



Community Connectors Manual

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Purpose Statement



Welcome to the Community Connectors program!

The city has designed this document as a tool for Community Connectors to use as they familiarize themselves with their roles. This also serves as a guiding document as the city and connectors work together and come into partnership.

Overview

Reflecting the city's commitment to racial equity as well as meaningful and inclusive engagement, the city, in partnership with historically excluded communities, began experimenting with the Community Connectors model in the spring of 2018. The program started with four Community Connectors, and has grown every year, now engaging over three dozen Community Connectors on nearly 20 projects. City staff remain committed to evolving this model to best serve our community.

Model Description

Community Connectors empower the City of Boulder to make better decisions by elevating the experiences and voices of historically excluded communities. Community Connectors build trust in city government by partnering to co-design culturally proficient community engagement that strengthens a thriving community and a responsibly governed city.

Position Description

A Community Connector is a community leader who plays a crucial role in bridging the gap between community members and local government. They serve as trusted voices, they actively engage with historically excluded communities, and they work to elevate the voices, experiences and needs of those communities in decision-making processes.

Community Connectors:

- foster a sense of belonging;
- facilitate two-way communication;
- actively participate in co-designing culturally relevant and inclusive engagement processes;
- contribute to building and strengthening trust;
- promote equity; and
- ensure the community's diverse perspectives and needs are celebrated and honored.

Community Connectors do not make decisions about, and are not responsible for, how city funding and resources are used. The community cannot hold Connectors accountable for decisions made by City Council and Staff.



The City of Boulder's promise to Community Connectors



The City of Boulder recognizes the Community Connector model as a powerful opportunity to write a new chapter in the history of our local city government. The city envisions a future built on inclusivity, equity, and genuine partnership with historically excluded communities. Acknowledging historical racial inequities, the City of Boulder promises to forge a path of authentic collaboration and support, ensuring diverse voices are heard and valued while addressing past injustices to shape a more equitable future for all members in our city.

The values the City of Boulder promises to center in its work with Community Connectors are:



Building, maintaining and strengthening trust

The city is working to earn the trust of Community Connectors by being consistent, reliable, and transparent. By partnering with Community Connectors, the city aims to bridge the gap between local government and historically excluded communities. The goal is for these communities to see the city as a committed and approachable local government.



Centering equity and community leadership

The city acknowledges its past mistakes in neglecting and contributing to unfair systems. By supporting and trusting community leaders, the city aims to involve diverse voices and experiences in decision-making. This helps the city make decisions that benefit and better serve everyone in the community.



Prioritizing community needs

The city strives to improve community engagement, making it inclusive, meaningful and equitable. We do this by developing open, balanced, and holistic processes that remove barriers to participation and understand community members' physical, emotional and psychological needs. The city also recognizes the need to support Community Connectors in doing their work as it is highly emotional, physically and psychologically demanding.

Ongoing two-way dialogue

Listening is prioritized in each interaction with community members and in all engagement opportunities that include gathering feedback, hearing questions or issues, and reporting back to community. Community Connectors will facilitate and co-design engagement efforts that will lead to this ongoing conversation.



Willingness to change and adapt

The city is committed to making changes in programs, processes, and policies to better reflect the input and evolving needs of the community. The city believes in the value of change driven by community insights.



Celebrating diversity

The city will promote and center the understanding that Community Connectors are not representatives of their entire communities. Each Community Connector and community is diverse and unique in its experiences and needs. The city will celebrate this diversity and aim to honor every story, perspective and need within the communities.



Valuing language access

The city recognizes the importance of language access as an essential right for meaningful participation. It will aim to continue to evolve its services to best accommodate the cultural and linguistic needs of diverse communities.



Investing in people and community

The city is committed to valuing expertise, time and bicultural knowledge through fair compensation and professional development.



Acknowledging and communicating limitations

The City of Boulder faces limits in solving every community issue. These limits arise from not having enough resources or funds, dealing with complex challenges, diverse needs, and sometimes, certain issues beyond its control or capacity. The city aims to communicate these limitations clearly to better define its role for all community members.

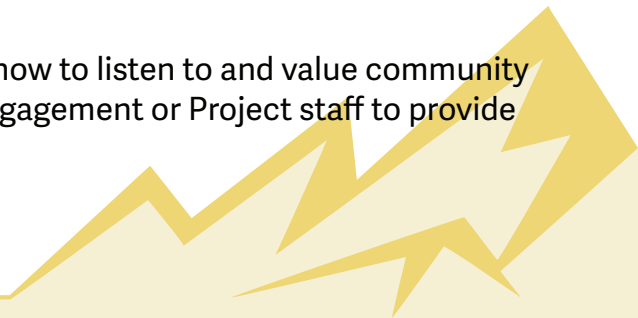


Building internal staff capacity

The City of Boulder is dedicated to enhancing internal staff capacity to collaboratively support and uplift the work of Community Connectors by actively sharing information and demonstrating the impact of the model. This commitment also involves urging departments to ensure clear and transparent communication on projects, programs, and available resources, particularly those that Community Connectors are assisting in distributing. Department staff will actively strive to establish good relationships with Community Connectors, positioning themselves as available resources to navigate questions and address accessibility challenges.



The City of Boulder aspires to this promise and is still learning how to listen to and value community voices. Community Connectors are encouraged to talk with Engagement or Project staff to provide honest feedback if these commitments are not being upheld.



Community Connector Programs



The Community Connector Model is composed of different programs where Community Connectors participate in different capacities. Each program focuses on different aspects of local government work and services. Participation varies depending on the program.

Project Connectors

Project Connectors are recruited from populations that will be impacted by a specific city project. They have the community knowledge, networks and life experiences that can shape engagement to be more inclusive and diverse.

They will collaborate with city staff to:

- co-design inclusive engagement plans;
- reach historically excluded communities; and
- provide guidance on project impacts and opportunities for improvement.

Each project will define the qualification criteria for connectors. More complex projects may require previous experience as a Community Connector or community organizer. The city's commitment is to share the input of Project Connectors and historically excluded communities with decision makers and explain how it has influenced the recommendations.

Emergency Response Connectors

Emergency Response Connectors (ERC) are community leaders living in Boulder manufactured home communities and subsidized rental communities. This team was started in response to the COVID-19 pandemic. Together this team helps the city reach an estimated 1,000 households in Boulder's most diverse neighborhoods to:

- engage in regular direct dialogue with staff to lift issues, concerns and questions from their neighborhoods;
- help neighbors within their communities and networks find the resources they need; and
- support disaster preparedness and response.

This team is funded through the American Rescue Plan Act through the end of 2024. Future funding, if available, will allow ERCs to evolve into a broader scope.

Community Connectors-in-Residence

Community Connectors-in-Residence (CCinR) are a team of demographically diverse community members who serve as a conduit between communities and the city organization. They elevate the voices and experiences of historically excluded communities for a better and more responsibly governed community.

They do this by:

- offering constructive and valuable feedback on specific programs, policies or services where city staff is seeking guidance;

- empowering communities through connector-led trainings to share information and education around how government works;
- facilitating and simplifying opportunities for community engagement & feedback of new policies, programs, or practices within the institution; and
- supporting and advancing equity work through amplifying community strengths and raising community concerns.

Length of Participation for Connectors by Program

The following table helps illustrate the program-specific time and framework that an individual can serve as a Community Connector with the city.

Connector Program	Term length	Possible # of terms	Term life cycle	Renewal Requirement
Project Connectors	Can vary, generally 3-24 months	Length of involvement is agreed during application process	Partnership Agreement with specific details on the project and it's cycle	Duration and duties of connector can be reevaluated or extended as needed
Emergency Response Connectors (ERC)	2 years	3 for a possible total of 6 years	Final year: help identify and mentor potential candidates in the neighborhood Opportunities to mentor after exiting program	Mid-year check-in every year and evaluation at the end of the second year
Community Connectors-in-Residence (CCinR)	3 years	One	1st year: Onboarding and relationship-building 2nd year: Deeper work and connection 3rd year: Mentoring	Mid-year check-in every year and evaluation at the end of the third year

Community Connectors Coordinating Staff: Description and Role



City staff support each Community Connectors team by ensuring that all necessary resources and information are provided to help the group and the individual.

This support includes:

- **Clear communication and collaboration**
 - Define roles, commitments, group norms and goals.
 - Send weekly communication via email and text message, including reminders, resource sharing and updates.
 - Serve as liaisons between connectors and other city staff.
 - Provide information and resources needed to prepare for meetings.
 - Individual check-in meetings, as needed, for process improvements.
 - Transparency about what the city can and can't do because of decision-making capabilities and budget limitations.
- **Logistics and planning**
 - Schedule and manage collaborative agendas for regular meetings online or in-person.
 - Arrange interpretation and translation services, as needed.
 - Provide support for events and training offered by, or for, the group.
 - Submit stipend invoices in a timely manner to ensure Community Connectors are paid before the end of each month.
 - Provide assistance with other logistic needs as requested by the group.

Circles of Support



Updated staff contact information for Community Connector teams can be found on page 19 of this document.



City of Boulder's Equity Commitment

The City of Boulder is committed to serving, resourcing, and lifting up the Community Connectors Model and their communities for a strong, accountable and responsibly governed institution.

The city seeks to do this by:

- acting on the city's [Racial Equity Plan](#) Goal 4-Power to all people;
- providing professional development for free to connectors who wish to further their skillset and leadership development;
- offering opportunities to lift up and share the Community Connector Model with other communities, other local government bodies and organizations;
- finding funding opportunities to strengthen programming and supporting connectors; and
- providing connectors with city knowledge that serves to build a stronger understanding for city processes, policies, programs and services.



Public Service Role Responsibility

As a Community Connector contracted by the city, you are in a public service role. In this role, a connector, should keep the following things in mind:

- Community Connectors' stipends are paid using public tax-payer dollars. It is important to manage your time and resources appropriately.
- During your work hours as a Community Connector, you are expected to follow the [Election Participation Policy](#) which states that staff and contractors with the city will not endorse or use city funds to participate in political campaigns for personal gains.
- During times when connectors want to advocate and speak on a specific issue where the city cannot take a stance either using social media or other outreach methods, connectors are asked and required to speak on their own individual behalf and not as a Community Connector.
- The City of Boulder is committed to offer a welcoming workplace that respects diversity and is against any form of discrimination. Our [Non-Discrimination and Anti-Harassment Policy](#) forbids any behavior or comments related to someone's race, gender, sexual preference, ethnicity, age, religion, health, or other legally protected characteristics. If any connector experiences harassment based on these factors, they should report it to city staff right away.
- As Community Connectors grow in their leadership and familiarity with the organization and its employees, it is important to keep in mind that not every project can accommodate or actively seek Community Connectors' input. If you have specific questions or want connectors to be involved on a specific project that you have heard about, connect with your support staff to decide the best steps and if it is an appropriate use of Community Connectors' time and resources.



Commitments



This section describes how city staff and Community Connectors work together.

Group Agreements

Group Agreements help staff and Community Connectors set a foundation for how to interact with one another in a way that supports respectful dialogue, compassionate conflict resolutions and fostering a sense of belonging. These can shift over time. New agreements can be added if it is in service of the group.

Group Agreements for Community Connectors may include:

- **Structured Meetings**
 - Every meeting will have an agenda informed by community, staff and team needs.
- **Punctuality and Attendance**
 - To respect everyone's time, meetings will start promptly. All attendees will communicate with Coordinating Staff if late or unavailable.
- **Sharing Priorities**
 - The success of the programs depends on the understanding of community needs and concerns. The city encourages Community Connectors to share what they consider to be priorities, concerns, and questions at each meeting.
- **Active Participation**
 - Community Connectors are encouraged to actively participate in the facilitation, co-design or discussion during Community Connector specific meetings and community events.
- **Active Listening**
 - Community Connectors are encouraged to practice active and respectful listening during interactions and meetings.

- **Positive, Curious and Respectful Interactions**
 - Multicultural and multilingual spaces are rich in experience and can still be challenging. A supportive attitude when interacting with one another during virtual or in-person meetings and while working in the field, is important to continue to center diversity and cross-cultural learning.
- **Conflict Resolution**
 - Conflict as creative and solution-focused energy is welcome in all spaces. In case of internal conflict, one-on-one conversations are encouraged. If that approach does not resolve the issue, Community Connectors can resort to the Conflict Resolution process shared on pages 17-18 of this manual.

Community Connector Expectations

- **Timely Communication**
 - Community Connectors are encouraged to promptly read and respond to emails and text messages from Coordinating Staff during working hours. They should feel free to contact staff for clarification or assistance in accessing emails, messages, documents or announcements. Additional guidance is provided in the Communication section.
- **Monthly Highlights and Impacts**
 - Community Connectors play a key role in helping the city measure the positive impact of the model. Sharing monthly highlights and areas of impact each month will help document and measure the success of this work.
Connectors can share monthly highlights through email, at meetings, or in another way determined by the staff person working with the program.

Monthly highlights:

This month I worked on _____.

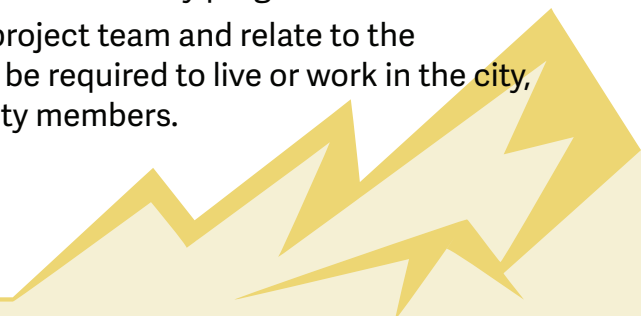
My biggest challenge this month was _____.


Issues/questions/concerns from my community: _____.

I worked (more than or less than) my expected hours this month.

Additional information I want to share: _____.

- **Leave/Absence**
 - Taking time off is part of self- and collective care. It is important that Community Connectors communicate with Coordinating Staff when time off is needed so staff can plan for any gaps in service. The duration and reasons for leave may differ based on individual requests.
- **Connection to Boulder city limits**
 - City of Boulder often defines community members as people who “live, work or play in the City of Boulder.” For Community Connectors, this is further defined by program:
 - Project Connector requirements are defined by the project team and relate to the engagement needs of the project. Connectors could be required to live or work in the city, depending on the topic area and impacted community members.



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- Emergency Response Connectors specifically serve their own neighborhood. Connectors in this program live in manufactured home communities or subsidized housing communities within the city limits of Boulder, and in the San Lazaro manufactured home community.
 - Community Connectors-in-Residence live or work within the city limits of Boulder and belong to cultural and demographically diverse communities.
 - Connectors who are in a program or working on a project that requires them to live in the city should inform their program staff if they are moving outside of city limits at least two months before moving, if possible. Staff will work with the connector to create a transition plan, including recruitment and support of a new qualified connector, and discuss other opportunities to remain involved.
 - Connectors who are transitioning out of their role should inform their community of the change and, if possible, introduce the community to the connector that will replace them to continue building trust and connection.

Communication

Good and open communication is the foundation for a successful partnership. This section explains the city's communication goals between Community Connectors, program staff, and the larger community.

Communication within the Community Connectors Group

- **General Communication:**
 - Be open and honest when talking to other Community Connectors.
 - Share ideas that are clear and add value to the team.
 - Offer constructive feedback.
- **During Meetings:**
 - Be present, curious, and respectful.
 - Be considerate of the space (be respectful when disagreeing, allow for the participation of other, etc.)

Communication Between Community Connectors and Staff:

- **During Meetings:**
 - Share progress.
 - Ask questions.
 - Raise issues or seek advice on challenges.
- **Email and texting/phone calls:**
 - Staff will send important information via email. Be sure to read any emails and ask any questions you may have. If email is a challenge, talk with staff to be sure everyone is aware of this.
 - Staff will also send text messages for quick conversations, reminders, and emergencies.

- Community Connectors are always welcome to contact staff via email, text, or phone.
- **Feedback:**
 - Feedback will make future Community Connectors have a better and more positive experience. Community Connectors are encouraged to share any feedback they are comfortable sharing.



Communication with the Community

- **Community Connectors reach out to their communities in many ways. Here are some ideas:**
 - Reach out to your network of contacts and re-introduce yourself in this new role. Let community members know you will be sharing information and that you want to hear their input, questions, and concerns.
 - Establish a specific list of people to connect with regularly in your role. Think about what communication style (email, text, WhatsApp) will work best for you and your network and talk to staff about using them.
 - Emails are a great tool. Connectors are encouraged to open a specific email account for this work that is separate from personal accounts.
 - If connectors would like to learn how to use communication platforms, chat with staff to learn more about new options.
 - Community Connectors are encouraged to try other methods such as door knocking, distributing flyers and inviting people to be on a phone list. These methods can be more time consuming but are great for those who prefer not to use digital platforms.
 - Think about how to continue to expand your network. We encourage you to introduce yourself to neighbors they may not know and to be mindful of cultural differences as you grow your network.
 - A Block Party or gathering can help you connect with neighbors and help them to connect to each other. The city has resources to support neighborhood gatherings, including funding opportunities, and useful tools.
 - The other connectors on your team are a resource to you – brainstorming ideas together and support each other's work!
 - If materials are not created in the languages that will best reach your community, ask for translation. Staff want to increase language accessibility and your suggestions are welcome!
 - Staff need your creative ideas to co-design culturally relevant engagement opportunities.
 - What events will bring your community together?
 - What other ways would they like to give feedback?
 - What topics are most interesting and important to your community?
 - What resources does your community most need?
 - How does your community already come together? How can the city support and be a part of those opportunities?



Compensation and Support



Compensation

Community Connectors are compensated for their time and expertise based on a monthly average of hours. Some months connectors may work more hours and some months less – and the stipend will be the same. Please talk with city staff if hours seem to be out of balance over several months.

Program	Average Hours/month	Pay rate	Meetings
Project Connectors	Varies	Varies in the range of \$20-24/hour	Determined by project team and connectors
Emergency Response Connectors (ERC)	10	\$20/hour for the first year \$22/hour for the second and third year of participation	First Saturday of each month 9:30-11:30 a.m. (in-person) Action Team meetings as determined by team (online)
Community Connectors-in- Residence (CCinR)	16	\$24/hour	90 minutes each week, as determined by CC-in-Rs

Hourly rates are determined according to funding available in each program.

Sometimes the city or Boulder County will offer opportunities to do additional outreach or resource navigation for specific projects. Connectors may participate in these opportunities outside of their regular hours and will be paid separately by the agency offering the opportunity. No connector is obligated to participate in these extra opportunities.

Support

Training and Development

The city is committed to providing Community Connectors with opportunities to grow professionally, including learning new skills, and identifying additional avenues for partnering with the city.

Learn new skills.

Community Connectors bring experience and expertise. As they grow and expand their skillset, having access to growth opportunities is an important aspect in supporting their continued leadership development. City of Boulder staff will offer opportunities by:

- Organizing Community Connector centered workshops and training including an onboarding experience.
- Inviting Community Connectors to relevant trainings already offered at the City of Boulder, including the city's core Racial Equity Trainings.
- Connecting Community Connectors with partner organizations to attend existing training based on need or personal interest (example: Workforce or Bridging Digital Divide).
- Providing Community Connectors with opportunities to grow as part of their work, such as giving presentations at conferences, facilitating training, and presenting to City Council.

Discover opportunities

The city hopes that Community Connectors apply their new skills and continuously find ways to stay engaged. Staff will provide connectors with:

- Information about Boards and Commissions and the process for applying and becoming part of a board.
- New opportunities for projects or becoming part of a different Community Connector program.
- Information about other service-based leadership opportunities in the city.

Celebrations

Celebrations are a vital part of community. They can be led by staff or by Community Connectors but always with the input from Community Connectors. The celebrations are opportunities to recognize collective work, welcome new community connectors, strengthen relationships, interact with city leadership, have fun, and enjoy the company of one another.

- **Community Connector Celebration:** Held each fall, a time to celebrate our outstanding Community Connectors, enjoy food and drink together, and appreciate each other's company with families and in a social setting.
- **Community Connector Confluence:** Held each spring, a time to welcome Community Connectors who are beginning terms or projects, celebrate Community Connectors who have completed terms or projects, give updates on current Community Connector work, and share reflections and words of wisdom with fellow Community Connectors, Community Connectors Alumni, and city leadership.

Self-care

The city's Office of Equity and Belonging describes self-care as a moral responsibility. This means that caring for oneself, caring for those in a team and people within our network, is a right that

should be honored and respected. The work that Community Connectors do on a day-to-day basis can be rewarding as well as challenging at times. Community Connectors may hear stories that have a direct impact on a family or a community. It is important to recognize when a Community Connector or a team is feeling overwhelmed, experiencing valid feelings of sadness, frustration, anger or anything else. It is important to build strong bridges of communication so that support can be offered in a compassionate way. Community Connectors are encouraged to share experiences and challenges with the group and with staff (privately if preferred) and seek resources when needed.

City staff strive to make self-care resources available to connectors.

- In 2024, there will be a monthly wellness space with Acudetox, herbal teas, supportive conversation, and resilience resources.
- Other resources will be explored and piloted. Connectors are encouraged to share ideas.

Recruitment, Onboarding, and Conflict Resolution Processes



Recruitment and Onboarding Process

Becoming a Community Connector involves several steps. The process includes applying, interviewing, attending an orientation, completing paperwork, and ongoing learning. The goal is to ensure that participants have a valuable experience aligned with the model's objectives.

Here's what to expect:

- **Application Process:** An application will be shared within the community through Community Connectors and partners to spread the word about the opportunity.
- **Selection Criteria:** Candidates will be selected based on specific skills needed for the project or program. These criteria will be used with all candidates consistently to increase transparency in the process.
- **Interviews:** Interviews will provide more information about the project or program and allow candidates to showcase their unique qualities and leadership skills. Not everyone who is interviewed will be selected.

- **Orientation:** Once selected, an orientation session will introduce incoming Community Connectors to the overall program model, specific programs, project/program goals, and general responsibilities. They'll complete necessary paperwork for compensation and receive tools required for the job.

Offboarding Process

When it has been identified that a Community Connector is coming to the end of their participation (end of term, changes in availability, or another reason) a wrap-up process will begin to gather insights and feedback that will help the city improve the model.

A staff member will talk to the Community Connector to plan when these steps will happen:

- Decide the last day for the Community Connector's role.
- Schedule an interview with the Community Connector before they leave.
- If the Community Connector wants to stay involved in city activities, staff will keep them informed about opportunities like joining boards and commissions. Connectors might also be invited to be part of interview panels of future Community Connectors when appropriate.

This process helps the city stay connected with our departing Community Connectors and make the most of their experience to better serve participants and the rest of the community.



Conflict Resolution and Repair

In this role, Community Connectors will be working in a team. Each Community Connector is responsible for contributing to a sense of belonging and inclusion within the group. This means:

- Sharing their own expertise, resources, and connections with the group as appropriate.
- When talking with community members, supporting other Community Connectors in being trusted leaders
- Approaching conflicts within the group with open minds and hearts to continue to build trust.

Conflicts and disagreements can be a healthy way to understand the perspectives of others and to learn and grow together. The model encourages disagreement without disrespect and as opportunity to learn from and challenge each other.

While striving to disagree in healthy ways, sometimes conflict can create feelings that need to be addressed before work can continue. When Community Connectors experience a work-related conflict or situation that makes it difficult to do their work well – by a teammate, staff, or community member – the following process and resources are available to help.

Note: Community Connector are encouraged to document details about the situation, any contributing factors, and each step of the conflict resolution process. Connectors should write down what happened and the impact on them and their work.

- If the situation involves a teammate or staff member, the first step is to talk to the teammate or staff member and try to work out the issue together.
 - Try to approach with the facts of what happened, the impact on the working environment, and potential solutions.
- If the issue cannot be addressed or solved directly, the connector should reach out to the program primary staff contact first.
 - Community Connectors-in-Residence – Ryan Hanschen or Ana Silvia Avendaño-Curiel
 - Emergency Response Connectors – Diana Castro or Brenda Ritenour
 - Project Connectors – project staff team lead
- If the supervisor's support is not sufficient, Connectors can reach out to the Engagement Manager not directly involved in the program for more neutral support:
 - Community Connectors-in-Residence – Brenda Ritenour
 - Emergency Response Connectors – Ryan Hanschen
 - Project Connectors – Ryan Hanschen
- If the situation is still not sufficiently resolved, connectors can reach out to the city's Community Mediation and Resolution Center at mediation@bouldercolorado.gov or 303-441-4364

Repairing a conflict can be a gift and a source of strength. As long as both parties are open to exploring new ways of working together, it can build a stronger team and model, and ultimately a stronger community!



Resources and Contacts



Name	Title	Email	Phone
Ana Silvia Avendaño Curiel	Equity Policy Advisor	Avendano-CurielA@bouldercolorado.gov	303-441-4363
Angela Maria Ortiz Roa	Community Engagement Senior Program Manager	OrtizRoaA@bouldercolorado.gov	720-512-1597
Brenda Ritenour	Neighborhood Engagement and Services Manager	RitenourB@bouldercolorado.gov	303-257-7204
Diana Castro	Emergency Response Connector Coordinator	CastroD@bouldercolorado.gov	970-619-9451
Edgar Chavarria	Neighborhood Liaison	ChavarriaE@bouldercolorado.gov	303-441-1895
Manuela Sifuentes	Language Access Program Manager	SifuentesM@bouldercolorado.gov	303-441-4035
Ryan Hanschen	Engagement Manager	HanschenR@bouldercolorado.gov	720-527-8847
Vivian Castro-Wooldridge	Planning Engagement Strategist	Castro-WooldridgeV@bouldercolorado.gov	303-548-4769



Thank you!

We are grateful for your partnership in supporting and strengthening our community. Thank you for dedicating your time, experience, and expertise to this vital work. We appreciate you and we are together on this journey!

