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## PAST PERFORMANCE

### Community and Economic Development

#### Strategic Planning for Nokomis East Neighborhood Association (NENA)

**Challenge:** Rebuild and re-energize the organization after a major leadership change to move forward their mission to better the quality of life in their community.

**Approach:** Developed an Action Plan to prepare the Board for strategic planning; engaged the Board in conducting door-to-door surveys of neighborhood residents; hosted focus groups; designed and conducted an online survey for residents; prepared and reviewed a summary report of all environmental scan activities; led a robust strategic planning process to develop vision, identify blocks, create strategies and define actions for the next three years.

**Results:** An effective and relevant strategic plan was developed and implemented by a newly energized staff and community. NENA is now considered one of the top performing neighborhood organizations in the city. Feedback from one participant included this statement; "As a military officer I have been in many strategic planning sessions. I can honestly say this was one of the most professional I've seen."

#### Rainbow Health Initiative

**Challenge:** Community organizations attending a daylong summit on health indicators LGBTQ communities needed an opportunity to reflect on what they had learned and develop action steps to utilize this information with their organizations, constituencies, and to the larger population.

**Approach:** Designed a World Café event for participants with three rounds of conversation to reflect on what they had learned, think about how they would use the information in their organizations, and envision how to use the information to create system change.

**Results:** Conversation summaries and reports were shared with all participants and used as a launching point to plan a two-day conference about the health disparities among LGBTQ communities.

#### Vision and Action Plan for Foresthill, CA

**Challenge:** Civic organizations in an isolated, rural community needed a common vision and strategies to revitalize their community.

**Approach:** Formed a guide team consisting of county elected officers, economic development officials, Foresthill business and non-profit representatives. Developed outreach plan to engage community in large meeting to determine strategies to improve community vitality, set overarching goals to provide direction for the future, and prioritize and scope initiatives that the community would implement in the next year.

**Results:** Eighty-five community leaders agreed on a common vision, a direction for the future, and strategies to implement improvements for the Foresthill community. Three priority projects were identified, scoped and staffed for implementation. A participatory environmental scan yielded common values, raised area for attention and opportunities for greater prosperity and revitalization.

### Implementation Best Practice Development for Colorado Family Leadership Training Institute (Colorado State University Extension)

**Challenge:** Gather ten Family Leadership Training Institute host agencies from around the state to develop best practices for successful implementation of a 20-week civics family engagement training program.

**Approach:** Facilitated all day retreat featuring a variety of analytical methods including the "Wall of Wonder," an historical view of the work and impact over the years; a Cooperative Study of Data, analyzing an article accepted to the American Journal of Psychology which outlined the evaluation results of the previous program; and a Trend Analysis to identify shifts in their local area impacting funding and recruitment.

**Results:** Host agency teams developed realistic and actionable tasks to accomplish with their local teams. Recruitment for the resulting 20-week training course was well-received, reached full capacity, and complete local funding was obtained. An additional five host agencies agreed to implement the training program the following year.

### Islamophobia Dialogues for City of Riverside Human Relations Commission

**Challenge:** In 2017 the City of Riverside faced an emerging problem with Islamophobia. The City's Human Relations Commission sought help to create a plan to bring the community together, diffuse the "fear of others" and allow people to get to know each other as neighbors and friends.

**Approach:** Hosted a series of three facilitated meetings at local faith agencies, including a Catholic church, a synagogue and a mosque. Speakers from different backgrounds spoke about their faith and highlighted the commonalities among them, and then participants broke into small groups to discuss and to develop action steps that "ordinary people" could take to combat bigotry and diffuse fear.

**Results:** Over 110 people participated and contributed ideas that were incorporated into action steps, which were documented and distributed to participants. Many participants shared their ultimate appreciation to have stepped out of their comfort zones and learned about other cultures, despite initial apprehensions.

### Priority Setting for Town of Mammoth Lakes, California

**Challenge:** With limited resources, City staff was challenged to fulfill the many requests from City Council members and demands from the public.

**Approach:** Designed and facilitated a public meeting to set priorities with City Council Members, City Department Directors, key stakeholders and interested community members. Led prioritization activities which included the review of mandate activities and strategic plan goals, the setting of priority criteria, staff recommendations, public comment, and decision-making discussions on each potential project.

**Results:** Prioritized six pages of projects falling into the general categories of amenities, community housing, capital investments and economic development. Clarified the direction of projects for the next 18 months



### **Participatory Community Planning for inCOMMON Community Development**

**Challenge:** A nonprofit working with a local university on a local area plan sought input from residents of a diverse, multi-lingual low-income neighborhood.

**Approach:** Formed a guide team of local community leaders, businesses, non-profit representatives, and city staff. Developed and executed a community outreach strategy including multi-lingual door-to-door outreach, mailers, fliers, and online surveys to engage community in a large meeting to set priorities for the area. Facilitated a workshop with 60+ participants involving simultaneous translation of 3 languages (English, Spanish, Farsi).

**Results:** Strong community consensus on key priorities for land use and development. Development of a business network for the area, launch of a youth-driven initiative to build a soccer field in a local park (which since has received full funding and approval and is now under construction).

### **Strategic Planning for State Council of Latino Affairs**

**Challenge:** The State Council of Latino Affairs needed to identify, understand and address the current and pressing needs of the Latino community in the state, and develop a plan to present to the governor.

**Approach:** Designed and facilitated an environmental scan of the current needs of the Latino community with the twelve-person governor appointed council. Brought diverse perspectives and expertise from the community to develop a shared vision, identification of community assets, and a three-year strategic plan, including a detailed implementation plan.

**Results:** The council developed a coherent and relevant plan with clear, implementable strategies, and was able to present it to the governor for approval and funding

### **Stakeholder Engagement Collaborative Planning for Hanscom Park CSO Project**

**Challenge:** Residents of three neighborhoods borders one of the city's oldest and largest parks sought a role in redesigning the park's amenities in concert with work on a federally mandated combined sewer overflow (CSO) project.

**Approach:** Formed a guide team consisting of city public works and parks staff, federal CSO contractors, and neighborhood residents (including youth ages 13-17). Created and executed multi-modal community engagement strategy including clipboard surveys, neighborhood meetings, and website to identify community priorities for the park and form action teams. Facilitated action teams over 2 years as they moved through implementation.

**Results:** Over 200 community members provided input and over 40 participated as part of an action team. Results included approval and funding a new playground, new and more accessible pathways, a deepened and restocked fishing pond, a family disc golf course, and a soccer field. In addition, the community established an ongoing network to maintain and host events in the park.



### **Affordable Housing Systems Mapping for Douglas County Department of Health**

**Challenge:** The department of health sought to lead a community-wide process to understand and develop strategic responses to the imbalance in affordable housing availability in the region.

**Approach:** Engaged 60+ public, private, and community stakeholders with diverse and event conflicting interests in the arena of housing and development in 2 full days of comprehensive systems mapping. Cross-sector and cross-interest groups worked together to identify and analyze key influencing factors and possible leverage points for change.

**Results:** The system map produced through the project surfaced several surprising and notable areas for possible change, and as a result, the project was expanded with additional national and local funding to move into a second phase focusing on designing and launching key policy, program, and project interventions.

### **Collective Impact Summit Design for Heartland United Way**

**Challenge:** The United Way sought to launch a collective impact effort after a series of smaller community conversations by bringing together 200+ stakeholders at a large-scale summit to agree on key shared priorities around alleviating childhood poverty in rural Nebraska and develop recommended actions and a supporting structure.

**Approach:** Designed and facilitated a half-day event where participants integrated the work of the community conversations into a final consensus on key priorities, defined measurable goals, developed specific recommendations for action, formed initial workgroups for implementation, and outlined their requirements for a backbone support entity in order to sustain the work.

**Results:** The United Way was able to take this recommended structure to their own board for approval, and move forward as the backbone agency for this ongoing collective impact effort.

### **Stakeholder Engagement + Collaborative Planning for the Center Street Business District, Omaha, Nebraska**

**Challenge:** An investor seeking to develop a historic business district in disrepair and neglect sought input and support from the community in order to build the political will to move forward necessary zoning changes.

**Approach:** Formed a guide team consisting of city planning and public works staff, elected officials, community leaders, and non-profit representatives. Created and executed multi-modal community engagement strategy and facilitated public meetings of 90-120 participants to set community priorities for the area, surface concerns and engage opposition, and develop a change strategy.

**Results:** Over 150 community members agreed on a common vision for the area, resulting in city officials' agreement to restructure the roadway and rezone the area for development at minimal private cost. Workgroups of community members, city staff, and investors formed to implement the change strategies and are actively involved in soliciting investors and private funding for the area. One building has been renovated and reopened as a new business.

