

Implementation

Moving Priority Strategies Forward Mobilizing Local Assets Building Capacity for Local Self-Management

A principal premise of this Community Development Strategy is that for the present and for the foreseeable future, the necessary changes required by our community, and the resources needed to make those changes, will be difficult to obtain from our County, State and Federal governments. We recognize that these governments will continue to provide needed resources and be active partners with the community, but that they (particularly our County) are stretched extremely thin and not well equipped to focus on the kinds of community level micro programming that is



necessary to “build the soil” of our local sustainability. We do know that, especially at the State and Federal level, there are potentially considerable resources, both technical and financial, that may be available, if we are prepared to access and use these resources. We also know that even to make effective use of this help we must grow locally in at least three ways - active participation by a significant group of concerned community members, acquisition of some of the latest tools and basic as well as specific training in techniques of self-management.

Expanding the Circle of Participation

We know that our community is filled with an amazing collection of people with a depth of intelligence, talent and commitment to the community. Many of these have retired to Cobb Mountain after careers that have given them extensive skills and training that can still be of critical support for the community. Many others who are still working care deeply about our future and are prepared to help. A key objective of the Implementation Strategy is to create ways for people to contribute to our common efforts on terms that work for them - even for a few hours a month. Participating in the community programs and strategies outlined here will make all the difference in our efforts to thrive in the years ahead. The Cobb Area Council, and its committees, can serve as the central coordinating hub for this service.

Acquiring the Tools

There are many ways that we can maximize the effectiveness of the service provided by community members. One key tool will be an effective online portal where information and projects can be collectively managed. Of particular interest will be to acquire “Geographic Information Systems” (computer-based mapping and analysis tools) that can help us monitor and plan community projects⁴³. Also, as shown in this Strategy document, clear visualization of key data sets and ways to keep data current are important to keep us focused and on track.

Getting the training and skills

Of course, adequate training is necessary to bring these two resources - service and tools - together. As a small rural community with scarce financial capital resources (as captured in the numerous data points in this document) but abundant other capital resources, we need to build our local technical capacity to access the tools and training that we can use to implement this Strategy. This will require hard technical assistance, for example, in financial management, grant administration, geographic information systems, database management, as well as a certain level of staff support to do this work. In addition to specific training, the long term viability of community self-management will depend on growing local capacity for leadership, networking, and navigating complex civic and political relationships. Training in these skills is also important.

Cobb Mountain Community Strategy Timeline

The Following table summarizes the many strategies presented in the document above. Recognizing that these strategies are of differing priority and that the community must build capacity over time to engage the work necessary, this table projects a five-year program of action, with the understanding that this will be continually revised and updates, including a comprehensive annual review.

Capital Strategies	Year				
	1	2	3	4	5
1 – Natural Capital Establish a Forest Stewardship Working Group sources. Establish a Watershed Education Program Revise the Cobb Mountain portion of the CWPP Conduct an area wide hydrologic survey	X X X				X X
2 – Built Capital Housing attraction program		X	X	X	
3 – Social Capital Support local social gatherings	X	X	X	X	
4 – Financial Capital Increase Broadband capacity Continue the “Explore Cobb CA” marketing initiative Improve Forest Health and Safety Partner with KBA and MAMA Court regional mountain bike racing to Boggs Forest Commission a Cobb Center design study Develop Key parcels	X X X X	X X X X X	X X X X	X X X	X X X
5 – Cultural Capital Develop a Cobb Mountain History Center Produce the Blackberry Cobbler Festival	X	X	X X	X	X
6 – Political Capital Create CAC marketing campaign Expand CAC activities Revise the Cobb Mt. Area Plan Build Funding relationships with State and Federal agencies Annual Strategy Review	X X X X	X X X X	X X X	X X X	X X X
7 – Human Capital Develop a community Park Increase community participation in school affairs Promote a series of local mini festivals Create a Cobb Mountain Seminar series	X X X X	X X X	X X X	X X X	X X X

Year One Strategies in priority order			
Priority	Strategy	Responsibility	Actions, Personnel, Tools & Resources needed
1	Establish Forest Stewardship working Group	CAC - new standing committee	<ul style="list-style-type: none"> • recruit Committee Chair, • liaise with Blue Ribbon Committee for Clear Lake, • identify potential funding for specific projects via CalFire, RRA, FSC's, SSCRA, BRC • 3-5 hrs/ wk coordinator • 1-3 hrs/wk x 5-7 committee members
2	Increase Broadband service - Pilot Project	Community Development Services to manage contract with LCBS	<ul style="list-style-type: none"> • Full project scope of work and budget to be approved by CAC General Assembly • \$16,000 (already identified and appropriated)
3	Produce next Blackberry COBBler Festival	CAC ad hoc cobbler committee	<ul style="list-style-type: none"> • Project coordinator and strong volunteer participation • local sponsors
4	Partner with KBA & MAMA to promote Cobb businesses	CAC Economic Development Committee	Participation from Cobb businesses and KBA/MAMA management
5	Continue "Explore Cobb CA" Initiative	CAC Economic Development Committee	<ul style="list-style-type: none"> • keep website current, • enroll more local business participants
6	CAC participation marketing campaign	CAC Membership committee	<ul style="list-style-type: none"> • Social media outreach, • new CAC website, pamphlet/ post office campaign • Support for Cobb Resource Hub
7	Improve Forest health and fire safety	local FireWise communities	Active local volunteer management of each FireWise community, including annual recertification process
8	Establish local Park	CAC General Assembly	tbd
9	Promote local mini-festivals	CAC Development Committee	<ul style="list-style-type: none"> • promotion • organizing
10	Revise Cobb portion of CWPP	Forest Stewardship working group	
11	Review and update this document	CAC Community Development Committee	Committee makes recommendations to CAC General Assembly

GLOSSARY

Acronyms used in this document

ACS - American Community Survey (US Census Bureau)

BRC - Blue Ribbon Committee for the Rehabilitation of Clear Lake

CCF - Community Capitals Framework

CWPP - Lake County Community Wildfire Protection Plan

FSC - Fire Safe Councils

LCBS - Lake County Broadband Solutions

KBA - Kelseyville Business Association

MAMA - Middletown Area Merchants Association

RRA - Lake County Risk Reduction Authority

SVI - Social Vulnerability Index

WEP - Watershed Education Program

ENDNOTES

1. Wikipedia article on the Valley Fire: https://en.wikipedia.org/wiki/Valley_Fire
2. since the 2015 Valley Fire, California has experienced 8 of the top 10 wildfires in the State: https://en.wikipedia.org/wiki/List_of_California_wildfires
3. According to Lake County (<http://www.lakecountyca.gov/Assets/Departments/Administration/Vision/Cumulativelmpact.pdf>) 60% of the county land had burned by 2018. In 2020 two additional major fires added an additional 5% of county lands burned: <http://gispublic.co.lake.ca.us/portal/sharing/rest/content/items/e84558f0d1b5483a8a7ea627f95f9f52/data>
4. These discussions of post wildfire recovery also discuss the future disaster potential and the necessity for preparation: <https://wildfirerisk.org/reduce-risk/post-fire-recovery/> , <https://www.swca.com/news/2018/04/after-the-fire-when-the-ash-settles-the-recovery-work-begins>
5. Climate change has been a key factor in increasing the risk and extent of wildfires in the Western United States. Wildfire risk depends on a number of factors, including temperature, soil moisture, and the presence of trees, shrubs, and other potential fuel. All these factors have strong direct or indirect ties to climate variability and climate change. Climate change enhances the drying of organic matter in forests (the material that burns and spreads wildfire), and has doubled the number of large fires between 1984 and 2015 in the western United States: <https://www.c2es.org/content/wildfires-and-climate-change/>
6. Several different disciplines look at communities as complex systems - here are a few examples: https://www.atsdr.cdc.gov/communityengagement/pce_concepts.html , <https://www.jstor.org/stable/2577041> , <https://www.proquest.com/openview/9d2a25300c5cd49fd1e22fd8ecec1e3b4/1?pq-origsite=gscholar&cbl=34671> , <https://s31207.pcdn.co/wp-content/uploads/2019/08/CRSI-Final-Report.pdf>
7. The Community Capitals Framework has been broadly developed by Cornelia and Jan Flora, of Kansas State University and Ohio State University, initially in their landmark book "Rural Communities: Legacy and Change" 1st ed 2004, Routledge. Currently in its 5th edition (2015), it has been regularly updated and extensively cited in the literature on community development.

8. Some examples of the use of the CCF include:
- Empowering Palestinian Community Water Management Capacity: Understanding the Intersection of Community Cultural, Political, Social, and Natural Capitals by S. Gasteyer, Tahreer A. Araj in *Community Development* Vol 40 #2 2009, found at <https://www.tandfonline.com/doi/abs/10.1080/15575330903012288>
 - Ecotourism influence on community needs and the functions of protected areas: a systems thinking approach, by Moren Tibabo Stone & Gyan P. Nyaupane in *Journal of Ecotourism* Vol 16 #3 2017 found at <https://www.tandfonline.com/doi/abs/10.1080/14724049.2016.1221959?journalCode=reco20>
 - Gender-based constraints and opportunities to women's participation in the small ruminant value chain in Ethiopia: A community capitals analysis by A. Mulema, C. Farnworth, K. Colverson in *Community Development* Volume 48 #3 2017 found at <https://www.tandfonline.com/doi/abs/10.1080/15575330.2016.1267785?journalCode=rcod20>
 - An Assessment of Farmer Participation in the United States Department of Agriculture, Natural Resources Conservation Services' Conservation Technical Assistance Program in West Virginia by Matt D. Oliver, West Virginia University, PhD dissertation 2019 found at <https://researchrepository.wvu.edu/etd/3912/>
 - Walkable scores for selected three east Texas counties: physical activity and policy implications by W. Simiyu, Fletcher J. Njororai, B. Jivetti in *International Journal of Human Sciences* Vol 12 #2 2015 found at <https://www.j-humansciences.com/ojs/index.php/IJHS/article/view/3256>
9. definitions adapted from "Promoting Community Vitality and Sustainability - The Community Capitals Framework" by Lionel Beaulieu, Perdue University
10. California General Plan Guidelines: <https://opr.ca.gov/planning/general-plan/>
11. Cobb Mountain Area Plan (1989). <https://www.lakecountyca.gov/Assets/Departments/CDD/Area+Plans/Cobb+Mountain+Area+Plan.pdf?method=1>
12. Lake County General Plan (2008) <http://www.lakecountyca.gov/Page3939.aspx>
13. <https://resources.depaul.edu/abcd-institute/Pages/default.aspx>
14. map, charts and tables created by Geographical Information Center, North State Planning and Development Collective, California State University, Chico with data provided by the Lake County Information Technology Department
15. A good summary of the early economy of the Cobb Mt. area, including early timber and resort operations can be found in "History and Prehistory of Boggs Mountain State Demonstration Forest" Volume 1 by Brian D. Dillon PhD, prepared for the California Department of Forestry and Fire protection in 1995, especially pp148-166. This volume also presents a summary of the significant pre-settlement archeological sites in the area.
16. In 2006 Cornelia Flora, one of the developers of the Community Capitals Framework, reported

on work that demonstrated the dynamic linking of the various forms of capital in a “spiraling up” dynamic in which “as one capital is increased, it is easier for increases, instead of declines, in the other community capitals to occur”. - Spiraling Up: Mapping Community Transformation with Community Capitals Framework by Mary Emery and Cornelia Flora in Community Development Vol 37 #1 2006. For this report, the connections among community capitals are offered as suggestions and a means to stimulate further consideration in the community.

17. <http://reflectionsonwater.org/blog/2016/8/1/b3oj3rdn8lg4veczo4649fvqwf8060> retrieved July 2021
<https://www.fluencecorp.com/wildfires-linked-to-groundwater-depletion/>
18. Assessing the Socio-Environmental Risk of Onsite Wastewater Treatment Systems to Inform Management Decisions by Krista A. Capps, Jacob M. Bateman McDonald, Nandita Gaur, and Rebecca Parsons in Environmental Science & Technology 2020 54 (23) <https://pubs.acs.org/doi/10.1021/acs.est.0c03909#>; <https://www.circleofblue.org/2015/world/alabama-clean-water-polluti/>
19. <https://www.fws.gov/pacific/climatechange/changepnw.html>
20. anecdotal - confirmation of this is pending receipt and analysis of data from Lake County showing mailing address for residential parcels
21. Of the approximately 3500 parcels zoned for residential use, including, R1, SR and RR classifications, approximately 2300, zoned R1 and SR, are clustered in 20 subdivisions established in the 1950's and 60's, including Gordon Springs, Rainbow/Mesa, Maple/Madrone, Whispering Pines, Gifford Springs, Star View, Alpine Meadowns, Cobb./ Mt. View, Fox/Venturi, Hobergs, Pine Summit, Adams Springs, Loch Lomond, Seigler Springs and Salmina Meadows/Mt. Hannah
22. anecdotal per local real estate agents
23. Calfire Vally Incident Damage Inspection Report CALNU08670
24. “California has been experiencing an extended and increasing housing shortage,[1]:3 such that by 2018, California ranked 49th among the states of the U.S. in terms of housing units per resident” - Wikipedia - https://en.wikipedia.org/wiki/California_housing_shortage
25. California Local Streets and Roads Needs Assessment Final Report October 2018 <https://www.savecaliforniastreet.org/wp-content/uploads/2018/10/2018-Statewide-Final-Report-1.pdf> Local road scores from Lake Area Planning Council
26. <https://www.faegredrinker.com/en/insights/publications/2021/7/material-cost-escalation-delays-and-covid-19-managing-risk-in-challenging-times>
27. anecdotal reports from local contractors and trades people
28. <https://www.socialcapitalresearch.com/literature/definition/>
29. <https://www.socialcapitalresearch.com/literature/theory/types/>
30. <https://onlinelibrary.wiley.com/doi/abs/10.1002/j.2161-1920.1993.tb00963.x>, https://faculty.babson.edu/krollag/org_site/org_theory/granovet_articles/granovet_job.html, <https://www.cnbc.com/2019/12/27/how-to-get-a-job-often-comes-down-to-one-elite-personal-asset.html>
31. “There is almost universal agreement that social capital is difficult to measure with a high degree of validity. Demand for relevant empirical measures has continued to outstrip supply.”: <https://www.socialcapitalresearch.com/measure-social-capital/>
32. <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>
33. for a map showing the Lake County census tract boundaries see: https://www2.census.gov/geo/maps/dc10map/tract/st06_ca/c06033_lake/DC10CT_C06033_001.pdf

34. reference to come from Chris N
35. Construction on Interstate 80 in California began in 1956. Construction through the Sierra occurred mostly in the early 1960 and was completed in 1964. The 1960 winter Olympic, held at Squaw Valley also provided a tremendous boost to that area's tourism and resort economy.
36. History and Prehistory of Boggs Mountain State Demonstration Forest Volume 1 by Brian D. Dillon PhD, prepared for the California Department of Forestry and Fire protection in 1995, especially pp28-74
37. ibid pg 149
38. Resorts of Lake County - by Donna Hoberg, Arcadia Publishing 2007
39. www.cobbareacouncil.org
40. for a review of how economics has used the concept of "human capital" see https://en.wikipedia.org/wiki/Human_capital
41. The concept of human capital is explored further in "Rural Communities: Legacy and Change" by Flora and Flora (see note 7 above)
42. https://www.adventisthealth.org/documents/community-benefit/2019-chna/ClearLake_2019_CommunityHealthNeedsAssessment.pdf

How this document was created

This first published version (March 2022) of the Cobb Mountain Community Resilience and Development Strategy has been drafted by the **Seigler Springs Community Redevelopment Association (SSCRA)** for the Cobb Area Council (CAC) with funding from the **San Francisco Federal Home Loan Bank's** Access to Housing and Economic Assistance for Disaster Recovery (AHEAD-DR) program via the **Community First Credit Union**, awarded in September 2019. Technical assistance was provided by **Community Development Services** of Kelseyville, CA.

Major input for the project was a series of 33 in-depth interviews with a range of community members. Suggestions for interview subjects were collected at the Cobb Area Council public session of November 2019.

Work on the project began in January 2020. The Cobb Resource Hub - a storefront information and meeting space, opened in February 2020 with information on the project available. Effects of the Covid-19 pandemic began that month, limiting traffic and additional in-person input from the public. Initial drafts were reviewed by members of the Cobb Area Council Board in March 2021 and were posted on the Cobb Area Council website that month with links to a public comment page. This resulted in a significant revision of the document.

Public review drafts were presented to the full Cobb Area Council in open session in June and July 2021 during hybrid online/in-person meetings.

External review of the document was provided by Marc Nemanic, Associate Director of 3Core Economic Development Corp and Wilda Shock, Chair of the Lakeport Economic Development Committee.

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About the Cobb Area Council



The Cobb Area Council (CAC) is a California “Municipal Advisory Council” established following the 2015 Valley Fire as provided for by the California Government Code, section 31010, which states:

The board of supervisors of any county may by resolution establish and provide funds for the operation of a municipal advisory council for any unincorporated area in the county to advise the board on such matters which relate to that area as may be designated by the board concerning services which are or may be provided to the area by the county or other local governmental agencies, including but not limited to advice on matters of public health, safety, welfare, public works, and planning. Unless the board of supervisors specifically provides to the contrary, a municipal advisory council may represent the community to any state, county, city, special district or school district, agency or commission, or any other organization on any matter concerning the community.

The Lake County Board of Supervisors passed the CAC establishing resolution on July 19, 2016 with an initial Board of five community members. The CAC has met each month since that date, with a brief hiatus in 2020 at the outset of the COVID pandemic. More information, including all meeting agendas and minutes, as well as the full establishing resolution can be found on the CAC website at www.cobbareacouncil.org

About the Seigler Springs Community Redevelopment Association



SSCRA is a 501(c)3 nonprofit corporation established in Lake County California in the aftermath of the 2015 Valley Fire. SSCRA focuses on community-building, helping disaster-vulnerable communities of 3-5,000 people self-organize the full range of their resources and assets to plan for and realize a sustainable, resilient and regenerative development program. This work is backed by whole-systems thinking and field theories in ecology, community organizing, architecture, healing, intentional community and group process and the most advanced community development practices.