEFINITION
OF ENVIRONMENT



SELF-
DETERMINATION



COURAGE/BEING
PROACTIVE



COLLECTIVE ACTION



COLLABORATION &
COOPERATION



CULTURE AS IMPORTANT
TO MOVEMENT BUILDING



STRATEGIC
APPLICATION OF
POWER ANALYSIS

STRATEGIC PLAN RECAP

2012-2015

Direction Setting

CBEs Strategic Plan from 2012-2015 decided on the following¹:

Community Engagement: Continue engagement in local community-based work, and seek to leverage the power of community work for a city-wide, regional and systemic impact.

Electoral Work: CBE added electoral work as a core strategy in addition to current strategies of organizing, research, legal advocacy, and movement building.

Communications: Integrate communications as another core strategy into each aspect of CBE's work.

Defined Focus Areas

CBE honed in on two focus areas:

Green Zones / Clean Up Green Up and Building Community Resilience

Encompasses place-based and policy-based work at state and federal levels.

Climate Justice and Renewable Energy

Encompasses place-based and policy-based work connecting local and statewide efforts.

Goals

Power

Build Community Power in our Target Communities

Community Projects

Establish Green Zones and/or Climate and Energy Projects in Our Target Communities

Movement-building

Build and Strengthen the California and national Environmental Justice movement

Consciousness

Build the political consciousness and organizing capacity of CBE staff and core leaders

Profile

Raise CBE's public profile, showcase campaigns, and broadly disseminate core messages and perspectives on important issues

Legal

Increase the legal team's capacity to advance CBE's broader strategic goals

Research

Build a cohesive research team

Sustainability

Maintain and diversify CBE's financial resources to ensure resilience and sustain existing work; seek to expand those resources where possible to support the development of new work

Efficiency

Improve efficiency of CBE's Finance and Administration

Board of Directors

Strengthen CBE's Board of Directors to support implementation of the Strategic Plan

Internal Changes

Priority Areas of Focus

Green Zones and Healthy Communities, Energy and Climate Justice

Organizing

Reaffirmed primary role of organizing in all of our work

Management

Established position of Organizing Director to join Management Team

Triad Model

Modified CBE's "Triad Model" (organizers, researchers, and attorneys) to be more flexible

Legal

Moved from strictly place-based focus in assigning legal matters to "area of law" focus

Research

Researchers broadened scope and supported with campaign strategy

Previous CBE East Oakland Community Organizer, Angela, and a community member stand outside of the doors to AB&I Foundry. The Foundry manufactured cast iron pipes and fittings for plumbing systems while emitting toxic pollution into the air of surrounding East Oakland communities for over 100 years. This rally on August 17, 2019 was created to protest their ongoing harmful operations. AB&I was eventually closed due to community organizing!



NEW DIRECTIONS



CBE East Oakland community members and staff during a toxic tour of the community on March 28, 2022. Photo by Joyce Xi.

OUR WORK FROM 2015-2024

CBE's overarching strategy for all our work is to build power in frontline communities who live near oil drilling operations, power plants, brown-fields, diesel truck routes, refineries, and major chemical facilities - those who bear the brunt of the extractive economy and have the most to gain from a Just Transition. We amplify the power of resilient community leaders and environmental health advocates.

Programmatic Developments

CBE won major victories and passed key policies at the local, state, and national levels that have established CBE as a model for what can be done with Just Transition and transitioning off fossil fuels. CBE set the foundation for further transformational policy, grounded in the grassroots and frontline. Some examples include:

Leader in Just Transition

As a founding member of Climate Justice Alliance (CJA), a national network of over 80 organizational members, each leading local campaigns towards a Just Transition.

California Environmental Justice Alliance

Steering committee/Board member of the California Environmental Justice Alliance (CEJA), which CBE co-founded. With CEJA and allies, CBE successfully pushed for EJ-specific legislation passed in the last 8 years.

LA Oil Drilling Phase Out

In 2023, the County of Los Angeles and City of Los Angeles voted unanimously to support ordinances to phase out oil drilling operations in unincorporated LA County and City of Los Angeles.

Ending I-710 Freeway Expansion

Ending the \$6-billion expansion plans for most of the I-710 'diesel death zone' Freeway.

Beyond Chevron Campaign

Launched the Beyond Chevron Campaign – a campaign that envisions a just transition for the City of Richmond without the Chevron refinery.

Climate Justice and Clean Energy

We campaigned for clean transportation and opposed false solutions such as hydrogen, biofuels, and carbon capture and sequestration.

Green Zones

We advocated for affordable housing, clean water, green space, and resiliency hubs.

COVID-19 Response

As the COVID-19 pandemic unraveled throughout the globe, our communities' health was threatened, and their livelihood and income stalled or depleted. Recognizing the financial need in our communities, CBE created the CBE Community Fund distributing \$150,000 to 430 individuals and families.

Civic Engagement Program

We established a 501 c4, called CBE Action, a project of Tides Advocacy, created our Civic Engagement and electoral program's own finances and body of work, and hired Civic Engagement staff to support this program.

Deeper Communications Strategy

We integrated Communications into our program work and now have two Communications staff.

Internal Developments

CBE made significant shifts in the last decade by rooting our Theory of Change in our Transformative Organizing Model (TOM). The TOM set CBE on a trajectory that completely restructured ourselves to be more aligned with our values. The TOM allowed us to make the following internal shifts:

Decision-making

We eliminated top down decision-making with a collective decision-making process. We created an Admin Team composed of the Directors that conduct lead thinking and research for administrative, financial and development related-decisions so that each Community Team and the organization are prepared to make well-informed decisions rooted in their priorities.

Leadership Ladder

Established our leadership ladder to build leadership from within the organization and to provide more entry points and opportunities for CBE community members to become staff, a board member, or move into a position in the larger social justice movement.



CBE Youth for Environmental Justice members and staff at the CA Youth Climate Strike on September 22nd, 2019 in Los Angeles. Photo by Ashley Hernandez, CBE Wilmington YEJ organizer.

Growth

We more than quadrupled our budget from \$2 million to now \$8.9 million. We also increased our personnel from 30 staff to 67 staff in 2024.

Equity Work

CBE has engaged in critical Equity Work, finding solutions to racial equity internally.

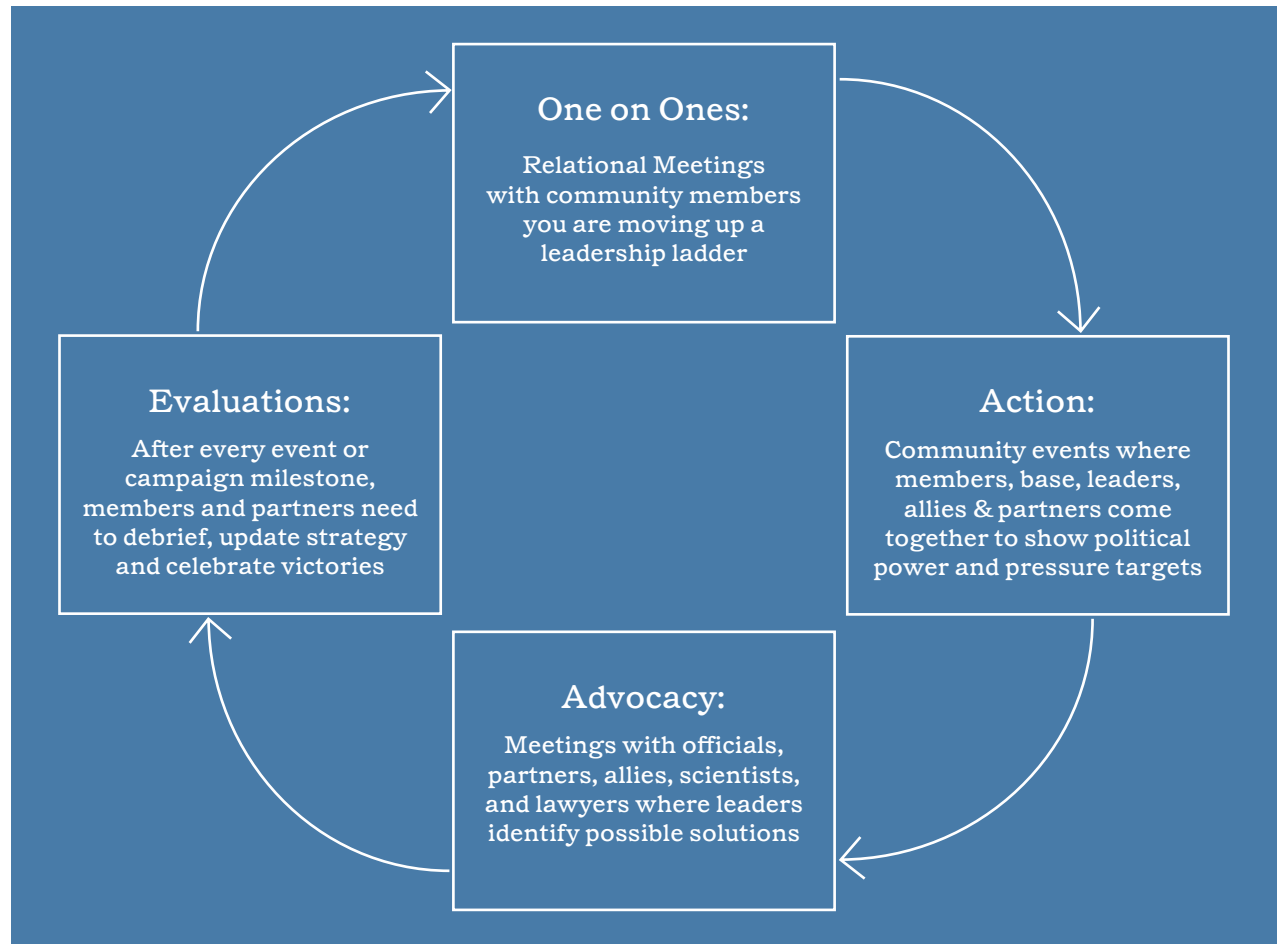
Salary Structure

CBE created a new salary structure to align with our values and for retention and hiring of highly skilled staff.

A THEORY OF CHANGE THAT CENTERS TRANSFORMATIVE ORGANIZING

We believe our organization should reflect and center the lived experience and expertise of the communities in which we work. In 2014, CBE began implementing the Transformative Organizing Model (TOM), which aims to localize decision-making in each of our four base communities. Through the creation of four Community Teams, we aim to place our members and our organizing at the center of our work. Our Theory of Change recognizes that our members are the essential forces for achieving environmental and social justice.

CBE released the Transformative Organizing Model Pocketbook². This pocketbook is a resource that discusses why Transformative Organizing is essential to both CBEs Theory of Change and also to the social justice movement. The purpose of the pocketbook is to show how Transformative Organizing is an approach that emphasizes long-term vision, ideology, and movement building, as opposed to the short-term advocacy that social justice organizations often engage in.



Transformative Organizing focuses on relationship building using One on One meetings held face to face with community members looking to become CBE leaders or supporters. The cycle of engagement pictured allows organizers to intentionally lead potential core leaders through a process of leadership development and empowerment.

Transformative Organizing

Transformative Organizing places emphasis on leadership development to empower grassroots leaders who can lead the struggle for transforming society and to build collective power. Transformative Organizing must challenge the power of the political Right and reflect the world we want to see. It must aim at community needs - jobs, healthcare and the environment where people live. We must demand a Just Transition, new economic systems and community-led movements. On all these levels, Transformative Organizing is both visionary, in that it articulates a vision of the society we seek to create over the long term, and builds the world we want through structural change.

Centering Transformative Organizing

Theory of Change defines long-term goals and then maps backward to identify necessary preconditions. For an organization like CBE, it is our roadmap and how we think we can achieve our goals for justice and liberation.

CBE staff developed and committed to the following Theory of Change to help us as an organization that is entirely dedicated to, and driven by Transformative Organizing:



“Transformative Organizing places emphasis on leadership development to empower grassroots leaders who can lead the struggle for transforming society and to build collective power... Transformative Organizing is both visionary, in that it articulates a vision of the society we seek to create over the long term, and practical, building the world we want through structural change.”

- Build a base of organized power in impacted, oppressed communities.
- Apply an organizing model that requires a consistent approach to base building, leadership development, base-building, political education and campaigns.
- Develop an organizational structure that is accountable to, supports and strengthens the organizing core and our base.
- Prioritize campaigns that are identified, developed and won in ways that build the base of organized power, towards long-term transformation.

PRIORITY PROGRAMS



CBE and allies at the celebration of SB 1137 in November of 2022, a law that would establish setback zones between oil drilling operations and homes, parks, schools. Long Beach, CA. Photo by Gissela Chavez, CBE Communications Manager.

CLIMATE JUSTICE & CLEAN ENERGY

PRIORITY PROGRAM 1

CBE's work to end reliance on fossil fuels requires focusing on all aspects of the fossil fuel life cycle. We address the transition from oil and gas to 100% sustainable regenerative sources of energy, not only to tackle the environmental injustices faced by low-income communities of color bearing the brunt of polluting harmful fossil fuel extraction and infrastructure, but also to aggressively reduce greenhouse gas emissions and avoid the catastrophic effects of climate change.

There are headwinds that we need to be very aware of, as the extractive corporate industry—with support from some decision-makers—try to “green-wash” proposed polluting projects with the promise of future “climate jobs.” We see these growing trends in the biofuel conversion projects of refineries in the Bay Area, proposed carbon capture and sequestration proposals, and hydrogen production, delivery, and use applications.

1.1 Ending Dependency On Fossil Fuels, Refineries And Oil Drilling



CBE Members and staff from all four CBE communities (Richmond, East Oakland, Wilmington, SELA) at the San Francisco People's Climate March on September 8th, 2018. Photo by Gissela Chavez, CBE Communications Manager.

CBE is a leading voice in California on this issue in combining technical analysis, legal advocacy and community organizing to reduce emissions from refineries and make them safer while pushing for a phase out of the oil refining sector

statewide through a responsible Just Transition and managed decline program. At the same time we are working with local, regional and statewide allies to end neighborhood oil drilling in Los Angeles and beyond.

City and County of Los Angeles Oil Drilling Bans; California Restrictions

CBE, as a co-chair and founding member of STAND LA, successfully won an ordinance to phase out neighborhood oil drilling in Los Angeles, the first major city in the nation to do so. In 2022, the City of LA passed the Oil Drilling Phase Out after a 10 year campaign of legal research, policy advocacy, technical analysis, and community organizing. A similar measure was approved by LA County in 2023.

Beyond Chevron

The city of Richmond is home to the 3,000-acre Chevron Oil Refinery that has been polluting the environment and negatively affecting the health of Richmond residents for over a hundred years. CBE joined forces with frontline community members and other Richmond-based organizations as a part of the Richmond Our Power Coalition (ROPC) to develop the Beyond Chevron Campaign to empower Richmond residents to justly decommission Chevron.

Bay Area Air Quality Management District Refinery Emission Rule Changes

After nearly five years, CBE mobilized to win the strongest Refinery Emission rule of its kind in the nation, Rule 6-5 catcracker rule – cutting

pollution output by 70%, by pushing BAAQMD to prioritize community health over refinery profits.

CARB Scoping Plan Victory

In a huge win, as a result of CBE and our allies' strategic advocacy and community building, in 2022, the CARB board affirmed its commitment to an interagency workgroup to plan for a petroleum phaseout, including both refineries and oil extraction, and to be explicit about the issue of oil exports in CA's 2022 Scoping Plan, the plan to reach CA's ambitious emissions goals.

1.2 Energy Transformation and Decarbonization

In the last decade, CBE pushed to implement mandates of key climate bills to achieve California's greenhouse gas and renewable energy goals, to prioritize EJ communities for the benefits of a new energy economy, and reduce the pollution impacts of fossil-fuel operations on EJ communities by leveraging opportunities in key regulatory venues.

Victories in AB 32 Scoping Plan and SB 350

In the AB 32 Scoping Plan, CBE advocated to secure good alternatives to burning greenhouse gases (GHG), successfully advocated to have new gas plants removed from the Scoping

Plan and instead to "electrify everything." In a watershed moment, CBE led major renewable energy victories in SB 350, the Clean Energy and Pollution Reduction Act, which requires the CPUC to focus energy procurement decisions on reducing GHG emissions by 40 percent by 2030, including efforts to achieve at least 50 percent renewable energy procurement, doubling of energy efficiency, and promoting transportation electrification. In the implementation of SB 350, CBE advocated at major energy agencies, including the California Public Utilities Commission (CPUC) and the California Energy Commission (CEC) to advance the build out of renewable energy, especially in environmental justice communities.

Gas Plant Retirement

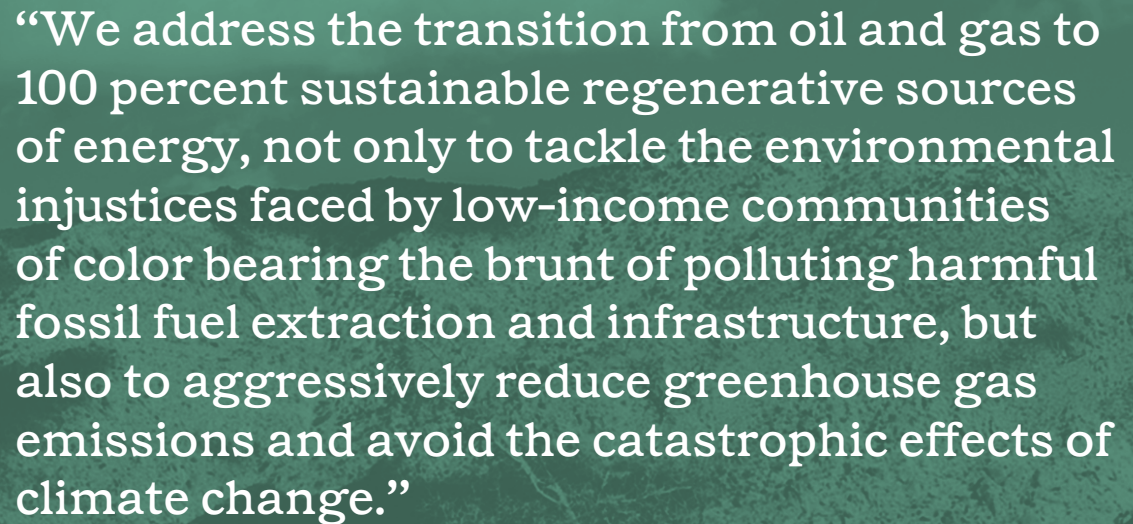
CBE has a long history and grounding to stop gas-powered plants from locating in EJ communities. After having to fight off three plants in a short time, we came together as a movement with our statewide partners with the ambition of retiring all gas plants by 2030. Together with the California Environmental Justice Alliance, we led efforts to call on the CEC and CPUC to stop building gas fired power plants. As a result of our advocacy, the state now has a plan in place to retire all gas plants in California. CBE helped pass a law to use alternative energy sources instead of gas.

Distributed Generation for EJ

In the past decade, CBE led the passage of several bills to promote distributed generation (local renewable energy) in low-income communities of color. CBE successfully advocated for the Community Solar Green Tariff that provides local solar energy at a 20% bill discount for both income-qualified and non-income qualified residential customers in Disadvantaged Communities (DACs) who may be unable to install solar on their roof. The program also requires a local government or non-profit community sponsorship and promotes workforce development and job training in DACs. CBE also co-led a campaign to pass AB 693, the Solar on Multifamily Affordable Housing (SOMAH) program that secured \$1 billion over 10 years for rooftop solar on affordable housing in environmental justice communities. CBE is driving the implementation of SOMAH in Southeast LA and East Oakland.

100 Percent Renewable Energy

CBE is spearheading efforts statewide, in the Los Angeles area and in PG&E territory to move the electricity system to a 100% renewable, clean energy future with two coalitions – Regenerate CA (formerly CEJA/Sierra Club partnership) and Reclaim Our Power (formerly Utility Justice Network). First, CBE is a key member of the Regenerate CA coalition, which we built through CEJA with the Sierra Club. Regenerate CA



“We address the transition from oil and gas to 100 percent sustainable regenerative sources of energy, not only to tackle the environmental injustices faced by low-income communities of color bearing the brunt of polluting harmful fossil fuel extraction and infrastructure, but also to aggressively reduce greenhouse gas emissions and avoid the catastrophic effects of climate change.”

organizes a member-driven campaign to phase out gas-fired power plants statewide, with those in environmental justice communities retiring first, and replacing them with clean energy.

CBE’s organizing focus in Southeast LA is advancing development of clean energy projects that will support retirements. Our organizing focus in Wilmington (City of LA) is ensuring the retirement of local gas plants, which LADWP currently proposes to repower to combust hydrogen. Second, CBE is driving the Reclaim Our

Power coalition, which came together to drive a transformation from PG&E’s bankrupt, dysfunctional, for-profit structure, into a structure that reflects critical equity considerations. CBE sits on the Reclaim Our Power’s Leadership Committee and its Executive Committee, which includes representatives from communities affected by wildfires, local clean energy advocates, and other EJ allies. We also participate in ROP’s microgrids cohort, which supports communities that are doing on-the-groundwork to develop a microgrid.

Energy Storage

After years of advocacy, CBE successfully secured energy storage as the key to making our renewable grid feasible. Through our advocacy, energy storage is allowing for the transition off of fossil fuels.

Energy Access

In California, 25% of greenhouse gas emissions are attributed to buildings that use fossil fuels – “natural” gas – for services like heating water and air. Beyond its climate impacts, burning gas in people’s homes is a little-discussed public health threat as well. It puts particulate matter and nitrogen oxides into people’s lungs, contributing to asthma and heart disease. With the state’s goal of zero net-carbon by 2045, the question is not whether California will cease using gas in its buildings, but when and how. As CBE, we are participating in efforts to set California on a path toward equitable electrification that brings the benefit of the change to environmental justice communities; and seek to prevent the foreseeable negative impacts on these communities of an unmanaged phase-out of gas in buildings.

CBE played a leadership role in the following energy access proceedings:

Building Decarbonization proceeding: to ensure state investments are targeted to disadvantaged communities

Extreme Weather Proceeding: CBE led the development of a system whereby homes in disadvantaged communities can participate and be paid in demand response in emergency situations

Wildfire Mitigation Plan Proceeding: CBE designed a notification and community outreach program for major utilities, including language access for emergency response and wildfire notifications.

Electricity Reliability

Given the unreliability of, and planned retirement of, California’s gas-fired power plants and the Diablo Canyon nuclear power plant, wildfires and public safety power shutoffs, renewables integration, and the need to electrify our homes and vehicles, CBE is extremely concerned about maintaining a reliable grid that serves the most vulnerable in our communities. CBE joined the Fix the Grid Coalition that recognizes the consolidation of multiple, disparate electricity markets into a well-organized Regional System Operator. CBE advocated at the California Independent System Operator (CAISO) to explore improvements to our grid system in Los Angeles and for the potential to use offshore wind as a power source to interconnect to the LA basin. Through this proceeding, CBE is ensuring local communities have a voice in community benefits in offshore wind and ensuring there is a tight connection between retiring gas plants in

EJ communities and the development of offshore wind. CBE also advocated in the Dynamic Rate, Fixed Charge Proceeding, in which the AB 205 mandate to adopt a fixed charge that will reduce low-income energy bills is paired with a vital effort to make the entire grid responsive to reliability needs through automated demand response.

Oppose Dead End Solutions

Over the next 1-3 years, our goals are that the zero-carbon electricity sector is more just and reliable for EJ communities and “dead end solutions” such as biomass, dirty hydrogen labeled as “green”, “renewable natural gas” and carbon capture and sequestration that prevent the transition to a reliable grid based on renewable energy are addressed:

Hydrogen: The State of California intends to expand the use of hydrogen as a fuel. CBE created Equity Principles for Hydrogen that represent our collective values and positions to support communities as hydrogen energy is utilized across the state. CBE is convincing LADWP and CPUC to reject efforts to fuel-switch or blend fossil gas with hydrogen, and to plan for gas retirements supported by renewable generation and storage in EJ communities.

Carbon Capture and Sequestration: CBE advocated heavily opposing carbon capture schemes which keep the fossil fuel infrastructure online indefinitely.

1.3 Clean & Equitable Transportation

Residents of East Oakland, near the Port of Oakland, contend with fumes, particulate matter and noise from a heavy volume of diesel trucks and the other pollution sources that facilitate freight transport to and from the fifth busiest container port in the United States. CBE just spearheaded an update to the Truck Study, highlighting the impacts of pollution along the 880 freeway corridor on the East Oakland community. This study confirms the needs for more transportation electrification in communities that are still breathing diesel pollution.

Bad I-710 Freeway Expansion Stopped

After more than 20 years of community organizing, in 2022 the LA County Metropolitan Transportation Authority unanimously voted to end a \$6-billion expansion plan for most of the I-710 'diesel death zone' Freeway, preventing severe displacement of thousands of people throughout the freeway corridor, in addition to heightened levels of pollution and related

illnesses in already overburdened communities. Now, through the newly named I-710 Investment Plan, CBE is advocating for zero emissions (ZE) through our participation in the Zero Emissions workgroup, 710 Task Force, and Community Leadership Committee. CBEs 2024 campaign goals are to ensure the Investment Plan addresses public health, ensure a genuine and transparent public process, build people and political power in Southeast LA, and a Just Transition that includes equitable jobs and ZE infrastructure.

Coalition for Environmental Health and Justice

CBE is organizing with CEHAJ, a coalition of community-based health, environmental, and environmental justice organizations dedicated to advancing demands for health, clean air, and improved quality of life along the I-710 corridor.

California Cleaner Freight Coalition

CBE is part of CCFC, a coalition of environmental justice, public health, science and mainstream environmental organizations for the purpose of creating transformational changes to the freight transportation system in California.

Charge Ahead California Initiative

CBE and our allies established the Charge Ahead California Initiative—SB 1275 (2014). This initiative made it a state policy to electrify the transportation sector in a manner that ensures all Californians, especially those who are most impacted by vehicular air pollution, realize the benefits of clean mobility options. Largely because of this effort, California has a portfolio of equity-focused programs designed to increase access to zero-emission mobility options in low-income communities of color. These programs are complemented by critical zero-emission medium- and heavy-duty vehicle programs that displace toxic diesel emissions that disproportionately impact low-income communities and communities of color that often live near freeways, ports, railyards, warehouses, and other facilities.

JUST TRANSITION

PRIORITY PROGRAM 2

CBE is focused on identifying strategies to create good paying clean green jobs at the local, regional and statewide levels, where we are pushing for ending our reliance on fossil fuels. This means creating a managed decline plan at the statewide level for refineries, oil drilling operations, and the combustion phase from cradle to grave. Central to creating this managed decline plan is identifying revenues for worker protection, training and job placement programs to create successful and replicable just transition models as extensively discussed in the following reports in which CBE was engaged:

A Program For Economic Recovery And Clean Energy Transition In California³

A Roadmap To An Equitable Low-Carbon Future: Four Pillars For A Just Transition⁴

2.1 Statewide Leadership

CBE has been and will continue to work with EJ and labor intermediary allies (such as Jobs With Justice and Labor Network for Sustainability) to create JT strategies. CBE and our allies were successful in inserting managed decline goals



CBE Richmond community member and intern (at the time), at a CBE rally outside of the Bay Area Air Quality Management District (BAAQMD) on June 1, 2021 urging the district to pass a new refinery rule. Photo by Gissela Chavez.

in the California Air Resources Board's 2022 Scoping Plan⁵ and SB 1-2 (Skinner)⁶. The goals under these two initiatives are for California to take a leadership position in creating a rational managed decline plan that protects both workers

and communities, as opposed to leaving this transition to the speculative profit-driven motives of the fossil fuel industry. Abrupt corporate decisions can hurt workers and communities, while creating a thoughtful managed decline that

centers equity and workforce development can benefit vulnerable sectors and California's people. The LA region, host to the largest refining activities in the West Coast of the US and one of the largest oil drilling operations in the states, can play a transformative and leading role.

2.2 Just Transition Task Force

CBE is part of Just Transition Task Force in the City of LA and LA County - Built on the success of our 10-year campaign to pass ordinances in the City and County of LA to phase out oil drilling in 2023 and 2024, this project looks at job creation strategies once oil productions operations have ceased. The final report by the taskforce has identified key strategies for job creation, land remediation and community engagement⁷. CBE Co-Chaired the Remediation Committee of the task force and contributed to all of the other elements.

2.3 Just Transition Beyond Oil Drilling

Our Wilmington Team is organizing for a Just Transition beyond oil drilling. After the oil drilling ordinance passed, we have been planning for the implementation phase over the next 5-10 years, including proper decommissioning of oil wells and remediation of sites.. Additionally, our community is envisioning what we want to see in place of these oil drilling sites. One example has been our

efforts to create Resilience Hubs in Wilmington. We identified places such as Wilmington Senior Center and Tzu Chi Clinic, where our partners installed solar and battery storage, and we are building our staffing capacity to fully operationalize these centers.

2.4 Decommission Chevron Refinery

CBE is on the trajectory of fighting the Chevron refinery towards decommissioning. Our Richmond Team co-leads the Beyond Chevron Coalition⁸ that envisions "A Richmond powered by the people who live in Richmond. It includes a healing and transition of the land that Chevron currently occupies, more green spaces for the community to gather and relax in, a regenerative economy that invests in renewable energy and allows environmental justice communities to build wealth and breathe clean air. We also envision a local, living, sustainable and just food system by and for Richmond residents that cares for land, water, air and all living beings."

Leadership Development

Our Team in Richmond has deepened our Leadership Development and Membership. We are building working groups and power groups so that members can be decision-makers in commissions and boards to move Just Transition projects forward.

Political Education

We have increased our member meetings to educate our members on Just Transition, Story-telling as Advocacy, Resilience Hubs, Green Zones, Hydrogen, Flaring, and the Accountability of Big Oil.

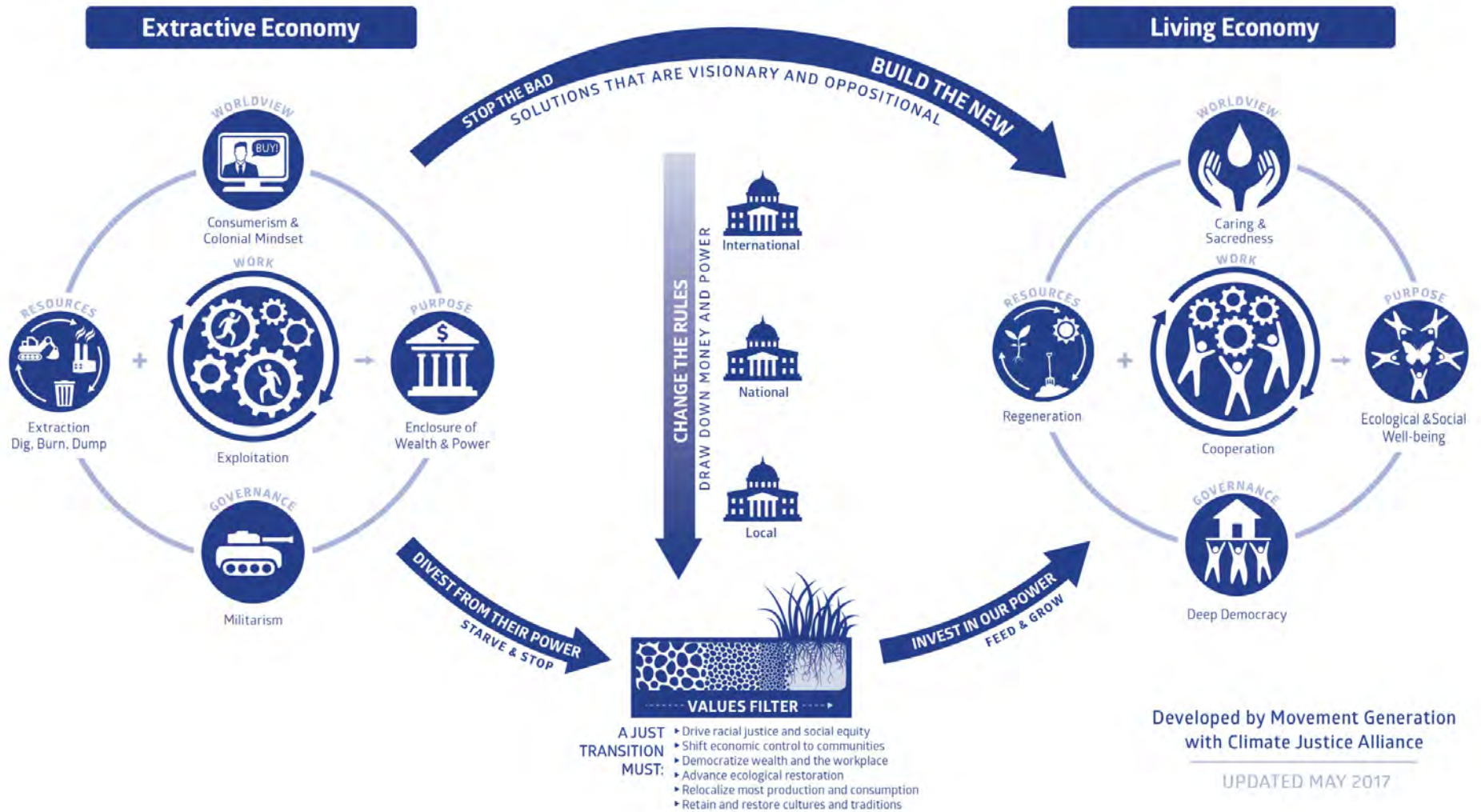
Communications

Using social media to share infographics and 101 learnings about the aforementioned topics. Our Leadership Academy is forming working groups led by community members with our staff as guides to further our efforts in Mutual Aid, Just Transition and Communications/Narrative building.

Ballot Measures

Exploring ways we can establish a replicable local just transition fund for communities living on the frontlines of refineries.

JUST TRANSITION STRATEGY FRAMEWORK



One of the key aspects and frameworks of CBE's work is Just Transition, summarized in the above diagram by Climate Justice Alliance, where CBE serves on the Steering Committee.

GREEN ZONES

PRIORITY PROGRAM 3

CBE's Green Zones work encompasses place-based work at the local, state, and federal levels. It is rooted in local campaigns such as the Clean Up/Green Up campaign in the city of Los Angeles and Los Angeles County. In recent years, CBE has progressed from not only "fighting the bad," but also "bringing in the good." Each Green Zones component supports and reinforces the other, enabling us to achieve maximum structural impact. CBE's Green Zones work includes the following efforts:

3.1 Park Equity Work

In Los Angeles County, CBE's Green Zones efforts focus on small municipalities in Southeast Los Angeles. CBE's park equity work includes brownfields that have successfully been remediated, including two parks: Huntington Park Linear Park and Nogales Park in Walnut Park. CBE is currently organizing to improve existing parks and create new green space. In Cudahy, in partnership with a park builder and the city, we are leading the community engagement for the Clara Extension Park Renovation and are helping to create a community garden. In Maywood, CBE is leading



CBE Southeast Los Angeles members and staff at the grand opening of Nogales Park in Walnut Park, CA on December 9th, 2023. One of the first official green spaces in the community. Photo by Gissela Chavez.

the community engagement for the LA Riverfront Park Renovation, and in Bell CBE is working on the Bell High School Greening Project.

Measure A Advocacy

As a Steering Committee member, CBE led efforts to pass Measure A (Los Angeles County Safe, Clean Neighborhood Parks and Beaches

Measure) that included equity. CBE sat on the Measure A Implementation Committee to ensure the funds go to EJ and low-income communities.

Park Equity Alliance

CBE is part of the Park Equity Alliance that is making sure to use Measure A funds equitably.

3.2 Affordable Housing

CBE advocated on housing and rezoning of unincorporated cities in LA County, including housing and EJ in smaller city general plan updates. CBE supported the conversion of two brownfields sites into affordable housing, advocated for rent control policies in Southeast LA, and secured attorneys to represent community members facing eviction.

CBE currently leads the following efforts:

Playing a critical role in Stay Housed LA County to provide tenant outreach and legal clinics to prevent evictions.

Supporting local affordable housing projects, policies and advocacy.

Creating a CBE housing framework to deepen our housing work in our communities.

3.3 Water Quality and Governance

In Southeast LA, CBE is organizing for clean drinking water for the community. In 2024, CBE is deepening our work on community water quality in the following ways:

Community Education on Water Providers and Districts

CBE is increasing community knowledge and exposure to drinking water sources & quality, who governs drinking water, and water providers/districts.

Building a Water Clinic

CBE is providing resources to community members to answer their concerns related to drinking water and to guide them to proper authorities.

Tap Water Analysis Project

CBE is continuing to work with TAP participants to advocate for tap water policy changes.

Policy Change

CBE is advocating for policy change to address water quality and governance.

3.4 Community Driven Land Use And Transportation

East Oakland is a vibrant community with a largely Black and Latinx population. It is also a highly industrialized area. As the fifth busiest container port in the nation, the Port of Oakland spews high amounts of toxic air contaminants on a daily basis. Our Team in East Oakland is very focused on building the good. We are advocating for remediation to address toxic lands.

Transforming Local Land Use and Transportation

East Oakland hosts the 880 freeway and the Oakland airport, both posing huge transportation concerns and impacting the health of our community. To revitalize East Oakland, CBE is working on changing local zoning to promote healthier land use solutions that ensure that public land is used for the public good. CBE is engaging our community in the East Oakland General Plan process focusing on how land use and transportation impacts residents in East Oakland.

Oakland United Coalition

The East Oakland Coliseum City Plan is a development project that will bring new stadiums, hotels, retail and high-tech office space, and thousands of living spaces to East Oakland. CBE is leading a long-term campaign alongside

the Oakland United Coalition to ensure that corporate developers and investors are prevented from further pushing existing residents and workers out of the Coliseum area. The Oakland United Coalition is organizing for the City Plan to be an asset to East Oakland and to allow residents to flourish while the city respects Oakland's culture and diversity.

3.5 Resilience Hub Planning and CARE

Wilmington is uniquely affected by polluting industries that have expedited and intensified climate change. This vicious cycle is common, especially in low-income environmental justice communities. Individuals are blamed and told that climate catastrophes will only increase in frequency and severity as time passes unless we, the people, act now. Meanwhile, fossil fuel companies, the largest greenhouse gas emitters, are rarely held accountable but permitted to profit at the expense of our health and safety. In Wilmington, CBE is leading efforts on the Climate Adaptation and Resilience Enhancement (CARE) program. Namely, CBE is developing the senior center and clinic as Resilience Hubs. At our Senior Center, CBE has successfully installed solar panels and energy storage.



CBE East Oakland and Richmond community members and staff at a unity march in Oakland. Marching with our ally, APEN.

TOXICS REDUCTION & POLLUTION PREVENTION

PRIORITY PROGRAM 4

Low-income communities of color face the greatest risks from environmental hazards due to industrial toxins. They are most likely to live with local sources of industrial pollution and brownfields, concentrated in or near their neighborhoods which are also close to heavily-traveled highways. Residents of these communities are at higher risk for asthma, cardiovascular and respiratory disease, cancer, and birth defects. And these same communities tend to be stressed by poverty, unemployment, and inadequate access to healthcare or healthful food choices. CBE works with local people in California in their fight against toxics in the environment, supporting organizing and litigation to prevent and reduce environmental hazards in their backyards.

4.1 Brownfield Revitalization Into Community Assets

In Southeast Los Angeles, CBE is actively researching brownfields that could be revitalized into community assets. The team is applying for an EPA Brownfields grant and is looking at Florence Firestone and Walnut Park for a site around which



CBE East Oakland community members and staff lead toxic tour of AB&I Foundry in East Oakland. Organizers had the "Environmental Justice Task Force" reps from local/regional/state agencies, including the EPA and DTSC, walk up the ramp of Hegenberger Road behind the facility to get a birds-eye view of the facility. February 2017.

to plan and organize. This includes a visioning process that will be a model for other properties.

Exide Remediation

CBE is working to ensure a complete and safe site remediation of the former Exide facility to become a Superfund Site and receive proper funds for

cleanup. We are creating a community-led vision for the future of the site. We are ensuring a speedy and quality community clean up and are advocating at the state level to continue to fund community clean ups. CBE is advocating for Exide remediation at the state level by:

- Building political and people power at the Department of Toxic Substances Control
- Building relationships with members of the Board of Environmental Safety to advocate for community members to apply for positions at the Environmental Justice Advisory Committee

Central Metal / U-Haul

U-Haul purchased the toxic Central Metal site in Southeast LA. CBE is leading a No U-Haul campaign to prohibit LA County from approving an U-Haul conditional use permit. CBE is creating a community-led vision for the future of the site that includes a site clean-up and transformation to serve as a model for a Just Transition. CBE is supporting the community testing and cleanup of the surrounding community. CBE is also building the political and people power in County Supervisorial Districts 2 and 4.

4.2 Pushed AB&I Foundry Polluter Out Of East Oakland

AB&I announced plans to phase out and close its heavily polluting industrial facility in 2022.

Freedom to Breathe Campaign

CBE staff and community members have remained active in ensuring the land AB&I Foundry polluted for over a century is cleaned up. We continue to meet and elevate community concerns with the Alameda County Department of Environmental Health.

Environmental Justice Work Group

Representatives from the county and the new owners of the site joined CBE's Environmental Justice Work Group where members provided feedback and pushed for a community engagement process for the redevelopment of the land and implementation of a community air monitoring plan, amid elevated concerns around plans to build a warehouse on the site.

4.3 Community Emissions Reduction Plan (CERP) in AB 617

CBE advocated for the requirement that local air districts and the state Air Resources Board create a plan to reduce air pollution in the most impacted communities. CBE ground-truthed that plan that shows the sources of air pollution in East Oakland. The results of our community mapping have become the focus of the CERP. The goal of the CERP is to tighten up strategies to achieve emission reductions in East Oakland.

CIVIC ENGAGEMENT

PRIORITY PROGRAM 5

Voters of color are an emerging force in California and play a necessary role in electoral decisions. The communities in which CBE organizes are positioned to have a major impact on local, regional and state policy, and they tend to support policies that could provide significant environmental, health, and economic benefits to those communities and the whole state. Since 2014, CBE created and significantly built out its own Civic Engagement Program. Our efforts are centered around building power in under-represented communities - Southeast Los Angeles, Wilmington, Richmond, and East Oakland - for improved environmental health and economic development at the local, regional and state levels, and to democratize decision-making. We engage voters year after year, not just in presidential elections, to build a base of voters that align with our values for environmental justice, government accountability, and transparency.

In 2015, CBE also launched CBE Action, the 501c4 sister organization to CBE. The CBE Action Report contains additional information about CBE Action's work and successes.

5.1 Developed Infrastructure for Civic Engagement Program

In 2016, CBE hired our first Civic Engagement Coordinator that helped set the foundation for our Civic Engagement Program for the next decade.

In 2018, CBE played a leadership role in forming the Southeast Los Angeles Labor-Community Coalition. In this coalition, we dedicated staff and member time to Civic Engagement, Communications, and Community Organizing, aligned with the coalition's vision for a region with expanded green space, good green union jobs, and improvement in our air, water and land quality centered on issues and the intersectionality of immigrant and worker rights, civic engagement and environmental justice.

5.2 Climate And Oil Poll Among Voters Of Color

In 2019, CBE joined forces with Environmental Health Coalition and the California Environmental Justice Alliance to conduct a poll on climate and oil issues among 81,000 voters in key assembly and senate districts. That Oil Poll supported our local and statewide organizing to enact a 2,500-foot buffer zone between oil operations and sensitive receptors where people, live, work, play and pray. The poll also found that voters support the belief that their elected representatives should protect them from threats of oil drilling and also support the belief that a Just Transition policy would benefit their communities. Voters responded in support of stronger oil regulations that would jeopardize oil workers' jobs, as long as there is a transition to jobs with family-sustaining wages and benefits.

CBE also collaborated with Power California to conduct a voter registration program with Youth Action!, Youth for Environmental Justice in Southeast LA, Wilmington, and Richmond.

5.3 COVID-19 Pandemic and Vote Safe Campaign

In 2020, during a time of unprecedented crisis of the COVID-19 pandemic, CBE saw an opportunity for California to show national leadership, particularly on issues at the core of our democracy such as voting. The pandemic disproportionately impacted certain communities, including communities of color, young people, people with disabilities, and the housing insecure - communities whose voters risk disenfranchisement if efforts fall short. In 2020, CBE led a regional, local and statewide voter program encompassing voter registration, education, contact and mobilization. Our goal was to build the political power of frontline, low-propensity, Black, Indigenous, and people of color voters so that they can govern with a social and environmental justice agenda.

CBE's Vote Safe Campaign

CBE sent letters to County Boards of Supervisors across the state where we organize and subsequently followed up with each office to push for election reform alongside statewide alliances like California Environmental Justice Alliance, California Calls, and Power CA. Subsequently, CBE advocated for the passage of the two bills for safe elections during COVID-19:

“No Californian should have to choose between protecting their health and safety and participating in our democracy, particularly when doing so can be easily avoided. 860 strikes the appropriate balance between allowing Californians to vote from the safety of their own homes, and ensuring that those who wish to vote in person still have the ability to do so.”

-Assemblymember Berman, Assembly Bill 860

Senate Bill 423⁹ by Senator Umberg would require county elections officials to establish and maintain a minimum number of polling places and vote centers for the statewide general election to be held on November 3, 2020. Safe and accessible polling places are critical in ensuring voter rights are protected for all Californians. For many voters, the services they need to vote privately and independently are available at polling sites.

Assembly Bill 860¹⁰ by Assemblymember Berman would require that every registered California voter receive a vote by mail ballot for the 2020 presidential general election. In-person voting opportunities would remain available for voters in a manner that is consistent with the need to protect the health and safety of voters and election workers.

5.4 Civic Engagement Capacity Building And Voter Education

In 2022, CBE promoted our coordinator to Civic Engagement Director, as well as, brought on a Civic Engagement Coordinator based in the Bay Area to further build our internal capacity to deepen our Civic Engagement Program. CBE led a Get Out The Vote program and conducted another Oil Poll Survey in Wilmington. From 2022 to 2024, CBE also created a General Voter Education Social Media Toolkit to reach low propensity voters.

5.5 Richmond Just Transition

The Richmond Just Transition Fund¹¹ was initiated by local frontline organizations to ensure direct funding for projects that support an interconnected, aligned, and strong Our Power Coalition. The Richmond Our Power Coalition¹² is a network of local community organizations combating the many intersections of oppression facing the city. We fight for sustained access and control over our housing, food, air, land and water, while engaging in the meaningful practice of co-governance that centers the most marginalized members of our communities, who are enduring

environmental, social, and political inequities produced by the extractive economy. With the leadership of our local community members, we are proud to model what a Just Transition looks like in Richmond. In 2023, CBE laid the groundwork for implementation of the local Richmond Just Transition for projects inclusive of cooperatives, a community land trust, and community education programs.



CBE Wilmington community members and staff with Senator Lena Gonzalez at the SB1137 Celebration on November 2022 in Long Beach, CA. Photo by Gissela Chavez.

SUSTAINING CBE FOR THE LONG TERM



CBE Richmond staff giving a private toxic tour for the Center for Biological Diversity and Stanford Law students, Summer 2023. Photo by Connie Cho, previous CBE Staff Attorney.

CBE'S EQUITY WORK

In 2017, CBE began to engage in a pivotal process to look inward at its own racial bias and underscored the importance of prioritizing the well-being and support of our Black staff members. Through the leadership of Black staff, CBE is engaging in Equity Work in order to make CBE a more just place to work and to set the foundation to be a model that advances racial equity within the organization.

The following outlines critical Equity Work from 2017 to 2024:

Collaboration with External Support

CBE collaborated with the following groups to provide valuable insights into dynamics disproportionately affecting Black staff within CBE, facilitate trainings aimed at dismantling racial injustices, and establish entities to support CBE's Equity Work:

- Compass Point's Organizational Equity Leadership Development Program (through Kresge Foundation)
- One Square World
- Ready to Rise

Establishment of Pre-Equity Committee

This committee was comprised of CBE staff that worked to address equity issues and played a vital role in spearheading the initial stages of the Equity Committee at CBE.

Formation of Affinity Groups

These race-based affinity groups are meant to serve as platforms for fostering belonging, promoting cultural awareness, and to serve as spaces where people can deconstruct internalized oppression embedded in their own racial/ethnic groups. Overall, affinity groups at CBE can create an environment where staff can authentically engage with their racial identity, challenge systemic injustices, and work towards building a more equitable society.

Establishment of an Equity Committee

Launching in 2024, the Equity Committee is a board-approved internal body of CBE with the authority and responsibility to create the plan to address existing anti-blackness issues and to guide the implementation of the work to shift CBE to becoming an anti-racist organization, centering recommendations from Black staff, members, and board members.

Our vision for the committee is that members, staff, board, and our various communities have the power to make real the ideals of transformative organizing and Just Transition in all aspects of CBE's work as we become a more just place to live and thrive for all.

The Equity Committee is responsible for creating and implementing an Equity Plan that is responsive and accountable to the priorities and needs of CBE members most impacted by anti-blackness and cisheteropatriarchy.

Hiring of Equity Director

In 2023, CBE hired its first Equity Director that is responsible for leading and carrying out the Equity Work of CBE.



CBE Richmond community members and staff pose for a picture at the CBE Richmond office

DECISION-MAKING

CBE created a new decision-making model after we developed the Transformative Organizing Model. As we wanted to center the voices of our communities, we developed a more intentional model to guide CBE in its decision-making. Between 2022-2023, CBE developed a “Guide for Making Decisions” with the support of the AORTA Cooperative.

This Guide sought to improve upon the previous decision-making model by centering the values of CBE’s Transformative Organizing Model in their decision-making.

The Guide for Making Decisions Describes:

Participation

How to participate in the decision-making process by using the Making Proposals Template. Building organizational democracy means that everyone should have the ability and tools to advance ideas in the group.

Decision Making Flow

Tracks place in decision-making process.

“Our access to relationships, length of tenure, position in hierarchy, perceived power, training in debate or organizing - all in relation to our social identities (race, class, gender, etc) impact our ability to move our ideas into action. This means being intentionally inclusive in our process, supporting the leadership of those with the least access to these forms of power, and compassionately naming when we see these dynamics in play.”

Excerpt from the CBE Guide for Making Decisions

Decision Making Chart

Identifies types of decisions, who makes the decision, who is informed, and who is consulted.

CBE’s Consensus Process

Definition of the consensus process and description of how to use the consensus process whether individual or group.

SALARY STRUCTURE REPORT

Prior to 2024 CBE never had a written, intentionally-developed salary structure. Salary data and rationale have historically not been transparent to staff or management. The way salaries were determined did not align with Transformative Organizing and Just Transition values of equity, fairness, justice, sustainability, democracy, and well-being. CBE has worked hard to develop a salary structure to align with these values, retain our valued staff, and be competitive in order to recruit highly skilled people.

Starting in 2021, CBE began a serious salary structure development process that included engaging a nonprofit compensation consultant to do in-depth benchmarking of CBE's salaries and wages as compared to other Northern California nonprofits with similar annual budgets.

Findings

Market Bias

Low salaries discriminate in favor of white, middle- and upper-class candidates.

Compressed Salaries

CBE salaries were extremely compressed, with relatively little difference between the lowest-paid and highest-paid positions.

Underpaid Leadership

Executive Director, Legal, and Research staff were extremely underpaid relative to market rate.

By contrast, our Organizer and Associate-level salaries were largely at or above market rate.

Revamp Salary Structure to Align with Transformative Organizing and Just Transition Values

Resolve Inequity

Acknowledge that “the market” tends to privilege certain kinds of knowledge and expertise—for example, advanced degrees and specialized technical skills—and tends to devalue other kinds of knowledge and expertise—for example, lived experience in EJ communities.

Salary Benchmarking

Based on data from the annual Nonprofit Compensation Associates on pay rates amongst Northern California nonprofits with similar fiscal budgets to ours, we have continued to update benchmarking data every year since 2021.

Salary Structure Modeling

CBE created a salary structure to incorporate both market-based salary corrections, as well as, adjustments to compensate for market bias. CBE also proposed a three-tiered salary structure.

Organizational Infrastructure

Developing robust definitions and procedures around criteria and evaluation.

Adopt a 2024 Budget

Contains a large increase for Personnel and Benefits line items.

Challenge Capitalist, White Supremacist Assumptions

These include assumptions about relative value, while factoring employee recruitment, retention, and equity outcomes.

Prevent from favoring certain positions that are often favored in the market (e.g. finance and legal)

All Associate/Coordinator/Organizer-level salaries are “linked” to one another, rather than benchmarked individually

All Director-level salaries are linked to one another (except for Executive and Associate Director)



CBE Southeast Los Angeles community members share their vision for a better community.

DEVELOPMENT DEPARTMENT ANALYSIS

CBE's intentionality of better grounding in our values of sustainability, equity, fairness, and democracy, prompted us to take a hard look at long term financial sustainability.

CBE's Executive Director and Development Director began working with a seasoned development consultant in early 2023 to assess CBE's Development Department and make recommendations for CBE's long term financial sustainability. After putting the plan on hold in the fall, we expect to complete it in April 2024. We reviewed early findings in 2023 and implemented the recommendation to add an Associate Director for the ED and a Contracts Coordinator to increase our capacity to seek new donors and foundation grants and steward our existing donors.

The plan provides an analysis of our donor data, revenue breakdown and the department structure relative to our size and funding portfolio and makes recommendations necessary to grow our donor and foundation revenue. It also recommends how to raise additional funding for our salary structure and additional new positions, which is to have very strategic bold conversa-



CBE Richmond community organizers and a community member tabling at a resource fair, sharing information of the local environmental justice work that takes place in the community.

tions with our existing funders to invest in CBE's staff. Other recommendations address ongoing fundraising strategies, including raising our visibility with a dedicated communications staff.

BOARD BY-LAWS UPDATE

In 2021, CBE updated our Board By-laws to better align with our values in our Transformative Organizing Model:

Created a Nominations Committee

The Nominations Committee is charged with recruiting board members. The role and function of CBE's Nominations Committee is to serve as the lead group for the transition of a candidate's entry onto or exit from the CBE Board of Directors. This group prepares the slate of Board officers to be proposed and voted on for each term. The committee:

Candidate Identification

Identifies and brings candidate suggestions to transition onto the BOD through training, resources and continuous support through their tenure.

Community Representation

Implements a process through which the BOD will never have vacancies in regard to community representation.



CBE Southeast Los Angeles leads a community workshop on the findings from the NASA Research Project that mapped resident's environmental exposures to high heat and air pollution. Jason A. Douglas, Ph.D. (CBE Board member and Assistant Professor of Public Health Department of Health Sciences, Crean College of Health and Behavioral Sciences, Chapman University) speaks to community members about the project and its findings on July 27, 2023. Photo by Gissela Chavez.

Sees that the BOD commits to community representation and leadership by having representation at every level of the BOD.

50% Community Representation on Board

The CBE Board made a decision that half of the Board of Directors must be recruited from the community. This aspect of our By-laws is a critical component to align with our Transformative Organizing Model values to take leadership from our community.

A BOLD FUTURE



CBE members and staff attend water education trip to Mono Lake. Mono Lake is an ancient saline lake located at the eastern edge of the Sierra Nevada in California. Home to trillions of brine shrimp, millions of birds, and world-famous tufa towers, its tributary streams also supply water to Los Angeles! September 2019, features CBE youth members from Richmond and Southeast Los Angeles plus staff. Photo by Gissela Chavez

STRATEGIC PLAN: SETTING THE NEXT PHASE

The following key questions and topics will be tackled in the next phase of strategic planning. Answering these key questions will inform CBE's direction for the next four years to make for a stronger, community-led CBE that will continue to lead victories, policy solutions, and transform our communities.

In the strategic planning process for 2025-2028, CBE plans to tackle key topics, including: what will our priority areas of work be in this next phase, how to further connect our target communities of Southeast LA, Wilmington, East Oakland, and Richmond, how to further grow our grassroots power, and how to continue to build our capacity and infrastructure while at the same time ensuring sustainability across the organization.

CBE's decades of history, seasoned leadership tenure in the environmental justice movement, issue area expertise, political power, recognized respect and proven strategies are exemplified in our numerous victories and exponential growth in the last decade. How will we build on these

successes and prioritize our strategic program areas? We are excited about the next phase that CBE is entering. With the internal infrastructure we have built, we have a better foundation for effectiveness. There are a lot of opportunities and threats, but CBE has grown and has been able to meet these new challenges and win community rooted solutions.

We have a proven history of winning campaigns and passing cutting edge policies. We can win more. We can win better. The conditions have changed, and there is synergy in the intersectionality of issues, and CBE has been at the center of this. We have brought together big greens and mainstream environmental groups, environmental justice, public health and climate groups, and decision makers. We need to continue to expand our capacity, stabilize and grow the organization's expert-informed, community-led, and equity-based solutions.



ENDNOTES

1. [CBE Strategic Plan 2012 – 2015](#)
2. [Transformative Organizing Pocketbook](#)
3. [A Program For Economic Recovery And Clean Energy Transition In California](#)
4. [A Roadmap To An Equitable Low-Carbon Future: Four Pillars For A Just Transition](#)
5. [AB 32 Climate Change Scoping Plan](#)
6. [SB-2 Energy: transportation fuels: supply and pricing: maximum gross gasoline refining margin.\(2023-2024\)](#)
7. [County of Los Angeles Chief Sustainability Office](#)
8. [Beyond Chevron: Our Vision For Richmond](#)
9. [SB-423 November 3, 2020](#)
10. [AB-860 Elections: vote by mail ballots.\(2019-2020\)](#)
11. [Richmond Just Transition Fund](#)
12. [Richmond Our Power Coalition](#)