NADO
RESILIENCE WORKSHOP
PLANNING GUIDE

Sourced from recommendations and strategies created by successful EDDs, the following resource will walk you through the steps to set up your own workshops and provide tips and tricks for creating valuable convenings for your region.

RESILIENCE WORKSHOP **PLANNING GUIDE**

This guide is meant to assist Regional Development Organizations (RDOs) and Economic Development Districts (EDDs) in planning, coordinating, and implementing resilience workshops in their regions. Sourced from recommendations and strategies created by successful EDDs, the following resource will walk you through the steps to set up your own workshops and provide tips and tricks for creating valuable convenings for your region. Topics covered in this guide include preparing for your workshops, day of considerations, and how to follow up with participants to ensure effective project implementation post-workshop.

As natural disasters are becoming more frequent and devastating across the country, community and economic resilience planning can be vital in ensuring that disasters are expected, weathered, and mitigated. The National Institute of Building Sciences released a report that argues that $13 are saved for every $1 spent preparing for and mitigating potential disasters. Regions and communities can't afford to not prepare and plan for future natural disasters, economic downturns, or other shocks to local economies and systems.

To better understand the action plans that result from Resilience Workshops, Upper Coastal Plain Council of Governments (UCPCOG) created the following action plans out of a series of five regional resilience workshops held throughout their region in 2023:

Nash County - Implementing Disaster Resilience: Priority Funding Areas & Project Plans

Northampton County - Implementing Disaster Resilience: Priority Funding Areas & Project Plans

A special thank you to Ben Farmer, Planning & Development Services Director at UCPCOG for his contributions to this resource.

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1. VISIONING

a.   **Defining Resilience**

The first step to develop resilience workshops in your region is to define what resilience means to member communities, what it means to your region, and to determine what the high-level end goal is for this planning process. To start this process, answer the following questions:

- Are there specific known vulnerabilities present in your region?

- How has climate change created new risks or exacerbated existing issues?

- What vulnerabilities or risks may be present in your region that you don't know about?

- What does it mean for your region to be 'more resilient'?

- Are there areas of your region that are at more or less of a risk from certain threats to their economic and social vitality?

Resilience has many factors that transcend the boundaries of community and economic development, workforce development, climate resilience, infrastructure system management, hazard mitigation and emergency management. Defining what resilience looks like in your region is pivotal to creating a focused and useful resilience planning process that has measurable progress towards a defined end goal. Additionally, in defining what resilience means for your region, planners can assist communities in identifying what is important and vital to each community both economically and culturally.

At a minimum, resilience can be defined as: *the ability of your region to anticipate disruptions to economies, local government service delivery, and the lives of residents and reducing the impact of these disruptions on regional and local systems.*

- Do you want your regional and local economies to be able to bounce back quickly after natural disasters or other types of economic disruptions, shocks, or downturns?

- Do you want your region to have a strong labor market and potential workforce that can easily cross-train and move in between industries as labor demands change?

- Do you want a healthy region that prioritizes personal growth and development, mental health, and proactive approaches to public health?

- Do you want diversified regional and local economies that aren't dependent on one or two large-scale industries or sectors?

Your definition of resilience may include many different aspects of the answers to the above questions. For more assistance defining resilience use this resource commissioned by the NADO Research Foundation. Additional information on the importance of economic resilience and what that looks like in a regional context can be found at the California Association for Local Economic Development's Economic Development Recovery and Resilience Playbook and EDA's guidance on economic resilience in the CEDS.

b.   **Goalsetting**

It is vital to connect your definition of resilience to measurable goals that can be achieved through the planning process. The previous section determined what the region needs, while this goalsetting section should focus on your organization's and region's priorities and preferences for the outcomes of the planning process.

• Is there existing local or regional planning that identifies resilience goals for the community/region/state?

• Do you want specific project short lists and commitments for each participating community?

• Do you want a regional resilience plan and/or community specific plans to come out of this?

• What topics will you cover during the resilience workshops and will your audience have the power/authority/opportunity to enact recommendations that come from these workshops?

• What kind of next steps will you create for participants after the workshops that will help guide them towards meeting goals?

When answering these questions, ensure that each of your answers intersect with and meet the definition of resilience created in section **1.a. Defining Resiliency**.

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2. SELF-ASSESSMENT OF ORGANIZATIONAL CAPACITY

Now that you have a definition of resilience and specific goals that you want to see from the planning process, you must now determine if you have the staff capacity to meet these goals. The next sections will identify and define the roles needed to create high-quality resilience workshops and walkthrough what regional organizations must consider when measuring their own staff's ability to fill these roles. In many cases, regional organizations may find it beneficial to hire outside consultants to complete one or more of the following roles. In some cases, however, regional organizations may be able to fill these roles using existing staff expertise. Each of these roles are non-exclusive and may be filled by the same consulting group or staff members.

a.   **Data Collector**

Having the right data to support your resilience workshops is vital to ensuring that the recommendations, strategies, and project short lists that result from the planning process are accurate and valuable for your region. The data collection phase will guide the structure and usefulness of the rest of the planning process. At this point, you must determine if you have the existing staff capacity, both expertise and time, to fill this Data Collector role.

Questions to consider in determining if you need outside consultants to fill this role:

- Do you have an existing staff member that is willing and able to spend approximately 20% of their staff time over the course of 10-12 weeks to search for, scrape, organize, and then design presentations for the data prior to the workshops?

- Do you have university staff or EDA University Center partners or other partnerships that you can lean on to fill this role?

- Does this staff member have prior experience in data collection and visualization?

- Does this staff member have access to data sources that would be valuable for the resilience workshops?

- Would you need to purchase additional licenses or permissions for this staff member to access the data sources they need?

- What software or data sources does your organization currently have licenses for? How can these existing resources be used to provide data for the resilience workshops?

If the answer to the above questions isn't clear, you may need outside contractors to fill one or more of these areas. Consultants typically have dedicated staff support that free up a regional organization's staff time to plan other aspects of the resilience workshops. Consultants may also have access to paid datasets or other information sources that the regional organization staff may not. Popular data sources that consultants use include EMSI, Arc-GIS, and IMPLAN. Further data sources are discussed in future sections.

Economic Development Administration (EDA) University Centers may also have expanded research staff capacity and access to data sources unavailable to regional organizations. Typically, EDA University Centers can provide limited technical assistance and data collection services to regions free of charge or at a reduced rate compared to private firms.

b.   **Facilitator**

A professional facilitator can enhance the value of any group discussion and be a vital partner in sourcing and tracking key thoughts from your resilience workshops. Having a professional facilitator can also free up regional organization staff to sit with participants and directly discuss the issues facing their communities without having to take time to lead the workshop discussions. Additionally, professional facilitation can often elicit more honest and thorough responses from participants than if an organization staff member was leading the same session. Outside voices and outside guidance in facilitation can be a powerful tool for coming to regional consensus around difficult topics and coalescing constructive conflict into next steps. To determine if you require outside contracting services to fill this facilitator role answer the following questions:

• Does a staff member have sufficient professional facilitation experience to fill this role?

• Would you prefer that existing staff sit in on and participate in planning discussions at the workshops rather than facilitate the workshops?

• Are you able to map out a workshop script or plan discussion questions without outside assistance?

c.   **Planner**

An experienced Planner contractor can help formulate the collected data, the voices and ideas from the workshop events, and regional contexts into constructive, action-oriented resilience plans. While many RDOs and EDDs have experience putting together regional and local plans, the added expertise of outside consultants can help RDOs and EDDs strengthen the effectiveness of planning work.

Regional organizations should prioritize plans that incorporate SMART goals principles:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**ime Bound

Additionally, regional organizations must develop accountability for meeting deliverables in their planning work. Assigning specific tasks to specific people, organizations, or entities that have a set deadline can help drive action in future implementation stages. A regional organization can then follow up with the planning group and those who have been assigned tasks to measure progress and ensure that next steps are followed through on and goals are met. To help you determine if you need additional outside planning contracting, answer the following questions:

- Does your staff have experience preparing both region-wide plans and local, community specific plans?

- Are there opportunities to partner with a neighboring regional planning organization or with other regional planning organizations throughout the state?

- Were these past plans created using SMART goals principles?

- Was there sufficient follow-through and implementation of the listed goals and strategies in these plans?

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3. PLANNING

a.   **Number of Events and Location**

The central question to answer in determining how many workshops you will have in your region is dependent on your stated goals from section **1.b Goalsetting**. Whether you want community-specific plans, or one larger resilience plan affects how many workshops may be needed to collect the input required to create effective plans. Additionally, regions should aim to make workshops accessible to every community in their region and give each community the chance to engage in at least one workshop. What this looks like in practicality may differ in every region, however, RDOs and EDDs should prioritize collecting as much regional input as possible from a diverse set of stakeholders and communities. This may mean having multiple events across a region or one central meeting that is accessible to a majority of the region's stakeholders and residents.

b.   **Venue Selection and Room Layout**

RDOs and EDDs will naturally have multiple options for venues or event spaces to hold resilience workshops. RDOs and EDDs can use this opportunity to highlight work supported by the regional organization. RDOs and EDDs should aim to locate workshops at non-profit organizations, community colleges, libraries, community spaces, schools, or other venues that have been constructed using grant writing support or state and federal investment leveraged by the regional organization.

Workshop organizers should consider how the room layout may contribute to the conversations and consensus building process. It is important to not only consider who is invited to the event, but also how the tables and chairs are oriented to ensure that all voices are respected and included. Additionally, organizers should create multiple spaces for individuals to share their perspective including both large-room discussions with all participants and small-group breakouts for participants who feel more comfortable sharing in a smaller group of three or four. For more information on inclusive facilitation and how regions can incorporate equity principles into their planning work, visit the [New Growth Innovation Network's Inclusive Recovery Toolkit](#) and [FEMA's Achieving Equitable Recovery guide](#).

Professional facilitation consultants may be able to further assist organizations in determining how to physically layout workshops, how to garner the most effective responses from participants, and how equity principles can be incorporated into planning processes.

c.   **Stakeholder Selection and Outreach**

The main goal in Stakeholder Selection and Outreach should be sourcing a wide variety of diverse input and voices from around the region to create the most effective, realistic, and implementable strategies. Regional organizations should prioritize not only diversity of experience, but diversity of perspectives from around the region. Who participates in these workshops can be guided by these main questions:

- From section **1.b. Goalsetting**, who needs to be at the table to achieve the goals stated herein?

- Do participants have the political will, authority, funding capacity, and desire to carry out identified strategies?

- Is there a diversity of perspectives at the table? Does your resilience workshop represent each part of your region equally from geographic, demographic, and economic perspectives?

To reach out to these individuals or groups, regional organizations should keep in mind that you are competing with many other time commitments, responsibilities, and tasks for people's attention and participation. Additionally, organizations should keep in mind that individuals may have had poor experiences with past planning initiatives. Poor follow-through or pre-determined outcomes can sour individuals' opinion on planning initiatives and lead them to declining to participate in regional organization's resilience workshops.

To mitigate these issues, regional organizations must highlight in their outreach how resilience workshops will lead to action and sustained value for those who participate. Additionally, organizations should emphasize the importance of improving resilience in their region, as they identified in section **1.a. Defining Resilience**. Connecting the resilience workshop to measurable and realistic outcomes for the participants will help them buy-in to the larger planning process leading to stronger implementation in the future.

RDOs and EDDs should prioritize several forms of outreach including 'low-tech' outreach like direct phone call invitations, mailers, and visiting potential participants in person. More personal outreach strategies give RDO and EDD staff the opportunity to discuss the intended goals and purpose of the resilience workshop directly with participants. Email outreach and social media posts hold great value in reaching a mass audience, but invitations to participate by email can often get screened by spam blockers or lost in inboxes. Equally, social media posts may not reach their intended audiences.

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4. DATA COLLECTION

a. **Sourcing Useful Data**

There are several data sources and planning guides that RDOs and EDDs can use to collect data for their resilience workshops. This section will link to many of these sources that RDO and EDD staff can use as a base for collecting region-specific data.

- [Argonne National Laboratory – Economic Development Capacity Index (EDCI)](#)
  The EDCI brings together 53 economic development indicators to create an index of a county's overall economic development capacity. This tool can be used by practitioners to see what gaps exist in their region's economic development ecosystems. For more information on how to effectively use this tool, follow this one-pager resource.

- [Argonne National Laboratory – National Economic Resilience Data Explorer (NERDE)](#)
  The NERDE tool is primarily useful for understanding how economic factors like economic diversification, economic distress, workforce composition, and labor markets intersect with resilience principles like hazard mitigation, risk management, and COVID-19's effect on local communities.

- [EDA – Economic Recovery and Resilience Resources](#)
  EDA has compiled several case studies, toolkits, datasets, and guides for regional practitioners to improve economic recovery and resilience in their communities.

- [EDA – The Hurricane Harvey Long Term Economic Recovery Workshops Report](#)
  EDA funded economic recovery workshops throughout Texas in the aftermath of Hurricane Harvey. Insights and recommendations from this report can help EDDs develop their own workshops.

- [Federal Emergency Management Agency (FEMA) – Hazard Mitigation Planning Resources](#)
  FEMA provides several resources and toolkits geared towards helping communities identify and mitigate risk in their communities with the goal of creating local and regional hazard mitigation plans. Several tools on this resource page will help regions understand their likely natural risks and potential solutions.

- [IEDC – Disaster Recovery](#)
  IEDC's resources includes several case studies, toolkits, and other information guides on economic resilience and disaster recovery.

- [NADO - Webinar: Argonne National Laboratory's NERDE and EDCI Tools](#)
  The NADO Research Foundation conducted a webinar training on how practitioners can best use Argonne Laboratory's NERDE and EDCI tools to push regional economic resilience forward in their regions.

- [Purdue Center for Regional Development – Regional Economic Resilience](#)
  The PCRD tool includes examples of data resilience dashboards from two regional planning organizations and a 'What If Tool' that helps regions understand their own resilience based on information and data the RDO or EDD already has on hand.

- [Urban Institute - This Collaborative Tool Can Help Local Leaders Plan for Climate Change](#)
  This toolkit provides helpful guidance for organizations looking to implement scenario planning examples into planning processes.

- [U.S. Census – Community Resilience Estimates](#)
  This tool from the U.S. Census consolidates information collected during Census cycles and creates a heatmap of community resilience displaying several community resilience factors to help practitioners understand what communities in their regions are at most risk of hazards.

b.   **Data Formatting, Presentation and Distribution**
After the data collection phase is complete, you must now determine how you will format, present, and then distribute the information. Successful practitioners have found that getting key datasets or indicators to participants early allows them to review the information and come prepared to the resilience workshops, ready to share how these datasets inform issues facing their communities.

- Do you want to have packets of datasets ready for participants to use as reference sheets during the workshop?

- Are there any key findings that need to be presented in front of the whole group and emphasized as key resilience points?

Workshop organizers must keep in mind that data presentation is as pivotal as the collection phase. If participants can't understand or can't form useful takeaways from provided data, identified strategies may not be realistic. Workshop organizers should aim for the provided data to inform and guide participant's input.

c.   **Script and Agenda Setting**
Prior to the workshop, organizers should prepare written scripts to keep the workshops on message. An introductory or welcome message to participants should reiterate the goals of the workshop, what resilience means, and any outcomes that organizers are looking for out of the workshop. Organizers can also use this opportunity to inform participants of any additional input, participation, or public comment opportunities that participants can contribute to.

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Workshop organizers should also prepare a closing script for participants that reiterates what resilience means, the goals of the workshops, the determined outcomes, how workshop organizers will follow up with participants, and how work done at the workshop will translate to improved resilience for participating communities and the region.

To set a constructive agenda, workshop organizers should aim to keep participants engaged with the planned discussions or presentations. Organizers should plan to have multiple opportunities for participants to engage in different forums, including in small groups and report outs to the larger groups. Agendas with opportunities for breaks and informal discussions between participants can also be beneficial for building group morale and keeping formal discussions focused.
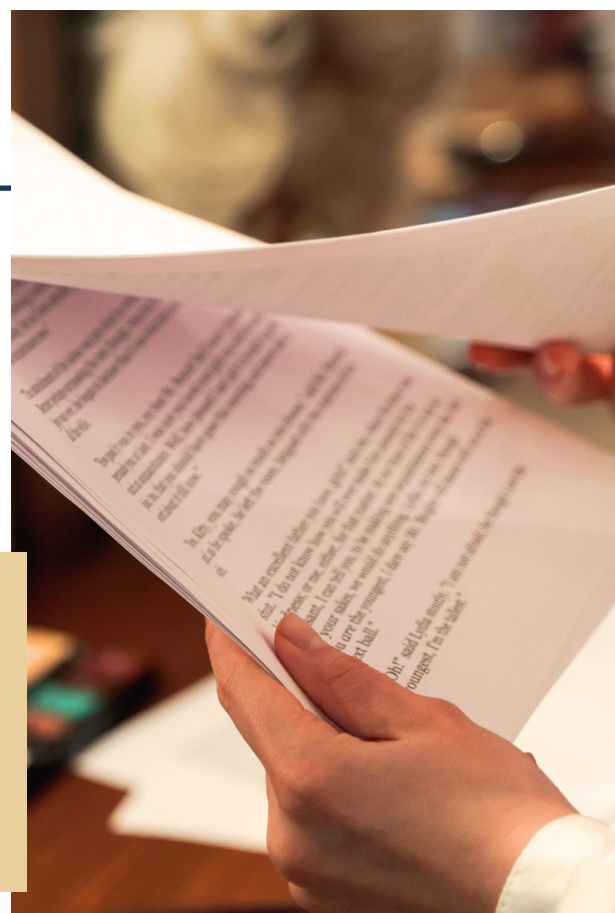
DISASTER AND CLIMATE RESILIENCE WORKSHOPS CASE STUDY

Eastern Carolina Council of Governments (ECCOG) and Upper Coastal Plain Council of Governments (UCPCOG) in North Carolina partnered with the Croatan Institute and Working Landscapes to convene 5 local resilience workshops throughout their regions to:

- Bring high-level, technical regional planning work down to the ground in communities.
- Incorporate climate resilience solutions into current and future infrastructure projects.
- Help communities understand what federal and state funding opportunities are available.
- Set actionable, community-specific priority lists of infrastructure and climate resilience projects.

These neighboring regions in Eastern North Carolina share many similar characteristics and economic features that make collaborative planning processes effective. Both regions are predominantly comprised of small, rural communities that straddle the Interstate 95 corridor and the Highway 64 corridor, which are vital economic and transportation corridors for the regions and important evacuation routes for hurricanes and other coastal disaster events. Both regions share the Neuse River Watershed, which is an important ecological and outdoor recreation economy asset and both regions share similar project profiles from the Regions Innovating for Strong Economies & Environment (RISE) program, which was a $1.5 million EDA-funded statewide planning initiative led through the North Carolina Office of Recovery and Resilience (NCORR) and the North Carolina Association of Regional Councils of Governments (NCARCOG).

North Carolina Councils of Government (COG) Regions
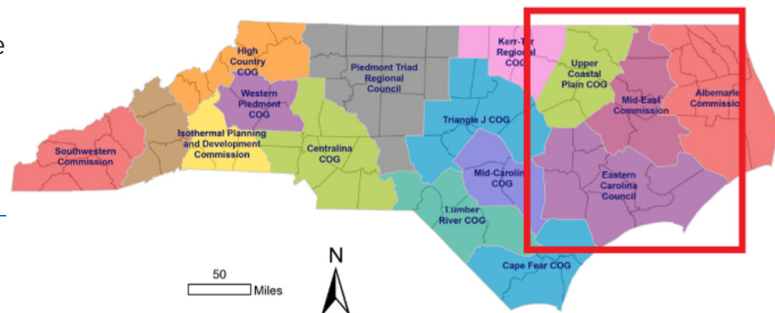
ECCOG and UCPCOG convened local elected officials, public works, emergency management, and planning staff from across the region in these Resilience workshops to create prioritized shortlists of resilience projects that were specific, actionable, and relevant to the economic and social context of the two regions.
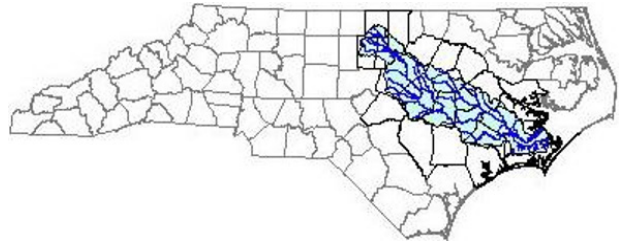
Neuse River Watershed, *North Carolina Department of Environmental Quality*

To access examples of the project shortlists, visit the following links:

- [Nash County - Implementing Disaster Resilience: Priority Funding Areas & Project Plans](#)
- [Northampton County - Implementing Disaster Resilience: Priority Funding Areas & Project Plans](#)

These workshops were meant to achieve two goals: educating the local communities on what resilience planning looks like and finding specific projects that are important to their most rural communities. The bi-regional coalition staff worked with their planning contractors Croatan Institute and Working Landscapes to survey their communities, co-developed the workshop curriculum, and will prepare community-specific Resilience Project Short Lists that offer each community a ranking of their projects with specific funding opportunities available to them with expected timelines, costs, and action plans. The COG staff emphasized practicality throughout this planning process. By orienting the project short lists towards funding opportunities, timelines, costs, and action plans, these short lists will give member communities easy-to-implement next steps for achieving resilience goals.

ECCOG and UCPCOG expect to have these project short lists completed in December 2023 and will provide ongoing support and technical assistance to member communities as they move into the implementation stage of this planning process. Both regional organization staff have established grant writing relationships with many of these participating communities and expect to help these communities secure needed funding to execute these projects.

ECCOG and UCPCOG provided the following tips to other regional organizations looking to implement similar resilience workshops in their regions:

1. **Call and invite local governments directly and don't rely solely on email marketing or social media engagement to publicize the events.**

    Many rural communities are not reachable through email or social media marketing and rely almost exclusively on phone calls. Calling and personally inviting each municipality or county to the event over the phone can also help these communities build stronger relationships with their regional planning organization.

2. **Collaborate with another regional planning organization as it makes sense.**

    Natural disasters or changing economic conditions don't stop or start at any one region's boundaries. Collaborating with another regional organization can create more accurate plans that are more realistic and encompassing of the conditions on the ground for residents. Working with another regional organization can also increase the staff capacity and planning knowledge that is brought to the table.

3. **Coordinate with an outside planning and/or facilitation consulting group.**

    Having Croatan Institute and Working Landscapes lead the planning sessions allowed ECCOG and UCPCOG planning staff to sit and listen to their member communities without the added lift of leading the workshops. This gave EDD staff the opportunity to hear from and work directly with their member communities at the planning tables.

4. **Identify and use other existing planning processes.**

    ECCOG and UCPCOG benefited greatly from the existing NC RISE planning processes taking place throughout the state. Linking their work to the findings and recommendations from the NC RISE program created a more efficient and useful regional planning process as EDD staff were able to springboard off and hear local priorities that supported their regional efforts.

5. **Meet the communities where they are at.**

    Highly technical planning jargon creates barriers for broad awareness and understanding of concepts, and limits voices from being able to fully participate in and be heard. Keeping these workshops straight to the point and simple through focusing on funding opportunities, timelines, costs and action plans created more buy-in from participating communities as they could see the practical results from their work at the workshops.

6. **Have a system in place for project implementation and follow up with participants on project progress.**

    Creating accountability steps for member communities and regular progress check-ins with EDD staff will create stronger plans that get the plans off-the-shelf and working in communities. The EDD can act as this accountability entity by assigning specific tasks with deadlines to specific entities or stakeholders then following up with these entities to ensure project progress towards identified goals. EDDs are a natural fit for this role as they routinely develop similar evaluation frameworks and action plans through the CEDS process.

PHASE II

1. ADMINISTRATIVE

a. **Technical or AV Needs**

In selecting a venue for the resilience workshop during section **3.b. Venue Selection and Room Layout**, organizers should confirm that the venue has appropriate technical, audio, and visual capabilities. What is appropriate for the workshop will depend on how you plan to present your data to participants, if you plan to have guest speakers in-person or virtual, and how many participants you plan to have attend.

- Do you need a large screen for data presentations or presentations from guest speakers?

- Is the venue's Wi-Fi sufficient for streaming any videos you have prepared?

- Is the venue's Wi-Fi sufficient for guest speakers or participants to call in remotely?

- Do you need microphones to amplify the speaker's voices?

- Do you need microphones at each table to allow participants to share with other participants?

Organizers should plan to arrive at the workshop venue with sufficient time to confirm that all technical or AV needs are available and working.

b. **Registration Check-ins and Resource Tables**

Workshop organizers should plan to have a formal check-in process for their workshops. Having a formal check-in gives the organizers the chance to distribute information or data packets to participants before the workshop begins. This check-in area also allows organizers to easily collect attendance which may be important for creating minutes of the meetings, following up with participants, or reporting for any federal or state grants that the organizers use to perform the workshops. Workshop organizers should have a list of all participants who have RSVP'd to the event as well as participant affiliation, title, and contact information.

Organizers should also plan to have a resource table at or near the check-in area that has additional resources, CEDS, plans, or other publications created by RDO or EDD staff. Providing these resources gives RDO or EDD staff the chance to distribute the existing resources or plans that participants may have not seen before.

2. STAFF ASSIGNMENTS AND DUTIES

a.   **Project Identification**

If organizers choose to have a professional facilitator, RDO and EDD staff may have the opportunity to sit with participants and engage with the prepared discussion topics. This can give more structure to discussion groups as the staff members can help lead or contribute to discussions. Staff members can also use this opportunity to identify potential projects that they can work on with communities after the workshop.

b.   **Evaluation**

After the workshop, staff members should send out evaluation forms to participants to gauge the usefulness and overall value of the workshop. There are many free online evaluation tools like Survey Monkey, Google Forms, or Microsoft Forms that staff can use to send simple email surveys to participants after the workshop.

Evaluation forms should aim to collect what went well at the event, what wasn't useful or valuable, and how the staff can improve future events. Typically, participants will be less open to provide critiques of the event directly to workshop organizers. A post-workshop survey can help participants feel more comfortable sharing what they liked and didn't like about the event.

c.   **Follow Up and Implementation Commitments**

Once evaluation forms have been received from participants, staff members should follow up directly with participants from the workshop about any next steps for identified projects, when participants can expect to see any final products of the workshop like plans or project short lists, and any specific commitments that participants made during the workshop.

Additionally, organizers should plan to have regular check-ins with participants to measure progress towards the goals and implementation commitments found at the workshop. These check-ins should be frequent enough that there is sufficient accountability towards meeting goals but not so frequent that entities do not have time to work to finish goals before the next check-in. Establishing a regular quarterly or semi-annual check in with all participants after the workshop will create more accountability for commitments and get the outcomes of the workshop implemented in regions. As the regional planner and convener, EDDs should take a high-level management approach and look for opportunities to connect and integrate related projects identified during the workshop. Linking similar projects with related goals can create cost-efficiencies and foster a spirit of collaboration between local entities that may have not previously worked together.

1. REVIEW

a.   **Administrative and Content Review**

After the workshop is complete, organizers should review internally how well the workshop met the goals originally established in section **1.b. Goalsetting**. From both the administrative side, including day-of operations, and more substantive content reviews, organizers should internally examine what can be improved on for future resilience or other planning events.

Administrative

- Were there any issues with registration/check-ins/attendance tracking?
- Did the venue meet the needs of the workshop including space, layout, and technical/AV needs?
- How can you mitigate any technical issues that arose during the workshop?
- Did you receive any feedback from the evaluation form of issues that weren't noticed or addressed during the workshop?

Content

- Were guest speakers relevant and constructive for the workshop?
- What additional data or information could have contributed to the workshop?
- Did you receive sufficient commitments for next steps from participants? How could you have better secured implementation commitments?

Workshop organizers and any RDO or EDD program staff that were responsible for portions of the workshop should meet to discuss the above questions. This review team should prioritize feedback received directly from participants at the workshop as well as the post-workshop evaluation form discussed in section **2.b. Evaluation**.

b.   **Highlight and Celebrate**

Highlighting and celebrating the great work your workshop organizers and RDO or EDD program staff have done is a vital piece of post-workshop review. At this point, you have completed a workshop or multiple events with significant contributions and assistance from staff members. These staff members should be recognized for their contributions and given proper congratulations and thanks for what they have done to create a valuable planning process. Additionally, planners should generate periodic press releases to local, regional, and state news sources that updates the public on the planning processes' accomplishments and progress. Keeping team and staff morale high is important for continued high-quality work in your region.