

Cultural Responsiveness & Inclusion Strategic Plan for the Boulder County Parks & Open Space Department



Final Report | March 31, 2021

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Executive Summary

In February 2020, [Trestle Strategy Group](#), in collaboration with [Colorado Language Access & Cultural Experts \(CLACE\)](#), was awarded a contract by [Boulder County Parks & Open Space \(BCPOS\)](#) to develop the Cultural Responsiveness & Inclusion Strategic Plan (CRISP), designed to foster greater engagement of the Boulder County Latinx community in the full range of opportunities available through BCPOS.

The purpose of the CRISP is to add a **cultural responsiveness and inclusion lens** to **ALL** that BCPOS does, with an initial focus on increasing participation and engagement with the Latinx community. To develop the CRISP, the Trestle team focused the project approach on three main areas of work that informed each other:

- **Research:** the team reviewed 11 BCPOS visitor reports and surveys, and performed an extensive search and review of more than 75 relevant literature references on the use of public spaces by typically underrepresented communities, Latinx participation in various place-based recreation or entertainment venues, Latinx media consumption, factors affecting levels and types of participation, and how the nature of the design of a program (e.g. language used, presence of culturally relevant themes, etc.) plays a role in the extent and types of participation among Latinx.
- **Outreach and Engagement** with BCPOS staff and management and Latinx partners and leaders: these activities were at the core of the CRISP development. We had multiple opportunities to learn from and collaborate with BCPOS staff (staff questionnaire, facilitated discussions) and invite and co-create with Latinx partners (outdoor experiences, partner workshops).
- **Project Management:** Throughout the project, we met regularly with BCPOS project manager, the CRISP working group, and the management team (BCPOS director and division managers), to provide updates on the project progress, gather feedback from BCPOS, and co-create the best project approach to fit the needs of the department and adapt to the COVID-19 context.

Throughout this process, a number of themes emerged to make BCPOS programs, services, amenities, and facilities more welcoming, inclusive, and culturally responsive. We have grouped these findings into three categories of recommendations:

- A. Partnerships & Co-Creation: Co-creating** with the Latinx community means sharing power and jointly designing programs, services, amenities, and facilities, using a culturally responsive approach. This will result in BCPOS programs and services that engage the cultural values, interests, and practical needs of the Latinx community.
- B. Communication & Outreach:** To be effective, the BCPOS communication and outreach plan should be **custom-designed and co-created with the Latinx community** to reach relevant audiences (e.g. families, youth, and seniors) with clear bi-cultural and bilingual messaging, using specific media channels, social networks, and community organizations.
- C. Economic Opportunities & Organizational Change:** Job, contracting, purchasing, and leasing opportunities need to be made available to everyone in order for **BCPOS to look like the community**. In addition, organizational change - while the most difficult part of the CRISP mission - must remain a constant and continuing effort and will require time, a recognition of the longstanding inequities in American society, the willingness for self-examination and commitment to Equity, Diversity, and Inclusion, and the courage to embrace the change and do things in a new way.

This page summarizes the CRISP goals and objectives by category. In the report we provide short-, mid-, and long-term strategies for the implementation of the CRISP, along with evaluation measures for each of the objectives.

Recommendation Categories	Goals	Statements	Objectives
<p>A. Partnerships & Co-Creation</p> 	<ul style="list-style-type: none"> Substantially increase Latinx participation and engagement with BCPOS through the development of relationships and partnerships with the Latinx community. Co-create programs, services, amenities, facilities, and resources with the Latinx community, and share power with the Latinx community to accomplish CRISP because it can't be done by BCPOS alone. 	<p>Like all cultural groups, Latinx experience daily life through the lens of their values, life, language, knowledge, and social context. These factors are of central importance for POS in developing relationships, partnerships, and planning welcoming and effective experiences that will engage Boulder County's Latinx community. Co-creating with the Latinx community means sharing power and jointly designing programs, services, amenities, and facilities, using a culturally responsive approach. The result will be BCPOS programs and services that engage the cultural values, interests, and practical needs of the Latinx community.</p> <p>This is one of the key steps for BCPOS to become more culturally responsive and for CRISP to be successful.</p>	<p>A.1. Understand the Latinx Community Build staff's cultural competence by understanding the values, identities, strengths, challenges, and barriers of an individual and/or community from their own perspective.</p> <p>A.2. Develop Partnerships, Share Power with the Latinx Community, and Use Asset Mapping Rely on the Latinx community and partners to develop mutually beneficial relationships.</p> <p>A.3. Enhance Community Training & Volunteering Opportunities Use small steps, pilot projects to determine which training, internship, or volunteer programs are of interest to the Latinx community.</p> <p>A.4. Develop an Explicit, Co-creative, and Culturally Responsive Planning and Design Process Plan for each step of a public user contact with a BCPOS program or service, starting with website information, media, signage at BCPOS sites, facilitation, etc., with consideration of the anticipated participants.</p>
<p>B. Communication & Outreach</p> 	<p>Develop an effective communications and outreach strategy for Latinx engagement in Parks & Open Space experiences and opportunities.</p>	<p>An effective approach to communication and outreach begins through working directly with Latinx experts and leaders who can help with co-creating with the Latinx community. The Latinx community responds in relation to their levels of acculturation, English-language proficiency, media use, and relationships with community organizations and social networks. Communication and outreach should be custom-designed to reach relevant audiences (e.g. families, youth, and seniors) with clear bi-cultural and bilingual messaging using specific media channels, social networks, and community organizations.</p>	<p>B.1. Target Communication to Specific Latinx Audiences Customize communication and outreach to each population segment; also recognize that in-person communication is the most effective technique.</p> <p>B.2. Transcreate Messages Establish a culture of bi-cultural and bilingual messages that reflect both Latinx cultures and heritage and BCPOS values and opportunities.</p> <p>B.3. Implement Communication and Outreach Dedicate resources and work with partners to reach out to the Latinx community and demonstrate commitment to EDI and CRI.</p> <p>B.4 Gather Latinx Community Feedback and Evaluation Use guidance from the Latinx community and take into consideration their feedback.</p>
<p>C. Economic Opportunities & Organizational Change</p> 	<ul style="list-style-type: none"> Develop hiring, contracting, purchasing, and leasing practices that support EDI and result in Latinx participation as staff, contractors, tenants, and vendors. Develop staff awareness, skills, and competence to support the department's EDI goals. Put an effective organizational structure in place to embrace the changes needed for CRISP. Commit necessary staff and resources to the CRISP initiatives and staff development. 	<p>It is more important than ever before that BCPOS staff looks like the community and staff develop their competence in EDI work. With a diverse mix of minds, backgrounds, and experiences, BCPOS staff can work together within an inclusive work environment to more effectively serve the entire community. It is also imperative that contracting, purchasing, and leasing opportunities are made available to everyone in our community. By doing so, companies and individuals can share their skills, knowledge, labor, and products and reap the financial benefits.</p> <p>Organizational change will be the most difficult part of the CRISP mission to address and this challenge must remain as a constant and continuing effort. Real change takes time, a recognition of the longstanding inequities in American society, the willingness for self-examination and commitment to Diversity, Equity, and Inclusion, and the courage to embrace the change and do things in a new way.</p>	<p>C.1. Update Hiring Practices & Economic Opportunities (Purchasing, Contracting & Leasing) Commit to staff, tenants, and contractors diversity by valuing diverse backgrounds, origins, and experiences in the hiring and selection processes.</p> <p>C.2. Provide Staff Training and Development Change the department's culture by promoting CRISP as a department wide effort and the responsibility of all staff.</p> <p>C.3. Commit Internal Resources and Revise BCPOS Organization to Remove "Silos" Commit sufficient internal resources to the CRISP initiative to support real change, including the development of cultural competence and skills, the allocation of sufficient funding, and the effective integration and collaboration between divisions.</p> <p>C.4. Seek External Funding Complement internal resources with external grants or contributions, and use this as an opportunity to build partnerships.</p> <p>C.5. Implement the CRISP Recommendations and Assess Its Progress Recognize that implementing the CRISP recommendations will take time, long-term commitment, and the need for regular review and renewal of the CRISP.</p>

Introduction

In February 2020, Trestle Strategy Group, in collaboration with Colorado Language Access & Cultural Experts (CLACE), was awarded a contract by Boulder County Parks & Open Space (BCPOS) to develop the Cultural Responsiveness & Inclusion Strategic Plan (CRISP), designed to foster greater engagement of the Boulder County Latinx community in the full range of opportunities available through BCPOS.

This report provides:

- A Project Background section providing the CRISP mission statement and some information on BCPOS and the Trestle team.
- A Project Approach and Methodology section.
- Summaries of Research and Outreach & Engagement Activities.
- Recommendations for the CRISP.
- An Overview of Evaluation Issues.

In addition, the [CRISP Short-Term Action Plan](#) provides a brief overview of the CRISP project, and details the short-term strategies (1-2 years) to achieve the CRISP goals and objectives. The Short-Term Action Plan could be used as a stand-alone document and included with other BCPOS documentation (such as staff onboarding materials) to demonstrate BCPOS's commitment to cultural responsiveness and inclusivity.

Project Background

From the start of the project, BCPOS identified the following goals for the CRISP:

1. Help the Parks & Open Space department better understand the needs, desires, and experiences of underserved communities, focusing on the Latinx community, as they relate to parks and open space.
2. Begin to create pathways to those communities and discover ways to build better, lasting relationships within the communities.
3. Recommend strategies to fit the vision and insights of the CRISP into the day-to-day work of all Parks & Open Space staff.

At the beginning of the work, BCPOS developed this Mission Statement for the CRISP:

Through the CRISP process, BCPOS will work alongside Latinx community members, staff, and experts to **co-create a new vision and strategy** for our programs, services, and activities to ensure that they are **welcoming, inclusive, and responsive** and provide **more equitable access** to BCPOS services, programs, and resources for all.

BCPOS will strive to leverage existing relationships, identify new opportunities for collaboration, and demonstrate responsiveness to the community in order to increase capacity and become a trusted partner. In addition, CRISP will provide a roadmap for internal and external inclusive practices related to work culture, outreach methods, and implementation of actions for all BCPOS work groups.

Ultimately, it is our hope that the CRISP project will serve as a model for Boulder County as well as other communities and results in a lasting, productive, and on-going partnership with the Latinx community.

Note: This project consisted in developing a Strategic Plan with a focus on the Latinx community, which will serve, if successful, as a model for engaging other marginalized and underserved communities in Boulder County.

Parks & Open Space Department

Mission

The Parks & Open Space Department's mission is **to conserve natural, cultural, and agricultural resources** and **provide public uses** that reflect **sound resource management and community values**.

Goals

1. To preserve **rural lands and buffers**.
2. To preserve and restore **natural resources** for the benefit of the environment and the public.
3. To provide **public outreach, partnerships, and volunteer opportunities** to increase awareness and appreciation of Boulder County's open space.
4. To protect, restore, and interpret **cultural resources** for the education and enjoyment of current and future generations.
5. To provide **quality recreational experiences** while protecting open space resources.
6. To promote and provide for **sustainable agriculture** in Boulder County for the natural, cultural, and economic values it provides.
7. To develop **human resources** potential, employ **sustainable and sound business practices**, and pursue **technological advancements**.

For more information about Parks and Open Space, please visit their [website](#). In addition, you can find the Parks and Open Space organization chart (as of March 8, 2021) and a description of the specific responsibilities of each of the 9 divisions of BCPOS in [Appendix 1](#).

Trestle Strategy Group's Team

To work on the incredible opportunity that this project represented, Trestle Strategy Group put together a team of experts with complementary skills, each dedicated to addressing issues of equity and inclusion for Boulder County's Latinx community, as well as the many other diverse members of our community.

The chart below shows the Trestle team configuration.

**Marina LaGrave**

Cross-Cultural Communications Expert
Community Engagement Specialist
Colorado Language Access & Cultural Experts

**Robert L. Russell**

Researcher
Expert Evaluator
Colorado Language Access & Cultural Experts

**Danica Powell**

Strategist
Community Builder
Trestle Strategy Group

**Marine Siohan**

Project Manager
Community Engagement Specialist
Trestle Strategy Group

For more information on the Trestle team member's backgrounds and experience, please refer to the [Appendix 2](#).

The Importance of the CRISP

We know that nature provides us with a wealth of benefits; an outdoor experience benefits our physical, mental and social well-being; nature can bring people together – farmers, families, community groups, people from different walks of life; experiences in the outdoors also link us to our history and cultural heritage and our spiritual values. And yet, even though Boulder County has tremendous open space resources and opportunities, some of us do not have access to it or feel included and welcome, even though they should. **The CRISP initiative is about supporting the quality of life that Parks & Open Space provides for everyone by providing a cultural responsiveness and inclusion lens to all BCPOS does.**

From stewarding natural, cultural, agricultural, and recreational resources to leading educational and volunteer programs to providing a variety of related services for the public, BCPOS presents opportunities for all of us to experience the beauty, awesome power, and ultimately, the central value of nature to our lives, through outdoor experiences, education, job and business opportunities, or the use of agricultural properties. BCPOS facilities can support family and community celebrations and events. Latinx youth can find opportunities for experiences in programs, as volunteers, or get job experiences and ideas for careers through internships.

But the mere existence of these wonderful outdoor spaces and opportunities is not enough. There are many factors that impede the access of the Latinx and other marginalized communities to these spaces. These factors can include a simple lack of awareness of these outdoor spaces or the associated opportunities, but also include the experience of not feeling welcome, not feeling a sense of belonging, not having enough time, and many other factors. This **lack of access** for the Latinx community, the reasons for it, and what BCPOS can do about it are the reasons for this initiative.

While BCPOS has much to do to address this lack of access, the county had the foresight to **address this issue head on** and to realize that addressing the issues of diversity, equity, and inclusion (EDI) can't simply be addressed by hiring one diverse staff member who is tasked with solving the problem or in fielding a few targeted programs directed at the community.

In our work with BCPOS during the past few months, we have found the staff to understand they have much to do and to recognize that both internal and external changes are needed. A handful of temporary, public facing activities or events will not do. As you shall see in this report, BCPOS has embraced a **comprehensive approach** by developing the internal foundation for change while taking steps to commit to long-term changes including sustainable partnerships with the Latinx community, sharing power with the community, and working towards making all aspects of BCPOS resources and programs accessible to all.

A Note on the Term “Latinx” and Intersectionality

The term Latinx is [gaining traction](#) but is mostly used by activists, students, and academics, in an effort to be gender and LGBTQ inclusive. In fact, many Hispanic and Latino Americans [don't necessarily identify with the term](#), and it is not a term that is used in Spanish.

However, in addition to being gender inclusive, the term Latinx acknowledges the multi-racial and multicultural nature of the Hispanic community, which is very diverse and far from monolithic. It encapsulates over 20 countries throughout the Americas. For example, one individual can identify as indigenous, Mexican, and American, all at once. This brings us to the importance of [intersectionality](#) and the need to recognize that multiple identities can apply to one individual. Understanding intersectionality can also help us understand social inequalities, forms of oppression, and socio-cultural perspectives.

Thus, for the purposes of this report and the CRISP work, and for a lack of a term that would be more universally recognized, we will be using the term “Latinx” in an effort to be as [inclusive](#) as we can. BCPOS, however, acknowledges and respects that not everyone will connect with this term and welcomes community members and individuals to define themselves.

*Keep in mind that **language holds the power to unite or divide**. In order to make every member of the community feel accepted, make sure to ask which is the term of preference (Latinx, Latino, Hispanic, Mexican American, other?) to show respect while being appropriate and inclusive.*

Acknowledgements

We would like to express our profound gratitude to all that have been involved in the development of this plan and showed support and interest, and in particular:

- **Ernst Strenge**, Senior Planner in the Resource Planning Division, who served as the BCPOS project manager for the CRISP and as a member of the CRISP Working Group, and has been incredibly helpful, attentive, and organized. It was a real pleasure to work with Ernst over the last year.

- The other CRISP Working Group (WG) members, for their stewardship, pertinent questions and ideas, and commitment to doing the work. The WG includes 10 volunteers from different work groups and divisions within the BCPOS department:
 - **Bevin Carithers**, Chief Park Ranger, Resource Protection Work Group, Resource Management Division
 - **Pascale Fried**, Supervisor, Education & Outreach Work Group, Resource Management Division
 - **Renata Frye**, Administrative Coordinator, Public Information & Engagement Work Group, Director's Office
 - **Carrie Inoshita**, Business Analyst, GIS & Technology Work Group, Resource Planning Division
 - **Brigitte Klaube**, Administrative Lead Tech, Administration Work Group & Division
 - **Laura Larson**, Director, CSU Extension - Boulder County
 - **Mary Olson**, Landscape Architect, Project Management & Design Work Group, Recreation and Facilities Division
 - **Lisa Steele**, Real Estate Assistant, Real Estate Work Group & Division
 - **Tim Zych**, Project Coordinator, Project Management & Design Work Group, Recreation and Facilities Division
- Our fantastic Latinx and community partners, for their leadership, generosity, and constant dedication to their community:
 - **Montserrat Alvarez Matehuala**, Latino Outdoors Colorado
 - **Perla Delgado**, Executive Director, "I Have A Dream" Foundation of Boulder County
 - **Alma García**, Youth and Family Services Program Coordinator, City of Boulder
 - **Bianca García**, Program Coordinator, Latino Outdoors Colorado
 - **Virginia Garcia Ovejero Pivik**, Communications Consultant, Spokesperson, TV & Radio Productions, Journalism
 - **Mara Mintzer**, Co-Founder and Program Director, Growing Up Boulder
 - **Fernando Piñeda-Reyes**, Chief Executive Officer, CREA Results
 - **Alejandra Spray**, Business Development Manager - Community Engagement, Mortenson.

The CRISP development was a collective effort, as much as the CRISP implementation will be from BCPOS as a department and BCPOS staff as individuals.

Thanks for reading,

Danica Powell
Founder & Owner
Trestle Strategy Group

Marine Siohan
Project Manager
Trestle Strategy Group

Marina LaGrave
Founder
CLACE

Robert Russel
Consultant
CLACE

Project Approach and Methodology

The Trestle team has taken a holistic approach in the research and engagement activities conducted for the project:

- First, there is a wealth of research and practice on the challenges faced by organizations aiming at equitably serving marginalized communities such as Latinx. This has provided one rich source for defining important issues and effective strategies for addressing these issues.
- Second, community outreach and engagement is another critical element of the background work. The goals of the CRISP noted the importance of understanding the “lived experiences” of Latinx. The only route to understanding these personal and community experiences is through direct engagement with the community.
- Third, the project engaged directly with BCPOS staff and leadership to better understand perspectives of those working within the organization and to assess the strengths, weaknesses, and opportunities of BCPOS. This has provided starting points for recommending the work that BCPOS needs to undertake to be successful addressing the challenges of better engaging with the Latinx community.

Against this background, the project approach focused on three main areas of work:

- **Research:** The first step of the project included reviewing existing documentation and research on the use of public spaces by typically underrepresented communities, Latinx participation in various place-based recreation or entertainment venues, Latinx media consumption, factors affecting levels and types of participation, and how the nature of the design of a program (e.g. language used, presence of culturally relevant themes, etc.) plays a role in the extent and types of participation among Latinx. In addition, the Trestle team put together an “Awareness Session” to provide BCPOS staff with additional contextual elements on Latinx families, culture, values, traditions, customs, and challenges. The analysis of foundational documents published by BCPOS (visitor studies) and the review of literature, along with the “Awareness Session”, provide a foundational knowledge base to guide BCPOS efforts to address EDI and suggest guidelines for effective EDI practices in BCPOS amenities, resources, and planning.
- **Outreach and Engagement:** Outreach and engagement with the Latinx community and leaders, partners, and BCPOS staff were at the core of the CRISP development. Unfortunately, due to the COVID-19 pandemic, the project team had to adapt to a virtual environment and to implement an iterative approach in working with both the community and staff, that relied mostly on online meetings and on some smaller, ad hoc in-person “experiences” (more details are provided in the next section). Nevertheless, we had multiple opportunities to learn from and collaborate with BCPOS staff (staff questionnaire, core group facilitated discussions) and invite and co-create with Latinx partners (outdoor experiences, partner workshops).
- **Project Management:** Throughout the project, we met regularly with BCPOS project manager Ernst Strenge, the CRISP working group, and the management team (BCPOS director and division managers), to provide updates on the project progress, gather feedback from BCPOS, and

co-create the best project approach to fit the needs of the department and adapt to the COVID-19 context. This ensured strong and consistent communication, shared expectations, and effective collaboration. It has truly been a pleasure to work with all of the BCPOS staff involved in the project, and we really hope the CRISP will be a useful tool for the department to become more culturally responsive, diverse, equitable, and inclusive.

The following diagram illustrates the iterative approach to each of the three areas of work that we used, each informing the others and the final CRISP recommendations. In particular, the research and outreach and engagement activities provide a foundation of understanding and awareness for every BCPOS staff member engaged in this work.



How to Use This Report

All research, outreach, and engagement material, including meeting agendas and notes, slide decks, and reports, have been grouped together in three pdf documents for ease of access. Please click on the following links to access the different “intermediate” project deliverables:

1. [Research Deliverables](#)
2. [Outreach and Engagement Deliverables](#)
3. [Project Management Deliverables](#)

Direct links to research references and project reports will be provided throughout this document. Readers will be able to access the original planning documents, research, and other resources that contributed to the findings and recommendations provided in the CRISP. In this way, readers can learn more about the many topics discussed in this report, use the information to guide follow-up CRISP planning, and to provoke critical thinking about the recommendations. We hope that this report provides a foundation of understanding and awareness for every staff member, so that all staff can contribute to the successful launch and ultimate success of the CRISP.

The work that went into the preparation of the CRISP is only a first step for BCPOS. Taking the time to review the materials developed through this process and presented herein will help staff become more aware of the diversity of the Latinx community and better understand the strengths and value of partnership building and co-creation. Likewise, reviewing the deliverables will also help staff better understand and grasp the final recommendations of this report and find a way to implementation, ultimately moving the department closer to the cultural responsiveness and inclusivity outcomes they desire, both through internal and external work. In this way, the CRISP provides a road map for BCPOS to better understand the Latinx community, build relationships, and take specific actions in the next several years.

Summary of Research

For the CRISP initiative, two summaries of research were developed. The first, Review of Foundational Documents, is a review of a series of surveys, conducted primarily by BCPOS, of visitors to BCPOS properties. The second is a wider ranging Literature Review of a variety of research studies and surveys that looks at Latinx demographics, culture, language, media use, and factors influencing Latinx use of parks and outdoor spaces. Summaries of these two reports, along with an Overview Brief of Boulder County Latinx and an Awareness Session providing information on Latinx cultures, follow.

BCPOS staff should use these research findings as tools and resources to develop their awareness and understanding of the Latinx community, and as they begin to develop partnerships with and co-create experiences and resources that are designed to increase the engagement of Latinx in BCPOS.

Findings from the Review of Foundational Documents

Surveys included in the review of Foundational Documents assessed Latinx visitor attitudes towards their experiences on BCPOS properties. A total of fourteen studies were reviewed. Most focused on BCPOS; two focused on larger regions including Boulder County. While these surveys included a few selected findings from participating Latinx, only two of the surveys assess attitudes of the Latinx community and these only address the opinions of Latinx community members who already visit BCPOS or other parks (i.e., one survey is regional and not confined to BCPOS).

The full Foundational Document analysis report that provides a summary of each document can be found [here](#). The reports are publicly available and were provided to us by BCPOS; for ease of access all the reports can be found [here](#).

The key findings are that:

- Latinx visitation to BCPOS was less than half their proportion of the overall population. For example, in the 2015 visitation study, 6% of visitors identified as Latinx, whereas in the Boulder County Census, 14% of the overall population identified as Latinx.
- Latinx who did visit BCPOS visited about as frequently and for many of the same reasons as the general population.
- Latinx compared with non-Latinx visitors reported participating in higher levels of children's activities, picnicking and grilling, and sports.
- With respect to amenities, a large proportion of Latinx recommended more shelters, more picnic tables, more grills, more canopies, and more facilities such as playgrounds for children.
- Most Latinx visitors go to BCPOS by car.
- While Latinx respondents identified a variety of barriers to visiting open spaces/parks, few were rated as strong barriers and a relatively low proportion of respondents indicated an inability to overcome them.
- Latinx reported that their communication needs included information on maps, trails, open hours, and rules and regulations, with interest also expressed in educational signage and that bilingual signage was preferred.

In the two surveys that focused on Latinx who did visit BCPOS or other outdoor spaces, the findings may be considered valid for only those who visit and are not representative of the great majority of Latinx who don't visit. In brief, these surveys did not address some important questions:

- Why don't a great majority of Latinx community members visit county open space or participate in educational or volunteer programs?
- What experiences, programs, and amenities would Latinx non-visitors like BCPOS to provide?
- What are the most effective ways to communicate BCPOS resources, programs, and experiences to Latinx community members who do not currently visit county open space or participate in educational or volunteer programs?
- What other ways do members of the Latinx community want to engage with BCPOS, including through agriculture, stewardship of resources, or job opportunities?

Research Literature Review

To provide a foundational knowledge base about Latinx for the CRISP, the Trestle team conducted an extensive search of relevant research literature, surveys, and reports. This information can guide BCPOS efforts to address EDI in the planning and implementation of amenities, resources, programs, and services. The report presents a variety of relevant data from across the nation, followed by a focused look at data on Boulder County's Latinx community. While there is great diversity among Latinx communities across the country, there is significant research on outdoor experiences, health issues, and other topics that can inform the CRISP recommendations.

Below is a summary of the Research Literature Review, that highlights its key findings. The full report can be found [here](#). In addition, the Literature Review was presented to BCPOS staff during a webinar on October 7, 2020 (see a screenshot of the Q&A portion of the webinar to the right); you can watch the webinar recording [here](#).



Latinx Demographics

Latinx are the largest ethnic/cultural group in the US, comprising nearly 20% of the US

population. Demographic forecasts project that the Latinx population will continue to grow larger. Within the next 20 years, whites will comprise less than half of the US population, with the balance comprised of Latinx, African-Americans, and other ethnic/racial communities.

Latinx are, on the average, younger and their families larger than for other major US racial/ethnic groups. The future trend for families in all groups is to decrease in size, although Latinx are projected to still have larger families through the next two to three decades.

There is great diversity within the Latinx community in the US. While nearly $\frac{2}{3}$ of Latinx are Mexican by origin/cultural background, Latinx come from over 20 countries throughout the Americas. Latinx of Cuban or Puerto Rican origin are the next largest groups. (*Note: Puerto Ricans are not immigrants.*)

The proportion of Latinx in the population across the 50 US states varies, with large concentrations in areas such as Florida and greater New York. The highest proportion of Latinx reside in **Western and Southwest states**. However, in recent years, the Latinx population has grown at greater rates in states such as Georgia, North Carolina, and midwestern states throughout the United States.

Latinx Identity, Culture, and Language

There is no uniform Latinx identity. Like everyone else, Latinx define themselves through many lenses (for example culture, gender, sexual orientation, generation, etc.). With respect to culture/ethnicity, half of Latinx self-identify primarily with their familial culture or country of origin. Self-identification with culture of origin decreases by generation of residence in the US. This is similar to the pattern followed by other ethnic/cultural groups who have emigrated to the US in past years. The term Latinx is mostly used by young members of the community.

Familismo (family) is a central element among Latinx. Familismo, the strong connection to and sense of responsibility for family members, is a traditional value of Latinx families. It provides individuals with a great source of strength and support, but also exerts pressure to conform to traditional roles regarding gender, well-being of the family, problem-solving inside the family, and resisting interference from outside the family. Close family friends may have *Como familia* (like family) relationships with non-relatives.

Among Latinx, **English language proficiency increases with length of residency in the US and generation.** Latinx who are bilingual use Spanish or English depending on context, such as at work, speaking to peers, parents, or grandparents. Over 70% of Latinx speak Spanish at home. Over 70% of Latinx are proficient in English.

Latinx Health and Parks

Latinx have less access to health care and experience disparities in health status compared to the general population. Latinx suffer higher rates of diabetes, untreated blood pressure, chronic liver disease, and cirrhosis. Fewer Latinx have health insurance, especially those with low-income status. Lack of health insurance, language issues, and lack of culturally appropriate health care impair Latinx access to health care and services. COVID-19 has had a disproportionate effect on Latinx (higher infection rates and more deaths per 100,000).

¡Vamos a Disfrutar del Aire Libre! (Enjoy the Fresh Air!) Research has shown that experiences in the outdoors can improve health status by:

1. Reducing stress, depression, and mental health concerns;
2. Improving feelings of well-being, resiliency, and quality of life;
3. Providing options for physical activity and exercise where walkable natural areas occur;
4. Contributing to children's physical, social, and emotional development; and
5. Improving mood and restoring attention.

In brief, **outdoor activities directly address some of the significant health disparities experienced by Latinx**, including, diabetes, asthma, obesity, and mental health issues.

Latinx Access to Parks

Latinx have less access to parks and open space. Latinx visit parks and participate in park programs and activities significantly less than the general population. One reason is that Latinx, people of color, and other marginalized communities are often confronted with racist attitudes in public settings, including parks. Many Latinx work multiple jobs involving physical labor, leaving them tired and with little time to engage in leisure activities. Park planning has often excluded Latinx and other minority communities, resulting in fewer parks and outdoor spaces that are easily accessible to these communities.

Parks may not create a welcoming environment for Latinx. Language issues and lack of communication may prevent many Latinx from being aware of the many benefits of visiting parks and participating in programs. Once there, many Latinx may not feel welcome in a park because they see few Latinx at the park. They may not be greeted with bilingual signage or bicultural staff, which could send a welcoming message and help with wayfinding and knowing what experiences are available. (Nearly all other BCPOS information, such as the BCPOS website with information on trails, amenities, etc., is all in English.) Amenities that may be important for accommodating the leisure preferences of Latinx may be lacking (e.g. soccer fields, areas for large family gatherings, etc.). Latinx may not feel safe in an unfamiliar environment.

Developing culturally relevant and accessible outdoor experiences can help Latinx find meaning by linking these activities with traditional Latinx cultural values (e.g. familismo, outdoor family experiences).

Effective Practices for Creating a Welcoming Presence for Latinx

There are many practices that can contribute to creating a welcoming presence and environment to increase engagement and participation in activities and programs for Latinx.

Effective Communication

- Utilize bilingual communication: many Latinx access information in Spanish.
- Practice transcreation, i.e. professional translation of material for meaning, rather than word for word, to provide more accurate and culturally grounded adaptation of English into Spanish.
- Target communication to specific audiences, taking age levels, language, generation, media use, and acculturation into account.
- Make communication strategic: Latinx access information using a variety of media and through many personal and community connections.

Intercultural Communication and Partnering

- Provide ongoing professional development for staff in intercultural communication.
- Recruit staff, volunteers, and facilitators from the Latinx community.
- Develop partnerships with Latinx leaders, cultural brokers, and community organizations, including schools, businesses, and faith-based organizations.
- Share power and decision making with the Latinx community.
- Take account of Latinx leisure preferences and make cultural connections in planning.
- Work through or with trusted members (and organizations) from the Latinx community.

Cultural and Personal Relevance

- Identify culturally relevant and responsive content for use in BCPOS.
- Co-create with the Latinx community.
- Plan for families.
- Build on the cultural assets and knowledge of the Latinx community.
- Increase employment of Latinx staff and recruit Latinx volunteers to help create a familiar and welcoming presence.
- Use an experience planning approach – from communication to amenities to staff -- in designing customer services meeting Latinx interests and needs.
- Address safety concerns.
- Support and provide career opportunities for Latinx in environmental science, environmental education, conservation, and land management.

Background Brief on Latinx in Boulder County

- **Latinx are the largest ethnic/racial minority group in Boulder County:** An estimated 43,000 (or 14%) of Boulder County's population of over 330,000 are Latinx, but the proportion varies significantly across communities, ranging from 9% in Boulder and 17% in Lafayette to 27% in Longmont.
- **A great majority of Boulder County Latinx families speak Spanish at home,** even though a majority have at least some fluency in English. Ten percent of Boulder Valley District Schools (BVSD) Latinx students and 14% of St. Vrain Valley District Schools (SVVSD) Latinx students are English-language learners.
- **Most Boulder County Latinx work, but median household income of Boulder County Latinx is lower than that of whites.** Latinx labor force participation is slightly higher, at 72%, than whites, at 68%. Latinx household income is \$46,388, compared to \$75,802 for whites. Nearly 20% of Boulder County Latinx are in poverty, as compared with 11% among white residents (World Population Review, 2020, Boulder Trends, 2017-2019). Nearly one-third (32%) of Latinx children in Boulder County are from low-income families (American Community Survey, 2015). It is estimated that a per year self-sufficiency income of \$75,906 is needed for a family of two adults and one preschool child in Boulder County.
- **Most Boulder County residents, including Latinx, have health insurance.** Medicaid expansion from 2013 to 2017 reduced Boulder County's uninsured rate to only 4% of the population.
- **A significant proportion of Boulder County students are Latinx:** Currently 30% of the 32,171 students in SVVSD and 19% of the 31,189 students in BVSD are Latinx.
- **Closing the education gap between Latinx and Anglo students** is an important objective of the school systems in Boulder County. There is a significant academic achievement gap when Latinx children are compared with white children. Only 47% of Latinx students pursue higher education, compared with 71% of white students (Boulder Trends, 2017-2019). The Boulder County Community has responded by initiating projects such as the Latinx-led [ELPASO](#) (Engaged Latino Parents Advancing Student Outcomes) and the [I Have a Dream Foundation of Boulder County](#) to

support the education of Latinx students through parent involvement, scholarships, and other strategies.

Awareness Session

As a tool to help build intercultural communication, the Trestle team put together an “Awareness Session” to provide BCPOS staff with additional contextual elements on Latinx families, culture, values, traditions, customs & challenges, and discuss the following topics:

- Concepts of Intercultural Communication
- Traits of Latinx Families
- Traits of Latinx Culture
- Latinx Traditions
- Stepping Into the Culture



The Awareness Session was presented to BCPOS staff as a [recorded webinar](#) so they could watch it at their leisure. You can access the webinar slide deck [here](#) and the webinar script [here](#).

Summary of Outreach and Engagement Activities

The outreach and engagement activities were designed to obtain the perspectives of BCPOS staff, partners, and the Latinx community, with respect to the goals and desired outcomes of the CRISP. They were essential components of the development of the plan and the project team had originally envisioned them to be a part of a holistic asset mapping approach. However, due to COVID-19 restrictions, the outreach and engagement activities were limited to virtual meetings and small in-person outdoor gatherings, which prevented the implementation of the full asset mapping process. Please refer to the [Asset Mapping section](#) below and a more detailed [Appendix 4](#) to find out how BCPOS can incorporate this approach in the implementation of the CRISP in the future.

By working with staff and leaders in the Latinx community, the outreach and engagement activities, in conjunction with the research, helped ground the final CRISP recommendations and made them relevant to BCPOS (rather than being generic recommendations). Thus, the recommendations, while informed by the findings from across the country with respect to research and practice, are for BCPOS. The observations, suggestions, and ideas that resulted from these activities have been organized around the framework provided in the Recommendations section.

A list of Outreach and Engagement Meetings & Activities can be found in [Appendix 3](#).

BCPOS Staff Initial Engagement

Over the first half of the project (February to June, 2020), Trestle/CLACE surveyed BCPOS staff and held planning sessions with BCPOS staff concerning their roles and responsibilities, the way they currently work with and for the Latinx community, how they perceive the Latinx community is currently utilizing BCPOS programs, services, and amenities, and what untapped opportunities may be used to support inclusion and engagement. This was also an opportunity to present the CRISP project to staff and answer questions. A purposeful BCPOS staff sample across departments (n = 67) was asked to respond to a [questionnaire](#); 47 responses were received. To follow up on the themes that emerged from the questionnaire, Trestle/CLACE developed a structure and facilitated a series of discussions, one for each of the six core areas of BCPOS.

Key findings from these two activities are provided below:

Resources: Staff identified the following departmental needs to move the CRISP forward:

- Dedicate sufficient resources (funding, staffing, etc.) to support real change
- Hire bilingual, bicultural staff
- Seek grant funding for expanded programs and amenities for Latinx community
- Partner with other county departments & jurisdictions that are already doing this type of work
- Offer intercultural communication professional development for staff
- Be ready to re-allocate resources once priorities are identified

Planning & Activities: Staff identified the following opportunities to better engage with the Latinx community:

- Involve Latinx in BCPOS planning
- Public meetings & advisory groups (e.g. POSAC)

- Program design
- Property acquisition plans
- Design of amenities
- Building an effective model for developing partnerships with the Latinx community
- Determine what programs, services, and amenities are of interest/importance to the Latinx community
- Exploring agricultural assets relevant to Latinx
- Expanding programs that spark career interest in BCPOS professions:
 - Internship programs for Latinx
 - School field trip programs

Communication: Staff identified the following communication needs and opportunities:

- Develop overall communications strategy to reach the Latinx community
- Opportunity to create bilingual communications (brochures, website) in the near future. Use bilingual and culturally appropriate documentation:
 - Inviting and accessible website
 - Reservation system (website & phone)
 - Signage
 - Documents
 - Promote free BCPOS programs and amenities
 - Share contract and employment opportunities
 - Provide information on bus & bike transportation to BCPOS trailheads and properties
 - Use professional interpreters at advisory meetings

Implementation: Staff identified the following other essential needs for successful implementation of the CRISP:

- Commitment from the management team to advance the CRISP goals
- Strengthen BCPOS commitment to change
- Working on hiring processes, including revising job descriptions to make hiring Latinx staff a priority, to reflect this in job announcements and to include EDI in the interview process.
- Some of the ideas for implementation:
 - Evaluate open space portfolio
 - Collaborate with other county departments
 - Offer intercultural professional development for staff
 - Rethink volunteering opportunities
 - Prioritize the connection between BCPOS, health, and nature.

Asset Mapping

Asset mapping usually means mapping parks or other physical assets with community members who live in the immediate area of the site, and planning the physical site and related activities collaboratively with the community.

For CRISP, we are using a broader view of asset mapping:

- First, assets are defined as: (1) all of the relevant assets of BCPOS, including BCPOS staff expertise, open spaces, parks, facilities (e.g., Fairgrounds, agricultural lands, etc.), programs, services, and other resources; and (2) the Latinx community, their cultural backgrounds, knowledge, skills and interest, leadership and organizations (e.g., youth programs, Latinx Chamber of Commerce, Explorando Senderos (Latinx community hiking group), etc.
- Then, the CRISP asset mapping process brings together relevant assets around a common focus that has relevance to both BCPOS and the Latinx community.

Asset mapping, used in combination with the co-creation and culturally responsive approach, can be applied to a wide range of areas, such as planning BCPOS amenities, revising communication strategies, development of programs and amenities, and many other areas.

The original plan for developing the CRISP was to employ an asset mapping strategy. The project started in February 2020, only one month prior to the COVID-19 pandemic. Although the project team and BCPOS had hopes for implementing a full asset-mapping process, the persistence and scale of the pandemic prevented that. However, two significant steps were still taken to position BCPOS to carry out asset mapping in the future:

1. The development of the CRISP Partner List (see [Appendix 5](#) for the list of priority partners identified for BCPOS, and this [spreadsheet](#) for the full list of CRISP partners with contact information).
2. [Partner Workshops](#): in this section of the report, we recommend that BCPOS prepare for and initiate the asset-mapping process once public meetings are feasible again.

Please refer to [Appendix 4](#) for a brief introduction to asset mapping, co-creation, and a culturally responsive approach to planning, along with references and additional resources relevant to asset mapping.

Partner Workshops

An important part of the development of the CRISP was to initiate relationships between BCPOS and Latinx leaders. With input from BCPOS staff and managers, the Trestle team started putting together a long list of potential [CRISP partners](#).

Marina LaGrave, through her community building and cross-cultural communications expertise, then added to the list and selected Latinx partners that should be prioritized by BCPOS when looking to build relationships. The following parameters were taken into consideration:

- Intersections between Latinx partners' mission, vision, and programs and BCPOS's mission and goals;
- Existing relationships with, and community connections of, well established local organizations; and
- Commitment of partners and stakeholders to work with BCPOS.

The list of organizations that were identified as priority partners can be found in the [Appendix 5](#).

Once the list of priority partners was finalized, the Trestle team invited eight Latinx leaders or advocates to participate in a series of two workshops with the BCPOS director, division managers, and the CRISP working group. The goals for these workshops were to:

- Meet with diverse organizations;
- Learn about successful programs;
- Build relationships;
- Co-create action-oriented next steps for collaboration; and
- Get feedback on CRISP recommendations.

The partners who participated were:

- Montserrat Alvarez, Latino Outdoors Colorado
- Perla Delgado, Executive Director, "I Have A Dream" Foundation of Boulder County
- Alma García, Youth and Family Services Program Coordinator, City of Boulder
- Bianca García, Program Coordinator, Latino Outdoors Colorado
- Virginia Garcia Ovejero Pivik, Communications Consultant, Spokesperson, TV & Radio Productions, Journalism
- Mara Mintzer, Co-Founder and Current Program Director, Growing Up Boulder
- Fernando Piñeda-Reyes, Chief Executive Officer, CREA Results
- Alejandra Spray, Business Development Manager - Community Engagement, Mortenson

During the [first workshop on November 18](#), participants had the opportunity to get acquainted and discuss co-creative partnerships. During the [second workshop on December 15](#), participants were invited to provide feedback on the draft CRISP recommendations, and to work in two small groups on [scenario exercises](#) for potential future collaboration. The purpose of the exercises was to model and practice working in partnership with Latinx leaders and organizations.



The next paragraphs highlight some **key takeaways** gleaned from the workshops about how to engage with the Latinx community:

“Sometimes it takes just one person to get others engaged.”

Relationships and Trust: **Relationships** are key but take time and require **trust**.

- Be intentional.
- Build trust! If you don't have it, work with a partner who does.
- Create sense of community and belonging.
- Goal is to create a sense of “they want me here.”
- Figure out where to build relationships and then build over time.
- Make people feel safe.
- Co-create.
- Let kids lead and create and incorporate play and being playful.
- Relationships are much richer if you take time, not just superficial.

Magic is in Conversations: Make communication **sincere** and be **open** to a discussion.

- Come from a place of sharing – talk about what you know and what you don't know.
- Share what opportunities are available at BCPOS.
- Ask about interests and desired activities. Don't assume you know what's best.
- Ask what excites them most about outdoors, and what is of interest to the community.
- Find ways to discover what people like and dislike about a space or activity.
- Use listening sessions, focus groups, etc.
- Consider an advisory group of 5-10 people to be a sounding board (offer stipends).

Strength-Based Approach: Focus on **strengths, successes, and opportunities** within Latinx community.

- Link the outdoors to public and personal health.
- Find commonalities to unify groups.
- Think both/and rather than either/or.
- Tap into people's experiences.
- Use stories.
- Tie in pieces of culture – people light up when they see themselves.
- Enhance existing programs with community by meshing together and integrating rather than creating new.
- Involve Latinx in the entire process of selecting, acquiring, and planning for properties, with an intersectionality lens that takes into consideration the indigenous community. E.g. incorporate ancestral food cultures.
- Create a sense of identity and belonging (e.g. community garden).

Preparation and Follow-Up: **Pre-planning** and **follow-up** are crucial.

- Be prepared for programs, events, and activities.
- Takes time, but the extra work will pay off.
- Do your research!
- Think outside the box.
- Assess how much department is willing and able to change or accommodate the needs of Latinx or others users / uses as a department.

- Develop an action / implementation plan for what comes out of conversations and surveys.

Outdoor Experiences: Help **facilitate** outdoor **experiences**.

- Prepare and set people up for success in the outdoors.
- Help choose a property or trail.
- Let them know what to expect.
- Let them know what to wear and bring.
- Provide property information and rules and regulations.
- Demonstrate Leave No Trace.
- Talk about safety.
- Consider creating a community gear library.
- Latinx community is diverse so create multiple opportunities and provide space for different uses.
- Example of outdoor activities: Mother's Day event at Ron Stewart Preserve at Rabbit Mountain (good amenities and good access to nature). Design activities that honor moms, engage kids from different age groups, and make the linkage between Mother's Day and Mother Earth (e.g. maybe have a planter that kids could plant, link to native species, etc.). Create a mix media type of experience with different activities rolling out throughout the day. Be sensitive to the fact that many immigrant families aren't necessarily together physically. Recognize the diversity in the different Latinx cultures. Make sure to find an inclusive reason to celebrate.

Barriers: Understand and remove **barriers** where possible.

- Financial barriers (e.g. fees).
- Accessibility barriers.
- Be aware of what's happening in the community and with families.
- Understand relation with government is fractured within the community.
- Language / terminology matters (e.g. "ranger" has negative connotation).
- Don't make people feel different.

Communication: **Tailor communication** and media to the audience.

- Outreach through multiple channels and organizations.
- Understand who you want to reach in thinking about messaging and media.
- Ensure linguistic inclusion, including providing signs and materials in Spanish and other languages, but use a good translator.
- Utilize trusted people in the community to message and communicate information.

Community Partners: Use **community partners** as a resource and asset.

- Utilize for outreach, messaging, or surveys to the community.
- How can they best deliver the message so it's heard and leads to action?
- Benefit of "word of mouth" communication through network of partner connections
- But also support the work that is already out there being led by partners through funding, partnering, and other resources.
- Connect people and groups, be a matchmaker.
- Involve partner groups that already have plenty of activities and maybe resources available (e.g. City of Boulder's Youth and Family Services).

In Practice: Outdoor Experiences with Community Members



As part of the development of the CRISP, CLACE organized eight facilitated bilingual outdoor experiences with members of the Latinx community. The purpose of these experiences was to engage on Parks & Open Space lands and hear directly from the community about how BCPOS can best design experiences that are fully accessible to the Latinx community and can contribute to their engagement, well-being, health, and enjoyment of all the riches the riches BCPOS has to offer.

The experiences were facilitated by BCPOS staff members with support from Marina LaGrave, with the follow-up discussions facilitated by Marina. Staff was asked to lead particular experiences based on their area of expertise, but was provided limited guidance or instruction prior to the experiences. Because of COVID-19 restrictions, there were only from three to seven participants in each group (not including BCPOS staff and Marina). Each experience took about 120 minutes, with about 90 minutes devoted to the BCPOS experience and 30 minutes to the discussion. The experiences were documented by Marina through photos, recording of comments, and notes. With the help of BCPOS staff, Marina

put together a total of 60 packages with BCPOS informational brochures and goodies (stickers, bookmarks, COVID protection neck gaiters, and a BCPOS “Pocket Naturalist Guide”). Out of the materials that were provided by BCPOS, only two brochures were in Spanish (*Guía de los Parques Condado* and *Jardinería en Colorado: Retos para principiantes*).

The majority of the experiences were enjoyed by participants. Some participants were enthusiastic, finding their experience a great break from being indoors during the pandemic, a refreshing change from their everyday activities, a surprising new adventure, a chance to engage in a healthy outdoors activity, and a great opportunity to admire the beauty of the vistas, flora, and fauna. In brief, for some participants, their BCPOS experience was very fulfilling and even surprising. Some had never been on a hike or experienced the beauty of the mountains or living things in BCPOS parks. A majority of BCPOS staff was able to establish a good relationship with participants by being friendly, using humor to create a comfort level, and interacting with questions and personal interests of participants.

Some BCPOS staff, however, were not attentive to the personal comfort of participants or in establishing rapport with participants. There was no facilitation by BCPOS in Spanish (but Marina was providing interpretation) and few references to Latinx



culture. Opportunities were missed when BCPOS staff did not point participants to the rich beauty and resources in the sites. It is evident that, in addition to language, there was a huge cultural gap for most BCPOS staff facilitating these BCPOS experiences. (It must be highlighted again that BCPOS staff had not been provided any training ahead of the experience, as these were meant to be more ad hoc and spontaneous.)

Finally, many participants indicated that they feel apprehensive about going on outdoor experiences like these. The reasons are varied and complex, ranging from cultural to socioeconomic to historical inequities, such as the suppression of Indigenous cultures (many participants talked about this). Because of said apprehension and, according to several invited Latinx leaders and community members participating in these outdoor experiences, these inequities are a reason why we see few people of color on the trails.

As illustrated by the CRISP initiative, BCPOS already has the vision and insight that it is necessary to understand the Latinx community and to be able to plan successful strategies and experiences for engaging and sparking the interest of Latinx. The focus group results provide some very tangible examples of successful BCPOS experiences as well as areas for improvement. For the full results, please read the [Outdoor Experiences Report](#). The following “lessons learned” provide some additional insight from the experiences.

Lessons Learned from Outdoor Experiences

- Latinx families often do not access community-based programs because they don't know about them and/or they do not feel welcomed.
- One important principle in community outreach is that future planning should not be developed as a one-time effort, but should be planned to be sustainable and continually renewed and refreshed in order to build long lasting relationships, while establishing intercultural dialogues and trust within the Latinx communities. Design an explicit Latinx program/experience development strategy and planning process;
- Incorporate Latinx involvement and membership on advisory and planning committees that address all facets of BCPOS (hiring, programs, agriculture, etc.);
- Provide intercultural and racial equity training for all staff;
- Develop and implement strategies for bilingual communication including signage by language access professionals, resource materials, website and other approaches, and employ a strategic communication plan using a variety of effective media and networks;
- Develop strategic partners: internal (county departments), Latinx leaders & Latinx community organizations, and schools;
- Take a community-centered, asset-focused approach;
- Develop explicit strategies for engaging the Latinx community in conservation, environmental education, and health; and
- Train outreach staff on critical elements of culturally responsive programming, evaluation of outreach programs, and recruiting and supporting Latino volunteers in order to effectively include Latinx in BCPOS.



CRISP Recommendations

Overall Findings from the CRISP Process

A number of themes emerged from the research analysis, engagement with BCPOS Staff, direct engagement with Latinx through facilitated BCPOS experiences, and the partner meetings bringing together BCPOS staff with Latinx community leaders:

Intercultural understanding and centering racialized experiences is of central importance internally and externally. It is important within BCPOS so that inclusive approaches can be effectively applied within BCPOS with respect to internal functions such as writing job descriptions, hiring and administrative practices, program development, resource stewardship, and property acquisition. Organizational intercultural awareness and racial equity consciousness will provide the foundation for effective external processes such as communication, partnership development, and the co-creation/planning of amenities and programs with the Latinx community. In brief, the ultimate effectiveness of CRISP rests in large part on organizational and staff intercultural understanding and commitment to racial equity.

Communication is another area of central importance within BCPOS because the entire organization and staff members must hear and use intercultural communication use practices in personal interactions, creating communications with the Latinx community, and in designing effective strategies for communications to reach the Latinx community.

Successful partnerships and relationships are vitally important for the success of CRISP. BCPOS can't plan programs that will engage Latinx without **co-creation partnerships** with the Latinx community. Likewise, BCPOS programs are not something that are offered to the Latinx community, but have to be joint efforts that result from partnerships founded on close and respectful relationships that are built over time. **An important takeaway is that BCPOS can't accomplish CRISP alone and it shouldn't. BCPOS can be a rich garden where the Latinx community can find its roots and grow, using the resources of BCPOS as the place.** This is one more important reason why partnerships and relationships between BCPOS, the Latinx community, other Boulder County departments, schools, and the many other municipalities, and nonprofit and for-profit organizations in the county are important. For BCPOS to be a garden where the Latinx community can grow, the Latinx community has to place its own roots in BCPOS and know that BCPOS is their place (along with the entire community). BCPOS must share **power** with the Latinx community so that this community can find its own roots within BCPOS. In partnership with BCPOS, the Latinx community can take the lead in helping BCPOS plan resources, amenities, programs, and more.

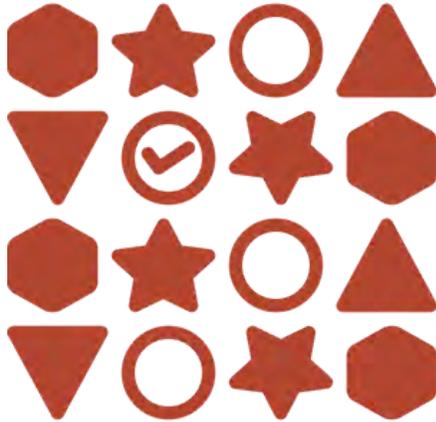
These **findings** and the recommendations derived from the research, engagement with BCPOS and the Latinx community, and the partner workshops have all provided the evidence, commitment, and direction for the **recommendations** provided in the next section of this report.

*This section is the **core of the Cultural Responsiveness and Inclusion Strategic Plan**; the CRISP recommendations represent the way forward for the Parks & Open Space department to become culturally responsive and inclusive. At their own pace, BCPOS department and staff will need to become acquainted with and reflect on the CRISP recommendations, and then find an implementation path, one small step at a time.*

CRISP Guiding Principles for Organizational Change

Organizational change is difficult. The Guiding Principles are derived from the many planning sessions BCPOS held in relation to CRISP with staff and Latinx leaders. They provide important perspectives, values, and direction that are intended to underlie the implementation of CRISP recommendations:

DIVERSITY, EQUITY & INCLUSION



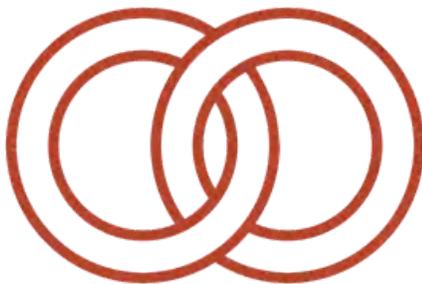
- Recognize and leverage the **value of diversity** by incorporating diverse perspectives and involvement of the Latinx community to develop and inform internal BCPOS policies and practices.
- Recognize that **diversity without inclusion is inadequate**.
- Leverage diversity and collaborate: research has shown that collaboration with diverse participants and ideas results in **more innovative and effective results**. This logic can be applied internally with staff and outwardly with community partnerships.
- **Cultural competence** is fundamental, both at the organizational culture and at the staff competence levels for addressing EDI. An organization and its staff can't effectively address EDI without awareness, understanding, and skills with respect to cultural competence.
- Inclusion means **co-creative partnerships** between BCPOS and the Latinx community, Latinx volunteers and staff, and Latinx involvement in BCPOS planning.

CHANGE



- Recognize that **change is slow** and progress is accomplished through small steps.
- **Interrupt conventional thinking** in the organization and consider new perspectives.
- Recognize that communication **takes a lot of time**, and that developing relationships takes even more time.
- Real change often requires a sharing or change of the power. Recognize **power dynamics** within and outside the organization: one of the major reasons Latinx and other marginalized communities are not represented and treated equally in our country is their sheer lack of power.

COMMITMENT



- Recognize that EDI have to permeate the organization: **avoid organizational silos and develop staff buy-in to CRISP**.
- **Empower staff** to take the actions needed to fulfill the organization's commitment: provide staff at all levels with the power, training, and resources (including funding) needed to fulfill the commitment.
- Develop an organizational **culture of commitment to the community**: this commitment includes hearing directly from the community, sharing power, collaborating or even better co-creating programs and initiatives with the community, and demonstrating cultural competence.

CRISP Recommendations: Goals, Objectives, and Strategies

The CRISP recommendations are organized in **three categories**:

PARTNERSHIPS & CO-CREATION



COMMUNICATION & OUTREACH



ECONOMIC OPPORTUNITIES & ORGANIZATIONAL DEVELOPMENT



For each of the categories, the following elements are provided:

- **Goals** provide the overall purpose of what needs to be done to achieve the overall vision for the CRISP.
- **Objectives** describe how the goals may be achieved through various activities by BCPOS.
- **Short-Term, Mid-Term, and Long-Term Strategies** provide a set of recommended actions to take in order to accomplish the goals and objectives.
- **Evaluation Measures** provide ideas on how to evaluate the effectiveness of the CRISP implementation.

Finally, implementation ideas and references for each of the recommendation categories are listed as [Additional Resources](#) at the end of this report.

Summary of Goals & Objectives by Recommendation Categories

The next pages of this section detail the short-, mid- and long-term strategies for each objective, along with evaluation measures for each of them.

Recommendation Categories	Goals	Statements	Objectives
<p>A. Partnerships & Co-Creation</p> 	<ul style="list-style-type: none"> Substantially increase Latinx participation and engagement with BCPOS through the development of relationships and partnerships with the Latinx community. Co-create programs, services, amenities, facilities, and resources with the Latinx community, and share power with the Latinx community to accomplish CRISP because it can't be done by BCPOS alone. 	<p>Like all cultural groups, Latinx experience daily life through the lens of their values, life, language, knowledge, and social context. These factors are of central importance for POS in developing relationships, partnerships, and planning welcoming and effective experiences that will engage Boulder County's Latinx community. Co-creating with the Latinx community means sharing power and jointly designing programs, services, amenities, and facilities, using a culturally responsive approach. The result will be BCPOS programs and services that engage the cultural values, interests, and practical needs of the Latinx community.</p> <p>This is one of the key steps for BCPOS to become more culturally responsive and for CRISP to be successful.</p>	<p>A.1. Understand the Latinx Community Build staff's cultural competence by understanding the values, identities, strengths, challenges, and barriers of an individual and/or community from their own perspective.</p> <p>A.2. Develop Partnerships, Share Power with the Latinx Community, and Use Asset Mapping Rely on the Latinx community and partners to develop mutually beneficial relationships.</p> <p>A.3. Enhance Community Training & Volunteering Opportunities Use small steps, pilot projects to determine which training, internship, or volunteer programs are of interest to the Latinx community.</p> <p>A.4. Develop an Explicit, Co-creative, and Culturally Responsive Planning and Design Process Plan for each step of a public user contact with a BCPOS program or service, starting with website information, media, signage at BCPOS sites, facilitation, etc., with consideration of the anticipated participants.</p>
<p>B. Communication & Outreach</p> 	<p>Develop an effective communications and outreach strategy for Latinx engagement in Parks & Open Space experiences and opportunities.</p>	<p>An effective approach to communication and outreach begins through working directly with Latinx experts and leaders who can help with co-creating with the Latinx community. The Latinx community responds in relation to their levels of acculturation, English-language proficiency, media use, and relationships with community organizations and social networks. Communication and outreach should be custom-designed to reach relevant audiences (e.g. families, youth, and seniors) with clear bi-cultural and bilingual messaging using specific media channels, social networks, and community organizations.</p>	<p>B.1. Target Communication to Specific Latinx Audiences Customize communication and outreach to each population segment; also recognize that in-person communication is the most effective technique.</p> <p>B.2. Transcreate Messages Establish a culture of bi-cultural and bilingual messages that reflect both Latinx cultures and heritage and BCPOS values and opportunities.</p> <p>B.3. Implement Communication and Outreach Dedicate resources and work with partners to reach out to the Latinx community and demonstrate commitment to EDI and CRI.</p> <p>B.4 Gather Latinx Community Feedback and Evaluation Use guidance from the Latinx community and take into consideration their feedback.</p>
<p>C. Economic Opportunities & Organizational Change</p> 	<ul style="list-style-type: none"> Develop hiring, contracting, purchasing, and leasing practices that support EDI and result in Latinx participation as staff, contractors, tenants, and vendors. Develop staff awareness, skills, and competence to support the department's EDI goals. Put an effective organizational structure in place to embrace the changes needed for CRISP. Commit necessary staff and resources to the CRISP initiatives and staff development. 	<p>It is more important than ever before that BCPOS staff looks like the community and staff develop their competence in EDI work. With a diverse mix of minds, backgrounds, and experiences, BCPOS staff can work together within an inclusive work environment to more effectively serve the entire community. It is also imperative that contracting, purchasing, and leasing opportunities are made available to everyone in our community. By doing so, companies and individuals can share their skills, knowledge, labor, and products and reap the financial benefits.</p> <p>Organizational change will be the most difficult part of the CRISP mission to address and this challenge must remain as a constant and continuing effort. Real change takes time, a recognition of the longstanding inequities in American society, the willingness for self-examination and commitment to Diversity, Equity, and Inclusion, and the courage to embrace the change and do things in a new way.</p>	<p>C.1. Update Hiring Practices & Economic Opportunities (Purchasing, Contracting & Leasing) Commit to staff, tenants, and contractors diversity by valuing diverse backgrounds, origins, and experiences in the hiring and selection processes.</p> <p>C.2. Provide Staff Training and Development Change the department's culture by promoting CRISP as a department wide effort and the responsibility of all staff.</p> <p>C.3. Commit Internal Resources and Revise BCPOS Organization to Remove "Silos" Commit sufficient internal resources to the CRISP initiative to support real change, including the development of cultural competence and skills, the allocation of sufficient funding, and the effective integration and collaboration between divisions.</p> <p>C.4. Seek External Funding Complement internal resources with external grants or contributions, and use this as an opportunity to build partnerships.</p> <p>C.5. Implement the CRISP Recommendations and Assess Its Progress Recognize that implementing the CRISP recommendations will take time, long-term commitment, and the need for regular review and renewal of the CRISP.</p>

A. Partnerships & Co-Creation

GOALS:

- Substantially increase Latinx participation and engagement with BCPOS through the development of relationships and partnerships with the Latinx community.
- Co-create programs, services, amenities, facilities, and resources with the Latinx community, and share power with the Latinx community to accomplish CRISP because it can't be done by BCPOS alone.



Like all cultural groups, Latinx experience daily life **through the lens of their values, life, language, knowledge, and social context**. These factors are of central importance for POS in developing relationships, partnerships, and planning welcoming and effective experiences that will engage Boulder County's Latinx community. **Co-creating** with the Latinx community means sharing power and jointly designing programs, services, amenities, and facilities, using a culturally responsive approach. This will result in BCPOS programs and services that engage the cultural values, interests, and practical needs of the Latinx community.

This is one of the key steps for BCPOS to become more culturally responsive and for CRISP to be successful.

DESIGN PRINCIPLES: Use Culturally Responsive Approaches

1. Incorporate the local history, heritage, and culture of Latinx and Native Americans in sites and programs (e.g. traditional medicinal use of native plants, land and wildlife conservation practices & beliefs, and cultural practices associated with corn and other agricultural crops).
2. Prioritize multi-generational experiences: family involvement, youth involvement, and senior involvement as "gateways" towards increasing Latinx participation in BCPOS.
3. Center programs, services, amenities, and facilities on the interests and importance to the Latinx community.
4. Increase safe access and amenities by waterways (e.g. flood buyout properties).
5. Design, build, and enhance amenities and facilities with the Latinx community to create experiences that are welcoming and engaging for all.

OBJECTIVES	STRATEGIES			EVALUATION MEASURES
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
A.1. Understand the Latinx Community Build staff's cultural competence by understanding the values, identities, strengths, challenges, and barriers of an individual and/or community from their own perspective.	Set up a Latinx Task Force to develop relationships, build bridges, gather feedback, and support co-creation of programs, services, amenities, and facilities.	Establish rubrics for assessing the effectiveness of engagement with the Latinx community with respect to partnerships, the Latinx Task Force, partnerships, and BPOS programs and services.	Broaden participation in the Task Force to include other marginalized communities. Rename the committee to focus on equity for all communities (e.g. BCPOS Equity Task Force).	Develop and issue an annual BCPOS Equity report analyzing Latinx engagement, incorporating metrics, surveys and other evaluation data. Include a general overview of the status of Latinx in Boulder County (and eventually include other marginalized communities).
	Identify specific opportunities for Latinx participation in planning BCPOS programs, resources, and services.	Develop and implement regularized processes for feedback with the Latinx community, including surveys, listening sessions, and on-site experiences (and include Latinx not currently participating).	Expand partnerships, participation in planning, and other CRISP initiatives (as appropriate and relevant) to other marginalized communities.	

OBJECTIVES	STRATEGIES			EVALUATION
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
<p>A.2. Develop Partnerships, Share Power with the Latinx Community, and Use Asset Mapping Rely on the Latinx community and partners to develop mutually beneficial relationships.</p>	Build on relationships initiated through the CRISP development process (e.g. Latino Outdoors, I Have a Dream Foundation), as well as other assets such as Boulder County cultural broker program (SUMA) or businesses, to develop programs, services, amenities, and facilities.	Solidify partnerships, identify factors that support and sustain partnerships.	Continue partnership development and assessment, linked to the implementation of CRISP objectives.	Develop rubrics to annually review the effectiveness of existing partnerships and to identify new partnerships.
	Use asset mapping (as an ongoing strategy), building on existing strengths of BCPOS (i.e. existing programs, services, and resources) and the Latinx community (i.e. knowledge, culture, skills).	Annually update BCPOS and Latinx assets, continually adding new assets as relevant for enriching current initiatives as well as for use in planning new programs and resources.	Collaborate with other county departments and other municipalities to leverage mutual EDI work and achieve collective impacts.	Develop rubrics to annually review asset mapping, looking both at the number and types of assets from BCPOS and the Latinx (and other) communities.
<p>A.3. Enhance Community Training & Volunteering Opportunities Use small steps, pilot projects to determine which training, internship, or volunteer programs are of interest to the Latinx community.</p>	Co-create volunteer, mentoring, and training opportunities for Latinx youth and adults with Latinx partners, the Latinx Task Force, and POSAC, and, using evaluation, identify factors that contribute to success and require improvement.	Ensure Latinx involvement and membership in POSAC, the Latinx Task Force, and other BCPOS advisory groups for the development of volunteer, mentoring, and training opportunities for Latinx youth and adults. Pay stipends and expenses for Latinx involvement.	Strengthen diversity-specific paid internships, and mentoring (e.g. Left Hand Outdoor Challenge), and paid opportunities for youth.	Annually review internship, training, and mentoring opportunities available to Latinx and their level of participation.
<p>A.4. Develop an Explicit, Co-creative, and Culturally Responsive Planning, Design, and Evaluation Process Plan for each step of a public user contact with a BCPOS program or service, starting with website information, media, signage at BCPOS sites, facilitation, etc., with consideration of the anticipated participants.</p>	Co-create an experience planning process with explicit design principles that use a culturally responsive approach.	Using the experience planning process, revise existing programs and resources, services, amenities, and facilities in collaboration with Latinx community partners.	Revise the planning process annually to accommodate new program experiences and to reflect improvements resulting from prior use.	Use a culturally-responsive approach to evaluation and appropriate evaluation tools (e.g. interviews, observations, skill assessments) to field-test new programs or initiatives. Develop rubrics to annually evaluate programs, services and resources against design principles and impacts.

B. Communication & Outreach

GOAL: Develop an effective communications and outreach strategy for Latinx engagement in Parks & Open Space experiences and opportunities.



An effective approach to communication and outreach begins through working directly with **Latinx experts and leaders** who can help with **co-creating** with the Latinx community. The Latinx community responds in relation to their levels of acculturation, English-language proficiency, media use, and relationships with community organizations and social networks. Communication and outreach should be **custom-designed** to reach relevant audiences (e.g. families, youth, and seniors) with clear bi-cultural and bilingual messaging, using specific media channels, social networks, and community organizations.

OBJECTIVES	STRATEGIES			EVALUATION
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
<p>B.1. Target Communication to Specific Latinx Audiences Customize communication and outreach to each population segment; also recognize that in-person communication is the most effective technique.</p>	Develop and implement a communication plan that identifies key Latinx audience segments and links them with their media preferences and community networks.	Develop a Latinx outreach & liaison group with trusted Latinx organizations, media, and community leaders who can support outreach and communication with Latinx community members.	Develop integrated and regular Latinx communication efforts with municipal and non-profit partners. Use a “branded” or standard approach to communicate consistent messages across media and community outlets.	Annually evaluate the quantity, quality, and reach of public communications with targeted audiences.
<p>B.2. Transcreate Messages Establish a culture of bi-cultural and bilingual messages that reflect both Latinx cultures and heritage and BCPOS values and opportunities.</p>	Prioritize which communication materials need to be converted to bilingual materials and develop a schedule to do so.	Develop general themes that reflect Latinx values and heritage, such as familismo, and challenges, such as physical and mental health.	Vet samples of key messages and media products (brochures, social media, press releases, etc.) with the Latino Task Force and key target audiences on a regular basis.	Test messages, language, tone, and content of messaging through interviews, surveys, or focus groups to evaluate annual messaging, new campaigns, and other media initiatives.
	Hire professional multicultural consultants who will use a transcreation approach for the development of bilingual communication materials (signage, media releases, brochures, etc.) so that the messages reflect and resonate with the Latinx cultures.	Develop general themes that reflect BCPOS values, such as land and water conservation, enjoyment and stewardship of nature, education and empowerment, and farming, and that show BCPOS belongs to and is for everyone.	Design and implement annual “campaigns” emphasizing high level and engaging themes, and communicating messages central to BCPOS’s mission that resonate with Latinx.	Develop metrics and use focus groups combined with surveys to determine the effectiveness of media and to determine areas of improvement.

OBJECTIVES	STRATEGIES			EVALUATION
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
B.3. Implement Communication and Outreach Dedicate resources and work with partners to reach out to the Latinx community and demonstrate commitment to EDI and CRI.	Identify staff or team, resources, or outside consultants who can design and lead the implementation of a communication and outreach plan.	Hire full-time BCPOS staff members to manage implementation of communications and outreach targeting Latinx.	Annually evaluate, revise, and implement a strategic communications plan.	Evaluate existing communication strategies used by BCPOS and determine which can be effectively leveraged in reaching the Latinx community by analyzing extent of audience reach and usage by target audiences.
	Demonstrate commitment to EDI and CRI in internal and external communication by communicating on the purpose and key features of CRISP (e.g. press releases on CRISP initiatives, dedicated page for CRISP on BCPOS website, etc.).	Work with other Boulder County departments and other relevant regional governments, parks, and organizations to partner on their communication efforts as relevant (e.g. list BCPOS events or resources or coordinate common messages).	Integrate Latinx communications partners, other governmental units, and community organizations in the strategic communications plan.	Disseminate annual reports on the successful implementation of CRISP and highlight specific success stories in the media.
B.4 Gather Latinx Community Feedback and Evaluation Use guidance from the Latinx community and take into consideration their feedback.	Through audience research (e.g. focus groups, listening sessions, conversations with Latinx leaders), determine media preferences and leisure activities for local Latinx audience segments for preliminary planning of media strategies.	Develop a BCPOS Latinx Task Force that includes Latinx leaders and community members.	Transition to a regular but agile Latinx communications outreach strategy that uses evaluation data and regular input from the Latinx community to determine what is working and to suggest innovations to the strategy that will improve its effectiveness.	Develop a portfolio of quantitative and qualitative evaluation strategies, to collect regular data from Latinx park users and non-users, measure the effectiveness of communication and outreach to specific Latinx audience segments, and understand why some Latinx don't participate.

C. Economic Opportunities & Organizational Change

GOALS:

- Develop hiring, contracting, purchasing, and leasing practices that support EDI and result in Latinx participation as staff, contractors, tenants, and vendors.
- Develop staff awareness, skills, and competence to support the department's EDI goals.
- Put an effective organizational structure in place to embrace the changes needed for CRISP.
- Commit necessary staff and resources to the CRISP initiatives and staff development.



It is more important than ever before that **BCPOS staff looks like the community** and **staff develop their competence in EDI work**. With a diverse mix of minds, backgrounds, and experiences, BCPOS staff can work together within an inclusive work environment to more effectively serve the entire community. It is also imperative that contracting, purchasing, and leasing opportunities are **made available to everyone** in our community. By doing so, companies and individuals can share their skills, knowledge, labor, and products and reap financial benefits.

Organizational change will be the most difficult part of the CRISP mission to address and this challenge must remain as a constant and continuing effort. **Real change** takes time, a recognition of the longstanding inequities in American society, the willingness for self-examination and commitment to Diversity, Equity, and Inclusion, and the courage to embrace the change and do things in a new way.

OBJECTIVES	STRATEGIES			EVALUATION
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
C.1. Update Hiring Practices & Economic Opportunities (Purchasing, Contracting & Leasing) Commit to staff, tenants, and contractors diversity by valuing diverse backgrounds, origins, and experiences in the hiring and selection processes.	Develop/revise job descriptions, requests for proposals/qualifications, and purchase orders that highlight cultural competence and Spanish language skills as necessary or preferred.	Review BCPOS job description templates or requirements, and revise to include diversity, inclusivity, and cultural responsiveness as core values as necessary.	Annually review current and future staffing needs in relation to CRISP.	Annually review job descriptions, requests for proposals/qualifications, or purchase orders for appropriate use of EDI language. Compare against objectives, templates, or rubrics.
	Promote open staff positions and economic opportunities using effective communications practices so that all job and contract openings reach the Latinx community.	Make CRISP a part of onboarding new staff and leadership.	Expand DEI staffing initiatives to other marginalized communities within Boulder County.	Annually review trends in: (1) BCPOS staffing in relation to EDI and (2) the effectiveness of promotion of BCPOS job openings to the Latinx community (by counting frequency and proportions of Latinx applications, examining social media analytics, and examining trends.)
C.2. Provide Staff Training and Development Change the department's culture by promoting CRISP as a department wide effort and the responsibility of all staff.	Develop and prototype EDI and multicultural training for all staff.	Implement a comprehensive EDI and multicultural training and professional development initiative for all staff and include in onboarding new staff.	Establish a staff mentoring program using in-house or outside resources to develop individual sensitivity and expertise, as well as organizational expertise, in developing relationships and partnerships with the Latinx community.	Include EDI as part of job descriptions and employee review. Have HR review employee files in aggregate for overall performance and to identify ongoing issues.
	Identify future staffing needs and funding in relation to CRISP.	Coordinate efforts with county wide racial equity training and curriculum.		Revise CRISP in relation to performance and develop revised internal and external objectives.

OBJECTIVES	STRATEGIES			EVALUATION
	Short-Term (1-2 Years)	Mid-Term (2-3 Years)	Long-Term (3-5 Years)	
C.3. Commit Internal Resources and Revise BCPOS Organization to Remove “Silos” Commit sufficient internal resources to the CRISP initiative to support real change, including the development of cultural competence and skills, the allocation of sufficient funding, and the effective integration and collaboration between divisions.	Hire Latinx multicultural consultants, cultural brokers, professional translators, and other EDI professionals and experts to address areas where staff expertise is lacking or not present.	Hire a diversity and equity coordinator dedicated to CRISP work within BCPOS, whose responsibilities can include: EDI coordination, community relations, partnership & volunteer program development, internal & external communications.	Transition consultant functions to BCPOS staff as staff expertise, resources and funding permit.	Annually review BCPOS organizational structures and processes to continue and sustain CRISP, including looking at collaboration across BCPOS divisions, co-creation and partnership development and support, and overall progress towards CRISP objectives.
	Analyze BCPOS organizational structure and develop strategies for organizing the inter-division and staff collaboration needed for the CRISP implementation. This will require removing silos between divisions, careful planning, and coordinated staff support and use of resources.	Work with new EDI diversity and equity coordinator to form a team of champions devoted to specific tasks in implementing CRISP, and take the lead throughout the department. Revise workload of staff to enable implementation of CRISP recommendations.	Commit sufficient staff and resources to expanding CRISP to other underrepresented BOCO communities.	
	Itemize and cost out or estimate funding, resources, and other support needed to implement CRISP.	Integrate CRISP implementation into the BCPOS annual budget.		
C.4. Seek External Funding Complement internal resources with external grants or contributions, and use this as an opportunity to build partnerships.	Develop a plan and seek external grant funding for the support of additional staff development, new programming, new partnerships, and other resources to implement new programs and resources supporting CRISP.	Collaborate with the BCPOS Foundation to develop and implement a comprehensive grant and contributions plan for financial support of the CRISP elements.	Develop a multi-year plan that identifies new initiatives and identifies relevant funding sources, including federal, state, and private foundation grants.	Annually review effectiveness of seeking grants and in-kind support of new initiatives in relation to multi-year planning, within the context of the overall CRISP Strategic Plan and achieving defined BCPOS CRISP objectives.
		Seek out additional in-kind resources and sponsorships to support Latinx involvement (e.g. media support, donations of hiking/fishing equipment, etc.).	Use planning processes designed for CRISP to develop new projects.	
C.5. Implement the CRISP Recommendations and Assess Its Progress Recognize that implementing the CRISP recommendations will take time, long-term commitment, and the need for regular review and renewal of the CRISP.	Clearly and consistently communicate the vision and strategy of the CRISP both internally and externally, to assure continuing support from BCPOS leadership and staff, County Commissioners, other departments, and the community.	Integrate Latinx partners, leaders, and consultants into CRISP implementation for their relevant expertise as part of sharing power and co-creating BCPOS programs and resources that will engage Latinx.	Develop a plan to extend CRISP to other ethnic/racial minority communities in Boulder County.	Establish measurable objectives to assess progress in CRISP implementation.
	Make CRISP a department priority and establish a sense of urgency for taking action on EDI.			Establish quantitative and qualitative methods to evaluate progress in achieving objectives and areas which need revision and improvement.
	Engage BCPOS leadership, the county commissioners, and other county departments in learning about, supporting, and taking actions on the CRISP.	Seek and celebrate short-term successes to keep momentum and make incremental progress.		Conduct an annual assessment and review of implementation of CRISP and adapt as necessary.

Overview of Evaluation Using a Culturally-Responsive Approach

This section provides:

- A brief overview of evaluation for nonprofits and government departments that offer a range of services and programs for the public.
- A brief overview of culturally-responsive evaluation.
- A description of key evaluation strategies and tools.

Two evaluation resources for non-profits and governmental service agencies can be found in the next [section](#) of this report.

Note: When financial resources are available, it may be most effective for BCPOS to hire a professional evaluator or to have a staff member who can conduct a variety of evaluations that serve the objectives of BCPOS.

Overview of Evaluation Methods for Nonprofits and Government Agencies

Evaluation has a wide variety of purposes, such as accountability, agency or program improvement, the study of impacts of programs or services, or as a requirement for a funding agency. It is important to identify what you are evaluating, why you are trying to evaluate, what the purpose of your evaluation is, and who the audience for your evaluation is. Asking these basic questions will help you to determine what specific questions to ask, what methods to employ to collect relevant data, and how you can use the findings. While a rigorous evaluation conducted by a professional can be very labor and time intensive and can be expensive, there are some types of internal evaluation that may not require this level of resources.

At the outset, then, BCPOS should define what questions it wants to ask in relation to the agency overall or with respect to specific activities or programs. Here are a few examples of the many issues BCPOS may want to address with respect to CRISP:

- Who is BCPOS trying to serve? For example: Latinx youth, families, broader community groups.
- What are specific program or communication objectives in relation to Latinx?
- What are the specific impacts of a program or services on the Latinx community?
- Is BCPOS effectively engaging the Latinx community (in relation to specific communications, programs, or services)?
- How is BCPOS perceived as an agency by Latinx?
- How can BCPOS improve (a specific) program or service to more effectively engage Latinx?
- What information is needed to make decisions?
- What information can feasibly be collected and analyzed?
- How accurate will the information be? Will the questions or survey items collect valid responses (i.e., do the questions or items elicit relevant responses?)
- Will the information be credible to Latinx community leaders, partners and members, BCPOS staff and management, or BCPOS commissioners?

It is important to note that evaluation has broader purposes than simply finding out “what is the impact of XXX?” or “is it working?” Evaluation can shed light on how and why a program is effective that can be

usefully applied in improving the program or in suggesting more effective approaches to apply in the future. Many evaluation strategies conduct **“front-end” evaluation** and collect data before project design is even started in order **to understand the prospective participants** and their knowledge of and interest in the project experiences. Evaluation can also be used through **“formative evaluation”** for improving new programs by field-testing the initial and perhaps successive versions of a program, **to incorporate improvements** that are suggested by evaluation. **“Summative evaluation”** (sometimes called Impact Evaluation) evaluates whether the final version of a program or experience was delivered as designed and whether it achieves intended impacts.

BCPOS should consider designing **an overall approach to evaluation** (including but going beyond CRISP) so that **evaluations can be strategic and not conducted as one-time efforts** or without a specific purpose. Ideally, evaluations are conducted in relation to address specific questions/purposes, using relevant methods, and for a specific audience or audiences. There may be some evaluation activities that BCPOS may want to conduct on a regular annual basis or other regular intervals to track trends and progress over time, such as visitation levels, participation by Latinx, quality of program delivery, or other trends.

One final recommendation is that **BCPOS should take care to only collect data that is directly relevant** to the questions being addressed. It may seem convenient to collect any data that seems interesting. However, superfluous data will take more of respondents’ time and will place a greater burden on those analyzing the data.

By addressing the questions briefly described in this overview, BCPOS will be in a better position to develop specific evaluation objectives and methods that are relevant for the intended audience.

Culturally-Responsive Evaluation

Culturally-responsive valuation strategies and tools:

- Are best designed by **responding to the cultural context**;
- Take into account that programs are best understood in the **social and cultural context** where they occur.
- Should factor in the critical roles of stakeholders, such parents or peers, in the design and interpretation of the results;
- Should assess **strengths** rather than weaknesses and look for knowledge in context;
- Can be most effectively designed by an **evaluator with the same cultural background** as the participants. If that is not possible, then draft questions should be reviewed by community members who can agree the questions will elicit culturally resonant responses.
- Should be **transcreated** from English to Spanish. Transcreation is not a literal translation. The transcreation approach, if effectively used, results in a message that reflects the cultural

subtleties and nuances of the language. A professional evaluator, preferably a bilingual/cultural member of the Latinx community, is usually required.

- Should be **administered, if possible, by members from the Latinx community**. If Latinx community evaluators or data collectors conduct interviews, distribute surveys, or otherwise collect data, Latinx respondents feel comfortable with the context, agree to participate, and are not anxious about the ultimate use of the data. Members of the community may also provide a more subtle and sophisticated analysis of evaluation results.
- Should be **analyzed, if possible, by members from the Latinx community**. Data can't speak, but can only be given voice through valid interpretation.

Evaluation Tools

The CRISP includes a broad range of activities that can be evaluated. In this section, examples of a variety of evaluation tools will be briefly discussed. Some of these tools will be referenced and suggested in the Recommendation Tables as potential tools to use in evaluating specific activities. This section provides a fictional example of how each technique can be employed. **One important point is that the goals of a particular event, activity, or service should be determined to guide the development of evaluation questions and the selection of evaluation techniques that would result in relevant information addressing the question.** In brief, the examples below are tools, but BCPOS needs to know which tools to use and why in relation to the evaluation question at hand.

The tools are organized in several broad categories and are briefly defined.

1. **Case Study:** A structured description of an event that may be organized around the expected elements of the event and a discussion of how the actual compared to the planned.
Example: A staff member fills out an event form to capture specific information about the event including promotion, set-up, implementation, and wrap-up, concluded by an overall analysis of the strengths and weaknesses of the event.
2. **Checklists:** A listing of actions required to support an event or experience.
Example: The actions that were actually carried out in a demonstration of an agricultural technique are checked off, indicating how fully the event was implemented in relation to the plan (as reflected by the checklist).
3. **Community Forums:** A group of community members are gathered to present and discuss their views.
Example: BCPOS staff hosts a community forum at a housing project where most residents are Latinx family. The topic is to present the CRISP and gain reactions.
4. **Data Analytics:** Set up data tracking for social media and BCPOS website.
Example: For BCPOS web page, track usage, "likes," click-throughs, in relation event participation.

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5. **Expert Panel:** A group of several experts evaluate a program, service, or component using a list of categories and related criteria.
Example: A consultant is hired to develop a media plan for BCPOS. Three media experts are asked to discuss and provide a written critique of the plan.
 6. **Feedback Forms:** A short survey that may ask for ratings and/or quick comments on several items.
Example: A box is available at a trailhead for a hike. Pencils and brief feedback forms are provided. Hikers are asked to fill out a form at the end of their hike commenting on the quality of the trails, signage, etc.
 7. **Focus Groups or Listening Sessions:** A discussion guide is prepared to elicit comments from participants.
Example: A sampling of media promoting BCPOS events is played for a group of community members who are asked to highlight and discuss their reactions. E.g. Did you enjoy the radio segment? What was the main idea? Would you turn the radio station if this came on the air?
 8. **Journals:** Participants are asked to provide a written narrative concerning a specific experience. The requested journal entries may be structured and ask for responses to a series of standard topics or they may ask for more subjective reflections on a topic relating to a participants' experience in an event or program.
Example: Youth participating in a summer internship program, which has the goal of introducing conservation values, are asked to reflect on their experiences and their views of conservation.
 9. **Longitudinal:** Document the BCPOS activities of a set of individuals over time.
Example: Ten families who visit BCPOS are asked to keep a log briefly documenting and reflecting on their experiences over a period of time. The journals are then analyzed for changes in family attitudes and behavior.
 10. **Media Documentation:** Regular collection of public media concerning programs or events, such as newspaper or magazine clippings or video clips.
Example: Media that has been systematically collected is analyzed for extent of exposure of BCPOS promotion.
 11. **Observations:** A log can be recorded of the behavior of an individual or social group, such as friends of parents and children, either using a structured form with a checklist of desired behaviors or a narrative.
Example: Behavior of participants at an interactive experience; BCPOS facilitation of a program.
 12. **Photo Documentation:** Photos are taken to gain a visual picture of an event or experience OR a more structured set of photos is taken, guided by clear instructions on capturing a series of shots of an event at a specific time or when specific circumstances are observed.
Example: Photos were taken at set intervals of the same booth. The number of visitors at the booth were counted and the nature of their apparent activity coded.
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13. **Pre-Post:** Use of a standard format to measure or ask for subjective responses before and after an experience. The items may ask for subjective ratings of various aspects of the program, expectations compared to lived experience, increase in knowledge or skill levels, or other comparisons.
Example: In a summer internship program, youth participated in trail restoration and conservation activities. Their attitudes towards environmental issues were measured before and after the program to determine if their attitudes had changed.
 14. **Questionnaires** (one person interviews another person) **or Surveys** (self-administered): In either case, the respondent is asked a series of specific questions that require ratings on a scale, specific responses, or invite open-ended responses.
Example: Interview concerning how the respondent's family decides where to go on weekend trips and what the family does.
 15. **Rubrics** are a clearly defined set of criteria that can be used to assess a specific task or activity. A rubric may define several levels of performance by describing the degree to which the task or activity was completed.
Example: Develop rubrics for evaluating the quality of facilitation for a guided hike. In this example, several aspects of facilitation could be defined (e.g., use of culturally responsive cues, quality of information presented, etc.).
 16. **Social Media Analytics:** Use data analysis tools available through social media sites to track number of hits, likes, using links, number of followers, comments, etc.
Example: Establish a BCPOS Facebook page, look at a specific posting for an event and analyze the data available to find out the number of people who are active on the page, how many people like a posting, etc/
 17. **Secret Shopper:** A confederate unknown to the program facilitator or other staff member delivering an experience or service acts like a typical visitor or user and records the results of the interaction.
Example: A secret shopper who is bilingual/bicultural takes her children to BCPOS properties and pretends she can't speak English and asks in Spanish what she can do with her children. She records her interaction with a BCPOS staff member to determine if they implement the practices they have learned in multicultural professional development sessions.
 18. **Timing and Tracking:** Recording the amount of time, locations, and/ or activities a participant goes.
Example: When there is an event where participants can choose what activities to participate in and how much time to spend at each, record which events a participant went to, how much time they spent there, and what they did (when action is a central element).
 19. **Trends:** Baseline data is collected on some regular program or service.
Example: BCPOS does visitation surveys each year. Using a past year as a baseline, frequency of visitation overall, by season, and by property, can be tracked over time.
-

Additional Deliverables and Resources

Strategic Plan Deliverables

- [Research Deliverables](#)
- [Outreach and Engagement Deliverables](#)
- [Project Management Deliverables](#)
- [Short-Term Action Plan](#)

CRISP Recommendations Implementation Ideas & Resources

For each of the three recommendation categories (Partnerships & Co-Creation; Communication & Outreach; Economic Opportunities & Organizational Change), we are listing here a few brief and concrete implementation ideas that BCPOS could consider as starting points for following through with the recommendations (and not as a comprehensive list of plans for implementation). Additionally, we are listing a few references that directly link to each of the recommendation categories. These references provide practical guidelines and practices that can be used as resources in planning the implementation of the recommendations.

Partnerships & Co-Creation

Implementation Ideas

- Develop a family experience template.
- Build on partner workshop 2 brainstorming session for Mother's Day, or similar event, once COVID-19 restrictions are lifted.
- Have a traveling BCPOS "open house" for Latinx organizations introducing them to BCPOS properties, amenities/facilities, programs, job openings, volunteer opportunities, and family activities. This information would show the Latinx community how they can use and engage with BCPOS and invite the community to feel a sense of ownership of "their" (as Boulder County residents) Parks & Open Space. Make it a festive occasion with refreshments and maybe some giveaways.
- Conduct Latinx community listening sessions at selected BCPOS sites to get feedback on existing and desired programs, services, amenities, facilities, and experiences.
- Prototype activities using a "pop-up" approach at community events.
- Hold a program design or park design charrette involving Latinx community members or a partnership with a Latinx organization.
- Have Latinx youth design an ideal park for their families, using modeling materials.
- Work with Latinx leaders to build on existing programs and make them more appealing to Latinx audiences. For example: Youth Corps, volunteer opportunities, school field trips to BCPOS sites such as the Agriculture Heritage Center, naturalist hikes, National Night Out, fishing and other water-related activities, CSU Extension, reservation systems for shelters and the Fairgrounds.

Resources

- Organizations identified as priority partners for BCPOS can be found in [Appendix 5](#). The full list of CRISP partners can be found in this [spreadsheet](#), along with contact information for most of the organizations.
- Garibay, C. (2009). [Latinos, leisure values, and decisions: Implications for informal science learning and engagement](#). The Informal Learning Review (94), 10-13.

Factors to consider when planning programs for Latinx families.

- Nanoscale Informal Science Network (2013). [Strategies for Engaging Bilingual Audiences](#). Ithaca, NY: Sciencenter.

Factors to consider when planning programs for Latinx families.

- National Park Service. 2015. Spanish Style Guide, National Park Service Interpretive Media.

Useful guide for creating Spanish-language signage and other material.

- Kari Jensen, Verónica Núñez, Veronica Garcia-Luis, Rae Ostman, and Anna Lindgren-Streicher (2009). [NISE Network Translation Process Guide for Educational Experiences in Museums](#)
- SciGirls. (2016). [Engaging Latino Families: Key Ingredients for successful STEM programs](#). Twin Cities Public Television.

While this brief guide focuses on engaging Latinx in science activities, there are many excellent guidelines for designing programs that will engage Latinx families, including building relationships and trust, incorporating culturally relevant program elements for the entire family, and promoting a program's value for families.

Communication & Outreach

Implementation Ideas

- Identify the POS champions who will propel the CRISP forward
- Reconnect with Latinx leaders already connected to the CRISP
- Have Latinx leaders look at and comment on CRISP
- Identify one or two local groups that BCPOS can start working with immediately
- Develop a BCPOS Latinx advisory committee as soon as possible
- Identify expertise/consultant to help lead CRISP through initial implementation
- Leverage existing community events to have “pop-up” booths to let Latinx attendees sample new activities and provide feedback via short, anonymous surveys on the activities and on current BCPOS initiatives go to housing projects.
- Maintain a Facebook page, moderated by Latinx community brokers, connectors, and leaders, highlighting BCPOS programs and resources.
- Create a bilingual newsletter focusing on schools with a high proportion of Latinx students highlighting BCPOS opportunities and programs, including related hands-on activities to do at home.
- Conduct BCPOS outreach (using “pop-up”) to after school and family activities at schools, churches, and community organizations.
- Develop a Pagina de la Familia webpage using colorful graphics providing information for Latinx children and adults on upcoming events, nature, health, and things to do at home.
- Quickly translate existing printed resources
- Marketing brochure in Spanish introducing POS & resources
- Plan for family, multigenerational summer events
- Youth internships for youth at risk in summer (look into getting Latinx college students involved)
- Create capacity (partnering with Front Range Community College)

Resources

- Alicia Torres, PhD, Luz Guerra, MA, Selma Caal, PhD, and Weilin Li, PhD (2016) [Reaching and Engaging with Hispanic Communities: A Research-Informed Communication Guide for Nonprofits, Policymakers, and Funders](#) (Child Trends)

Strategic communication is central to an organization's ability to advance its mission and its capacity to serve the community. This guide is designed to help service providers and educators build communication strategies to better serve Latino children and their families.

- John P. Elder, Guadalupe X. Ayala, Deborah Parra-Medina, Gregory A. Talavera (2009) [Health Communication in the Latino Community: Issues and Approaches](#) (Annual Review of Public Health Vol. 30:227-251)

The report describes various research issues and challenges when considering the health of Latinos, and implications for designing and evaluating health communication and behavior change efforts in this population. While the focus is on health, the report provides rich insights into a variety of topics including culture, demography, acculturation, and language use among U.S. Latinx and suggests how different media and communication approaches can be used.

- Anna María Nápoles and Anita L. Stewart (2018) [Transcreation: an implementation science framework for community-engaged behavioral interventions to reduce health disparities](#) (BMC Health Serv Res. 2018; 18: 710)

While academically oriented, this paper suggests some useful considerations with respect to language, acculturation, setting, and behavioral change that can be usefully applied to other topics.

- For a list of Boulder County and Denver area Spanish-language media, please refer to [Appendix 6](#).
- For more background on Latinx media use, see the Literature Review.

Economic Opportunities & Organizational Change

Implementation Ideas

- Use a self-assessment of BCPOS staff to determine professional development needs in relation to CRISP.
- Conduct a gap analysis regarding staffing expertise and responsibilities with respect to EDI and CRISP.
- Organize a CRISP Task Force, including BCPOS champions and Latinx leaders and partners, to develop the action plan for CRISP implementation.
- Develop an internal BCPOS website that has all of the CRISP resources in one place and includes descriptions of communications, EDI staff development, ongoing CRISP initiatives, resources, and has a place for feedback and discussions.
- Develop sabbaticals for staff so they can devote significant time to developing and implementing CRISP-related projects.

Resources

- Harver.com. (2021). [6 Must Know Tips for Writing Inclusive Job Descriptions](#).

A nice list of suggestions and reminders of how to write a job notice in order to reflect the importance of Diversity, Equity and INclusion for the position.

- McKinsey & Company. (2020). [Diversity wins: How inclusion matters](#).

A report on how diversity and inclusion can bring great benefits to an organization, contributing to expertise, strength, and growth.

- National Recreation and Parks Association. (unknown). [Equitable Access To High-performing Parks](#)

Rich resources and a nice overview of "what equitable and inclusive engagement means for parks," internal assessment and planning, case studies or organizations incorporating these practices, organizational leadership and finance practices supporting EDI, building community trust, methods for community assessment.

- North American Alliance for Environmental Education. (2017). [Community Engagement: Guidelines for Excellence](#).

An extensive manual (172 pp.) on community engagement, covering topics on internal assessment and planning, community engagement, building trust with communities, and evaluation.

- Roman, Stephanie. [5 Ways Employers Can Attract and Retain Latino Millennials](#) (UnidosUS - formerly National Council of La Raza).

The brief report has recommendations for hiring and retaining talented Latinx, especially those of the millennial generation.

- University Health Services, University of California, Berkeley. (2013). [A Toolkit For Recruiting And Hiring A More Diverse Workforce](#)

A 20-page guide that includes recommendations for recruiting and interviewing in the service of hiring a more diverse workforce, supported by a rich listing of resources.

- Young, Olivia. (2021). [How to Recruit Hispanic Candidates](#) (Recruitics).

Very brief, but useful recommendations for recruiting Latinx candidates.

- Garibay, Cecelia & Laura Huerta-Migus. (2014). [The Inclusive Museum: A Framework for Sustainable and Authentic Institutional Change](#). Center for the Advancement of Informal Science Education.

A nice, research-based guide on organizational development (using museums as the context, but providing discussion of issues that would apply to many organizations).

- National Council of Nonprofits. (2020). [Why Diversity, Equity, and Inclusion Matter for Nonprofits](#).

A rich directory of resources that make recommendations on how an organization can develop an inclusive workplace, create a Diversity, Equity & Inclusion (EDI) action plan, and develop a set of values reflecting EDI.

- National Recreation and Parks Association. (unknown). [Equitable Access To High-performing Parks](#)

Rich resources and a nice overview of “what equitable and inclusive engagement means for parks,” internal assessment and planning, case studies or organizations incorporating these practices, organizational leadership and finance practices supporting EDI, building community trust, methods for community assessment.

- North American Alliance for Environmental Education. (2017). [Community Engagement: Guidelines for Excellence](#).

An extensive manual (172 pp.) on community engagement, covering topics on internal assessment and planning, community engagement, building trust with communities, and evaluation.

Project Evaluation Resources

There is a wealth of evaluation resources related to environmental education, culturally-responsive evaluation, and evaluation design, as well as expertise in research and evaluation at nearby universities such as the University of Colorado, Boulder, or Colorado State.

The first two resources focus specifically on culturally-responsive evaluation. The third is a basic guide to evaluation for nonprofits.

- Hood, S., Hopson, R.K. & Kirkhart, K.E. (2017) [Culturally Responsive Evaluation: Theory, Practice, and Future Implications | Chapter 12](#). Handbook of Practical Program Evaluation, Fourth Edition.
- Public Policy Associates (2015) [Considerations for Conducting Evaluation Using a Culturally Responsive and Racial Equity Lens](#). Prepared for the W.K. Kellogg Foundation.
- Colorado Nonprofits Association (2011) [Evaluation | A Toolkit to Support | Principles & Practices for Nonprofit Excellence in Colorado \(second edition\)](#).

Appendices

Appendix 1: Parks and Open Space Description and Organization Chart

Boulder County Parks & Open Space Department | 1975 - 2020

MISSION: To conserve natural, cultural, and agricultural resources and provide public uses that reflect sound resource management and community values.

HISTORY

The Parks & Open Space department became a reality in January 1975. However, the idea of a county open space program was initiated in the mid-1960s by residents who were interested in parks and recreation needs of the unincorporated area and in “preserving open space land in the face of rapid county development.” Since that time, Boulder County’s population has grown from fewer than 130,000 people to 326,196 in 2019 (latest available).

The mid-1970s brought the first major county open space purchases. The Boulder County Comprehensive Plan was adopted in 1978 and continues to guide the management of county open space. The Open Space Element was updated in March 2017.

The department now oversees over 105,000 acres of land and 121 miles of trails. Of this, about 65,900 acres are owned in fee and 39,500 acres are conservation easements.

FUNDING: Open space acquisitions are funded from three primary sources: property tax (the general fund), county open space sales and use tax, and state lottery.

GOALS

1. Preserve rural lands and buffers.
2. Preserve and restore natural resources for the benefit of the environment and the public.
3. Provide public outreach, partnerships, and volunteer opportunities to increase awareness and appreciation of Boulder County’s open space.
4. Protect, restore, and interpret cultural resources for the education and enjoyment of current and future generations.
5. Provide quality recreational experiences while protecting open space resources.
6. Promote and provide for sustainable agriculture in Boulder County for the natural, cultural, and values it provides.
7. Develop human resources potential, employ sustainable and sound business practices, and pursue technological advancements.

DEPARTMENT DIVISIONS

There are 9 divisions (divided by work groups) at BCPOS, which are further divided into several work groups. Each is responsible for a unique aspect of the department including acquiring and stewarding open space resources, leading education and outreach programs, and providing services to the public and other staff. Here is a brief description of the responsibilities of each division:

- **Director's Office** supports the director and manages public information and engagement and special projects.
- **Administration** supports contracts, grants, leases, and bills.
- **Agricultural Resources** works with tenant farmers to maintain 25,000 acres of open space agricultural lands and manages county-owned water rights.
- **Real Estate** is responsible for property transactions, monitoring conservation easements, and tracking oil and gas activities.
- **Recreation and Facilities** designs, constructs, and maintains public amenities on open space properties. These include trails, signs, trailhead facilities, parking lots, historic structures, and landscaping. This division also manages the Boulder County Fairgrounds.
- **Resource Management** cares for the natural resources on our open space properties, including wildlife, plants, forests, and riparian areas, and provides public education and resource protection.
- **Resource Planning** creates management policies and management plans, maintains GIS data, and monitors historic structures.
- **Youth Corps** provides employment for Boulder County teens aged 14-17 completing projects for Boulder County departments and municipalities. Most crews are assigned to open space projects.
- **CSU Extension – Boulder County** is partially funded by the Parks & Open Space department. Extension agents work closely with other open space staff on education programs and applied research in the areas of agriculture, horticulture, family and consumer science, natural resources, and 4-H programs.

BCPOS ORGANIZATION CHART

The BCPOS Organizational Chart is provided on the next page.

Special Projects Manager
Tina Nielsen

Public Information & Engagement Manager
*Wynne Jamnigour

Partnership Coordinator
Karen Imberkowitz

Web Administrator
Nik Brodman

Administrative Coordinator
Renee Frye

**BOULDER COUNTY
PARKS AND OPEN SPACE DEPARTMENT
Eric Lane, Director**

**Organizational Chart
March 8, 2021**

**Youth Corps
Program Managers
Judy Wolfe
Lutz Blanco-Bertolo**

Field Coordinator
George Carter

Fairgrounds Manager
*Joe LaFollette
Kelli Pannell
Randy Noterman

Scheduling Coordinator
Rebecca Harp

Techs
Joe Arzardo
Derrick Coory
Derek Kirkman
Matthew Wiler
OPEN

Project Management & Design
*Sean Reynolds

Project Coordinators
Chadiah Broughton
Prestant KC
Shara Benjamin
Barry Shook
Brent Wheeler
Tim Zych

Landscape Architects
*Mary Olson
Benjamin Puzo
Sign Specialist
Mary Roll

**Recreation
and Facilities
Al Hardy**

Shop Foreman
Joe Thigpen

Building and Historic Preservation
*Will Towle
Brian Barbel
Brian Berlin

Techs
Mike Burn
Mike Lahr
Emily Ruff
Alex Turner

Grounds
*Jeff Cook
Crista Stewart

Techs
Darrin Cole
Casey Kennedy
Jeff Shaw
Mary Tisman

Arborist
Cathy Thigpen

Trails
*Andy Taylor
Tristan Stone
Chris Trujillo

Techs
Kristopher Mitchell
OPEN
Byron Ramsey

Trails Volunteer Coordinator
Mike Puzo

Recreation & Facilities Volunteer Coordinator
OPEN

**Resource Planning
Jeff Moline**

Cultural Resources - Project Coordinator
Carol Baum

Planners
Justin Aherton-Wood
Ernst Strenge
Ron West
Marni Ruzel

Business Analyst
*Carmel Inabahta

Racial Equity
Cecilia Jones

Computer Specialist
Karl Folever

Application Developer
Simone Baring-Gould

GIS Manager
*Kirsti Yardi-Reidbach

GIS Specialists
Marabeth Dullinger
Erik Hinkley

GIS Tech
Nicholas Dattels

**Agricultural Resources
Mike Foster**

Admin Tech
Barbara Brooks

Resource Specialists
Chase D'Amico
*Cassandra Schmitt

Resource Specialist
Trent Kischer

Senior Resource Specialist
*Rob Alexander

Resource Techs
*Amy Schwarz

Project Coordinator
*Jason Sauer

Resource Tech
OPEN

Agricultural Tech
Levi Priest

Senior Water Specialist
*Aunmy Guller

Water Specialist
Darren Beck

Water Tech
Chris Williams

**Real Estate
Janis Whisman**

Senior Paralegal Specialist
*Marilyn Langstaff

Paralegal Specialist
Kelli Cavaleri
Krislen Wassell

Real Estate Assistant
Lisa Steele

Senior Land Officer
Neil Stonerater

Senior Land Officer
*Sandy Bell

Land Officer
Brandon Humphrey
Wesley Lutz

Senior Land Officer
*Tina Burghardt

CE Program Manager
*Wilmar Arnold

Stewardship Specialist
Elizabeth Northup

**Administration
Judy Dvorshtock**

Administrative Supervisor
*Rosa Brohm

Contract Specialist
Renee Bookless

Admin Spec/Property Manager
Melissa Weber

Grant Coordinator
D'Ann Lambert

Personnel Specialist
Lon Wuerz

Lead Accounting Clerk
Shannon Small

Administrative Lead Tech
Brigitte Kaube

Resources Protection Ranger Supervisor
*Benj Carstens

***Erm Harroset, Senior Ranger**
Kevin Grady, Hill Ranch
Jeff Hiebert

Denny Morris, Walker Ranch

*Jason Yromm, Senior Ranger

Sarah Andrews, Caribou Ranch

Juan Ocampo, Bessoo

John Queen, Hill Ranch

Chris White

Parks Sheriffs Office Supervisor
*Matt Sparhawk

Deputies
Candice Bott
Phil Jarvis
Katie Tsch

**Resource Management
Therese Glowacki**

Admin Tech
Requel Robles

Education & Outreach
Lary Collette
Rachel Gahr
Michelle Marotti
Dorothy Price
Ananda Hatfield
*Sheryl Kippert
Jim Drew

Forestry & Fire
*Stefan Reinhold
Scott Golden
Wendy Wittington
Shane Wils
Zach Price
Nick Stramal

Plant Ecology
*David Hart

Carmie Circo

Stephen Hauptli

Bret Winkelmann

Casey Balthrop

Needs
*Liz Gier

James Sebastian

Joe Swanson

Malcolm Wiley

Wildlife
*Susan Spaulding

Michelle Durant

Dave Hoerath

Mac Kobza

Tim Shaler
OPEN

**CSU Extension Director
Laura Larson**

Accounting Clerk III
Dana Theis

Admin Techs
Audra Harders
Amy Lippold
Lisa Wallace

Horticulture Entomologist & Master Gardener
*Cand O'Meara
Kristen Anderson

Small Acreage & Natural Resources Coordinator
Sharon Bokan

Agriculture
Adrian Card

Family Consumer Services & Outreach
*Ann Zanker

Horticulture
Devyn Davidson
Allison Appalans

4H Youth Leader Development & Outreach
*Fawn Koscieli

4H Youth Development & Outreach
*Liz Luck
Brenda Neung

*INDICATES SUPERVISORS
BLUE INDICATES NON-COUNTY STAFF

Appendix 2: Trestle Team Background and Experience



Marina LaGrave CEO Founder | CLACE

Marina La Grave is CEO and Founder of Colorado Language Access and Cultural Experts, CLACE.

EDUCATION

MA Applied Linguistics and Intercultural studies.
University of Cambridge & Université Paris Sorbonne

B.A. Music/Classical Guitar
Conservatory Juan José Landaeta

AREAS OF EXPERTISE

Translator & interpreter,
Language Access,
Community Outreach &
Community Engagement,
Cross-Cultural Communications
(CC)

COMMUNITY INVOLVEMENT

I Have A Dream Board Member,
Junkyard Board Member,
Boulder Police Department
Victim's Advocate,
Keynote Speaker

EXPERIENCE

25+ Years

SELECT PROJECTS

NASA's Climate Change Education
PI and Program Manager,
Ciencia en Casa, Parent's
Education Program Manager
(Casa Esperanza),
NIH, Discover Health Project
Language Access, CC and Media
Manager,
IPCC Report Translator,
City of Boulder and Boulder
County Language Access
consultant,
BPD Master Plan Community
Member and Translator/
Interpreter

With a proven track record spanning over 25 years, Marina is a linguist, a United Nations certified translator & interpreter, language access professional, community outreach & community engagement specialist, and cross cultural communications expert that ensures CLACE provides comprehensive, streamlined, services to her clients. She has built a robust portfolio in developing integrated outreach and communications strategies aimed toward impacting diverse populations, and community building projects. She brings proven experience in program development, program and project management, developing analyses, engaging stakeholders, strategic planning, and delivering strategic recommendations.

From her work with NASA, the NIH, NSF, the White House, the City of Boulder, Boulder County, UCAR/NCAR, just to name a few, she is highly recognized and praised for her excellence in translation, transcreation and interpretation services, outreach, activating and engaging communities, and bridging gaps to tackle complex societal, community, cultural, and language challenges proactively. CLACE brings in-depth knowledge to assure her clients bring new heights reaching and communicating your message across languages, platforms, modalities, and cultures.

Marina is also an educator committed to developing, participating, and supporting programs and organizations that aim to positively elevate and impact the Latinx community.

She thrives in her role as a skilled communicator with a unique ability to build coalitions, connect and engage communities, develop partnerships, and leverage organizational priorities.

When not immersed in my work, you'll find her running the amazing trail system in Boulder County, hiking, playing guitar and cuatro, listening to music, sharing nature experiences with my Latinx students and families, and of course, enjoying life with my amazing family!



Robert L. Russell, PH. D.

CLACE

Senior Consultant, Audience research, Recreational Experience Design, Diversity/Inclusion, Project Resources Development

EDUCATION

B.A., Psychology (minor in mathematics), University of Nebraska, Lincoln

Ph.D., Developmental Psychology, Human Development & Family Studies, Cornell University

AREAS OF EXPERTISE

Non-profit management.
Project planning.
Audience research.
Project Evaluation.
Design of exhibits, programs & media.
Design of strategies to engage ethnic/minority communities.
Resource development (partnerships, grants, fundraising).

EXPERIENCE

30 Years

SELECT PROJECTS

1. University of Colorado Medical School: Descubre la Salud, a bilingual exhibit, media & programs touring Colorado libraries, targeting Latinx families.
2. Celebra la Ciencia Festivals: Multi-site program engaging Latinx families in science.
3. ConCienciaNews (to launch in November): National science/health wire service in Spanish, targeting Spanish-dependent Latinx.

Robert L. Russell (Ph.D. in Developmental Psychology, Cornell) has over 30 years of experience in STEM education spanning children's museums, science centers, community organizations, and media. He has served a total of 10 years as a Program officer at the National Science Foundation's, (NSF) the nation's premier federal government research funding agency. in the National Science Foundation's Directorate of Education and Human Resources. Russell manages an \$80 million portfolio of over 80 projects concerned with informal, classroom, career and cyberlearning STEM education. A number of these research projects focus on issues involving diversity, equity, and Inclusion of underserved communities such as Latinx. He currently serves on a half-time basis, permitting participation in additional projects.

His experience includes project design, development, and management; evaluation of exhibit, community/youth, and media projects; private foundation and government grant development; and conduct of professional development workshops in project planning, evaluation, and grant development.

Bob's unique strengths include his experience in designing and evaluating projects targeting underserved ethnic/racial minorities, including Latinx and African-Americans; designing health education projects; using social marketing approaches in science and health education; and designing media-focused projects, including print media, radio, television, and large format films. Russell has taught psychology at Cornell and Georgetown Universities and has published widely on informal science education and has published research on social networks, cross-cultural psychology, and cognitive development.



Danica Powell

Founder & Owner | Trestle Strategy Group

Danica is the passionate and energetic founder and owner of Trestle Strategy Group, a real estate strategy and planning firm specializing in custom, collaborative consulting for complex real estate development projects. Trestle's success is grounded in Danica's extensive network and her ability to bring new vision and ideas to projects in order to build capacity, develop strategic alliances, empower community support, and implement innovative solutions.

Working as a consultant to developers, nonprofits, governmental agencies, schools and universities, Danica has a proven track record for directing and managing a diverse portfolio of projects. Her background in urban planning, real estate, environmental science, marketing, and sustainability, combined with a community focused mindset, provides a unique perspective for pursuing non formulaic approaches to design and urban planning challenges. As an advocate for affordable housing solutions and community focused outcomes, Danica has partnered with local municipalities to implement several post flood recovery and resilience based projects in Colorado, including affordable replacement housing in Lyons and a multi-year stabilization project for an existing mobile home park in Boulder.

She currently serves on the Board of Directors for the I Have a Dream Foundation of Boulder County, Boulder Community Affairs Council, and the Downtown Boulder Foundation. She is raising her 2 kids, 2 dogs, and reptiles with her husband in beautiful Boulder, CO.

EDUCATION

B.S. Sustainable Urban Systems
University of California at Berkeley

AREAS OF EXPERTISE

Urban Planning
Community Engagement
Strategic, Comprehensive Project Oversight
Strong Communication and Outreach Skills
Agile, Focused, and Collaborative

MEMBERSHIPS

I Have a Dream Foundation of Boulder County
Boulder Community Affairs Council
Urban Land Institute

EXPERIENCE

25 years

SELECT PROJECTS

Strategic Catalytic Downtown Development Planning
(Town of Parker, CO)

Parcel O Redevelopment Study
(City of Louisville, CO)

Ponderosa Community Stabilization Project
(City of Boulder, CO)

Civic Area Master Plan
(Town of Vail, CO)

Home Wanted Initiative
(Boulder County Regional Housing Partnership)

Fire Station 3 Space Needs Analysis
(City of Boulder, CO)



Marine Siohan

Project Manager | Trestle Strategy Group

Marine manages a diversity of community and stakeholder engagement projects at Trestle Strategy Group, including the Boulder County Regional Housing Partnership's Home Wanted community outreach program, and the Boulder County Parks and Open Space Cultural Responsiveness and Inclusion Strategy Plan process. Marine is a dynamic, efficient, detailed-oriented, and thoughtful project manager, who brings excellent organization and communication skills to best serve Trestle's clients.

Marine recently graduated from the Urban Land Institute's Real Estate Diversity Initiative, which is a comprehensive real estate development training and mentorship program for women and people of color that complements her background and experience perfectly.

Marine has significant experience working with different cultures and environments, and is passionate about helping communities become more equitable, resilient, and vibrant through well-informed, inclusive, and transparent decision-making processes.

Marine enjoys traveling the world, the unlimited outdoor living adventures of Colorado, and playing sand and indoor volleyball. She lives in Boulder, CO, with her husband and three kids.

EDUCATION

M.S. Urban Planning and Management
Aalborg University, Denmark

M.Eng. Civil Engineering and Urban Planning
INSA Lyon, France

AREAS OF EXPERTISE

Urban Planning
Strategic Community & Stakeholder Engagement
Outstanding Project Management
Strong Communication and Outreach Skills
Excellent Organization Skills

MEMBERSHIPS

Urban Land Institute

EXPERIENCE

10 years

SELECT PROJECTS

Home Wanted Initiative
(Boulder County Regional Housing Partnership)

Cultural Responsiveness and Inclusion Strategic Plan
(Boulder County Parks and Open Space Department)

Ponderosa Community Stabilization Project
(City of Boulder, CO)

Civic Area Master Plan
(Town of Vail, CO)

Integrated Community Master Plan
& Hazard Mitigation Plan
(Town of Manitou Springs, CO)

Appendix 3: Chronology of Outreach and Engagement Meetings & Activities

The table below provides a summary of the different outreach and engagement activities that were carried out during the project.

(Note: For the purposes of the core group meetings, BCPOS staff were grouped in “Core Groups” representing common areas of expertise and focus.)

Date	Title	Category	Participants	Goal(s)
Feb 25, 2020	Kickoff Meeting	Project Management	Working Group	<ul style="list-style-type: none"> ● Project kickoff ● Introductions ● Project plan
Mar 25, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● Recap on previous feedback ● First project statement draft ● Upcoming activities
Apr 1, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● Feedback on draft project statement ● Feedback on draft staff questionnaire ● Update on research
Apr 23-30, 2020	BCPOS Staff Questionnaire	Outreach & Engagement	Selected Staff	<ul style="list-style-type: none"> ● Develop a baseline of various roles within BCPOS and some of the unique skills and assets that can be brought to this initiative. ● Better understand how BCPOS currently interacts (or not) with Latinx communities, including any existing relationships or channels of communication, how BCPOS staff perceive the Latinx community is currently utilizing BCPOS programs, services, and amenities, and what untapped opportunities may exist for better inclusion and engagement. ● Gauge the overall interest and availability of staff in engaging with the Latinx community over the coming year and beyond. ● Start building a list of assets and opportunities within BCPOS and the community that can be tapped in the context of CRISP.
May 6, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● Final project statement ● Outreach timeline ● Update on research ● BCPOS staff questionnaire analysis
Jun 4, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 3	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 3 questionnaire results ● Discuss potential partners
Jun 9, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 2	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 2 questionnaire results ● Discuss potential partners
Jun 17, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 4	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 4 questionnaire results ● Discuss potential partners

Jun 19, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 5	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 5 questionnaire results ● Discuss potential partners
Jul 7, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 6	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 6 questionnaire results ● Discuss potential partners
Jul 9, 2020	Facilitated Discussion	Outreach & Engagement	Core Group 1	<ul style="list-style-type: none"> ● Intro to CRISP ● Core Group 1 questionnaire results ● Discuss potential partners
Jul 15, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● What we have heard so far ● Partnering opportunities ● Update on research
Jul 23, 2020	Outdoor Experience	Outreach & Engagement	6 Community Members, 1 BCPOS Staff	Walden Ponds experience
Jul 25, 2020	Outdoor Experience	Outreach & Engagement	5 Community Members, 1 BCPOS Staff	Betasso Preserve experience
Jul 28, 2020	Outdoor Experience	Outreach & Engagement	5 Community Members, 1 BCPOS Staff	Heil Valley Ranch experience
Aug 1, 2020	Outdoor Experience	Outreach & Engagement	8 Community Members, 1 BCPOS Staff	Carolyn Holmberg Preserve at Rock Creek Farm experience
Aug 3, 2020	Outdoor Experience	Outreach & Engagement	5 Community Members, 1 BCPOS Staff	Peck / LOBO Trail experience
Aug 8, 2020	Outdoor Experience	Outreach & Engagement	4 Community Members, 1 BCPOS Staff	Ron Stewart Preserve at Rabbit Mountain experience
Aug 15, 2020	Outdoor Experience	Outreach & Engagement	2 Community Members, 1 BCPOS Staff	Bald Mountain experience
Sep 2, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● Literature review highlights ● BCPOS-SUMA experiences takeaways ● Feedback on final report content & format
Oct 7, 2020	Literature Review Webinar	Research	All BCPOS staff	<p>Present literature review initial findings:</p> <ul style="list-style-type: none"> ● Latinx in the US and in Boulder County ● Planning for Latinx in BCPOS ● Example applications of recommendations
Oct 21, 2020	Project Update	Project Management	Working Group	<ul style="list-style-type: none"> ● List of potential BCPOS partners ● Partner workshops preparation ● Feedback on final recommendations review process

Nov 18, 2020	Partner Workshop 1	Outreach & Engagement	Management Team, Working Group, Partners	<ul style="list-style-type: none"> ● Learn about the CRISP ● Get acquainted with selected partners ● Small group discussions: <ul style="list-style-type: none"> ○ Healthy Living & the Outdoors ○ Youth & Families ○ Economic Vitality, Communication & Outreach
Dec 15, 2020	Partner Workshop 2	Outreach & Engagement	Management Team, Working Group, Partners	<ul style="list-style-type: none"> ● Key takeaways from workshop 1 ● Draft CRISP recommendations ● Scenario exercise: <ul style="list-style-type: none"> ○ Scenario 1: Plan an outdoor family experience for Mother's Day ○ Scenario 2: Property acquisition, planning, programming, and development
Dec 19, 2020	Outdoor Experience	Outreach & Engagement	2 Community Members, 2 BCPOS Staff	<ul style="list-style-type: none"> ● Nature walk ● Conversation focused on Latinx community engagement, ranger Juan Ocampo's personal story and Larson's commitment to Latinx outreach, EDI and education.
Jan 13, 2021	Project Update	Project Management	Management Team & Working Group	<ul style="list-style-type: none"> ● Pass the baton ● Feedback on draft recommendations ● SWOT analysis by recommendation categories

All outreach and engagement material, including meeting agendas and notes, slide decks, reports, etc. have been grouped together in three pdf documents for ease of access. Please click on the following links to access the different "intermediate" project deliverables:

1. [Research Deliverables](#)
2. [Outreach and Engagement Deliverables](#)
3. [Project Management Deliverables](#)

Appendix 4: Asset Mapping Overview

This brief overview provides only a very basic introduction to asset mapping, co-creation, and a culturally responsive approach to planning. Please refer to the references and additional resources to learn much more about asset mapping.

Overview of Asset-Mapping, Co-Creation & a Culturally-Responsive Approach

What is Asset Mapping?

- **What is an Asset?** The status, condition, behavior, knowledge, or skill that a person, group, or an entity possesses and which serves as a support, resource, or source of strength to one's self and others in the community.
- **What is an Initiative?** An action undertaken by the community to resolve problems or implement solutions on a local, regional scale or larger scale.
- **What is Asset Mapping?** A process for identifying community assets and initiatives, and leveraging or linking them in various ways
- **How to do Asset Mapping?** Identify the strengths and resources (and possibly gaps to be turned into assets) found in the community in BCPOS, and explore connections between BCPOS and Latinx community assets.
- **Who to Include?** Focus locally: rely primarily on people and assets found right in the community.
- **Why Do Asset Mapping?** Serves as a resource base and can be used to build partnerships or collaborations

What is Co-Creation?

- Sharing power and decision-making.
- Flexible and adaptable to meet Latinx community needs.
- Co-created communications, programs, and services will reflect the Latinx community.
- Use information and data to inform the process (e.g., results of CRISP Latinx community feedback, information on BCPOS resources, etc.).
- Focuses on the interests of all stakeholders.
- A continual and creative process that results in greater Latinx community engagement, as evaluation and continual community involvement leads to improvement.

What is a Culturally-Responsive Approach?

- Consider cultural biases within BCPOS.
- Assess organizational structures.
- Recognize diversity within the Latinx community: age, language use, acculturation, country or culture by origin, individuality.
- Learn about Equity, Diversity and Inclusion through reading, discussion, and professional development.
- Dedicate BCPOS resources to building cultural competency.

Rationale for Asset Mapping, Co-Creation, and Culturally Responsive Approach

- Builds on the **strengths** of Parks & Open Space, Boulder County residents in general, AND the Latinx community rather than taking a deficit perspective (i.e. what POS and/or the community

knows is an asset versus starting from assumptions about what one group or the other doesn't know).

- Values **existing knowledge and resources** (does not presume a lack of knowledge or skills).
- Builds on the **culture** and **values** of participants.
- Serves as a **resource base** (why re-invent something that is already there?).
- Can be used to **build partnerships** or collaborations.
- Shares **knowledge** and **power through collaboration and co-creation**.
- Recognizes that **diversity** in planning results in more creative, powerful, and impactful results.

Asset Mapping in Practice for BCPOS

Steps

- Define types of relevant assets, what information is needed, and how to gather information about potential assets.
- Build partnerships with the Latinx community.
- Identify assets within BCPOS and community.
- Leverage the mapped assets to create resources and partnerships.
- Develop a strategy for maintaining and renewing assets and mapping.

Participants

- **BCPOS Staff:** interdisciplinary groups across the POS divisions that represent areas of expertise/focus.
- **Latinx and Community Stakeholders:** BCPOS Stakeholder individuals, Latinx leaders, Latinx community members, and other relevant community participants.

Guiding Principles

- Community is the primary source of strength and power.
- Collaboration and co-creation are based on connections and relationships that build over time.
- Principles for sustainable efforts:
 - Organizations do not work together, people do.
 - Effective collaborations with the Latinx community must be sustainable and depend on trust, comfortable relationships, and common understanding (language barriers are not always the key issue).
 - Have more than one “champion” each from BCPOS and the Latinx community to provide continuity in collaboration, otherwise the partnership resets to zero.
 - Recognize that the process will take time, needs to be ongoing and maintain momentum.

Basic Elements: Listen, Connect, Engage, Collaborate

1. **Identify Assets:** Seek out assets and partners of Parks and Open Space (POS), Boulder County government overall, the Latinx community (members, leaders and organizations), and the larger Boulder County Community, including organizations that may not be specifically focused on Latinos but already have strong relationships, collaborations and programs in place with the Latinx community.
 2. **A Feeling of Welcoming:** There should be respect and caring amongst and between participants.
 3. **Listen:** Together with the Latinx community champions, develop a peer understanding of the Latinx culture, their interests, strengths, needs and their ways of communicating.
-

4. **Champions:** Champions are important because they can be the driving force that motivate and sustain and involvement in a project or initiative. The CRISP initiative should identify and train individuals, whether they are currently perceived as leaders or not, to take a leadership or key role in an initiative. Working with individuals and organizations identified in the partners listing (see [Appendix 5](#)), BCPOS can identify prospective Latinx champions (see asset mapping process in Detailed Steps below). The BCPOS champions should have the personal commitment to meet the Latinx community in the community or in places where activities may take place. It is best practice to identify more than one individual from an organization to lend continuity to an initiative or project, in the event a participant cannot attend a meeting or cannot continue a commitment to participate.
5. **Associations:** Identify the groups and organizations (unit of BCPOS, community organization, church, nature organization, etc.) that BCPOS and Latinx community members are or need to be associated with. These groups may be valuable assets for initiatives.
6. **Engage:** Develop a process for bringing together the assets, POS & Latinx community (i.e., have POS groups identify potential partners such as Latinx community organizations, Boulder County, other Boulder organizations) Leverage and connect with efforts and initiatives already underway. For example, the Boulder County government who has already recruited Latinx leaders and provided them with ongoing training (e.g., the recently created a Boulder County Emergency Response Connectors group of 25 Latinx community leaders, Housing and Human Services programs, etc.). Latinx community organizations identified on the CRISP Partner List also have various projects underway that may link well with BCPOS assets and staff for a joint effort.
7. **Collaborate:** BCPOS and the Latinx community groups can work together, building on an existing BCPOS effort or building on a program that a Latinx partner already has underway.

Resources

The resources provided below are provided to provide starting points for learning about asset mapping, co-creation, and culturally-responsive planning. Many additional resources can be easily found through consultation with experts, colleagues, or through your own searches for your own learning.

Asset Mapping

- [Asset Based Community Development Overview](#) (YouTube video, 12 min long)
- [Asset Mapping Toolkit](#) (PDF Document, 19 pages)

Co-Creation

- Ramaswamy, V. & Gouillart, F. (2010) [Building the Co-Creative Enterprise](#). Harvard Business Review.
- Forti, M. & Seldon, W. (2013) [From Input to Ownership | How Nonprofits Can Engage with the People They Serve to Carry Out Their Missions](#). The Bridgespan Group.

Culturally-Responsive Approaches

- Curry-Stevens, A., Reyes, M.-E. & Coalition of Communities of Color (2014) [Protocol for Culturally Responsive Organizations](#). Portland, OR: Center to Advance Racial Equity, Portland State University.
- López, M.; Hofer, K., Bumgarner, E. & Taylor, D. (2017) [Developing Culturally Responsive Approaches to Serving Diverse Populations: A Resource Guide for Community-Based Organizations](#). National Research Center on Hispanic Children and Families.

Appendix 5: BCPOS Priority Partners Identified for CRISP

This list identifies organizations that should be regarded as priority partners for BCPOS. The full list of CRISP partners can be found in this [spreadsheet](#), along with contact information for most of the organizations.

Agency / Organization	Mission / Description	Priority
ADVOCACY & NON-PROFIT GROUPS		
CREA Results	CREA Results is a cultural broker, building the assets of the Latino Community by increasing health equity and economic security. CREA helps engage with Latinos by promoting the unique culture and assets that Latinos contribute to their communities.	High
Entrepreneurial Earth	Promoting Sustainable & Thriving Human Culture on Planet Earth. Martin Ogle has been reaching out and engaging Latinx community through programs and experiences.	High
BUSINESS COMMUNITY		
Ollin Farms	"Community engagement and education is at the center of what we do. Whether it's running youth classes and field trips, or hosting farm dinners, or providing vegetables to local school districts, or collaborating with scientists to track ecosystem data on the farm, all of our work is focused on working together to help build a resilient food system within Boulder County."	High
COMMUNITY LEADERS / ORGANIZERS		
Latinos de Boulder County	This group is a resource for Latinos in Boulder County, Colorado (Boulder, Longmont, Lafayette, Louisville, Lyons, Netherlands, Erie, and all other areas) to find out about activities, offerings, and much more happening in the Latino population of our pretty county.	High
Latino Outdoors Colorado	"We inspire, connect, and engage Latino communities in the outdoors and embrace <i>cultura y familia</i> as part of the outdoor narrative, ensuring our history, heritage, and leadership are valued and represented."	High
ENVIRONMENT PROTECTION		
EcoMadres	Ecomadres brings Latina moms together to address issues of clean air, climate, and toxins that affect the health of Latino children and families. This organization provides outreach to Latinx mothers.	Medium
FAITH COMMUNITY		
Sacred Heart of Jesus	SHJ is a well-established parish in the Latinx community. Weekly masses in English and Spanish are held. People from all over BoCo participate.	Medium

GOVERNMENT AGENCIES		
City of Boulder Youth and Family Services (former YSI)	A community-based after school and summer program for youth living in low-income housing.	High
SUMA BoCo	SUMA is part of the Boulder County Cultural Managers Resilience Program. A community tool that seeks to expand the accessibility of resources, events and opportunities for the community.	High
HEALTH PARTNERS		
9Health Fair	"9Health is your community non-profit providing trusted resources to help you live your way. We're here to help you along your preventive health journey every day."	High
The Nature Conservancy	"The mission of The Nature Conservancy is to conserve the lands and waters on which all life depends. Our vision is a world where the diversity of life thrives, and people act to conserve nature for its own sake and its ability to fulfill our needs and enrich our lives."	High
HOUSING		
Casa de la Esperanza Learning Center	Casa de la Esperanza is a 32-unit residential community dedicated to helping agricultural workers. The community is owned and operated by the Boulder County Housing Authority in the City of Longmont. This center provides educational and recreational services to Casa residents, including an onsite "after-school" program and academic center.	Medium
LATINO MEDIA PARTNERS		
1150 AM	Conversation format. Varied information that includes news, sports, entertainment and topics of interest to the Hispanic community of Colorado.	Medium
KGNU	Independent radio	High
Telemundo Denver	Colorado Latino TV Station	Medium
YOUTH & EDUCATION		
I Have a Dream Foundation of Boulder County	IHADP provides individualized social, emotional, and academic support to young people from low-income communities from 1st grade all the way through college, along with guaranteed tuition support. We believe that when given equal access to the resources they need to succeed, all children can ignite their innate potential and achieve their dreams.	High
Growing Up Boulder	Growing Up Boulder is now one of the most comprehensive child-friendly city initiatives in the United States. It has inspired municipal leaders, educators and community advocates from around the world. We pride ourselves on meaningful, inclusive, place-based programming and engagements that connect local youth with opportunities to provide critical input on matters of city planning, education, sustainability, social justice and human rights.	High

Appendix 6: Boulder Area Spanish-Language Media and Community Networks

This appendix focuses primarily on Boulder County Latinx in Spanish. Since English proficiency remains low among immigrant adults, all communication (oral and written) should be offered in a bilingual manner in order to adequately inform and engage everyone in the family unit. Also, messaging should be concise and short when promoting BCPOS events. Short sentences, active voice, and simple vocabulary all help keep materials appropriate for a range of reading and literacy levels. Reading level determines whether your written materials—whether in Spanish or English—will be easily understood by the intended audience.

While using Spanish shows respect for Latinx culture and may be the most effective way to reach some groups within Latinx communities, make sure to include additional cultural elements that are essential to this process. When using graphic elements on websites, brochures, or on social media, make sure that they are relatable to the Latinx audiences you intend to reach. Due to the diversity among Latinx communities, different cultural elements are not always shared. Using the images, sounds, and other hallmarks of specific Latinx communities, can influence the audience’s ability to relate to BCPOS messages.

Locally, aside from the local English-language [Channel 8](#) and a Spanish-language segment at [KGNU](#), “[Pasa la Voz](#)”, there are no other primary media outlets, such as radio, television, or newspaper that originate or highlight news about Boulder County’s Latinx community in Spanish. The Denver market has a number of Spanish language media outlets that may serve as a good reference. In brief, community networks and social media are the best Boulder County based communication outlets to reach Boulder County Latinx.

Community Networks

Schools, churches, Latinx leaders and organizations, and other Boulder County departments, can be effective community networks to work through use to reach families, parents and other adults in Spanish.

Community Organizations

BCPOS can develop regular strategies and contacts to reach the Latinx community through community connections. A good place to start are the [lists of Latinx leaders and community partners](#) developed for CRISP. Regular notices of BCPOS events can be communicated through these contacts. Churches attended by the Latinx, such as the [Sacred Heart of Jesus](#) in Boulder, [St. John the Baptist](#) in Longmont, and [The Immaculate Conception](#) in Lafayette, amongst other local churches, are another group of community organizations through which BCPOS could develop contacts and convey information.

Schools

Boulder County has two major school systems, [Boulder Valley School District](#) (BVSD) and [St. Vrain Valley School District](#) (SVVSD). Both school districts have media relations departments and make extensive use of social media, such as Facebook and Twitter, as well as use text-messaging for communicating urgent messages. The best place to start with these school systems is to contact their respective media relations office to find out the best way to communicate information to parents through their media, since they would not allow BCPOS (or any outside organization) to directly use these outlets. However, they might support the communication of key messages or announcements or programs or events.

A less formal way to communicate to Latinx parents would be to develop one or more Latinx contacts in schools with a significant proportion of Latinx students. Most Latinx attend Title 1 schools:

- At BVSD these schools are: Alicia Sánchez, Columbine, Creekside, Emerald, Escuela Bilingüe Pioneer, Halcyon, University Hill, and Whittier International.
- At SVVSD these schools are: Columbine, Indian Peaks, Longs Peak, Mountain View, Northridge, Rocky Mountain, and Timberline K-8 School.

This could be developed into an informal, but regular, communications channel to convey information about events and programs to Latinx families. BCPOS could also make presentations of new community events to PTA meetings or other community events which have significant enrollments of Latinx students. Also, most schools have a Families and Educators Together (FET) group. FET groups are led by one or two teachers, and one of the group's mission is to reach and engage Latinx parents. These groups meet virtually (or in person when Covid restrictions are lifted) once a month. This is a wonderful outlet to share resources and/or invitations to Latinx parents/community.

Latinos de Boulder County

This [Facebook page](#) is a resource for Latinos in Boulder County (Boulder, Longmont, Lafayette, Louisville, Lyons, Nederlands, Erie, and all other areas). They provide timely information about activities, resources, health, and other areas of offerings.

Explorandos Senderos de Boulder, Facebook Page

Explorandos Senderos is an informal group of Latinx families who gather every Saturday to explore the trail system in Boulder County. This is a family lead group initiated by three BVSD teachers. Each week the group meets at a BCPOS site for an active hike or outdoor experience with the entire family. There is an active group of up to 36 participants of all ages (25 families). This group provides a nice illustration of how a Latinx-initiated effort requiring little funding has developed significant interest in outdoor activities among Boulder County Latinx. The Explorandos Senderos [Facebook page](#) has nearly 300 followers.

Latino Chamber of Commerce

The Latino Chamber is the leading organization in supporting and developing Latino businesses in the county, and are a very active partner when reaching out to the community. They send timely emails containing key information and resources. Their [Facebook page](#) also features a variety of items posted on community events and resources in Boulder County.

Government Agencies

The **City of Boulder** communicates in Spanish through a variety of methods including a [Facebook page](#) and their [Emergency Response Connectors Program](#), the [Community Newsletter](#) which goes to every household in Boulder and contains some Spanish-language content, and [Channel 8](#) and its City of Boulder Spanish news [website](#). Jhoselyn Avendaño offers a [weekly news update](#) in the segment "Noticiero Boulder."

Before the pandemic, the City of Boulder was holding monthly meetings (Conversaciones con la Ciudad) where they met at the local Sacred Heart of Jesus school cafeteria, an hour before mass.



Another key contact is Manuela Cifuentes, the City's Language Access Program Manager: 303-441-4035 or sifuentesm@bouldercolorado.gov.

The **City of Longmont** recently launched its Spanish [E-notification](#) resource page.

The **City of Lafayette** has their Lafayette Connection Newsletter available both in [English](#) and [Spanish](#) available online and at the following City facilities: Library, Senior Center, Recreation Center, City Hall, and The Collective.

The **City of Louisville** has resources and publications in Spanish on their [website](#).