



# Resilience Leadership Program 2016

Building Community Capacity and Connections



**AWESOME**



**LESS**

**AWESOME**



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# INTRODUCTION

This report provides a summary of the development and implementation of the 2016 BoCo Strong Resilience Leadership Program. The leadership program was developed and led by BoCo Strong, a collaborative created with the purpose of building a culture of resilience throughout Boulder County. In January of 2015, BoCo Strong received a Community Development Block Grant-Disaster Recovery Resilience Planning Grant from the Colorado Department of Local Affairs. The Resilience Leadership Program was created to meet one of the initiative's four goals. It directly involves community members in identifying projects to enhance the resilience of their community with an overall goal of increasing neighborhood capacity, preparedness, and resilience. The Resilience Leadership program aimed to achieve this goal through implementing a series of workshops for Boulder County residents and through supporting them in implementing community projects. The workshops provided knowledge, tools, and support for the leaders to engage with their community.

This report provides an overview of the Resilience Leadership Program, including details about program design and structure, how we documented the project, capacity building workshops, community projects, measuring success, and thoughts about ways forward.

## BOCO STRONG

BoCo Strong, [www.bocostrong.org](http://www.bocostrong.org), was formed in the wake of the 2013 flood and began as a sub-committee of the long-term flood recovery group (LTFRG). BoCo Strong focuses on building social capital, increasing connections, and fostering cooperation around already existing social networks. BoCo Strong is comprised of representatives from Lyons, Jamestown, Boulder, Longmont and Boulder County as well as the Red Cross, Boulder Flood Relief, Foothills United Way, The Institute for Social and Environmental Transition, Intermountain Alliance, and the Office of Emergency Management.

BoCo Strong's mission is to increase the web of connections among individuals, organizations and governments across Boulder County in ways that will foster inclusivity, increase disaster resilience, and build vibrant and prosperous communities. We define resilience as the capability to anticipate risk, limit impact, and bounce forward rapidly by adapting and learning in the face of disruptive shocks and stresses. Our programming seeks to support and facilitate the individual, organizational, and governmental relationships that strengthen our collective capacity in Boulder County, to maximize resources, and to prevent unnecessary duplication of efforts.

BoCo Strong's Vision 'By 2025 Boulder County communities will have access to the resources and connections needed to allow all residents to adapt and thrive in the face of community stressors.'

In 2014 BoCo Strong convened two county-wide resilience meetings, a flood anniversary commemorative event, and conducted more than 22 resilience conversations in flood impacted neighborhoods throughout the county. A major finding from these activities was that neighborhoods, businesses, and communities with connected people and connections to nonprofits and local government responded more effectively and recovered faster. To foster these connections BoCo Strong applied for funding for the Community Resilience Building Initiative, which focused on increasing resilience to community stressors at all levels and sectors in Boulder County.

In January of 2015, BoCo Strong successfully obtained a Community Development Block Grant-Disaster Recovery Resilience Planning Grant from the Colorado Department of Local Affairs. The initiative includes a set of four interlinked goals to increase resilience at the household, neighborhood, community, and county level.

Goal 1: Strengthen county-wide preparedness, response effectiveness, and resilience by creating a county-wide resilience network.

Goal 2: Improve non-governmental organization coordination through coordinating the

development and launching of an independent, local VOAD (Volunteer Organizations Aiding in Disasters).

Goal 3: Grow a shared understanding and comparable metrics for assessing resilience through development of a common approach and methodology for county-wide resilience.

Goal 4: Increase neighborhood capacity, preparedness, and resilience through targeted support of local resilience building initiatives.

In August of 2015, BoCo Strong hired three project coordinators to address these goals through the implementation of a Resilience Assessment, creation and support for a Resilience Network and the formation of the Boulder County Voluntary Organizations Active in Disaster (VOAD) network, and building capacity and resilience in flood-affected communities at the neighborhood level. The timeframe for these efforts was August 2015 to December 2016.

Project Coordinators:

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## THE COMMUNITY RESILIENCE APPROACH

BoCo Strong's Leadership Program advocates putting the Resilience Lens, a fundamental view, into action as part of an overarching Community Resilience Approach. The Community Resilience Approach uses the resilience lens, an understanding of community systems and the risks communities face, with the importance of social resilience, capacity building, engagement, and leadership. These components are independently valuable, yet more impactful when used together in a comprehensive approach. The Resilience Leadership Program brings these components into action through leadership development

and the implementation of resilient community projects. It utilizes community assessments grounded in community systems theory to evaluate communities and identify gaps. It includes understanding and leveraging community assets and existing initiatives, and providing capacity building skills to foster community resilience.

# RESILIENCE LENS

Resilience is fundamentally a way of looking at things – a “lens” through which the world comes into a different focus. The resilience lens we use for this assessment consists of 8 characteristics of people, institutions and systems. Taken together, these 8 characteristics define what makes something more or less resilient and, when used as a framework for analysis, can help identify areas of on-going activity and strength, as well as areas of weakness and opportunity.



## ABLE TO LEARN

People, communities and organizations learn from their experiences and use this learning in the future.



## DIVERSE

Systems and communities have a great deal of variety, and functions can be delivered in multiple different ways.



## FLEXIBLE

The physical landscape, people, and policy and culture can change, evolve and adapt in response to changing circumstances.



## INCLUSIVE

Processes are transparent, open and fair. Resources are available and accessible for all. Power dynamics and equitability are taken into account.



## INTEGRATED

Systems and people are interconnected. They share information and resources, are designed to function in complementary ways, and provide mutual support.



## REDUNDANT

There are multiple ways to achieve a need or function, and alternative options for when things go wrong. (However, redundancies that build resilience are intentional, cost-effective, and prioritized!)



## RESOURCEFUL AND CONNECTED

People have a range of ways to achieve their goals and meet their needs.



## ROBUST YET ABLE TO FAIL SAFELY

Systems are designed to withstand regular impacts and continue to serve their purposes. If impacts are so great that things break, they fail in ways that minimize impacts.



Each of the short narratives below illustrates the resilience lens in action through applying the resilience characteristics to real-world examples.

### **ABLE TO LEARN**

A community garden is established. Once completed, an evaluation of the process is conducted, documented, and shared. These lessons are reflected in future community gardens.

### **ROBUST YET ABLE TO FAIL SAFELY**

- a) Greenways and bike paths next to rivers allow water to overflow without destroying property.
- b) Federal governments undergo stress, checks and balances are in place, stress dissipates or is alleviated, and they reorganize effectively.

### **REDUNDANT**

The City of Boulder has more than one water treatment plant and the local community hospital has a back-generator.

### **FLEXIBLE**

Staff in an organization are cross-trained so that the organization can continue to function when some staff aren't able to get to work.

### **RESOURCEFUL AND CONNECTED**

Individuals, organizations, governments, and service providers are well connected to each other. They understand each other's culture, skills, capacities, and processes. They can mobilize quickly to work together on a number of initiatives.

### **DIVERSE**

Water supply is obtained from multiple different sources. (e.g. surface and groundwater, or from both from the east and west of the continental divide).

### **INCLUSIVE**

Groups such as women, ethnic and religious minorities, and/or the disabled are actively included in planning and decisions.

### **INTEGRATED**

Systems and people are interconnected. They share information and resources, are designed to function in complementary ways, and provide mutual support.

While each of the situations described above demonstrates the individual resilience characteristics in action, the following page contains a local larger-scale example that draws on multiple characteristics at once.

# THE RESILIENCE LENS IN ACTION

Boulder County has seven main roads connecting the plains to the mountains. These roads are:

Robust — they're well built and meet standard engineering specifications,

Redundant — there are 7 of them,

Flexible — they offer various different routes to access the mountain,

Integrated — they are connected to the wider road network,

Inclusive — everyone has equal access to the roads and the roads are actively designed and maintained for both cars and other transportation options.

However, as we learned during the 2013 floods, our mountain access roads lacked diversity. Six of the seven roads shared the same point of failure — they were right next to creeks and when the creeks flooded, the roads were damaged.

By evaluating the road network through a resilience lens, we can quickly see that, for flooding, our resilience can be increased by increasing the diversity of types of roads into the mountains — Sunshine Canyon, on the ridge tops, stayed open — or by increasing the robustness of one or more canyon roads to withstand more extreme floods.

## DEFINING RESILIENCE

There are many definitions of resilience. BoCo Strong defines resilience as “the capability to anticipate risk, limit impact, and bounce forward rapidly by adapting and learning in the face of disruptive shocks and stresses”, while disaster management, urban planning and psychology all use and apply distinct definitions of resilience in their work. The word resilience originated in the field of ecology, where in 1973, C.S Holling published a seminal article on ecological resilience. He linked ecology to systems thinking, specifically using the term “resilience” to describe a system’s ability to respond and recover following a shock or stressor (Holling 1973). Since then, the use of resilience has surged within disciplines ranging from psychology to disaster management. Individuals have their own understanding of resilience as well, and have been applying it through personal adaptations since the beginning of time.

As the popularity of the term ‘resilience’ grows

many scholars and practitioners question whether it’s proliferation and transformation into a buzzword effectively nullifies any meaning the word has held. Urban planning, for examples, has focused their use of resilience on the capacity of cities, where psychology focuses on the ability of an individual to recover from traumatic experiences. While there are a number of ways to define and frame resilience, there are few associated actionable approaches.

We suggest changing the conversation to one about approach, one that is framed fundamentally by the Resilience Lens, and that can be contextualized to build resilience across sectors and disciplines. The Community Resilience Approach is a comprehensive, yet flexible and organic, approach with a Resilience Lens. It combines an understanding of community systems and social resilience with leadership development and capacity building.



## WHY BUILD RESILIENCE?

Building resilience allows us to better handle both things we're experiencing now and things that may happen in the future. These can be acute shocks – floods, fires, economic recession – or longer-term stresses – housing price increases, growing economic inequality, an erosion of social connectivity.

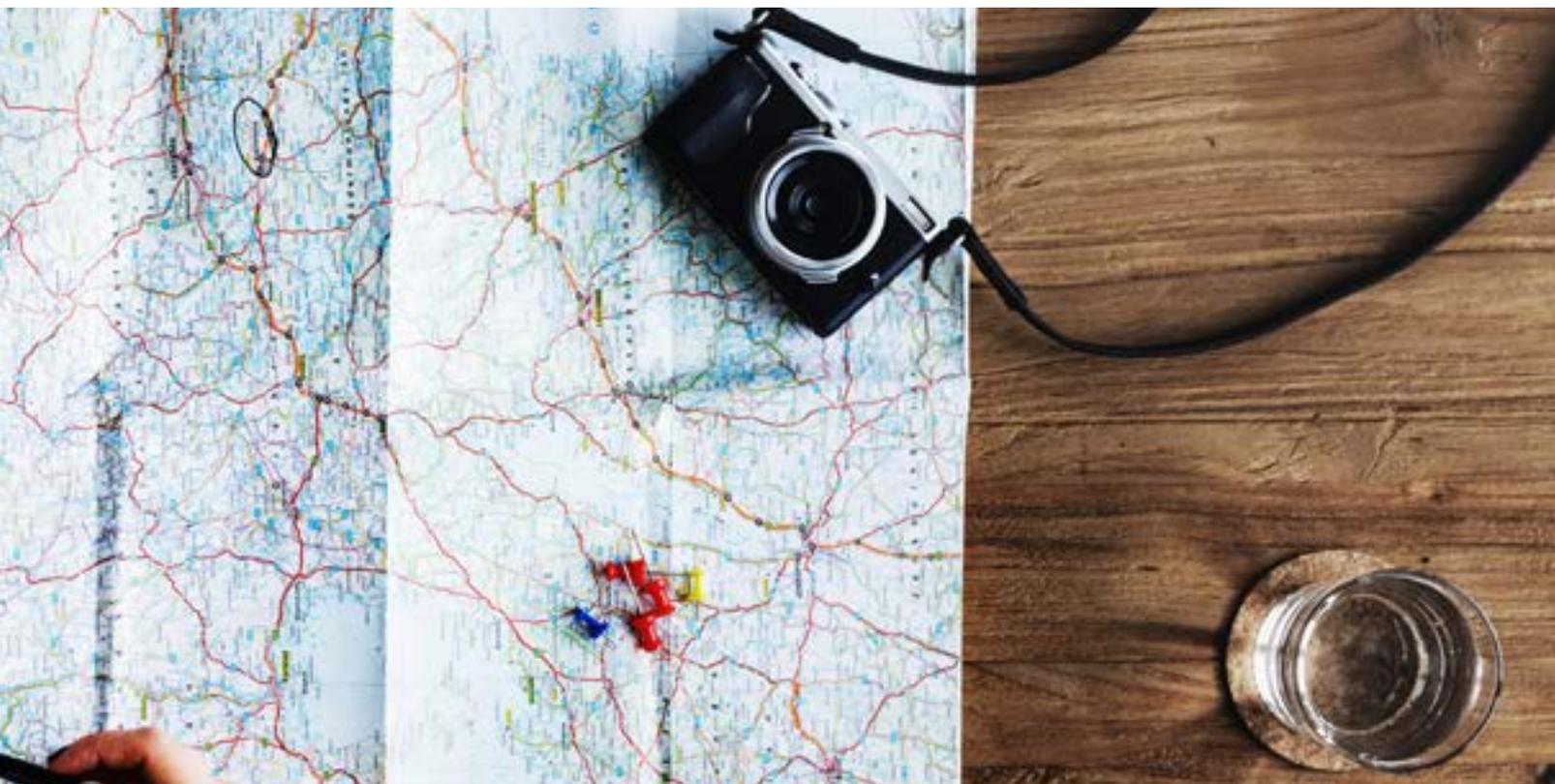
Things that may happen in the future are a little trickier. Some of them we can plan for — more floods, more fires, continued increases in housing prices, economic change — but how big, where, when, and how it will impact us as individuals and as a community we don't know. And, for all our planning, what we might get is something completely unexpected.

This is where a resilience lens is most helpful. By focusing on the characteristics of resilience and how we're incorporating them into our networks, our actions and our physical landscape, we can position ourselves to more effectively respond to the unknown.

However, resilience needs to become a way of life, not an individual event. Resilience is not something to achieve, like winning a race, it's more like good health, which depends on daily decisions, regular evaluations, and occasional intensive interventions.

As we work to build resilience we need to remember that resilience does not imply equity. There have been many highly inequitable but very resilient human societies through history. Equity needs to be added in explicitly, by continuing to ask “resilient for whom”. BoCo Strong is committed to a resilient Boulder County for all, as clearly stated in our Vision:

“By 2025 Boulder County communities will have access to the resources and connections needed to allow all residents to adapt and thrive in the face of community stressors.”



## SHOCKS AND STRESSORS

Resilient neighborhoods and communities are safer, healthier, and more prosperous. They are able to withstand community stressors and shocks, and take action to improve them. A community stressor is an ongoing problem, whereas a shock is a specific event. However, both negatively impact a community physically, emotionally, and/or economically. Stressors and shocks will differ by community. While shocks and stressors can disrupt lives, building social resilience has a huge impact on recovery following disasters (see Social Resilience section below).

‘Resilience is the capability to anticipate risk, limit impact, and bounce forward rapidly by adapting and learning in the face of disruptive shocks and stresses’ BoCo Strong.

This shocks and stressors in our definition are explained below:

A shock is an acute natural or man-made event that has the potential to cause major loss of life and damage to assets and negatively impact a community’s ability to function and provide basic services, particularly for poor or vulnerable populations.

Examples:

- Natural Disasters: flood, fire, blizzard
- Dam failure
- Terrorist attack

A stress is a chronic (ongoing) natural or man-made condition that renders a community less able to function and provide basic services, particularly for poor or vulnerable populations.

Examples:

- Poor communications within communities
- Lack of affordable housing
- Gun violence
- Aging infrastructure
- Economic downturn

Shocks and stressors can disrupt lives, however by building social resilience throughout the disaster cycle we can increase our capacity to address their impacts. A key learning in Boulder County from the economic downturn in 2008, the 2010 Fourmile Fire, and the 2013 Boulder County flooding was that neighborhoods, communities, and businesses with connected people and connections to nonprofits and local government responded more effectively and recovered faster. By building resilience neighborhoods, and communities we are better able to take care of our neighbors and ourselves.

“In the face of disruptive shocks and stresses” means we are addressing our risk to both sudden events like floods and fires, and also to the long-term stresses that drain our resources and erode our capacity such that when sudden shocks hit, we are not in a position to respond.

“Bounce forward” means we’re not satisfied to simply patch things back up to what they were pre-event. Instead, we want to be actively working to increase our capacity to address shocks and stresses so that the toll they take on us, as individuals and as a community, is smaller every time.

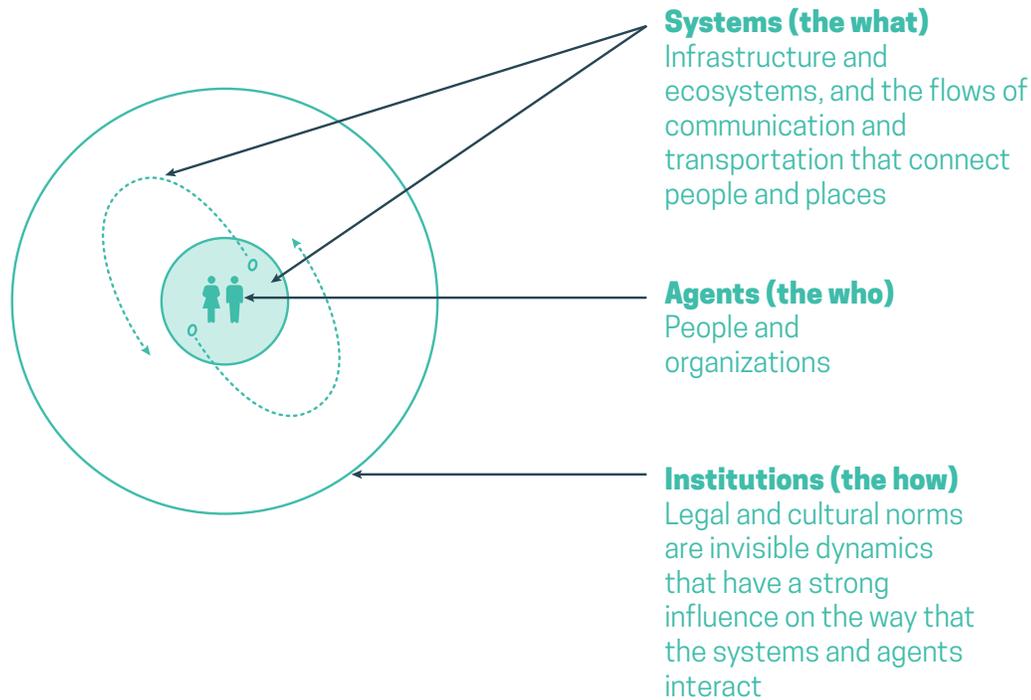
By identifying the shocks and stressors that have the potential to disrupt our communities we can begin to address our risk and build our capacity. However, while shocks and stressors may appear to occur in a single place and a single moment, their impacts can be widespread because of the connected nature of our community systems.

*NB: Portions of the language were adopted (and modified) from the RAND Corporation Community Resilience Toolkit: [www.rand.org](http://www.rand.org).*

# COMMUNITY SYSTEMS

An understanding of community systems is another key component of the Community Resilience Approach. Understanding how communities are connected across space and through systems of communication, transportation

and governance informs community assessments and the overall Community Resilience Approach. We outline and define key aspects of community systems below.



## *Components of urban systems*

### *Systems, agents, and institutions*

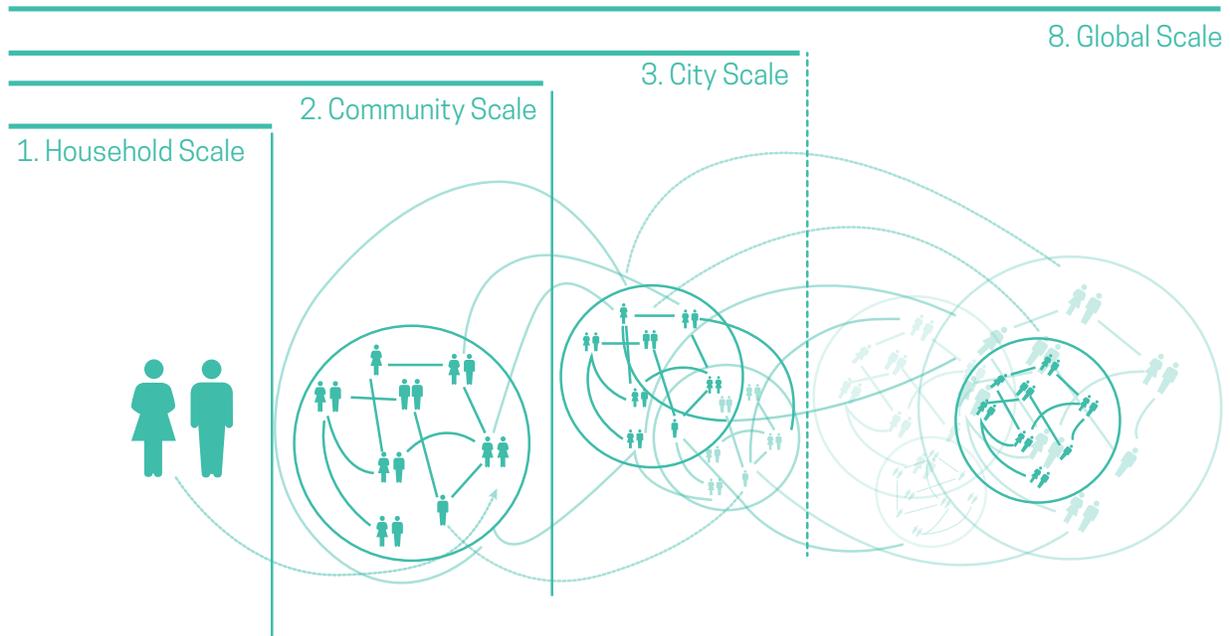
While most cities have similar infrastructure systems and urban service needs (i.e., potable water, health services, sanitation, food, etc.), the institutions that define them and the social and cultural organizations that influence the city's population vary widely. These institutions affect the behavior of people and organizations (agents) -- introducing a variable unique to each place for how an urban scale system functions.

## SYSTEMS

Community systems consist of networks of governance, transportation, communication, infrastructure, health and social services, and natural resources. These networks are interconnected and linked within a community. Roads connect different communities, natural resources are shared amongst residents, and communication networks cut across neighborhood boundaries.

## USE IN LEADERSHIP PROGRAM

We see these systems as the result of this interconnectivity in our leaders' communities within Boulder County, for example: road design, methods of transportation, the natural environment, and a culture of living in remote areas dictate mobility.



### SCALES

Communities are interconnected through systems of transportation and communication. These same interconnections link individuals to their neighborhoods, neighborhoods to their cities, cities to the state, and so on to a global scale.

### USE IN LEADERSHIP PROGRAM

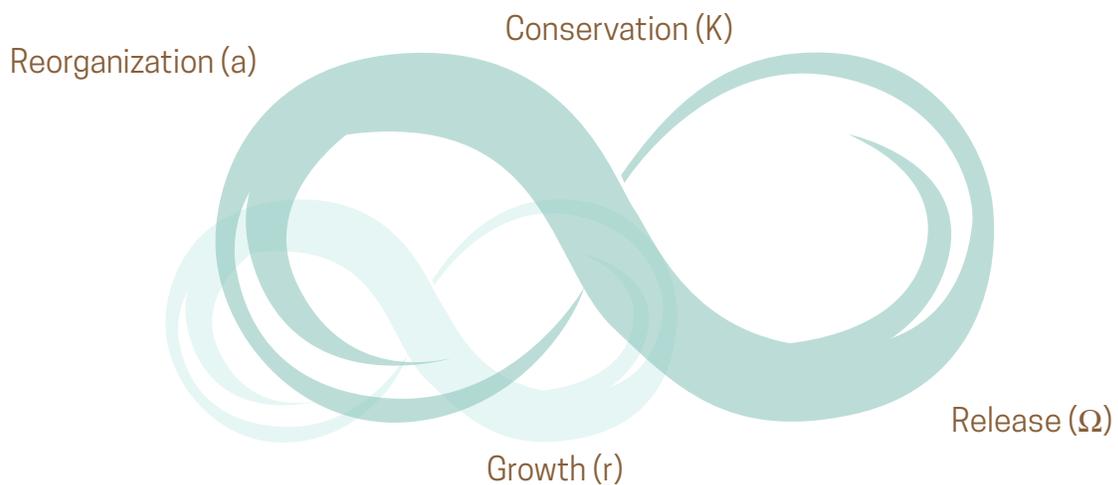
Connections between leaders, communities, towns/cities, county, state, and beyond.

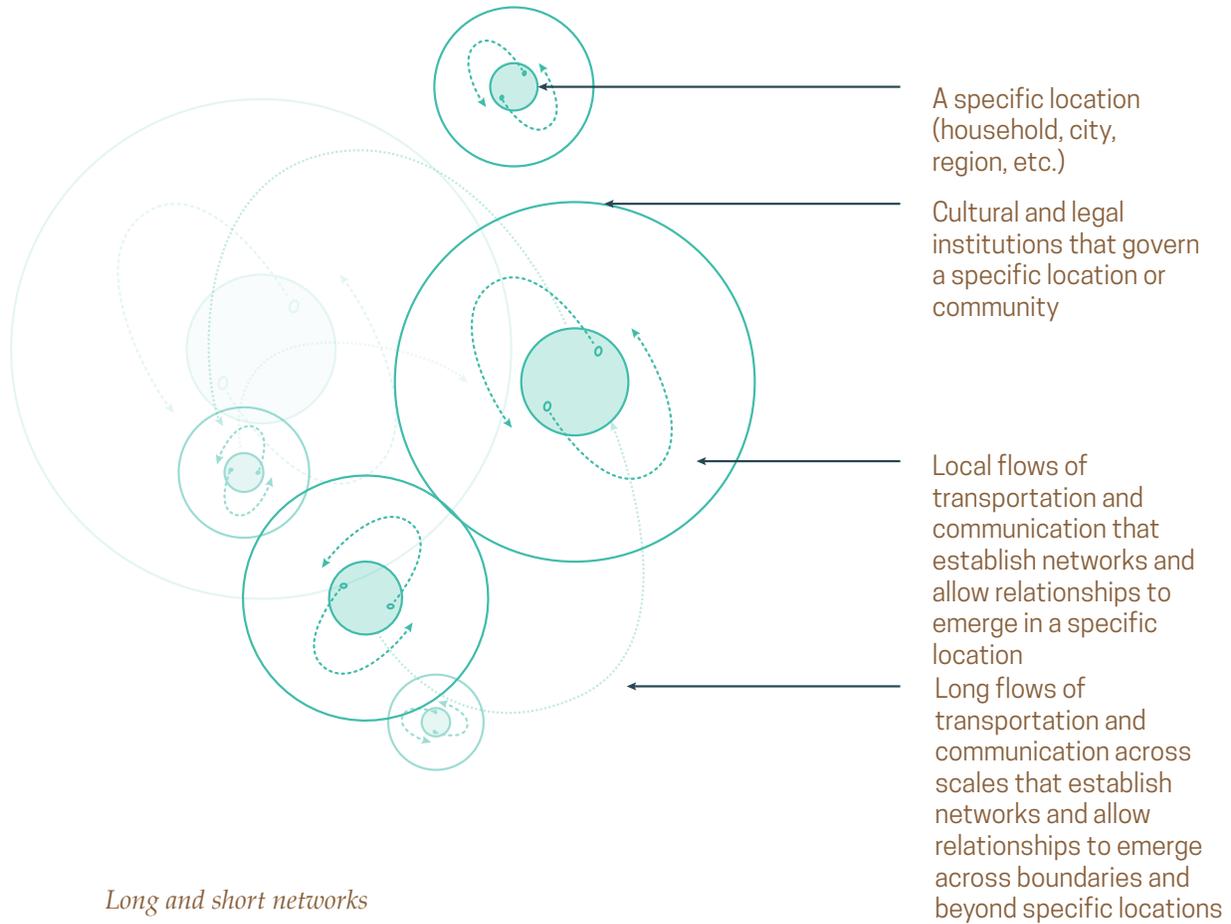
### SYSTEMS OF SYSTEMS

Adaptive cycles that release tension occur at each scale. Often, the release of tension at a smaller scale prevents the disruption from rippling up to a larger scale.

### USE IN LEADERSHIP PROGRAM

Resilient initiatives by leaders that alleviate stress at the neighborhood level trickle up to build a more resilient town, city, and county.





## INTERCONNECTIVITY

Communities are connected across space through systems of transportation, communication, and natural resources.

## USE IN LEADERSHIP PROGRAM

Leaders identified communication gaps and developed projects to build a more robust communication network between neighbors and across communities.

<sup>1</sup>Descriptions and images were derived from Fox, M., Moench, M., Norton, R. (2015). *Beyond Resilience*. Boulder, Colorado: Institute for Social and Environmental Transition-International.

# SOCIAL RESILIENCE

*“For me, it comes down to people to people connections. It comes down to building relationships and sharing resources. And that was the coolest thing I got out of the leadership program.”*

*- Nancy Edelstein, Resilience Leader*

After a natural disaster the main focus is typically on restoring physical infrastructure and making it more resilient, while social infrastructure, or the connections between individuals, communities and organizations, is frequently ignored or forgotten. However, research demonstrates that these connections are vital to disaster preparedness and recovery because they can often fill the void when institutions or systems are slow or unable to respond during and following a crisis. If emergency responders, for example, are unable to respond, communities can come together to support each other during a time of crisis. Social capital is also important following disasters. If business owners are more connected to their community, they might be more likely to return to their community following a disaster and to begin to mobilize resources.

For example, Daniel Aldrich, a political science professor at Northeastern University, writes in his book, *Building Resilience: Social Capital in Post-Disaster Recovery*:

“Neighborhoods with higher levels of social capital work together more effectively to guide resources to where they are needed” (Aldrich 2012).

As Professor Aldrich further explains in his interview for BoCo Strong, he asserts that “Social capital is the tie that binds us to someone else” and that increasingly they have found that “around the world across time and space, this idea of connection, is what drives mortality. It drives recovery and it helps people stay alive during these kinds of crises. So social capital is a critical resource during disasters.”

Also, a major finding following the 2013 floods in Boulder County was that neighborhoods, businesses, and communities with connected people and connections to nonprofits and local government responded more effectively and recovered faster. With this in mind, BoCo Strong focuses on building resilience through fostering social capital, increasing connections and fostering cooperation around already existing social networks.

# CAPACITY BUILDING & LEADERSHIP

Capacity and leadership are fostered through learning and practice. As discussed above, understanding the Resilience Lens provides a foundation from which to assess and measure a community's or organization's resilience. Community leaders can put this understanding into practice when assessing, for example, the resilience of the community's water system. In addition to an understanding of the Resilience Lens, identifying community stressors, determining the effective use of community assets and resources, preventing ongoing problems, bouncing back quickly following stressors or shocks and learning how to create a thriving community are all important aspects of the Community Resilience Approach. Therefore, having community leaders who can learn these capacities and integrate them into their community work is a vital step for building resilience.

With this in mind, the Resilience Leadership Program aims to translate this knowledge into practice. Specifically, the Resilience Leadership program focuses on individual and collective capacity building and leadership in community in order to increase neighborhood capacity, preparedness, and resilience through targeted support of local resilience building initiatives. Fostering skills and competencies for individuals within a county-wide cohort contributes to building the regional capacity as well as vital connections within and between communities.

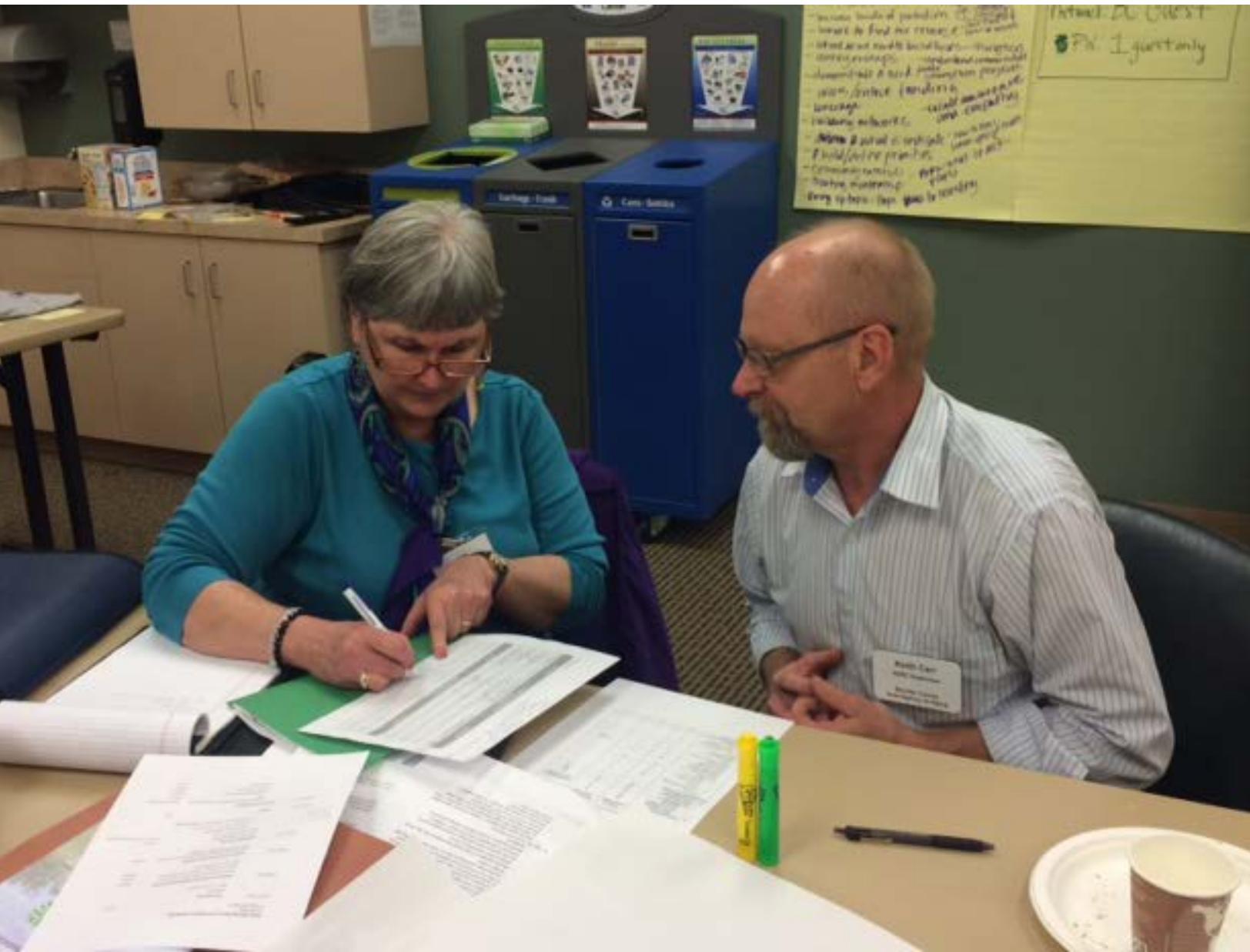
The Resilience Approach informed our process for developing and the structure of the Resilience Leadership Program.



# FROM APPROACH TO ACTION

The Community Resilience Approach integrates the resilience lens and knowledge of community systems, social resilience, shocks and stressors with capacity building and leadership. Through workshops focused on capacity building and leadership as well as the implementation of community projects, the Resilience Leadership Program puts the Community Resilience

Approach into action. We discuss below how this approach is brought into action through objectives, outputs, process, and structure. The next section provides details about each of these and describes the various components of the program including team meetings, capacity building workshops, the Resilience Leadership documentary, and the culmination of community projects.





# PROGRAM INTRODUCTION

The Resilience Leadership Program was developed and implemented through process of iterative collaboration with city and town staff and program participants. The program consists of a series of capacity building workshops with opportunities for leaders to engage their community and provides support in implementing community projects. These workshops and resulting projects were developed with a Resilience Lens as part of the Community Resilience Approach.

The program combines the leaders' and staff's community-based knowledge with capacity building workshops. Over the course of the program the leaders identified community stressors and shocks

through conducting community assessments and through engaging with their community. Working with their groups, leaders then integrated the knowledge gained from their assessments into priorities for their community projects. While the program follows a process: learning about the resilience lens and the Community Resilience Approach: community assessments => community engagement=> implementing projects, the process is not linear. Rather, the goal is for the community groups to continue to engage with their community and to reflect and iterate on new information as they gather it.



# PROGRAM DESCRIPTION

Using a bottom up approach, the program directly involves community members in identifying projects to enhance the resilience of their community. This program aims to meet Goal 4 of the BoCo Strong Community Resilience Building Initiative, to increase resilience at the household, neighborhood, community, and county level, of the interlinked Community Resilience Building Initiative goals.

Goal 1: Strengthen county-wide preparedness, response effectiveness, and resilience by creating a county-wide resilience network.

Goal 2: Improve non-governmental organization coordination through coordinating the development and launching of an independent, local VOAD (Volunteer Organizations Aiding in Disasters).

Goal 3: Grow a shared understanding and comparable metrics for assessing resilience through development of a common approach and methodology for county-wide resilience.

Goal 4: Increase neighborhood capacity, preparedness, and resilience through targeted support of local resilience building initiatives.

The Resilience Leadership Program specifically works to build connectedness and to increase neighborhood capacity, preparedness, and resilience through targeted support of local resilience building initiatives. The program works

with residents in five flood-affected communities (Jamestown, Lyons, Boulder, Longmont, and unincorporated Boulder County) who are committed to developing their leadership skills and taking action to promote the well-being of their neighborhood or community. Resilience Leaders serve as a leader and a liaison for the community they reside in. Each neighborhood or community includes Resilience Leaders with support from a representative from their local government. These teams were supported in leading and engaging their communities to identify, prioritize, and implement projects that increase their community's well-being.

Laura Seraydarian, the BoCo Strong Resilience and Capacity Building Coordinator, utilized a community resilience framework guided by the Community Resilience Approach to develop the program. Trainings and engagement activities were designed to assist program participants to lead in building resilience in their communities. The specific trainings and program design were tailored to each of the five leadership teams based on their community's identified needs. Laura provided technical assistance to the Resilience Leadership Teams in each community throughout the year. Activities were centered on three areas: 1) leadership development around community resilience, 2) assisting communities to prioritize key areas of need, and 3) implementing project(s) in those areas.

# PROGRAM APPROACH

The Resilience Leadership Program utilized the Community Resilience Approach in a flexible, organic way. This approach is framed by the BoCo Strong Resilience Framework and utilized the resilience lens, resilience characteristics, and an understanding of community systems and risks. The approach further incorporates capacity building, leadership development and recognizes the important role of social resilience in the face of shocks and stressors. Trainings and activities related to resilience building knowledge, skills, and tools, were developed to put this catalyze this approach for leaders. The specific trainings and program design are tailored to each of the five leadership teams based on their community's identified needs.

Drawing on BoCo Strong's Resilience Assessment Framework (See Appendix A.1) the Resilience

Leadership Program and the Resilience Assessment Coordinator developed a Community Assessment (See Appendix B.3). This framework was used to teach the leaders about resilience, to inform leaders about community assessments, and as an actual tool for them to assess their communities with. The framework also helped leaders to identify and address gaps and stressors in their neighborhood. The community resilience framework focuses on six interlinked community sectors (see below).

By breaking down communities into these six sectors, resilience leaders could assess the resilience of their community by identifying gaps, strengths, and stressors within and between each of these sectors. The following provides further detail about the Resilience Leadership Program and goes into depth about the program objectives, outputs, process, and structure.



# PROGRAM OBJECTIVES



Building resilience is about actions steps that people take to create healthy and prosperous communities. This includes preventing ongoing problems from turning into disastrous events by effectively engaging support within the community as well as having access to external resources. Being prepared for a disastrous event enables the ability to bounce back quickly. Strengthening existing community services and learning from past disasters and community stressors allows us to bounce back better. The Resilience Leadership Program aims to build resilience by achieving the following objectives:

*Identifying community stressors:* This is the first step to developing smart solutions. However, not every stressor is an event that begins and ends; sometimes stressors need long-term interventions.

*Understanding systems:* Understand how different systems (education, transportation, environment, etc.) are linked in neighborhoods/communities.

*Conducting inclusive processes:* Conduct an inclusive engagement process, big or small, that

includes feedback from leaders' communities.

*Determine how to utilize community assets and resources wisely:* Building community resilience is about working together and working with what you have. Your community is resourceful, no matter its condition or whether it has a lot of resources.

*Prioritize their community's needs:* Integrating knowledge from community assessments and community engagement will help leaders to select and prioritize their community's needs.

*Plan and implement or begin to implement a community project(s):* The final objective is to plan and implement a community project or projects. Integration of the knowledge gained from community engagement and about the resources available inform effective projects that contribute to a community's resilience.

*NB: Portions of the language were adopted (and modified) from the RAND Corporation Community Resilience Toolkit: [www.rand.org](http://www.rand.org).*

# PROGRAM OUTPUTS

*“When you work together as a community you can hear, if you’re really listening, what the community needs and wants and how to do that together as a group.”*

*- Prudence Carter, Resilience Leader*

The Resilience Leadership Program will provide the Resilience Leaders with the wide range of skills, tools and knowledge in order to achieve the program’s objectives. In addition to building relationships with their cohort, resilience leaders will gain skills and knowledge in the following areas; community organizing and facilitation, identifying and connecting with resources, understanding community risk, assessing and prioritizing neighborhood/community needs, and identifying community stressors. Leaders will also walk away from the program with an understanding of the interdependency of the elements within their community, how to use different social media tools to build resilience, best practices for implementing projects, as well as tools for working within groups. Specific program outputs are outlined here:

1. Built connections within their community and across communities as part of a Boulder County cohort
2. Increased awareness, access, and introductions to needed resources

3. Cultivated leadership and group management skills

4. Skills, tools and knowledge related:

- Community engagement and outreach
- Mapping assets in your community
- Best practices for advocacy and navigating local government
- Assessment and prioritization of neighborhood/community needs
- Knowledge about the interdependency of the elements within your community
- Grant writing
- Project implementation
- Leadership and leading groups

5. A connected experience working on something of personal importance!

# PROGRAM PROCESS

The Resilience Leadership program followed the iterative process, outlined below. The workshop schedule and workshop topics were developed to help the leaders in achieving each step of the

process. While the process diagram provides a methodological road map for the program, the process is meant to be an iterative one where some groups may skip or repeat certain steps.



## LEARN SYSTEMS-BASED APPROACH THROUGH RESILIENCE LENS

The first step in the program was to get leaders to understand resilience and identify shocks and stressors in their communities.

- Resilience Characteristics and Community Shocks and Stressors
- Resilience Framework and Community Assessment

## ASSESS YOUR COMMUNITY BASED ON THE RESILIENCE FRAMEWORK

The next step in the process was to conduct the community assessment and based on this to identify key gaps and stressors in their communities. Carry out a community assessment based on this knowledge and the resilience framework

- Abbreviated Community Assessment
- Identify Critical Gaps

## ENGAGE YOUR COMMUNITY AND APPLY THIS KNOWLEDGE

Once leaders analyzed assessments and identified gaps, they went out to their communities and asked them for their opinions and thoughts of the gaps identified in this assessment. Leaders then integrated community engagement comments with the knowledge gained from their assessments.

- Engage Your Community Using the Assessment as Basis
- Integrate this knowledge

## SELECT, PRIORITIZE, AND NARROW KEY AREAS OF FOCUS

With the knowledge gained from community engagement and the assessment, leaders then worked together in groups to narrow down the list of gaps to choose a few key areas of focus to address.

- Iterative process
- Working with groups
- Including Community Input

## UNDERSTAND RELEVANT EXISTING RESOURCES AND ASSETS

With project ideas in mind, the Resilience Leadership Program organized an Assets and Initiative Mapping workshop to assist leaders in identifying key resources that could support the implementation of their projects.

- Existing Knowledge
- Mapping workshop
- Conversations and Experience

## CHOOSE A PATH FORWARD

With the information gained from mapping out their communities' resources, the groups then reconvened and worked on furthering their ideas and translating the into implementable projects.

- Project Idea
- Further Engagement and Analysis
- Project Planning

## SEEK FUNDING

Once leaders had ideas for projects and/or had begun to implement them, the Resilience Leadership Program encouraged the groups to begin to apply for funding to implement the project. A grant-writing workshop helped them in this step.

## IMPLEMENTATION

Many of the leadership teams have begun to connect with community resources and to implement their projects.

## REFLECT AND MONITOR

Leadership teams will continue to implement their community projects and engage with their community. As they do so, they will continue to assess and monitor their projects through the Resilience Lens.

## ITERATE

Leadership teams will integrate lessons learned and start the process anew.

# PROGRAM STRUCTURE

*“I think the structure is sort of remarkable in the sense that we get together and we meet every month and there’s some kind of topic, and some expectation that we show up having done something...at the same time it’s incredibly fluid and open and again welcoming a kind of diversity.”*  
-Calryn Aston, Resilience Leader

## RESILIENCE LEADERS AND LEADERSHIP TEAMS

Resilience Leaders served as leaders and liaisons for the local communities they reside in. Each neighborhood or community had 1-5 Resilience Leaders to make up a Resilience Leadership Team, plus support from a representative from their local government. These teams were supported in leading and engaging their communities in identifying, prioritizing, and implementing projects that increase their community’s well-being.

## RESILIENCE LEADER ROLE

Resilience Leaders made a one-year commitment beginning with a welcome dinner in January and ending with final presentations in December of 2016. Resilience leaders spent anywhere from 2-7 hours of work per week throughout the year participating in the program including community engagement efforts, workshops, and monthly meetings.

**Capacity Building Workshops:** There was a series of 10 workshops that supported training and provided skills in leadership development, identifying and prioritizing community needs, and project implementation.

**Resilience Leadership Team Meetings:** All of the resilience leadership teams met together outside of the workshops. These meetings were used to share information, choose appropriate tools, and plan their projects and were scheduled independently

by the leadership teams. The frequency of these meetings varied from team to team.

**Community Specific Engagement:** Resilience Leaders utilized tools and techniques provided at the workshops to engage their neighborhoods. Most groups adapted these tools and/or came up with their own to match their community’s culture and meet specific objectives.

**BoCo Strong Quarterly Meetings:** The BoCo Strong quarterly meetings provided an opportunity to make connections and build relationships with the county’s Resilience Network (non-profits, government, businesses, and individuals working on resilience). These meetings provided a venue to exchange ideas, receive training, and showcase projects.

**Project Implementation:** Leaders were supported in implementing projects based on their community’s identified needs and priorities. This included identifying and applying for additional funding.

## CITY AND COUNTY SUPPORT

Resilience leaders received support from county and city staff members in each of their communities. Staff members met with leaders throughout the year to coordinate support and to discuss community projects. Staff representatives were government staff from Boulder, Jamestown, Longmont, Lyons and unincorporated Boulder County.

## CAPACITY BUILDING WORKSHOPS

The Resilience and Capacity Building Coordinator, in collaboration with city and town staff, developed a curriculum that includes a series of workshops focused on supporting training and skills in resilience leadership development. These workshops aim to assist leaders in identifying and prioritizing community needs, and successfully implementing projects. Expert knowledge (from the surrounding area and beyond) combined with BoCo Strong's competencies provided high-value workshops. The workshops, in chronological order, for 2016 were: Defining Resilience and Stressors, Introduction to Community Assessments, Community Assessments and Need Prioritization, Leadership and Communication, Outreach and Engagement, Mapping Community Assets and Initiatives, Advocacy and Local Government, Project Planning and Management, Grant Writing and Community-Based Proposals, Boulder County Resources: Presentation Shorts, and lastly, Resilience Leader Presentations.

## COMMUNITY WORK

Resilience leaders began to develop their projects by working within their groups to conduct community assessments. They engaged their communities around the stressors and associated challenges they identified in their assessments. Some teams sent out a survey to their communities, while others held face-to-face dialogues and/or in-person gatherings, some did both. The assessments and engaging with their communities helped the leadership teams clarify or confirm their community's stressors and gaps in services, resources, and capacities. Through an iterative process, leaders developed community projects to address the identified community gaps. Community projects range from initiatives that provide services for aging community members, to a storytelling series, to installing radio infrastructure to ease communication between mountain communities.





## RESILIENCE LEADERSHIP MEDIA

The Resilience Leadership program utilized videography as an additional way of tracking the development and implementation of the program over the course of the year. The Resilience Leadership Program also created an online resource for the leaders, housed on the BoCo Strong website, where workshop materials and event updates were posted. The following sections go into detail about these resources.

BoCo Strong hired Magic Factor Media to develop a documentary that followed the development and implementation of the Resilience Leadership Program over the course of a year. The film includes footage of the capacity building workshops, the leaders' communities, and individual interviews.

The program coordinator, Laura Seraydarian, was interviewed three times throughout the year- at the beginning, middle and end of the program. Resilience Leaders, BoCo Strong staff, and town/city staff were interviewed halfway through the

year. Professor Daniel Aldrich was interviewed at the end of the year to add expert knowledge. Additionally, community footage was taken in Gold Hill and Jamestown.

The documentary will be posted on the BoCo Strong website as an informational tool for the community to learn about the Resilience Leadership Program. Additionally, we plan on sharing the documentary with other communities beginning with Resilient Wellington in New Zealand, the Neighborhood Empowerment Network in San Francisco, and as a tool for a course that Professor Daniel Aldrich is teaching at the Political Science department at Northeastern University. The video will also be posted on the BoCo Strong website and we plan on sharing it with our networks and through the BoCo Strong Steering committee as well as sending it to potential funders. Lastly, we will utilize the documentary as a storytelling metric for the Resilience Leadership Program.

# INTERVIEWS

## STAFF

Laura Seraydarian, Resilience and Capacity Building Coordinator, BoCo Strong

Garry Sanfacon, Flood Recovery Manager, Boulder County

Tiernan Doyle, Network Program Coordinator, BoCo Strong

Carmen Ramirez, Community & Neighborhood Resources Manager, City of Longmont

## GUEST SPEAKER: DANIEL ALDRICH

Daniel Aldrich is a Professor of Political Science and Director of the Security and Resilience Studies Program at Northeastern University. He is a well known scholar and he has contributed to research demonstrating the importance of social capital to post-disaster recovery.

Daniel Aldrich was the keynote speaker at the 2016 BoCo Strong Summit and was interviewed as a part of the Resilience Leadership Program documentary. Daniel Aldrich was interviewed remotely at Northeastern University by an in-house film crew. The questions were split into two categories- general questions on Social Capital and questions more specific to the Resilience Leadership Program:

### SOCIAL CAPITAL

- 1) What is social capital and why is it important?
- 2) How does social capital build resilience?
- 3) Citing numbers, results, and/or narratives what does your research reveal about social capital and post-disaster recovery?
- 4) Is social capital contextual or does it have aspects that everyone can relate too/understand? What are those aspects?

### PROGRAM-RELATED

- 1) How does bringing together expert information with local knowledge contribute to building resilience?

## RESILIENCE LEADERS

Dina Elder, Gold Hill Leadership Group

Virginia Schultz, Gold Hill Leadership Group

Prudence Carter, Longmont Leadership Group

Nancy Edelstein, Jamestown Leadership Group

Calryn Aston, Jamestown Leadership Group

2) Can you discuss the value of empowering residents (w/skills, tools, knowledge, and connection) to come together to better their neighborhood or community?

3) What benefit does building social capital specifically at the neighborhood level have?

## RESEARCH

(books listed below, also has an extensive list of published articles):

Healthy, Resilient and Sustainable Communities after Disasters (with Reed Tuckson et al). Washington DC: Institute of Medicine / National Academy of Sciences (2015)

Resilience and Recovery in Asian Disasters: Community Ties, Market Mechanisms, and Governance (with Yasu Sawada and Sothea Oum). New York: Springer Press (2014).

Building Resilience: Social Capital in Post-Disaster Recovery. Chicago: University of Chicago Press (2012).

Site Fights: Divisive Facilities and Civil Society in Japan and the West. Ithaca and London: Cornell University Press (2008, 2010). Japanese translation from Sekaishissha (2012).

## EVENTS

Magic Factor Media filmed the following events:

- The 2015 BoCo Strong Resilience Summit, September 2015
- The Resilience Leadership Program Welcome dinner, January 2016
- BoCo Strong Quarterly Meeting: Embracing Inclusiveness to Gain Progressive Outcomes, January 2016
- Workshop 1: Defining Resilience and Stressors: Introduction to Community Assessments, February 2016
- Workshop 6: The Advocacy and Local Government, July 2016
- Workshop 9: Boulder County Resources: Presentation Shorts, October 2015

Magic Factor Media additionally utilized aerial footage of the 2013 floods and several short clips from the film 'Knee Deep' courtesy of SkySight Motion Cinema.

## RESILIENCE FAIR FILM

BoCo Strong hired Magic Factor Media to develop a short film about the Resilience Fair. The fair was a community project organized by the Longmont Resilience Leadership Team to provide information and resources about emergency preparedness as well as other support services for the Latino community. The film includes footage of the set-up leading up to the fair and follows visitors as they interact with the organizations. The film includes a voice over narrative as well as a summary conclusion that talks about the accomplishments and future plans for the Resilience Fair.

## BOCO STRONG WEBSITE

The BoCo Strong Website ([www.bocostrong.org](http://www.bocostrong.org)) provides information to the leaders about BoCo Strong quarterly events as well as annual summits and other relevant information. Additionally, each community that was a part of the 2016 Resilience Leadership Program developed a webpage that describes their community and that is located on the BoCo Strong website. The goal for these community webpages was to provide visitors to the website with an understanding of the different communities, from the community members' perspectives. We asked the resilience Leadership teams to develop these descriptions and to include the following components:

- Description of landscape/geography/topography

- Description of inhabitants/demographics
- Description of economy and governance (businesses and government structure)
- Description of key stressors

We also asked the Resilience Leadership teams to submit photos of their communities that we could use on the website.

As members of unincorporated Boulder County, the leaders from the Front Range Wildland Urban Interface Leadership Team initially were unsure about how to define their community. However, this exercise was particularly useful for the Front Range Wildland Urban Interface Leadership Team in defining the boundaries of their community.

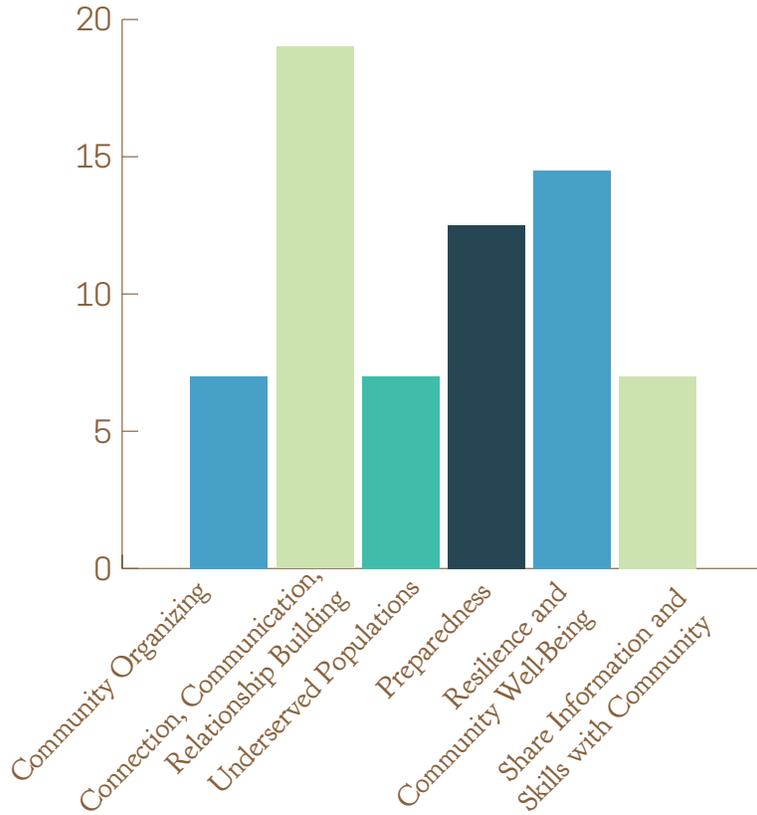


Figure 1:  
SKILLS,  
KNOWLEDGE,  
INTERESTS OF  
LEADERS

## BOCO STRONG RESILIENCE LEADERSHIP PROGRAM WEBGROUP

The BoCo Strong Resilience Leadership Program Webgroup was created to provide the Resilience Leaders with an online forum and resource where they could go to post questions and download resources and materials from the workshops. The webgroup is housed on the BoCo Strong webpage and requires a username and password so that only leaders can access the materials.

**Process and Main Components:** After every workshop, Resilience Leadership program staff uploaded materials including presentations and activities. References were posted on the webgroup according to unit and meeting date. Additional materials included links to documents describing

the key components of the Resilience Leadership Program as well as general resources including the program calendar, survey, journal, etc. Group Monthly update forms and the Leadership and Teamwork Skills Tracking Sheet.

**How we plan to utilize:** The Resilience Leadership Program utilized the webgroup to share workshop resources and program materials with the leaders. The webgroup was meant to be a tool for leaders to share resources and questions as well.

**Links:** <http://bocostrong.org/resilience-leadership-program-resources/>

Community Emergency Response Teams - Longmont (CERT) Real Estate Neighborhood Watch Whole Community Inclusion Project for BCSF Nextdoor (Online Community) Neighborhood Group Leaders Association - Longmont HENA -Longmont Transportation Advisory Board (TAB) American Association of University Women (AAUW) American Planning Association (APA) Planning and Zoning Commission Longmont Coffee to Connecting Harhashem Temple Moose Club Lions Club Defense Awareness Response Training (DART) Business Start-Up Groups Longmont Be Ready Program Humane Society - Longmont CELL/CAP 4-H Northern Colorado Crime Stoppers El Comité LMAC Cinco de Mayo Committee - Longmont Pine Brook Homeowners Association (HOA) Boulder Mountain Fire Protection District 100 Resilient Cities AIA- Clinton Initiative Irish Music Community Poetry Group Community Running Community Taiji Community CU Sustainability Catalysts Ham Radio Club (Air Link)- Gold Hill and Surrounding Mtn Communities NeighborLink - Gold Hill Neighbor-to Neighbor Group Intermountain Alliance (IMA) Department of Behavioral Health - Mountain (DBH Mountain) Department of Behavioral Health - Mental Health Partners (DBH-MHP) Medical Reserve Corps(MRC) Mountain Emergency Network (MERN) Disaster Services Town Council Art Community- Lyons Senior Community - Lyons Lyons Prepared Community Foundation- Lyons Garden Club - Lyons Lyons Emergency Assistance Fund (LEAF) Lyons High School Booster Human Services and Aging Commission - Boulder County Trinity Lutheran Church Volunteer Organizations Active in Disasters-Boulder County (VOAD) BoCo Strong Health and Human Services- Boulder County Local Farm School Volunteer

Figure 2: SOCIAL NETWORKS

## 2016 RESILIENCE LEADERS

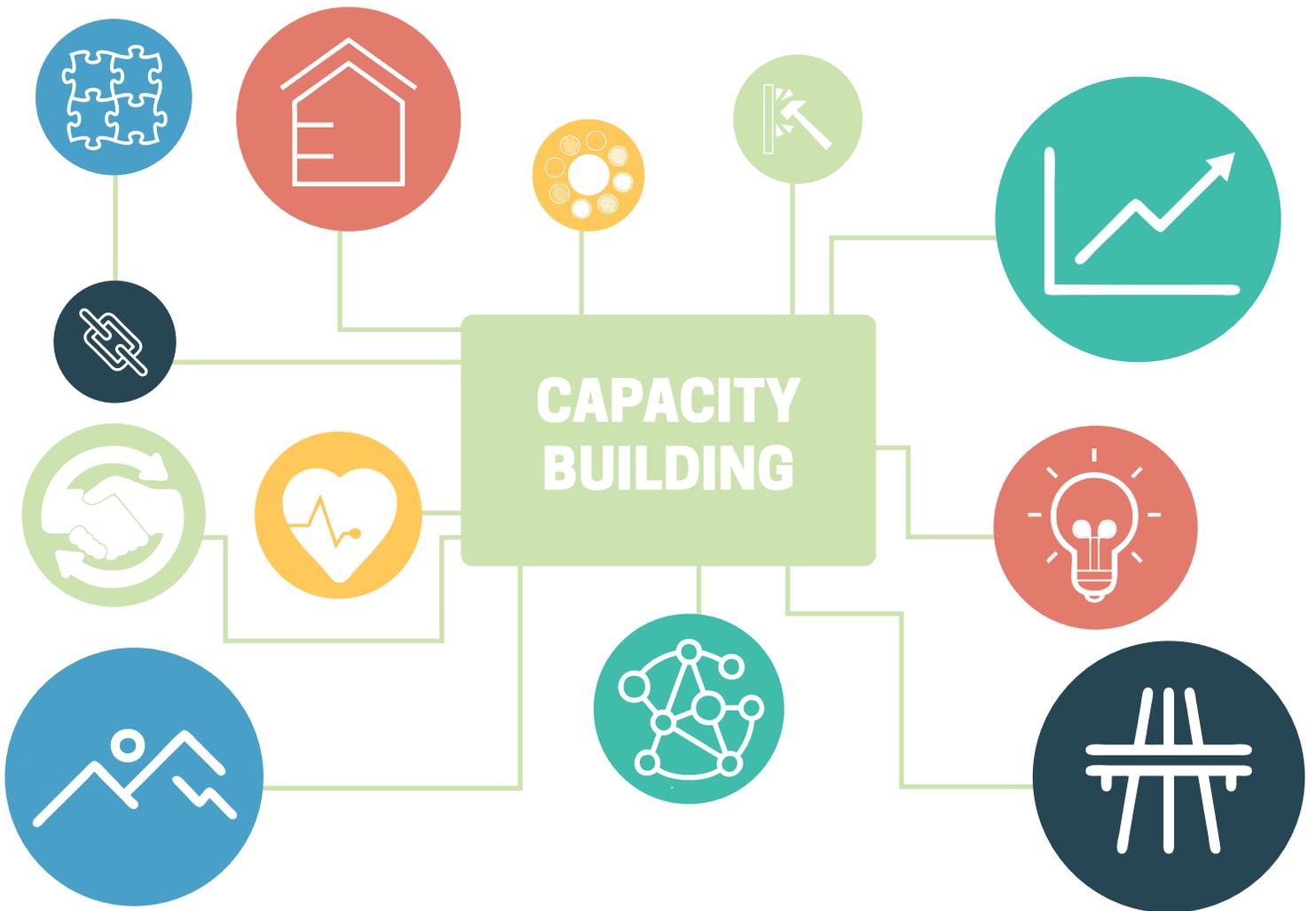
In January 2015, the Resilience Leadership Program welcomed its first class of leaders. We had 25 interested leaders at the beginning of the program, 17 who attended the first few workshops, and 15 who attended consistently throughout the year. Many of the leaders who were interested, but were unable to participate in the program because of the time commitment, kept in touch and continued to receive program updates.

During the welcome dinner, leaders filled out a survey asking about their current social networks, skills, knowledge, and asking about their interests and goals for the program. The results are shown here (Figures 1 and 2).

Figure 1 shows leaders' goals and interests for the program. Leaders ranked #1 connection, communication and relationship building the highest priority, followed by #2 building community resilience and community well-being, with #3 preparedness ranking the third highest.

Figure 2 outlines the social networks that leaders were a part of before joining the program. We asked leaders about their pre-existing social networks because of the importance of connections in building resilience. This graphic demonstrates the connections the Resilience Leaders can draw on to collaborate as they developed their community projects, and call upon during a shock or stressor.





The capacity building workshops were developed to present knowledge, skills, and tools to the Resilience Leaders. Each workshop began with knowledge sharing and included interactive discussions, as well as work within and across community groups. These workshops provided an opportunity to build connections within and between communities, collaborate on projects, relate to each other on similarities, and understand each other's diversity.

# 2016 WORKSHOP SCHEDULE

## **UNIT 1: COMMUNITY ASSESSMENTS**

February: Defining Resilience and Stressors Introduction to Community Assessments

March: Community Assessments and Need Prioritization

## **UNIT 2: LEADING GROUPS**

April: Leadership and Communication

May: Outreach and Engagement

## **UNIT 3: COMMUNITY INITIATIVES AND LOCAL GOVERNMENT**

June: Mapping Community Assets and Initiatives

July: Advocacy and Local Government

## **UNIT 4: COMMUNITY ACTION PLANNING**

August: Project Planning & Management

September: Grant Writing and Community-Based Proposals

## **UNIT 5: PRESENTATIONS LEADERS IN RESILIENCE**

October: Boulder County Resources: Presentation Shorts

December: Resilience Leader Presentations and Program Evaluation



*Resilience Leaders at the first workshop*

# UNIT ONE

## COMMUNITY ASSESSMENTS

This unit included two workshops introducing the Community Resilience Approach and community assessments. They focused on defining resilience and included teachings on how to assess communities, as well as ways to prioritize needs based on each community's specific stressors and shocks.

# WORKSHOP 1

## DEFINING RESILIENCE AND STRESSORS: INTRODUCTION TO COMMUNITY ASSESSMENTS

Facilitator: Laura Seraydarian, Resilience and Capacity Building Coordinator, BoCo Strong

Date: February, 2016, Time: 2 hours

### DESCRIPTION

The first workshop introduced leaders to the concept of the Community Resilience Approach, building a knowledge base on how to approach community work from a Resilience Lens. This approach encourages systems-based thinking to enable a holistic perspective of the inner and outer workings of a community. It demonstrates flexibility through the encouragement of contextualizing methods and tools, allowing leaders to carve their own path. During the workshop leaders also completed a baseline survey (see Measuring Success section) to assess their current understanding of resilience and to track the development of their skills and knowledge over the course of the program. We also introduced “Outreach Journals” (See Appendix A.2) to the leaders, which we developed as a means of tracking the development of leaders’ skills, tools, and knowledge as well to track the different types of community engagement they were conducting.

### KNOWLEDGE GOALS

- 1) For leaders to understand the “resilience approach” and how it can inform their community assessments
- 2) For leaders to understand the basic tenets of resilience, resilience characteristics, and community stressors
- 3) To provide leaders with an introduction to community assessments and community engagement

### ACTIVITIES

1) Resilience Characteristics: Resilience Leaders worked with the resilience characteristics from the Resilience Lens (ability to learn, robust and ability to fail safely, redundant, flexible, resourceful, diverse, integrated, and inclusive) (See Appendix A.3). They identified resilient people, places, and things in their community. They discussed these community assets within their community leadership team, choosing one to further assess. Each community looked at one community asset and assessed it using the resilience characteristics as a metric. They then conducted a similar activity, this time identifying something in their community that does not embody resilience. Leadership teams reported out by sharing their community assets, how these assets embodied or did not embody resilience, and the areas they need to build resilience in.

2) Community Stressors: Resilience Leaders identified specific stressors in their communities and prioritized the top three to explore further. They reported out to the larger group, sharing similarities and discussing differences across communities. (See Appendix A.5)

## WORKSHOP 2

# COMMUNITY ASSESSMENTS AND NEED PRIORITIZATION

Facilitator: Laura Seraydarian, Resilience and Capacity Building Coordinator, BoCo Strong

Date: March, 2016, Time: 2 hours

## DESCRIPTION

The second workshop, Community Assessments and Need Prioritization, expanded on community assessments and explored need prioritization. The workshop began with a review of the BoCo Strong website and Resilience Leadership Webgroup. The BoCo website provides information about BoCo Strong, the Resilience Network, the Resilience Assessment, and the Resilience Leadership Program. It also provides updates and a calendar with relevant community events including BoCo Strong Quarterly meetings. The Webgroup was set up for leaders to use as a discussion forum, to access workshop materials, and to receive program updates. Workshop materials were regularly uploaded and maintained as a resource for the leaders.

We provided a leaders' directory (See Appendix B.1) that included information on program participants' skills, social and professional networks, and contact information. During the second part of the workshop, leaders participated in one individual activity, which informed the second group activity. Both activities were based on a resilience assessment that was informed by the BoCo Strong Resilience Assessment framework, which was derived from the Colorado State Framework and the 100 Resilient Cities Resilience Framework. This framework divides communities into different sectors; governance, economic, health and social, infrastructure, and Natural Resources. The first activity asks leaders to individually rate each sector from 1 to 10 where 1=very poor, 5 = Average, 10 = excellent. For the second activity, leaders worked in groups to identify gaps in their community based on their assessments from the first activity. They used both assessments to examine and analyze whether their projects/

project ideas addressed the gaps and stressors they identified in the activities.

## WORKSHOP GOALS

- 1) For leaders to understand how to conduct community assessments, identify gaps, and prioritize community needs
- 2) For leaders to understand informal and formal methods of community engagement
- 4) For leaders to be able to identify Stressors and Strengths in their communities

## ACTIVITIES

- 1) Individual Work- Community Assessments (See Appendix B.2): The first activity asks leaders to individually rate each sector from 1 to 10 where 1=very poor, 5 = Average, 10 = excellent.
- 2) Group Work- Community Assessments: In the second activity, leaders work with their groups to identify gaps that they rated as less than 5 and then assessed whether or not their projects/project ideas address these gaps.

## TOOLS

- 1) BoCo Strong Website
- 2) Resilience Leadership Webgroup
- 3) Leader Directory

# UNIT TWO

## LEADING GROUPS

Unit 2 included two workshops that focused on personal leadership skills, group dynamics, and methods for engaging communities.

# WORKSHOP 3

## LEADERSHIP AND COMMUNICATION

Facilitator: Susan Skej, Director of the Authentic Leadership Program at Naropa University

Date: April, 2016, Time: 2 hours

### DESCRIPTION

The Leadership and Communication workshop focused on group dynamics and the different stages that groups undergo (forming, storming, norming, and performing). This workshop built a foundation of what groups encounter over time and enabled each group to identify what stage they were in and what they might have ahead of them. We introduced leadership tracking journals so that each group could track the progress of how their group makes decisions, communicates, and executes action items.

### KNOWLEDGE GOALS

- 1) Understand the different stages of group formation and development (forming, storming, norming, and performing) and how to use this knowledge to work successfully within their community groups
- 2) Understand personal leadership style

### ACTIVITIES

- 1) Body scan
- 2) Group formation and dynamics

### TOOLS

- 1) Leadership Tracking Form (See Appendix C.1)
  - 2) Group Dynamic Graphic (See Appendix C.2)
- Other
- 1) Workshop Feedback Form (See Appendix C.3)

## WORKSHOP 4

# COMMUNITY OUTREACH AND ENGAGEMENT

Facilitator: Danica Powell, Trestle Strategy Group

Date: May, 2016, Time: 2 hours

## DESCRIPTION

The May workshop, Community Outreach and Engagement, provided an overview of different tools and techniques that can be utilized to conduct outreach and engagement. The facilitator began the workshop by introducing a resilience activity called 'What do you Own? Official Ballot' which asks people to imagine all of the aspects of their community that makes them resilient. A matrix of tools was presented sharing methods ranging from simple, informal, and inexpensive to complex, formal, and costly. Interactive discussions around how to contextualize and implement these in each community took place during the second half of the workshop.

## WORKSHOP GOALS

- 1) For leaders to understand how to engage and conduct outreach in their communities
- 2) For leaders to walk away with tools and strategies to engage and conduct outreach and engagement in their communities
- 3) For leaders to understand the multiple community engagement venues and methods
- 4) For leaders to understand the correlation of venues and methods with goals and needs
- 5) For leaders to understand the challenges of community engagement and how to address them.

## TOOLS

- 1) Community Engagement Matrix (See Appendix D.1)
- 2) Ballot (See Appendix D.2)



# UNIT THREE

## COMMUNITY INITIATIVES AND LOCAL GOVERNMENT

Unit 3 included two workshops, which were focused on identifying assets and resources within the leaders' communities in addition to learning about best practices for advocacy and engaging with local government



Longmont Working Group

## WORKSHOP 5

# MAPPING COMMUNITY ASSETS AND INITIATIVES

Facilitator: Danica Powell, Trestle Strategy Group

Date: June, 2016, Time: 3 hours

## DESCRIPTION

The last workshop for the quarter, Mapping Community Assets and Initiatives, mapped assets and initiatives related to each group's newly formed project statement. The leaders started these statements at the end of Workshop 4 and worked on them independently and with their groups in between the workshops. We chose to focus on asset mapping because it paints a clear picture enabling leaders to leverage existing work, prevent the duplication of work, creates a space for collaboration, and contributes to building more resource-connected projects. The creation and utilization of an asset map builds a more effective and efficient region.

Leaders identified the resources (individuals, organizations, economic, physical, cultural, initiatives) within the county that they could leverage to support their projects. Staff and leaders invited local human resources with related expertise to co-create asset maps based on their project area. The workshop started by each group sharing their draft project statements. Next, they brainstormed the assets and initiatives in (or outside of) their community relating to their project topic. They created conceptual maps of these assets and initiatives, qualified the existing or non-existing connections, identified what connections could be strengthened or built, and created action items.

## KNOWLEDGE GOALS

- 1) For leaders to complete an asset map specific to their resilience team's project(s)
- 2) For leaders to leave the workshop with a set of action items related to their project(s)
- 3) For leaders to understand how to map and identifying community assets
- 4) For leaders to identify who has what skills in the community and how they might support project aims
- 5) For leaders to understand different methods for connecting with people/organizations and leveraging available resources in their community
- 6) For leaders to understand challenges that may arise and approaches to address these

## ACTIVITIES

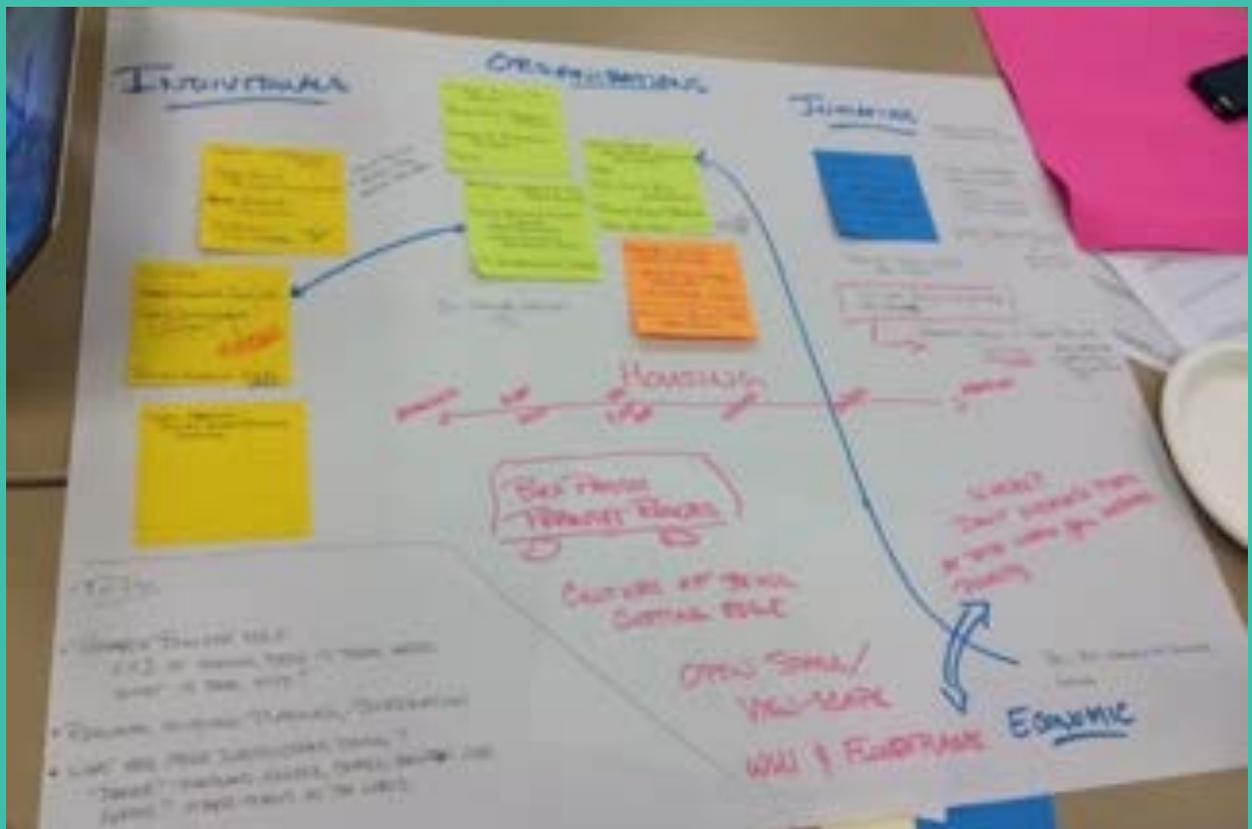
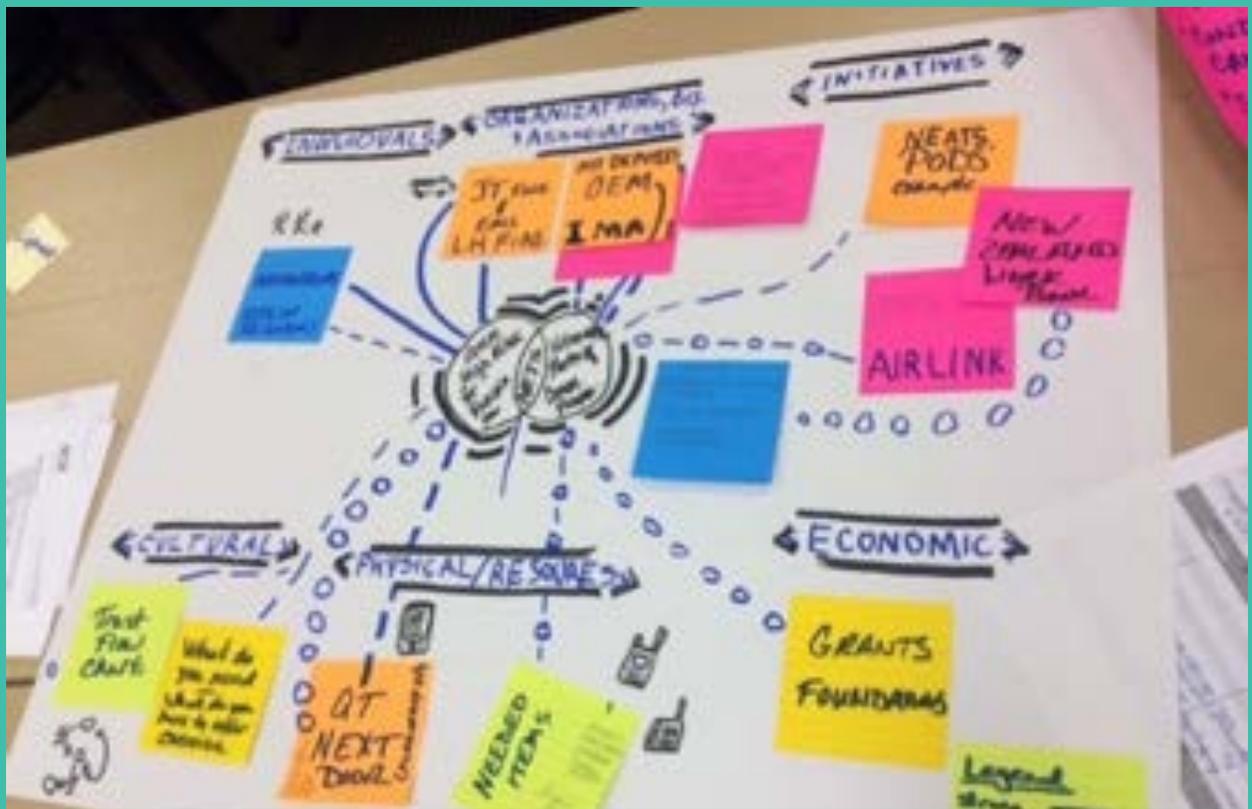
- 1) Asset Map (See Appendix E.1)
- 2) Initiative and Asset tables (See Appendix E.2, Appendix E.3)

## TOOLS

- 1) Asset Map
- 2) Action Item List



Gold Hill Working Group



# WORKSHOP 5 ACCOMPLISHMENTS

Each Resilience Team left the workshop with a map of their community assets and initiatives and a set of action items related to their project. Twelve

individuals were invited to help the leaders to create their asset maps, eight of who attended.

## ACTIVITY ONE

### ASSET MAPPING

#### LONGMONT WORKING GROUP

- Prudence Carter, Longmont Resilience Leader
- Warren Wang, Longmont Resilience Leader
- Jannell Flaig, Longmont Resilience Leader
- Marta Loachamin, Latino Task Force, Realtor, Teacher, Multi-faceted
- Lurbin Moore, Board Chair · El Comité, Regional Manager · First Bank
- Wayne Tomac· Neighborhood Resource Specialist, City of Longmont
- Tiernan Doyle, BoCo Strong Project Coordinator

#### PROJECT STATEMENT

‘We want to build resilience by educating and connecting Longmont residents to resources and points of information to use during times of shock and/or stressors. Let’s continue to build community resilience as a source of strength because the future of Longmont depends on all our residents to be engaged with their neighbors’.

The Longmont group identified local organizations, government departments, and business as potential resilience fair ‘vendors’. They identified the need to refine this list and tailor it to resources related to Longmont’s Latin American Community’s top ‘Life Lemons’. They identified the need for all vendors to have a Spanish speaker available at the fair and materials in both Spanish and English. Their action items included collaborating with Longmont City staff to help with planning and identifying outreach channels to publicize the event.

#### GOLD HILL WORKING GROUP

- Dina Elder, Gold Hill Resilience Leader
- Virginia Schultz, Gold Hill Resilience Leader
- Jessica Brookhart, Gold Hill Resilience Leader

#### PROJECT STATEMENT

‘We want to improve and support inclusiveness in people-to-people connections in our community because we believe that resiliency starts with people and relationships, so let’s create opportunities to more fully and successfully connect the Gold Hill fire department into the fabric of the community’.

The Gold Hill group identified local organizations and town events where they might be able to conduct community outreach and engagement. They identified the July 4th breakfast as one such venue where they could engage with community members. Their action items included creating interest groups from outreach events, creating website, applying to grants and mapping trails. They also identified United Way Resilience Grants as a potential funding source for future projects.

## ASSET MAPPING (CONT.)

### NEIGHBORHOOD EMERGENCY TEAMS (NETS): JAMESTOWN WORKING GROUP

- Cal Aston, Jamestown Resilience Leader
- Carrie Haverfield, NextDoor, Sheriff's Department
- Mike Chard, Office of Emergency Management
- Andrew Notbohm, Office of Emergency Management

### PROJECT STATEMENT

'We want to come from our strengths (the power of human connection and grassroots initiatives) and capitalize on our learning from the 2013 flood. Because we recognize gaps in our individual, household, and community resilience. So let's develop a plan to acknowledge our strengths and address those gaps'.

The Jamestown Resilience Group characterized the ways in which vulnerable populations overlap with the community's high risk for shocks. The group identified strong links with organizations and individuals that serve as resources (Jamestown Fire, EMS, Lefthand Fire, Mountain Deputies, The Office of Emergency Management, Intermountain Alliance, The QT (Jamestown's community board), and individual neighbors. They identified some of the weak and missing connections to resources such as grant/foundation funding and the website NextDoor. Resources they plan to utilize are the existing Air Link mountain amateur radio network and a disaster preparedness workbook from Wellington, New Zealand. Action items included conducting community engagement and setting areas for Neighborhood Emergency Teams (NET).

### AGING WELL IN COMMUNITY: JAMESTOWN WORKING GROUP

- Nancy Edelstein, Jamestown Resilience Leader
- Keith Carr, Boulder County Area Agency on Aging (AAA)

### PROJECT STATEMENT

'We want to come from our strengths (the power of human connection and grassroots initiatives) and capitalize on our learning from the 2013 flood. Because we recognize gaps in our individual, household, and community resilience. So let's develop a plan to acknowledge our strengths and address those gaps'.

The group discussed creating relationships with aging resources in the area and revamping the AAA's volunteer program. They identified existing resources and initiatives, the need to explore funding resources, and to seek out organizations that donate goods and services.



## ASSET MAPPING (CONT.)

### EMERGENCY PREPAREDNESS EDUCATION AND ENGAGEMENT – LOSS LIMITING: FRONT RANGE WILDLAND URBAN INTERFACE WORKING GROUP (WUI)

- David Swodoba, WUI Resilience Leader
- Allen Saville, WUI Resilience Leader
- John Benson, Fire Chief
- Mike Chard, Office of Emergency Management
- Andrew Notbohm, Office of Emergency Management

### PROJECT STATEMENT

‘We want to: facilitate efforts to build community cohesiveness in the context of emergency preparedness. Because: Community cohesiveness is an essential element in cultivating community resilience and is a significant challenge in WUI neighborhoods. This cohesiveness seems to be a prerequisite to success in any endeavor to strengthen and prepare a community to successfully deal with shocks and stressors’.

So, let’s: Undertake a collection of actions, including:

1) Identify community cohesiveness and preparedness measures that have been successful and use knowledge transfer techniques to leverage these efforts in other communities. These measures may include:

- Community phone directories
- Neighbor-meeting- neighbor events
- Emergency preparedness education and

engagement

2) Identify community organizations with the potential for building cohesiveness and encourage these entities to take more conscious responsibility for these and other resilience building activities including:

- Cultivate community identity
- Encourage civic participation and volunteerism
- Formulate and encourage more creative and effective efforts to cultivate individual/neighbor group preparedness for typical WUI emergencies and hazards

The WUI working group identified organizations they could connect with to support Emergency Preparedness Education and Engagement including; the Boulder Mountain Fire Protection District, the Office of Emergency Management, Pine Brook Hills Homeowners Association, CH-HOA, BoCo Strong, and Boulder County Wildfire Partners. Initiatives to support their projects included a Phone Directory, a Fire Safety Sale, and Home Inspections. The group also identified a long list of individuals and resources to connect with. Their action items included expanding the Fire Safety Sale to resilience, organizing a county-wide clearinghouse on resilience, and organizing a Fire Department Open house.

## ASSET MAPPING (CONT.)

### STORYTELLING: LYONS WORKING GROUP

- Julie Smith, Lyons Resilience Leader
- Joycelyn Fankhouser, Lyons Resilience Leader
- Michelle Mabie, Lyons Resilience Leader
- Rachel Norton, Resilience Leadership Program Intern

### PROJECT STATEMENT

‘We’d like to address the low morale in town and offer a platform (event?) for discussion, storytelling or some kind of exchange of perspectives and ideas in an effort to unite and move people forward- away from the trauma of the flood and into the present of a post-flood Lyons’.

The Lyons Working Group identified individual human resources in Lyons, organizations, business, and associations that could serve as resources, as well as avenues for promoting a storytelling event (social media, newspaper, Email, Poster/ Flyers, Invitation, Schools, Lyons Comm. Board, Sr. center, Lyons Hist. Society). They identified current storytelling initiatives in Lyons (Lyons Community Theater Production, Flood Story Collection, Lyons Historical, and Redstone Concert Series) and identified Rogers Hall as a potential venue. They also looked at storytelling initiatives outside of Lyons (The Moth podcast, Story Café, and Truth be told). Action items included connecting with one of the leaders’ friends who worked at a storytelling organization, as well as connecting with Warm Cookies of The Revolution, a ‘civic health club’. They also identified a need to fundraise, come up with a name for the event, and to connect with other groups.

### AFFORDABLE HOUSING: BOULDER WORKING GROUP

- Doug Parker, Boulder Resilience Leader
- Karen MacClune, BoCo Strong Resilience Assessment Coordinator
- Devon Booth, Sustainability Coordinator, Center for ReSource Conservation

### PROJECT STATEMENT

‘We want to find a solution to Boulder’s housing needs/needs and options for housing. Because it’s important for the health of our community/ because there are 60K people that drive into Boulder every day/because we want to keep as much diversity as possible/we want the people who work in the city to live in the city’

So let’s: look at what other communities are doing; more information about what Boulder is doing; understand the needs better for affordable housing; understand the population’s needs better and; understand building codes, zoning, and density requirements.

The Boulder Working group discussed bus passes, transit routes, the culture of being cutting edge, open space/view scape, the Wildland Urban Interface (WUI), and preventing placing people at further risk as population density increases. Their action steps include identifying real housing needs in Boulder, to connect with Regional Housing Planning/Coordination, and to examine what other jurisdictions (Portland, Seattle, New York City and Europe) are doing.



The Boulder Working Group shares the asset map they developed

## WORKSHOP 6

### ADVOCACY AND LOCAL GOVERNMENT

Facilitator: Laura Seraydarian, Resilience and Capacity Coordinator, BoCo Strong

Date: July, 2016, Time: 3 hours

#### DESCRIPTION

The Advocacy and Local Government workshop provided leaders with an understanding of how successful advocacy and an understanding of local government can support their community projects. The workshop began with two presentations that shared examples of local advocacy in Boulder County and Washington, DC. An hour-long panel discussion followed, which consisted of town, city, and county government staff, as well as elected officials. They spoke to successful advocacy pathways, best practices in their community, and associated challenges.

Prior to the workshop, we asked leaders and staff members to identify and invite government officials or local community leaders to the workshop who would be able to speak about advocacy either as an advocate or as a decision-maker. In total 24 panelists were invited and 8 participated.

#### WORKSHOP GOALS

- 1) For the leaders to walk away with an understanding of advocacy
- 2) For leaders to understand best practices for engaging in advocacy
- 3) For leaders to receive an overview of advocacy pathways in Boulder County
- 4) For leaders to understand challenges that may arise and approaches to addressing them

#### ACTIVITIES

- 1) Advocacy Presentation and Discussion (See Appendix F.1)
- 2) Advocacy Panel Discussion (See Appendix F.2)

#### TOOLS

- 1) Connections to local government staff and officials
- 2) Tenets of advocacy (see below)

*“The advocacy workshop had a lot of potency for us. Talking to our County Commissioner. Understanding more about policy at the local level, at the state level, at the government level. It’s really important when you’ve had a disaster, and feeling like the access was there.”*

*-Calryn Aston, Resilience Leader*



## ADVOCACY PRESENTATIONS

Presentations were given by Steve Watts from the Boulder Mountain Bike Alliance and Manuela Sifuentes from the Latino Taskforce of Boulder County, and followed by Q&A.

### STEVE WATTS, EXECUTIVE DIRECTOR, BOULDER MOUNTAIN BIKE ALLIANCE

Steve talked about his experience advocating for building mountain bike trails in the Heil Valley Ranch area of Boulder County. He outlined the basic tenets of advocacy (social, physical, political) and explained how he utilized all three in engaging with decision-makers to integrate multi-use trails as a part of the open space plan in Heil Valley Ranch.

Steve Watts also shared handouts on how to make an organization politically savvy and ended with several pieces of advice:

- Ask for more than you expect to receive
- Take a multi-prong approach to advocacy
- Learn about the political process to make your advocacy more effective

#### Steve's Tenets of Advocacy

- |           |   |
|-----------|---|
| Social    | <ul style="list-style-type: none"><li>• Bringing leaders and volunteers into the fold</li><li>• Creating an organization that has a strong mission</li><li>• Build a sense of community</li></ul> |
| Physical  | <ul style="list-style-type: none"><li>• Commitment of volunteers and organization to decision makers</li></ul>  |
| Political | <ul style="list-style-type: none"><li>• Building the relationship with government and decision-making bodies to achieve goals</li></ul>   |

## MANUELA SIFUENTES, EXECUTIVE DIRECTOR, LATINO TASK FORCE OF BOULDER COUNTY

Manuela began her presentation talking about the advocacy work she did in Washington D.C around language access. She outlined three steps that her organization took:

1) Organization: They organized themselves around enforcement of Title VI of the civil rights act which “prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance” (<https://www.justice.gov/crt/fcs/TitleVI-Overview>)

2) Education:

- a. They educated themselves about the political system and began talking with local elected officials
- b. They spent time educating the community and developed ways to advocate on behalf of the community
- c. They educated the medical community about having a plan in place to ensure that each person has equal access

3) They developed a coalition around the issue until everything their goals were met

Manuela continued her presentation by talking about her work with the Latino Task Force, which advocates for initiatives and opportunities for the Latino community of Boulder County. The organization is currently working with the City of Boulder to update their comprehensive plan. From this collaboration Manuel talked about the importance of listening, especially when working with an unfamiliar community. She also highlighted the need to understand what community means and how different communities might define themselves differently.



## ADVOCACY PANEL

Deb Gardner, Boulder County Commissioner  
Megan Davis Policy Analyst, Boulder County  
Steve Watts, Boulder Mountain Bike Alliance  
Jonathan Koehn, Regional Sustainability  
Coordinator, City of Boulder

Tim Beale, Sustainable Communities, Boulder  
Housing Partners

Manuela Sifuentes, Latino Task Force of Boulder  
County

The panel began with introductions from each panelist and included their current role, their experience in and around advocacy, and introductions to common advocacy themes (successes and challenges).

1. Within the systems you have worked, can you talk about the advocacy process (both formal and/or informal) and provide specific examples of success?

In response to this question, the panelists highlighted the importance of forming relationships with decision-makers. This provides the advocate with more knowledge about how their project or initiative is perceived at both the formal and informal levels. Panelists also emphasized the importance of creating different ways for people to advocate and a safe space within which people felt comfortable.

2. What are some of the specific mechanisms, techniques, or tools critical to successful advocacy, and why?

In response to this question, panelists again pointed to the strength of strong relationships and communications in building trust, discussing how this puts advocates in an opportunistic position when the time came. Knowing your audience and understanding their authority also assists in fostering relationships and connections. Moreover, as one panelist relayed, there is no silver bullet so it is important to recognize the different strengths and capacities of your advocacy team. Further, panelists highlighted that in addition to approaching decision-makers with a problem, it is often helpful to come with a solution in mind.

3. What are some of the roadblocks and/or challenges that have sidelined issues or prevented them from moving forward? If possible, please highlight challenges that exist within the 'system' as well as with the approach being taken by those that are doing the advocating?

Panelists suggested that understanding the policy that underlies public decisions is key to understanding what specific officials can and can't do. Additionally, panelists emphasized that decision-makers often see themselves as fulfilling a certain role in the process and that identifying this role can help advocates in their work. This was followed up with the point that advocacy is not about accusing people, but rather about focusing on the system, which dovetailed with another panelist's suggestion that respect can go a long way, regardless of if you agree with the person or not.

4. Can you recommend some solutions to these challenges, both systemic and/or approach-based?

In response to this question, panelists returned to their advice from previous questions. They reminded participants that advocacy is multi-faceted and that there isn't one set tool for carrying out advocacy. They also emphasized that often, not everyone on the board or staff who you are working will have the same opinion. Therefore, connecting and building relationships with more than one person is often useful.

5. Can you share some advocacy resources, human or otherwise, that might be useful to these resident Resilience Leaders?

Throughout the panel, panelists shared the following advice with the Resilience Leaders:

- You can always get more bears with honey rather than vinegar
- Take time to build relationships and seek to understand and listen to people
- As professional advocate, take the emotion out of it
- Listen, remain open and accepting
- Keep the dialogue going

# UNIT FOUR

## COMMUNITY ACTION PLANNING

Unit 4 included two workshops focused on project planning and crafting effective grant proposals. The goal of this unit was to prepare leaders to apply for future funding through overall project planning and clarifying/expanding their project statements.

# WORKSHOP 7

## PROJECT PLANNING AND MANAGEMENT

Facilitator: Amy Rosenblum, The Cultivation Center

Date: August, 2016, Time: 2.5 hours

### DESCRIPTION

The Project Planning & Management Workshop educated leaders on project planning methods and tools, and included a work session where leaders applied these teachings to their projects. The workshop began with a discussion about the positives and negatives of project planning. A brief explanation followed of what a project value proposition is. The workshop concluded with each group working through the project value proposition and coming up with next steps for their projects.

- <http://cultivation-center.com/>

### WORKSHOP GOALS

- 1) For the leaders to walk away with an understanding of project management processes, tools, and techniques including methods for time management and task delegation
- 2) For leaders to understand best practices for project management
- 3) For leaders to understand challenges that may arise and approaches to address these

### ACTIVITIES

- 1) Project Planning Work Session

### TOOLS

- 1) Project Value Proposition (See Appendix G.1)
- 2) Elements of a project plan (See Appendix G.2)

**Lessons Learned:** During the Project Planning & Management Workshop, the facilitator emphasized how having clarity in project planning can produce more effective grant proposals. She clarified how “capturing your sound bit” can help ground the projects and build community buy-in. Leaders also listed the positives of project planning including contributing to efficiency, accountability and preventing mission creep, as well as the negatives, which included time constraints, a lack of information, and a potentially rigid planning process. The workshop concluded with the time for the Resilience Leaders to work with their groups, decide next steps, and allocate responsibilities.



## WORKSHOP 8

# GRANT WRITING AND COMMUNITY-BASED PROPOSALS

Facilitator: Jay Katz, Grants West

Date: September, 2016, Time: 3 hours

## DESCRIPTION

The Grant Writing and Community Based Proposals Workshop included a presentation and interactive activities. The facilitator asked participants to review two examples of successful grant proposals before the workshop. The presentation began by reviewing the traits of a successful grant seeker; which include effective writing, targeted grants applications, connecting with potential funders, and ensuring that your 'organization' is prepared to implement the grant. Jay then provided an overview of the different types of funding entities and talked about different entities have distinct grants.

Funding entities include private organization, foundations, corporations and government organizations/departments. Jay then reviewed different methods for 'grant prospecting' (regional grants guides available from libraries, online foundation directories, google search, newsletters, and annual nonprofit reports). The last part of the presentation outlined the components of a successful grant proposal, which included recommendations for writing effective grants and a review of common proposal elements. Leaders left the workshop with a brief, preliminary outline of a grant proposal for their projects.

- <http://grantswest.net/>
- <http://coloradogrants.org/non-profit/about.php>

## WORKSHOP GOALS

- 1) For the resilience leaders to walk away with a preliminary outline of a grant proposal specific to their project
- 2) For the leaders to understand the grant funding landscape and the different types of grant funding entities
- 3) For the leaders to understand the basics of grant proposals as well as how to write an effective proposal

## TOOLS

- 1) Grant Proposal Template: a template for leaders to use as a starting point for creating a complete grant proposal (See Appendix H.3)

# UNIT FIVE

## PRESENTATIONS: LEADERS IN RESILIENCE

Unit 5 included two workshops that focused on 1) connecting leaders with resources in Boulder County to support project goals and implementation and 2) providing leaders with the opportunity to present their project evolution.

## WORKSHOP 9

# BOULDER COUNTY RESOURCES: PRESENTATION SHORTS

Facilitator: Laura Seraydarian, Resilience and Capacity Building Coordinator, BoCo Strong

Date: October, Time: 2 hours

## DESCRIPTION

The Boulder County Resources: Presentation Shorts workshop provided leaders with information about organizations within Boulder County that could add value to their work. Seven local organizations presented. The presentations were grouped according to whether or not they provided a service/resource or if the focus was more on knowledge sharing. The leaders came away with information about different resources from across the county. The workshop began with presentations and concluded with time for networking and sharing. See Appendix I.1 for the presentation template

## WORKSHOP GOALS

- 1) For the leaders to walk away with information on the resources available to them
- 2) For leaders to understand how they could collaborate with organizations in support of their projects

## TOOLS

- 1) Business cards
- 2) Informational materials



*The Boulder Bridge House shares information about their Ready To Work Program*

## PRESENTERS

### RESOURCES/SERVICES

#### BOULDER BRIDGE HOUSE

Boulder Bridge provides services and support to the homeless population in Boulder. Tim Arnold, Employment Specialist at Boulder Bridge House, presented on Bridge House's 'Ready to work program'. The program provides transitional work training for homeless men and women. Participants of the program are supported for one year with case management and receive both job and financial training. Participants work 20-29 hours a week and make a commitment to sobriety. Program participants build a work and rental history and are required to contribute to their savings. (<http://boulderbridgehouse.org/>)

#### BOULDER COUNTY CARECONNECT

Michele Seipp, Programs Director at Boulder County CareConnect (BCCC) provided an overview of her organization and touched on their need for volunteers. Through a base of volunteers, BCCC provides services to seniors and adults with disabilities. Services include grocery delivery, minor home repairs, transportation assistance, snow removal assistance, and yard maintenance. (<http://www.careconnectbc.org/>)

#### AUNT BERTHA

(presented by Rachel and Laura)

Tyler Hartung from Aunt Bertha was unable to attend at the last minute. Resilience Leadership staff presented on Aunt Bertha, which is an online resource that helps people to find services and resources near them including food services, health care options, and job training programs. (<https://www.auntbertha.com/>)

#### VIA COLORADO

Bob D'Alessandro, Director of Customer and Community Services, presented on Via Colorado. Via Colorado is a non-profit organization that follows a social enterprise business model. They provide mobility services to people who are unable to access transportation due to disability or for other reasons. Their services include paratransit,

travel training, and a variety of mobility options. (<https://viacolorado.org/>)

#### VOLUNTEER ORGANIZATIONS ASSISTING IN DISASTERS (VOAD)

Mickey Ellenwood, Secretary of the Boulder County VOAD, explained the structure of the VOAD and spoke about its main activities. The Boulder County VOAD serves as a uniting framework where organizations can share resources and information leading up to, during, and following a disaster. Membership to date consists of members of the faith community, non-profit organizations, offices of emergency management, and city governments. (<http://bocovoad.org/>)

### KNOWLEDGE/TOOLS

#### BANG THE TABLE

Casey Earp, the Engagement Manager at Bang the Table, shared about the company's engagement platform available to organizations and governments interested in conducting high-value community outreach and engagement. Casey provided an overview of the website and then spoke about Resilient Together ([www.resilienttogether.org](http://www.resilienttogether.org)), a website that BoCo Strong is developing in concert with Resilient Boulder to engage on resilience across Boulder County. (<http://www.bangthetable.com/>)

#### WILD AT HEART, SOMATIC PSYCHOLOGY

Jackie Ashley, MA, LPC, BC-DMT

Jackie Ashley is a local therapist from Jamestown, Colorado trained in Somatic Psychology who offers equine therapy, which is a form of mental health therapy that includes activities with horses. Jackie spoke about resilience as it relates to psychology and on the impacts that floods and trauma can have. <http://wildathearttherapy.com/>

## PROGRAM CLOSE

### RESILIENCE LEADER PRESENTATIONS AND CELEBRATION

Facilitator: Laura Seraydarian, Resilience and Capacity Building Coordinator, BoCo Strong

Date: December, 2016, Time: 3 Hours

#### DESCRIPTION

This final ‘workshop’ provided leaders with the opportunity to share progress on their community projects and take part in an evaluation of the program. Each presentation was formatted based on the information that leaders would want to share with donors or decision makers (See Appendix J.1). We also asked leaders to submit a brief written summary of their work in the form of a project update.

Additionally, we asked leaders to fill out an end of program survey to compare with our beginning of program baseline survey. Leaders participated in an interactive activity soliciting their feedback (see the Measuring Success section). The workshop concluded with a celebratory dinner and a gift in acknowledgment of the excellence these leaders demonstrate in their commitment and contribution to their communities.

#### WORKSHOP GOALS

- 1) For leaders to present and share on their community projects
- 2) To celebrate resilience leaders’ progress

#### TOOLS

- 1) End of Program survey



## RESILIENCE LEADER PRESENTATIONS

### GOLD HILL

Gold Hill began their presentation talking about the some of the stressors they had identified. They discussed their town's growing aging population and the issues related to this demographic shift. Some of the issues include transportation, medical emergencies, emergency preparedness, and snow removal. They divided into task forces to explore each issue further.

The Meals & Home Care Task Force examined and researched local and area resources that could assist with providing home meals and home care. While the Emergency Family Assistance Association (EFAA) and Meals on Wheels provide these types of services in the county, their service areas do not include Gold Hill. However, both EFAA and Meals on Wheels could provide support in setting up similar types of services in Gold Hill. The transportation task force acknowledged their local bus service to and from Boulder and are investigating building out its services. They are also implementing a Local Medical Services Task Force as well as a Snow Removal & Handyperson services task force.

Gold Hill's other project is focused on a creating a food forest and community center in their town. Both of these projects developed from conversations the Gold Hill Resilience Leadership team had with their community and with the Gold Hill Town Hall. They finished by mentioning that the leaders were brought together through the program and they felt that their projects were mobilizing community members to become more active in their community.

### THE FRONT RANGE WILDLAND URBAN INTERFACE (WUI)

The WUI group focused on how emergency Preparedness is critical part of resilience specifically in their geographic area. Results from their community survey highlighted issues of cell phone coverage, secure utilities, and wildland fire ignitions. Their project is focused on creating a community directory, the Boulder Heights Directory. They plan to work with the Office of Emergency Management to include an emergency preparedness guide as a part of the directory. They need to get permission of everyone before they can list them in the directory. Having all of the addresses included in the directory is valuable not only for connecting with neighbors, but also because it provides the fire department with information on where homes are located. For this reason, even if people do not want to be included in the directory, their addresses will be listed without their names.

Out of their work, they have had six people come forward to volunteer who have not previously been involved.

## RESILIENCE LEADER PRESENTATIONS

### LONGMONT

The Longmont Resilience Leadership Group presented on the Resilience Fair that they held in September of 2016. They talked about the process and how group dynamics led to members dropping out. With the group that was left they held the Resilience Fair at Kanemoto Park, a local park, where a rededication ceremony recently took place to celebrate its restoration following the 2013 floods. Unfortunately, the fair was rained out, but over 20 community agencies/organizations participated. The group learned the following lessons:

- Choose a site that has both inside and outdoor capability; maybe fair grounds next time!
- Confirm with vendors what type of “activity” will be used
- Develop template for organizing the Resilience Fair that can be used by new leaders in upcoming years.

### GOLD HILL AND JAMESTOWN: CROSS COMMUNITY PROJECTS

Over the course of the program, Jamestown and Gold Hill connected and decided to work together to address issues that were common across communities. Out of this collaboration, the Jamestown and Gold Hill groups created the Connecting by Communicating project. The groups talked about how this new connection between the two towns has expanded their community and therefore their resilience. “Neighboring towns’ are becoming ‘neighbors and friends’. Their proposal to install a radio repeater (connecting Jamestown to the rest of radio network) and installing walkie-talkie programs in both towns was funded by a Foothills United Way Community Resilience Grant.



# COMMUNITY PROJECTS

Resilience Leaders conducted community based assessments and engagement during the 2016 leadership program in order to develop community projects that addressed gaps in their communities.

Leaders developed projects specific to community identified needs and prioritization. They are in the process of implementing these projects while simultaneously identifying and applying for additional funding. Projects range from a series of community storytelling events focused on sharing and healing after the 2013 Flood, to Aging Well in Community, to Neighborhood Emergency Teams.

At the end of the program Resilience Leaders presented their projects to staff and each other. They created Community Projects Reports outlining their process for choosing and implementing a project and discussing their project's contribution to building resilience. See the below for more information about the individual projects.

# FOOD FOREST, GOLD HILL, CO

## PROJECT CONTEXT

### ASSESSMENT AND ENGAGEMENT

The Gold Hill Resilience Leadership Team created a survey to understand and assess their community's strengths and where gaps remained. Snow removal, aging well in community, communications, and medical emergencies were among some of the gaps that were identified.

### SELECTION

The Gold Hill team is focusing on the development of a community food forest as a means to both learn about local food supply and connect community members around a common interest.

### IMPLEMENTATION

The leadership team is collaborating with the Wild Foundation and will present their idea to the Gold Hill Town Hall in late December of 2016.

### PATH FORWARD

The leadership team will engage with the community through Nextdoor and at community meetings to solicit feedback on the idea.

### FUNDING

The group is planning on applying for funding for residents to attend a permaculture course.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

The Gold Hill Leadership group put together a simple survey to obtain a baseline understanding of the community's thoughts and concerns about resilience and preparedness. One of the concerns from the survey was a feeling of a lack of preparedness in the face of almost any disruption of services. The other relevant feedback was that the preferred way to interact with the community is through chance meetings while walking the local trails and roadways.

Gold Hill has a history of involvement in community-wide projects. Years ago, the community provided money and labor to build the room above the fire barn that currently serves as our community center. Just a few years ago, a local resident offered land on their property for a community bocce ball court, and the town came together to build it. The yearly tournament is well attended. We hope to tap into this community spirit and also encourage younger people's involvement.

To begin addressing the topic of preparedness in a way that matches common interests as well as the preferred way of socializing in Gold Hill, we are investigating the idea of creating a walking food forest within the community. We have now several experts and potential partners involved and are presenting the project idea at the December 2016 Gold Hill Town Meeting. We felt a need to educate ourselves prior to approaching the idea with the community. The town meeting will be followed up with several community educational gatherings and a community-identified project.

### 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

As the project was initially conceived, it addresses resilience by increasing the community's knowledge of existing local food supplies and water sources. It also teaches robust methods of growing food that,

once established, do not require a lot of ongoing maintenance. This is applicable to resilience in terms of the ability to learn and integrate, safe failure, flexibility, redundancy, and resourcefulness. Bringing together individuals within the community to work together on this project also adds the resilience components of diversity and inclusion.

### 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

The leadership team has identified several experts and potential partners. After presenting the idea at the Gold Hill Town Meeting in December, we will open this up to the broader community. This will involve presenting the idea on NextDoor, through other electronic means, and with in-person advertising during our meetings on aging and other community conversations.

Once this is completed, we will plan a series of get-togethers. First, our permaculture and food forest expert will show an introductory movie and hold an introductory permaculture workshop. The expert will be available to connect with individuals in the community and answer questions. If possible, we also will have representatives from the Wild Foundation and/or the Bear Coalition to explain their mission and how it might manifest in Gold Hill.

If there is enough interest (10-12 people), we will host a 13-day permaculture course focused on our local community where we will select a food forest location and, together, design our first food forest. We will be applying for funding in the next few months so that we are able to offer the workshop for free. This will allow anyone who wants to participate to be able to.

### 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

The idea for this project began with a simple wish to build on the community's existing love of the land and to address the concerns and preferences from the town survey. Now that the leadership team is a little more educated, we believe this project could lead to something much larger - such as a Resiliency Center. The Resiliency Center would be an educational center and a place for all community resilient building initiatives to have a home.

It is up to the community to see where this goes, but the leadership team can envision this project profoundly affecting almost everything about Gold Hill in terms of social structure, economy, and resilience.



# AGING IN COMMUNITY, GOLD HILL, CO

## PROJECT CONTEXT

### ASSESSMENT

The Gold Hill Resilience Leadership group created a survey to understand and assess their community's strengths and where gaps remained. Snow removal, aging well in community, communications, and medical emergencies were among some of the gaps that were identified.

### SELECTION

The team selected "Aging Well in Community" as one of their areas of focus in addition to snow removal, as the two are related.

### ENGAGEMENT

The team utilized their town's email list to organize several meetings on the topic as well as Nextdoor, an online resource created to connect people within neighborhoods.

### IMPLEMENTATION

TBD

### PATH FORWARD

The group will continue to convene community meetings and begin to reach out to younger generations.

### ASSET MAPPING

The group identified Area Agency on Aging (AAA) and the Emergency Family Assistance Association (EFFAA) as two potential resources they could support their project.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

The Gold Hill Leadership group put together a simple survey to obtain a baseline understanding of the community's thoughts and concerns about resiliency and preparedness. Several issues rose to the top of the list of concerns; snow removal, medical emergencies, better communications, and transportation. Also, we learned that there is a significant portion of the community planning to remain in the community as they age. Some of the major concerns are associated with aging.

- Using NextDoor and the town's snail/email list, we initiated a series of meetings to address "Aging in Community". This resulted in an increasing number of participants and enthusiastic volunteers to create a task force to explore providing local services for all residents who need them.

- The initial meeting attracted 14 attendees, two from neighboring Fourmile Canyon. The discussion centered around community needs as they relate to aging. The needs discussion focused on medical care, home care services, and opportunities for older people to connect with the community in a casual way. It was recognized that, as a group, we really are ignorant as to what county services might be available in Gold Hill.
- The number of people at the second meeting increased to 21. The range in age was about 50 to 94. Mountain representatives from the AAA and EFAA attended. They shared information about the services they offer and answered questions. The biggest benefit of having them there was to allow people in the community to get to know them and form relationships. The meeting resulted in the realization that the community can

propose ways to provide local services. Meals-on-wheels, for example, isn't available to us and we can likely get funding to pay local people to conduct this service. A sub-group of people will be meeting to further expand on this concept.

- To research the snow removal concern, we engaged in targeted discussions with community members we thought might be interested in providing this, as well as with handyman services. Our results were somewhat surprising; limited discussions with younger people indicated that demographic did not believe it worthwhile as a business. The snow removal topic will be brought up at the next town meeting.
- A discussion at the first aging meeting led to the topic of how we have medically-trained individuals in the community that are capable of providing services such as shots, advice on whether an individual should go to the emergency room, etc.
  - The plan is to invite a representative from the Reserve Medical Corp to talk with us. Hopefully this will entice enough people to join the corp and get the training so that we will have additional medical care during emergencies. This could allow an individual to remain in the community rather than be evacuated to a place away from friends and familiar surroundings.
  - Another discussion needs to take place with those interested in providing some local medical support to investigate whether this can be provided in some structured way during non-disaster times.

## 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

Some of the older people in Gold Hill have spent years “keeping to themselves”, and these are some of the people we’re seeing at the meetings. Having older people more involved in community activities and feeling like they have some control over the

things that most affect them is a major resiliency boost - connected, diverse, inclusive, and integrated.

Providing home care services, such as meals, at a local level means that when people need that type of support, they are more likely to ask for and accept it from someone they know - especially if they know the person providing the service is receiving compensation. This, again, is connection and integration, but also flexibility and robustness through redundancy. This also will provide a boost to the local economy.

## 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

A task force will be meeting after the holidays to plan and seek funding to provide local services in Gold Hill. The initial push will be to provide meals. One local individual has already volunteered to cook the meals. We will be working with the AAA to make this happen. Other services may follow.

## 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

We will be reaching out to younger people (30's and younger) to begin to understand what motivates our millennial generation. One possibility is to set up a formal bartering system for the community so that an individual can ask for assistance when a need arises (snow shoveling, baby sitting, pet sitting, a hot meal, warm coat, plumbing, etc.) and, unconnected to that transaction, can build credit in the bartering system by providing something at a different time. It will be interesting to see what we learn and where this might lead.

# COMMUNITY CENTER, GOLD HILL, CO

## PROJECT CONTEXT

### ASSESSMENT

The current community center in Gold Hill is small, has very steep stairs, and lacks necessities such as running water. In addition to community use, the Fire Department also uses it as storage for extra gear.

### ENGAGEMENT

The leadership team helped the Gold Hill Town Hall review a community survey to assess interest in creating a new, larger community center.

### PATH FORWARD

The town hall is taking the lead on this project, but the leadership team is providing support. The first community meeting to discuss next steps is occurring in December.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

The Gold Hill leadership team approached the idea of a new community center by first assessing the needs of the community and the existing assets. This was not a question included in the initial town survey.

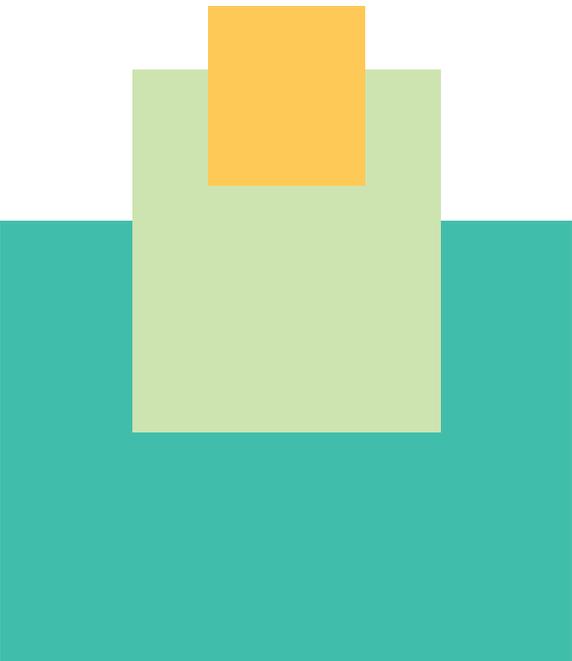
However, the community’s governing body, the Gold Hill Town Meeting, has been talking about whether we need a new community center for some time - with some pushing the idea and others more reluctant.

When the Gold Hill Town Meeting decided to survey the community this fall about whether a new community center is needed, the Leadership Team assisted in reviewing the survey. The results indicate that there is enough interest to warrant further exploration.

A Town Meeting task force is being created to research potential properties, zoning issues, cost, etc., and the Leadership Team will be represented on the task force.

### 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

- The current community center is small, loud when the heater is turned on that no one can hear what is being said, and therefore, very cold in the winter. It has no running water or bathroom facilities. The only access is up steep exterior uncovered steps, which are treacherous during the winter. In addition, the Gold Hill Fire Department stores their bunker gear there, so if the fire department deploys, the room is not available to the rest of the community.
- A new community center with proper facilities, warmth, easy accessibility, and a variety of resources would provide a much safer place for the community (especially the older people) to meet. We believe this project would increase the community’s resiliency in a number of ways.



- A facility designed based on our previous experience and assessed needs displays an ability to learn and to integrate that knowledge.
- Designing the building to provide a safe haven for everyone displaced during an event increases our robustness, flexibility, diversity, and integration.
- Community resources designed into a new community center can provide redundant backup systems - such as a deep community well for a safe water supply.
- A new center separate from the fire barn will provide the flexibility needed to make the community feel total ownership of the facility and some sense of control over things that affect them.
- A nice, accessible place to meet increases connectedness.

### 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

The leadership team is encouraged that the Town

Meeting is taking the lead on this project. We are involved and will contribute in ways that reflect what we have learned during the past year in the BoCo Strong Resilience Leadership Program. The first meeting of the Community Center task force will take place in December.

### 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

The leadership team's focus is on all of the Gold Hill projects - Aging in Community, Food Forest, Community Communications, and the Community Center - so that we will can contribute to the overall design of the community center in a way that will incorporate the resilience approach into all of the projects, and the community as a whole. We have built social capital with outside agencies and communities that will enable us to successfully obtain funding for this facility.



# COMMUNITY COMMUNICATIONS, GOLD HILL, CO

## PROJECT CONTEXT

The Gold Hill Resilience Leadership team is focusing on multiple projects ranging from an Aging Well initiative, a Food Forest and a Community Center. They have a separate, yet connected overall initiative with the goal of building stronger community communications.

## ASSESSMENT

A survey conducted by the Gold Hill Resilience Leadership team identified community communications as an area of focus.

## ENGAGEMENT

The Gold Hill Resilience Leadership Team conducted outreach and community conversations.

## PATH FORWARD

More community meetings and conversations are planned, including a meeting to discuss a food forest and community center as a means for generating community connections.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

The Gold Hill Leadership group put together a simple survey to obtain a baseline understanding of the community’s thoughts and concerns about resiliency and preparedness. To distribute this electronically, we first created a Gold Hill as a neighborhood in NextDoor. The response from the community was gratifying with 40 respondents, and NextDoor has become an important part of our community life, an unexpected consequence. Several issues rose to the top of the list of concerns: snow removal, medical emergencies, better communications, and transportation. We have used several methods to engage our community.

- We initiated outreach on topics of preparedness by hosting a table at the Fire Department’s annual 4th of July fundraiser.
- Using NextDoor and the town’s email/snail list, we initiated a series of meetings to address “Aging in Community”. This has resulted in an increasing number of participants and enthusiastic volunteers for a task force to look into providing local services for all residents who need them.
- To begin addressing the topic of preparedness in a way that matches common interests as well as what we learned in the town survey is the preferred way of socializing in Gold Hill, we are investigating the idea of creating a food forest for the community. We have now involved several experts and potential partners and will be presenting the project idea to the Gold Hill Town Meeting in December. This will lead to several community educational gatherings and a community-identified food forest project.
- A regular series of community conversations are planned on various topics, such as medical care, and outside experts and agencies will be invited to speak with us.



## 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

More active communications channels in the community have affected Gold Hill in several ways that lead to better resilience.

- There certainly is more connectedness. Our Aging meetings have required introductions as people not usually involved in the community have appeared.
- Since everything we have initiated thus far has been announced to the community at large, it is inclusive.
- The Gold Hill community is diverse however you look at it. Since no one has been excluded, this project encourages diversity.
- Inviting outside agencies and experts to educate the community leads to learning opportunities.
- Everything that has been discussed relates in some way back to the original survey.

## 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

As noted above, several projects have been

launched based on what we have learned from the Community Communications project.

It will be an on-going effort to initiate conversations within the community. We hope to start a scheduled series of topics so that people will learn to expect the opportunity to collaborate with their neighbors.

As with all of the projects initiated by the Leadership Group, the goal is to enable the community, hopefully, to become the force behind these initiatives rather than look to us to keep it all going.

## 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

The Community Communications project will be ongoing and will support other resiliency projects. There likely will be initiatives for improved intra-community communications. For instance, one issue noted in the survey is the lack of cell coverage in the area. This could possibly lead to a project to provide a technical solution.

# AGING IN COMMUNITY, JAMESTOWN, CO

## PROJECT CONTEXT

### ASSESSMENT

The Jamestown Resilience Leadership team conducted an online survey in July 2016 to identify community stressors and strengths.

### ENGAGEMENT

The group posted the survey on “Jamestown Speaks,” a local website that many residents utilize. 31 out of 125 households participated in the survey.

### ASSET MAPPING

During the Asset Mapping and Initiatives workshop, the Jamestown Resilience Leader developing this project collaborated with Keith Carr from Boulder County Aging Services.

## PROJECT SUMMARY

Project Name: Aging Well in Community Initiative

Community: Jamestown, CO

### 1) WHAT WAS YOUR PROCESS?

The idea grew out of Jamestown developing a “Long Term Flood Recovery Plan” post-2013 flood. The process included the formation of Community Planning Groups (CPGs) around 6 themes, with each resident group meeting weekly for eight weeks and developing goals, strategies, and projects around its particular theme.

Discussion in my group, CPG2 (Supportive Community Services), clearly indicated a huge need for senior services. One priority project was to conduct a needs assessment—why arrange for, e.g., Meals on Wheels if there’s no need for it? As Project Champion, I formed a “Core Team” that planned a town meeting of seniors and any other interested residents to do a needs assessment.

Thus, a brainstorming session was held on February 19, 2016 with a phenomenal attendance of almost 45 residents—just about every senior in town. Needs were identified and discussed, and then prioritized. At that same meeting, several attendees spontaneously took on Action Items, the group wholeheartedly agreed to meet again, and an initiative was born: the “Aging Well in Community Initiative.”

This was a natural fit as my BoCo Strong project. I continued planning (with the Steering Committee I formed) and facilitating several subsequent monthly meetings. Since that first brainstorming meeting in February, the group has had several accomplishments, including completing a social activities survey, creating a website, forming relationships with and hosting presentations from agencies like the Boulder Area Agency on Aging, Via, and more.

The initiative has expanded with the beginning of a connection with Aging Well groups in

other towns (preliminary title: Mountain Town Aging Well Group), and a joint grant proposal submitted to Foothills United Way for “emergency communications” by Jamestown and Gold Hill (grant was fully funded in November 2016; work has commenced).

## 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

The Aging Well in Community Initiative seeks to support one of our most vulnerable populations: seniors. It will accomplish this by working to meet the top three identified needs: transportation, yard work/snow removal, and social activities.

We’ve also worked with Gold Hill and obtained grant funds for emergency communications, including purchasing walkie-talkie sets to be distributed to, e.g., physically-challenged and/or living alone residents, as needed, to help with neighbor-to-neighbor and within-town communication—especially when phone service is disrupted.

## 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

The Jamestown Aging Well in Community group held a fall kick-off meeting in October. It was decided at that time to begin to meet every other month starting with the January meeting. The January meeting will include a presentation by

CareConnect about services they can provide, and a potluck dinner provided by a resident. At the March meeting, there will be a presentation on dealing with chronic pain.

Also, it was decided that individual residents can host social activities, as desired. One such activity, organized by a resident, was for Via to transport seniors to a holiday music concert in Longmont.

Implementing the projects for the Foothills United Way grant award has begun, including a technical planning meeting, and being on the January agenda to do a presentation to the Jamestown Town Board (the Gold Hill Town Meeting, as the grant’s fiscal agent, is already informed). The projects will be done within a year, as required by the grant.

The status of the Mountain Town Aging Well Group is unknown at this time.

## 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

To continue the every-other-month meetings, organizing local volunteers to meet top identified needs, reaching out to and arranging for available services from agencies and groups, and to continue outreach to other communities for possible collaboration and brainstorming solutions to shared challenges.



# NEIGHBORHOOD EMERGENCY TEAMS, JAMESTOWN, CO

The Resilience Leader heading up this project was away during the creation of this report. She will be providing us with her report in February, 2017.

## ASSESSMENT

The Jamestown Resilience Leadership team conducted an online survey in July 2016 to identify community stressors and strengths.

## ENGAGEMENT

The group posted the survey on “Jamestown Speaks,” a local website that many residents utilize. 31 out of 125 households participated in the survey.



# CONNECTING BY COMMUNICATING, JAMESTOWN AND GOLD HILL, CO

## PROJECT CONTEXT

### ASSESSMENT

The town of Jamestown is the only mountain town in Western Boulder County that cannot access the Airlink radio network. This network is utilized to communicate between towns, within towns, and with the Emergency Operations Center (EOC).

### IMPLEMENTATION

Resilience leaders from Jamestown and Gold Hill connected through to discuss solutions for both town-to-town communication and neighbor-to-neighbor communication.

### FUNDING

The Resilience leaders collaborated to apply for a United Way Resilience Grant to extend the Airlink network to the town of Jamestown. They requested and were granted money to purchase equipment that would include Jamestown in the radio network, as well as walkie-talkies for each town.

### PATH FORWARD

They are implementing walkie-talkie programs in both Jamestown and Gold Hill and are planning to purchase appropriate equipment to extend the network.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

Gold Hill and Jamestown residents have experienced three evacuations due to disasters (two for wildfire, and one for the 2013 flood) as well as numerous, ongoing disruptions in services, such as telephone and Internet. Thus, residents of both towns have identified gaps in emergency communications.

At one of the monthly Leadership Program workshops in summer 2016, information was provided about a Foothills United Way grant RFP. The grant's focus was on resilience and vulnerable populations.

Independently, program participants from Gold Hill and Jamestown were considering submitting proposals for two separate grants. When they realized the grants were related, they decided to collaborate on one "emergency communications" grant proposal: "Resilience: Connecting by Communicating." They co-wrote the proposal to involve two projects:

1. Increasing emergency communications among mountain towns and with, e.g., Office of Emergency Management (OEM) by enhancing the existing AirLink Amateur Radio network to increase capacity and robustness, and by expanding the network to include Jamestown (currently the only local mountain town not part of the network due to terrain issues).
2. Providing neighbor-to-neighbor and within town communications by purchasing and distributing walkie-talkie sets to any residents who live alone or are alone for extended periods of time and are mobility-challenged or are particularly vulnerable due to, e.g., being post-op, post-childbirth, undergoing cancer treatments, etc.

The proposal was fully funded on November 17, 2016 (one of 7 funded proposals out of 41 submissions).

## 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

The projects support emergency communications and connection on all four levels of communication that have been identified:

1. Neighbor-to-neighbor
2. Within town
3. Between/among towns
4. With county agencies like the OEM

The walkie-talkie project specifically supports levels 1 communication especially for mobility-challenged residents, and residents who live alone and have short- or long-term needs—particularly during disruption of phone service. It also supports level 2 communication within town useful, for example, when in the 2013 flood, Jamestown was bisected by James Creek, which had become a raging river, requiring residents to resort to shouting across the gap.

The AirLink enhancement and expansion supports levels 3 and 4, enabling mountain towns (that share many of the same disaster and disruption concerns) to be in contact with each other and with county agencies during emergency and other situations.

Both projects already have a proven track record of achieving emergency communication and increasing residents' safety.

## 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

On November 17, 2016, the proposal was fully funded (almost \$20,000) by Foothills

United Way. Funds will be disbursed in monthly increments for six months beginning in

January 2017. Both projects must be completed within one year after funds distribution begins.

As of December 2016, project work has already begun, including holding a technical planning meeting with several Action Items undertaken, and preparing a presentation to be given to the Jamestown Town Board in January 2017 (as the fiscal agent, the Gold Hill Town Meeting has already been informed about grant details).

The planning phase will also include formation of a team in January/February 2017 to develop a strategy for distribution and administration of the walkie-talkie sets (including community outreach and participation).

## 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

When sufficient planning has been completed, equipment for both AirLink and the walkie-talkies program will be purchased. AirLink equipment will be installed and tested, and walkie-talkie sets will be tested, distributed, and administered in both towns.

These two projects are a major step in increasing emergency communications in Gold Hill and Jamestown, as well as the larger mountain community. However, it is acknowledged that more needs to be done. Thus, after both projects are implemented, follow-on actions will be planned and implemented. For example, it would be useful to integrate with town volunteer fire departments and with town governments and staff.

It would also be useful to recruit more residents who are willing to become licensed ham radio operators.

Eventually, it is envisioned that a comprehensive, robust communications network will exist and be fully functional on all four levels of communication mentioned above.

# BOULDER HEIGHTS DIRECTORY, THE FRONT RANGE WILDLAND URBAN INTERFACE (WUI) GROUP

## PROJECT CONTEXT

### ASSESSMENT

The Boulder Heights community is situated within the Wildland Urban Interface. Isolation, a lack of connection to neighbors, and poor knowledge of available human resources creates challenges during times of stress or shock. This is exacerbated by a complex and windy system of roads.

### SELECTION

Based on the results from their online survey, the WUI Resilience Leadership team decided to develop a directory for the community of Boulder Heights.

### ENGAGEMENT

The team is collaborating with the Boulder Mountain Fire Protection District on including emergency preparedness information in the directory. They are also working with community members to receive their permission to list them by name and address.

### PATH FORWARD

They have had a volunteer step forward to keep the project moving forward.

### ASSET MAPPING

The group identified the Boulder Mountain Fire Protection District as a resource they could collaborate with in developing the directory.

## PROJECT SUMMARY

### 1) WHAT WAS YOUR PROCESS?

As part of BoCo Strong's Resilience Leadership Program, the Front Range Wildland-Urban Interface Group was formed to work primarily with areas covered by the Boulder Mountain Fire District which includes Pine Brook Hills, Boulder Heights, Carriage Hills, adjacent subdivisions and adjacent un-subdivided Boulder County.

An online survey was conducted from July 30 - August 15, 2016 to gather community input for guiding its work. The survey was distributed to 8 neighborhood online groups covering most of the targeted population and gathered 152 responses. The survey also functioned as an outreach effort to stimulate neighborhood awareness and solicit volunteers.

A series of questions about WUI issues were asked with respondents requested to rate their importance and what they thought of the current status of the issue. A section for comments was included with an invitation to volunteer in the BoCo Strong Program.

The issues of greatest importance were also the ones with the greatest difficulties to solve. One issue which was rated of significant importance and also easily achieved was an address directory for Boulder Heights.

### 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

A Boulder Heights directory had been published and distributed to the community for many years at a nominal fee typically by a series of local real estate agents. It was discontinued after 2011. It had both an alphabetical listing and a listing by road and address. The directory also included emergency phone numbers, information about the Boulder Mountain Fire District and other mountain living issues plus a directory of locally provided products and services.

The revived directory will have additional information provided by the Boulder Mountain Fire District and others regarding fire mitigation, preparing for disasters and what to do in emergencies. It is anticipated that the content will be updated and added to over time.

The directory has a local road map, one of its most useful aspects. Security: you see something happening at a neighbor's house and you want to notify them.

Although a simple and low tech instrument, the directory provides the vital function of informing

the community of who their neighbors are and how to contact them not only for convenience but during emergencies. Concise information about emergency preparedness, mountain living and fire mitigation issues help prepare for the worst. Perhaps the most important function is to encourage neighbor connectedness and community.

### 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

One of the respondents to the survey has volunteered to head up the effort. He is contacting the previous editors and gathering information.



# AGING WELL IN COMMUNITY FOR MOUNTAIN RESIDENTS, BOULDER COUNTY

## PROJECT CONTEXT

### ASSESSMENT

Seniors in small mountain towns want to ‘age well’ by continuing to live in their own homes in familiar communities. However transportation, home and yard maintenance, snow removal, and activities to ward off isolation are among some of the challenges presented.

### SELECTION

The towns of Jamestown, Gold Hill, and The Front Range Wildland Urban Interface community wanted to work together to identify “Aging well” needs across their communities and help meet them.

### ENGAGEMENT

The Resilience Leadership teams from these communities are sharing information and working together to share information and resources to address the challenges of ‘aging in place.’

### PATH FORWARD

The Resilience Leadership teams are leveraging the work of the Jamestown Aging Well in Community initiative (formed in February of 2016), and are conducting outreach and engagement across their communities.

# STORYTELLING, LYONS, CO

## PROJECT CONTEXT

### ASSESSMENT

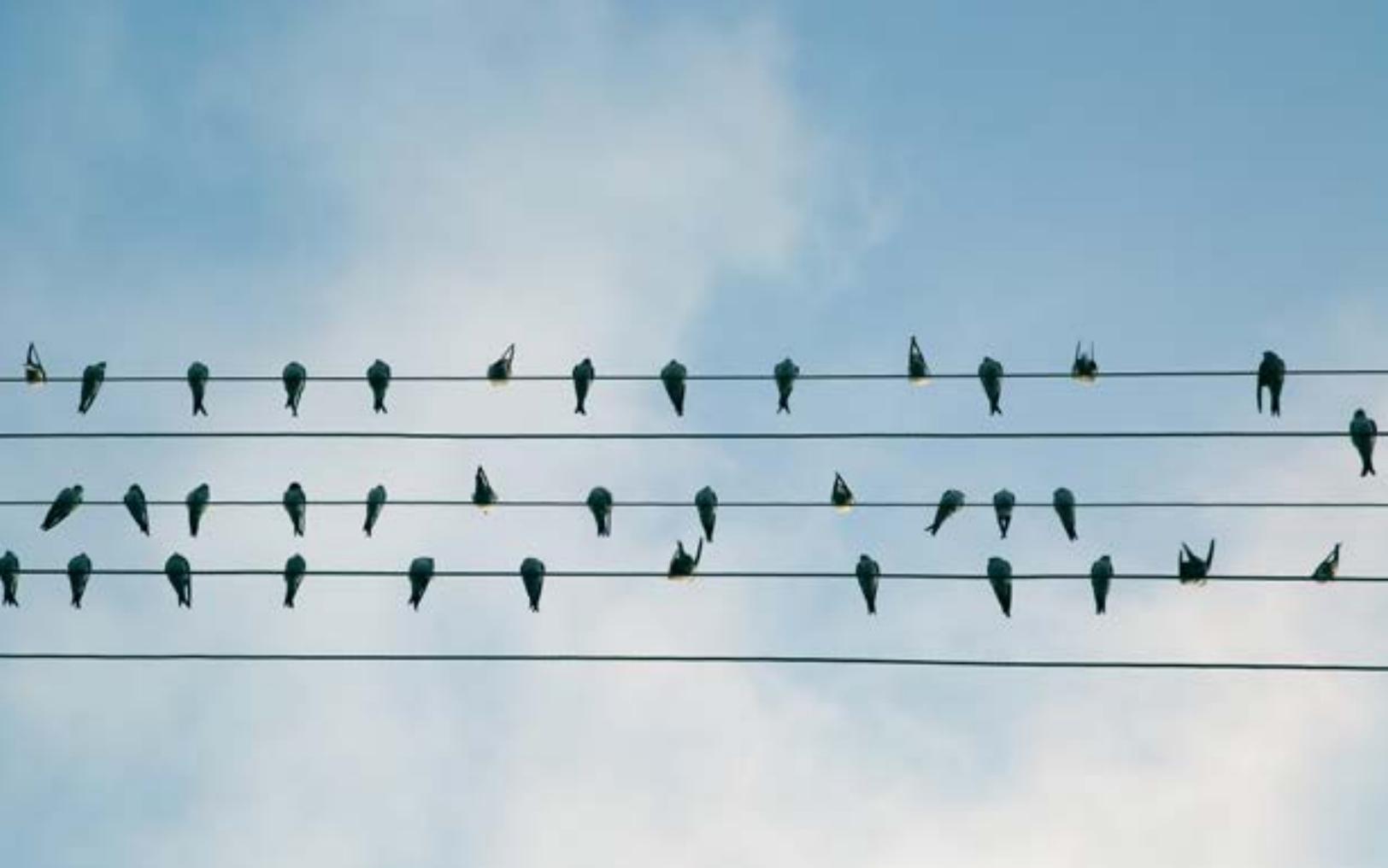
Three years after the 2013 flood the town of Lyons is still recovering and dealing with the trauma to their community from the flood.

### SELECTION

The Lyons Resilience Leadership Group wanted to improve the morale of the town and to provide a means for the community to gather together for other reasons than discussing the floods and the recovery process

### PATH FORWARD

Leaders from the Lyons Group are planning series of community storytelling events that will be held in the town of Lyons. The goal is to model each event after Truth be Told and the Moth (a podcast).



## PERCEPTIONS OF HOMELESSNESS, BOULDER, CO

### PROJECT CONTEXT

#### ASSESSMENT

While there are a number of community resources committed to combatting homelessness in the City of Boulder where there are close to 450 homeless residents, a general lack of knowledge surrounding homelessness contributes to continued stigma.

#### SELECTION

The City of Boulder Resilience Leadership Team wanted to address the issue of homelessness in Boulder and to provide education and information on the homeless population in the City of Boulder in an attempt to de-stigmatize homelessness in the community.

#### ENGAGEMENT

The Boulder Resilience Leadership team met with Boulder Bridgehouse, a local organization that presented at the Boulder County Resources: Presentation Shorts Workshop, and that provides an array of support services to the homeless population in Boulder. The Boulder Resilience Leadership Group is continuing to reach out to other organizations that are dealing with homelessness in Boulder County.

#### PATH FORWARD

Leaders from the Boulder group are developing a Perception of Homelessness campaign and are working on developing a documentary.

# RESILIENCE FAIR, LONGMONT, CO

## PROJECT CONTEXT

### ASSESSMENT

While there are many organizations in Longmont that provide services and assistance in disaster preparedness and recovery, often this assistance is offered only in English. This gap effectively isolates Spanish-only speakers from receiving and seeking out the support they may need leading up to and following a disaster.

### SELECTION

After meeting with Longmont's Community Resource Manager to discuss different ideas for addressing this gap, the leaders decided to hold a "Resilience Fair."

### ENGAGEMENT

The leaders invited community organizations to hand-out information about their services (in both English and Spanish) and to connect with local residents at a Resilience Fair event. They leaders organized the event and invited members of the Latino community to attend.

### PATH FORWARD

The Resilience Leadership team from Longmont has started planning for next year's Resilience Fair.

## PROJECT SUMMARY

Project Name: Resiliency Fair

Community: Longmont

### 1) WHAT WAS YOUR PROCESS?

We discussed the need for people to be more prepared to handle emergencies and stressors in the aftermath of the flood and about the demographics in Longmont. Given that there are so many organizations in the area that can assist folks in preparing themselves for emergencies or aid in handling issues that might come up, we decided to hold an event that would connect folks with these resources. An emphasis was placed on having Spanish language material since a quarter of the folks in Longmont is Hispanic.

### 2) HOW DOES YOUR PROJECT BUILD RESILIENCE?

The more people know how to prepare and handle for emergencies and life stressors, the more resilient they are.

### 3) WHAT IS THE CURRENT STATUS OF YOUR PROJECT?

Fair took place at Kanemoto Park on September 14, 2016. High vendor turnout and had a trickle of attendants coming in before the storm came in.

### 4) WHAT IS THE FUTURE PLAN FOR YOUR PROJECT?

Planning in progress for next year's fair.



# MEASURING SUCCESS

The capacity building workshops and community projects provided leaders with the opportunity to learn skills, tools and knowledge and to apply them in practice. As described throughout this report, the resilience lens and approach provides a foundation through which these leaders engaged with their communities and developed and implemented community projects. In order to assess the effectiveness of the program in achieving our program objectives, we measured outputs through different methods including surveys, feedback, program review and a documentary.



## INTRODUCTION

In order to evaluate the Resilience Leadership program, we collected data through surveys and through program review. At the beginning of the program leaders completed a baseline survey, which included questions about leaders' knowledge of resilience, their current skills, and the knowledge, skills and tools they desired to learn. In addition, the Resilience Leadership Program Staff were assessing the program throughout the year as it unfolded. As a pilot program, we were able to test out various materials and methods and quickly learn what worked and what didn't. Program staff began their formal internal review in October of 2016. It included an assessment of the overall program structure, workshop topics, and workshop content/materials. Program staff then led in-person program evaluation with city and town staff. Staff

made recommendations on program structure and the content of each workshop. Following the city and town staff review, we led an interactive program with the Resilience Leaders. Leaders provided feedback on the areas where they saw a need for change or an area of strength. Program leaders completed an end of program survey to assess the knowledge and skills they had gained through participation in the program. Below we discuss the results of these four evaluative tools.

## INTERNAL REVIEW

In October, the Resilience Leadership Program staff conducted an internal review of the program. We methodically reviewed each workshop and the program structure and made adjustments based on the lessons we learned along the way. This included feedback that was solicited throughout

the year at biweekly staff meetings and from the leaders during and following workshops. We combined these collective changes, conducted an overall review, and developed a list of additional recommendations.

## WORKSHOP REVISIONS

For the first two workshops, Defining Resilience and Stressors: Introduction to Community Assessments and Community Assessments and Need Prioritization, program staff discussed the need for clarification and additional information. These workshops will likely have information shift between the two to address the following improvements.

The resilience characteristics need to be defined in simpler terms and more relatable examples need to be given. There is a need to provide additional resilience approach diagrams, additional definitions of resilience, and a history of how the term 'resilience' came to be. Further adaptations include providing clarity earlier on and further defining the Community Resilience Approach, as well as the process and approach for the program. We addressed the amendments, in part, by drawing on the Institute of Social and Environmental Transition's report, "Beyond Resilience," which provides an overview of resilience and explains the concept using both graphics and simplified text. The teachings from the publication need to be further simplified and presented in a way that community members and staff can relate to. Additionally, we pulled resilience diagrams from a variety of industry-accepted frameworks and integrated more language from BoCo Strong's resilience lens.

We created PowerPoint resource libraries for Workshop 1 and Workshop 2, integrating new graphics and text. These libraries are meant to be a teaching resource for the next time we run the program. Presentations can be made from these libraries, allowing for different components to be chosen depending on the audience. We intend to present these teachings in a comprehensive, yet simple and relatable way. It will be reframed as a specific, yet organic and flexible 'resilience approach' composed of characteristics, community systems, iteration, and engagement.

Suggested amendments to The Leadership and Communication workshop included looking for a more interactive agenda while continuing to focus on group dynamics.

The Community Engagement and Outreach workshop could have been contextualized better for the group, and more activities should be added.

The Grant Writing and Community-Based Proposals workshop should include more time for leaders to work on an outline for a grant proposal.

Based on our internal review there were not specific content recommendations for the remaining workshops.

Program staff suggested the potential omission of two workshops, Project Planning and Management and Boulder County Resources: Presentation Shorts. By omitting these two workshops, we would reduce the number of workshops from 10 to 8, and include more Boulder County resources at the earlier Mapping Community Assets and initiatives workshop.

Over the course of the program workshops ranged in length from 2 to 3 hours and followed a somewhat similar format for each meeting. Based on our own reflection and already provided feedback from the leaders, program staff suggested standardizing the meeting time to 2.5 hours and decided on the following format for future programs. Time allotments are general suggestions.

- Reflection and Updates (10 minutes): reflections from previous workshop and updates on relevant group work

- Teaching and Knowledge sharing (45 minutes): discussion-based and interactive teachings
- Snack Break (20 minutes): break to allow time in an organic way to connect across communities
- Applied Activities (1 hour): activities done as individuals, in leadership team, and across communities
- Wrap Up (10 minutes): summarize and relate topic back to community projects, state clear next steps, closing with time for questions and comments from leaders
- We presented these adapted materials as described in the city and town staff review below.



## CITY AND COUNTY STAFF REVIEW

We solicited feedback from town, city, and county staff during a structured ‘bi-weekly’ staff meeting in November. We led an interactive discussion on the program structure, workshop content and topics, as well as ideas for future programming.

We also posed questions, which we wrote on large pieces of paper that were then taped to walls around the room. Staff circulated, answering each of the questions. Questions and summarized responses are below.

### **How did this program work well or not work well with your existing work?**

Most of the staff members who attended the meeting and responded to the questions found their participation in the program to be of use, however the time commitment required was an issue for many.

### **What did you think was successful?**

Staff members thought that the relationships and connections formed between residents was a success, especially the connection that arose between Jamestown and Gold Hill. Other successes mentioned were the relationships formed between staff, instilling resilience thoughts in the community, and motivating community members to keep the momentum going.

### **What would you change?**

Suggestions for adaptations to the program included simplifying and refining the resilience lens in order to better measure and communicate our success for future grant applications. Staff also

suggested focusing on inclusivity through more specific inclusion of vulnerable communities in the future. Clarification of program expectations, providing a workshop on methods for the sustainability of projects, and linking the resilience leaders to existing city resilience projects were other suggestions.

### **What surprised you the most?**

Staff members were surprised by the energy that arose through cross-community collaboration and by the dedication and thoroughness of analysis performed by leaders. Other surprises included learning about the challenges that mountain communities face as well as the development of Gold Hill’s food forest project idea.

### **What specific pieces of the program do you find valuable that you would want to bring forward and utilize in your work?**

Staff members found that working with colleagues from other communities, networking, and idea sharing were valuable and want to continue to incorporate this as they move forward.

Some of the suggestions for changes reaffirmed what we had found in our internal review. Namely, that it would be useful to simplify and refine the resilience lens in presenting it to leaders and that clarifying leader expectations from the beginning would be useful. We addressed the time constraints issue by suggesting a reduction in the amount of time that staff are meeting and limiting their time in supporting their group support.

## RESILIENCE LEADERS' REVIEW

We solicited feedback through an interactive discussion with the Resilience Leaders during the December workshop. We discussed general themes in workshop content, as well as program and workshop structure. We also posed questions, which we wrote on large pieces of paper that were then taped to walls around the room. We then asked leaders to circulate and answer each of the questions. Questions and responses are below.

What specific pieces of the program do you find valuable that you would like to bring forward and utilize in your work?

The resilience leaders particularly enjoyed the workshops focused on community assets and leadership and will carry forward the practice of reaching out to their community, neighbors, and other towns.

How did this program work well or not well with your schedule?

Most leaders said that the program structure worked well with their schedule. Some appreciated going to different communities for the workshops, while others preferred that the workshops to be in

the same location each time.

What surprised you the most?

Leaders were surprised by the projects and accomplishments from the different communities as well as how dedicated and creative the leaders were. They were surprised at how much could be accomplished in one year and how the new relationships they formed through the program expanded their horizons.

What would you change?

Leaders wanted less structured time during the workshops in order to provide them with the opportunity to network across groups and to work within their community groups. They wanted more direction for conducting community engagement and they requested homework to help with understanding the resilience lens.

What did you think was successful?

Successes included the completion of projects, relationships formed, and finding that they could really accomplish things on the ground.



## SKILL AND KNOWLEDGE SURVEYS

We partnered with staff at The Natural Hazards Center, housed at the University of Colorado Boulder campus, to develop the baseline survey. We then adapted the end of program survey to reflect the questions in the baseline survey. The objective of these surveys was to assess the connections, knowledge and skills that the leaders gained through program participation. Questions remained consistent between the two surveys, allowing for comparison and evaluation of skills learned and knowledge gained (See Appendix K.1 and K.2). Question topics included:

- Known and acquired skills, tools, and knowledge related to neighborhood and community resilience building activities
- Leaders' connections within and across communities
- Awareness of and access to needed resources
- Leadership and group management-specific skills

Over the course of the year, 17 leaders consistently participated in The Resilience Leadership Program.

- 3 from Lyons, CO
- 2 from the Boulder, CO
- 2 from the Front Range Wildland Urban Interface
- 2 from Jamestown, CO
- 3 from Gold Hill, CO
- 5 from Longmont\*

\*The Longmont Resilience Leadership Team diverged due to interests, reducing the number of participants from 9 to 5.

Of the leaders that completed both a baseline and an end of program survey, across the board their general knowledge of resilience increased. Also, for many of them, the program re-emphasized that community resilience means community connections and collaboration. When it came to rating the skills that they had learned, 50% of survey respondents rated 3 or more of their

skills higher at the end of the program. For 86% of survey respondents the program provided them with the opportunity to interact with new groups and individuals. Most people considered the connections created and the emphasis on a resilience-specific leadership program to be two major successes of the program.

End of Program Survey Results:

- 100% of survey respondents rated their knowledge of resilience as 7 or higher (from 1-10)- an increase from an average rating of 5 on their baseline surveys.
- 85% of survey respondents felt that they enhanced 3 or more of the 10 workshop skills in leadership development, identifying and prioritizing community needs, and project implementation.
- 86% of survey respondents interact with new groups and individuals because of the Resilience Leadership program
- 28% of survey respondents listed networking as the most useful tool, skill, or knowledge area that they gained during the program. Other skills listed included event planning, resource mapping and grant writing. Respondents also mentioned gaining knowledge about county resources as well as issues facing communities across the county. Additionally, one respondent commented on the confidence the program had given her, while another mentioned how the program supported "taking small steps" towards their goals.

In response to the question "what do you consider to the success, if any of the program?", 100% of survey respondents listed a success. Successes included connecting and bringing residents together across the county, developing leadership skills, as well as contributing to the cohesiveness and overall resilience of the communities.

At this time, we are still in the process of collecting surveys and collating results.

## DOCUMENTARY

We utilized the Resilience Leadership Program documentary as a way to check-in throughout the program through iterative interviews and by hearing narratives from the leaders and staff mid-way through the program. This process provided program metrics and informed us on ways to shift.

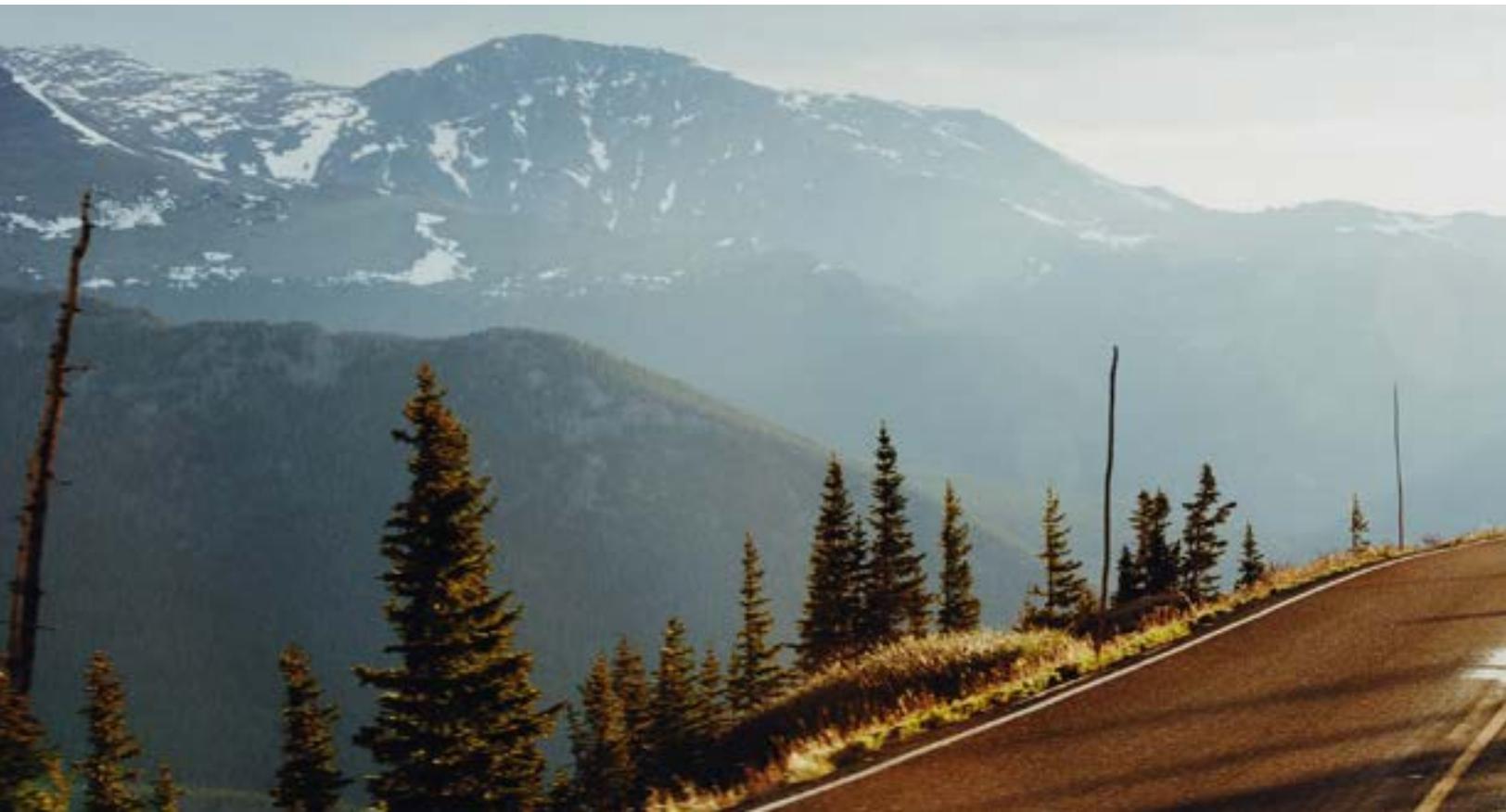
Leader interviews reflect that overall leaders found the connections they created participating in the program to be the greatest value. They also talked about usefulness of the workshops in supporting the progression of their community projects. While the resilience lens is complex, the leaders interviewed in the video appeared to understand it and how it provides a valuable alternative approach to community work.

Staff interviews provided a broader view of the program and how things were generally going. They provided framing, key context, and background information on the program. This served as a reminder of the goals and objectives of the program and how it connects with a broader body of work. The three interviews with the Resilience and Capacity Building Coordinator provided key insight into the process of developing the program, shifts, successes, and challenges.

## CONCLUSIONS

Overall, the program was successful in teaching the Community Resilience Approach. Leaders successfully developed and implemented community projects that are rooted in community assessments and responsive to feedback garnered from community engagement. We integrated our own lessons with the feedback from leaders and staff, specifically pertaining to: time constraints, workshop topics, workshop structure and content, and overall program structure. As a result, we decreased the number of workshops and slightly restructured the program and workshop format.

For both leaders and staff, the connections created within and between communities, the collaborations that developed as a result, and the connectivity to resources were some of the biggest successes for the program. Leaders reflected their overall sense of feeling more resilient due to these new and/or strengthened connections, by becoming a member of a Boulder County Cohort, by having a connection to resources and specifically to decisions makers, and from ongoing support from BoCo Strong.



# WAYS FORWARD

With the integrated knowledge gained from this pilot program, we look forward to providing continued support to our 2016 leaders and to continue program development in 2017 and beyond. Our future program plans include expanding to communities within Boulder County that were not impacted by the 2013 floods, therefore increasing the number and diversity of participants.

With funding from Boulder County, BoCo Strong continues to offer quarterly meetings and collaborate on community events that the 2016 Resilience Leaders are able to participate in. The 2016 leaders will be supported in utilizing the Resilient Together website, [www.resilienttogether.org](http://www.resilienttogether.org), a collaborative online engagement platform created by the City of Boulder and BoCo Strong. This platform aims to further engage community members in building resilience and includes a set of online tools and resources. Resilience Leaders'

projects will be vetted for inclusion on the Resilient Together site based on specific project needs and overall site content. These community projects are in various stages of implementation and will be supported through continued opportunities to connect with resources, build networks across Boulder County, and receive feedback and/or guidance from BoCo Strong as requested. Leaders are currently developing plans for projects with timeframes that span over the next 5 years. We are excited to see how these leaders take their work forward to build more resilient communities!

We are currently seeking longer term funding to ensure the sustainability and longevity of the Resilience Leadership Program in an effort to embed high-value leadership and resilience building initiatives at the neighborhood level in Boulder County and beyond.



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Quotes were pulled from leaders' interviews from The Resilience Leadership Program Documentary filming.

# APPENDICES

# Appendix A: Workshop 1 Materials

## Workshop 1: Defining Resilience and Stressors: Introduction to Community

### Appendix A.1- Broader Assessment

Resilience	Assessment Areas	Questions to Provoke Thought
Governance	Are emergency response services, both governmental and non-governmental, effective for all residents?	What are the clear strengths and successes? Do various services coordinate across local and regional boundaries? Are there any gaps in geography? Are there any underserved areas?
	Are there effective systems to deter crime and corruption?	Are there well trained police and sheriff office staff? Are there high community expectations? How do vulnerable groups perceive of policing? Is there a notable difference by group?
	Are there equitable systems to deter crime and corruption?	Are there well trained police and sheriff office staff? Are there high community expectations? How do vulnerable groups perceive of policing? Is there a notable difference by group?
	Are the criminal and civil justice systems accessible and equitable?	Is there a notable difference by group?
	Is there comprehensive hazard and exposure mapping, monitoring, and risk assessment at both local and county levels?	Much of Boulder County is mapped and access to that information is good. What areas aren't mapped and/or don't have risk assessments?
	Are building codes and standards appropriate, enforced, and beneficial?	Increasing building code requirements make homes safer, more efficient, but also increasingly expensive. What are the clear strengths and successes of local and county building codes and standards?
	Is land use and zoning appropriate, clearly communicated, and enforced?	
	Are there appropriate government processes for decision-making?	
	Do local and county governments effectively coordinate with each other and with higher levels of government?	Do appropriate information flows exist? Where are there gaps?
	Within governments, is there proactive, multi-stakeholder, cross-sectoral collaboration?	
Are there straightforward, effective mechanisms for communities to engage with government?		
Economic	Is there economic equality within your community?	
	Is there economic equality between your community and surrounding communities?	
	Is your town/community fiscally stable?	
	Are individual residents within your community fiscally stable?	
	Are there low levels of economic inequality?	What are the options to address?
	Are there a diverse range of livelihoods options available to residents?	Who has trouble finding employment? What is the unemployment rate in the county?
	Do residents have the skills and training needed for the available job market?	Local community colleges, universities. Are there any trade schools? Where are there gaps?
	Are there local options for learning skills and training?	What options are open to those lower on the socio-economic spectrum?
	Do residents and businesses have access to supportive financing mechanisms?	
	Is there an attractive business environment and dynamic local business development and innovation?	What is the percentage of small businesses in Boulder County? How does this compare to the State and the Nation?
Do businesses engage in comprehensive business continuity planning?		
Does the community as a whole have a diverse economic base?	How diverse is our economic base?	
Health and Social	Do residents have consistent access to clean air, water and soil or are there systematic problems with environmental pollutants?	Are there mine runoff issues? Are there other pollutant issues?
	Do residents have access to sufficient, affordable food supply?	Do food banks and other food-related resources exist? Are the people that need these resources accessing them?
	Are there robust public health systems, including access to quality healthcare, mental healthcare, emergency medical care?	
	Are residents engaged in your community?	
	Is there a strong, healthy culture in your community?	
	Are there social structures that provide support at individual, household and community levels?	What are some of the formal and informal social structures that provide support?
	Are there adequate formal services and social safety nets that provide support at individual, household and community levels? (e.g. Community Food Share, Health and Human Services)	
	Are there informal social networks that provide support at individual, household and community levels? (church communities, neighborhoods, family, etc.)	
	Is your community cohesive with strong relationships?	
	Is there an awareness of risks in your community?	
Is there a culture of personal preparedness and resilience in your community?	Are people aware of protective infrastructure?	

## Appendix A.1- Broader Assessment

Housing	Is there adequate, safe and affordable housing?	
	Is there diverse housing stock for different needs?	
	Are core community staff (emergency personnel and first responders, medical staff, teachers, city utility staff) able to live near their work?	Do the people required to keep the community functional live in or near the community? What risk is posed if they don't?
Infrastructure	Are the county and communities within the county building protective infrastructure to address hazards? Where this exists, is it well built and well maintained?	What is protective infrastructure? Where are there weak points? Do cities and county plan with safe failure in mind or just for the event?
	Are critical services well designed and protected? (e.g. water, wastewater, power)	Are supplies diverse, are systems robust, flexible, redundant? Are there notable single points of potential failure? Are there issues with septic systems?
	Are there a range of transportation options that adequately serve all residents?	
	Are these transportation options affordable?	What do citizens think about transport options? What's lacking? Vulnerability of mountain roads; any other potential key failure points?
	Are these transportation options well maintained?	
	Do residents have access to the information they need, both within your community and from outside your community?	Early warning system, TV, radio, phone, cell phone, internet; backup systems like ham radio. Single potential points of failure? What are weak points?
Are emergency coordination services robust and serve all residents? Are emergency coordination services robust and	Early warning system, TV, radio, phone, cell phone, internet; backup systems like ham radio. Single potential points of failure? What are weak points?	
Are technology networks secure, robust and redundant?	Data backups, computer firewalls, secure banking and personal information systems. Cyber-security? Single potential points of failure? What could go down and what would happen if it did?	
Natural Resources	Are ecosystems managed to minimize fire and flood risk?	What's involved in minimizing landslide risk? Could we map or is there a map of high risk areas for fire?
	Is the natural environment used in a way that is sustainable?	Where do we utilize ecosystems? Are we doing it in ways that are sustainable?
	Is there effective stewardship of ecosystems? Are they maintained in a healthy state?	What are the water sources for various communities within County? How are they maintained? Is there sufficient water? Are protection levels high enough?



## Appendix A.2 - Monthly Outreach Journal

How many community members did you conduct outreach with and/or participate in outreach with?

Type/Venue	Role	Subject	# of Events	# of People in Event
Workshops				
Group Meetings				
Email Distributions				
Electronic Surveys				
Dispersal of Educational/Promotional Materials				
Other				

## Appendix A.2 - Monthly Outreach Journal

What new skills, knowledge, and/or tools did you use this month?

What are some lessons learned; including what didn't work well?

Is there anything you wished you had or knew more about to help with this month's interactions?

Did you discover anything this month that was surprising? If so, what?

Other observations...

## Appendix A.3 – Resilience Characteristics

### Resilience Characteristics

Resilience is characterized by eight characteristics which help us to understand how and where we can build resilience.

**Able to Learn (Reflective):** People, communities, and institutions examine and systematically learn from their experiences. They leverage this learning to inform future decisions.

Examples:

- A community garden is established. Once completed, an evaluation of the process is conducted, documented, and shared. These lessons are reflected in future community gardens.
- As conditions change, infrastructure design is modified or completely rethought to deliver the required services in more effective, sustainable, and reliable ways.
- Local government provides multiple venues to solicit feedback on a particular policy or project. This feedback is documented, institutionalized and/or actionably reflected

**Able to Fail Safely:** Infrastructure and human systems are created and managed so they can withstand impacts and continue to serve their purpose. If impacts exceed the range they were designed for, they will fail in a way that minimizes impacts.

Examples:

- Greenways/bike paths next to rivers allow water to overflow without destroying property.
- Individuals are able to experiment at work without losing their job or causing catastrophic losses.
- Dams are built with spillways so they can overflow when they are full without damage.

**Redundant (Backup systems):** The presence of multiple ways to achieve a need or function, and alternative options for when things go wrong.

Examples:

- Boulder has more than one water treatment plant.
- The hospital has a back-up generator.
- Individuals have solar chargers for cell phones.

Note: Redundancies should be intentional, cost-effective, and prioritized

**Flexible:** The ability to change, evolve and adapt in response to changing circumstances.

Examples:

- Community center doubles as a flood shelter when needed.
- Project plans are embedded with course-correction methods, padded timelines and the ability to change scope to meet changing needs.
- Staff in an organization are cross-trained so that the organization can continue to function when some staff aren't able to get to work.

**Resourceful (Connected):** People and institutions are able to rapidly find different ways to achieve their goals and meet their needs.

Examples:

- Individuals, organizations, governments, and service providers are well connected to each other. They understand each other's culture, skills, capacities, and processes. They can mobilize quickly to work together on a number of initiatives.
- Local government has the financial reserves, technical knowledge, available materials, and ability to run a safe water system. When disaster strikes, local authorities can rebuild this infrastructure quickly.

## Appendix A.3 – Resilience Characteristics

**Diverse:** Human and physical systems have a great deal of variety, and functions can be delivered in multiple different ways.

Examples:

- There are multiple evacuation routes in disasters and routes traverse different types of geography so not all are likely to fail at once
- City residents have multiple options for transportation.
- Water supply is obtained from multiple different sources. (e.g. surface and groundwater, or from both from the east and west of the continental divide).

**Inclusive:** Processes are transparent, open and fair. Resources are available and accessible for all. Power dynamics and equitability is taken into account.

Examples:

- Groups such as women, ethnic or religious minorities, or disabled are actively included in planning and decisions.
- Decisions are made for the community as a whole, not for the benefit of a few.
- Land use regulations are open, straightforward, and equitably enforced.

**Integrated:** Systems are interconnected. They share information and resources, are designed to function in complementary ways, and provide mutual support.

Examples:

- Local government departments, such as human health, transportation, and infrastructure talk to one another and coordinate their actions to deliver the best possible services to residents.
- Disaster response organizations form Voluntary Organizations Active in Disaster (VOAD) chapters to build networks so that they can respond rapidly, effectively and efficiently in disaster situations.



Appendix A.4- Resilience Characteristics Exercise

Characteristic	Examples
Able to Learn (Reflective)	
Able to Fail Safely	
Redundant (Backup systems)	
Flexible	
Resourceful (Connected)	
Diverse	
Inclusive	

## Appendix A.5- Community Stressors Exercise

### Community Stressors

1. What are some of the stressors in your community? Discuss with your group and list the stressor and the type of stressor (ongoing or one-time event) below. *(15 minutes)*

Stressor	Type
Ex: Homelessness	Ongoing
Ex: Flood	One-Time Event

2. Discuss the above stressors. Choose 3 stressors that are the most important to your group. List them below. *(10 minutes)*

# Appendix B: Workshop 2 Materials

## Workshop 2: Community Assessments & Need Prioritization

### Appendix B.1- Leader Directory

Name	City/Town/Canyon	Neighborhood	Email	Phone	Social Networks	Skills	Skills (Other)	Profession
John Smith	City of Boulder	East Boulder	<a href="mailto:johnsmith@gmail.com">johnsmith@gmail.com</a>	303-303-3003	<ul style="list-style-type: none"> <li>• East Boulder Running Club</li> <li>• Readers Meet-Up Group</li> </ul>	<ul style="list-style-type: none"> <li>• Community Organizing</li> <li>• Facilitation</li> <li>• Leading Groups</li> <li>• Project Management</li> <li>• Project Implementation</li> <li>• Community Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Gardening</li> <li>• Website Development</li> </ul>	<ul style="list-style-type: none"> <li>• High School Cross Country Coach</li> <li>• Teacher</li> </ul>

## Appendix B.2- Individual Community Assessment

**Individual Community Assessments:** Please rate each of the following areas in your community from 1 to 10 utilizing the scale below for guidance: 1=Very Poor, 5 = Average, 10 = Excellent

Resilience Sector	Assessment Areas	Rate (1 to 10)
Governance	Rate the effectiveness of emergency response services, both governmental and non-governmental, for all residents.	
	Rate the effectiveness of the systems in place to deter crime and corruption.	
	Rate the equitability of the systems in place to deter crime and corruption.	
	Rate the effectiveness and straightforwardness of mechanisms for communities to engage with their local government.	
Economic	Rate the level of economic equality within your community.	
	Rate the level of economic equality between your community and surrounding communities.	
	Rate the fiscal stability of your community/town.	
	Rate the fiscal stability of individuals in your community.	
Health and Social	Rate the level of engagement of residents in your community.	
	Rate the strength and health of your community culture.	
	Rate the strength and cohesiveness of relationships in your community.	
	Rate the adequacy of formal services and social safety nets that provide support at the individual, household, and community levels (e.g. Community Food Share, Health and Human Services).	
	Rate the adequacy of informal social networks that provide support at individual, household, and community levels (Church Communities, Neighborhoods, Family, etc.).	
	Rate the awareness of risks in your community.	
Infrastructure	Rate the culture of personal preparedness and resilience in your community.	
	Rate the adequacy of the range of transportation options that serve all residents.	
	Rate the affordability of these transportation options.	
	Rate the maintenance of these transportation options.	
	Rate the design and protection of critical services in your community (e.g. water, wastewater, power).	
	Rate the accessibility of needed information from government agencies.	
Natural Resources	Rate the accessibility of needed information from non-governmental organizations and institutions.	
	Rate the management of ecosystems to minimize fire and flood risk.	
	Rate the sustainable use of the natural resources (drinking water, streams, land use, etc.) in your community.	

## Appendix B.3 - Group Community Assessment

### Group Community Assessment:

Work with your group to identify gaps that you rated as less than 5.

Resilience Sector	Assessment Areas	GAPS
Governance	Are emergency response services, both governmental and non-governmental, effective for all residents?	
	Are there effective systems to deter crime and corruption?	
	Are there equitable systems to deter crime and corruption?	
	Are there straightforward, effective mechanisms for communities to engage with government?	
Economic	Is there economic equality within your community?	
	Is there economic equality between your community and surrounding communities?	
	Is your town/community fiscally stable?	
	Are individual residents within your community fiscally stable?	
Health and Social	Are residents engaged in your community?	
	Is there a strong, healthy culture in your community?	
	Does your community have strong and cohesive relationships?	
	Are there adequate formal services and social safety nets that provide support at individual, household, and community levels? (e.g. Community Food Share, Health and Human Services)	
	Are there informal social networks that provide support at individual, household, and community levels? (church, communities, neighborhoods, family, etc.)	
	Is there an awareness of risks in your community?	
Infrastructure	Is there a culture of personal preparedness and resilience in your community?	
	Are there a range of transportation options that adequately serve all residents?	
	Are these transportation options affordable?	
	Are these transportation options well maintained?	
	Are critical services well designed and protected? (e.g. water, wastewater, power)	
	Do community members have access to the information they need from government agencies?	
Natural Resources	Do community members have access to the information they need from non-governmental organizations and institutions?	
	Are ecosystems managed to minimize fire and flood risk?	
	Are natural resources (drinking water, streams, land use, etc.) in your community used in a way that is sustainable?	

## Appendix B.3- Group Community Assessment

**Group Community Assessment:** Work with your group to identify gaps that you rated as less than 5. You can use your own sheet as a reference to bring up areas of gaps to the group.

<p>What are the 3 most critical gaps in your community? (5 minutes)</p>	
<p><b>Project Idea or Initiative Area (20 minutes)</b></p>	
<p>If you have a project idea or an initiative area that you have already been thinking about, does it address one or more of the top 3 most critical gaps?</p>	<p>Yes, No, Sort of, Not Sure? (Circle One)</p>
<p>How does your project idea address those 3 critical gaps? -OR- If you don't have a project area selected, what project ideas can you come up with that might address those 3 gaps?  (Create Bullet Points to the Right)</p>	
<p>Does your chosen or potential project idea(s) work to fill some of the other gaps that you have identified? If so, in what ways?  (Create Bullet Points to the Right)</p>	

# Appendix C: Workshop 3 Materials

## Workshop 3: Leadership and Communication Workshop

### Appendix C.1 – Leadership and Teamwork Skills Tracking Sheet

#### Leadership and Teamwork Skills Tracking Sheet

In the month indicated, please reflect on these questions and make some notes about how you have been applying these leadership and teamwork competencies in your work as a Resilience Leader.

	May	August	November
<b>1. Cultivating personal well-being and resilience</b> * Am I managing my stress? * Am I taking time for rest and relaxation? * Do I spend time doing things I enjoy?			
<b>2. Forming the team</b> * Does our team have a clear purpose, vision, and goals? * Do we have operating agreements? * Do we understand our roles?			
<b>3. Fostering open communication</b> * Do we listen and build on each other's ideas? * Do we acknowledge and resolve differences? * Do we give each other positive feedback?			
<b>4. Making good decisions as a team</b> * Have we clarified how we will make decisions (majority rule, consensus, etc). * Have we gathered enough data? * Have we included everyone's input?			
<b>5. Creating a shared action plan</b> * Do we have a realistic time			

frame? * Do we have the resources we need? * Are our commitments clear?			
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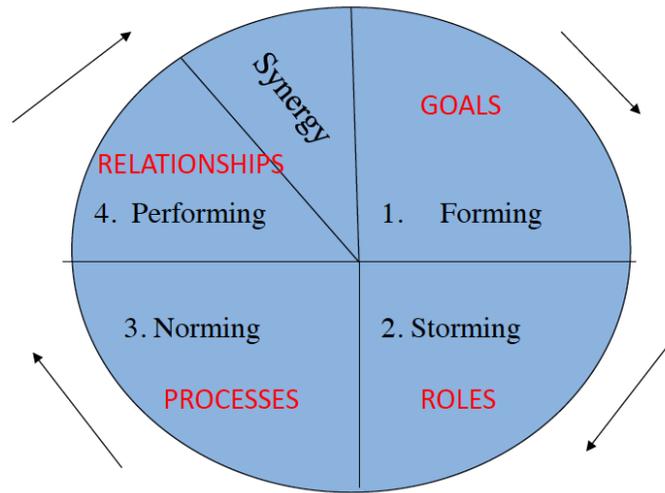
## Appendix C.1 – Leadership and Teamwork Skills Tracking Sheet

### Leadership and Teamwork Skills Tracking Sheet

In the month indicated, please reflect on these questions and make some notes about how you have been applying these leadership and teamwork competencies in your work as a Resilience Leader.

<b>6. Leading the action</b> * Do we keep track of deadlines and hold ourselves and each other accountable? * Do we give feedback on what is working and what is not? * Do I help the team by removing obstacles?			
<b>7. Evaluate Results</b> * Do we evaluate our results based on clear measures? * Do we give each other feedback on our contributions to the project? * Do we celebrate our accomplishments?			

# Stages of Team Development



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## Appendix C.3 – Course Feedback Form

### Course Feedback Form

Course \_\_\_Leading with Authenticity in Challenging Times\_\_\_ Date \_\_\_4-18-16\_\_\_

Instructor Name \_\_\_Susan Skjei, Ph.D.\_\_\_\_\_

Please provide feedback on the following (1 is low, 5 is high):

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Instructor's knowledge of the topic                      | 1 | 2 | 3 | 4 | 5 |
| 2. Instructor's ability to facilitate learning              | 1 | 2 | 3 | 4 | 5 |
| 3. Relevance of the topic for your role                     | 1 | 2 | 3 | 4 | 5 |
| 4. Applicability of the topic for situations you are facing | 1 | 2 | 3 | 4 | 5 |
| 5. Overall satisfaction with the session                    | 1 | 2 | 3 | 4 | 5 |

What did you find most useful or beneficial in the session?

What did you find least useful or beneficial?

What suggestions do you have for improving the session?

# Appendix D: Workshop 4 Materials

## Workshop 4: Community Engagement and Outreach Workshop

### Appendix D.1- Community Engagement Matrix

## Community Engagement Matrix

Activity	Description	Cost	Complexity of Implementation
Inform	Fact Sheet	\$	⚙️
	Website	\$\$	⚙️⚙️
	E-Newsletter	\$	⚙️
	Open House	\$\$	⚙️⚙️
	Social Media / Facebook	\$	⚙️
	Storytelling / Art	\$\$	⚙️⚙️
Consult	Storytelling - Hopes / Fears	\$	⚙️
	Storytelling Memories	\$	⚙️⚙️
	Focus Groups	\$\$\$	⚙️⚙️⚙️
	Intercept / Pop-Up Survey	\$\$	⚙️⚙️
	Red Frame / Green Frame	\$	⚙️
	Walkabout	\$	⚙️
	Video Story	\$\$	⚙️⚙️

**Inform** - Ensure the public has fair & balanced information to help them understand and make sense of issues, alternatives and/or solution options.

**Consult** - Get feedback from the public on current analysis, options or potential decisions.

**Involve** - Work on an ongoing basis with the public to ensure that their issues, concerns and aspirations are being understood, analyzed and considered.

**Collaborate** - Partner with the public or interest groups in each aspect of a decision, including getting their help in generating alternatives, analyzing impacts and identifying preferred solutions.

**Cost**

Ⓜ - Low Cost  
 Ⓝ - Medium Cost  
 ⓄⓄⓄ - High Cost

**Level of Complexity**

⚙️ - Easy to implement using basic resources  
 ⚙️⚙️ - Planning required, additional resources may be required  
 ⚙️⚙️⚙️ - Difficult, requires some outside professional resources or external support

For additional information and examples, visit: [www.trestlestrategy.com](http://www.trestlestrategy.com)



## Appendix D.1- Community Engagement Matrix

Involve	Storefront / Office Hours		Rent space or request free space where you can provide regular office hours, for community residents and neighbors to "drop by" for updated project information, 1:1 or small group conversations. Provide relevant materials and information to draw people in and track progress over time. Offers a space for conversations in a non-confrontational setting that is consistent and non threatening.	\$-\$\$\$	
	Public Meetings		Build public meetings in ways that better engage community members or other stakeholders. Consider mixing types of meeting structures to deliver important information in a variety of ways. Open with an orientation to meeting purpose, identify who is the room to help provide detail (e.g. community activists, city staff, subject experts, etc...) and create spaces for 1:1 or small group interaction to occur. Traditional public meetings with a presentation and Q&A are often intimidating and create anxiety and pressure, which often results in high emotion and non-constructive dialogue. Allow space for all types of participants and perspectives. Incorporate preference polling or other confidential ways to provide feedback.	\$\$	
	Visioning Workshop / Charrette		Find creative ways to re-think more traditional notions of visioning and design charrettes. Create your own processes that encourages creativity and out of box thinking. Use Legos, clay, maps, string, and other familiar objects to explore ideas and scenarios. Record and document ideas and all perspectives.	\$\$\$	
	City As Play - Community Centered Design Workshop		Use found objects (toys, string, old mechanical parts, etc...) to allow participants to make models of what they want their communities to look like. Ask the participants to design their ideal neighborhood and then share their designs and ideas with the group. Participants re-imagine structures, roads, paths, etc... and tell a story about their aspirations and view of the future for their neighborhood or community. Encourages children and adults to participate in the planning process and empowers them to have a stake in the urban planning process.	\$	
Collaborate	Advisory Committees		Advisory Committees can be an effective way to develop a broader consensus and provide community members with access to project detail and an opportunity to problem solve with a mix of community stakeholders and neighbors. Ensure broad representation and provide experienced facilitation and ground rules. Carefully define the scope of work and decision-making role that's appropriate.	\$\$\$	
	Participatory Decision Making		Full collaboration in a process requiring highly skilled facilitation that allows all stakeholders to be involved in deciding outcomes. Gives ownership of decision-making to stakeholders in order to achieve agreements.	\$\$\$	

**Inform** - Ensure the public has fair & balanced information to help them understand and make sense of issues, alternatives and/ or solution options.

**Consult** - Get feedback from the public on current analysis, options or potential decisions.

**Involve** - Work on an ongoing basis with the public to ensure that their issues, concerns and aspirations are being understood, analyzed and considered.

**Collaborate** - Partner with the public or interest groups in each aspect of a decision, including getting their help in generating alternatives, analyzing impacts and identifying preferred solutions.

### Cost

\$ - Low Cost

\$ - Medium Cost

\$\$\$ - High Cost

### Level of Complexity

 - Easy to implement using basic resources

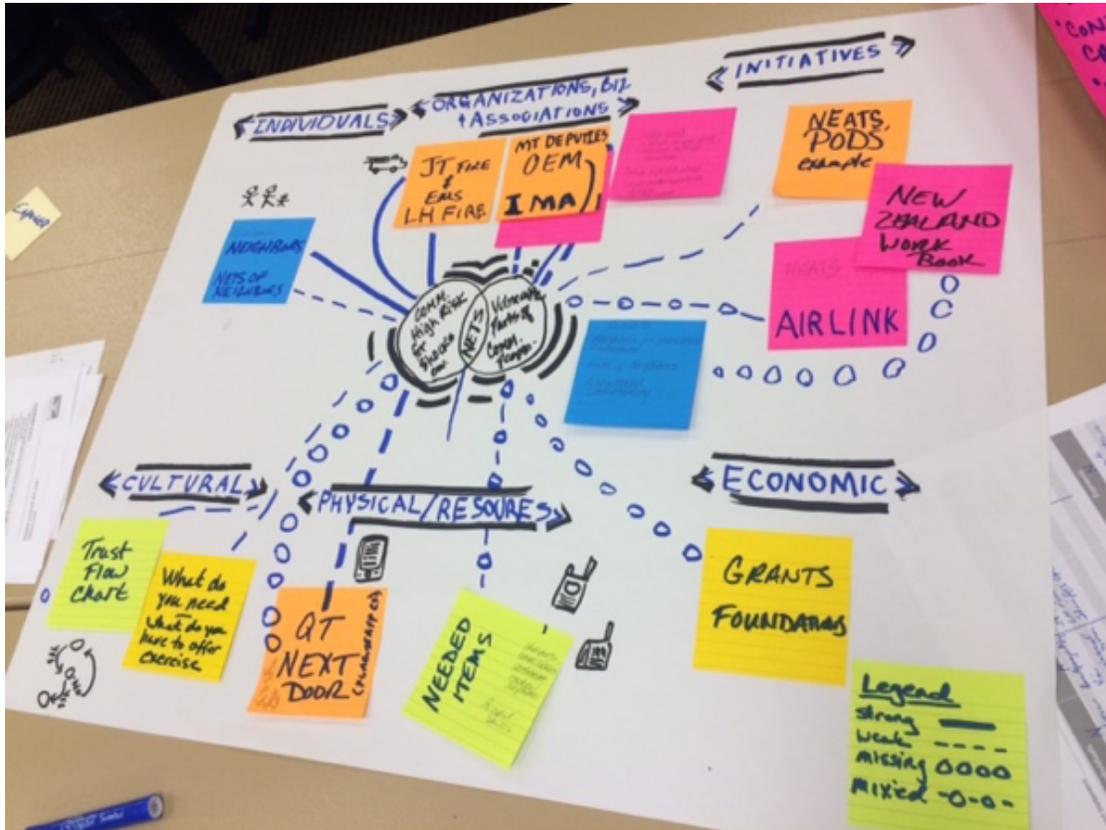
 - Planning required, additional resources may be required

 - Difficult, requires some outside professional resources or external support

PAGE 1	<h1>WHAT DO YOU OWN? OFFICIAL BALLOT</h1>	
<p>INSTRUCTIONS:</p> <p>★ STEP - 1. CLOSE YOUR EYES.      ★</p> <p>STEP - 2. IMAGINE EVERYTHING THAT YOU OWN THAT MAKES YOU RESILIENT.</p>		
<p>Yes, everything...down to that chainsaw you loaned your neighbor and haven't got back.</p>		
<p><b>STEP - 3.</b> <b>- VOTE FOR -</b> THE MOST IMPORTANT THINGS THAT YOU OWN.</p> <p>COMPLETE THE ARROWS TO VOTE FOR ALL THAT APPLY.</p> <p>EXAMPLE: ← ———   ← ———  </p>	PHONE	← ———
	FOUR WHEEL DRIVE VEHICLE	← ———
	GENERATOR / ALT. POWER SOURCE	← ———
	FOOD / WATER	← ———
	SURVIVAL KIT	← ———
	TELEVISION / RADIO	← ———
	CAMP GEAR	← ———
	HOUSE	← ———
BICYCLE	← ———	
<p>WRITE-IN CANDIDATES FOR MOST IMPORTANT THINGS THAT YOU OWN.</p> <p>Write in all that apply.</p>	<p>1. _____</p> <p>2. _____</p> <p>3. _____</p>	
<p>★ STEP - 4. FLIP THIS PAGE OVER.      ★</p>		
<p>Adapted from: Warm Cookies Of The Revolution</p>		

PAGE <b>2</b>	★ <b>WHILE YOU WERE VOTING,</b> ★ <b>DID YOU THINK ABOUT?</b>																									
<p><b>- VOTE FOR -</b></p> <p>THE MOST IMPORTANT THINGS THAT YOU OWN.</p> <p>COMPLETE THE ARROWS TO VOTE FOR ALL THAT APPLY.</p> <p>EXAMPLE:</p> <p>← — T</p> <p>← — T</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">THE STREETS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">POLICE DEPARTMENT</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">SEWER / STORM WATER SYSTEMS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">FIRE RESCUE</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">FLOOD MITIGATION PROJECTS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">SNOWPLOWS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">RADIO</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">BIKE PATHS / TRAILS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">EMERGENCY EVACUATION ROUTES</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">REC CENTERS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">SCHOOLS</td><td style="text-align: right; padding: 2px;">← — T</td></tr> <tr><td style="padding: 2px;">BUSES</td><td style="text-align: right; padding: 2px;">← — T</td></tr> </table>	THE STREETS	← — T	POLICE DEPARTMENT	← — T	SEWER / STORM WATER SYSTEMS	← — T	FIRE RESCUE	← — T	FLOOD MITIGATION PROJECTS	← — T	SNOWPLOWS	← — T	RADIO	← — T	BIKE PATHS / TRAILS	← — T	EMERGENCY EVACUATION ROUTES	← — T	REC CENTERS	← — T	SCHOOLS	← — T	BUSES	← — T	
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SCHOOLS	← — T																									
BUSES	← — T																									
<p><b>WE ALL OWN ALL OF THESE THINGS.</b></p> <p>WHEN WE REMEMBER THIS FACT, WE TEND TO ACT DIFFERENTLY.</p> <p>★ <b>WOULD YOU THROW YOUR IPHONE IN THE CREEK?</b> ★</p> <p>NO, BECAUSE THAT WOULD BE DUMB.</p> <p>SAME THING APPLIES TO OUR SCHOOLS AND PARKS.</p> <p>CONGRATULATIONS, YOU NOW HAVE A COMMUNITY MINDSET.</p> <p style="font-size: 2em; font-weight: bold; letter-spacing: 0.5em;">VOTE EVERY DAY</p> <p style="font-size: 0.8em;">Adapted from: Warm Cookies Of The Revolution</p>																										

Appendix E: Workshop 5 Materials  
Workshop 5: Asset and Initiatives Mapping Workshop  
Appendix E.1- Jamestown Asset Map



## Appendix E.2 – Why Are We Doing Asset and Initiative Mapping List

BoCo Strong - Asset and Initiative Mapping Trestle Strategy Group
Why are we doing Asset and Initiative Mapping
Access/unlock funding
Add value/strength
Avoid duplication
Bring up topic = Hope to tell story
Build a community narrative
Build more resilient communities
Build networks
Build/define priorities
Connect to existing resources
Coordinate efforts
Coordination = Strength
Create awareness and empathy
Create mentorship
Create new connections
Cross pollination creates strength
Demonstrate a need
Demonstrate/Quantify a community need
Encourage organizations to network amongst each other
Expand existing community strengths
Generate a shared awareness
Identify Community strengths and resources
Identify overlaps
Identify what the questions are - Know what to ask people
Identify where we need to build links - strengthen
Increase levels of protection
Increase opportunity for success
Increase survivability - reduce mortality
Know where to find the resources = Save time and money, how to access

## Appendix E.2 – Why Are We Doing Asset and Initiative Mapping List

<b>Why are we doing Asset and Initiative Mapping?</b>
Leverage efforts, funding and resources
Leverage/Building Synergy
Provide opportunities for target outreach
Strengthen projects
Take advantage of existing services
Turn a deficit into an asset
Uncover solutions and new resources
Understand communities better
Understand gaps, identify and leverage
Understand what is a resource
Understand what the goal is - understand when you have achieved goals



## Appendix E.3 – Assets and Initiative List

BoCo Strong - Asset and Initiative Mapping Trestle Strategy Group			
Assets	Initiative Type		
Neighborhood Associations	Associations		
Networking Groups	Associations		
Fun	Cultural		
Shared Values/Common Interests/Goals	Cultural		
Churches/Faith Based	Cultural		
Arts/Culture - Libraries	Cultural		
Rec Centers	Cultural		
Farming/Food/Agriculture	Cultural	Economic	
Community Gardens	Cultural		
Sports Teams	Cultural		
Money - Funding Sources	Economic		
Housing Diversity - Affordable Housing	Economic		
Retail/Stores	Economic		
Tourism	Economic	Cultural	
Housing	Economic		
Workplace	Economic		
Human Beings	Individuals		
Wildfire Partners	Organizations		
Service Agencies	Organizations		
Volunteer Organizations	Organizations		
Business Organizations	Organizations		
First Responders - Fire, Police	Organizations		
Public Safety	Organizations		
Schools/Educational Institutions	Organizations		
Hospitals	Organizations		
Government Officials/Leaders - Elected, Staff	Organizations	Economic	People/Individuals
Community/Philanthropic Foundations	Organizations	Associations	Economic
Advocates	People/Individuals		

## Appendix E.3- Assets and Initiatives List

Assets	Initiative Type		
Diverse People	People/Individuals		
Cultural Brokers	People/Individuals	Cultural	
Youth	People/Individuals		
Volunteer	People/Individuals		
Jobs/Labor	People/Individuals	Economic	
Residents	People/Individuals		
Vulnerable Populations - Disabled, Elderly	People/Individuals		
Developers	People/Individuals	Economic	
Investors	People/Individuals	Economic	
Planners	People/Individuals		
Social Media	Physical/Resources		
Open Space/Parks	Physical/Resources		
Natural Resources	Physical/Resources		
Transportation Networks	Physical/Resources		
Infrastructure - Roads, Utilities	Physical/Resources		
Systems of Communication	Physical/Resources	Economic	
Charity	Physical/Resources	Economic	
Airport	Physical/Resources		
Connectors	Individuals		
Whistle	Physical/Resources		
Federal Institutions			
Research Based	Organizations		

# Appendix F: Workshop 6 Materials

## Workshop 6: Advocacy and Local Government Workshop

### Appendix F.1 – Steve Watts Presentation Outline



#### **Boulder Mountainbike Alliance: Local Trails, Local Advocacy**

1. BMA Advocacy Project
  - a. Heil 2 Small Area Management Plan
2. BMA Advocacy Process
  - a. Political
    - i. Politicos and Strategy
    - ii. Land Manager/Staff Liaison
    - iii. Public Board Member & Outreach
    - iv. Public process
      1. Public input
      2. Meeting
  - b. Physical
    - i. Political Capital building
      1. Volunteerism
  - c. Social
    - i. Building sense of community
    - ii. Social media networks for communicating
3. Lessons Learned
  - a. Read temperature of citizen advisory members
  - b. Process test: Fair/Accessible/Transparent
  - c. Face to face meetings
4. Outcomes
  - a. Approval of our main objective
  - b. Gained additional 11<sup>th</sup> hour request
  - c. Accomplished in required/desired timeline
5. Future Challenges
  - a. OSMP's Visitor Master Plan-City of Boulder
  - b. Magnolia Travel Management Plan-USFS

## Appendix F.2- Advocacy Workshop Panel Discussion Questions

### Panel Discussion Questions

The panel conversation will be an hour in length and we hope to make it quite dynamic. We will start by each of the panelists taking 2-3 minutes to introduce themselves, including:

- Your current role
- Overall experience/interactions around advocacy
- Common themes, including challenges or successes. We will dive into these a bit more in the questions, so this can be a way to introduce an idea or ignite some thought.

1. Within the systems you have worked, can you talk about the advocacy process (both formal and/or informal) and provide specific examples of success?
2. What are some of the specific mechanisms, techniques, or tools critical to successful advocacy, and why?
3. What are some of the roadblocks and/or challenges that have sidelined issues or prevented them from moving forward? If possible, please highlight challenges that exist within the 'system' as well as with the approach being taken by those that are doing the advocating?
4. Can you recommend some solutions to these challenges, both systemic and/or approach-based?
5. Can you share some advocacy resources, human or otherwise, that might be useful to these resident Resilience Leaders?

# Appendix G: Workshop 7 Materials

## Workshop 7: Project Planning & Management

### Appendix G.1 – Project Value Proposition



#### **Project Value Proposition**

**Clarifying the Project:** In one sentence, explain the aim of your project. This can be the basis for your project mission or vision statement.

**How your project solves problems/improves situations:** Write down 1-2 sentences that describes the specific problem that your project solves or the improvement it will bring.

**Describe what makes your group unique:** What do you have or do that no one else has or does in your community?

**Know Your Target:** Whom are you trying to reach... for any reason? List your different audiences.

**Capture their attention:** What's your soundbite? Given limited time, what words will you use to be remembered? Tell a compelling story in 1-2 sentences.

## Appendix G.2- Elements of a Project Plan



### Elements of a Project Plan

A good project plan:

- Is grounded in a defined situation.
- Has a clear aim.
- Uses available resources.
- Details tasks: What, who, where, when.
- Plans for the unexpected.
- Is flexible and iterative
- Is realistic and executable

Project Planning Rubric:

1. Define the situation in which your plan will be executed
2. Describe the aim of your project (1 sentence)
3. Generate options for how you will carry out your project- be exhaustive!
4. Evaluate + choose your best option for carrying out your project
5. Plan the details of the most effective + efficient way to reach your aim (this is your what, who, where, when + associated costs)
6. Review your project plan, assess if it is worth carrying out
7. After implementation, evaluate your project

# Appendix H: Workshop 8 Materials

## Workshop 8: Grant Writing and Community-Based Proposals

### Appendix H.1- Test Your Skills

**Test your skills.** Match the foundation with the grant they awarded

*The left hand column briefly profiles five funders. One of the grants awarded in the right hand column was awarded by each funder. Match up the grant with the funder.*

#### Funder name and focus area

\_\_1. The Bright Mountain Foundation makes grants to organizations that serve the needs of aging people, supporting their independence and helping them meet the challenges of daily living.<sup>1</sup>

\_\_2. The Caring for Colorado Foundation makes grants to strengthen health care in Colorado's rural communities.<sup>2</sup>

\_\_3. The Robert Wood Johnson Foundation funds child obesity prevention programs that change public policies and community environments in ways that promote improved nutrition and increase physical activity.<sup>3</sup>

\_\_4. The Temple Hoyne Buell Foundation supports early childhood education and development, social and emotional development of children, and family stability for children.

\_\_5. The Western Union Foundation supports programs for migrant and immigrant communities that focus on economic opportunity, job training, life skills development, small business development, financial literacy and assistance.<sup>4</sup>

#### Sample grant awarded and purpose

A. To support the University of Arkansas for Medical Sciences College of Public Health, for an initiative that will evaluate school policies to prevent childhood obesity in Arkansas.

B. To support Rocky Mountain Rural Health, for the delivery of health care at a medical clinic in Fairplay.

C. To support Senior Support Services, for a hot meal program for seniors.

---

<sup>1</sup> Bright Mountain also makes grants to support children and youth, and people living with HIV/AIDS

<sup>2</sup> Caring For Colorado also makes grants to increase health care capacity, strengthen existing health care systems and link people to care.

<sup>3</sup> Robert Wood Johnson supports a number of other programs. See <http://www.rwjf.org/> for details.

<sup>4</sup> Western Union also supports groups that provide migrants, immigrants and their families with language acquisition, civic engagement, job readiness.

D. To support the Learning House Foundation for Early Childhood Development, for the Change for Children tuition assistance program for preschoolers.

E. To support Upwardly Global, for a program that will support college educated immigrants who arrive in the United States, but are challenged to find employment that matches the training and skills they learned in their home country

## Appendix H.2- Think Like A Grantmaker

### Think like a grantmaker practice

*Let's turn the tables for a second. You're going to create grant guidelines and prioritizing which grant applications receive funding.*

The Extremely Wealthy Foundation needs new grant guidelines! You are charged with redeveloping these grant guidelines.

The Extremely Wealthy Foundation funds programs that provide health and human services to low-income families. The board of trustees wants grant guidelines in the following areas:

#### Grant information

*What do you want potential grant applicants to describe in their grant proposal?*

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

#### Process for making your decision

*List three key priorities for deciding which proposals are the most relevant.*

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## Appendix H.3- The Five Minute Grant Proposal

### The five minute grant proposal

*Building on the talking points exercise, develop a more specific outline of your grant proposal.*

We are proposing to \_\_\_\_\_

Our organization is best qualified to carry out this grant because \_\_\_\_\_

\_\_\_\_\_

We know that there is a need for our proposal because \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Three key components of our program are \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

One major partnership we will carry out as part of our proposal is with \_\_\_\_\_.

Our partner organization will provide \_\_\_\_\_

Our measurable outcomes for the program are: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

We will use the following strategies to measure our outcomes: \_\_\_\_\_

\_\_\_\_\_

We will raise other funds for the program from \_\_\_\_\_

The major expenses for the program are \_\_\_\_\_

We have an annual budget Yes\_\_\_\_No\_\_\_\_

We have professionally-prepared financial statements Yes\_\_No\_\_\_\_

## Appendix I: Workshop 9 Materials

### Workshop 9: Boulder County Resources: Presentation Shorts

#### Appendix I.1- Presentation Template

##### Presentation Template

- What Is Your Organization's Purpose (Who Are You)?
- What Population Do You Serve?  
(Demographically/Geographically)?
- What Are Your Organization's Specific Resources/Services?
- How Can We Access Your Organizations Resources/Services? (Online, In-person, Any Guidelines For Qualifying, etc.)

# Appendix J: Workshop 10 Materials

## Workshop 10: Resilience Leader Presentations and Program Evaluation Workshop

### Appendix J.1- Presentation Format

#### Presentation Format:

1) What is your project?

2) What was your process?

3) How does your project build resilience?

4) What is the current status of your project?

5) What are your future plans for you project(s)?

## Appendix K: Baseline and End of Program Surveys

### Appendix K.1- Baseline Survey

#### Baseline Survey

Name:

Community:

This first set of questions asks about your knowledge, thoughts, and ideas related to resilience.

1. On a scale of 1-10, with 10 being the highest, how would you rate your level of knowledge about resilience?
2. When you think of resilience, what is the first word or phrase that comes to mind? The second word or phrase? The third word or phrase?
3. When you think about community resilience, what comes to mind? What do you see as the characteristics of a resilient community?
4. What do you consider to be the greatest threats or challenges to community resilience?

## Appendix K.1

### Baseline Survey

Next, we would like for you to share a bit about your skills and experience, as well as specific skills you would like to learn during your participation in this program.

5. Which of the following skills do you have? Circle the skill and your level of expertise (1 = novice, 5 = expert).

a. Community Organizing	1	2	3	4	5
b. Facilitation	1	2	3	4	5
c. Advocacy	1	2	3	4	5
d. Community Assessments	1	2	3	4	5
e. Community Engagement	1	2	3	4	5
f. Leading Groups	1	2	3	4	5
g. Resource Mapping	1	2	3	4	5
h. Grant Writing	1	2	3	4	5
i. Project Management	1	2	3	4	5
j. Project Implementation	1	2	3	4	5

6. Please list any of your skills or areas of expertise not listed above. This can include skills such as bike repair, social media, teaching music, etc.

7. What skills do you want to learn during the program?

- a. Community Organizing
- b. Facilitation
- c. Advocacy
- d. Community Assessments
- e. Community Engagement
- f. Leading Groups
- g. Resource Mapping
- h. Grant Writing
- i. Project Management
- j. Project Implementation
- k. Other \_\_\_\_\_

8. Please list any individuals or organizations you recommend that can provide expertise for any of the above.

## Appendix K.1

### Baseline Survey

9. Prioritize the above skills. List your top 3 desired skills in order of importance.

1.

2.

3.

10. Aside from the social networks you shared with us at the kick-off dinner, are there any other groups you interact with on a regular basis? (book clubs, hiking groups, etc. )

11. What is your profession?

Now, we would like to learn a bit more about your expectations of participating in this program.

12. How would you rate your level of understanding about what is expected of you during this program? (1 = very low, 5= very high)

13. If you rated the above at 3 or lower, what additional information might be helpful to you?

14. What do you consider to be the challenges, if any, associated with being involved in this program?

## Appendix K.2 – End of Program Survey

### End of Program Survey

Name:

Community:

This first set of questions asks about your knowledge, thoughts, and ideas related to resilience.

1. On a scale of 1-10, with 10 being the highest, how would you rate your current level of knowledge about resilience?
2. When you think of resilience, what is the first word or phrase that comes to mind? The second word or phrase? The third word or phrase?
3. When you think about community resilience, what comes to mind? What do you see as the characteristics of a resilient community?
4. What do you consider to be the greatest threats or challenges to community resilience?

## Appendix K.2

### End of Program Survey

Next, we would like for you to share a bit about your skills and social networks that changed as a result of program participation.

5. Which of the following skills did you learn or enhance during the program? Circle the skill and your current level of expertise (1 = novice, 5 = expert).

a. Community Organizing	1	2	3	4	5
b. Facilitation	1	2	3	4	5
c. Advocacy	1	2	3	4	5
d. Community Assessments	1	2	3	4	5
e. Community Engagement	1	2	3	4	5
f. Leading Groups	1	2	3	4	5
g. Resource Mapping	1	2	3	4	5
h. Grant Writing	1	2	3	4	5
i. Project Management	1	2	3	4	5
j. Project Implementation	1	2	3	4	5

6. What was the most useful tool, skill, or knowledge area that you gained during the program?

7. What skills, knowledge, or tools did you want to learn in the program that we did not cover or did not cover adequately?

8. Please list any individuals or organizations you recommend that can provide expertise for any of the above.

9. Are there any new groups or individuals you interact with now because of the Resilience Leadership Program? (book clubs, government departments, neighbors, organizations, etc.)

## Appendix K.2

### End of Program Survey

Now, we would like to learn a bit more about your overall experience in the program.

10. How would you rate your current level of understanding about what was expected of you during this program? (1 = very low, 5= very high)
  
11. If you rated the above at 3 or lower, what information would have been helpful to you?
  
  
  
  
  
  
  
  
  
  
12. What did you consider to be the challenges, if any, associated with being involved in this program?
  
  
  
  
  
  
  
  
  
  
13. What did you learn from the program?
  
  
  
  
  
  
  
  
  
  
14. What do you consider to be the successes, if any, of the program?

