AUGUST 2017 • COLORADO MUNICIPAL LEAGUE

COLORADO MUNICIPALITIES

NONPROFITS

WORKING EFFECTIVELY WITH NONPROFITS, GOVERNMENT-NONPROFIT PARTNERSHIPS, VOLUNTEER PROGRAMS, AND MORE

COLORADO MUNICIPALITIES

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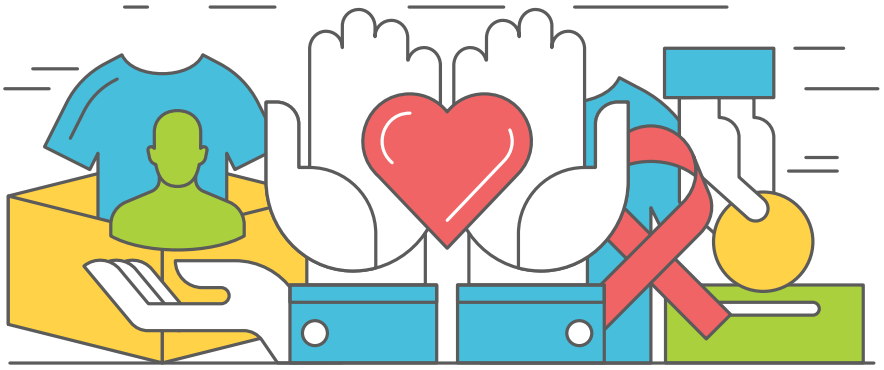

On the cover: Commerce City grants funds to support Food Bank of the Rockies' Mobile Pantry program

COLORADO MUNICIPALITIES

ABOUT SOME OF OUR CONTRIBUTORS

After flood waters receded and the Town of Jamestown identified the need for a volunteer & donations coordinator, resident **Nina Andaloro** took action to identify potential volunteer groups to assist residents build back their lives. She successfully recruited Mennonite Disaster Services and Flatirons Habitat for Humanity and worked with various county, state, and federal agencies to help repair and rebuild destroyed homes. Her work as a grant writer helped in raising funds and contributing more than $1.5 million in volunteer hours and in-kind donations to the town's recovery.

Amanda Day, GPC, is a trainer for Grant Writing USA (*GrantWritingUSA.com*) and grant professional with 16 years of experience serving local governments in the metro Atlanta area. She serves on the Board of Directors for the Grant Professionals Association and chairs the annual Southern Regional Grant Conference hosted by the Georgia Grant Professionals Association. Day is a self-proclaimed book nerd and grant geek. Follow her on Twitter @wholewheatgirl.

Renny Fagan is the president and CEO of Colorado Nonprofit Association. With 1,300 member nonprofit organizations statewide, the association provides knowledge resources and advocates for the entire nonprofit sector. Fagan is a former state legislator, Colorado Department of Revenue director, deputy attorney general, and state director for U.S. Sen. Ken Salazar. He serves on Colorado Commission on Higher Education (vice-chair), and the boards of National Council of Nonprofits (chair), Mile High United Way, Colorado Channel Authority, and Metro Denver Leadership Foundation. A Colorado native, he earned a bachelor's degree from the University of Chicago and a J.D. from Northwestern University.

Bill Fortune is the American Red Cross regional communications specialist for Colorado and Wyoming. His focus is on communicating the Red Cross story to all Coloradans, whether it is preparing them for emergencies or helping them find the resources they need following a disaster. Fortune has been with the Red Cross in Colorado for more than eight years following a 40-year career as a meteorologist for the National Weather Service. Throughout his career, communicating vital information to the public in times of crisis has been a high priority. He has deployed with the Red Cross to large-scale disasters across the country in a variety of capacities.

LETTERS TO THE EDITOR

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CML
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The Voice of Colorado's Cities and Towns

Don Howell has more than 40 years of experience in municipal government as a city manager, city clerk, finance director, economic development director, and consultant. He is currently the director of local government solutions for the Institute of Building and Technology Safety (IBTS). He works closely with the development and marketing team to make IBTS a nationally recognized leader in the industry. He has developed and administered many essential services to municipal client's nationwide, including programs for revenue enhancement, budget analysis and projection, and cost containment/recovery.

Susan Hyatt is founder of Big Purpose Big Impact, a Denver-based consulting company that develops tri-sector (government-business-nonprofit) partnerships and measures the impact of social programs. She has worked throughout the country for 20-plus years strengthening the organizational systems of government-funded community development programs, including AmeriCorps and VISTA. She is also the author of the award-winning book, *Strategy for Good*, a how to guide for small business giving.

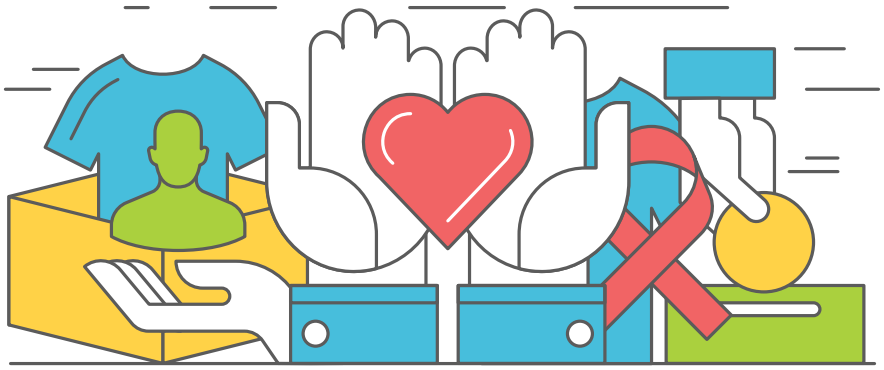
Brian Watson has several years of experience as a Main Street director for the Economic Development Department in the City of Anniston, Ala., encouraging economic development of downtown businesses through an incentive program. Watson also has public management experience from Anniston, Guymon, Okla., and Central, La., where, As during the 2016 flood, he gained invaluable experience in disaster management and in the ability to coordinate and to hire quickly skilled and talented employees. His strengths in management have helped support public–private partnerships at the Institute of Building and Technology Safety (IBTS), where he works as a transition coordinator.

Robert (Bob) Widner's 26-year legal career has been dedicated to the representation of Colorado local governments. His law firm founded in 2004, Widner Juran LLP, represents a wide variety of Colorado local governments. Widner was appointed as city attorney for Centennial in 2004; prior to that, he was a partner at Gorsuch Kirgis LLP, where he served as the city, town, or county attorney for a variety of Colorado communities. He also serves as an adjunct professor of law with the University of Colorado Law School, and as a member of the CML Executive Board.

Joseph Zhang is the development & marketing manager for Metro Volunteers, the volunteer center of Colorado. He has spent his whole career in the nonprofit industry, and he believes passionately in media-driven storytelling for nonprofits. In addition, he is the board chair of Project Ava and sits on committees for National Philanthropy Day and the Boettcher Foundation.

MY VIEW

By Renny Fagan, Colorado Nonprofit Association president and CEO



WORKING EFFECTIVELY WITH NONPROFITS

CRISIS FOCUSES OUR INDIVIDUAL attention and tests our community resolve, resources, and resiliency. Crisis also can reveal community networks or infrastructure that we had all along, but that we may have taken for granted or undervalued.

The thousand year-floods of September 2013 posed a crisis for Larimer County communities, and required cooperation among all levels of government, business, and philanthropy. Coloradans and people from across the country responded with generous donations collected by the Community Foundation of Northern Colorado. Matched by a $750,000 grant from Fort Collins-based Bohemian Foundation, the community foundation distributed just under $2 million to nonprofit organizations and local governments. In addition to restoring damaged property and financially assisting victims, organizations used the grants to meet a wide variety of community needs: technology and instruction to assist job seekers and small business owners affected by the flooding; dispute resolution services between property owners and insurers; assisting flood victims with replacing medical equipment and health supplies; restoration of trails; and funding a long-term recovery plan — to name just a few.

In Estes Park, nonprofit organizations stepped up to provide vital services to meet community needs and worked closely with government partners. This community infrastructure helped Estes Park recover from the natural disaster.

Certainly, towns and cities do not wish for a crisis to strengthen their working relationships with nonprofit organizations. Many municipalities collaborate with nonprofits routinely. Many local elected officials often have some familiarity with nonprofits through their own volunteer or board service. However, nonprofit–municipal relationships can always be more efficient and effective.

Foundation for Effective Collaboration

In any successful partnership, it is important for partners to understand each other's culture, capacities, and operating systems. In forming effective nonprofit collaborations, municipal officials should keep in mind these nonprofit characteristics:

- Nonprofits rely on diverse revenues and operate in a dynamic environment. Although tax-exempt, nonprofits are businesses that need a positive return to their bottom line and financial reserves. As summarized by the National Council of Nonprofits, nonprofit revenues as a sector overall come from different sources: fees for service (47.5 percent), government contracts or grants (32.5 percent), individual giving (7.8 percent), foundations (3 percent), bequests (1.5 percent), corporations (1 percent), investments (4.8 percent), and other (1.5 percent). The proportion of revenues from these funding sources will vary according to the nonprofit's mission and business model. Changes in the economy or public policies incentivizing charitable donations may impact individual and corporate giving. The level of government appropriations can significantly impact some organizations. Nonprofit leaders must run efficient organizations, appeal to donors and advocate for public policies.
- "Overhead" is not a valid measure of a nonprofit's efficiency. To be effective and sustainable, nonprofits must invest in their own infrastructure such as technology, financial accounting, professional development training, planning, and fundraising. However, part of the donor–nonprofit culture is that donations and revenues should go mostly to "programs." Certain organizations developed percentages of administrative or fundraising costs by which to evaluate a nonprofit. In turn, some nonprofits tout a low percentage of "overhead" expenses in soliciting donations. However, encouraging low overhead only leads to a starvation cycle for nonprofits.

A few years ago, GuideStar, BBB Wise Giving Alliance, and Charity Navigator — the very organizations that used the percentage measure — issued a joint letter to repudiate the overhead myth, urging instead that donors look to other factors of nonprofits performance such as transparency, governance, leadership, and results.

- Government contracts should include indirect costs. To compensate nonprofits fully for services they perform, government contracts should include an indirect cost recovery factor. For all contracts that involve federal funds — even those that flow through local governments — a 10 percent indirect cost recovery is the de minimus amount as provided by the Office of Management and Budget (OMB) guidance issued in December 2014. For a detailed explanation of the OMB Guidance, see National Council of Nonprofits, *www.councilofnonprofits.org/omb-uniform-guidance*.
- Nonprofits need a well-compensated workforce to succeed. Paid professional staff run nonprofit organizations. These jobs are complex and challenging. Although nonprofit professionals are drawn to the cause of their organizations, nonprofits must offer competitive compensation to attract and retain talent, especially in the competitive job market that now exists in many Colorado regions. Colorado Nonprofit Association publishes a biannual salary survey that helps nonprofits stay competitive. Executive directors and CEOs also deserve commensurate pay. IRS rules do set limits on executive salaries, but require only that an independent board set compensation after surveying positions at comparable organizations. The salary of every executive is reported on the nonprofit's annual 990 tax form, which is widely available on the Internet.
- Strong nonprofits have an engaged board of directors. Boards provide overall policy and financial oversight for nonprofits. Board members do not make decisions about how to manage programs and services, but do play a vital role in strategic mission planning. Board members serve as community ambassadors and provide leadership with time, talent, and treasure. The composition of a board should represent the array of expertise and insights that the nonprofit needs to succeed. For a succinct summary of governance practices, see Principles & Practices for Nonprofit Excellence in Colorado, *www.coloradononprofits.org/knowledge/excellence-nonprofit-principles-practices*.
- Nonprofits can and should influence legislative decisions. A common misconception is that nonprofits cannot advocate for public policies or lobby elected officials. In fact, federal law only bars nonprofits from supporting or opposing a candidate for office. Nonprofits can and should lobby for the passage or defeat of legislation. Indeed, because nonprofits have wide community networks, they are close to constituencies that may either be impacted by public policy or may be mobilized to successfully enact policies. IRS rules place limits on nonprofit expenditures for lobbying activity, but nonprofits can observe these limits and still be effective in influencing legislation. Expect and invite nonprofits to engage with your decision making.

Steps to Building Effective Relationships

In addition to understanding the nonprofit operating environment, municipal officials and nonprofits can build effective relationships by involving nonprofits in several ways:

- Regular and open communication. The Colorado Nonprofit Association (CNA) always encourages nonprofits to invite elected officials to visit the nonprofit's place of business and learn about the community issue that the nonprofit is addressing. CNA also encourages nonprofits to provide elected officials with a forum to convey their views to the nonprofit's constituency to deepen community connections. In turn, the association encourages municipal officials to invite nonprofits to council or trustee meetings so that they can witness the municipal operating environment first hand. Cities and towns also may want to provide nonprofits with an opportunity to address the council or board about general community issues during a public comment or work session.
- Inclusion of nonprofit representation. When filling positions on local boards and commissions, reach out to the nonprofit community for representation or suggestions and include nonprofits in other groups studying a community problem.
- Community assessment process. Because municipal governments and nonprofits may be addressing similar community needs (such as affordable housing, public safety, economic development), municipal officials should consider involving nonprofits in developing a community needs assessment that results in community indicators and benchmarks. The Yampa Valley, Pikes Peak Region, and Boulder indicators provide some good examples of this tool.

In sum, a strong nonprofit–municipal government working relationship that builds civic infrastructure will lead to effective partnerships and meet community needs — on an every-day basis and when communities face a crisis.

FEATURE

By Don Howell, Institute for Building Technology and Safety local government solutions director, and Brian Watson, Institute for Building Technology and Safety local government solutions transition coordinator

GOVERNMENT-NONPROFIT PARTNERSHIPS — WHAT IS THE BIG DEAL?

Introduction

Increasingly, new and popular approaches to privatization and government–nonprofit relationships are springing up in towns and cities all over the United States. This article, however, will focus on an in-depth discussion about a form of partnership that the Institute for Building and Safety (IBTS), a 501(c)(3) nonprofit organization based in Ashburn, Va., embraces to fulfill its mission and deliver services to federal, state, and local governments across the nation. A critical component of the IBTS partnership approach, which is closely aligned with government, is based upon two distinct dimensions: mutuality and organizational identity. These two interrelated concepts will be defined and explained with examples to illustrate their importance to a functional partnership.

Mutuality

According to Kellner and Thackray (1999), mutuality is delineated as a mutual dependence, and entails respective rights and responsibilities of each to those of the other partner involved. In short, the importance of this concept is that both government and nonprofits based on mutuality seek to maximize benefits for one another based upon a strong mutual

Governments interested in nonprofit partnerships to combat the excessive growth of public service demands and a lack of resources should engage in an introspective examination to ensure that the nonprofit organization's vision, mission, goals, and objectives align with the community to which they serve.

commitment that is supportive of each other's goals, mission, and objectives.

IBTS, which provides municipal services with the exception of public safety to the City of Guymon, Okla., has recognized that both partners must benefit equally to reap a strong and high performing relationship. The City of Guymon, which has a population of 14,000 people, is situated in the panhandle of the State of Oklahoma and is approximately two hours from Amarillo City in Texas.

A natural consequence of the City's particular location is that Guymon suffered from an inability to attract subject matter experts in the departments of city management, public works, planning, engineering, finance, and parks and recreation. Thus the partnership which ensued between IBTS and the City of Guymon in 2015 stimulated a mutual relationship, beneficial to both partners.

IBTS quickly recruited and hired subject matter experts who conscientiously and diligently satisfied the City's public service demands regarding needed improvement of planning and zoning, management of gas and water utilities, budget preparation, and the overall quality of life services relative to the cleanliness and mowing of parks and recreational facilities.

By partnering with the City of Guymon, IBTS's benefits not only include a 50/50 shared cost savings at the conclusion of the year, but more importantly fulfill its mission as a 501(c)(3) nonprofit. This mission drives IBTS to deliver quality services to meet the challenges of governance at all levels while enhancing public safety, economic development, and the general welfare of the community.

Governments interested in nonprofit partnerships to combat the excessive growth of public service demands and a lack of resources should engage in an introspective examination to ensure that the nonprofit organization's vision, mission, goals, and objectives align with the community to which they serve. As a result, a mutuality in decision making grows while allowing partners the opportunity to influence their shared objectives, processes, outcomes, and evaluation techniques with a jointly agreed upon purpose with trust and respect.

Organizational Identity

An organization's identity becomes an important concept in the nonprofit sector mainly due to the pursuit of their mission and reasoning for entering into partnerships and strategic alliances. As with most organizations, nonprofits possess a mission, values, and identified constituencies to which it is accountable and responsive. Nonprofits differ from the private sector in the sense that they must be committed to their mission, core values, and constituencies due to the overarching principle that nonprofits define their value based on mission rather than financial performance. According to Michel et al. (1997), "[T]he most important stakeholders are those who possess power, legitimacy, and urgency."

IBTS's work is guided by a board of directors consisting of five national associations, including the International City/County Management of Association (ICMA), Council of State Governments (CSG), National Association of Counties (NACO), National Governors Association

SPOTLIGHT

FOSTERING AN ENVIRONMENT WHERE CREATIVITY CAN FLOURISH

By Buz Heglin, Thornton arts and cultural manager

THE THORNTON ARTS SCIENCES AND HUMANITIES COUNCIL INC. (TASHCO) WAS ESTABLISHED AS A 501(c)3 nonprofit by the Thornton City Council in 1991 to address the City's increasing need for cultural programs. In addition to promoting cultural events in the City, the TASHCO board of 13 members pursues grants from the Scientific Cultural Facilities District (SCFD) through the Adams County Cultural Council.

TASHCO conducts fundraising, cultural, and scientific events; acquires public art; and encourages public participation. City staff in the Division of Arts and Culture has the role of liaison in executing TASHCO activities. The Thornton City Council serves as the corporation that appoints the TASHCO Board of Directors and approves its annual budget. The City has established a separate fund to account for the monies raised and expended by TASHCO.

Over the years, TASHCO has hosted presentations with a wide variety of different themes, including water conservation, celebrations of cultural diversity, youth programming, summer concerts, community theater, community read events, indoor concerts, blues in the schools, history presentations, and an annual Young Artists Festival featuring an Adams County youth competition in classical strings, piano, dance, vocals, and theater.

The TASHCO board has selected and installed 23 public art pieces consisting of various murals and sculptures around Thornton, including "Communis," a monumental sculpture by Diane Cooper that graces the entrance of the Thornton Civic Center. Communis represents unity in concert with the diverse nature of the community. TASHCO's latest public art project was a mural by at the Thornton Infrastructure Maintenance Center depicting the functions and future of the workforce that supports municipal operations. This mural, "Maintaining Our Future" by Frank Garza, is a striking addition to the City's public art collection.

There is also a large and increasing focus on fine art by the TASHCO board. Rotating displays in three different locations creates an opportunity for local artists to share their rare talents through participation with galleries. A People's Choice program allows patrons to vote for their favorite pieces of art. The winning entries are purchased by the City for display at various facilities.

The TASHCO Board of Directors also has a genuine interest in supporting other arts and humanities organizations within the community. Through their endorsements, facility support, and promotions, several outside groups have been assisted in their efforts, including the Thornton Community Band, Thornton Community Chorus, Young Artists Alliance, and the Adams County Genealogical Society.

The vision of TASHCO is to capture the hearts and minds of Thornton citizens and enhance the quality of their lives through exposure and involvement in the arts, sciences and humanities. Through its efforts, TASHCO is steadily making the arts and humanities part of Thornton's infrastructure and improving the quality of life for residents and visitors.

Warren Bennis, an expert in the area of contemporary leadership said, "There are two ways you can be creative. You can sing and dance or you can create an environment where singers and dancers flourish." This is the environment the Thornton City Council and the TASHCO Board of Directors have established on behalf of the citizens in Thornton.

An important consideration when choosing a nonprofit partner is the ability for the organization to add value to the government. Partnerships are pursued and undertaken mainly because the nonprofit offers some service, product, relationship, knowledge, skill, or ability that is unique.

Center for Best Practices (NGA), and National League of Cities (NLC).

According to Brinkerhoff (2002), "[A] primary driver for partnership is accessing key resources needed to reach objectives, but lacking or insufficient within one actor's individual reserves." Therefore, a strong board of directors allows IBTS the opportunity to provide their partners, such as the City of Guymon and the City of Central, La., unique access to vital and important opportunities, resources, and exposure that no other nonprofit or private organization can currently offer municipalities and states.

In addition, a major benefit to local governments is the fact that nonprofits function in an important intermediary and social mobilization role. An increasingly popular policy strategy is to offer grant funding to intermediary organizations in an effort to strengthen communities. Brinkerhoff notes that nonprofits are recognized to be more innovative, flexible, and responsive than governments in service delivery. (Brinkerhoff, 2002)

Partnership Value Added

An important consideration when choosing a nonprofit partner is the ability for the organization to add value to the government. Partnerships are pursued and undertaken mainly because the nonprofit offers some service, product, relationship, knowledge, skill, or ability that is unique.

Remember the importance of organizational identity and how it is able to add value to strengthen the partnership. Several factors do exist that can lead to a diminution of organizational identity that includes absorption, co-optation, bureaucratic creep, and loss of culture. Inevitably, if these factors are allowed to thrive in the partnership, they can eventually weaken the entire rationale for the mutual interdependence of the partnership. Without question, partners must remain true to their mission to maintain the equanimity and balance between the two organizations.

IBTS implemented several value-added services into the City of Guymon while maintaining its mission and managing and improving city services, including licensing and permitting software; a call center that incorporates work order management software; improved computer network infrastructure and security software support system; lidar scanning and assessment of roads; bridge assessments; and subject matter experts in the departments of public works, parks, finance, human resources, planning, and building department services.

Summary

In conclusion, nonprofit partnerships can be incredibly advantageous to the communities they strive to improve once the partners have defined what mutuality and organization identity mean to their respective organizations as well as the partnership itself. A key element in this mutual transaction is to examine one another's identity as it relates to finance, experience, capabilities, transparency, and knowledge.

Finally, when deciding on a public–nonprofit partnership, there must be a correlation between each other's mission, values, goals, and objectives to form a symbiotic relationship.

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FEATURE

By Susan Hyatt, Big Purpose Big Impact nonprofit organization development consultant, and Joseph Zhang, Metro Volunteers development & marketing manager

BUILDING AN EMPLOYEE VOLUNTEER PROGRAM: THE FOUR-WAY WIN

Overview

ENGAGING EMPLOYEES IN volunteerism is a familiar practice to many people. More and more professionals in the workforce today even expect their employers to "give back" in some fashion. As such, organizations are learning quickly how to build successful employee volunteer programs, often in unique and meaningful ways.

Employee volunteer programs first originated from the early corporate social responsibility movement of the 1960s. Since then, the concept of a triple-bottom line has grown increasingly popular with socially conscious companies. Instead of focusing solely on profits, this new framework pushes organizations to also care deeply about their social and environmental impacts.

Colorado has many examples of companies with long histories of employee volunteering. On Martin Luther King Jr. Day, Kaiser Permanente sends hundreds of employees around the state to volunteer with dozens of nonprofits. Xcel Energy invites its customers to volunteer with their employees every year in honor of 9/11, mobilizing more than 1,500 people each time. And thousands of other organizations have adopted their own volunteer practices, whether they be paid time off to volunteer, monthly organized service days, or placing employees on nonprofit boards.

Employee volunteering is a great win for our communities, and for a Colorado municipality, it can also provide many additional benefits. According to Nira Duvan, volunteer coordinator for Arapahoe County, "The public can sometimes have a lack of understanding of what happens in government, so volunteering is a great way to engage the community and build trust."

No matter the department or level, government employees likely face high expectations from residents about what their city or town "should" provide. Residents expect a safe, prosperous community to live in, a social safety net for vulnerable citizens, and improvement to the overall quality of life. This includes a great education system, better roads, strong police force, and ... the list goes on. But resources are tight.

Strategically partnering with local businesses, nonprofits, and individuals to participate in volunteer projects can not only help a municipality get important things done and strengthen its reputation as a government, but also build a stronger sense of community among various sectors. So let us explore the benefits, challenges, and tips to building effective employee volunteer programs.

The Benefits

Colorado's local governments, such as Arapahoe and Adams counties, have found that engaging in employee volunteer activities can be a four-way win. The important work of a cause or local nonprofit is enhanced, employees are more loyal and productive in the workplace, participating organizations get reputational boosts, and the community is ultimately strengthened.

Getting employees involved in volunteering increases the commitment they feel for their jobs. This sense of purpose can lead to increased productivity, higher workplace morale, and better job candidates. In 2004, a Lloyd Morgan study of 50,000 employees showed that companies that volunteer can have an 87 percent reduction in employee resignations. Long term, this eliminates expenses associated with replacing an employee, which by can be as high as three times an employee's annual salary.

Employee volunteer programs also build strong workplace cultures, ethics, and camaraderie. At Arapahoe County, Nira Durvan's department volunteers every month with Adopt-a-Highway, cleaning local infrastructure of litter. Although not glamorous work, Durvan says the volunteer project allows their team to "get out of the office and bond with one another," which are vital to building strong working relationships. For larger organizations especially, volunteer projects can be a great way to build relationships between employees who might never interact in their day-to-day duties otherwise.

Finally, volunteering also can provide employees with skills and networks otherwise unavailable to them. Skilled volunteerism can be rewarding for those looking to engage with nonprofits on more strategic levels. Board and committee members for nonprofits learn fundraising, program management, and client service skills, just to name a few. These are all tangible traits that employees can bring back to their jobs, along with new relationships with local nonprofits and citizens.

The Challenges

If there are all these great benefits from employee volunteering, why aren't all municipalities already engaging in employee volunteering?

Unless a municipality has a super committed person among its ranks who loves volunteering so much that he is willing to set up all logistics on top of everything else he has to do, it does not happen. There needs to be someone on staff who is identified as leading the effort to set up a volunteer project as part of their ongoing duties.

Managers and supervisors, while theoretically supporting employee volunteering as a concept, can end up discouraging employees from taking advantage of volunteer opportunities, especially during work time, for fear of regular tasks lagging behind. Also, employees may feel pressured into not participating because of intense deadlines, quotas, or fear of reprimand.

Finally, not all nonprofits have the capacity to effectively handle larger groups of volunteers. Sometimes, not all employees care equally about the same causes. Finding the right volunteer opportunities at the right times for the right group of employees can be an immense challenge. For organizers, it is especially disheartening to organize a service day and then have no one show-up to volunteer.

Tips for Success

With all the challenges, where does one even start?

If a municipality already has an employee volunteer program, congratulations! This is a significant step toward improving a community.

If not, there are easy steps to get started.

Metro Volunteers has 20 years of experience partnering with municipalities and companies to build employee volunteer programs. Each organization is unique and will require different strategies to ensure long term success, but Metro Volunteers has developed some basic tips to building strong programs.

Chances are, there are individuals in the organization who believe in volunteering. Find them and build a council that meets regularly to plan events, discuss issues, and set parameters. It is important that this team represents most if not all parts of the organization and has leadership support or participation. It ensures that the responsibilities of building an employee volunteer program do not fall on one person.

A great way to discovering what causes an organization should support is by sending a survey to all employees. Ask what they care about, where they already volunteer, when they can volunteer, and how they would like to volunteer. The data collected from this will provide a basis for an initial plan and mission statement without fear of zero support from peers.

If new to this, partner with others in the community who aren't. In 2016, Adams County partnered with Kaiser Permanente in a joint service day. Employees from the government and healthcare company spent the day remodeling the home of a disabled veteran. Not only was this a great opportunity for government employees to engage with a local business, it also allowed both parties to combine their resources in benefiting a community citizen. It was a great opportunity to learn and work with one another.

A common misconception about volunteering is that it is "free." Volunteers may not charge, but successful programs require investment. Employee volunteer program budgets expand the type of work volunteers can contribute to the community, such as construction tools for renovations and painting supplies for murals. Furthermore, this budget can be used for donations, traveling, branding, and employee recognition.

Municipalities have countless residents who care. Encourage them to participate on service days; on the flip side, government itself can be a great place to volunteer. Arapahoe County's Volunteer Connections hosted 1,231 volunteers last year. Combined with its 2,000 employees, that is a huge increase in capacity to help strengthen the community. In fact, that is 37,131 hours more at a staggering $847,816 in value for the community from the sheriff's office to the fairgrounds.

No matter where a municipality is in the employee volunteer process, Metro Volunteers encourages you to continue strengthening your program. If you ever need any help, reach out to your local volunteer center for guidance and support. Metro Volunteers is always more than happy to partner with municipalities on building their volunteer programs with help developing surveys, creating partnerships, and even managing service days. In the end, more volunteers means a strong community for all of us. Find out more at www.metrovolunteers.org.

Reprinted from an April 13, 2016, blog post by the International City/County Management Association (ICMA)

HOW TO BUILD A SUCCESSFUL VOLUNTEER PROGRAM

EVERY LOCAL GOVERNMENT wants the perfect volunteer position — one that serves the organization and the community, as well as the volunteer. And what every local government needs is a successful volunteer program. One that is transformative, elevated, and prioritized as critical to meeting the overall mission and vision of the organization.

The successful implementation of volunteer programs can both increase meaningful engagement with residents and discover creative ways to meet expanding needs for local government services with limited resources, as many recent local government initiatives have shown. Yet there is an overall lack of focus on utilizing volunteerism, not only to meet service needs but also as a strategy for positive citizen engagement.

Here are four volunteer program planning basics, from build a successful volunteer program to drive growth and recovery to incorporate and engage volunteers in local government — plus a volunteer program planning checklist.

Identify a champion. Having an officer, leader, or volunteer professional in place to advocate for the volunteer movement is critical for institutionalizing and establishing municipal-wide implementation. The director's office is charged with the following primary responsibilities, enabling the municipality to have a topic expert in a formal role:

- promote and recognize involvement throughout the organization and to the community at large;
- advocate for volunteer resource managers and volunteer involvement;
- foster collaboration with community organizations; support projects related to volunteer involvement; and
- serve as the "voice of volunteerism" for the city or town.

Measure volunteer impact. The most often cited measure of volunteer programs tends to be that X number of volunteers gave Y hours and that time spared the organization adds up to Z dollars. Although those numbers show an important perspective, other key indicators of volunteer program efforts should be given careful thought.

For example, in February 2010, the City of Dublin, Ohio, embarked on a project at all departmental levels to inventory programming efforts and further integrate performance measures. In doing so, the volunteer resources department established key performance measures. Establishing such outcomes helps to align a key focus to financial stewardship, promotes development of programs in the right ways for the right reasons, and enables easier reporting of outputs and outcomes.

Using citizen input. A community needs assessment is an important part of designing any service project. Assessing community needs can be as simple as taking a walk through a neighborhood or as complex as surveying the entire city. It is important to focus on the community when identifying what is needed. By working together with community members, volunteer managers will build community awareness and help ensure community buy-in and support for the organization's service efforts.

Program coordinators can use a variety of methods to assess community needs, including: brainstorming, community dreams, community walk, surveys, and more. Select one that fits the program's capacity and the scope of the volunteer effort. A one-day project may benefit from an assessment technique that is less time-consuming, whereas for a long-term project, in-depth assessment ensures that resources are being utilized effectively.

Recruit volunteers. Recruitment is the process of enlisting volunteers into the work of the organization. Because volunteers give their time only if they are motivated to do so, recruitment should be seen as the process of showing people they can do something they already want to do. Recruitment may be for long term or short term projects.

Many jurisdictions have found that — aside from having their own internal volunteer service coordinators embedded within departments such as police or parks and recreation — building structured alliances with organizations such as HandsOn affiliates, the National Association of Volunteer Programs in Local Government, local Director of Volunteer Services in Agencies, university service groups, companies or corporate volunteer councils, United Way organizations, and state service commissions helps ease the stress of recruitment.

VOLUNTEER PROGRAM PLANNING CHECKLIST

IDENTIFY CHAMPIONS

Who is passionate about the potential of volunteer engagement to address community priorities? Who has the appropriate position with the skills set for leading, engaging, and advocating the effort?

ASSESS LANDSCAPE

How are departments already using volunteers? Formally or informally? Long-term or periodically?

FRAME PRIORITIES

What are the two to three strategic priorities where volunteers can help scale work or deepen impact?

MAP PRIORITY ROLES WITHIN DEPARTMENTS

How do the volunteer roles support priorities within departments? Across the community?

BUILD CLEAR DEFINITION OF "VOLUNTEER"

Who is considered a volunteer (service-learning students, board and commission members, career explorers, etc.?) Work with human resources to make this distinction clear.

CLARIFY PURPOSE

What are clear job descriptions and reporting requirements for all parties involved?

CLARIFY DELIVERABLES AND MEASURES OF SUCCESS

What does success look like for volunteer, department, and municipality? How will this be measured?

BUILD SUPPORT

How will you engage department leaders, volunteer supervisors, and so forth in the new work of volunteer management?

BUILD ADEQUATE TRAINING FOR VOLUNTEER MANAGERS

How will you ensure that staff has skills to manage volunteers effectively?

CREATE SPACE FOR CITIZEN INPUT

How can you ensure that community members have a voice in which needs volunteers will be addressing?

 Revised from a previous CML publication by Robert Widner, Esq., Widner Juran LLP

LAWS CONCERNING MUNICIPAL GIFTS, GRANTS, AND DONATIONS

MUNICIPAL GIFT GIVING WAS seemingly originally flatly prohibited by Article XI, Section 2 of the Colorado Constitution. That provision states that a municipality (or any other unit of government) may not "make any donation or grant to, or in aid of … any corporation or company."

Notwithstanding this language, a "public-purpose" exception has evolved in Colorado that allows the state's governments to make donations or grants to private entities so long as the grant or donation serves a valid public purpose.[1]

In *In re Interrogatory*, the Colorado Supreme Court examined the constitutionality of the General Assembly's proposal to enter into intregovernmental agreements (IGAs) with local governments and municipalities for the purpose of providing "incentives" to encourage United Airlines to construct a maintenance facility in the Denver metro area.

In determining whether the provision of "incentives" under such circumstances could be considered a public purpose, the Court explained that "prior cases have held that article XI, section 2 of the Colorado Constitution does not prohibit a municipality from conferring a monetary benefit on a private company in consideration of the company's undertaking a project, even though the company might have been required to undertake the project without such a benefit, *as long as the expenditure by a municipality furthers a valid public purpose*."[2]

Since that time, the court has largely absented itself from the question, leaving it for local governments themselves to decide what gifts are valid, and which serve "public purposes."[3] This has had the effect of largely undermining the constitutional prohibition against gift-giving in Article XI, Section 2, creating an exception that has virtually swallowed the rule.[4]

Gift-giving to "charity organizations" by statutory municipalities is governed by Section 31-15-901 C.R.S., which states:

> (1) The governing body of each municipality has the power:
>
> (c) To aid and foster, by all lawful measures, associated charity organizations by appropriations and to grant the use of suitable rooms in the municipal buildings. No portion of any money so appropriated shall be given or loaned to any society, corporation, association or institution that may be wholly or in part under sectarian or denominational control.

The term "charity organizations" is not defined, and there has been no case law interpreting this provision since its enactment in 1975.

Regarding home rule municipalities, gift giving presumably would fall within their powers granted by Article XX of the Colorado Constitution and they are not bound by the gift-giving statute, Section 31-15-901, C.R.S. Therefore, the only limits on their inherent ability to give gifts must necessarily come from the constitutional restriction of Article XI, section 2 and its related public purpose qualification (described above), or any other more specific provision(s) contained within an individual city's charter or ordinances. Additionally, while home rule municipalities (and all governments) remain subject to the Establishment Clause of the Colorado and United States Constitutions (broadly forbidding the government funding of religion), they are not subject to the precise letter of the prohibitions on making appropriations to sectarian organizations found in Section 31-15-901, C.R.S.

While the above summarizes legal considerations regarding gift-giving generally, municipalities are encouraged to obtain legal advice from their municipal attorneys whenever specific questions arise.

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1 *See e.g., In re Interrogatory Propounded by Gov. Roy Romer on H.B. 91S-1005, 814 P.2d 875* (Colo. 1991).

2 *In re Interrogatory*, 814 P.2d at 882-82, citing *City of Aurora v. Public Utils. Comm'n*, 785 P.2d 1280, 1289 (Colo.1990).

3 See generally Dale A. Oesterle, *Lessons on the Limits of Constitutional Language from Colorado, the Erosion of the Constitution's Ban on Business Subsidies*, 73 U. COLO. L. REV. 587 (2002).

4 *Id*.

SUPPORTING COMMUNITY NEEDS

By Julia Emko, Commerce City communications manager and public information officer

MANY ORGANIZATIONS DO IMPORTANT WORK TO HELP MAKE COMMERCE CITY A "QUALITY COMMUNITY for a Lifetime," and the City is proud to support those efforts by contributing grant funds. One of the chief purposes of the Quality Community Foundation (QCF) is providing grants to local nonprofit organizations that benefit residents. Commerce City Council recently approved this year's QCF grants to 27 local nonprofit organizations, which will each receive a portion of the $130,029 total for their positive work in the community.

Established in 2006, QCF's purpose is to serve as a steward for entrusted funds to support city programs and the programs and activities of economic, educational, social, and cultural nonprofit organizations. It focuses on enhancing the effectiveness of the nonprofit community and promotes community philanthropy. In addition to the community grants, QCF also awards post-secondary education scholarships every year. Commerce City Council believes this is an important and effective approach to support services and resources essential to the community. Some examples include:

- Food Bank of the Rockies' Mobile Pantry, held twice a month at Dick's Sporting Goods Park, allowed food-insecure residents access to nutritious food and essentials directly in their community. Food Bank of the Rockies was able to distribute 10,219 pounds of food to Commerce City residents in need using funds from this grant.
- ACCESS Housing Inc. received funding to help support the agency's Family Shelter Program, offering on-site shelter for homeless families with children for up to 90 days in private, two-bedroom apartment units that support the normalcy that families need to regain their independence.
- CASA provided volunteer advocates to 53 Commerce City youth in calendar year 2016. This includes children in cases that were newly opened in 2016 as well as children whose cases date back before 2016. Because it traditionally costs the organization roughly $1,200 per child per year to provide CASA volunteers to advocate for a child's best interest, in 2015, CASA provided an estimated $63,600 worth of services to Commerce City. Eighteen youth involved in 11 cases closed during the year, and none experienced re-abuse while all achieved permanency as referenced above. All children served had appropriate medical and mental health services provided as necessary. One youth emancipated during the year and had a permanent connection established. No youth from Commerce City had an open delinquency case along with their open abuse and neglect case.

The following nonprofit organizations were awarded portions of the grant money through a competitive selection process in 2017: A Precious Child, ACCESS Housing of Adams County, Adams 14 Education Foundation, Adams County Emergency Food Bank, Adams County School District 14, Almost Home, Audio Information Network of Colorado, CASA of Adams & Broomfield Counties, Catholic Charities, CCYA Pterodactyls Baseball, Commerce City Cultural Council, Commerce City Historical Society, Commerce City Rotary Foundation, Community Uplift Partnership, Environmental Learning for Kids, F.I.S.H. of Commerce City, Food Bank of the Rockies, Friends of the Front Range Wildlife Refuges, INSPiRE, Joyful Journeys Community Enrichment, Junior Achievement, Kids First Health Care, Mercy Housing, Ralston House, Senior Hub, St. Anthony North Health Foundation, and Stout Street Foundation. Out of the 27 grant recipients, more than half of them received at least $5,000 or more. The maximum amount awarded is $7,500.

Learn more about QCF online at *c3gov.com/QCF*.

APPROACHES TO MUNICIPAL FUNDING OF NONPROFIT AGENCIES

By Mark Radtke, Colorado Municipal League municipal research analyst

MUNICIPAL FUNDING OF NONPROFIT AGENCIES REFLECTS THE NEEDS OF EACH COMMUNITY. THE LOCAL nature of nonprofit support is illustrated by different approaches in two Colorado cities:

- The City of Aurora dedicates most of its red light camera photo enforcement revenue to supporting nonprofit organizations with a nexus to law enforcement efforts to maintain Aurora as a safe community. Aurora City Council adopted its Public Safety Committee recommendation to fund a half-dozen programs in 2017:

  Metro Community Provider Network (outreach assistance for the homeless)

  Mile High Behavioral Healthcare and Comitis Crisis Center (emergency housing and mental health services)

  Sungate Kids (child abuse forensic interviewing services)

  Aurora Mental Health (counseling and crisis intervention)

  Gateway Battered Women's Services (domestic violence victim support)

  Arapahoe House (detox treatment facility)

  Source: City of Aurora

- In 2011, Brighton voters approved a three percent lodging tax to support activities which utilize public accommodations. Eligible activities are those connected to economic development, special events, cultural arts facilities, advertising and marketing, and tourism promotion. The Lodging Tax Advisory Committee brings its list of funding recommendations before the Brighton City Council each year. In 2016, a total of $266,877 was awarded to Brighton nonprofits. Nonprofits that have received grants in one or more of the four year life of the program:

  Heart of Brighton (Blues Festival)

  Brighton Cultural Arts Commission (Live at the Armory)

  Brighton Arts and Culture Office (Art in the Park)

  Brighton Economic Development Corporation (Image Campaign, Innovation Awards)

  Brighton Chamber of Commerce (It All Still Grows in Brighton)

  Brighton Youth Commission (SPEAK Week Walk)

  Kiwanis Club (Predator AWARE Fair)

  Brighton Sister Cities (20th anniversary event)

  Adams County Cooperative Extension (Adams County Fair)

  Brighton Housing Authority (Biz Launch)

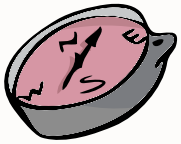
  Raptor Education Foundation (Eagles Landing)

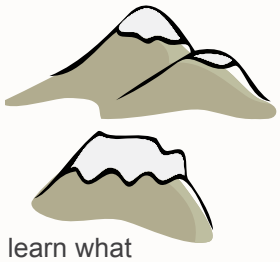
  Platte Valley Players (program support)

  Source: City of Brighton

By Amanda Day, GPC, Grantwriting USA trainer

FINDING FUNDING





"JUST GET A GRANT FOR THAT! There is free money everywhere. How hard can it be?"

It is easy to understand the request for grant funding. Communities have needs that range the gamut from access to park space, improved transportation infrastructure to new public safety equipment, preservation of historic buildings to the latest advancements in information technology. With every need comes a price tag and the question of how to fund it.

The biggest hurdle to finding the perfect grant for a project often is knowing where to look. There is a plethora of free search engines and online resources for municipalities to conduct grant research. In no particular order, they include (but are not limited to):

Grants Dot Gov. Visit *www.grants.gov* if in search of direct federal funding. The site's search engine allows users to narrow searches based on topic areas, eligible recipients, funding instrument types, preset categories, and federal agencies. Current, forecasted, closed, and archived opportunities are found here. Remember that while closed opportunities have passed for this funding cycle, they provide an opportunity to plan ahead for the next round. Most Requests for Proposals (specific grant program guidance) do not change from year to year.

Catalog of Federal Domestic Assistance (CFDA). A similar website is *www.cfda.gov*. It provides a full listing of all federal programs available to state and local governments, federally-recognized Indian tribal governments, territories (and possessions) of the United States, profit and nonprofit organizations, specialized groups, and individuals. The CFDA's advanced search engine allows users to drill down to the specific grant funding they are seeking, including formula and project grants, direct assistance, training, and loans. It is important to note that every federal grant program has a specific CFDA number, a five-digit number where the first two numbers represent the funding agency and the remaining three numbers represent the specific funding program. The CFDA number for any program of interest can always be found again on *www.grants.gov* and *www.cfda.gov* with that number.

Specific federal department websites. Each federal agency has its own website with specific grant program information. Visit the one(s) that fit the type of program needing funding.

For instance, *www.justice.gov* provides public safety grants via the Department of Justice.

The Department of Education's website, *www.ed.gov*, provides a list of grants across all federal agencies. A user simply selects an eligibility type (Institute of Higher Education, Local Education Agency, Other Organizations, etc.) to learn what specific programs fit the agency type.

The Department of Health and Human Services' website, *www.hhs.gov*, not only provides grant funding opportunities, but other helpful grant resources, such as tips on grant management, preparing for audits, and grant readiness.

When searching, remember that not all websites are created equal. Some have easily found grant pages, while others require a longer search or request a contact to a help desk.

Specific state department websites. Most municipal and county governments find that direct federal awards are few and far between. A large portion of federal money is first awarded at the state level, then passed down to local governments via a competitive grant process. For this reason, the best place to start is often with state agencies.

For instance, the Colorado Department of Transportation, *www.codot.gov*, provides local funding to assist with transportation, transit, and traffic safety.

Colorado's Park and Wildlife Department, *www.cpw.state.co.us*, offers grant funding to help communities build trails, improve fishing opportunities, and so much more.

Not all state agencies have a dedicated grant page on their websites, so type in the word "grants" on the agency's home page search or

contact the main office and ask where to find more details on funding opportunities.

The Foundation Center. Municipalities are not limited to government funding. Foundations fund a plethora of programs, too. The Foundation Center, *www.foundationcenter.org*, provides a wealth of information, including a search engine for foundation funding. Subscriptions to their Foundation Directory Online (FDO) can be purchased or accessed through its funding information network. FDO partners with libraries, universities, and other resource centers, providing access to the FDO for free at these locations.

The FDO is a search engine of foundations, allowing users to match national and local funders with their own programming needs.

The Foundation Center website also provides access to copies of the IRS Form 990, which shows each foundation's funding amounts and recipients of the previous year.

Guidestar also provides free information about foundations, including copies of the IRS Form 990 and annual reports at *www.guidestar.org*.

Congress members and their local staff. Senators and members of the U.S. House of Representatives want federal funding to benefit their constituents. If you cannot find federal funding to meet your community's needs, consider reaching out to members of Congress, specifically through staff members at their local offices. Explain who you are and what you are looking to fund, and they may recommend federal funding opportunities.

Not sure who your representative is? Enter your zip code at *www.house.gov/representatives/find*.

Your representatives are also a great source for support letters.

Efficient Gov. Sometimes, the best resource is your peers. Efficient Gov, *www.efficientgov.com*, provides information about the latest innovative solutions to problems faced by local governments around the world. Not only does it highlight unique programs, but it also shares grant information.

Your peers. Speaking of your peers, never miss an opportunity to learn from fellow municipal officials. Read the local paper, talk to neighboring jurisdictions, and seek out any grant training opportunities. With a network of resources, one can discover what grant funding other communities receive and for your funding needs.

Corporate funding. Many businesses create separate foundations or have a page of their websites dedicated to corporate responsibility and/or philanthropy. Typically, such businesses prefer to fund communities where their offices are located. If you have a Walmart, CVS, Firehouse Subs, Home Depot, or any other business in your community, check their websites or speak to the store managers. Ask about their community funding opportunities. Sometimes a simple letter is all they ask in return for a $500 to $2,000 investment in your program.

Google. When all else fails, it never hurts to visit *www.google.com* and search "grant funding for (fill in the blank)." Use various words and phrases to describe the program, as broad as parks or as specific as recreational trails.

When researching potential funding sources, remember to examine more than a funder's pot of money. Determine eligibility, if the program priorities align with that of the funder, and if the program's budget and timeline fit that of the grant program. Grant proposals are most effective when all these necessary elements align. Rather than chase funding, thoughtfully match programs to funding sources to ensure success.

Sometimes grant research feels like searching for the proverbial needle in a haystack. It takes time and effort, but the more time you invest, the more resources you find. Happy hunting!

SPOTLIGHT

PUBLIC INPUT ESSENTIAL TO GRANT WRITING SUCCESS

By Dawn L. Block, La Junta grant coordinator

"CONGRATULATIONS! YOUR GRANT APPLICATION WAS APPROVED BY THE COMMITTEE AND WILL BE SENT to the board for final approval"

How exciting to read those words! But there is a lot of work that goes into a project before receiving that email.

The City of La Junta was successful in receiving a Great Outdoors Colorado (GOCO) Local Government Grant for $23,275 in spring 2016 to replace aging playground equipment at a park. Work is underway, with the next piece of equipment to be installed being a gazebo. The park has seen a tremendous increase in use already with the improvements.

The project was supported by former Councilmembers Gene Mestas and Betty Velasquez, who live in the neighborhood and wanted to do something for that area.

The public input section of the grant application had always been a downfall. The City of La Junta has learned that, just because it think it is a good project, that does not necessarily mean the neighborhood does, too.

In this case, municipal staff held a public meeting at the park. For a few weeks before the meeting, the local newspaper (which did an excellent job of covering the process from beginning to end) ran pictures of the two proposed playground equipment options. On the day of the meeting, the City served hot dogs and soda, and everyone who came in got to vote on their favorite option. The meeting was held in June to make sure that children who would be using the equipment would be available to vote — and vote they did! The event hosted 53 attendees, ranging from age 3 all the way to the original land owner's sister.

The City of La Junta learned to use your local media (whether newspaper, television, or social media) to get the necessary public input. In addition to giving those whole will be using the equipment and space a voice in the process, this media also can help garner the essential support from the neighborhood.

By Bill Fortune, American Red Cross regional communications specialist

THE AMERICAN RED CROSS: FREE DISASTER RELIEF AND EDUCATION

THE AMERICAN RED CROSS IS A nonprofit, humanitarian organization that is mandated by Congress to provide disaster relief and preparedness education for all Americans at no charge. Its mission statement reads: “To prevent and alleviate human suffering in the face of emergencies using the power of volunteers and the generosity of donors.” The Red Cross receives no funding from the federal government and operates solely on donations from the American public and corporations.

Since its founding by Clara Barton on May 21, 1881, the American Red Cross has been dedicated to serving people in need. It received its first congressional charter in 1900 and to this day it is tasked by the federal government with providing services to members of the American armed forces and their families as well as providing disaster relief in the United States and around the world.

Even while the Red Cross adapts to meet the changing needs of the people it serves, it always stays true to those roots. The classic images of Red Cross nurses helping American soldiers and civilian war victims during World War I still rings true Red Cross staff and volunteers are deploying alongside America’s military at this moment. Maybe people have taken a class through the Red Cross, such as first aid certification or how to swim; this type of training has been offered since the early 1900s. Have you ever given blood or received donated blood? The Red Cross developed the first nationwide civilian blood program in the 1940s and it still provides more than 40 percent of the blood products in this country.

The first American Red Cross charter in Colorado happened in 1914 in Colorado Springs and Denver. Other charters followed in 1917 to support the war effort for WWI.

There are four chapters in Colorado along with regional headquarters in Denver. Each of the chapters are full service offices that provide a suite of community services that range from emergency preparedness education to large scale disaster response.

The most common disaster response is with single-family home fires. Colorado averages two home fires every day. In each case, Red Cross volunteers work with the family to help them on the road to recovery.

Every event is different and the level of support is based on the immediate needs of the family. In most cases, the Red Cross can provide money for temporary lodging, clothing, and food.

It also provides referrals to other helpful organizations and offers minor medical support and professional mental health counseling if needed.

On any given day, a Red Cross volunteer or employee is working closely with local emergency management or nonprofit organizations to maintain relationships that will come into play during a large-scale disaster. Coloradans know how impactful a large-scale disaster can be: The Waldo Canyon Fire of 2012, the wildfires of 2013, and the floods of 2013 were monumental disasters that impacted thousands of people. The Red Cross rallied volunteers and staff from across the country to provide support for the immediate needs of those impacted. It opened dozens of shelters and housed hundreds of people who had left their homes. It worked closely with government and nongovernment partners to ensure that immediate needs were met. Following the disaster, the Red Cross was an integral part of the recovery process.

Disaster response is only one of the Congressionally mandated responsibilities of the American Red Cross. In addition to that, it provides direct support to our nation's military, their families and veterans through the Service to the Armed Forces program. Red Cross volunteers and staff have deployed alongside service members for more than 100 years during times of war and peace. While deployed, they provide a "touch of home" to service members.

Meanwhile, at home, Red Cross volunteers work with families and veterans.

The Emergency Communications Service provides communication between families and active military members in the event of a family emergency or crisis. That service is activated several times a day across the country and across Colorado.

The Preparedness, Health, and Safety Program teaches people and communities to be better prepared for emergencies. Annually, the Red Cross teaches an average of 50,000 people in Colorado to be better prepared through its Be Red Cross Ready program and CPR/First Aid training.

Through the International Services Program, the Red Cross has helped refugees reconnect with families in their home countries. Refugees that have come to Colorado due to famine, disaster, or political strife are met by Red Cross volunteers to help them establish a new life and to stay connected with their families and loved ones.

Each year, the Red Cross educates thousands of students with The Pillowcase Project. This short, interactive class is focused on children in grades three through five and teaches them about home fire safety, disaster preparedness, and resilience. The goal is to have the child better prepared and the hope is that they will take the information home to better prepare the family.

One of the most important programs proved to communities by the Red Cross is the Home Fire Campaign. This campaign targets individual residences to ensure that working smoke alarms are in the household, that an escape plan is developed, and that the family has practiced that plan. Since its inception in 2014, the Home Fire Campaign has installed more than 750,000 free smoke alarms across America that have saved nearly 200 lives. In Colorado, the Red Cross has installed more than 5,000 alarms in nearly every county. This coming October, you will see the Red Cross pushing hard to install as many as 100,000 alarms across the country as part of its Sound the Alarm Save a Life program.

There are more than 2,000 volunteers enrolled with the American Red Cross in Colorado. Those volunteers are trained and ready to respond to any disaster, whether it is a family displaced by a home fire or a community devastated by a flood or tornado. In addition to responding in Colorado, many of these volunteers are willing to deploy to disasters in other states to bring help and hope to those in need. The organization is truly "One Red Cross" focused on a humanitarian mission.

Today, as throughout its long history, the Red Cross depends on generous contributions of time, blood, and money from the American public to support its lifesaving services and programs.

Volunteering with the Red Cross can be a life changing experience and the organization is always looking for people to join its team and be part of the Red Cross Humanitarian Movement. Anyone interested in volunteering can go online to *www.redcross.org* and click on "Volunteer." If inclined, they also can donate to Red Cross Disaster Relief at the same website or by calling 1-800-REDCROSS. They can also text the word "redcross" to 90999 to make a $10 donation that will be shown on their mobile phone bill.

AFTER DISASTER, RELIEF COMES TO TOWN

By Nina Andaloro, Jamestown volunteer coordinator

AS THE 2013 FLOOD WATERS RECEDED IN THE SMALL MOUNTAIN TOWN OF JAMESTOWN AND THE MINDS of residents started to adjust to the new landscape, spirits were crushed. So much was lost, including 17 homes, bridges, fire hall, roads, and most of the infrastructure. The most devastating loss was of the town patriarch, Joe Howlett. As the burn area from the Overland Fire (2003) above Jamestown became saturated with the unprecedented amount of rainfall received over two days, the land gave way above Joe's house and collided with his home. As the community was attempting to cope with this loss, the National Guard arrived to evacuate the community to safety.

Ninety percent of the community was evacuated by helicopter due to the unpassable conditions of the roads. Residents were transported to the City of Boulder where they were shuttled to a Red Cross shelter or picked up by friends. For the next several months, residents dispersed across the Front Range in search of temporary houses and a sense of stability.

Within the first few months of recovery, the focus of the recovery team was to bring the community home. Residents needed to return not only to begin their own recovery but to contribute to the town's recovery. Once the canyon road was repaired enough for vehicles to pass, people began to return. Although they were able to access their homes and electricity was restored, 52 percent of the municipal water distribution system had been destroyed. People were so desperate to be in their homes and in their community, they filled buckets with creek water to flush toilets and trucked potable water in for drinking and washing dishes and clothes.

But how would Jamestown achieve its goal of bringing more people home without the most precious and needed resource — water? The American Red Cross understood this to be the greatest obstacle and greatest need. To address this need in the short-term, the organization began to deliver bottled water, followed by gallons of water, every three weeks to supply the 30 residents that had returned to the community. In total, the Red Cross donated 26,880 bottles and 8,800 gallons of water (approximately $17,280).

Mary Steffens, American Red Cross disaster recovery specialist for Wyoming and Colorado, was one of the strongest resources by not only connecting Jamestown to water, but also by supplying tools for volunteers so that they could help residents. Her compassion for the people living in Jamestown made the difference. Steffens understood what having water meant for the community and she made herself available to us, sometimes even driving her own tiny Honda up to town when the delivery truck was not available. She called each week to find out what was needed. Her support grew into a friendship that continues to this day.

Although this was helping the residents who had returned, Jamestown needed to figure out how to get more people home. Through a unique collaboration between the Red Cross, Salvation Army, and Boulder Rotary Club, 40 cisterns were supplied to residents who wanted to reside in their homes full time and were willing to do so using a cistern to run their plumbing systems. This grant allowed the community to grow to 39 percent of the total population.

Even though it would be another six months before the Town's water system would be restored, bringing 90 residents home raised the morale of the community and allowed those residents to participate in their community's recovery. This milestone gave Jamestown a jump start to continue to heal and move forward.

By Traci Stoffel, Colorado Municipal League communications & design specialist

Each issue of Colorado Municipalities *magazine introduces you to a key person in municipal government through the "Get to Know … " column. Each person featured answers questions about his or her position, municipality, and how he or she ended up in municipal government.*

GET TO KNOW … MADELINE VAN DEN HOKE

MONUMENT COMMUNITY LIAISON

How did you end up in public service?

Both of my parents had long careers working in public service organizations and after high school I began working at Colorado Springs Utilities. I spent 10 years in the organization and I enjoyed being part of a company that was dedicated to serving the community at large. However, after we moved back to Monument, where I grew up, I knew I wanted to find a way to be an active part of the local community. This role has fulfilled that desire to serve my community.

What do you enjoy most about your position?

I enjoy being able to work with many different groups, such our local businesses, organizations, and residents who are collaboratively working towards making our community the best place to live, work, and play.

What is the most challenging part of your position?

We have so many organizations with good initiatives and I wish I could be a part of all of them! It is hard for me to have to say, "I am unable be a part of this right now."

What are some exciting things going on in Monument?

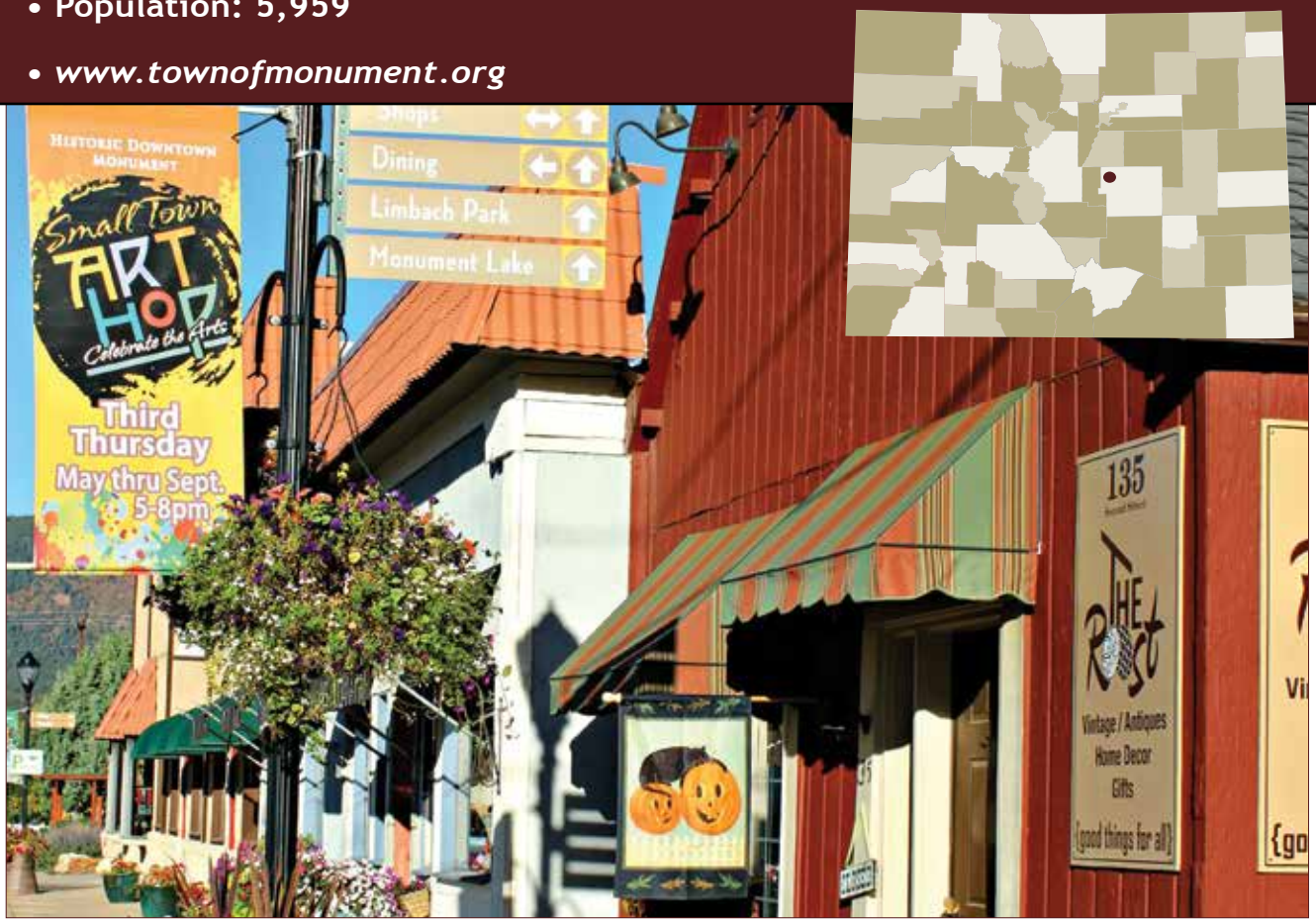
In Monument, we have seen some exciting efforts to increase our communication to the community and increase the number of community events, especially in our downtown. With development of new of residential areas, we are seeing an increase of citizen engagement on local issues within our community.

How do partnerships with nonprofits make Monument a better place?

Nonprofits in our community fill a need or service. By partnering with them, our community can enjoy public art displays, a huge 4th of July celebration, and other cultural events that add to the quality of life. Nonprofits can provide care and

GET TO KNOW THE TOWN OF MONUMENT

- **The Town of Monument incorporated was incorporated on June 2, 1879**
- **Population: 5,959**
- ***www.townofmonument.org***



services for our senior citizens, children, and others in the community that may have a need. In small communities where government organizations may not be able to meet all of the needs of the citizens, it is important to partner with other organizations that may have the desire and resources to fill a gap and serve as a voice for those residents that may not be able to share their opinion.

What project or undertaking are you most proud of and why?

When I started, the Town was working to increase its social media presence, marketing the town, and increasing community engagement. These are the projects I have been working on and we have built better ways to effectively communicate information both to residents and other organizations in the community. In addition, we have seen the community more engaged and willing to provide input on projects such as updating our comprehensive and parks plans. It makes me proud when the community members get involved in making this a better place!

What is the funniest or strangest thing to happen while at work?

When you run community events, any number of things can happen. At our movie night series, I have learned that it is not enough to just ask the landscaping company to turn off the sprinklers, I have to physically check that they are off. One year, we were about 15 minutes into the movie when the sprinklers turned on and soaked our guests!

What website(s) and/or publication(s) do you refer to when seeking information?

I really enjoy the resources that 3CMA (City-County Communications & Marketing Association), Emerging Local Government Leaders, and Government Social Media.

What book are you currently reading? Are you enjoying it?

I am in graduate school right now, so most of my reading is in the form of text books. But in my "spare" time, I am reading Jim Collins' *Good to Great*. I enjoy learning about what makes great companies and leaders stand out from the good ones.