

Larimer County Charrette #2 Summary

October 14, 2015

Loveland, CO

Introduction

On October 14, 2015, stakeholders from Larimer County reconvened to continue the Resiliency Planning Process begun August 25-26, 2015. Forty-one representatives of local, state, and federal government, private sector, public utilities, and non-profit organizations met to review and validate Local Resiliency Framework content for Larimer County developed in Charrette #1, to bring forward new ideas for community resiliency, and to build a “Roadmap for Resiliency” that establishes the community’s path forward.

The morning activities focused on reviewing the whole resiliency planning process across the state, reviewing and validating shocks and stresses, the county resiliency vision and goals, and the strategies to achieve that vision and goals. In the afternoon, participants focused on the potential roadblocks to and opportunities for building resiliency within the County, focusing on how to address those roadblocks and opportunities, and who needs to be at the table to make that happen.

This Resiliency Process is being piloted in three counties – Boulder, El Paso, and Larimer – and will develop lessons learned for helping other counties around the state to build their resiliency.

Overall Charrette Objectives

Objectives of the Charrette included:

- **Objective 1:** Review and validate shocks and stresses, vision, goals and strategies from Charrette #1.
- **Objective 2:** Engage stakeholders in bringing forward new ideas for community resiliency.
- **Objective 3:** Assign ownership to identified resiliency projects.
- **Objective 4:** Build a “Roadmap to Resiliency” that establishes the community’s path forward.

Charrette Format

The charrette was designed to further develop input for the County Resiliency Framework based on the perspectives of a wide variety of stakeholders. The format combined prepared presentations, guided discussion, small group work, and consensus building discussions.

Participation

Forty-one representatives of local, state, and federal government, private sector, public utilities, and non-profit organizations.



Validation Results

Shocks and stresses, vision, goals and strategies were validated by participants working in small groups, in plenary, and interacting with materials posted around the room.

Shocks and Stresses

In Charrette #1, participants identified a broad range of shocks and stresses affecting the county.

- **Shocks** include natural events such as wildfires, floods, winter storms and man-made events such as industrial accidents, public health crises, and terrorism. When most people think of hazards, they have shocks in mind.
- **Stresses** are underlying **economic**, **social**, and **environmental** attributes that undermine an individual, community, or asset's ability to respond to or

recover from a shock. Simultaneously, stresses may contribute to or cause recurring negative outcomes.

The results from this activity were included in the Larimer County Charrette #1 Summary. In Charrette #2, participants, working in small groups, were asked to think about four of highest intensity, highest consequence shocks and stresses identified. Shocks included fire, flood, drought and blizzard/extreme cold. Stresses included: aging population, affordable housing, lack of individual awareness and disaster preparedness, and ecosystem health.

Participants were first asked whether these were the correct shocks and stresses to highlight, and invited to add one **additional shock and stress** if they so chose.

Key shocks of concern participants felt should be included were:

- Cyber failure
- Hazardous materials spill, especially on the railroad tracks through Fort Collins or on I-25
- Pandemic
- Terrorist or mass violence event
- Tornado

Key stresses participants felt should be highlighted included:

- Economic system fragility or long term economic shifts resulting in unemployment
- Disconnected communities, especially due to language or rural communication barriers
- Climate change
- Aging infrastructure, lack of redundancy
- Population growth and its strain on resources, especially water
- Land use policy that increases risk of wildfire or flood
- Second home populations in high risk areas
- Increasing costs to energy utilities as customers move off the grid
- Limited transportation options

Participants were then asked to consider **what happens when these shocks and stresses combine**, including who is most impacted and how this then ripples out to the larger community. Observations included:

- The combination of drought, fire, and flood can all make the effects of each one more pronounced. Increased temperatures from climate change exacerbate all three. Low individual disaster preparedness makes it more difficult for emergency responders. Drought can be seen as both a shock and a stress, acting to disrupt other systems, and stretching over time to undermine the ability to cope in many other ways.

- Lack of affordable housing underlies difficulties when recession hits. Floods cause much damage in high risk areas, where low cost housing is often located.
- All disasters can reduce income from tourism.
- Lack of redundancy in infrastructure makes emergency response difficult, especially in mountain towns with few routes in or out. Aging infrastructure is more vulnerable to shocks.
- Shocks and stresses can ripple throughout the region, such as floods cutting off I-25, drought affecting regional food supply, fire affecting water supply far away. These shocks can also ripple over time, undermining capacity to weather shocks and stresses in the future.
- Groups who were already vulnerable due to language and cultural constraints, age, handicap, and poverty are disproportionately affected when shocks hit.

Finally, participants were asked **what existing conditions exacerbate or ameliorate the impacts of combined shocks and stresses**. This activity begins to identify core strengths or gaps in the county around which resilience efforts can be focused. Participants noted both physical system conditions and social systems in their assessment here.

Exacerbates Impacts:

- Aging Infrastructure
- Lack of immediate financial resources, or resources for small disasters
- Lack of multi-modal transportation system
- Inflexible bureaucratic processes inhibit disaster recovery
- Aging population

Ameliorates Impacts:

- Talking about resiliency
- High degree of community strength, extensive NGO resources
- Good emergency notification system and emergency response capacity
- Codes and zoning that reduce risk
- Redundancy in water resources, such as the use of Colorado Big Thompson Project water as an alternative in the High Park fire
- Forest health programs such as the Colorado Conservation Exchange and Firewise Communities

Validation of Community Vision and Goals

Participants came back together following the small group shocks and stresses work to collaborate in plenary on revising and validating the vision and goals statements developed in Charrette #1.

Overall, participants noted that this process is not producing a “plan” per se, since there are many other planning processes in the County that have timetables and resources attached to them, and many have statutory bases. This process actually is **producing a framework**, a guide for how planning and implementation should take place to produce more resilient results.

Vision

The vision from Charrette #1 was the following:

A connected, collaborative, and cooperative region where:

- Cities, rural communities, and agriculture are valued and supported by long-range, regional, comprehensive planning.
- There is a diverse range of housing and multi-modal transportation options.
- Critical infrastructure has built-in redundancy.
- County residents understand their risks, and communities and individuals are self-sufficient and take responsibility for their own and their collective preparedness.
- The economy is diverse, vibrant, and sustainable with a trained, diverse workforce that fosters equitable access to the social services and education needed to maintain capacity, flexibility, and high quality of life.
- The natural environment is valued, protected, and responsibly managed. Infrastructure is moved from/kept out of high risk areas.

Participants reviewed the vision and made the following comments and changes.

A connected, collaborative, and cooperative region where:

Cities, rural communities, and agriculture are valued and supported by long-range, regional, comprehensive planning.

This statement works better as follows: “Land use planning is long-range, regional, and comprehensive, and values cities, rural communities, and agriculture.”

There is a diverse range of housing and multi-modal transportation options. No changes here.

Critical infrastructure has built-in redundancy.

Redundancy only covered one aspect of resilient infrastructure. The group reworded it to read “Critical infrastructure is designed to be affordable, adequate, and resilient.”

County residents understand their risks, and communities and individuals are self-sufficient and take responsibility for their own and their collective preparedness.

No changes here.

The economy is diverse, vibrant, and sustainable with a trained, diverse workforce that fosters equitable access to the social services and education needed to maintain capacity, flexibility, and high quality of life.

This statement tried to include too much at once. Participants suggested dividing it into two: “The economy is diverse, vibrant, and sustainable with a trained, diverse workforce,” and “There is equitable access to the social services, health care, and education needed to maintain capacity, flexibility, and high quality of life.” Participants pointed out the need to explicitly cite health care, since it was not clear if the term “social services” included that.

The natural environment is valued, protected, and responsibly managed. Infrastructure is moved from/kept out of high risk areas, and works in harmony with natural systems.

Participants adjusted this statement to the following: “The natural environment is valued, protected, and responsibly managed so that there is availability of and access to natural resources. Infrastructure is moved from/kept out of high risk, high value areas.”

These revisions will be included in the next draft of the County Resiliency Framework.

Goals:

Turning to goals, the group reviewed the goals established in Charrette #1, and revised them as follows:

Goal 1: Implement regional, long-range, comprehensive planning.

This goal needed to reflect more the concepts of collaboration and adaptation. It needs a sense of process and relationships that empower, not dictate. An improved version reads as follows:

Goal 1: Develop regional, long-range, comprehensive planning that is adaptive and collaborative.

Goal 2: Engage and educate residents of the county to foster awareness, preparedness, self-sufficiency, and a greater sense of community.

No changes here.

Goal 3: Develop and implement construction standards that increase energy and resource efficiency and reduce risk.

Participants were reluctant to recommend something that created a one size fits all system, and preferred to recognize the different contexts of rural and urban housing. The following rewording of the goal adds in that concept:
Goal 3: Develop and implement construction standards that increase energy and resource efficiency and reduce risk appropriate to rural and urban contexts.

Goal 4: Increase the range of housing options and increase stock of affordable housing through traditional means as well as creative land use, building codes, and measures for innovative housing.

Participants pointed to a possible tradeoff between this Goal and Goal 3 – the desire for more resource efficient housing may be difficult to balance with a desire to increase the stock of affordable housing. While participants recognized that trade off, the group was committed to pursuing both goals and finding a balance.

Goal 5: Develop and fund a regional, multi-modal transportation network.

Participants pointed out that the wording here suggests that somehow the County would do this all on its own, which is not realistic or desirable. The following adjustment addresses this concern: *Goal 5: Develop and fund a regional, multi-modal transportation network using public and private partnerships at all levels.*

Goal 6: Manage natural resources through watershed restoration and floodplain and land use planning.

The group observed that the language here specifies some land uses and not others that are also relevant. A more complete statement is: *Goal 6: Manage natural resources through adaptive planning and management of land use, especially watersheds, floodplains, agricultural land, and the wildland-urban interface.*

Goal 7: Build public-private sector partnerships to support and achieve the community's vision and goals.

Participants added reference to non-profit organizations to this goal, so it now reads *Goal 7: Build public-private-nonprofit sector partnerships to support and achieve the community's vision and goals.*

Participants discussed adding another goal addressing the regional food system. Such a goal would read as follows:

Goal 8: Support the diverse production and supply needs of a sustainable supply chain for the regional food system.

Participants did not have time to develop this specific language, and will review this new goal in November at a draft Framework review session.

As a general observation for all the goals, the group agreed that the general understanding is that these goals are for all stakeholders in the county, calling on all

to play their roles. In no way should these goals be construed to mean that they are the responsibility solely of staff and leadership of the Larimer County political and administrative structure.

Strategies

Participants then moved on to reviewing the strategies for resiliency by sector that were developed in Charrette #1. The six sectors are:



To review these strategies, participants divided up in to groups. Each group had the strategies from two sectors to review, distributed so that each sector got reviewed twice. Groups looked at the strategies proposed, made comments and revisions, and suggested related project ideas.

The following are the revisions made:

Community

Original Strategy	Revised Strategy	Related Project Ideas/Comments
C1. Work to shift cultural norms toward increased connection, interdependence, risk awareness and preparedness. This could include supporting and leveraging existing social/community networks, engaging the insurance and real estate industries around educating new residents, building “trusted support networks” within communities, supporting integrated development, developing innovative zoning to foster greater connectedness and access to services, etc.	C1. Shift cultural norms toward increased social and physical connection, interdependence, risk awareness and preparedness.	<ul style="list-style-type: none">• This could include supporting and leveraging existing social/community networks, engaging the insurance and real estate industries around educating new residents, building “trusted support networks” within communities, supporting integrated development, developing innovative zoning to foster greater connectedness and access to services, etc.• Foster a culture of volunteering and local involvement.• Provide more support to formal and informal community leaders (e.g., emergency services, fire departments, faith-based community).
C2. Foster a customized approach for development in Larimer County that allows for different types of conversations and exploration of different available options, including balancing needs for housing, transportation and employment.	C2. Create innovative development that integrates housing, transportation and employment to create a diversity of options.	

Original Strategy	Revised Strategy	Related Project Ideas/Comments
C3. Scale emergency management both up and down—integrate and regionalize current emergency management systems, and also develop neighborhood-based Community Emergency Response Teams to provide education, prevention, and support, particularly for vulnerable populations.	C3. Scale emergency management both up and down to integrate responses from the individual, household, community, municipal, county, and regional level.	<ul style="list-style-type: none"> • Establish mutual aid agreements in advance of high priority hazards. • Improve communication plans and systems for remote areas.
C4. Provide more support to formal and informal community leaders (e.g., emergency services, fire departments, faith-based community).		
C5. Develop a county master plan tailored to community wants and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas.	C5. Develop a county master plan tailored around community wants and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas	
C6. Incentivize sustainable development.		<ul style="list-style-type: none"> • Pass ballot measures to fund key sustainable development needs, such as increasing energy efficiency and removing housing from high risk areas.
	C7. Strengthen and maintain relationships among multi-sector teams	<ul style="list-style-type: none"> • Hire a high level County Resilience Coordinator • Encourage continued networking across sectors and jurisdictions

Economic

Original Strategy	Revised Strategy	Related Project Ideas/Comments
E1. Diversify the economy beyond a few large employers such as the university and government.		<ul style="list-style-type: none"> Develop tools and incentives for small and mid-size businesses, both new and existing
E2. Develop alternative career paths that build on different work and education experiences, and the policy initiatives to support them.		<ul style="list-style-type: none"> Collaboration with small and large educational entities to connect students and local businesses for internships and opportunities Change cultural perceptions around jobs, debt, and the common wisdom that “good” jobs require a college education, etc.
E3. Assess ‘laborshed’ migration patterns to understand job locations vs. housing vs. transportation, where job growth is occurring, workforce housing needs, etc.	E3. Foster development of communities with a work, life, play balance for a variety of economic classes	<ul style="list-style-type: none"> Assess ‘laborshed’ migration patterns to understand job locations vs. housing vs. transportation, where job growth is occurring, workforce housing needs, etc. Change land use codes to facilitate novel approaches to affordable houses (tiny homes, high density infill development, etc.) that are appropriate to diverse conditions across the county Understand and anticipate trends in economic development, job needs, and shifts in the labor force, and respond to them and communicate them widely

E4. Foster communication and collaboration between groups already focused on economic issues in the county.		
E5. Promote local production and storage of energy to enhance source diversity, create jobs, increase energy redundancy and modularity, and protect against the potential economic impacts of grid failure.		<ul style="list-style-type: none">• Create incentives to increase affordability of alternate energy sources and systems, and promote energy efficiency and demand management• What is the strategy here? Address climate impacts, job diversity, or grid maintenance?
E6. Address vulnerable populations as part of economic responsibility.	E6. Improve economic stability of vulnerable populations	
E7. Change cultural perceptions around jobs, debt, and the meme that “good” jobs require a college education, etc.		<ul style="list-style-type: none">• This should be integrated with E2

Health and Social

Original Strategy	Revised Strategy	Related Project Ideas/Comments
HS1. Conduct public education around emergency preparedness and available local, municipal and county services.	HS1. Enhance training and education opportunities for emergency preparedness and resilience education, and promote resiliency conversations with the public.	<ul style="list-style-type: none"> This is an activity. Youth Preparedness Initiative (based on Mississippi's MiPI)
HS2. Sponsor community events and workshops to build skills, identify vulnerable people, and publicize available services.		<ul style="list-style-type: none"> This is an activity
HS3. Identify, educate, and empower leaders within small communities.		<ul style="list-style-type: none"> This is an activity
HS4. Develop sustainable safety nets and social services within communities.	HS4. Achieve equitable distribution of social service facilities and resources around the county to maximize redundancy and decentralization	<ul style="list-style-type: none"> Explore alternative options for service provision
HS5. Develop an understanding of how small plans and organizations fit into emergency master planning at the municipal and county level.		<ul style="list-style-type: none"> Put this strategy under HS7

Original Strategy	Revised Strategy	Related Project Ideas/Comments
HS6. Assess patient distribution and healthcare and mental health access throughout the county.	HS6. Ensure Larimer County residents have access to healthcare and mental health services.	<ul style="list-style-type: none"> Assess patient distribution and healthcare and mental health access throughout the county.
HS7. Foster collaborative planning across agencies and sectors.	HS7. Foster collaborative planning across agencies and sectors, including understanding how small organizations and plans fit into emergency master planning at the municipal and county level.	<ul style="list-style-type: none"> Think inclusively – invite others to planning efforts for feedback, etc. Encourage dialogue outside of planning periods
HS8. Incentivize connection to basic health and social services through outreach.		<ul style="list-style-type: none"> Revise the strategy to make clear who we are incenting Emphasize preventive care

Housing

Original Strategy	Revised Strategy	Related Project Ideas/Comments
H1. Develop region-wide and community-level housing strategies.	H1. Integrate region wide and community level housing strategies into long range comprehensive planning, including steering housing out of high hazard zones	<ul style="list-style-type: none"> Explore how much individual risk we are willing to accept Develop understanding of the housing dynamics of the region Convene regional conversations about housing, trends, etc.

Original Strategy	Revised Strategy	Related Project Ideas/Comments
H2. Scale the development fee system to allow for a diversity of housing options.		<ul style="list-style-type: none"> Combine with H6
H3. Increase transitional and permanently supportive housing available for different populations and needs.		
H4. Educate new homeowners, particularly in rural or remote areas, about location-specific risks and preparedness best practices.		
H5. Develop the services and policies needed to support aging-in-place.	H5. Develop the services and policies needed to support diverse options for our aging population.	
H6. Review and change codes to allow co-housing, smaller green-spaces, mixed housing, and other new, innovative housing options.	H6. Diversify housing options by reviewing and changing codes and scaling the development fee system to allow co-housing, smaller green-spaces, mixed housing, and other new, innovative housing options.	
H7. Keep housing development out of hazard zones.		<ul style="list-style-type: none"> Combine with H1

Infrastructure

Original Strategy	Revised Strategy	Related Project Ideas/Comments
I1. Develop emergency action plans for infrastructure failure.	I1. Develop emergency action plans for infrastructure failure, including security procedures/systems for critical infrastructure.	<ul style="list-style-type: none"> Identify vulnerabilities between systems Address linkage to community plans
I2. Develop security procedures/systems for critical infrastructure.	Combine with I1	
I3. Utilize technology/innovation in infrastructure projects to increase robustness, modularity, and diversity.		<ul style="list-style-type: none"> Standards and codes may be a roadblock to solutions
I4. Develop a clear hierarchy of needs in infrastructure repair/upgrade/installation.		<ul style="list-style-type: none"> Create a funding plan that takes into account all agencies and political responsibilities
I5. Avoid construction in hazardous areas through land-use planning.		<ul style="list-style-type: none"> Coordinate across jurisdictions to ensure that similar infrastructure facilities are not exposed to the same hazard

Original Strategy	Revised Strategy	Related Project Ideas/Comments
I6. Identify and address key system vulnerabilities.		<ul style="list-style-type: none">Review policy of using private facilities to host public assets, such as emergency communications
I7. Incentivize backup systems that support sheltering in place.		
I8. Educate the public proactively before disaster about potential infrastructure response and implications.		

Watersheds and Natural Resources

Original Strategy	Revised Strategy	Related Project Ideas/Comments
W1. “Design with nature”, including determining inherent and acceptable levels of risk.	W1. “Design with nature”, incorporating natural processes such as flood, fire, and drought into land use planning and project design, while balancing inherent and acceptable levels of risk.	
W2. Update floodplain maps.	W2. Update floodplain maps and integrate maps into zoning and planning	
W3. Build relationships and increasing collaboration across jurisdictions for watershed and natural resource planning and management.		
W4. Develop better flood warning systems, including applications of real-time rain gauging systems.	W4. Develop better flood warning systems, including applications of strategically placed real-time rain gauging systems.	
W5. Increase forest management, in particular around reducing fuel loads.	W5. Collaborate and support integrated multi-jurisdictional forest management to include a multi-pronged approach including reduced fuel loads, natural fire breaks, soil mitigation, zoning, etc. to achieve improved forest health	
W6. Increase public education around hazard mitigation.	W6. Increase public education around natural resource interactions and hazard mitigation.	

Projects

The workshop also reviewed the list of project ideas developed in Charrette #1. In order to respect all the contributions from that charrette, the entire list of project suggestions were posted on the wall for review and comment.

Resiliency thinking calls for a different emphasis in project selection criteria than we have used traditionally. The state framework cites the following criteria as the most important:

- Co-Benefits
- High Risk and Vulnerability
- Economic Benefit-Cost
- Social Equity
- Technical Soundness
- Innovation
- Adaptive Capacity
- Harmonize with Existing Activity
- Long-Term and Lasting Impact
- Regional Benefits

Projects should foster a cultural shift in decision-making, emphasizing multiple benefits across sectors, with special emphasis on the impact on vulnerable populations.

In Charrette #1 participants took the brainstormed list and consolidated the top priority projects into five. These are the first projects in Table 1 below. The remainder of the projects are listed in Table 2 in order to show the variety of ideas that could be carried forward to build resilience. In both tables, participants suggested appropriate project owners to take the ideas forward, and provided comments to make them better. At the end of Table 2, participants also added a new project idea.

Table 1: Larimer County Project Identification Matrix

Priority Projects

Title	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Community Conversations — Larimer Connects	Community	Y	Develop education modules and outreach programs throughout Larimer County to increase community knowledge of hazards, risks and preparedness options, to enhance community connectivity, and to support the development of a culture of self-sufficiency and mutual-support.	County and city Emergency Management & nonprofits (Red Cross, United Way) CSU Office of Engagement	
Mobile Resource Van	Health and Social	Y	A countywide partnership between public and private agencies to bring resources, information and services to vulnerable communities within Larimer County. Services would include medical and public health services, testing and information, mental health services, emergency response and preparedness information, and employment and housing resources.	Nonprofits, FC Dial a Ride, County, FEMA ? Dola & CDPHE to break boundaries. Health care providers Health District	

Title	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Regional Affordable Housing and Transportation Assessment and Strategy	Housing, Infrastructure	Y	Conduct a county-wide assessment of housing needs and availability as the foundation of a county-wide housing plan. Plan and implementation will build on existing affordable housing projects and also develop a clear strategy for a broader mix of housing options to meet the needs of diverse income populations and projected population growth.	County Zoning Municipal Planning Depts. Local Housing Authorities CO Division of Housing Nonprofits: Habitat for Humanity, etc.	Affordable Housing Coalition between gov't, service providers & nonprofits. Ties in to Regional Gov't Project—requires regional planning.
A Resilient North I-25 Corridor	Infrastructure, Economic	Y	Construct a robust and resilient corridor connecting Northern Colorado. In the initial phase, the three I-25 bridges at Little Thompson, Big Thompson and Poudre River crossings would be replaced, simultaneously implementing stream improvement projects and installing greenways that connect the west and east sides of I-25.	CDOT & local gov'ts. CDOT & Ft. Collins/Timnath/Larimer => Poudre Bridges	Create a traffic loop for area i.e. C470/E470

Title	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Resilient Natural and Built Infrastructure	Watersheds and Natural Resources, Infrastructure	Y	Plan and implement projects that have a system-wide ecosystem benefit. To do this, develop new design criteria for low impact development and green infrastructure in watersheds across the County. Take into account the “new normal” post-disaster and anticipating climate change. This would include conservation easements, zoning to remove and prevent building in high hazard areas, and other best management practices in watershed management.	County & city planning Depts. County and city Engineering/stormwater and natural resource dept./floodplain managers County/City Elected Officials Consultants from CO DOLA/OEM CSU Institute for the Built Environment, Construction Management, Architecture & Engineering Depts.	

Table 2: Larimer County Project Identification Matrix

Additional Projects

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Front-Range Food System Study	Health & Social, Economic, Community	Y	Identify gaps in current vs. ideal future state of system, considering land use planning, water, economic policy, workforce development	Dept. of Ag. CSU (?) Food Cluster	
Resilient Power for Critical Facilities	Infrastructure, Economic, Health & Social	Y	Develop redundant back-up power systems, possibly via renewable energy (solar, wind) for critical facilities to keep those facilities operational and avoid outcomes of displaced or decreased workforce and increased social/health stress.	Municipalities (PRPA) Schools (as community gathering places) Governor's Energy Office	Define "critical facilities" Schools—feasible? Redundancy already included for Ft. Collins critical facilities? <ul style="list-style-type: none"> • Light and power • Water treatment • Water reclamation
Stagecoach Trail Bridge	Community, Health & Social, Infrastructure, Economic	N	Replace the dysfunctional culvert crossing of the Little Thompson River at Stagecoach Trail with a clearspan bridge to improve the resilience of the sole access point to homes for 200 full-time residents.	Larimer County and local/private landowners	Form a Private Improvement District to pool funds?
Competitive Broadband	Infrastructure, Economic	Y	Repeal HB2005-152 and support county-wide development of broadband	CO Muni League & local gov'ts (legislative liaisons)	

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Emergency Action Plans for Dams	Infrastructure, Community	Y	Approve and implement emergency action plans for county dams to better prepare response agencies and the community for an array of potential dam related emergencies.	County/State Feds	Only “high hazard” dams require EAPs. What requirements exist or could be adopted for others?
Critical Infrastructure Choke Point Identification	Infrastructure, Community	Y	Identify potential weak or choke points in infrastructure; develop mitigation strategies and/or education for emergency response and community members.	CDOT County/City transportation dept.	
US34 Permanent Repairs between Estes Park and Loveland	Infrastructure, Economic	Y	Completing the US34 project will “harden” the roadway and provide additional transportation redundancy to Estes Park.	CDOT & local gov’ts	In progress

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Little Thompson Floodplain Rehabilitation	Watersheds and Natural Resources, Infrastructure	Y	Restore the natural flow of the Little Thompson River, stabilize the streambed, and repair infrastructure in ways that best fits the profile of the floodplain to mitigate against future flood events and provide clearer, more stable water resources in the future.	River Coalition Conservation Districts Little Thompson River Restoration Coalition Bureau of Reclamation Army Corps of Engineers FEMA City/County Floodplain managers	
Affordable Housing Through Use of High Rises in Designated Areas	Housing, Economic, Infrastructure	Y	There is a current moratorium on height restriction. By allowing increased building heights in designated areas, housing density and housing stock can be increased in key locations, maintaining the local tax base, reducing traffic and addressing population growth in realistic ways.	County & Local comp plan updates Real Estate companies Investment Groups or venture capitalists	Increase density to increase affordability Don't limit to housing Coordinate with transit-oriented development Don't enact 2 + you plan-limits Develop "tiny house" community

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Sustainable/Solar Tour of Homes	Housing, Economic	Y	As part of the American Solar Energy Associations national event in October, host a Larimer County sustainable/solar homes tour to educate residents about the options and opportunities available.	No Co Renewable Energy Society (NCRES) PVREA Fed/local grant programs/rebates CSU Extension Home Builders Association COSEIA? (CO solar Energy Industry Association)	Include wind turbines
Increase Frequency of CERT Training	Community	Y	Community Emergency Response Team trainings are currently being offered in Larimer County once a year; increased frequency of training would benefit everyone. These trainings train people at the neighborhood level to prepare for and help each other in disaster.	County & Municipalities (Energy Management, risk management, etc.)	More publicity through HOAs, road associations, etc.

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Regional Governance Project	Community, Infrastructure, Watersheds and Natural Resources, Housing	Y	Form a Council of Governments to coordinate regional issues such as infrastructure, housing, watershed management, etc.	Led by Larimer County North Front Range Metropolitan Planning Organization	See PPACG (El Paso County) for example. Form a Regional Transportation Authority?
Landowner Watershed Restoration Support	Housing, Watersheds and Natural Resources,	Y	Facilitate landowner restoration of waterways through creation of a toolkit of watershed restoration techniques, sponsored fieldtrips to see restored sites, permitting information, and sponsorship of a watershed restoration group. Through focus on education and support, on the ground, positive restoration will be fostered at relatively low community cost.	Watershed coalition CO Water Conservation Board ??	

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Connecting Wildfire Restoration/Mitigation to Energy Development	Watersheds and Natural Resources, Economic	Y	Link forest thinning projects to biomass reuse opportunities. This will support forest restoration/mitigation projects which in turn will reduce the potential for catastrophic fires while providing economic benefits such as alternative energy sources and workforce development.	Colorado State Forest Service CO Wood Forest Industry Forestry Service Providers NRCS & Watershed coalitions/Alliances Larimer County Natural Resources Private Enterprise	
Re-educating the Businesses and Workforce of Tomorrow	Economic, Community	Y	Rethink, remake and reintroduce old industries to young students to give them different alternatives to traditional education and jobs. This could help youth avoid unworkable college debt, develop and retain a workforce ready for the future, and reinvent old industries in dynamic, new, competitive ways.	Municipalities, private sector, junior colleges, high schools, alternative high schools, middle schools	

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Complete the North Front Range Workforce Development Plan	Economic	Y	Under new federal legislation, local workforce Boards must develop a workforce plan for their region. This plan would identify business needs, existing skills, and educational programs as well as developing a vision and goals for the future.	Workforce boards and staff	
The Poudre Runs Through It	Watersheds and Natural Resources	Y	This existing program, which uses historical flood events as learning opportunities for ways to improve watershed plans, can serve as a case study for replication in other Larimer County communities. Lessons from this program have included the value of preserving open space and recreation areas as floodplain buffers and how to secure the built environment from floodplain impacts.	Colorado Water Institute	Be sure to emphasize <u>all</u> considerations that include Poudre River as an amenity and a resource and a public safety improvement. I would suggest this project description far oversells what this group is/can do. It also casts this as the primary group on the Poudre. I suggest “support all major collaborative groups on Poudre to encourage system-wide mgt/success.”
Know Your Housing Rights	Housing, Health and Social	N	Create a renter education, community outreach and advocacy program for current renters around what their rights are as tenants.	Housing Authorities	Include info & training for home ownership opportunities.

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Net Zero Energy Housing Program	Housing, Community, Infrastructure	Y	Work with FortZED to establish net-zero energy/water/waste neighborhoods to be used as shelter-in-place locations. Shelter-in-place using islanded neighborhoods allows for fewer evacuations and more sustainable use of resources.	City of Fort Collins (Fort ZED partner)	<ul style="list-style-type: none"> Isolation of islands from grid (safety/line loss) Other source of energy Complexity of tying different sources together
Regional Economic Development Plan	Economic	Y	Collaboratively — with engagement from Larimer County, Weld County, and Larimer County localities and municipalities — develop a regional economic development plan for Larimer County. This will include defining how and where the county wants to grow, and will consider/incorporate municipal and county zoning and land use. This will coordinate and align economic development activities in the county and create a long-term plan and vision for creating a resilient, robust and responsive economy.	<p>County gov't commissioners</p> <p>City Gov't (City Council)</p> <p>Local Chambers of Commerce</p> <p>Economic Development organizations</p> <p>Community groups including neighborhood, environmental orgs</p>	

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Building Out Economic Sector Partnerships	Economic	Y	Continue existing sector partnerships, adding in resiliency conversations, and launch new partnerships, such as energy and agriculture. These can bring industry, education, workforce and economic development together to address regional, sector-wide challenges and opportunities.	Local; embrace new ideas and change	
Innovative Land-Use Planning	Economic, Community	Y	Allow for diversity in growth management and economic resiliency while supporting and protecting our natural environment. Include agricultural land protection where this doubles as floodplain and natural resource protection.	Regional and by jurisdiction	<p>Emphasize relationship between land use & transportation</p> <p>Emphasize prudent floodplain preservation and management</p> <p>economic incentives/tax credits for ag/open space</p>

Project	Resiliency Sector Addressed	Regional Benefits?	Project Description	Project Owner	Comments
Disaster Response Bike Competition	Community	N	Host a cargo-bike emergency-response competition where cyclists compete to deliver supplies in a hypothetical disaster setting. Engages the community in a fun event while raising awareness about both hazards and risk cycling as an alternative transportation option.	FC Bikes Bicycle coop Local gov't	This seems to me an idea or sub-plan of the community outreach project
Address vulnerabilities across the integrated water production, distribution system & wastewater facilities system (system-Wide Approach)			Generate chlorine onsite to keep operations when treatment plants are cut off		

Roadmap to Resiliency

Participants worked in small groups to develop the outline of a plan for making the vision, goals, and strategy a reality. The group considered the following questions.

Leadership and Collaboration

1. How will **existing organizations** be leveraged to support ongoing resiliency actions in the community?
2. What **new approaches** to coordination/governance may be needed?
3. Who will take the lead?

Capacity Building

1. What **three actions** can the community take **now** to immediately enhance resiliency?
2. What **funding avenues** might the community explore to finance resiliency actions?
3. Who will take the lead?

Community Engagement

1. How will **ongoing public outreach and education** be used to empower the community to move toward resiliency?
2. What strategies to support **vulnerable populations** will be used?
3. Who will take the lead?

Leadership and Collaboration

1. How will **existing organizations** be leveraged to support ongoing resiliency actions in the community?

Participants developed the following recommendations:

- Identify the organizations to participate, including those in this meeting and others who may not be here. These organizations would include school, faith-based organizations, community organizations, and businesses, especially large employers who can communicate with large numbers of people. Identify the comparative advantage of special contribution each organization brings to the network
- Create a distributed network of these organizations
- Create opportunities for these networked organizations to work together in resilience actions to share knowledge and build lessons learned
- Search for funding opportunities to encourage active network function
- Gain support from local governments

- Engage insurance companies, who are proactively engaged in hazard mitigation
2. What **new approaches** to coordination/governance may be needed?
 - Foster shared responsibility in leadership, increased cooperation across jurisdictions including making agreements
 - Create incentives for non-government organizations to participate
 - Learn from examples of other disasters around the country
 - Take a long term role instead of short term, with minimal grant funding
 - Organize periodic resiliency network meetings every six months or once a year
 - Brand resiliency in Larimer County – come up with a slogan to keep people thinking about resiliency
 - Colorado Counties Inc. and Colorado Municipal League make resiliency an agenda item
 - Encourage state involvement in education, funding, and information sharing to give meetings and exercises more importance
 3. Who will take the lead?
 - Regional Resiliency Steering Committee, led by the Office of Emergency Management

Capacity Building

1. What **three actions** can the community take **now** to immediately enhance resiliency?
 - Identify existing Memoranda of Understanding, Mutual Aid Agreements and other cross sector and cross jurisdictional agreements, and create new ones to promote collaboration and integration
 - Build on existing efforts and groups
 - Expand CERT training for community members
 - Develop funding mechanisms
 - Address policy deficiencies at FEMA and the State that constrain resilient recovery
 - Educate government and citizens in hazard mitigation
 - Create a public relations or marketing campaign to instill confidence, trust and capacity
 - Create curricula for use in schools on preparedness and resiliency
2. What **funding avenues** might the community explore to finance resiliency actions?
 - Corporate sponsorship
 - Federal, state, and private grants

- License plates
 - Sales tax
 - Existing local government budgets, as a staff function
 - Incentives from property insurance companies for risk reduction measures by property owners
 - Colorado Conservation Exchange payments for ecosystem services
 - New fees or taxes to discourage development or occupation of high risk areas
 - CSU Extension to develop education curricula
3. Who will take the lead?
- Resiliency Committee with high level decision makers or their designates
 - Emergency Management
 - Commissioners and Municipal Leaders
 - Specific interests per sector

Community Engagement

1. How will **ongoing public outreach and education** be used to empower the community to move toward resiliency?
- Use the many outreach and education programs already going on – CERT programs, utility bills, social media, service providers, faith communities (especially for non-English speaking communities), large employers, VOAD, CSU Extension, schools, community organizations like 4-H, flyers in grocery stores and pizza parlors, CSU athletic events (Go Rams), HOAs, city and county web sites.
 - Since people are already inundated daily by messages, have a menu of options
 - Avoid jargon like “resiliency” and “fragility,” translate messages to be relevant for each community
2. What strategies to support **vulnerable populations** will be used?
- Identify champions specific to vulnerable groups – senior citizens, handicapped, monolingual, etc.
 - Use resiliency ambassadors to address specific neighborhoods and vulnerable groups
 - Modify delivery methods for hard to reach parts of the county, especially where cell phone coverage is not reliable
 - Explain the importance of stresses as well as shocks. Include the every day shocks and stresses, not just the worst case scenarios
 - Engage with organizations that provide support to vulnerable populations
 - Engage people in multiple languages, including braille and sign language
 - Go door to door for vulnerable populations
 - Use mascots, symbols, slogans to make resiliency recognizable
 - Share stories

3. Who will take the lead?

- Larimer Connects
- CSU Office of Engagement and Extension
- VOAD
- Interfaith Council
- United Way 211
- Resiliency Committee
- Insurance Companies
- National Park Service

Process Overview

At the end of the day, participants were asked to share their insights regarding the local resiliency planning process, as well as their impressions regarding the Charrette format. The following are comments as expressed by participants.

Charrette Structure and Format:

- It got a little confusing at times, especially in the groups in the afternoon. Better definition of terms and information on what is already available at state level (resources, funding) would help.
- Good – perhaps assigned seating at the beginning would have been good to make sure there was diversity of expertise at each table.
- Excellent – broke the group up multiple times, kept it flowing and generated a lot of good dialogue.
- Open discussion and groups were good.
- Facilitators did a good job. I think the World Café format worked well.
- I wasn't part of Charrette #1 – so I didn't know if I would have anything to offer today. It was well laid out and I was able to contribute.
- Good for facilitating involvement by all in attendance.
- I liked all the interaction with others than sharing a summarized version
- It was facilitated efficiently and effectively
- Perfect
- Excellent

Charrette Content:

- On point
- Good – important topic
- Very informative and thought provoking
- Overall very good
- Excellent

- Significant for many agencies and even for the individual
- Some questions are too broad, or words are used in a manner that leaves us unsure what the question is, e.g., how are organizations going to be “leveraged”?
- Good – brief overview of Charrette #1. Good questions and prompts
- Lots of great ideas, committee was well prepared and time was well used

Lessons Learned:

- Some good ideas came out on public information-branding-marketing. Regional planning/cooperation and dissolving bureaucratic barriers is crucial.
- It takes a while to get in the groove and “speak the language” of resiliency. I didn’t attend the first Charrette and didn’t have a chance to review the draft report. Committee brought me up to speed quickly.
- I was challenged to think about sectors where I don’t have expertise – but we did have people at our table who did have that knowledge.
- Need to keep the focus on the myriad shocks, not just weather events and flood and fires.
- How complicated it can be to establish a unified system with a streamlined process.
- This will take a great deal of time, money and effort, but it is very worth continuing.
- Might want to invite some people from organizations such as water districts not part of municipalities or power or gas providers such as PRPA, Tri-State and Xcel Energy.
- Think outside the box.
- Challenging – still seems some important stakeholders missing.

Suggested Next Steps:

- I think it’s a great effort and is well organized for a pilot program.
- Please send revised draft of framework so we can share and get more suggestions.
- Make sure all participants receive a copy of the Larimer County Resiliency Framework.
- Finalize the plan, solicit further input if needed, and keep moving forward.
- Continue to facilitate all organizations as possible to ensure all motivations have a say in the overall process and scope.
- At some point the plan needs to be shared with multiple layers of the organizations that put it together. What good is a plan if only 1-2 people in the organization are aware of it but no one else knows?
- The project list seems to me – it is good – but I feel like there is still much more to identify and pursue for projects. I’d expect more sector identified projects and solutions.

- Reconvene this group for 2 hours to highlight the tenets of the plan when it's finalized. Encourage us to share the results and spread the word.
- I know there is a lot of work to be done, but people tend to run out of gas towards the end. A half day format may be more productive.
- Looking forward to results of process and next action steps.

General Comments

The Charrette also solicited general comments via a form that participants could submit at any time in the process. The following are the comments received.

- Some stresses are listed as categories, not the actual stress (e.g., ecosystem services)
- Projects should be listed by “primary sector” and evaluated for scale (something that should be scaled up/incorporate more stakeholders).
- What is the purpose/goal of this study? To build a framework, yes, but beyond that? Who holds the reins? Without a (non-jurisdictional, non-partisan) committee to oversee this it feels like this will fall back to each agency or municipality to deal with on an individual basis. Wondering where this leads....
- Section 1 (“Resiliency...”). Damage statistics from 2013 floods – is this for Larimer County or Front Range wide? I think the numbers are substantially too high and based on very early data not revised more accurate numbers. Larimer County was one of the hardest hit and losses were hundreds, not thousands. Same issue under flooding page 3.6, where data is off ten-fold.

Next Steps

Information generated at Charrette #2 will be used to revise the Larimer County Local Resiliency Framework. There will be a session to review the revised draft in November. The initial draft will be available for review and comment prior to that session.

Attachments

- 1 Agenda
- 2 Sign-In Sheets
- 3 Shocks and Stresses Worksheets
- 4 Sector Strategies Worksheets
- 5 Roadmap to Resiliency Worksheets

Attachment 1 Agenda

Time	Activity
8:30 – 9:00	Sign In
9:00 – 9:30	Introduction and Review of Charrette #1 Key Themes
9:30 – 10:15	Shocks, Stresses and Vulnerability Validation
10:15 – 10:30	Break
10:30 – 12:15	Vision, Goals and Strategies Validation
12:15 – 12:45	Working Lunch
12:45 – 2:45	Roadmap to Resiliency Work Session
2:45 – 3:15	Roadmap to Resiliency Report Out
3:15 – 3:30	Wrap Up and Next Steps

Attachment 2 Sign-In Sheets

Larimer County Charrette #2: Local Planning Process October 14, 2015					
Name	Title	Organization	Phone	Email	
1 Beth Sauder	Social Sustainability Director	City of Fort Collins	970-221-6752	bsauder@fcgov.com	
2 Matthew Lincullen	Planner	E+E	503-248-5600	m.lincullen@eere.com	
3 Katie Delmonico	Admin. Assist.	CDPO	720-415-3094	katie.delmonico@state.co.us	
4 Karen Schneiders	Planner	CDOT	970/350-2172	Karen.Schneiders@state.co.us	
5 HOWARD BAILY	SECURITY/EMERGENCY MGT. SPECIALIST	RECREATION	970-962-9355	HBAILY@USOR.GOV	
6 Erin Hengeler	Environmental Regulatory Specialist	City of Fort Collins	970-416-2320	ehengeler@fcgov.com	
7 Brent Newbanks	LT - Police	City of Loveland	970-962-2219	brent.newbanks@cityofloveland.org	
8 Holly Linderholm	CDOT/PA Ops	Mudbur Eng	720-837-5412	hlinderholm@mudbur.org	
9 Karl Barton	Senior Planner	City of Loveland	970-962-2721	karl.barton@cityofloveland.org	
10 Rusty McJawle	Assistant County Engineer	Larimer County	970 498 5730	RMEDANIE@LARIMER.ORG	
11 Abby Bigner	Env. Planner	City of FC	970-221-6317	ABigner@fcgov.com	
12 Lou Cardova	Supervising Crew Chief	CFE LSP	970-217-6033	lcardova@fcgov.com	
13 Jill Oropeza	Watershed Specialist	Co FC	970-568-6808	joropeza@fcgov.com	
14 Jim Meyer Lee	Reg Epidemiologist	Larimer Co Dept Health & Comm	970 498 6786	jmmeyerlee@larimer.org	
15 Sarah Blanchard	Housing Development	DOLA doc w. watershed	303-864-741	sarah.blanchard@state.co.us	
16 Dawn Hagan	volunteer	Little Thompson watershed	303-823-6303	LTHagan@gmail.com	
17 Jane Hyde	Deputy Director	CRCo	303-866-3720	jane.hyde@state.co.us	
18					
19					
20					

Larimer County Charrette #2: Local Planning Process October 14, 2015					
Name	Title	Organization	Phone	Email	
18* Laura Emerson	C-Chair	BTRRC	910-586-3267	lemerson@frii.com	
19* Christine Cornelison-Spight	Admin Tech	City of Loveland	970-962-3314	christina.cornelison@cityofloveland.org	
20* Waverly Klaw	Long-term Reporting Planner	DOLA	303-864-7756	waverly.klaw@stada.co.us	
21* Eric Fried	Building Official	Larimer County Community Dev.	970-498-7705	efried@larimer.org	
22* SHIRLA RICE	TLVFD Treasurer	CLVFD	702-245-4497	treasurer@CLVFD.ORG	
23* Gloriv Magrum	Exec Director	House of Neighborhoods	970-667-4439	magrum@housenew.org	
24* Boyd Lebeda	District Forester	Glo. State Forest Service	970-491-8445	boyd.lebeda@ad.state.or.us	
25* April Gatchius	Town Manager	Timneth	970-224-3211	agatchius@timneth.gov.co	
26* Chris Wolf	EM Spec	FT Collins OEM	970-46-8859	cwolf@ftcollins-fire.org	
27* Ken Sampley	Fort Collins Water Utility Manager	FT Collins	970-224-6021	ksampley@ftcollins.com	
28* Jen Shandah	Fort Collins	"	218-8858	jshandah@ftcollins.com	
29* Michael Marsman	Disaster Coordinator	United Way	970-407-7026	marsman@unitedway.org	
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Larimer County Charrette #2: Local Planning Process October 14, 2015					
	Name	Title	Organization	Phone	Email
30	Jordan McCormick	Golf Superintendent	City of Loveland	962-3451	Jordan.McCormick@cityofloveland.org
31	Michelle Stalker	Technical Specialist	City of Loveland	962-3566	Michelle.Stalker@cityofloveland.org
32	Jeffrey Baring	Resource Specialist	Larimer Co.	970-619-4569	jbaring@larimer.org
33	Missy Peters	Town Clerk	Town of Timpanah	970-234-3211	mpeters@timpanahgov.com
34	Karen Crumbaker	Extension Agent	ESU Extension	970-498-6003	kcrumbaker@larimer.org
35	Tim McCallough	Light Power Manager	City of Fort Collins	970 416 2622	timccollough@fcgov.com
36	Jen Knapp	Exec Dir	CPRLW	970 222 5754	jenk@prucheconsulting.org
37	David Jessup	Gen. Partner	Seban Dale Ranch	970-481-8342	davidj@sylandale.com
38	Lon R. Hedges	OEM Director	Larimer County	(303) 654-3214	hedgeslr@co.larimer.co.us
39	Joel Max	OEM Deputy	Larimer County	970-556-1279	maxjc@co.larimer.co.us
40	Molly Mills	EVWC Coordinator	Estes Valley Watershed	970 552	molly.mills@evwcwatershed.org
41	Gen Paul-Pare	ADIF. Comm. Dir.	CSU	970 215 3741	Gen.Paul-Pare@colorado-state.edu
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Attachment 3 Shocks and Stresses Worksheets

Larimer



LOCAL RESILIENCY PLAN LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET		
Date: Group Members:		
MAJOR SHOCKS		MAJOR STRESSES
FIRE	Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose)	AGING POPULATION
FLOOD		AFFORDABLE HOUSING
DROUGHT	What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?) Vulnerable populations & fragile businesses first to suffer, reduction in support services, where do displaced people go	INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS
BLIZZARD/ EXTREME COLD	What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?) Aging infrastructure may be more impacted Droughts-floods-fires all interrelated - can cripple utilities Rising cost of energy & water due to regulation Good- long-term resiliency - talking about it Gap-immediate financial resources The lack of process around funding smaller disasters	ECOSYSTEM HEALTH
<u>Cyber Failure</u>		<u>Economic Conditions</u>

LOCAL RESILIENCY PLAN LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET		
<p>Date:</p> <p>Group Members:</p>		
MAJOR SHOCKS		MAJOR STRESSES
<p>FIRE FLOOD AFTER FIRE</p> <p>FLOOD ACCESS ISSUES MUDSLIDE / LANDSLIDE</p> <p>STRESSOR (NOT A SHOCK) DROUGHT / EXTREME HEAT</p> <p>FIRE POWER OUTAGES - VULNERABLE POPS WATER / FOOD</p> <p>BLIZZARD/ EXTREME COLD ACCESS ISSUES UTILITY DISRUPTIONS SUPPLY CHAIN MGMT</p> <p>HAZARDOUS MATERIALS SPILL CONTAGION TRANSPORT / FIXED</p>	<p>Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose)</p> <p>What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?)</p> <p>GEOGRAPHIC IMPACTS SOCIO-ECONOMIC IMPACTS EMERGENCY SERVICES STRESSORS</p> <p>FLOOD + TRAIN DERAILMENT OCCURRED IN 1997 FLOOD - CUTS OFF ACCESS</p> <p>What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?)</p> <p>TRANSPORTATION - LIMITED ACCESS LIMITED PUBLIC TRANSPORTATION (MULTI-MODAL TRANSPORTATION DOES NOT EXIST)</p> <p>RAIL INCIDENT COULD CUT URBAN AREAS IN HALF - SPACIAL DISTRIBUTION OF RESOURCES + SUPPLIES</p> <p>LOTS OF COMMUNITY STRENGTH, NGO RESOURCES</p> <p>DECENTRALIZATION OF RESOURCES IS NEEDED TO ENSURE ACCESS</p>	<p>AGING POPULATION</p> <p>AFFORDABLE HOUSING</p> <p>INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS</p> <p>ECOSYSTEM HEALTH DEGRADATION</p> <p>ECONOMIC HEALTH - ECONOMIC SHIFT - HIGH UNEMPLOYMENT</p>

* MAIN POINT
ACCESS + SUPPLY CHAIN
MGMT ISSUES

LOCAL RESILIENCY PLAN LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET		
<p>Date:</p> <p>Group Members:</p>		
MAJOR SHOCKS		MAJOR STRESSES
<p>FIRE</p> <p>FLOOD</p> <p>DROUGHT</p> <p>BLIZZARD/ EXTREME COLD</p> <p><u>Disease Outbreaks</u></p> <p><u>Terrorist Events/Mass Violence Events</u></p>	<p>Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose)</p> <p>What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?)</p> <p>- Dependent on situation</p> <p>- At risk populations (seniors, rural) most affected</p> <p>What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?)</p> <p>- Bureaucratic processes/red tape that hinder progress on recovery efforts</p> <p>- Displacement of</p> <p>- Connectivity of communities/communities not connected/</p> <p>- phone trees</p> <p>- translation services</p> <p>- rural w/ less access to communication services</p>	<p>AGING POPULATION</p> <p>AFFORDABLE HOUSING</p> <p>INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS</p> <p>ECOSYSTEM HEALTH <i>Imbalance</i></p> <p><i>Disconnected communities (language, rural-communication)</i></p> <p><u>Economic Engine Fragility</u></p> <p><i>Climate Change (frequency of events)</i></p>

LOCAL RESILIENCY PLAN LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET		
<p>Date: Oct 14, 2013</p> <p>Group Members: Holly L., Jeffrey B., Lou C., Michelle S., Karen (COT), Rusty M., Jen K.</p>		
MAJOR SHOCKS		MAJOR STRESSES
FIRE	<p>Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose)</p> <p>Shocks: terrorism, environmental spill/disaster, disease</p>	AGING POPULATION
FLOOD	<p>stresses: economic fails/ OTH needs/aging infrastructure</p> <p>Population growth & impacts to nat. res. & infrastr.</p>	AFFORDABLE HOUSING
DROUGHT	<p>What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?)</p> <ul style="list-style-type: none"> • LMI / vulnerable = most impacted; second language issues • cultural communication issues; also people with disabilities need language + cultural communicators • some shocks can ripple regionally (floods → highway; drought → affects food supply; fire → water supply) • shocks can also ripple over time & have lasting impacts 	INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS
BLIZZARD/ EXTREME COLD	<p>What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?)</p> <p>exacerbate: mobility needs of aging pop'n; pop'n</p> <p>social networks / community structure</p> <p>lessen: more prepared populace (from gov't to indiv level)</p> <p>• good notification system & good emerg response</p>	ECOSYSTEM HEALTH
OTHER	<p>- terrorism</p> <p>- environmental spill/disaster</p> <p>- disease</p>	
<p>broadly: reducing any stresses will reduce neg impacts of shocks</p> <ul style="list-style-type: none"> • policy/codes/zoning to reduce vulnerability to shocks • education / preparedness 		

 	
LOCAL RESILIENCY PLAN LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET	
Date: Group Members:	
MAJOR SHOCKS	MAJOR STRESSES
<p><i>Other table - cyber failure</i> <i>Public health</i></p> <p>FIRE</p> <p>FLOOD <i>Lack of infrastructure redundancy</i></p> <p>DROUGHT <i>+ water issues</i></p> <p>BLIZZARD/ EXTREME COLD</p> <p><i>Railroad Hazardous Spill</i> <i>I-25</i></p>	<p><i>Land Use decisions - Politics</i> <i>Wildfire</i> <i>Property Rights vs Science</i> <i>Floodways</i></p> <p>AGING POPULATION <i>other: Economic shifts</i></p> <p>AFFORDABLE HOUSING <i>Second home populations in high risk areas</i> <i>Energy companies raising customer to off grid; Raise prices to remaining customer</i></p> <p>INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS <i>Frothing ban -</i> <i>Commutes to work - dependence on energy</i> <i>no trains to get to Denver</i></p> <p>ECOSYSTEM HEALTH <i>↓ water supply = population growth</i> <i>dwindling agriculture</i> <i>Lack of infrastructure redundancy</i> <i>Water Quality - Stds increased by govt.</i> <i>Regional Problem</i></p>
<p>Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose) <i>Timnath only transportation alternate if I-25 closed down</i></p> <p>What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?) <i>ie. Timnath - (or any small town near I-25)</i> <i>If providers were stretched pre-disaster no capacity to expand in response</i> <i>water issues + drought</i> <i>NEWCO, cities of Greeley/Ft Collins</i> <i>ie High Park fire switched to CBT water [Redundancy] from Poudre water</i> <i>People are always surprised when it happens to them - even tho they know better</i></p> <p>What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?) <i>Invest in green infrastructure to provide high quality heat to provide</i> <i>Pressure from property insurance companies - Fire Codes</i></p> <p><i>Forest health - Co Conservation Xchange demo on Poudre private land</i> <i>Fuel reduction, Firewise - driven by moth Pine Beetle</i> <i>High Park</i></p>	

LOCAL RESILIENCY PLAN

LARIMER COUNTY SHOCKS AND STRESSES WORKSHEET

Date:

Group Members:

MAJOR SHOCKS

MAJOR STRESSES

<p style="text-align: center;">FIRE</p> <p style="text-align: center;">FLOOD (Dam Failure)</p> <p style="text-align: center;">DROUGHT</p> <p style="text-align: center;">"extreme weather" BLIZZARD/ EXTREME COLD</p> <p style="text-align: center;">Heat</p> <p style="text-align: center;">Tornado Terrorism (dams, pipelines) HazMat (train, truck, crude by rail)</p> <p style="text-align: center;">Pandemic</p>	<p>Are these the right core shock and stresses to highlight? (You can add one shock and one stress to expand each list if you so choose)</p> <ul style="list-style-type: none"> - Need mutual aid agreements - Desire is there but collaboration + mechanisms need - People are willing to take the risk <p>Fire + Flood + Ecosystem Health = More Runoff, Water Quality, Public Health</p> <p>What happens when these shocks and stresses combine? (Who is most impacted? How does this ripple out to the larger community?)</p> <p>Flood (Dam Failure) + Individual Preparedness = Challenge around outreach and secure information</p> <p>Recession + Housing - no building = lack of supply</p> <p>Flood + Affordable Housing - low cost land in hazard zones</p> <p>What existing conditions exacerbate or ameliorate impacts of combined shocks and stresses? (How do those most impacted cope and recover? What support/services/resources are available? Where are there clear gaps?)</p> <ul style="list-style-type: none"> - water - use need access to gray water for landscaping and non drinking uses - competing interests - Tourism can be impacted by all of this - Community takes regional approach to planning 	<p>Immature Systems for Coordination</p> <p style="text-align: center;">AGING POPULATION</p> <p>Increased Growth</p> <p style="text-align: center;">AFFORDABLE HOUSING</p> <p>- homelessness</p> <p style="text-align: center;">INDIVIDUAL AWARENESS AND DISASTER PREPAREDNESS</p> <p>Recession / Depression (shock?)</p> <p style="text-align: center;">ECOSYSTEM HEALTH</p> <p>Aging Infrastructure Inadequate (not keeping up w/ demand)</p> <p style="text-align: center;">* Availability of Fresh Water</p>
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could be a stressor


- cascading impacts


- need for better coordination of natural resource management

- one man's resiliency is another's challenge (conflicting goals agriculture vs. water quality, water rights)


Attachment 4 Strategies Worksheets


Larimer

 <div style="display: inline-block; text-align: center;"> <p>②</p> <p>COMMUNITY SECTOR</p> <p>DRAFT STRATEGY WORKSHEET</p> </div>		<p>LARIMER COUNTY</p> <p>DATE: Oct 14, 2015</p> <p>GROUP MEMBERS: Jeffrey B, Holly L, Rusty M, Lou C., Jen K.</p> <p>Add additional new strategies or notes on back of sheet.</p>
Draft Strategy	Comments/Revisions	Related Project Ideas
C1. Work to shift cultural norms toward increased connection, interdependence, risk awareness and preparedness	<ul style="list-style-type: none"> define connection better: social & physical (roads, IT etc) connection interdependence needs refining - 	
C2. Foster a customized approach for development in Larimer County that allows for different types of conversations and exploration of different available options, including balancing needs for housing, transportation and employment.	<ul style="list-style-type: none"> phrasing is unclear Maybe: create innovative development that integrates housing, trans'n, employment etc.. 	
C3. Scale emergency management both up and down <u>integrate and regionalize current emergency management systems, and also develop neighborhood-based Community Emergency Response Teams to provide education, prevention, and support, particularly for vulnerable populations.</u>	<ul style="list-style-type: none"> "integrate and regionalize ... vulnerable populations" are tasks define what scaling means; are we talking about IGA's or IC centers or mutual aid agreements 	<ul style="list-style-type: none"> establish mutual aid agreements in advance of high priority threats; agreed upon communication plan & improve communication systems for remote areas
C4. Provide more support to formal and informal community leaders (e.g., emergency services, fire departments, faith-based community).	<ul style="list-style-type: none"> this sounds like a task for C1 	
C5. Develop a county master plan tailored around community wants and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas <u>and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas.</u>		
C6. Incentivize sustainable development.		<ul style="list-style-type: none"> pass ballot measures to support funding key sect dev needs (increase Energy efficiency; remove housing from high risk areas)
C7. Work to strengthen + maintain relationships among multi-sector teams (Emergency Resp, plus other affected jurisdictions, + Com. ER Teams etc).	<p>NOTES</p>	<ul style="list-style-type: none"> maybe have a county level Resilience coordinator need some purpose that keeps network working together

 COMMUNITY SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
C1. Work to shift cultural norms toward increased connection, interdependence, risk awareness and preparedness		
C2. Foster a customized approach for development in Larimer County that allows for different types of conversations and exploration of different available options, including balancing needs for housing, transportation and employment.	Not clear as written.	
C3. Scale emergency management both up and down—integrate and regionalize current emergency management systems, and also develop neighborhood-based Community Emergency Response Teams to provide education, prevention, and support, particularly for vulnerable populations.	Plan EM systems to actual risks w/in a community (Emergency Mgmt.)	
C4. Provide more support to formal and informal community leaders (e.g., emergency services, fire departments, faith-based community).	How? What is more? Definitely want to support. + provide proactive training.	
C5. Develop a county master plan tailored around community wants and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas, and needs that proactively places development where the community wants it and limits development in high-risk, hazardous areas.		
C6. Incentivize sustainable development.	What does "sustainable development" mean to the audience? ?	
C7. Foster a culture of volunteering & local involvement.	Should be added to a strategy so it remains on the table + recognized.	

NOTES

 ECONOMIC SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: 10/14/15 GROUP MEMBERS: Chris Wolf, Brent Newbanks, Howard Bailey, Katie Bioner, Tim McCollough, Christina Add additional new strategies or notes on back of sheet. Corbelison - Spight
Draft Strategy	Comments/Revisions	Related Project Ideas
E1. Diversify the economy beyond a few large employers such as the university and government.	Develop tools & incentives for small & mid-size businesses, both new & existing. Develop Develop more collaboration	
E2. Develop alternative career paths that build on different work and education experiences, and the policy initiatives to support them.	More collaboration with educational entities, small & large Connecting students & local businesses for internships & opportunities	
E3. Assess 'laborshed' migration patterns to understand job locations vs. housing vs. transportation, where job growth is occurring, workforce housing needs, etc.	Understanding & anticipating trends & being responsive to these changes & communicate with the workforce so they can adapt	
E4. Foster communication and collaboration between groups already focused on economic issues in the county.		
E5. Promote local production and storage of energy to enhance source diversity, create jobs, increase energy redundancy and modularity, and protect against the potential economic impacts of grid failure.	Additional collaboration Supplement & incentive to make more affordable Efficiency & demand management Vague	
E6. Address vulnerable populations as part of economic responsibility.		
E7. Change cultural perceptions around jobs, debt, and the meme that "good" jobs require a college education, etc.	(belief) Goes back to what we said in E2 Internships, job shadowing among Middle school & HS students	
NOTES		

 ECONOMIC SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: Oct 14, 2015 GROUP MEMBERS: Karen, Rusty M, Lou C, Holly L, Jeffrey B, Jen K Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
E1. Diversify the economy beyond a few large employers such as the university and government.	Should be about sustaining & maintaining current levels of diversity; system is fairly diverse now;	
E2. Develop alternative career paths that build on different work and education experiences, and the policy initiatives to support them.	→ this sounds like project idea for CI for a wide range of economic classes	- more youth ap apprenticeship opportunities & partnerships with businesses
Foster development of low communities with life, work, play balance E3. Assess 'laborshed' migration patterns to understand job locations vs. housing vs. transportation, where job growth is occurring, workforce housing needs, etc. → this is a task Foster good land use, transportation development	• this is phrased as an assessment but not a strategy ("assess" as opposed achieved) • we know cost/affordable housing is driving people farther from their work	• do assess laborshed patterns • change landuse codes to facilitate novel & affordable housing (tiny homes, mvmt, high density infill develop etc.) • increase diversity, innovative, reliability of transportation networks.
E4. Foster communication and collaboration between groups already focused on economic issues in the county.	• need to make sure collab / comm is sustained + ongoing	
E5. Promote local production and storage of energy to enhance source diversity, <u>create jobs</u> , increase energy redundancy and modularity, and protect against the potential economic impacts of grid failure.	BE unclear purpose: needs clarifying strategy statement; is this a strategy for addressing climate impacts to economy or job diversity or grid maintenance	
E6. Address vulnerable populations as part of economic responsibility. Improve economic stability of vuln. pop's.		
E7. Change cultural perceptions around jobs, debt, and the meme that "good" jobs require a college education, etc.	- this seems almost like a task for E2	
NOTES		



LARIMER COUNTY

DATE:


GROUP MEMBERS:


Add additional new strategies or notes on back of sheet.

Draft Strategy	Comments/Revisions	Related Project Ideas
<p>Enhance and training + education opportunities for</p> <p>HS1. Conduct public education and emergency preparedness and resilience available local, municipal and county services available to county residents and engage the public in a conversation regarding resiliency.</p>	add "engagement" and "empowerment" as concepts in this strategy	
<p>HS2. Sponsor ^{to coordinate} community events and workshops to build skills, identify vulnerable people, and publicize available services.</p>		
<p>HS3. Identify, educate, and empower leaders within ^{Larimer County's} small communities.</p>		
<p>HS4. Develop sustainable safety nets and social services within communities</p> <p>Assure equitable distribution of social services facilities around the county. Assuring redundancy and decentralization</p>	<p>What does this mean?</p> <p>Need programmatic sustainability and resources</p>	Explore alternative provision ^{plans for} of services
<p>HS5. Develop an understanding of how small plans and organizations fit into emergency master planning at the municipal and county level.</p>		Create a clearinghouse of emergency plans and planning efforts
<p>HS6. Assess patient distribution and healthcare and mental health access throughout the county.</p> <p>Ensure residents have access to services</p> <p>Align</p>	<p>To what end is this to be undertaken?</p>	→
<p>HS7. Foster collaborative planning across agencies and sectors, including understanding how organizations and their plans fit into emergency planning at the municipal and ^{county} level.</p>		
<p>HS8. Incentivize connection to basic health and social services through outreach.</p>	who/what are we incentivizing?	


HEALTH AND SOCIAL SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: 10/14/15 GROUP MEMBERS: Chris Velt, Brent Newbanks, Howard Bailey, Katie Boner, Tim McCalough, Christina Cornelison Spight Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
HS1. Conduct public education around emergency preparedness and available local, municipal and county services.	Making it attractive so people will attend & take an interest. Promote & market what is already occurring. More capacity.	Youth Preparedness Initiative - (based on Mississippi's MIPPI)
HS2. Sponsor community events and workshops to build skills, identify vulnerable people, and publicize available services.	Multi-prong approach Partner with local foundations for more funding	
HS3. Identify, educate, and empower leaders within small communities. To do what?	Why just small communities	
HS4. Develop sustainable safety nets and social services within communities. How?		
HS5. Develop an understanding of how small plans and organizations fit into emergency master planning at the municipal and county level.	Outreach & buy-in Being more inclusive Target audiences	
HS6. Assess patient distribution and healthcare and mental health access throughout the county. Who is going to do this?		
HS7. Foster collaborative planning across agencies and sectors.	Think inclusively - invite others to planning efforts, for feedback, etc. @ keep ongoing dialogue outside of planning periods	
HS8. Incentivize connection to basic health and social services through outreach.	Preventative care	

HOUSING SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
H1. Develop ^{regional} region-wide and community-level housing strategies, including...	include H7	Develop understanding of the the housing market dynamics in the region Convene regional conversation about housing, taxes, etc
H2. Scale the development fee system to allow for a diversity of housing options.	combine with H6	
H3. Increase <u>transitional</u> housing available for different populations and needs.	Continue with H6	
H4. Educate new homeowners, particularly in rural or remote areas, about location-specific risks and preparedness best practices.		
H5. Develop the services and policies needed to support <u>aging-in-place</u> . <i>diverse options for our aging population</i>		
H6. Review and change codes to allow ^{and does} co housing, smaller green spaces, mixed housing, and other new, innovative housing options. <i>diverse and</i>		
<i>... Steering</i> H7. Keep housing development out of hazard zones. <i>Better understand</i> <i>Examine what we consider to be hazard zones</i> <i>and how much individual risk we are willing to collectively accept</i>	What risk are we willing to accept?	
<div style="display: flex; justify-content: space-between;"> Subset to H1 NOTES </div>		


 HOUSING SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
H1. Develop region-wide and community-level housing strategies. <i>interrole w/ long range comp planning</i>	<i>is this the right wording? Flesh out what this is. Assess, analyze, holistic, best practices</i> - Address connectivity, plan for growth	
H2. Scale the development fee system to allow for a diversity of housing options.	- addresses financial access but what about education - is this a subsidy? ethical? - equitable and fair	
H3. Increase transitional housing available for different populations and needs.	- broaden - link to services - disabled - permanent supportive housing	
H4. Educate new homeowners, particularly in rural or remote areas, about location-specific risks and preparedness best practices.	What about urban areas? Mountain communities (models for housing practices) (workforce housing)	
H5. Develop the services and policies needed to support aging-in-place.	<u>Access to services</u>	
H6. Review and change codes to allow co-housing, smaller green-spaces, mixed housing, and other new, innovative housing options.		
H7. Keep housing development out of hazard zones.	Is this already happening?	
- How do we connect affordable housing with jobs? - Link to infrastructure, transportation, sidewalks - Housing stock should be able to respond to stocks needs / Aligned w/ community needs - What about planning for intermediate housing (i.e. FEMA trailers) ??		NOTES Educate potential and new homeowners about how to get into a home. Renters - young people


 INFRASTRUCTURE SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
11. Develop emergency action plans for infrastructure failure.		
12. Develop security procedures/systems for critical infrastructure.	*define difference between infrastructure + critical infrastructure	
13. Utilize technology/innovation in infrastructure projects to increase robustness, modernity , and diversity. adaptability		
14. Develop a clear hierarchy of needs in infrastructure repair/upgrade/installation. need more clarification on scope + detail + criteria.	Lots of challenges / controversy. internally needed project prioritization but how does that dovetail with all agencies + political responsibilities (don't leave residences out)	
15. Avoid construction in hazardous areas through land-use planning. Identify infrastructure that exists in hazardous areas and facilitate relocation and/or avoidance of construction in	Avoid construction + identify opportunities to move existing infrastructure out of high hazard areas.	
16. Identify and address key system vulnerabilities.		
17. Incentivize backup systems that support sheltering in place.		
18. Educate the public proactively before disaster about potential infrastructure response and implications. Failure,		

19. Inact policy changes to allow for a Resilient Rebuild from disasters

 <p>INFRASTRUCTURE SECTOR DRAFT STRATEGY WORKSHEET</p>	<p>LARIMER COUNTY ★ Resiliency lens isn't the same for every community or service (i.e. telecom/cell service, rural v. urban)</p> <p>DATE:</p> <p>GROUP MEMBERS:</p> <p>Add additional new strategies or notes on back of sheet.</p>	
Draft Strategy	Comments/Revisions	Related Project Ideas
<p>1. Develop emergency action plans for infrastructure failure.</p> <p><i>This is being done.</i></p>	<p>- Address linkage to community plans</p> <p>- Identify vulnerabilities between systems "systems approach"</p>	
<p>12. Develop security procedures/systems for critical infrastructure.</p>	<p>- Address the continuity side</p> <p>- Address physical and cyber assets</p>	
<p>13. Utilize technology/innovation in infrastructure projects to increase robustness, modularity, and diversity.</p>	<p>- Standards/codes may be roadblocks to solutions</p>	
<p>14. Develop a clear hierarchy of needs in infrastructure repair/upgrade/installation.</p>	<p>Identify sustainable funding</p> <p>- Need redundancy</p>	<p>Funding plan (needs education)</p>
<p>15. Avoid construction in hazardous areas through land-use planning.</p>	<p>- Some Infrastructure may be located close to each other - no redundancy (need to coordinate!)</p>	<p>Ex. Two wastewater plants (different districts) next to each other</p>
<p>16. Identify and address key system vulnerabilities.</p>	<p>- Emergency communications</p>	<p>Policy related to using private facilities to host public assets (i.e. emergency comms)</p>
<p>17. Incentivize backup systems that support sheltering in place.</p>	<p>Need examples. Storage, backup power</p> <p>Support system if isolated/cut off</p>	
<p>18. Educate the public proactively before disaster about potential infrastructure response and implications.</p>	<p>- Family + Individual preparedness</p>	


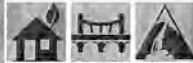
- How do we instill recognition of the 'value' of resiliency in the community
- What is achievable and realistic.
- Develop conduit for emergency comms that can't be compromised
- Evacuation plan (aligned with transportation system and resources and capabilities)



 WATERSHEDS AND NATURAL RESOURCES SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
W1. "Design with nature", including determining inherent and acceptable levels of risk.	<i>(fire, flood, wind, rock slides, etc.)</i>	
W2. Update floodplain maps.	<i>Continue to update (insurance)</i>	
W3. Build relationships and increasing collaboration across jurisdictions for watershed and natural resource planning and management.		
W4. Develop better (flood warning systems) including applications of real-time rain gauging systems.	<i>Develop Better 'Emergency' warning systems (flood, fire, weather, & other natural or man-made disasters)</i>	
W5. Increase forest management, in particular around reducing fuel loads.	<i>+ improving forest health.</i>	
W6. Increase public education around hazard mitigation.		
<i>W7. Where ^{does} water quality, capacity & agriculture fit in? (or added strategy)</i>		NOTES



 WATERSHEDS AND NATURAL RESOURCES SECTOR DRAFT STRATEGY WORKSHEET		LARIMER COUNTY DATE: GROUP MEMBERS: Add additional new strategies or notes on back of sheet.
Draft Strategy	Comments/Revisions	Related Project Ideas
W1. "Design with nature" including determining inherent and acceptable levels of risk. <i>Natural disturbance regimes recurring</i>	<i>Incorporate natural processes such as flood, fire, drought into land use planning + project design while balancing an inherent + acceptable level of risk</i>	
W2. Update floodplain maps. <i>Incorporate into the update process + integrate new maps in our zoning + planning.</i>	<i>W/ other agencies doing the work</i>	
W3. Build relationships and increasing collaboration across jurisdictions for watershed and natural resource planning and management.		
W4. Develop better flood warning systems, including applications of real-time rain gauging systems. <i>Strategically placed</i>	<i>- how does this work with federal agencies</i> <i>- address small towns</i> <i>- long delayed storms, must have rain gauges in many areas</i>	
W5. Increase forest management, in particular around reducing fuel loads. <i>Collaborate + support integrated to forest + a multipronged approach</i> <i>multijurisdictional including zoning, natural firebreaks, soil mitigation, etc</i>	<i>Collaborate + support integrated multijurisdictional forest management to include a multipronged approach including reduced fuel loads, natural fire breaks, soil mitigation, zoning, etc to achieve</i>	
W6. Increase public education around hazard mitigation. <i>Natural Resource Interactions + hazard mitigation</i>		
<i>Should combine proj ideas by region, by topic, by sector.</i>		
NOTES		



Attachment 5 Roadmap to Resiliency Worksheets



Larimer



 <div style="text-align: center;"> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET </div> 	
Date:	
Group Members:	
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency?	<ol style="list-style-type: none"> 1. Collaborative efforts across jurisdictions to discuss issues/identify gaps, needs/ build relationships - Larimer County to convene? Round table specific to sectors, and can come together as needed. 2. Find existing groups, plans, etc - coordinate and learn what's already being done and coordinate better rather than reinventing the wheel. 3. Conduct table-top exercises w/ key people in various jurisdictions.
What <u>funding avenues</u> might the community explore to finance resiliency actions?	<p>- huge challenge - very expensive</p> <ol style="list-style-type: none"> 1. Need to have a grant specialist to find potential funding sources. 2. Expand/enhance relationships with non-profit groups, natural resources groups - to work on fund-raising. 3. Training for FEMA reimbursements to maximize \$ you can get back after a disaster.
Who will take the lead?	<p>→ designate.</p> <p>- Committee w/ high-level decision makers from each jurisdiction - also including experts in each area/sector</p> <p>- Need to keep politicians informed to ensure their support</p>
NOTES	



 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET </div> 	
Date: 10/14/15 Group Members: Errin Katy Jeffery Bryd	
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency? + determine the status of mutual aid agreements - pursue where there are gaps + Review Internet resources resources on preparedness ie ready.gov Larimer County Flood website + Develop capacity to become CERT certified and offer that training + recruit community members <div style="float: right;"> Larimer County Emergency Management Page - Emergency preparedness guide - Newsletter </div>	
What <u>funding avenues</u> might the community explore to finance resiliency actions? + New fees or taxes for people who live in higher risk areas + Development fee for new development in higher risk areas + Investigate corporate or other donors w/ any specific interest in one of the themes (ie Colorado Conservation Exchange)	
Who will take the lead? + Specific interests per sector	
+ Brainstorm outreach ideas ie Twitter	NOTES



 	
LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET	
Date:	
Group Members: Lou C., Chris W., Molly, Jill O., Laura	
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency?	
Develop funding mechanisms thru municipal utilities (checkbox?) ; county prop. tax? bond? Address policy deficiencies (FEMA, State) that prohibit/inhibit resilient recovery (rebuild better than before)	
grants private- public	What <u>funding avenues</u> might the community explore to finance resiliency actions?
	Colorado Conservation Exchange to payment for ecosystem services
Who will take the lead?	
State - Fed - Local Gov't	
FEMA Training	NOTES Resiliency as "preventive medicine" Save \$ in long run

LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET	
	
Date:	
Group Members:	
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency? ① Educate the community about the nature of the threats they face ② Identifying the need that these threats cause ③ show examples of what has worked in the past to make the challenge ^{of} resiliency planning more manageable	
What <u>funding avenues</u> might the community explore to finance resiliency actions? Property insurance companies may provide incentives for property owners that address hazards grants for creating defensible space make sure plans are sufficient to maintain funding eligibility	
Who will take the lead? Boards and other community members	
NOTES	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET </div> 	
Date:	10-14-15
Group Members:	HOLLY, BETH, MICHELLE
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency?	1) EDUCATE GOVERNMENTS & CITIZENS IN RISK MITIGATION. 2) "AMBASSADORS" OF DISASTER PREPAREDNESS GOING TO NEIGHBORHOODS. 3) PR/MARKETING CAMPAIGN TO MAINTAIN MAINTAIN AWARENESS OF THAT WE ARE ALL PART OF A SYSTEM THAT CAN FAIL.
What <u>funding avenues</u> might the community explore to finance resiliency actions?	1) GRANTS & EXISTING BUDGET 2) ?? 3) STATE LEVEL FUNDING & DEVELOPMENT.
<u>Who</u> will take the lead?	1) RESILIENCY COMMITTEE (STATE, COUNTY, CITY) 2) EMERGENCY MGRS 3) STATE OFFICE
NOTES	

LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET	
	
Date: 10/14/15	
Group Members: KEN, KAREN, HOWARD	
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency? 1) HAVE MOU IN THE COUNTY BETWEEN COUNTY/MUNICIPALITIES/DISTRICTS TO ADDRESS COMMUNITY OUTREACH. 2) IDENTIFY AND FINALIZE MUTUAL AID AGREEMENTS.	
What <u>funding avenues</u> might the community explore to finance resiliency actions? 1) COST SHARE BY PARTICIPANTS. 2) STAFF FUNCTION	
Who will take the lead? 1) LARIMER COUNTY EMERGENCY MGMT 2) COMMISSIONERS & MUNICIPAL LEADERS	
NOTES	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET </div> 	
Date:	
Group Members:	CHRISTINA, JORDAN, ERIC, MELISSA
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency?	<ol style="list-style-type: none"> 1) TARGETED PR PROGRAM TO INSTILL CONFIDANCE, TRUST AND ABILITY TO BE RESILIENT. 2) NEWSLETTER, MEDIA KEEPING PEOPLE ^{AWARE OF} OF RISKS AND POTENTIAL MITIGATION AND PROPER BRANDING. 3) CHAMPION, FOSTER NEIGHBORHOOD APPROACH TO PROMOTING RESILIENCY
What <u>funding avenues</u> might the community explore to finance resiliency actions?	<ol style="list-style-type: none"> 1) FEDERAL, STATE & PRIVATE GRANTS. SALES TAX. LICENSE PLATES. 2) CORP SPONSORSHIP. PIGGYBACK ON EXISTING MEDIA/METHODS. 3) STUDENT PROJECTS FOR CU, CSU, AND OTHERS.
Who will take the lead?	<ol style="list-style-type: none"> 1) RESILIENCY COMMITTEE AT THE COUNTY LEVEL (NOT NECESSARILY COUNTY GOV'T) 2) " 3) "
NOTES	

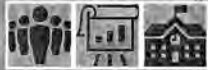

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY CAPACITY BUILDING WORKSHEET </div> 	
Date:	10-14-15
Group Members:	DAWN, GLORIA, LORI, TIM
What <u>three actions</u> can the community take <u>now</u> to immediately enhance resiliency?	<ol style="list-style-type: none"> 1) BUILD MULTI-JURISDICTIONAL EMERGENCY MGMT COLLABORATION. 2) SCHOOL CURRICULUMS THAT FOCUS ON RESILIENCY. 3) BUILDING RESILIENCY AROUND DAILY SITUATIONS TO BETTER PREPARE FOR EMERGENCY SITUATIONS. 4) OFF GRID DAYS TO PREPARE FOR EMERGENCIES.
What <u>funding avenues</u> might the community explore to finance resiliency actions?	<ol style="list-style-type: none"> 1) FUNDED THROUGH COST SAVINGS. 2) CSU & EXTENSION AND OTHER PARTNERS TO BUILD CURRICULUM. 3)
<u>Who</u> will take the lead?	<ol style="list-style-type: none"> 1) CITY/COUNTY EMERGENCY MANAGERS 2) EMERGENCY MANAGERS IN SCHOOL DISTRICTS. 3) RESILIENCY GRANT.
NOTES	





Larimer

LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET	
Date: 10/14 (Larimer)	
Group Members: Jill O. (Ft. Collins), Chris W. (Ft. Collins), Molly M. (EVWC), Lou C. (Ft. Collins), Laura E. (Drake)	
How will the community leverage existing outreach efforts to engage the community around resiliency?	• Booths at events • Churches, grocery stores • Community associations • HOAs • Flyers w/ utility bills (but many only w/ Building departments, etc.)
What specific strategies to empower the community , including vulnerable populations , might be used?	• Build fluency on resiliency. Translate information/new reports, etc. into relevance for community. • Need high-ranking champion to discuss big pic of resiliency. • Need ambassadors (Volunteer corps) to go out and present information and engage in neighborhoods • Engage CERT / expand to serve on community Resiliency • Get info to far-reaching corners of County (internally) ex: Red Feather Lakes...
Who will take the lead?	• Local Communities - need to take initiative • National Park Service -- can they be a resource on training/education??
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• How do we develop quality control/clearinghouse of information? How to <u>coordinate messaging</u> ? Where is it coming from? • How to avoid information overload.	

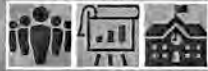

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 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET </div> 	
Date: 10/14 (Larimer)	
Group Members: Christina (Lorlad), Eric (Larimer CO), Milissa (Timnath), Jordan (Lorlad), Karen (CSU extension)	
How will the community leverage <u>existing outreach efforts</u> to engage the community around resiliency?	
<ul style="list-style-type: none"> • App - include empowerment opportunities • Resiliency License Plate (also funding opportunity) • Going into companies/businesses + being part of their safety team meetings (active audience) • Engage Engage public schools (indoctrinate the young!) • 4-H Clubs • Can the Ram can run around w/message (Universities) 	<ul style="list-style-type: none"> • Flyer on pizza delivery boxes • Grocery stores, Starbucks bulletin board • Resiliency beer labels • Resiliency athletic event (run/walk) + booths - mud run
What specific strategies to <u>empower the community</u>, including <u>vulnerable populations</u>, might be used?	
<ul style="list-style-type: none"> • Make it personal! Specialize resources • Neighborhood communication • Explain importance of stressors as well as shocks • Engage w/ organizations that provide services to/support vulnerable populations and incorporate message • Provide information in other languages; brail/sign language 	<ul style="list-style-type: none"> • Engage in senior centers on Emergency operation planning • Neighbors assist elderly neighbors in evacuating
Who will take the lead?	
<ul style="list-style-type: none"> • Resiliency committee - get communications person to funnel information • County Community Development Department / Emergency Management ^{play a big role} But will there be pushback if county-led. Needs to be a coalition • Members in each community • Insurance company involvement - would they kick in \$ for education (State farm in Greeley? ^{Eaton}) 	
<div>NOTES</div>	

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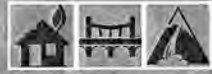
 LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET		
Date: 10/14 (Larimer)		
Group Members: Karen (CDOT), Shiria (Crystal Lake Fire), Ken (Fort Collins Utilities), Howard (Bureau of Reclamation)		
How will the community leverage <u>existing outreach efforts</u> to engage the community around resiliency? Leverage CSU, University organizations		
<ul style="list-style-type: none"> • inundated by messaging, but having a menu of options • Need verbal, visual, tactile • Community centers, major employers • Consider community-specific strategies • Resiliency fair? 	<ul style="list-style-type: none"> • existing Neighborhood/Police meetings can integrate information on resiliency/preparedness • Pastor (integrate resiliency into other meetings on other topics) • Emergency Preparedness fair • Create catchy slogan "Quakes, shakes and you!" need marketing • Engage firms (marketing) to help 	
What specific strategies to <u>empower the community</u>, including <u>vulnerable populations</u>, might be used?		
<ul style="list-style-type: none"> • each community must identify their own needs. Need recognized person in community to drive • Form something similar to Neighborhood watch • Use language that people understand (not resiliency, fragility) • Door to door for vulnerable populations • Find resource for each vulnerable population = senior centers → senior advocacy groups (wheelchairs, etc.) 	<ul style="list-style-type: none"> • Student associations • Chilson, Aztec, community centers • Don't use jargon • translate information into other languages 	
Who will take the lead?		
Incorporate University intern programs in Resiliency Community engagement Tap into Boy Scouts to earn badge for community preparedness Integrate into School curriculum. Start at <u>county level</u> but go locally / tap into above resources. ID community leaders Social Services		
NOTES How do we get people to care? We need to know this in order to tailor community engagement.		

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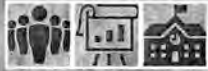

 LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET 	
Date: 10/14 (Larimer) Group Members: Lori Hodges (Larimer); Glorie (Life Center (VOAD)); Tim McC. (Fort Collins Utilities)	
How will the community leverage <u>existing outreach efforts</u> to engage the community around resiliency? <ul style="list-style-type: none"> How to get the community to know what already exists rather than focusing on new. Coordination is key Engage media 	
What specific strategies to <u>empower the community</u>, including <u>vulnerable populations</u>, might be used? <ul style="list-style-type: none"> VOAD <ul style="list-style-type: none"> *Examine Social Capital, how well connected the community is Disability Resource Center in Larimer County Faith-based for non-english speaking Title I schools - 60% low-income schools Adult education (reach multiple cultures) <ul style="list-style-type: none"> Front Range County College - 2-day workshop Center for adult learning Have toolkit of tools to empower people/orgs to help others Mascots/symbols to make resilience recognizable "What's in it for me?" Base around day-to-day activities/what can happen 	
Who will take the lead? <ul style="list-style-type: none"> Someone must lead overall coordination, but need local leaders + need to collaborate. ex. (Larimer Connects) - build connection points within/among communities. 	
NOTES <ul style="list-style-type: none"> Stop talking about the big + the bad; talk about basic stuff that can happen every day Don't want to do CERT anymore because it isn't long-term/no cert teams Diversity of population is big barrier Geographical location Communication barriers (no over way to reach everyone if no cell phones, internet) Television channel? (to disseminate information) 	



 LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET		
Date: Group Members:		
How will the community leverage <u>existing outreach efforts</u> to engage the community around resiliency?		
<ul style="list-style-type: none"> • CERT teams • Faith communities • Large employers • Billboards/digital signs (CDOT) 	<ul style="list-style-type: none"> • Fire Departments/Districts • VOAD • PIOs 	<ul style="list-style-type: none"> • Service
What specific strategies to <u>empower the community</u> , including <u>vulnerable populations</u> , might be used?		
<ul style="list-style-type: none"> • Is there a resiliency week? • Need to brand resiliency. • LETA 4-1-1 - emergency notifications • Resiliency Ambassadors 	<ul style="list-style-type: none"> • Refine campaigns for different populations • Share stories/testimonials • Targeted outreach - need to know how to best communicate • Need to engage with service providers (relaxance/access) 	<ul style="list-style-type: none"> • Still need direct mail • Shelters/Soup kitchens
Who will take the lead?		
<ul style="list-style-type: none"> > Service providers > Communications/Public Affairs Offices • Geo-referenced resources • Web-based/GIS 	"What is resiliency for a specific population?"	<ul style="list-style-type: none"> • United Way / 2-1-1 • Use JIS - network of PIOs • Incorporate into ^{gov't} employee training/awareness
NOTES		
How do we simplify resiliency? How do we make it relevant? Testimonial - What about the 'disconnected'		
<ul style="list-style-type: none"> • Vulnerable communities may be in remote areas • Cultural attitudes 'Code of the West' 		



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 LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY COMMUNITY ENGAGEMENT WORKSHEET 	
Date: Group Members:	
How will the community leverage existing outreach efforts to engage the community around resiliency? YouTube • Mini Grant programs (seedling program) • Libraries! • Local Standard Documents (Annual Reports) - how do we personalize?	
What specific strategies to empower the community , including vulnerable populations , might be used? • Develop County Brand State • Tell individual stories (Linda Masterson) - Good + the bad "Sound bites" • Utilize existing marketing tools to put a face on resiliency • build understanding of local gov's role • Mini grant to incentivize resiliency • Need to get "boots on the ground" with impacted residents • Anniversary dates of hazards • Resiliency site tours	
Who will take the lead? • Identify local champions • Identify hubs and gathering places (libraries, farmers markets, healthcare providers, schools, churches)	
Free is good. Hands on. → Need to understand where people interface ✓ programs and services - modify messaging based on approach	NOTES Non/profits - need to leverage service providers (PIAs need this info). - think beyond day to day communication networks • Need to make it <u>relevant</u> . Challenges • Getting peoples attention • Clear and unified message → from a regional perspective • Conflicting priorities
• Capitalize on the small post disaster windows	



Larimer



 <div style="text-align: center;"> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date:	
Group Members:	
How will existing organizations be leveraged to support ongoing resiliency actions in the community?	<ul style="list-style-type: none"> - all have a stake in becoming resilient; establish a give-n-take of responsibilities to create opportunity for time for support - pooling resources, communicate existing projects to involve multiple organizations,
What new approaches to coordination/governance may be needed?	<ul style="list-style-type: none"> - shared responsibility in leadership, increased cooperation beyond jurisdictions, make agreements to ex have set adjustments in going beyond jurisdictions, eliminate fears of asking for assistance through communication. - incentives for non-governmental agencies to have/participate in resiliency planning
Who will take the lead?	<ul style="list-style-type: none"> - resiliency regional steering committee
NOTES	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date:	
Group Members:	
How will existing organizations be leveraged to support ongoing resiliency actions in the community?	<i>Continue the conversation of current participants, who are the existing organization, identifying + fostering upstart movements, leverage distributed networks, new collaborations such as</i>
What new approaches to coordination/governance may be needed?	<i>Multiple jurisdictional EMI program (white paper for elected officials), diversity of options + accepting of create the culture of preparedness (start in schools) Leveraging older/existing technologies for communication (rehabilitating)</i>
Who will take the lead?	<i>EMI organizations then others depending on need/topic/subject</i>
NOTES	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date:	
Group Members:	
How will existing organizations be leveraged to support ongoing resiliency actions in the community?	<p>Schools - put together materials on how to be prepared, faith groups, community organizations on how to spread the word. Bring people involved together to build relationships. Using large employers to reach residence also, HOAs, apartment complexes</p>
What new approaches to coordination/governance may be needed?	<p>"What if" at the residential level. Interactive methods to reach each person (use large employers) Active shooter/violent attack training.</p>
Who will take the lead?	<p>community OTH + local govt</p>
NOTES	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date: Group Members:	
How will existing organizations be leveraged to support ongoing resiliency actions in the community? <ul style="list-style-type: none"> • Identify who the "existing organizations" are • Define different components of resiliency and then figure out organizations that fit the different components • Insurance agencies funding proactive mitigation efforts (pro active) 	
What new approaches to coordination/governance may be needed? <ul style="list-style-type: none"> • Look @ examples of disasters around the country and learn from them. How can they be implemented here • More cross-jurisdictional partnerships in place before disasters • Social Media • Ongoing exercises for preparedness • LONG TERM ROLE RATHER SHORT TERM W/ MINIMAL GRANT FUNDING 	
Who will take the lead? <ul style="list-style-type: none"> • Emergency management → Steering Committee ER • Emergency management • VOLUNTEER GROUPS 	
<div>NOTES</div> <p>Planning, Response (ER), Recovery, mitigation</p>	

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date: Oct 14, 2014 Group Members: Jen S, Rusty, Karl, Karen, Jen K	
<p>How will existing organizations be leveraged to support ongoing resiliency actions in the community? - 1- identify the organizations</p> <ul style="list-style-type: none"> • they need to be asked to participate (may not know they are part of resilience build) • create opportunity for organizations to network/participate in resilience actions & sharing knowledge & building lessons learned for future emergency/community needs. • leverage universities - organizations did right point in time for leveraging their skills 	
<p>What new approaches to coordination/governance may be needed?</p> <ul style="list-style-type: none"> - based on lessons learned, develop MoUs for shared response/recovery roles in advance of next disaster and identify new/secure funding sources. - Ongoing meetings like this one w/ key stakeholders every 6 months or year - Come up w/ a slogan to keep people thinking about resiliency - A "BRAND" - share info through new means. Church, Universities, Boy Scouts, Chamber of Commerce 	
<p>Who will take the lead?</p> <p>Lori, Emergency Management Group - Maybe a steering committee comes out of this group</p>	
<ul style="list-style-type: none"> • MoUs b/w government agencies • Community groups (Chambers of commerce, etc.) 	NOTES

 <div> LOCAL RESILIENCY PLAN ROADMAP TO RESILIENCY LEADERSHIP AND COLLABORATION WORKSHEET </div> 	
Date:	10/14/15
Group Members:	Jeffrey, Errin, Kary, Boyd
How will <u>existing organizations</u> be leveraged to support ongoing resiliency actions in the community?	<ul style="list-style-type: none"> Funding opportunities that would bring organizations together to form partnership Increase capacity of volunteerism Gain support from leadership in local government (managers, elected officials) Awareness to community (both public & private sector) leaders
What <u>new approaches</u> to coordination/governance may be needed?	<ul style="list-style-type: none"> ONGOING FORUM ON resiliency discussions (once or twice a year) CCIE & CML make resiliency an agenda item Have more involvement from state - education & funding & information sharing <ul style="list-style-type: none"> will give meeting/exercise more importance/credibility Increase education in school system to teach kids
Who will take the lead?	Steering Committee
	<div>NOTES</div> <ul style="list-style-type: none"> How to get public interested & involved How do get peoples attention - social media, ad campaigns