

## APPENDIX

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Table 19.  
LEXICON FOR THE EDR/PAR INTERVENTION

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- Action Research** – Research to inform practical decisions and action at a broad scale and usually conducted by an independent, non-community-based researcher or research team.
- Appreciative Inquiry** – Action research in a specific organizational setting to support positive affect and positive outcomes by relying on a discovery process through self-reflection of favorite experiences and memories.
- Community** – A group of individuals that reside in proximity, know each other, interact often together and share common experiences with each other and their landscape.
- Custom** – An act that sustains social stability by virtue of its implicit practice in daily life of a community with the resilience of adaptive change overtime.
- Ecosystem** – An interlocking set of life processes of various species and elements in a distinct but broad ranging area.
- Empowerment** – To provide informational and strategic resources for all stakeholders. PAR is a means to empower stakeholders. Knowledge creation for practical purposes for all stakeholder is a definition that explicitly debunks the myth that only the underclass do not have enough information about complex environmental or social disputes. Community empowerment, as defined in this case study, relates to the provision of resources to all parties in order to create a stable outcome for each individual and the community as a whole.
- Environmental Dispute Resolution (EDR)** – An intervention in which stakeholders willingly choose to participate in a process of dispute resolution because it will best serve their goals. The principles of EDR include fairness, accountability, and legitimacy, [representation] inclusiveness, [transparency] openness (Innes, 2004).
- Facilitator** – An individual who acts in an observational, neutral capacity to guide a community during the course of particular intervention.
- Greater Good** - The ideal that meets all needs in the most harmonious and life supporting way. This ideal is related to EDR in terms of striving for wise and stable social and ecological outcomes.
- Intervention** – The act of engaging a community for a particular positive purpose.
- Local Capacity Building** – An intervention in a community that leaves the community more skilled to deal with situations that arise and current issues.
- Mediation** – A two-party process whose development preceded EDR and whose principles are at the core of a multi-party EDR intervention.
- Participatory Action Research (PAR)** – A research axis that is community-focused and community-based to elucidate qualities of community life and factors that positively or negatively affect that quality of life. PAR can support locals to understand where they are and where they might like to be on the sociocultural or ecological level. PAR can remedy disparity in reaching a stable social outcome due to political economy or other exogenously detrimental social factors.
- Policy** – A set of guidelines, procedures, recommendations, or laws that govern how decisions are made in a formal setting.
- Process** – The course of a particular intervention; the series of activities and reflections that were planned or occurred to reach a particular end, in this case dispute resolution.
- Social Change** – A transformation of the way in which a socially constructed phenomena is perceived and is usually accompanied by manifest changes in institutions and policies.
- Social Impact Assessment** – An evaluation of the changes to sociocultural resources that occur in a given setting as a result of an exogenous factor.
- Social Construct** – A widely held idea, belief or value upon which social or individual action is based. A psychological response that occurs at a sufficiently large social or cultural scale to influence the behavior of many individuals without clear understanding of all the consequences of and reasons for the social construct. Deconstructing a social construct reveals assumptions that underlie common and individual action.
- Stewardship** – Engaging natural resources so as to perpetuate and enact the preservation ideal (Source: Rocky Mountain National Park Appreciative Inquiry Study, 2004)
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Table 20.

STAKEHOLDER AND PLACE NAME CODES AND DESCRIPTIONS

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**PLACE NAMES AND TRAILS** (See also Gold Hill Trails Map)

**Big Horn Mountain** - Heavily mined mountain with viewscape from plains to mountains. The mountain is east of Gold Hill and on a flat stretch was the initial site of the town (1859 to 1860).

**Emerson Gulch** – Refers to a two track route that was a mining road connecting Gold Hill area to Wall Street Area, Switzerland Trail and Four Mile Creek.

**Gold Hill Subdivision** – 1970s subdivision of homestead and former potato ranch. Lots are approximately five acres in size.

**Gold Hill Townsite** – Established in 1860; platted in 1888 and currently registered as a National Historic District. The townsite is nine miles from Boulder, Colorado at 8500 feet in elevation.

**Horsfal Loop**- A contemporary hiking trail loop on the east side of Gold Hill that includes old mining roads at the foot of Big Horn Mountain. The loop's name comes from the name of the most productive mine in the Gold Hill area in the 1860s owned by a man named Horsfal.

**Moccasin Trail** – Essential single track trail segment for Summer Dude Ranch for Children and popular loop hiking trail to the west of Gold Hill that connects subdivision to townsite. Morning Sun owner also owns a segment of this trail.

**Morning Sun** – Owned by Morning Sun Owner/Moccasin Trail Segment Owner. Home of three tenants active in North Trail dispute resolution process.

**Mount Alto** - Popular historic and contemporary picnic site along the Switzerland Trail and maintained by the U.S. Forest Service.

**North Trail** - A three mile single track historic trail.

- The trail connects Gold Hill townsite to Switzerland Trail along a northern facing ridge above Left Hand Creek. A portion of the trail follows the alignment of a historic two track ranch route. The trail runs west to east and is parallel to the Gold Hill Road on the north side.
- The trail is almost equally in private and public (42%) ownership. The Forest Service controls the longest length of trail. The trail runs also traverses a very small BLM parcel. A religious organization controls nine percent of the trail. The balance of thirty-eight percent of the trail is in private hands. The New Landowner property controls thirteen percent. The trail crosses five mining claims. Any segment of trail no matter the length can effectively close throughway and oftentimes access.

**North Trail Bypass** – A single track segment of historic and new trail on public land managed by the Forest Service. The trail permits locals to go around closed segment of North Trail. The bypass extends the North Trail by almost a mile. The historic trail portions align with a historic route and a historic road, the Old Stage/Freight Wagon Road. The bypass offers exceptional views that are greatly appreciated by locals not that it exists. The Bypass significantly increases the percentage of the accessible alignment of the North Trail that is in public hands.

**Old Stage/Freight Wagon Road** - A historic route now overgrown or eroded that was used to transport passengers and freight from terminus of Switzerland Trail to mining area of Ward. The Ward mining district is west of the Gold Hill Mining District. The Old Stage/Freight Wagon Road is the alignment used for portions of the North Trail Bypass. The old road was discovered by Seller's Agent and shown to Dedicated Trails Volunteer in 2003.

**South Trail**-Single track trail from Consultant to China's property to Gold Hill on the South Side of the Gold Hill Road. He claims use for at least sixty years. Threatened by sale of large parcel. The trail has come under increasing use by mountain bikes and is an essential segment of trail rides by the Summer Dude Ranch for Children.

**Summer Dude Ranch for Children** – Forty-year old summer day camp for children and location of a historic dude ranch from the turn of the century run by two sisters.

**Switzerland Trail**- Historic road and former grade of a spur of the Colorado and North Western Railroad. Well-known recreational route in history, memory and contemporary use. The trail hosts increasing ORV use and mountain and road bike use with many incipient trails.

### **PRIMARY ACTORS IN DISPUTE**

**Catalyst** – Had initial altercation with new landowner. Morning Sun resident and best friend of Morning Sun owner. Writer and public speaker in personal development and organizational change. Conducted trail history research and organized community event with Boulder County Open Space Attorney.

**Dedicated Trails Volunteer** – Morning Sun resident who provide greatest level of energy into process other than myself. Fire Department Volunteer, Weed Management Volunteer, Developer of North Trail Bypass. Began mapping project and GPSed trails.

**New Landowner** – Bought property through Seller’s Agent. Closed north trail segment after altercation with Catalyst.

**Seller’s Agent** – The representative-of-the-stakeholder-who-closed-the-trail. A realtor, neighbor of New Landowner and subsequent ranch partner.

**Trail Runner/ Landlord’s Wife** – Owner of popular trail segment on Big Horn Mountain and wife of Morning Sun Owner. Researched Landowner options through interviews in early stages of Gold Hill EDR/PAR process.

### **OTHER STAKEHOLDERS AND VOLUNTEERS ON TRAILS COMMITTEE**

#### **Other Activists for Trails Dispute Resolution**

**Charismatic Group Leader** – The husband of a Gold Hill native who also has founded an international peace organization; he was awarded an E-chievement award on E-Town radio program. He co-facilitated the workshop with me.

**Earth Friendly Trail Design and Maintenance Volunteer** – Life Partner of Doctor.. He is an older newer resident to Gold Hill that helped tangibly with the trails project. He is an expert tree trimmer by trade. He helped by GPSing trails. But mostly, he found resources with sound trail alignment and construction principles to help the community maintain and support sound earth-friendly, erosion resistant trails in the area. He applied these principles on the North Trail Bypass to gently improve the work done by Dedicated Trails Volunteer.

**Economist Mom** – She was going to take over coordinating the Trails Committee for me until the threat of closure of the Gold Hill elementary school emerged. She is now the Chairman of the Board of the Trails Committee. She has effected positive change in the dynamics of the Town Meeting. She also developed the local history tour for Boulder Valley kids after involvement in the Trails Committee.

**Engineer/Mountain Biker** – Provided staff for mapping project. Helped construct North Trail Bypass. Landowner of large tract to the west of North Trail (not shown on map).

**Morning Sun Photographer** – Morning Sun tenant (4 years) and friend of Consultant to China. Helped to organize high tea in 2005 with New Landowner.

**Owner of Morning Sun/Moccasin Trail Segment Owner** - Owner of property adjacent to New Landowner. Gold Hill resident of forty years. Husband of trail runner with trails on Big Horn mountain.

#### **Other Landowners with North Trail Segments**

**Ashram**-Did not participate except indirectly through Trail Runner/Moccasin Trail Segment Owner. Closed a favorite cross country ski trail to local use with a fence in the 1990s. The trail was aligned with Chinamen’s ditch.

**Kansas Native**-Provided list of local species observations in 2003. Expressed her concerns over horse and dog impacts on local wildlife at 2002 town gathering on local trail closures.

**Long-Time Property Tenant** (not an owner)-opposes trail access on principle. Former rodeo rider and Wyoming born.

#### **Tae Chi Instructor/Trail Maintenance**

**Trail Runner/North Trail Segment Owner Too**-Created a bypass around her new and very large old growth log home to accommodate locals without impacting her life.

#### **Other Landowners with Trails**

**Consultant to China** – Octogenarian who was active in early and late stages of EDR process. Owner of large tract of land with trails adjacent to Switzerland Trail. Oldest memory of any resident in the area. Reviewed every version of Gold Hill Trails Mediation Guide and offered excellent feedback. Previously a high-ranking international advisor in the modernization of South East Asia, India and China.

**Doctor**-Owns land to the west of Switzerland Trail and active in early stages of EDR process. Also attended Trails Mediation Workshop and reviewed Trails Mediation Guide.

**Local Professional Ecologist/Landowner with Segment of Emerson Gulch**-Fire Dept. – Owner of segment of Emerson’s Gulch which he closed after he built a new home on adjacent property. Was not involved with the EDR/PAR process other than discussions early on with Trail Runner/Landlord’s Wife.

**Trail Runner/Moccasin Trail Segment Owner**-Provided perspectives on how she negotiated quiet local use of her trail segment. She also provided connection with octogenarians for oral history of the area. She is well-known as a hospice worker.

#### COMMERCIAL INTEREST AROUND TRAIL ACCESS

**Gold Hill General Store Shopkeeper** – Descendant of early ranching settlers on eastern plains.

**Realtor/Former Dude Ranch Owner**-Grew up in Gold Hill. Sold off former dude ranch in early 1990s when he could no longer take trail rides out on local trails due to extensive closures. Reviewed Trails Mediation Guide and is also a member of local wise use group.

**Summer Dude Ranch for Children Owners**- Well-respected and popular locals with a generous practice of offering half off on weekly camp rates to locals. Attended high tea with New Landowner at Consultant to China’s home in late 2005.

#### Advisors and Indirect Participants in EDR/PAR Process

**Boulder County Attorney**-Advisor to trails Committee in late 2002 and in 2003. Provided example of Colorado Recreational Trails Easement

**Boulder Off-Road Alliance**- Locally based advocacy and environmental education group that is affiliated with International Mountain Bike Association. A representative attended the Trail Mediation Workshop in Gold Hill.

**Descendant of 1930s Gold Prospector** - Octogenarian who provided history of the area. His wife has written local history book of Gold Hill.

**Englishman/Poet**-Property owner in townsite who shared legal framework for historic trail access in Great Britain and in a review of the Trails Mediation Guide working document.

**Environmental Attorney**-Speaker at Trails Mediation Workshop in 2003.

**Fire Mitigation Coordinator/Retired GH Teacher**- Long time resident and friend of Edward Abbey. Former forest service worker. Local advocate for historic preservation. Provided list of local species observations in 2003.

**Gold Mill Owner**-Son of infamous uranium miner in Utah; attended trails mediation workshop and at recent meeting of the Land Use Coalition (a boulder based wise use group) called me a trails nut. Owns land on Big Horn that was an area of dispute when he gave permission to outsider downhill bicyclists to use portions of the Horsfal Loop until one was significantly injured requiring airlift.

**Historian/Writer** – Boulder History expert

**Local Historian**-Descendant of early Gold Hill prospectors and first Gold Hill Store owner.

**Potato Gulch and Todd Gulch Advocate/Retired GH Elementary School Teacher** - Coordinated children’s environmental education activity to coincide with Trail Mediation Workshop. A local naturalist who reviewed Gold Hill Tracking List and attended Workshop.

**Trails Historian/Gold Hill Descendant** – Former Boulder County Sheriff. Boulder County expert witness on trail history. Octogenarian speaker at the Gold Hill Trails Mediation Workshop. Provided oral history on local trail customs.

**Forest Steward** –Mushroom hunter, fire department volunteer, go between for Professional Ecologist and Trails Committee, and mountain lion monitoring enthusiast.

Notes: Alphabetical Order

Also refer to “Glossary of Trail Terms” in Volume One appendix for the *Community Trails Mediation Guide*.

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Exhibit 1.

FUNDING AND DATA REQUEST LETTER TO BOULDER COUNTY COMMISSIONERS

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Gold Hill Town Meeting, Inc.  
Trails Group

January 6, 2003

Myriem Le Ferrand

Board of County Commissioners  
P.O. Box 471  
Boulder Colorado 80306

Dear Boulder County Commissioners:

Recent trail incidents have taken many Gold Hill residents by surprise: a new resident's partial closure of the popular North Trail and bike racing on newly-acquired County Open Space (The Steen Conservation Easement). These in addition to previous trail closures and other concerns such as mischievous trespass, raves at Mount Alto and camp fires have spurred a Gold Hill trails initiative.

The Trails Group was formed under the purview of the Gold Hill Town Meeting, Inc. to deal with these incidents in a research-based, non-adversarial and community-building style. Our mission is to serve as neutrals and build relationships in the community around local trail use and to identify solutions that meet the needs of all local stakeholders. In this way we hope to construct an ongoing social safety valve to address local access and stewardship concerns within our forest environment.

We have a funding request for you to consider. As you know, the Gold Hill Town Meeting, Inc. is a non-profit 501c3 serving as a pseudo branch of County government; that is the Town Meeting serves the administrative needs of our unincorporated town (the earliest platted town site in Mining District Number One of the Nebraska Territory) and does so solely on a voluntary, non-paying basis. It is a remarkable achievement and offsets County expenses substantially.

As trail disputes seem to be on the rise in the West, the imperative to find workable solutions grows. I hope you will consider our work on the Trails Group as a model for trail use dispute resolution. We expect the model to be replicable in de-escalating existing trail conflicts in other parts of the County. The Trails Group is growing and currently has 16 active research/facilitator members, a significant groundswell of involvement for Gold Hill. The Group enjoys considerable positive feedback from many other area residents old and new.

In early March the Trails Group will hold two morning Dialogue sessions to discuss research on local trail use. Our research clarifies:

- the location of four trail systems in the Gold Hill ridge area between Left Hand Creek and Four Mile Creek,
- existing local access options employed by landowners,
- historic patterns of use,
- liability questions for landowners,
- trail maintenance needs and resources,
- informal interviews of landowners with existing trails,
- ecosystem management needs and an environmental history of the area, and
- proposed etiquette guidelines for local trail users.

As a decision-support tool for the Dialogues, a handbook/workbook of this research is being compiled. In small groups and larger forum sessions we will discuss the findings interactively. In this way we expect to draw upon attendees experience and expertise to enhance our shared understanding and come to workable solutions as a community.

GIS maps of the Gold Hill trail study area are in preparation. A strong need exists to represent the terrain and its trails in an easy-to-reference format. Volunteers have digitized existing trails and would like to merge the data *in the next two weeks* with USGS topographical and County parcel data. At this time we would like to request authorization to obtain GIS data from the County's Land Use and Open Space departments. Our initial request to the Land Use department was valued at \$300. We believe that our merged GIS data will become an essential decision-support tool for other Town Meeting work such as weed management, ecosystem conservation, fuel break planning and forest fire preparedness. We would like to set the stage for ongoing coordination of information with both departments.

In addition, I would like to request a cash contribution of \$500 from the County. These funds would allow us to produce the handbook for the Dialogues and revise it afterwards. In addition the funds would support our work in creating a participatory problem-solving environment in Gold Hill. I have attached the proposed budget. The Gold Hill School will serve as our gathering site and the school children are conducting projects on our local ecosystem for the enlightenment of attendees. Other involvement activities for children and young adults are also underway. This is expected to allow parents to attend while making room for our teens to become involved in a meaningful way with their community and our forests.

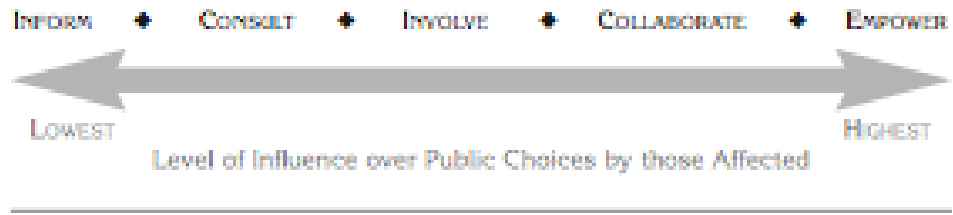
Please join us at the Dialogues. We hope you or County staff will take part in this event. County attendance would offer a two-fold benefit: one, your insights would be valuable and two, sharing your "Trail Dialogues" experience with others could serve to replicate the model. Please let us know if you can join us in early March at the Dialogues and we will actively prepare for that involvement. Although we have been in contact with individual staff members (Leslie Lacy, Clark Misner, Jeff Molleen, Graham Billingsley), a brief meeting with County staff in early February might allow us to better coordinate our efforts if staff feels that would be useful. We feel confident in a certain self-sufficiency, but your help is also very welcome.

As you might surmise, we are optimistic that the community building and preparedness that is emerging from this process will enhance Gold Hill's capacity to resolve land use disputes now and into the future.

Sincerely,  
Gold Hill Trails Group Coordinator



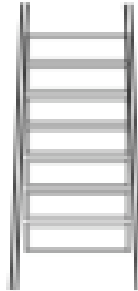
Diagram 3.  
SPECTRUM OF PUBLIC PARTICIPATION



**LADDER OF CITIZEN PARTICIPATION**

*Arnstein, 1969*

- CITIZEN CONTROL
- DELEGATED POWER
- PARTNERSHIP
- PLACATION
- CONSULTATION
- INFORMING
- THERAPY
- MANIPULATION



**SPECTRUM OF PUBLIC PARTICIPATION**

*IAP2  
Int'l Association of Public Participation*

- EMPOWER
- COLLABORATE
- INVOLVE
- CONSULT
- INFORM

Table 21.  
PAR DATA SOURCES BY COLLECTION ACTIVITY

**Research Purpose**

**Phase**

**Intervention-Related Task**

**Collection Activity or Data Set**

**Data Source**

**Action Research Intervention and Research on Local Trail Systems**

Pre-Workshop

Stakeholder Assessment

Gold Hill Wilderness Use Incident Log

GH Trails Use Incident Log (hand written on form)

TG3 and M1

Land Ownership of North Trail

GIS topo map with GPS of North Trail

L2, N2,MP1, M1

Land Owner and Trail User Statements

Feedback Log

M1 Interviews: L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, L11 by L2, L12,

L13, L15, L17 by L6, TG1, TG2, TG3

Other Potentially Affected Parties and Their Interests

M1 Interviews: IN1, IN2, IN3,EC2, EC5, G1, G2, G3, G4, G5, G6, G7,G8

Workshop Preparation

Historic Maps

1937 Gold Hill Mining District-East

M1

1914 County Surveyor Map –shows North Trail

L1

1926 Drumm’s Wall Map of Boulder County–shows stage coach road

L1

GPS Work

Aerial Photo and hand plot of trails 1978

N2

Trails on GIS Topo Map

L2, N2, MP1

Trails on GIS Aerial Map

L2, N2, MP1

Openhouse Comment Boards

–Purpose of the Trails Workshop • What do you want to get out of today’s session?

–Evaluation of Workshop

• Do you have any suggestions or praise for the way in which the Workshop was designed and conducted?

–Understanding Local Trail Access: Landowner Perspectives

–Understanding Local Trail Access: Community Perspectives

–What are the assets of (or best things about) the Gold Hill community?...and you know there is more than one....

–On a scale of one to five, how important is the Gold Hill Trail System to You?

Excluding Rocky Point and the Switzerland Trail Why? Post a note:

–What suggestions do you have to resolve existing trail disputes or to prevent future ones?

–Kids and Trails What do trails let you do? Is that fun? Say anything you know about trails? How do they make you feel? Which trails around Gold Hill have you been on?



- Thinking and Feeling About Trails • What do the local trails mean to you?  
Which trails do you use most? Why?
- Compensation for Trail Access?
- North Trails Bypass Advantages and Disadvantages
- On Maps
  - Wildlife Sightings
  - Locations of Rare Plants
  - Trail Segment Ownership
  - Wildlife Habitat
  - Favorite Sites and Views
  - Landowner Trail Segment Ownership and Permission Types
  - Show where you like to hike, bike, horseback ride, etc. Write the word near the trail
  - Feel free to correct the maps
  - What seasons of the year do you use each trail? Write the season near the trail
- Trails Timeline
- Ecosystem and Conservation Timeline
- Exhibits
  - North Trail Exhibits
  - Historic Maps
  - Site Plan Review in Boulder County
- East Trails Input
  - BLM land holdings
  - Your Trail Preferences for County RMPP
  - County Proposal for RMP&P: Advantages and Disadvantages

Trails Booklet (written and produced by M1)

- Interviews with Experts on Trails Related Topics
  - LC1, LC2, G5, LC3, LC4, TC1, TR1, TR2, HC1, HC2, HC3, EC1, EC2, EC3, EC4, EC5, EC6
- Oral History Interviews
  - IN1, IN2, IN3, L18, L14, L16
- Brochures (List)
- Reports and Other Studies on Trails and Ecosystem (List)
- Plant Inventory
  - PI1, PI2, PI3
- Hanging Folder Files (See List of 7 Topics)
- Research on Computer (See List of 8 Topics)

Workshop

- Openhouse Activities (see above detail)
  - Notes on Comment Boards
    - Data entry M1
  - Trail Ratings (quantitative-8 respondents)
    - Data entry M1
  - Notes on Maps
    - Data entry M1
  - Unstructured Round Table Conversation
    - Data entry M1
  - Environmental and Trail History Timeline
    - Diagram M1
  - Dialogues (25 stakeholder participants)
    - Speaker Notes
      - M1 on L14, LC19(sporadic), L1, G3, TR1
    - Flipchart Notes from Sunday, March 16, 2003
      - Data entry M1
  - Casual Talk during Openhouse

Data entry M1  
Notes from Loose post-its  
Data entry M1

Post-Workshop  
Workshop Trails Booklet Notes  
PV1, BK1, BK2, BK3, L15, RT1, N1  
Updated Trails Booklet (See Case Study)  
**WRITTEN AND PRODUCED BY MI**

*EVALUATION OF EM/PRA INTERVENTION*

Overall

Intervention Design  
List of EM/PRA Activities  
M1  
My Roles & Trails Group To Do List  
M1

Participation  
Process Participation  
Trails Group Members List  
M1  
List of Openhouse/Workshop Attendees  
Sign In Sheet  
List of Booklet Reviewers  
Sign In Sheet  
List of Interviewees  
M1  
Code for Respondents/Participants/Interviewees  
M1  
Land Owners and Residents  
Boulder County Tax Assessor's Records: GHFPD District Landowners  
2002 Gold Hill Phone List  
**PRODUCED BY LOCAL RESIDENT**  
Owners of Segments of Trail in the Study Area  
M1

Pre Workshop

Trails Group  
Compendium of Trails Group Outreach  
Overview of my proposed role to L1  
M1  
Provisional Mission Statement for Trails Group  
PV1, L1, L16  
Trails Group Meeting Agendas  
M1 with TG input  
Trails Group Posted Public Signs  
M1  
Letter to Commissioners  
M1  
Trails Group Fact Sheet  
M1  
Description from Trails Group/County Funding Contract for Services  
G5, M1  
Trails Group Meeting Minutes (6 meetings 10/29/02 to 2/4/03)  
**HANDWRITTEN ON AGENDA BY MI**

Workshop Preparation  
Facilitators Meeting Agenda and Minutes (2 meetings)  
M1

Environmental Dispute Settlement Training

M1

Proposed Schedule

*M1, L3, M2, L6*

Dialogue Planning

M1

Proposed Design

M1

Draft Schedules

M1

Tasks before Workshop

M1

Opening Greeting for Workshop

M1

Post-Workshop

Sketch of Openhouse/Workshop Layout

M1

Actual Schedule of Trail Workshop Activities

M1

Post-Workshop Feedback Log

L14, L15, L16, L17, L18, L19

My Recollections-Facilitator Notes

M1

Post-Workshop Report to County

M1

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Table 22.

PARTICIPANT COMMENTS ON FACILITATOR, PROCESS AND OUTCOMES –  
PHASE ONE ASSESSMENT

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Source: Feedback Log maintained by Facilitator

**PROCESS**

**FAIRNESS**

Deal with north trails closure, bikes on Horsfal and working with county  
2/5/03 L1 FL-INFLUENCE OF STAKEHOLDERS

Need overall vision about community integrity  
2/5/03 L1 FL-INFLUENCE OF STAKEHOLDERS

Deal with north trails closure, bikes on horsfal and working with county  
2/5/03 L1 FL-INFLUENCE OF STAKEHOLDERS

[I am] interested in north trail issue  
2/5/03 L1 FL-INFLUENCE OF STAKEHOLDERS

Mission should be: To preserve the quality of community within the Gold Hill Fire District by  
maintaining open trails for respectful use by local residents.  
2/5/03 L1 FL-INFLUENCE OF STAKEHOLDERS

Emerson Gulch should remain [on the agenda]  
2/6 L6 FL-INFLUENCE OF STAKEHOLDERS

L6's perspective is fairly narrow: that landowners know about their own trails and trail issues and  
what they need/want is a "safe" environment to have a lengthy discussion of solutions to their  
problems.  
3/2/03 L3 FL-INFLUENCE OF STAKEHOLDERS

See [Trails] group as not a threat to the way I do things  
3/31 L15 PW-POSITIVE

See Group as neutral  
3/31 L15 PW-POSITIVE

**INCLUSIVENESS**

L2 expressed that everyone carries a little piece of the puzzle and that is why we need them there.  
2/26 L2 in conversation with L11 FL-PROCESS GOALS

Group not expecting much attendance  
2/5/03 L1 FL-PARTICIPATION

Attendance by landowners is important  
2/5/03 L1 FL-PARTICIPATION

Spouse of L6 wants [C.A., atty] there.  
2/6 L6 FL-PARTICIPATION

L11 would like to be reminded to attend...  
2/26 L2 in conversation with L11 FL-PARTICIPATION

L11 wanted L2 to represent L11. [L2 suggested not could process]  
2/26 L2 in conversation with L11 FL-PARTICIPATION

Sticking up for including kids  
2/5/03 L7 FL-KIDS

Good to think about babysitting  
2/5/03 L7 FL-KIDS

Grow awareness in them....etiquette, future trail users and landowners..  
2/5/03 L7 FL-KIDS

{I} would like to help kids connect to specific conservation activities where they can make a difference.  
2/26 L8 FL-TEENS

[I] would like for teens to feel that they have something to give and not that they are needy.  
2/26 L4 FL-TEENS

## **OPENNESS**

Have a boundary around time  
2/5/03 L1 FL-TRAILS GROUP WORK

Will call Historian/Writer and put in a press word on Gold Hill and overall importance History  
2/5/03 L1 FL-TRAILS GROUP WORK

Folks did not give her materials for the Dialogues  
2/5/03 L7 FL-TRAILS GROUP WORK

Is her work for Dialogues or for afterwards  
2/5/03 L7 FL-TRAILS GROUP WORK

Would prefer to make calls to make sure everyone comes rather than make flags.  
[She ended up not doing that either]  
2/6 L6 FL-TRAILS GROUP WORK

Can only come one day...[workshop]  
2/17/03 L1 FL-TRAILS GROUP WORK

I've edited my commentary below and feel fine about your distributing that at the first session on Mar. 8 with my name attached.  
2/18/03 L1 FL-TRAILS GROUP WORK

I offered to let you know about our conversation and she thought that would be good.  
3/2/03 L3 FL-TRAILS GROUP WORK

L2 not comfortable representing L11...  
2/26 L2 FL-TRAILS GROUP WORK

I described to her in general terms what I thought you would expect of her as a facilitator and she said she would want to run the discussion circle very differently.

3/2/03 L3 FL-TRAILS GROUP WORK

I suggested to her that because of her strong opinions she might be more comfortable contributing as a participant rather than as a facilitator and she agreed that might be a good idea.

3/2/03 L3 FL-TRAILS GROUP WORK

I think you have had this feed back about the need for simplicity from me before, but since you've asked, I'll give it one more shot.

3/5 L3 FL-TRAILS GROUP WORK

She had spoken with Craig about when to get together next and he suggested before the Town Meeting. I told her there was already supposed to be a Trails group meeting then, but maybe it would work to do this then and that you would have to decide.

3/2/03 L3 FL-COMMUNICATIONS

Please note that I am not necessarily agreeing with her on all these points, although I think some of them deserve our attention.

3/2/03 L3 FL-COMMUNICATIONS

### **ACCOUNTABILITY**

That means reaching verifiable agreements that are mutually satisfactory.

3/5/03 L1 FL-GOALS OF WORKSHOP

Mailing license cost \$200.....for weed committee..the town meeting didn't like that.

2/6 L9 FL-TOWN MEETING

### **LEGITIMACY**

1)their [stakeholders in general] concerns about the current and emerging trail situation

3/5/03 L1 FL-GOALS OF WORKSHOP

2) their hopes [stakeholders in general] for/visions of a future trail system in the Gold Hill Fire Dist. in which concerns have been elegantly addressed to the satisfaction of all stakeholders.

3/5/03 L1 FL-GOALS OF WORKSHOP

This is what I would see as meaningful civic engagement that could lead to positive outcomes.

3/5/03 L1 FL-GOALS OF WORKSHOP

Perhaps, your session as you now have it designed and rehearsed should be seen as a preliminary ice-breaker.

3/5/03 L1 FL-GOALS OF WORKSHOP

{I} also think that town has funds for this.

2/6 L9 FL-TOWN MEETING

[I} support your [Trails Group] work.

2/6 L9 FL-TOWN MEETING

## **FACILITATOR**

### **PROCESS UNDERSTANDING and SKILL**

Leadership is about what matters most...keeping attention!

2/5/03 L1 FL-LEADERSHIP

You've done great work.

3/29 L1 PW-POSITIVE

Thanks for including my view in your good summary[booklet].

4/11 L1 PW-POSITIVE

## **PREPAREDNESS**

Once I explained process of resolving problems [by trails group member], L11 got behind the concept right away.

2/26 L2 in conversation with L11 FL-PROCESS GOALS

Get bid

2/6 L9 FL-LIABILITY INSURANCE FOR LOCATION

Won't write letter

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

See if BVSD requires insurance and decide then

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

Get a new agent if necessary-Been with them 30 years

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

Would like for contract to show indemnification change

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

Insurance cost of new insurance coverage, set off cost by county?

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

Insurance Bodily injury...not so concerned since inside activity

2/6 L9 FL -LIABILITY INSURANCE FOR LOCATION

Gen'l liability coverage exists for Fire barn

2/6 L10 FL -LIABILITY INSURANCE FOR LOCATION

Not sure it covers town meeting meetings....

2/6 L10 FL -LIABILITY INSURANCE FOR LOCATION

Given limited nature of work...indemnity clause not required. Ok

2/10/03 County rep FL-LIABILITY INSURANCE FOR LOCATION

Make sure clear on [GPS volunteer's] needs relative to maps

2/26 L2 FL-ON MAPS

We are trying to figure out who is impacted. I also need to share that it is hard to talk about

2/26 L2 FL-ON MAPS

Something needed if unclear what and where we are talking about.

2/26 L2 FL-ON MAPS

L2 stated that we would have aerial photos....moccasin trail was mapped for impacts...the maps are a private intra community resource.  
2/26 L2 FL-ON MAPS

### **RAPPORT AND CREDIBILITY**

Only reason talking to you is because you are neutral  
2/6 L13 FL-DIALOGUE ON NORTH TRAIL

KIS Keep it Simple  
2/5/03 L1FL-PROCESS CRITIQUE

Keep focus-make clearer  
2/5/03 L1 FL-PROCESS CRITIQUE

L6 feels that the original goal of the trails group was to figure out how to get landowners like [New Landowner segment] to participate in a solutions-oriented forum. L6 feels the current "flavor" of the workshop is geared more to hikers and other trail users.  
3/2/03 L3 FL-CLARIFY OUTCOMES OF PROCESS V OUTCOMES OF WORKSHOP

I do think you should let folks know at the start of what the full journey entails and how much they can get done in this first session  
3/5/03 L1 FL-CLARIFY OUTCOMES OF PROCESS V OUTCOMES OF WORKSHOP

She points out that the phone script says we will be working out solutions at the workshop. Given our conversations yesterday, she would feel more comfortable if the script emphasized education and awareness.  
3/2/03 L3 FL-GOALS OF WORKSHOP

On the issue of "feedback" at the workshop. L6's definition of feedback is limited to the action of someone raising their hand and speaking in response to the topic at hand. So, all the other means of "feedback" (post-its, etc.) that you have conceptualized for the workshop don't "cut it" for L6. L6 believes that most landowners would not want to participate in these non-verbal types of feedback.  
3/2/03 L3 in conversation with L6 FL-WORKSHOP DESIGN/INFO

I want to give you my straightforward opinion about the agenda. It has the "appearance" of trying to cover too much in too short of a time frame, especially if you want to have attendees make verbal comments to the group on some of the topics.  
3/2/03 L3 FL-WORKSHOP DESIGN/INFO

Your design looks complicated, lots of tiny time slots, lots of informational input, not a whole lot of space for participants to articulate  
3/5/03 L1 FL-WORKSHOP DESIGN/INFO

She is concerned that landowners may not feel it is worth their time to come.  
3/2/03 L3 in conversation with L6 FL- WORKSHOP DESIGN/INFO

Do not use process words  
2/5/03 L1 FL-ON BUILDING RAPPORT

I [facilitator]should help out with school closure.  
2/28/03 L5 FL-ON BUILDING RAPPORT



We'll have to see who shows up--if it includes landowners.  
3/05/03 L1 FL-ON BUILDING RAPPORT

What do they need to build trust with the community and let down some barriers?  
3/05/03 L1 FL-ON BUILDING RAPPORT

[on teens] quite an agenda.  
2/26 L12 FL-TEENS

L2 would like for me to follow up with L11  
L2 FL-COMMUNICATION

### **EDR - PREPAREDNESS**

County could help with Leafy Spurge...  
2/10 L2 FL-OPTIONS FOR MUTUAL GAIN

L11 very interested in bypass because he would like to take ranch kids through...  
2/03 FL-OPTIONS FOR MUTUAL GAIN

L2 shared about finding old road....  
2/26 L2 in conversation with L11 FL-OPTIONS FOR MUTUAL GAIN

L2 said 1/4 mile of road building for bypass  
2/03L2 FL-OPTIONS FOR MUTUAL GAIN

Would [New Landowner] like to be welcomed in as a part of this community?  
2/18/03 L1 FL-DIALOGUE ON NORTH TRAIL

Will [New Landowner] enter into dialogue?  
2/18/03 L1 FL-DIALOGUE ON NORTH TRAIL

Suggested learning more about conservation plan; L13 will talk to [New Landowner] about that.  
2/6 L13 FL-DIALOGUE ON NORTH TRAIL

Are there assurances that [New Landowner] especially would accept as a basis for putting down his gun and taking the chains off his gates? What are they?  
2/18/03 L1 FL-DIALOGUE ON NORTH TRAIL

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Table 23.  
REFLECTIONS ON FACILITATOR ROLE, PROCESS AND OUTCOMES -  
PHASE ONE ASSESSMENT

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Source: My Recollections as Facilitator, Fall 2003

## **PROCESS**

### **FAIRNESS**

Facilitators-Big challenge with people who aren't neutrals or can't appear as neutrals available or know too much or aren't neutral  
M1-PEOPLE MANAGEMENT

L6 didn't get to completely influence directions in process and contents; she then seemed to with to undermine our group activities...it was unfortunate as I was counting on here personally. She was also going to be a facilitator and that is where we had troubles. I should have better understood the difficulty in her apparent neutrality.  
M1-PERSONAL SUPPORT

More like conversations...nice feeling...but maybe too loose?  
M1-ON DIALOGUES

Non directional exploratory ? no ok?  
M1-ON DIALOGUES

I really liked Charismatic Group Leader's talk about needs not being met. Who talks of that?  
M1-ON COFACILITATING  
Why? They were trying to control meeting....judging, critiquing, naming, not open minded  
M1-TENSIONS WITH PARTICIPANTS

Need to be clear on this for future ground rules...clarify ground rules next time  
M1-TENSIONS WITH PARTICIPANTS

Ground rules would help here too!  
M1-TENSIONS WITH PARTICIPANTS

### **INCLUSIVENESS**

The teens project also took time. Was it worth it?  
M1-TIME INVOLVEMENT

Sense of needs in the group.  
M1-HUMOR

### **OPENNESS**

Naming our activities as Trails Group; Stayed away from word committee and meeting...group and workshop.  
M1-GIVING NAMES TO ACTIVITIES

Dialogue brought up too much tension; Conversations sounds nice and is what we did in fact.  
M1-GIVING NAMES TO ACTIVITIES

## **ACCOUNTABILITY**

The time it took to put it on was huge.

M1-TIME INVOLVEMENT

Most of the time was spent on coordinating volunteers and doing outreach.

M1-TIME INVOLVEMENT

Clarity about why and what?

M1-MAP MAKING

The relevance of GPS ing and why?

M1-MAP MAKING

## **LEGITIMACY**

L9 threw me off with claims that he questions legitimacy of signing contract.

2/26 M1 FL-FACILITY

We are also of course facing an uphill battle with the school closure which is a very pressing problem that could also potentially hamper the quality of life in Gold Hill.

M1-ON ATTENDANCE

## **FACILITATOR**

### **PROCESS UNDERSTANDING and SKILL**

How to deal with people whose unmet needs I can not meet

M1-TENSIONS WITH THE PARTICIPANTS

Kept from that [being humorous] by need for control. Wouldn't need that so much if I was more at ease with what I was doing.

M1-TENSIONS WITH PARTICIPANTS

I had troubles with writing clearly and with maintaining topic category names ( disagree rather than debrief on biker)

M1-WRITING AND FACILITATING

Make my writing clearer...dealing with who said, side notes and continuations, more important and less important.

M1-WRITING AND FACILITATING

Also when I take notes, I need practice at noting my own thoughts.

M1-WRITING AND FACILITATING

I felt more at ease facilitating on the second day.

M1-MY FEELINGS

People not understanding the way I explained things

M1-PEOPLE MANAGEMENT

Charismatic Group Leader's exercises broke the ice. I especially liked the wine bottle and the penny.-  
-- >Creative thinking.

Also color of eyes --- > reliance on input of others

M1-ON COFACILITATING

He also didn't know who the speaker were. That would have been helpful for him.  
M1-ON COFACILITATING

Also, needed more ease with responding to what I was picking up on in the room.  
M1-ON COFACILITATING

Lots of work but committed to their usefulness  
M1-MAP MAKING

Committed to a vision  
M1-WHY DID I DO IT?

Be less attached and less sensitive  
M1-RAPPORT

Better tone in clarifying  
M1-RAPPORT

The arrangement of the chairs and the overall atmosphere felt good and welcoming.  
M1-OTHER ASSETS

## **PREPAREDNESS**

M1-TASKS DONE BY TRAILS GROUP COORDINATOR-ME

- Learn about Southern Rockies EcoRegion and make contacts
- Learn about Land Trusts
- Learn about trails and make contacts
- Solicit feedback
- Organize Meetings
- Coordinate with Town Meeting
  - Attend meetings
  - Coordinate with Board and treasurer
  - Keep in the loop on letters etc.
- Design Outreach Materials-flyers/announcements etc...
- Coordinate fundraising with County and GIS data acquisition.
  - Prepare for business meetings
  - Get introduced into the County
  - Find a primary contact person
  - Learn about Open Space and Legalities and Transport and Maps
- Find Speakers
- Make the booklet
- Research Enviro History-make calls and read books.
- Set up Workshop on the day before event
- Make the trails booklet
- Coordinate for Potlucks
- Buy supplies
- Buy Supplies for Workshop
- Hold Facilitator Meetings

What did others[trails group members] do?  
M1-TASKS DONE BY TRAILS GROUP MEMBERS

People saying they would do something then not  
M1-PEOPLE MANAGEMENT

People getting sick,  
M1-PEOPLE MANAGEMENT

Administrative delays  
M1-PEOPLE MANAGEMENT

Delays with approvals.  
M1-PEOPLE MANAGEMENT

People didn't show up for meetings that they had planned on attending.  
M1-PEOPLE MANAGEMENT

But lucky with some of the facilitators  
M1-PEOPLE MANAGEMENT

Biggest hassle was dealing with the Town Meeting, funding and the facility  
M1-FACILITY

Also the making of the maps was very time consuming...  
M1-MAP MAKING

It was nice that L5 came both days.  
M1-PERSONAL SUPPORT

### **RAPPORT AND CREDIBILITY**

Making sure people understood what the work was about, when I was having a hard time explaining myself.  
M1-PEOPLE MANAGEMENT

People not doing it as I had expected  
M1-PEOPLE MANAGEMENT

I felt light and full at the same time. It felt buoyant.  
M1-MY FEELINGS

Very nice  
M1-MOOD OF MTG

Enjoyable event  
M1-MOOD OF MTG

People seemed happy.  
M1-MOOD OF MTG

Don't cast L1 in a specific way as a stakeholder in trail use...L1 is also professional...incident reporter...convener...etc...  
M1-RAPPORT

Do not respond with anger on insurance liability issue when L9 at the last minute questions legitimacy of signing contract. Just breathe and wonder if facility issue is really that important.  
M1-RAPPORT

I needed more humor and lightness to deal with tensions.  
M1-HUMOR

I had some tension with summer resident, wife of charismatic group leader n and the IMBA representative.  
M1-TENSIONS WITH PARTICIPANTS

There was some tension with Charismatic Group Leader regarding content and material to cover before sessions were up...  
M1-ON COFACILITATING

Make jokes about [tension-irksome stuff] with him next time!!! Be ready.  
M1-ON COFACILITATING

Why was she so good? She wore a smile and was calm and very articulate...forthcoming with full details  
M1-GOOD SPEAKERS

### **EDR - PREPAREDNESS**

M1-TASKS DONE BY TRAILS GROUP COORDINATOR-ME

- Become the coordinator and shift into the role of neutral
  - Design the Process
  - Design Schedule for Workshops
  - Make a mission statement and keep that front and center
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Map 1.  
GOLD HILL TRAILS MAP (GIS) – TOPOGRAPHIC VERSION

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Map 2.  
GOLD HILL TRAILS MAP (GIS) – AERIAL VERSION

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