• Addressing growth is an Important programming area for outreach educators.

• Educators contribute on several levels: Awareness, Assessment, Appraisal and Action.

Population growth can create complex challenges and opportunities to individuals, families, neighborhoods, communities and larger geographical and political regions. Professionals with educational outreach responsibilities surrounding issues of growth may take on a variety of roles. Fortunately, there is an abundance of resources available to help outreach professionals to fulfill their many potential roles in addressing issues of growth.

In this document, four broad types of roles that outreach professionals take on throughout the growth decision-making process are defined. These roles are:

• Awareness;
• Assessment;
• Alternatives; and
• Action.

An outreach educator may be called upon to participate in growth decisions at any stage in the process. A number of primary sources of tools, information and other resources to facilitate programming around each of these four roles are provided in this document. Potential resources include web-based information, written outputs, audio-visual products (Tables 1-4), and locally available human resources (Appendix 1).

Awareness
Outreach educators can fulfill an important role in increasing individual and community awareness regarding growth issues. In order to increase awareness, educators may require skills in facilitation, moderation, conflict resolution, public issues education, public participation, and networking methods, for example. In order to increase awareness, objective research based information and relevant data may be required. Table 1 provides sources for each of these areas of need in the awareness creation process.

Assessment
The logical result of increased awareness of the potential influences of growth on individuals, families and communities is to generate an assessment of the current situation. At this stage in the addressing growth decisions process, the outreach educator might be called upon to conduct and/or analyze community...
Table 1: Resources to develop public awareness of growth issues

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
<th>Resource location/contact information/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public participation</td>
<td>Heartland Center for Leadership Development</td>
<td>The Heartland Center: <a href="http://www.4w.com/heartland/">http://www.4w.com/heartland/</a></td>
</tr>
<tr>
<td></td>
<td>Colorado State County Cooperative Extension Offices</td>
<td><a href="http://www.colostate.edu/Depts/CoopExt/COOP/ctylist.html">http://www.colostate.edu/Depts/CoopExt/COOP/ctylist.html</a></td>
</tr>
<tr>
<td></td>
<td>&quot;Leadership: Getting it Done&quot; by Rex Campbell. Online book dealing with the building of leadership skills.</td>
<td><a href="http://www.ssu.missouri.edu/faculty/rcampbell/Leadership/default.htm">http://www.ssu.missouri.edu/faculty/rcampbell/Leadership/default.htm</a></td>
</tr>
<tr>
<td></td>
<td>Center of Excellence for Sustainable Development</td>
<td><a href="http://www.sustainable.doe.gov/landuse/civic.shtml">http://www.sustainable.doe.gov/landuse/civic.shtml</a></td>
</tr>
<tr>
<td></td>
<td>Special Libraries in Colorado, by subject, locations</td>
<td><a href="http://www.virtualref.com/_slic/default.htm">http://www.virtualref.com/_slic/default.htm</a></td>
</tr>
<tr>
<td>Education</td>
<td>American Farmland Trust - Farmland Information Library</td>
<td><a href="http://www.farmlandinfo.org/fic/home.html">http://www.farmlandinfo.org/fic/home.html</a></td>
</tr>
<tr>
<td></td>
<td>Lincoln Institute of Land Policy: Research and reports related to land use and tax policies</td>
<td><a href="http://www.lincolinst.edu/main.html">http://www.lincolinst.edu/main.html</a></td>
</tr>
<tr>
<td></td>
<td>This online Sprawl Guide is designed to familiarize you with key issues associated with sprawl, and direct you to some of the wealth of information available on the Web.</td>
<td>Sprawl Guide: <a href="http://www.plannersweb.com/sprawl/home.html">http://www.plannersweb.com/sprawl/home.html</a></td>
</tr>
<tr>
<td></td>
<td>Brief descriptions and contact information on water conservation projects in Colorado</td>
<td>USBR Water conservation projects in Colorado: <a href="http://www.usbr.gov/wrrl/rwc/uc/uc_colorado.html">http://www.usbr.gov/wrrl/rwc/uc/uc_colorado.html</a></td>
</tr>
<tr>
<td>Facilitation</td>
<td>Main web page for the EPA Region 8</td>
<td>EPA Region 8 web site: <a href="http://www.epa.gov/region08/">http://www.epa.gov/region08/</a></td>
</tr>
<tr>
<td>Data</td>
<td>Basic primer on urban sprawl</td>
<td>Urban Sprawl by Donald C. Williams</td>
</tr>
<tr>
<td></td>
<td>Colorado by the Numbers: Statistical databases related to Colorado</td>
<td><a href="http://www.colorado.edu/libraries/govpubs/online.htm">http://www.colorado.edu/libraries/govpubs/online.htm</a></td>
</tr>
<tr>
<td></td>
<td>Demography data for Colorado from the Colorado Division of Local Government</td>
<td><a href="http://www.dlg.oem2.state.co.us/demog/demog.htm">http://www.dlg.oem2.state.co.us/demog/demog.htm</a></td>
</tr>
<tr>
<td></td>
<td>Reading list for self learning</td>
<td><a href="http://www.ces.ncsu.edu/depts/agecon/PIE/selected-reading.html">http://www.ces.ncsu.edu/depts/agecon/PIE/selected-reading.html</a></td>
</tr>
</tbody>
</table>

needs, social impact, resource, land use, and economic impact assessments. They may be called upon to evaluate current plans or utilize qualitative or quantitative data to provide an objective view of the current state of affairs. Table 2 provides a number of helpful sources surrounding the assessment of individual and community needs and impacts surrounding issues of growth.

Alternatives

Having understood the current situation, it is appropriate to explore and project the implications of the great variety of means with which individuals, families and communities might address growth decisions. In this stage of the growth decision process, outreach educators may be asked to provide a compendium of the alternatives available to reach the objectives and needs.
that were identified during the assessment stage. They may be asked to evaluate the efficacy of various tools and approaches given the social, political, economic, and natural environment of the community or the preferences and needs of the individual. The strategic planning framework could be considered the overview term that describes the evaluation of such alternatives at the community or county level. However, strategic planning is considered in its broadest sense here. Table 3 provides references to growth related tools to assess alternatives at the individual through the state and federal governmental level.

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
<th>Resource location/contact information&gt;Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community needs assessment</td>
<td>Case studies in extension education</td>
<td><a href="http://www.ces.ncsu.edu/depts/agecon/PIE/PIDR/surveylist.htm">http://www.ces.ncsu.edu/depts/agecon/PIE/PIDR/surveylist.htm</a></td>
</tr>
<tr>
<td></td>
<td>Colorado Watershed Protection Efforts</td>
<td>Colorado Watershed Protection Efforts: <a href="http://waterknowledge.colostate.edu/colorado_watershed1.htm">http://waterknowledge.colostate.edu/colorado_watershed1.htm</a></td>
</tr>
<tr>
<td></td>
<td>Example of needs assessment plan</td>
<td><a href="http://www.cnrcolostate.edu/~bobw/LandCenter/Socprop.htm">http://www.cnrcolostate.edu/~bobw/LandCenter/Socprop.htm</a></td>
</tr>
<tr>
<td></td>
<td>Community Tourism Assessment Handbook</td>
<td><a href="http://www.montana.edu/wwwwrde/">http://www.montana.edu/wwwwrde/</a></td>
</tr>
<tr>
<td></td>
<td>Colorado's Natural Resources Online: Including water, wildlife, land board, parks, oil, and soil</td>
<td><a href="http://www.dnr.state.co.us">http://www.dnr.state.co.us</a></td>
</tr>
<tr>
<td></td>
<td>Structured Analysis Methodology (SAM), sustainable ecology</td>
<td><a href="http://www.cnrcolostate.edu/~bobw/LandCenter/sustain1.pdf">http://www.cnrcolostate.edu/~bobw/LandCenter/sustain1.pdf</a></td>
</tr>
<tr>
<td>Land use assessment</td>
<td>Collaborative ecosystem management, Structured Analysis Methodology</td>
<td><a href="http://www.cnrcolostate.edu/~bobw/a/i/index.htm">http://www.cnrcolostate.edu/~bobw/a/i/index.htm</a></td>
</tr>
<tr>
<td></td>
<td>US National Assessment of the Potential Consequences of Climate Variability</td>
<td><a href="http://www.nacc.usgcrp.gov/">http://www.nacc.usgcrp.gov/</a></td>
</tr>
</tbody>
</table>

**Action**

Once the objectives have been defined and the available alternatives have been evaluated, a strategy for the formation and implementation of a plan may be requested of the outreach professional. We know where we are, what our objectives are, what alternatives are available, and now we would like to proceed to put a plan into place that will allow us to reach our objectives. Table 4 reviews a number of sources of information regarding the strategic planning process, and sources of financial and technical support to facilitate growth decisions.

**Conclusions**

In Colorado, outreach educators will be called upon to help individuals and communities address growth decisions. In order to facilitate informed contributions of outreach educators in this process, four distinct roles in addressing growth decisions were described. A primer on the resources available under each of these roles was provided. This is neither an exhaustive list nor a time independent document. Outreach professionals are encouraged to use this information as a point of
### Table 3: Resources to explore growth alternatives

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
<th>Resource location/contact information/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Colorado Department of Local Affairs</td>
<td>Colorado Department of Local Affairs: <a href="http://www.dlg.oem2.state.co.us/">http://www.dlg.oem2.state.co.us/</a></td>
</tr>
<tr>
<td></td>
<td>Heartland Center for Leadership Development</td>
<td><a href="http://www.4w.com/heartland/">http://www.4w.com/heartland/</a></td>
</tr>
<tr>
<td>Local government tools</td>
<td>Tools to protect resources and strategies for improving participation in the decision making process</td>
<td>Holding Our Ground: Protecting America's Farms and Farmland by: Tom Daniels and Deborah Bowers</td>
</tr>
<tr>
<td></td>
<td>Document describing organization and legal agreements to protect agricultural land, compensate landowners for fair land development potential, and adjust to changing growth and land use patterns</td>
<td>Organizations and legal agreements: <a href="http://www.ag.state.co.us/resource/documents/silbersteins%20paper.PDF">http://www.ag.state.co.us/resource/documents/silbersteins%20paper.PDF</a></td>
</tr>
<tr>
<td></td>
<td>Sonoran community stewardship exchange</td>
<td><a href="http://www.sonoran.org/">http://www.sonoran.org/</a></td>
</tr>
<tr>
<td></td>
<td>Colorado Growth Management Toolbox: Good listing of various tools with associated advantages and disadvantages</td>
<td><a href="http://www.dlg.oem2.state.co.us/fs/toolindx.htm">http://www.dlg.oem2.state.co.us/fs/toolindx.htm</a></td>
</tr>
<tr>
<td></td>
<td>National Center for Agricultural Law Research and Information</td>
<td><a href="http://law.uark.edu/arklaw/aglaw/about.htm">http://law.uark.edu/arklaw/aglaw/about.htm</a></td>
</tr>
<tr>
<td></td>
<td>Formation and implementation of farmland protection strategies</td>
<td>Creating Successful Communities: A guidebook to Growth Management Strategies - The Conservation Foundation</td>
</tr>
<tr>
<td>State and Federal Tools</td>
<td>Farmland protection and conservation tools</td>
<td>Saving American Farmland: What Works - American Farmland Trust</td>
</tr>
<tr>
<td></td>
<td>Rural Policy Research Institute</td>
<td><a href="http://www.rupri.org/index.html">http://www.rupri.org/index.html</a></td>
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</tbody>
</table>

### Table 4: Resources for facilitating action on growth issues

<table>
<thead>
<tr>
<th>Category</th>
<th>Resource Description</th>
<th>Resource location/contact information/Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning process</td>
<td>Government affairs effecting growth</td>
<td>Colorado Association of Home Builders</td>
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<tr>
<td></td>
<td>Strategic Planning Process FAQ</td>
<td><a href="http://www.allianceonline.org/faqs/sp_main.html">http://www.allianceonline.org/faqs/sp_main.html</a></td>
</tr>
<tr>
<td></td>
<td>Public Issues Education</td>
<td><a href="http://www.ces.ncsu.edu/depts/agecon/PIE/">http://www.ces.ncsu.edu/depts/agecon/PIE/</a></td>
</tr>
<tr>
<td>Project funding</td>
<td>Colorado Farm Service Agency</td>
<td>Colorado Farm Service Agency: <a href="http://www.fsa.usda.gov/co/">http://www.fsa.usda.gov/co/</a></td>
</tr>
<tr>
<td></td>
<td>Great Outdoors Colorado Trust Fund</td>
<td><a href="http://www.goco.org/">http://www.goco.org/</a></td>
</tr>
</tbody>
</table>
initiation, but to increase the sources used and inform other outreach educators of the best resources for each of their potential roles as our experience and expertise in addressing growth issues develops over time.

Appendix 1: Colorado Land Use & Agricultural Land Conversion:

Contacts and Organizations

Nonprofit Organizations

American Farmland Trust
Rocky Mountain Field Office
Jeff Jones, Field Director
P.O. Box 328
320 South Main
Palisade, CO 81526
Phone: (970) 464-4963
Email: jjones@farmland.org

Colorado Field Office
Ben Way, Outreach & Development Coord.
236 Linden Street
Fort Collins, CO 80524
Phone: (970) 484-8988
Email: bway@farmland.org

National Office
1200 18th Street, NW, Suite 800
Washington, DC 20036
Phone: (202) 331-7300
Web site: www.farmland.org

Farmland Information Center
Web site: www.farmlandinfo.org
Help Line: (413) 586-4593

Colorado Cattleman’s Agricultural Land Trust
Lynne Sherrod, Executive Director
8833 Ralston Road
Arvada, CO 80002
Phone: (303) 431-6422
Email: ecalgt@aol.com
Web site: www.cca.beef.org/pages/ccalt-home.htm

Colorado Coalition of Land Trusts
Jane Ellen Hamilton, Executive Director
710 10th Street, Suite 117
Golden, CO 80401

Colorado Farm Bureau
Ray Christensen, Public Affairs Director
9177 Mineral Circle
P.O. Box 5647
Denver, CO 80112
Phone: (303) 749-7500
Web site: www.colofb.com

Colorado Open Lands
Dan Pike, President
274 Union Blvd., Suite 320
Lakewood, CO 80228
Phone: (303) 988-2373
Email: dpike@coloradoopenlands.org
Web site: www.coloradoopenlands.org/

The Conservation Fund
Western Regional Office
Sydney Macy, Colorado Director
1942 Broadway, Suite 323
Boulder, CO 80302
Phone: (303) 444-4369
Email: syd@tcf-colorado.org
Web site: www.conservationfund.org

Gunnison Ranchland Conservation Legacy
Charlene Hernandez/Joseph A. Milan, Executive Directors
307 North Main, Suite 2A
Gunnison, CO 81230
Telephone: (970) 641-4386

Land Trust Alliance
Chris Hermann, Western Region Director 115 North Fifth Street, Suite 500
Grand Junction, CO 81501
Phone: (970) 245-5811
Email: cthltawr@aol.com
Web site: www.lta.org/swnews.html

Larimer Land Trust
Alisa Wade, Executive Director
236 Linden Street
Fort Collins, CO 80524
Phone: (970) 266-1711
Email: llt@verinet.com

2 The authors thankfully acknowledge the contribution of Martha Sullins of the American Farmland Trust for the majority of this section.
Colorado Department of Local Affairs
Bob Brooks, Executive Director
1313 Sherman Street, Room 323
Denver, CO 80203
Phone: (303) 866-2771
Web site: www.dola.state.co.us/index.htm

Charles Unseld
Land use planning/Smart Growth
Phone: (303) 866-2353
Email: charles.unseld@state.co.us

Andy Hill
Land use planning/West Slope
Phone: (970) 248-7316
Email: andy.hill@state.co.us

Colorado Department of Natural Resources
Ron Cattany, Deputy Director
1313 Sherman Street, Room 718
Denver, CO 80203
Phone: (303) 866-3311
Email: ron.cattany@state.co.us

Colorado Division of Wildlife
Russell George, Director
Denver Regional Service Center
6060 Broadway
Denver, CO, 80216
Phone: (303) 297-1192
Web: http://www.dnr.state.co.us/wildlife/

Steve Porter, Habitat Partnership Program Coordinator
6060 Broadway
Denver, CO 80216
Phone: (303) 291-7335
E-mail: steve.porter@state.co.us

John Seidel, Ranching For Wildlife Coordinator
Phone: (970) 963-1976
Email: john.seidel@state.co.us

Colorado State Soil Conservation Board
Robert Zebroski, Conservation Specialist
1313 Sherman Street, Room 219
Denver, CO 80203
Phone: (303) 866-2100
Web site: www.ag.state.co.us/soils/soils.html

Colorado State University--Cooperative Extension
Milan Rewerts, Director

CSU—CE: County Information Service
Elizabeth Garner, Extension Statistics Specialist
C-307 Clark Building
Colorado State University
Ft. Collins, CO, 80523-1172
Phone: (970) 491-5706
Fax: (970) 491-2067
E-mail: ehornbro@lamar.colostate.edu

CSU: Dept of Agricultural & Resource Econ.
Andrew Seidl, Assistant Professor and Extension Economist—Public Policy
B334 Clark Building
Colorado State University
Fort Collins, CO 80523-1172
Phone: (970) 491-7071
Email: aseidl@ceres.agsci.colostate.edu
Web: http://dare.agsci.colostate.edu/extension/pubs.html

CSU: Fishery and Wildlife Biology
Delwin E. Benson, Professor
Colorado State University
Fort Collins, CO 80523
Telephone: (970) 491-6411
Fax: (970) 491-5091
Email: delben@cnr.colostate.edu

Richard L. Knight, Professor
Colorado State University
Fort Collins, CO 80523
Office: (970) 491-6714
FAX: (970) 491-5091
Email: knight@cnr.colostate.edu

CSU: Natural Resource Ecology Lab
Diana Wall, Director
Natural and Environmental Sciences Building, Room B203
Colorado State University
Fort Collins, CO 80523-1499
Phone: (970) 491-2504
Email: diana@NREL.ColoState.EDU
Web: www.nrel.colostate.edu/NREL.html
CSU: Natural Resource Recreation & Tourism
George Wallace, Associate Professor
Colorado State University
Fort Collins, CO 80523-1480
Phone: (970) 491-5165
Email: georgew@cnr.colostate.edu

CSU: Rangeland Ecosystem Sciences
John Ortmann, Extension Specialist and Assistant Professor
Rm. 238E Natural Resources Bldg.
(970) 491-1907
E-mail: jortmann@cnr.colostate.edu

Robert G. Woodmansee, Professor
240E Natural Resources Building
Fort Collins, CO 80523-1478
Phone: (970) 491-6677
Fax: (970) 491-2339

Great Outdoors Colorado Trust Fund
Lise Aangeenbrug, Acting Deputy Director
1600 Broadway, Suite 1650
Denver, CO 80202
Phone: (303) 863-7522
Email: info@goco.org
Web site: www.goco.org

Wildlife Habitat Management Institute
Wendell Gilgert, Wildlife Biologist
Department of Fishery and Wildlife Biology
Colorado State University
Fort Collins, CO 80523
Phone: (970) 491-4340
Email: wgilgert@cnr.colostate.edu
Website: www.ms.nrcs.usda.gov/whmi

Federal Agencies
U.S. Department of Agriculture-Colorado
Natural Resources Conservation Service
Gary Finstad, Community Planner
655 Parfet Street, Room E-300
Lakewood, CO 80215-5517
Phone: (303) 236-2903 x260
Email: gary.finstad@co.usda.gov