



ADAMS COUNTY

COLORADO
BOARD OF COUNTY COMMISSIONERS

Eva J. Henry - District #1
Charles "Chaz" Tedesco - District #2
Erik Hansen - District #3
Steve O'Dorisio - District #4
Mary Hodge - District #5

**STUDY SESSION AGENDA
TUESDAY
February 21, 2017**

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

10:30 A.M.	ATTENDEE(S):	Jeanne Shreve
	ITEM:	Legislative Working Group
11:00 A.M.	ATTENDEE(S):	Norman Wright / CDPHE
	ITEM:	Riverdale Property Remediation Update
12:00 P.M.	ATTENDEE(S):	Abel Montoya / Rachel Bacon / Rebecca Zamora
	ITEM:	Neighborhood Analysis
1:00 P.M.	ATTENDEE(S):	Chris Kline / Sean Lipsey
	ITEM:	Cultural Awareness and Sensitivity Training
1:30 P.M.	ATTENDEE(S):	Todd Leopold
	ITEM:	Administrative Item Review / Commissioner Communications
2:00 P.M.	ATTENDEE(S):	Heidi Miller
	ITEM:	Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and (e) for the Purpose of Receiving Legal Advice and Instructing Negotiators Regarding Forbes Case

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

AGENDA IS SUBJECT TO CHANGE



STUDY SESSION AGENDA ITEM

DATE:	February 21, 2017
SUBJECT:	Legislative Working Group (LWG) – General Assembly Legislative Review
FROM:	Jeanne Shreve
AGENCY/DEPARTMENT:	Intergovernmental Relations Office, County Manager's Office
ATTENDEES:	Jeanne Shreve, LWG
PURPOSE OF ITEM:	Brief BoCC on previous week's General Assembly legislation of relevance to the County, and obtain County stances on said legislation
STAFF RECOMMENDATION:	Review, discussion, and obtain County stances on legislation

BACKGROUND:

The First Regular Session of the Seventy-first Colorado General Assembly convened on January 11, 2017. These Study Sessions will review, with the BoCC, the pertinent legislation introduced the previous week in order for the BoCC to take official County positions on each piece of relevant legislation.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Intergovernmental Relations Office, Legislative Working Group, County Manager's Office

ATTACHED DOCUMENTS:

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

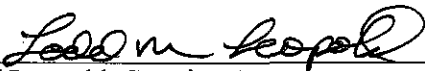
New FTEs requested: YES NO

Future Amendment Needed: YES NO


Additional Note:

APPROVAL SIGNATURES:

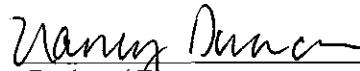
APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Raymond H. Gonzales, Deputy County Manager



Nancy Duncanson
Budget / Finance

Bryan Ostler, Interim Deputy County Manager



STUDY SESSION AGENDA ITEM

DATE: February 21, 2017
SUBJECT: Riverdale Property Remediation
FROM: Norman Wright, Director of Community & Economic Development Jen Rutter, Senior Environmental Analyst
AGENCY/DEPARTMENT: Community & Economic Development
ATTENDEES: Norman Wright, Jen Rutter, Sean Braden, Kristin Sullivan, Doug Edelstein
PURPOSE OF ITEM: Update the BOCC on the status of the remediation of the property that was previously used as the Sheriff's shooting range (14451 Riverdale Road)
STAFF RECOMMENDATION: The Board approves the completion of the remediation of the property.

BACKGROUND:

The former Adams County Sheriff's Shooting Range, located at 14451 Riverdale Road, has been closed since 2012 when the Sheriff's Offices moved to the Flatrock Facility. Since that time, Adams County hired Quantum Water & Environment (Quantum) to perform a Phase I and a Phase II Environmental Site Assessment on the property in order to determine what actions need to be taken to clean up the site. Several environmental issues were identified, including dispersed lead and contaminated soil from the shooting range, a non-operational oil and gas well, a collapsed CMP intended to provide drainage for an adjacent subdivision, and a former municipal solid waste landfill.

Quantum developed a Corrective Action Plan that will allow the County to clean up the property in accordance with the requirements of Colorado Department of Public Health and Environment (CDPHE), which has reviewed and approved the plan. The Corrective Action Plan includes remedies such as treating or removing the lead-contaminated soil, digging a drainage swale, and constructing a landfill cover. The total cost for remediating the site will be approximately \$5,000,000. After the property is cleaned up, CDPHE will issue the County a No Further Action letter. Several cost-savings have already been realized, for example, the abandoned oil and gas well will be plugged and abandoned by the Colorado Oil and Gas Conservation Commission through its orphaned well program.

There are a few possibilities for the end use of this site, the two least expensive include fenced-off open space and a community solar garden. With those two options, no public access will be allowed, which will alleviate liability issues.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Facilities Planning & Operations

Outside Legal Counsel: Gablehouse Granberg, LLC

ATTACHED DOCUMENTS:

PowerPoint presentation

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund: 25

Cost Center: 9295.7645

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			\$2,500,000*
Add'l Capital Expenditure not included in Current Budget:			\$2,500,000
Total Expenditures:			<u>\$5,000,000</u>

New FTEs requested: YES NO

Future Amendment Needed: YES NO

Additional Note:

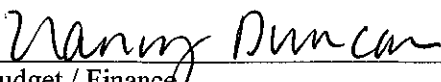
*The \$2,500,000 that was budgeted for this project from the Waste Management Fund will need to be reduced to \$1,600,000 due to statutory limitations on the Fund. With the total project cost being approximately \$5,000,000, it now appears that \$3,400,000 will be needed from additional sources in order to complete the project.

APPROVAL SIGNATURES:

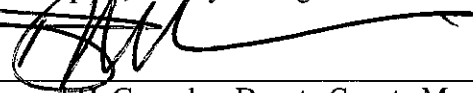
APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Nancy Duncan
Budget / Finance



Raymond H. Gonzales, Deputy County Manager

Bryan Ostler, Interim Deputy County Manager



Riverdale Property Remediation

Site Assessment Update and Closure Plan

February 21, 2017





Legal Aspects



Project Overview

- Project Purpose
- What We Have Done
 - Phase I Environmental Site Assessment
 - Phase II Environmental Site Assessment
 - Closure Plan
 - Coordination with CDPHE
- What We Have Found
- What's Next



Recommended Action

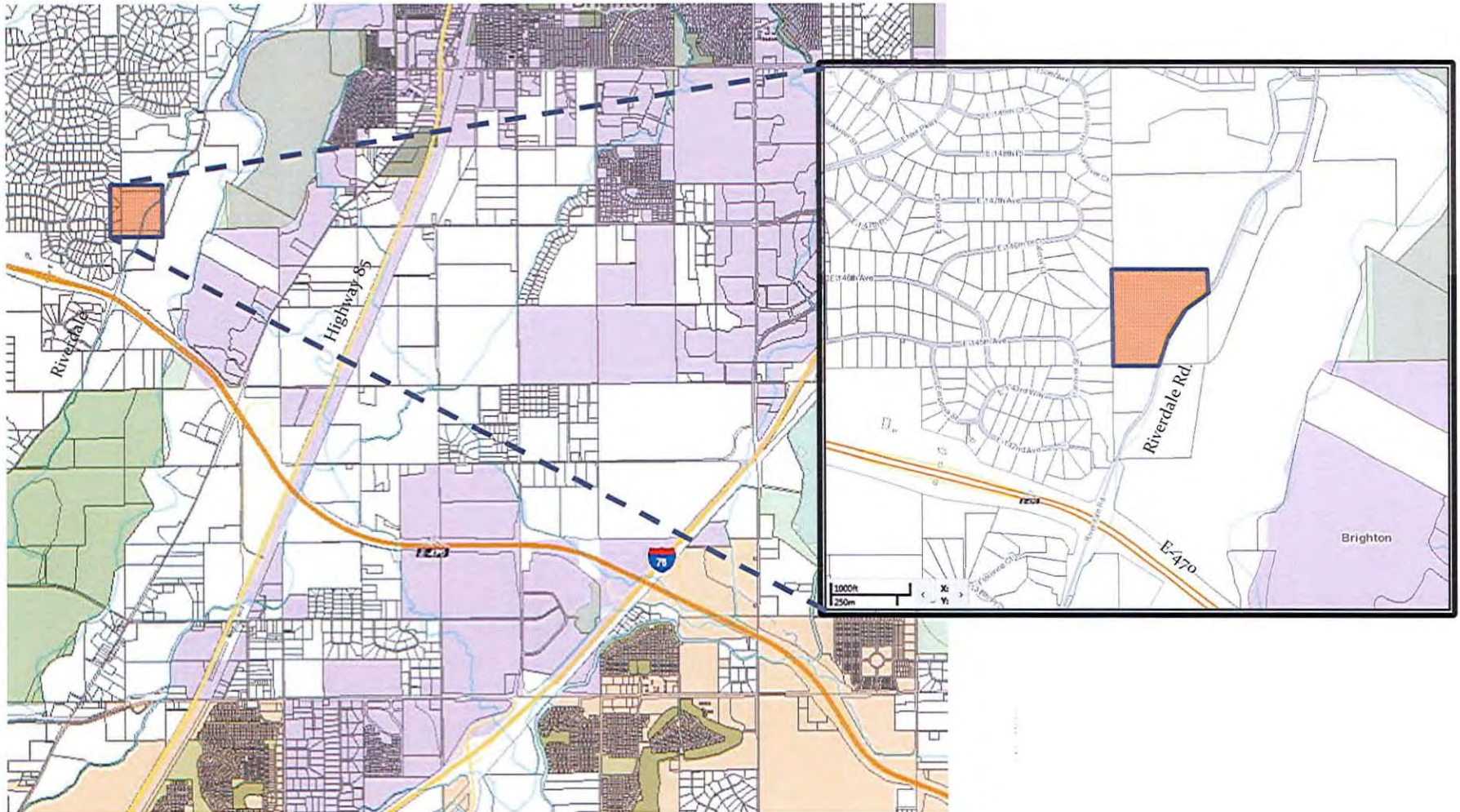
- Finalize cap design - \$100,000
 - Change order request for March 7th
- Approve project, in principle, for 2017 start



Project Purpose

- Most Recent Use was the Sheriff's Office Shooting Range
 - Used up to 2013 when Flat Rock opened a new facility
 - "Vacated" the Riverdale Property leaving Lead (bullets & casings) deposits behind
- ***Project Intent is to remediate the site and return the land to 'Open Space' use.***
 - Potential for alternative uses – solar farm
- Non-County Stakeholders:
 - Oil & Gas: Anadarko and Texas Tea
 - Neighboring Properties: Todd Creek and Residences

14451 Riverdale Road



14451 Riverdale Road (30 acres)



South Range



North Range

14451 Riverdale Road (30 acres)



Burn Barrel (Fireworks)



Leach Field



Texas Tea Well



Disposal Area



30" Storm Drain Outlet



SWAT Tire Area



What We have Done

- October 2015 - Procured an Environmental Consultant
 - Quantum Water & Environment
- December 2015 - Completed a Phase I ESA
- Spring & Summer 2016 – Sampling and Analysis
 - Delineated landfill boundary
 - Evaluated CMP integrity
 - Groundwater sampling
 - Soil sampling
 - Waste sampling
- November 2016 – Site Assessment and Closure Plan submitted to CDPHE for approval

Phase I&II Assessment Summary

- Recognized Environmental Conditions
 - Landfill
 - Unlined & Insufficient Cover by today's Standards
 - Methane Production/Off-gassing
 - CMP storm Drain (30") runs through the landfill
 - Designed to drain Todd Creek Farms, Filing 5
 - Collapsed / clogged with debris
 - Shooting Range / Lead
 - Open Ranges
 - Various Deposits on Site
 - Buildings, debris, waste tires
 - Gas Pipeline and Metering Shed (Anadarko)
 - Well (Texas Tea)

Environmental Conditions



Closure Plan

- Recognized Environmental Conditions
 - Landfill
 - Design and construct cover
 - Storm Drain (30") runs through the landfill
 - Cut swale for drainage
 - Shooting Range / Lead
 - Treat and use as grade fill / dispose of in a haz waste landfill
 - Buildings, debris, waste tires
 - Gas Pipeline and Metering Shed (Anadarko)
 - Cut, filled, and abandoned
 - Well (Texas Tea)
 - Will be plugged and abandoned through the orphaned well program



What's Next

- Remediation/Construction
 - May 2017 – Final Closure Plan submitted
 - June 2017 – Issue RFP for work
 - August 2017 – Procurement
 - Fall 2017 to Spring 2018 – Construction and site work
- Long-term groundwater monitoring & cover maintenance



Estimated Remediation Costs:

- Consultants:
 - Environmental: \$770,000 (\$370,000 encumbered)
 - Legal: TBD depending on needs
- Facilities:
 - Fencing: \$100,000
- Remediation:
 - Landfill Cover: \$2,500,000
 - Drainage Swale: \$1,000,000
 - Lead Cleanup: \$400,000
 - Other: \$600,000
- Total Cost Estimate Range: \$4,000,000 to \$6,000,000
- Possible Funding Sources:
 - Existing “Solid Waste Fund”: approx. \$1,000,000
 - If Solar Farm: ~\$150,000/year



Estimated Remediation Costs:

Item	Cost Estimate	Cost Savings
Construction Manager/General Contractor	\$600,000	
Building demolition and debris disposal	\$100,000	
Shooting range lead remediation	\$400,000	\$100,000
Fence and gate	\$100,000	
Landfill cover construction	\$2,500,000	
Drainage (swale vs. new pipe)	\$850,000	\$550,000
Consultant Oversight	\$400,000	
Landfill cover design	\$100,000	
Pipeline abandonment		\$20,000
P&A of Texas Tea well		\$50,000
Solar Farm (VCUP)		\$500,000 (+lease)
TOTAL	\$5,050,000	~\$1,220,000



Summary of Cost Savings

- Stormwater Drainage: New Pipe vs. Swale
 - Swale is cheaper by \$200,000
 - Excavated waste can be deposited in on-site landfill, as approved by CDPHE; saves \$350,000
- Reusing treated soil and demolished concrete as grade fill on landfill; saves \$100,000
- Anadarko pipeline abandonment; saves \$20,000
- Texas Tea well P&A by COGCC; saves \$50,000



Next Steps

- Produce RFP for cap construction
 - July 2017
- Consider budget amendment
 - Q3 2017
- Begin construction
 - Q4 2017



Questions?



STUDY SESSION AGENDA ITEM

DATE: 2/2117
SUBJECT: Creating a Comprehensive Collective Impact Network to Increase Community Engagement and the Quality of Life: A Neighborhood Strengths and Opportunities Analysis
FROM: Abel Montoya, Director
AGENCY/DEPARTMENT: Long Range Strategic Planning
ATTENDEES: Abel Montoya, Rachel Bacon, Rebecca Zamora, Lori Wisner, ACYI
PURPOSE OF ITEM: Information
STAFF RECOMMENDATION: Information

BACKGROUND:

This assessment sought to identify current opportunities and engagement efforts that would increase the quality of life for residents in Adams County.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

ATTACHED DOCUMENTS:

Powerpoint
Executive Summary
Draft Report

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund:
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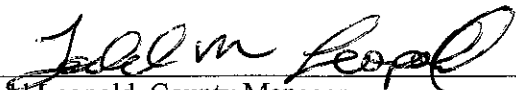
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Total Expenditures:			<hr/>


New FTEs requested: YES NO
Future Amendment Needed: YES NO

Additional Note:

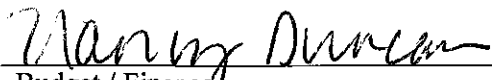
APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager


Raymond H. Gonzales, Deputy County Manager



Nancy Duran
Budget / Finance

Bryan Ostler, Interim Deputy County Manager

Creating a Comprehensive Collective Impact Network to Increase Community Engagement and the Quality of Life

*A Neighborhood Strengths and Opportunities Analysis
Department of Long Range Strategic Planning*



Collective Impact Network

1. Convene with community partners.
 - Focus on creating shared set of community values.
 - Create collective goals and outcomes for Collective Impact Network.
2. Continue receiving input and feedback from community on:
 - Collective impact interest/ opportunities.
 - Neighborhood Liaison Work Program.
 - Enhanced community.
 - Neighborhood needs analysis itself.

Top 5 Engagement Opportunities

Enhanced Community Engagement: Reimagining the way we engage residents through partnership with our community partners like Anythink Libraries and Regis University. Create neighborhood “Pop Up” events which in the form of community festivals (Ex. Bike parade, Kite Festivals, etc) that include listening opportunities to both gather and distribute information residents. *Current partnerships underway for 2017.

Youth Councils: Youth are underutilized within the County. This engagement opportunity builds upon the existing Cradle to Career Network in Adams County. This provides multiple benefits as youth councils create engagement events and help generate community identity. *Current pilot partnership underway in Global Leadership Academy 2017.)

CIP Collaborative: Residents have expressed disconnection in how and when their input is utilized for County projects. Approaching the County's Capital Improvement Program (CIP) through a multi-disciplinary and collaborative approach has the opportunity to promote efficiencies, leverage resources, allow for more informed decision making and transparency.

Marketing & Branding: How we communicate is just as important as what we communicate. What does it mean to be part of Adams County? Answering this question and working with experts to review County marketing and branding efforts may assist residents with community identity and feelings of membership.

Sustainable Communities Program: Current collaborative is currently underway to create a Sustainability Program Pilot in Adams County that engages neighborhoods, youth, schools, and businesses. This program will create a community hub online to highlight sustainable efforts, create learning opportunities, and recognize citizen efforts. Program will support resident efforts through a community mini grant program. Target Spring 2017.

Analysis Focus

- Quality of life is difficult to measure. Community engagement is one of the primary ways in which the County both measures and increases the quality of life of residents.
 - What efforts we undertake today for our community will deeply impact whether existing and future residents, employers, and investors choose Adams County as “home.”
- Over the past 9 months the Department of Long Range Strategic Planning has been focusing on how the Neighborhood Liaison Position can support these efforts at the neighborhood and county level.
 - Identifying opportunities to bridge our internal, external, and collaborative relationships to better meet the needs of residents and uphold the five strategic initiatives of the BOCC.

Assessment and Analysis Process

Step 1: Reviewed existing conditions and created an environmental scan to identify and understand:

- A) Resident needs at the neighborhood level.
- B) How needs are met and who meets them.
- C) The role of the County presently.
- D) National best practices.
- E) Solicited feedback and data on gaps and overlap from resident and provider perspectives. -- *Initial scan complete*

Step 2: Seek input and feedback on data, methodology, findings and recommendations from community partners and residents. -- *Ongoing*

Step 3: Establish framework for implementation of recommendations and updates. -- *Next steps*

Environmental Scan: Opportunities

Resident Potential

• **8 out of 10** residents have a HS diploma and **1 out of 5** residents have college degrees or higher.

• Adams County is home to approximately **134,236** future workers currently being educated in the county.

• Dedicated community organizations, educational networks, residents, employers, and businesses focused on the possibilities of the future.

Community Snapshot

Adams County will have approximately 18 RTD rail stops.



Adams County is centrally located with I-25, US-36, I-70, I-76, I-225, and E470 available to residents.

Adams County has adopted the Making Connections Plan which is aimed at increasing area affordability & access to transit.



Adams County has adopted the District Plan which is aimed at increasing environmental and economic opportunities in the Brighton area.

Adams County home prices are less expensive than neighbors. Mean home price: 281,000 (Zillow 2017).



Adams County is home to high quality employers.



Environmental Scan: Challenges



- Adams County ranks in the bottom 4 counties in Colorado for child well being based on 12 indicators of health, education, family, and community (Kids Count, 2016; ECPAC 2016).

- 68% of 8 year olds in the county are not reading at grade level (Kids Count 2016). Kids not reading at grade level by 3rd grade are 4 times less likely to graduate from high school (Sparks 2011).

- Approximately 43% of residents make below the average regional wage of \$57,000 a year. Will housing be attainable for our current residents in the future?
- The county has the opportunity to generate millions in additional revenue by supporting local, minority owned small businesses (LBAN 2015).
- Unincorporated residents are looking for a community identity.
- Residents are looking for authentic transparency, what are their dollars buying them?

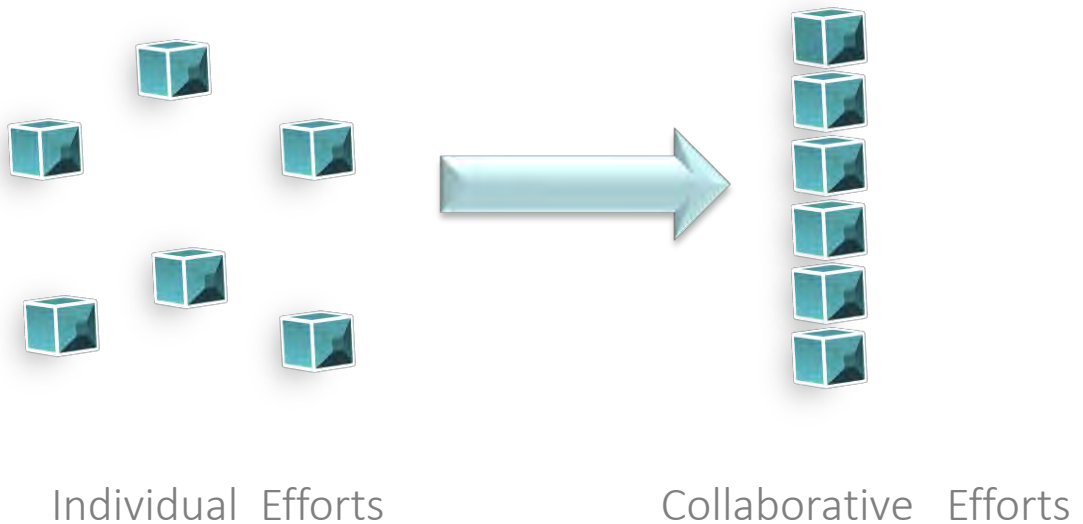
- 1 million workers will age out of the workplace in 20 years (Denver Post 2014).
- Half of Colorado's aging population lives in just 8 counties, including Adams County (Denver Post 2014).
- Adams County will need to fortify the network of services and amenities for residents aging in place (DRCOG 2014).

Why Collective Impact?

“Collective Impact is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change” (CFI, 2016).

Four Conditions of Collective Impact

1. Shared Community Vision
2. Evidence Based Decision Making
3. Collaborative Action
4. Investment Sustainability



Roles in Collective Impact

Convening Agency

- Bring together stakeholders.
- Provide opportunity to create a shared vision.
- Supporters but **not** creators of the four conditions of collective impact.



Backbone Agencies

- Researchers of best practice.
- Data monitors and collectors aimed at continuous improvement.
- Champion data- driven decision- making.
- Supporters of high quality programming.
- Advocate, and recruit champions to build capacity.

Community Agencies

- Nonprofits, faith organizations, educational institutions, and businesses interested providing services to the community.
- Provide valuable data and real-time feedback on community needs and challenges.
- Support residents and help establish sense of community and identity.

Funding Agencies

- Fund efforts for backbone and community agencies to build capacity.
- Open additional opportunities for investors to fund sustainable networks.
- What funders require can either assist or derail collective efforts within a community.

What is Adams County's Role?

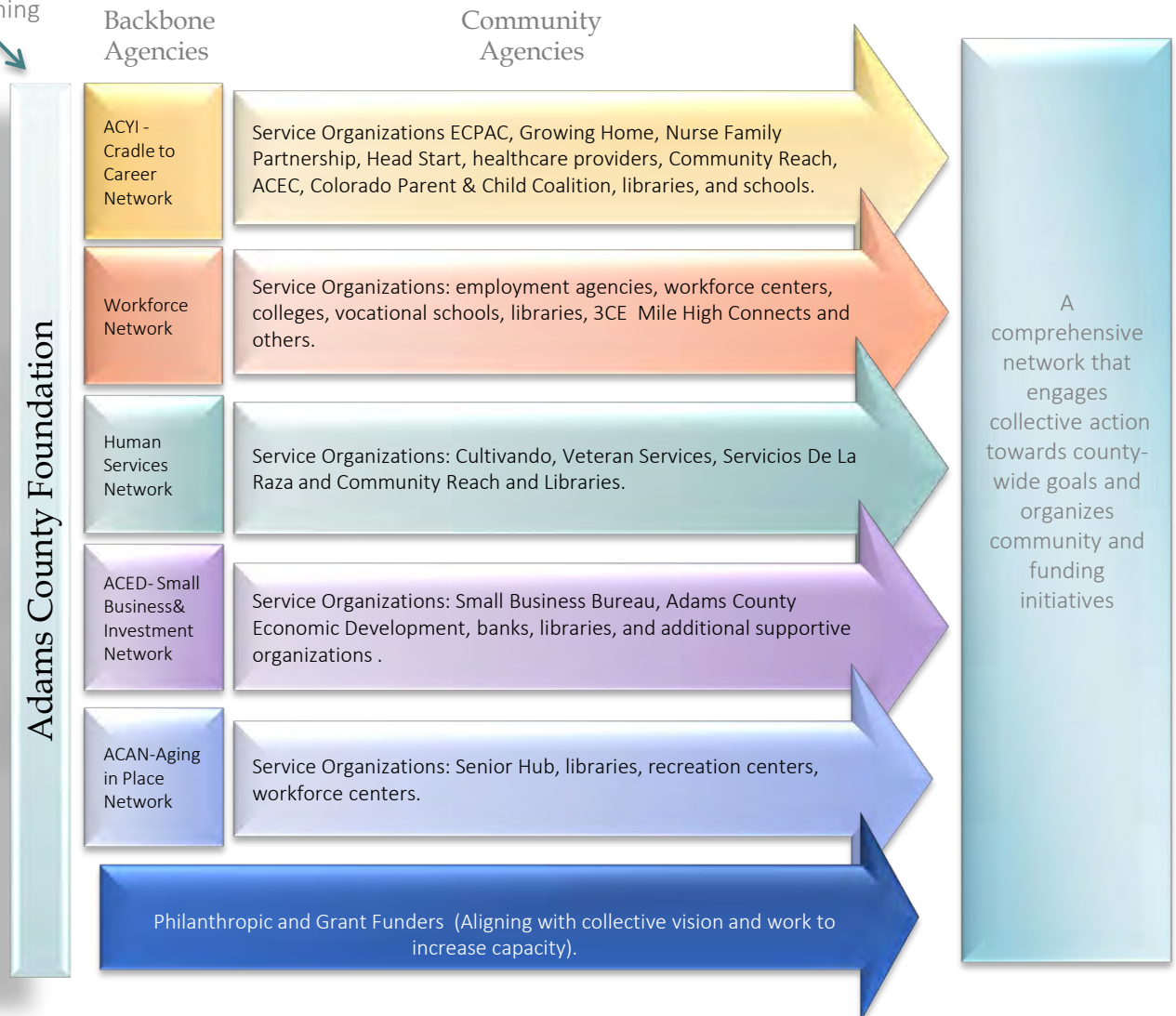
★ **Convening Agency** that assists with establishing the:

Four Conditions of Collective Impact

1. Shared Community Vision
2. Evidence Based Decision Making
3. Collaborative Action
4. Investment Sustainability

This model demonstrates how aligning **existing networks** within the county can create a comprehensive Collective Impact Network. Working collectively by creating a countywide set of values will open create opportunities for:

- Enhanced data sharing and collection. Improve programming quality by data driven continuous improvement.
- Attract funding that can increase programmatic capacity.
- Decrease programmatic roadblocks by aligning current county or city planning opportunities in a comprehensive pipeline that will increase the quality of life and engagement opportunities in Adams County.



Collective Impact Network

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CIP Collaborative: Residents have expressed disconnection in how and when their input is utilized for County projects. Approaching the County's Capital Improvement Program (CIP) through a multi-disciplinary and collaborative approach has the opportunity to promote efficiencies, leverage resources, allow for more informed decision making and transparency.

Marketing & Branding: How we communicate is just as important as what we communicate. What does it mean to be part of Adams County? Answering this question and working with experts to review County marketing and branding efforts may assist residents with community identity and feelings of membership.

Sustainable Communities Program: Current collaborative is currently underway to create a Sustainability Program Pilot in Adams County that engages neighborhoods, youth, schools, and businesses. This program will create a community hub online to highlight sustainable efforts, create learning opportunities, and recognize citizen efforts. Program will support resident efforts through a community mini grant program. Target Spring 2017.

NEIGHBORHOOD NEEDS ANALYSIS

Creating a Comprehensive Collective Impact Network to Increase Community Engagement and the Quality of Life of Residents



Strategic Position

Adams County has the opportunity to be a regional leader in how strategic partnerships, focused policies, and collaborative, resident-led community networks can support resilient, inclusive and sustainable communities. Collaboration is the key to creating equitable outcomes for all, and supporting a high quality of life for all residents. By supporting county-wide, collective priorities, Adams County can assist in focusing community efforts and resources to the programs, amenities, and policies that allow community organizations, businesses, and residents to collaboratively thrive.

Neighborhood Needs Assessment

A Neighborhood Needs Assessment was conducted in 2016 by the Adams County Neighborhood Liaison, with support and direction from community stakeholders, non-profits and community agencies, and residents. The Assessment evaluated survey data from the County's 2012 and 2014 Quality of Life Surveys, Town Hall feedback, resident and stakeholder interviews, environmental scans and survey data and reports from social service providers, non-profits and community organizations, neighborhood plans, and other reports. These include, but not limited to, county reports such as the 2009 Balanced Housing Plan and Needs Assessment, and information from the County's municipalities and external partners.

Neighborhood needs assessments draw information from multiple sources to paint a point-in-time picture of the quality of life of residents, and identify the extent to which neighborhood-level needs are being met by the County, social service providers, community agencies, and neighborhoods themselves.

This report, the first Adams County Neighborhood Needs Analysis, presents the findings of the Needs Assessment, an analysis of what's working and what isn't, and recommendations on how Adams County can provide leadership and support to partners county-wide to better meet the needs of residents and to promote a high quality of life.



The What:

The Needs Assessment and Needs Analysis allow for a multi-dimensional and data-based understanding of resident needs in Adams County.

The Why:

The Needs Assessment and Needs Analysis were developed to inform the County's Neighborhood Liaison work program and to support community-based systems to meet needs.

The Opportunity:

The Neighborhood Liaison will be able to work with community partners to strengthen existing networks and align support systems to better meet resident, provider and partner needs.

Step 1: Conduct an existing conditions report (environmental scan) to identify and understand:

- A) Residents needs at the neighborhood level;
 - B) How needs are met and who meets them;
 - C) The role of the County presently;
 - D) National best practices; and
 - E) Solicit feedback and data on gaps and overlap from resident and provider perspectives.
- Initial scan complete

Step 2: Seek input and feedback on data, methodology, findings and recommendations from community partners and residents -- Ongoing

Step 3: Establish framework for implementation of recommendations and updates -- Next steps

From Needs Assessment to Needs Analysis & Recommendations

Results of the Neighborhood Needs Assessment

The Neighborhood Needs Assessment yielded two predominant themes in both the extent to which neighborhood needs are met, and the various models on how needs are met in Adams County. Additionally, the assessment highlighted the long-identified (by both residents and agencies serving them, including the County) problem for Adams County residents-- the three-legged stool of community identity, sense of place/belonging, and weak neighborhood networks. Residents wade through the challenges and lack of identity that comes from having a Denver/Westminster/Thornton/etc. address, paying non-resident fees to a recreation center two blocks away, getting a water bill from another entity, and trying to make sense of what it means to be an unincorporated resident.

The Assessment found that while many needs are met through a collective impact model, most collaboration in the County tends to be limited to meeting one need at a time, rather than leveraging resources across agencies to meet multiple needs in a holistic way. Additionally, the Assessment highlighted the gaps in service level and spending for a variety of needs and quality of life elements, such as early childhood education. This Neighborhood Needs Analysis bridges the understanding of the current environment for residents gathered from the Assessment, and identifies recommendations for enhanced coordination, collaboration and community support networks throughout Adams County, organized and aligned by the Board of County Commissioner's Strategic Plan Initiatives.

Resident Quotes:

"What does it mean to be part of Unincorporated Adams County?"

"Unincorporated Adams County is the step child of Adams County."

"Where do I belong? Even recreation centers say I am a nonresident."

"When I moved into the County, just finding where I had to pay my water bill was a challenge. There was nowhere I could go to learn about my community. It made me feel very disconnected."

Re-Imagining of the Collective Impact Model

A community cannot thrive divided. Adams County is unique, as it has both very urban and rural areas, and must work multi-jurisdictionally to meet the needs of its residents. The County and the cities and service providers within Adams County are aware of the challenges that face their residents. Often, efforts to meet these challenges leave communities in the same county competing against each other for funding to assist residents in their shared community. What if there was a better way?

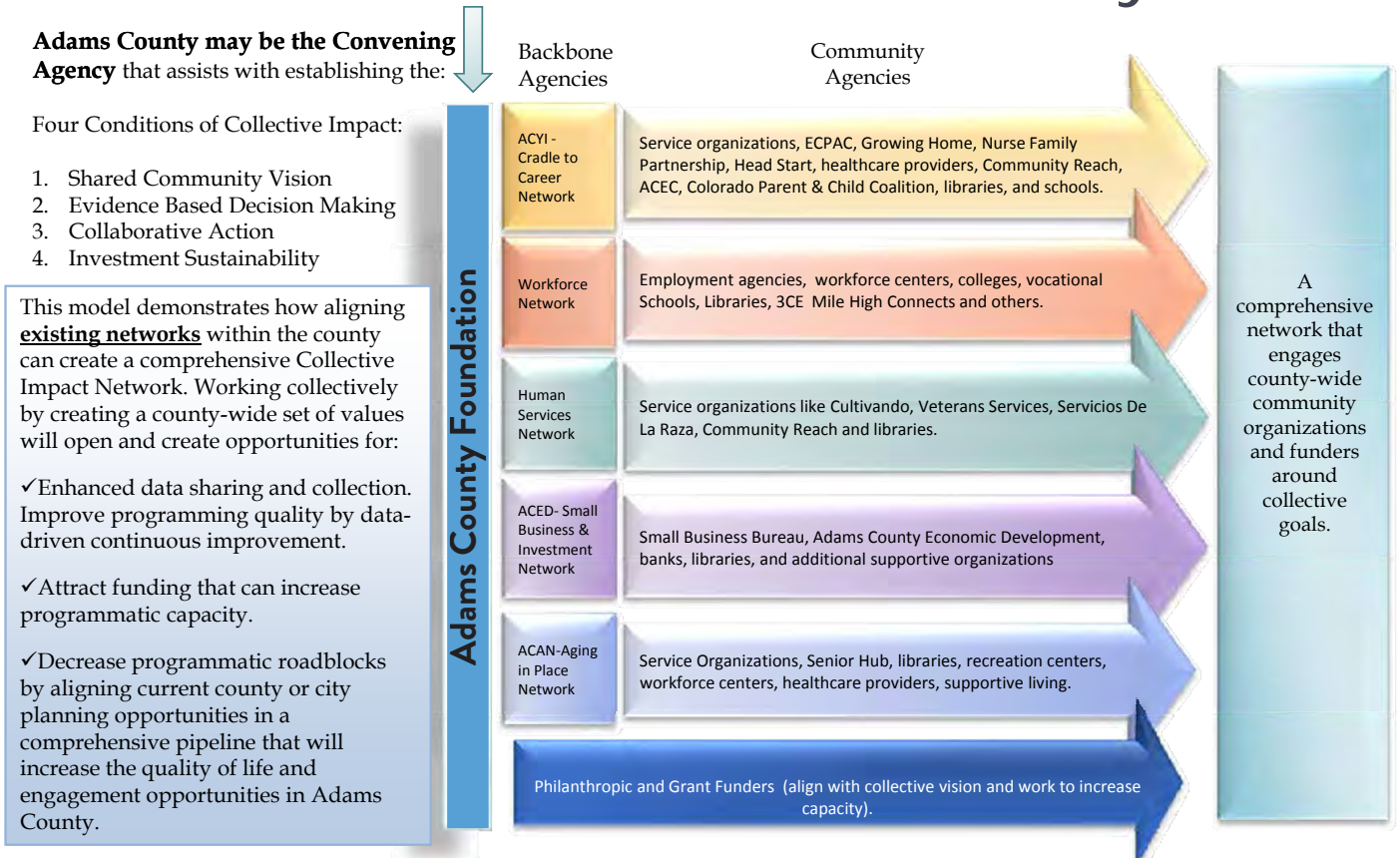
The Collective Impact Model creates an organized approach to generate a community engagement effort that streamlines resident, nonprofits, interfaith networks, businesses, schools and philanthropic/grant funding conversations around agreed upon goals and values.

The collective impact model has been used in the County for single initiatives, such as early childhood education, poverty, and youth. This analysis has found that Adams County has the opportunity to lead collaborative efforts that align single effort initiatives, and create a comprehensive collective impact effort. By convening with agencies to create a county wide vision, and supporting efforts which align with the County’s Strategic Plan, Adams County can assist in connecting and aligning the work which meets the needs of residents county wide. This has the potential to increase the community’s overall capacity to provide the amenities and services that impact the quality of life for all our residents and create an equitable “community experience” for all.

The challenge lies in the Adams County community’s ability to collaboratively come together as a unified Adams County. The graphic below represents what a Collective Impact Model for Adams County might look like.

Adams County Collective Impact Model

What is Adams County’s Role?



Collective Impact Model Players

Convening Agency

- Bring together stakeholders.
- Provide opportunity to create a shared vision.
- Supporters but NOT creators of the four conditions of collective impact.

Backbone Agencies

- Researchers of best practice.
- Data monitors and collectors aimed at continuous improvement.
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- Advocate, and recruit champions to build capacity.

Community Agencies

- Nonprofits, faith organizations, educational institutions, and businesses interested providing services to the community.
- Provide valuable data and real-time feedback on community needs and challenges.
- Support residents and help establish sense of community and identity.

Funding Agencies

- Fund efforts for backbone and community agencies to build capacity.
- Open additional opportunities for investors to fund sustainable networks.
- What funders require can either assist or derail collective efforts within a community

Understanding Quality of Life in Adams County

Quality of life is difficult to measure. Community engagement is one of the primary ways in which the County both measures and may increase the quality of life of residents.

Often unspoken, our sense of home is connected to the community in which we live. Its amenities, opportunity, and characteristics can define whether we have found home or are just passing through. Adams County currently has approximately 490,000 residents; this number is predicted to nearly double by 2040. What efforts we undertake today for our community will deeply impact whether future residents, employers, and investors choose Adams County as “home.”

Over the last several years, Adams County’s Quality of Life surveys have found that overall, residents have an increased positive perspective on living in Adams County neighborhoods, but there is great opportunity to improve in many of the aspects the County measures. The 2014 survey reports that two-thirds of residents felt they have experienced an excellent or good quality of life in the County, and ratings for their neighborhood as a good place to live improved between survey years (QLS 2014). About 8 in 10 residents were at least somewhat likely to remain in the County for the next five years, or recommend living in the County to someone who asks (QLS 2014). These ratings were similar to the proportions seen in other communities in the U.S. (QLS 2014). Respondents also marked living in the County as good or excellent by 64% in 2012, and by 74% in 2014 (QLS 2014). Both in 2012 and 2014, approximately 50% of the residents surveyed felt Adams County’s overall direction was good or excellent. The Quality of Life Survey has demonstrated it has the potential to be a powerful listening agent for Adams County, and comparable year over year information will be helpful for the County.

Meaningful measurement and feedback systems such as the Quality of Life Survey and other tools described in the Neighborhood Needs Analysis are especially imperative as the County works to develop the Neighborhood Liaison Program, enhance community engagement, and support collective impact systems.

Aligning collaboration & coordination efforts with the Adams Board of County Commissioner's Strategic Plan

The Adams County Strategic Plan has Five Objectives:

1. Education and Economic Prosperity
2. High Performing, Fiscally Sustainable Government
3. Quality of Life
4. Safe and Reliable Infrastructure
5. Supportive Human Services

In addition to developing a Collective Impact Model to match the County's unique resident needs, environment, and existing resources/networks/agencies, the Neighborhood Needs Analysis also describes the Neighborhood Liaison Program by the five objectives of the Adams County Strategic Plan. For each of the Objectives, the Needs Analysis presents information on existing conditions, challenges and opportunities, and an action plan moving forward. Finally, the Analysis presents resident-led best-practices for community engagement and development to strengthen the community networks in Adams County. The biggest themes to emerge from the Analysis in terms of community engagement are presented below:

Community Engagement Opportunities Identified by Needs Analysis

YOUTH COUNCILS

Youth are underutilized resource within the County. Engaging youth has multiple benefits for both the youth involved and the community. Youth councils engage youth in community service in their neighborhoods, teach leadership skills, connect youth to one another, and support and build upon existing Cradle to Career networks.

CIP COLLABORATIVE

Resident disconnect- how does input become built projects? Approaching the County's Capital Improvement Program through a multi-disciplinary and collaborative approach has the opportunity to promote efficiencies, leverage resources, and allow for more informed decision-making and transparency.

MARKETING & BRANDING

How we communicate is just as important as what we communicate.
What does it mean to be a part of Adams County? Answering this question and working with experts to review County marketing and branding efforts may assist residents with community identity and feelings of membership.

SUSTAINABLE COMMUNITIES

Tailor this national program to Adams County by starting with one pilot neighborhood. Use social media and friendly competition to highlight program and neighborhood efforts to generate excitement for other neighborhood groups to apply. This creates opportunities for county-level engagement and creates a collective neighborhood/community network.

ENHANCED COMMUNITY ENGAGEMENT

Find new ways to *reinvent* the community meeting and engage residents. Work with Anythink Libraries on a variety of neighborhood "pop up" events. During these social events residents, can share opinions on items such as "I want to see__ in my community" and answer questions like "Community means..." Partner with multiple community organizations.

Adams County Neighborhood Liaison Program

The Neighborhood Liaison has the unique perspective of working with the internal and external facing departments within the County and observes how seemingly compartmentalized efforts affect the broader community. This position also receives feedback from residents, businesses, cities, and community organizations on Adams County's external services and processes. Through this work, the Neighborhood Liaison is able to provide strategic recommendations to strengthen the County's ability to collaboratively serve residents by providing attainable action steps that will begin generating Adams County's community engagement network.

The Neighborhood Liaison work program is also informed by the results of the Neighborhood Needs Assessment, and the recommendation of the Neighborhood Needs Analysis for stronger community engagement networks and collective impact systems. The resulting work plan to guide the implementation of the Needs Analysis for 2017 is briefly presented below:

- **TOWN HALL COLLABORATIVE:** Work across departments and with community organizations to create comprehensive reports that highlight community needs, successes, and overall information in preparation for Town Hall Meetings for Board of County Commissioners. Then generate snapshot reports for community.
- **HISTORIC COLLABORATIVE:** Work with CU capstone student to create interactive historic social story map of Brighton and SW Adams County. Enable residents to identify with historic aspects of community. Helping residents identify with community through history. This collaboration will help create a platform for a community hub to help residents identify with their neighborhood and community.
- **COMMUNITY COLLABORATIVE:** Work with Anythink Libraries on a variety of neighborhood "pop up" events. During these social events residents, can share opinions on items such as "I want to see__ in my community" and answer questions like "Community means..." Partner with community organizations and Neighborhood Services as well so that additional resources and personnel can meet community residents during these events. This will assist the County in finding new ways to reinvent the community meeting structure, and find new ways to engage residents.
- **YOUTH COLLABORATIVE:** Work with ACYI and community partners to strengthen cradle to career initiatives. Foster conversations and convening's that provide opportunity to unify collaborative goals and values. Find ways to work together and integrate with community organizations committed to these goals. County currently has youth initiatives in the works to help engage with both career and neighborhood level opportunities.
- **SUSTAINABLE NEIGHBORHOODS:** Bring this program to one pilot neighborhood and use social media to highlight program and neighborhood efforts to generate excitement for other neighborhood groups to apply. This creates opportunities for neighborhood and County-level engagement and also creates a collective neighborhood network.
- **NEIGHBORHOOD GRANTS:** This year we are able to offer mini grants to assist with neighborhood clean ups, block parties, pop up events and more. These events are aimed at funding initiatives that promote engagement opportunities and community pride. These are supportive funds for residents to create engagement events in their neighborhood.
- **MEET AND GREET EVENTS:** Instead of traditional neighborhood meetings, we are looking at having fun events that will enable neighbors to meet each other and county staff. This has the potential to organically spark conversation and momentum around community collaboration, and will utilize Anythink Libraries "Pop Up" events to help residents find other residents living within their neighborhoods.

Creating a Comprehensive Collective Impact Network to Increase
Community Engagement and the Quality of Life- DRAFT
*A Neighborhood Strengths and Opportunities Analysis by the Department of Long
Range Strategic Planning*

2/14/2016
Adams County



DRAFT

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Neighborhood Analysis Summary

Strategic Position

This assessment sought to identify current opportunities and engagement efforts that would increase the quality of life for residents in Adams County. What was discovered is that the Adams County community has various networks that tackle single community issues. This report will demonstrate how Adams County can assist in focusing community efforts and resources to the programs, amenities, and policies that will allow community organizations, businesses, and residents to collaboratively thrive within a collective network.

Re-Imagining of the Collective Impact Model

A community cannot thrive divided. The challenge lies in the community's ability to collaboratively come together as a unified Adams County Community.

The communities within Adams County are aware of the challenges that face their residents. Often, efforts to meet these challenges leave communities in the same county competing against each other for funding to assist residents in their shared community. What if there was a better way?

The Collective Impact Model has been used in the County for single initiatives, such as early childhood education, poverty, and youth. Adams County has the opportunity to lead collaborative efforts that align single effort initiatives, and create a comprehensive Collective Impact Effort. By convening with agencies to create a countywide vision, Adams County can assist in connecting and aligning efforts Countywide. This has the potential to increase overall community capacity to provide the amenities and services that impact the quality of life for all our residents; and create an equitable "community experience" for all.

What is Collective Impact?

"Collective Impact is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change" (CFI, 2016).

Collective Impact Creates Opportunity.

Research has found communities rich with opportunities allow individuals to thrive and demonstrate a higher personal investment to that area. (SOTC 2016).

Adams County



Of residents have a high school diploma and will benefit most from vocational, higher education or workforce training opportunities.

134,236

Children in Adams County. The future workforce of Adams County.



Adams County is primed to house the jobs of the future.

Creating Community Identity through a Collaborative Engagement Network

Successful communities begin with resident engagement. However, before engagement occurs, residents need to know where they belong. Residents within Adams County are often confused about where they “belong.” Residents either identify with a city in their community, or are left to wonder. Unincorporated residents specifically, have vocalized: how they are supposed to be part of something whose very name implies not to belong? Research has demonstrated that communities rich with opportunities that allow an individual to thrive and establish themselves, demonstrate a higher personal investment to that area than those who do not have this potential (SOTC 2016). The County’s population is expected to nearly double by 2040 (DRCOG 2016). Preparing for this challenge collectively, can yield unique opportunities to create a proactive approach to this growth and ignite a thriving and engaged community.

A Community Snapshot

Adams County will have approximately 18 RTD rail stops.



Adams County is centrally located with I-25, US-36, I-70, I-76, I-225, and E470 available to residents.

Adams County has adopted the Making Connections Plan which is aimed at increasing area affordability & access to transit.



Adams County has adopted the District Plan which is aimed at increasing environmental and economic opportunities in the Brighton area.

Adams County home prices are less expensive than neighbors. Mean home price: 281,000 (Zillow 2017).



Adams County is home to high quality employers.



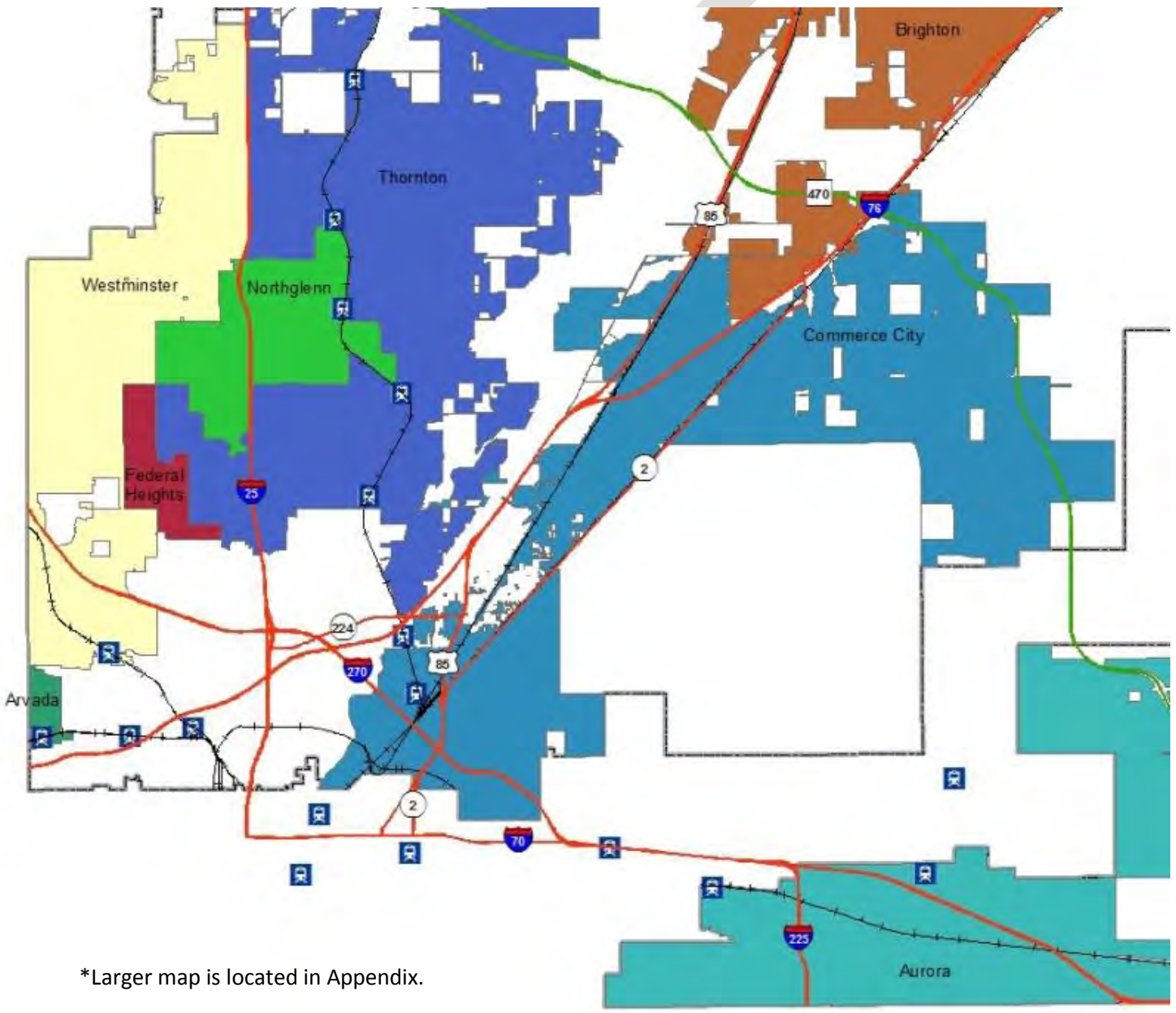
A Historical Overview of County Engagement

What does it mean to belong to Adams County? The opportunity exists to redefine our shared community. Over more than a decade, Adams County has been working to create a community engagement network. While the County has various successes, the engagement efforts seem to ebb and flow. Opportunities manifest, but do not seem to maintain momentum over time as there are no concrete networks or social infrastructure where residents looking to engage can consistently find ways to engage. An example of this would be the United Neighborhoods Group in Unincorporated Adams County. Time has taught us that land use cases are the main driver for these types of groups, and after cases are concluded, attendance suffers. Both positive and negative outcomes seem to lead to low attendance. Unfavorable outcomes have driven some residents away, and positive outcomes have satisfied residents looking for solutions. Despite a lack of sustained momentum, what this tells us is that residents are looking to have a place to have a conversation, and for a County response when they need it. History reveals what we do with these opportunities, will determine whether residents return to the table to engage with us again. However, it also begs the question: are we engaging residents in a manner that resonates with them? This report will highlight many community voices that have pondered the same question, critically evaluate opportunities for improved and sustained engagement, and present steps for moving forward.

Residents are looking for a community identity. The County's complex landscapes of cities and unincorporated areas make it hard for residents to identify. Do I belong to Adams County, or to the City of Thornton? If I live in Bennett, am I still part of Adams County? I'm Unincorporated, what does that mean? Looking at the County map, you see the patchwork of cities (colored) and unincorporated areas (white). Taking a closer look, you can also see

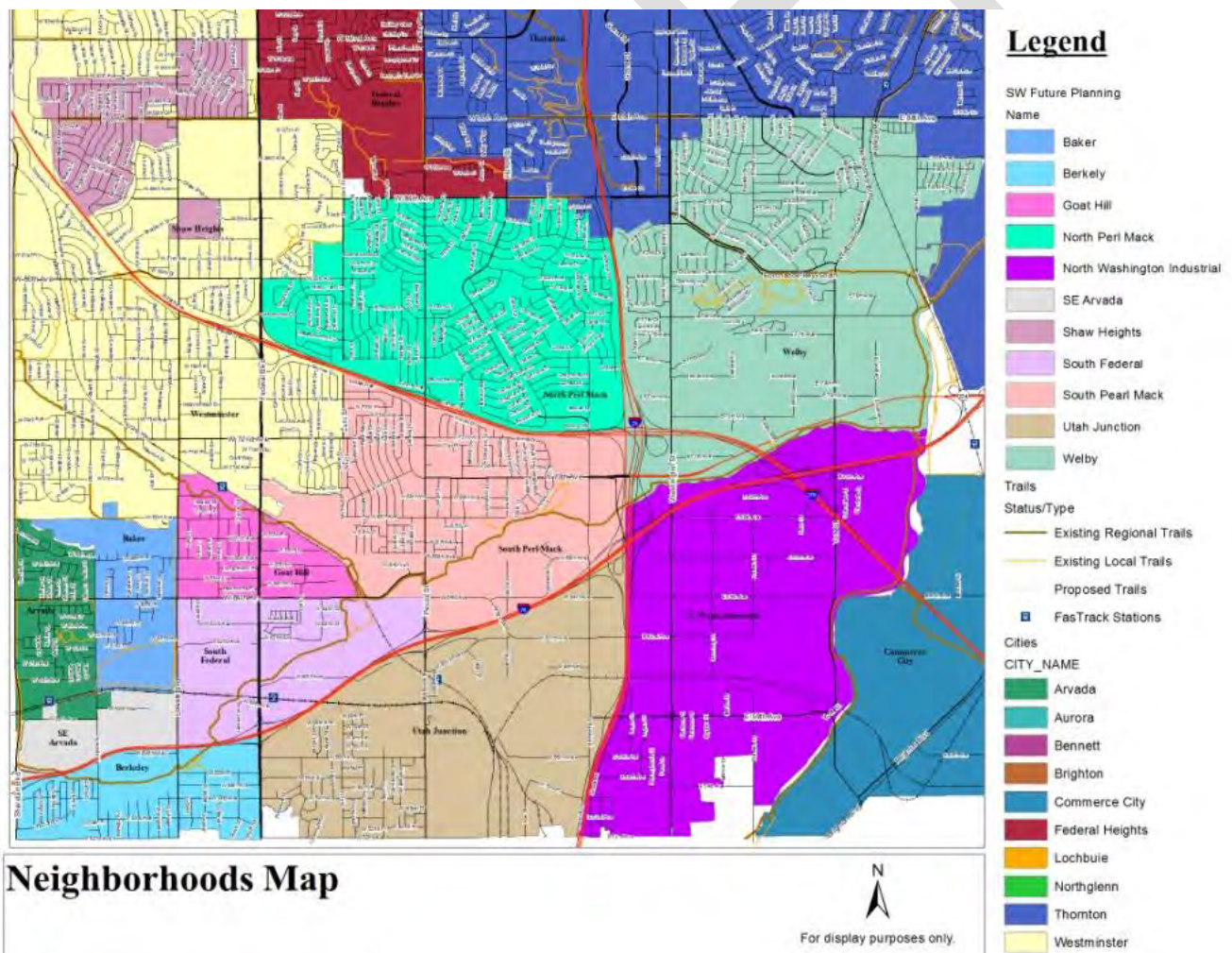
especially in the southwest parts, residents are surrounded by “identified” cities, and are left to create sense of what it means to be unincorporated. Some neighborhoods have attempted to identify themselves, but as stated above, these efforts are not sustained and residents continue to “wonder” where they belong.

Attempts to define place have been made (see Neighborhood Map). The question is:



*Larger map is located in Appendix.

where is the structure that will keep a conversation going? What activities can bring a richly diverse population together? What can be done to help residents identify with their community? Reviewing historic efforts, Adams County has demonstrated it wants to foster an innovative, prosperous, and engaged community. In 2009, Adams County, at the request of the Board of County Commissioners, created a task force of community organization representatives and County employees to explore ways to better communicate with Adams County residents. Their report suggested that Adams County should consider the consolidation of services, and enhance coordination of all pertinent departments and sections of the County.

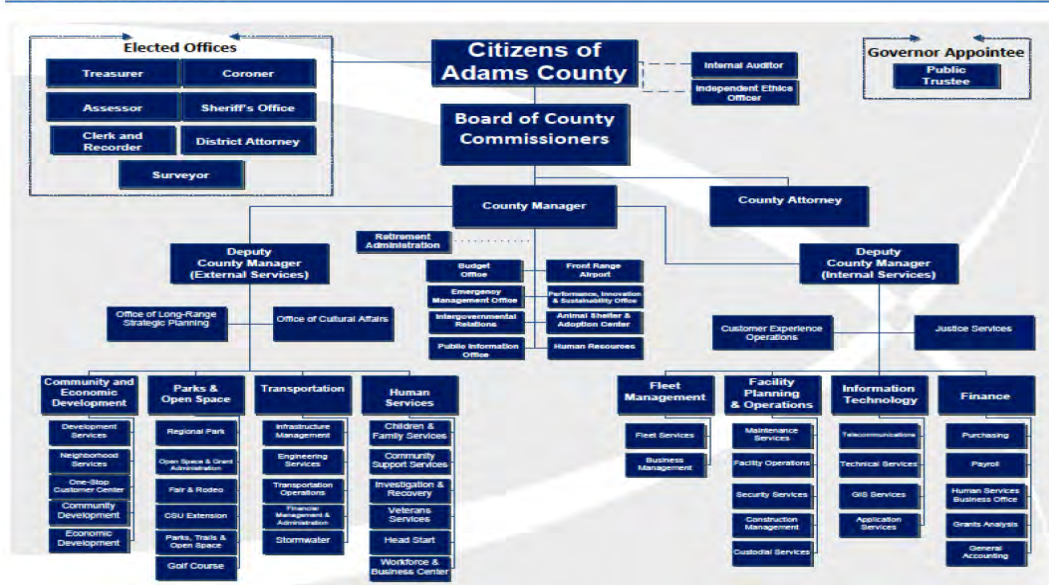


*Larger map is located in Appendix.

The report also found that creating a centralized structure in the County would “maximize benefits of the hierarchical organization, while allowing the necessary flexibility to rapidly and effectively respond to the problem-solving expectations of the County” (Adams County Report 2009). Moreover, it found that coordinating and consolidating efforts would “realize better results than the sum of individual efforts” (Adams County Report 2009).

In 2012 and 2014 Adams County created the quality of life survey because it was the “single best indicator of success in providing the services, and amenities that make for a great attractive community” (QLS 2012). Or in others words, answer the questions: “Are we creating the opportunities necessary for our residents to thrive? Are we providing services that really matter?” And finally, “What are resident’s perceptions of our work?” Asking these questions is just the beginning. Responding to them efficiently will require collaboration and innovation. Traditionally, the County has identified itself with the following organizational chart (Adams

Organizational Chart

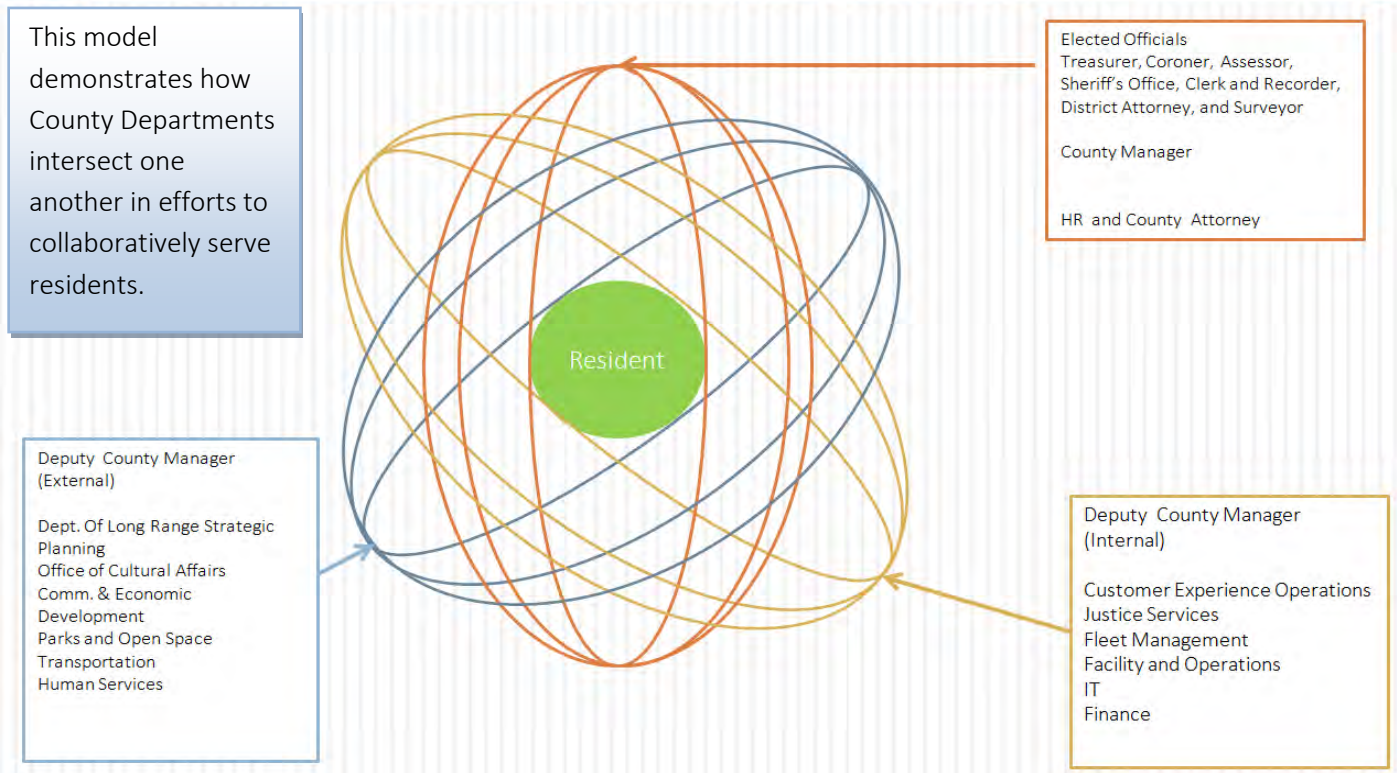


County Annual Budget 2016).

While organizational charts are a great way identify individual and departmental responsibilities, they unintentionally create the illusion that each department is stand alone. Working only within departments creates inefficiencies, disjointed efforts, and partially realized innovation. The reality and our mission calls for the following conceptual model.

Our Culture Shapes Our Structure

“To responsibly serve the Adams County community with integrity and innovation.” (Adams County Mission)



This model, presented this November by an Adams County employee in the Emergent Leaders Mentor Program, presents the realized “centralized structure,” recommended in Adams County’s 2009 report, that would “maximize benefits of the hierarchical organization, while allowing the necessary flexibility to rapidly and effectively respond to the problem-solving

expectations of the County” (Adams County 2009). It also demonstrates how collaborative efforts would create a community focused approach to increase the quality of life for the residents in our County. This report seeks to understand and increase the collaborative capacity internally and externally, to create a defined Collective Impact and engagement network, and to increase the quality of life for all residents in Adams County.

DRAFT

How to Use This Report

The quality of life is hard to measure. To some, it is being close to parks and open space, to others good schools, and still to others a supportive community. At the heart of all these preferences lies one common theme: *home*. Why is creating a sense of home so important? Confucius said it best, “the strength of a nation derives from the integrity of the home.” Often unspoken, our sense of home is connected to the community in which we live. Its amenities, opportunity, and characteristics can define whether we have found home, or are just passing through. Adams County currently has approximately 490,000 residents; this number is predicted double by 2040. What efforts we undertake today for our community, will deeply impact whether future residents, employers, and investors choose Adams County as “home.”

The Neighborhood Liaison has the unique perspective of working with the internal and external facing departments within the County, and observes how seemingly compartmentalized efforts affect the broader community. This position also receives feedback from residents, businesses, cities, and community organizations on Adams County’s external services and processes. This report sought to:

- Step 1:** Conduct an existing conditions report (environmental scan) to identify and understand:
- A) Residents needs at the neighborhood level; B) How needs are met and who meets them;
 - C) The role of the County presently;
 - D) National best practices; and
 - E) Solicit feedback and data on gaps and overlap from resident and provider perspectives. -- *Initial scan complete*
- Step 2:** Seek input and feedback on data, methodology, findings and recommendations from community partners and residents -- *Ongoing*
- Step 3:** Establish framework for implementation of recommendations and updates -- *Next steps*

This report used the Board of County Commissioners Strategic Plan as the framework for analysis and will provide the following format in each section for your reference:

- Strategic Position
- Opportunities
- Things to Consider
- Recommendations and Action Steps

An appendix with additional information has been added to the report to provide additional data for consideration and reference.

Let's start by understating a collaborative framework called Collective Impact. Why is collaboration even important? Supportive networks within the community assist with supporting residents. Often these organizations compete for the same funds. Silo efforts waste resources, and weaken a community's ability to support its residents; thus decreasing opportunity and overall quality of life for residents within the County.

Understanding Collective Impact

Research finds that “local government collaboration with the community sector has never been without complications” (OCS 2013). The needs and complexities of what communities require are growing, and while “local governments used to deliver a multitude of human services, this is now more often the role of not-for-profit organizations. But such organizations do not necessarily align with municipal plans or consult with local government before opening local services” (OCS 2013). Collective Impact attempts to create an organized approach to generate a collective effort that streamlines resident, nonprofits, business, interfaith networks, businesses, schools, and philanthropic/grant funding conversations around agreed upon goals and values.

Traditionally, collective efforts fall within a narrow scope, for example education, poverty, or attainable housing. While all these endeavors are important, they are also interconnected. What this report proposes is creating a collective impact network that launches a county-wide effort within the BOCC strategic initiatives. Such an endeavor is unprecedented and seeks to align already

Four Conditions of Collective Impact

1. Shared Community Vision
2. Evidence Based Decision Making
3. Collaborative Action
4. Investment Sustainability

The Players in Collective Impact

Convening Agency

- Bring together stakeholders.
- Provide opportunities for conversations around shared vision.
- Keepers but not creators of the four conditions of collective impact.

Backbone Agencies

- Researchers of best practice.
- Data monitors and collectors aimed at continuous improvement.
- Supporters of high quality programming.
- Advocates and collectors of champions to build capacity.

Community Agencies

- Nonprofits, faith organizations, educational institutions, and businesses interested providing services to the community.
- Provide valuable data and real-time feedback on community needs and challenges.
- Support residents and help establish sense of community and identity.

Funding Agencies

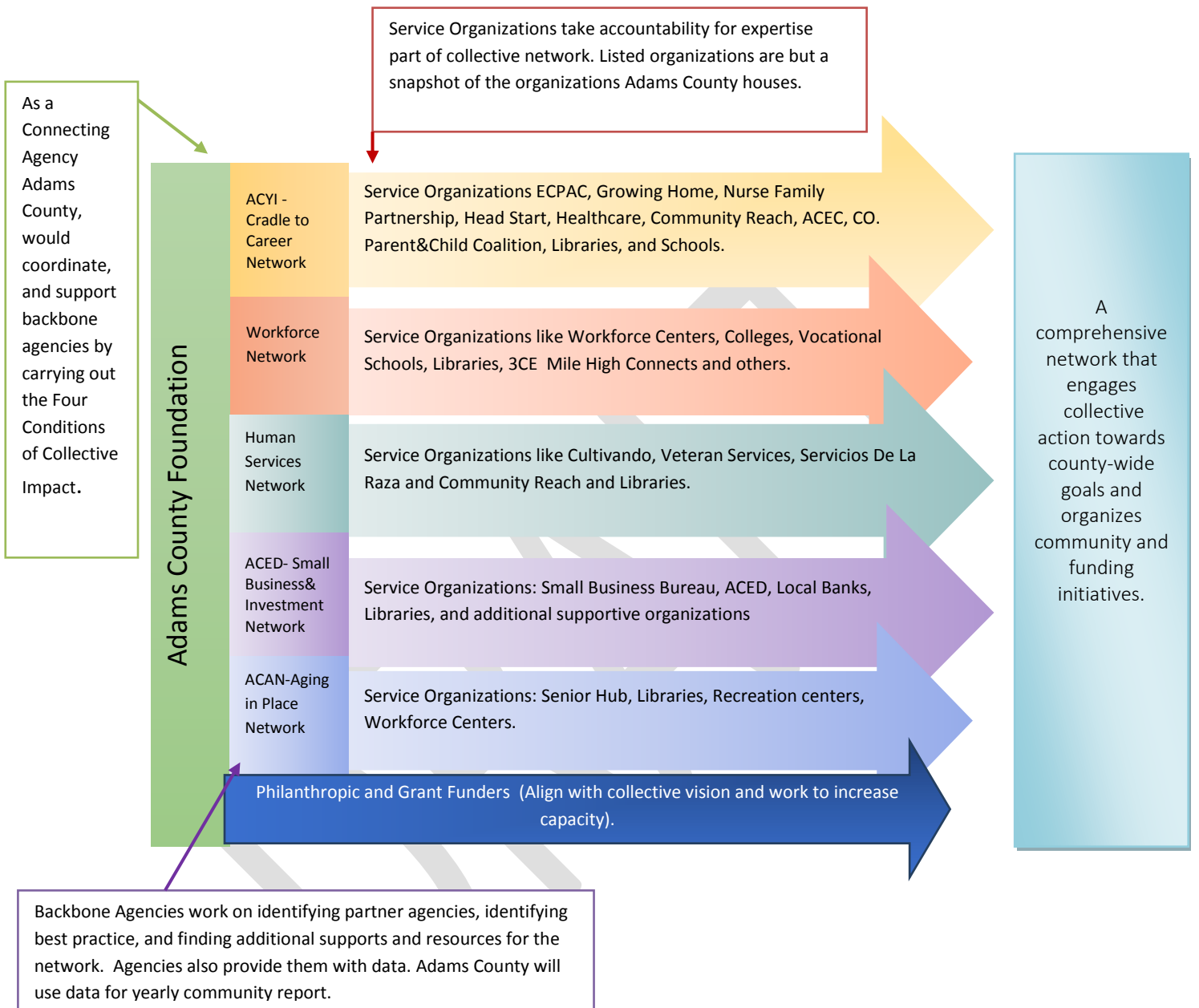
- Fund efforts for backbone and community agencies to build capacity.
- Open additional opportunities for investors to fund sustainable networks.
- What funders require can either assist or derail collective efforts within a community.

existing single effort initiatives across the County by re-imagining the collective framework to enable better countywide collaboration, and creating broader scope and impact of supportive services to residents.

Collective Impact frameworks often brings together schools, businesses, residents, interfaith networks, and philanthropic/grant organizations. Historically these initiatives have used an independent agency to support the framework. However, this methodology has the potential to support or create disjointed initiatives, as these leading agencies may not understand the complexities of how local governments support or affect their communities. In meetings with local organizations, the same underlying themes were noted “we need leadership” and “funders are looking for innovative solutions to serving the community through strategic partnerships.” One successful county organization had a keen insight, stating “funders are looking for direction” and “we need to bring organizations and funders together.”

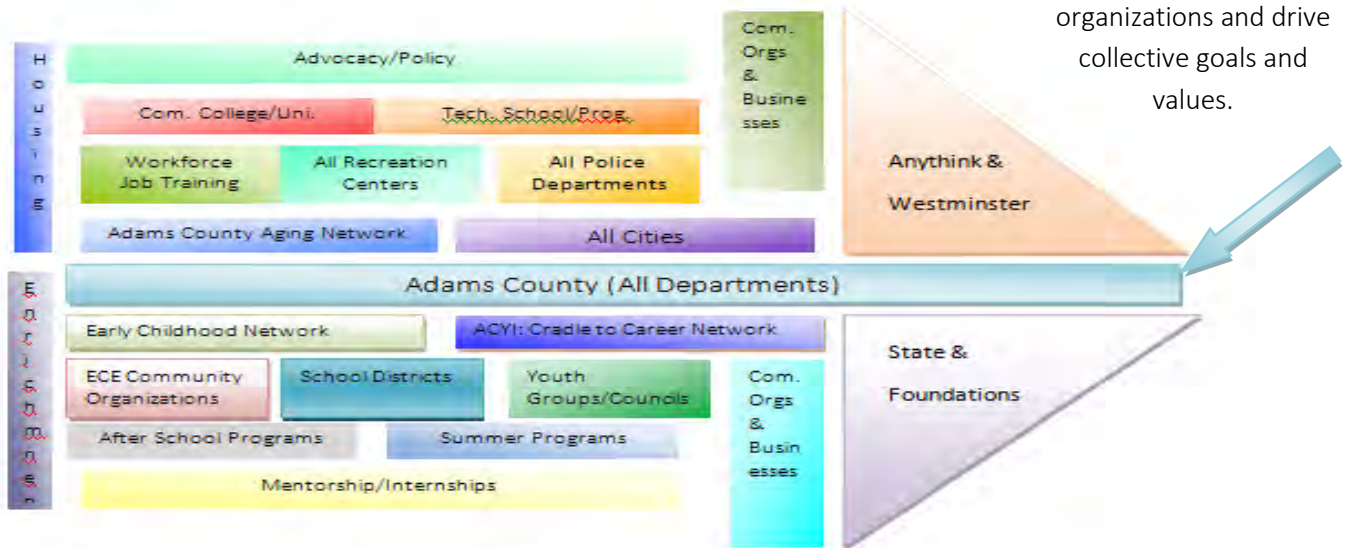
To truly generate impact, partnerships will need to transcend single cause efforts. To do this, the connector agency within the collective impact framework should have the ability to carry out the four conditions of collective impact and align efforts with county-wide initiatives. Often times connector agency efforts fall due to the fact they are not aware of the larger, big picture issues such as development, planning, local government rules, and regulations. Thus single effort collective impact efforts run the risk of created disjointed efforts. Below is a collective impact structure for Adams County.

Adams County Collective Impact and Community Engagement Network



This model demonstrates how aligning existing networks within the county can create a comprehensive Collective Impact Network. Working collectively by creating a countywide set of values will open and create opportunities for enhanced data sharing and collection, improving programming quality throughout the County by propelling data driven continuous improvement, attract funding that can increase programmatic capacity for collective impact partner agencies, maximizing efforts by increasing countywide programmatic efficiency, decrease programmatic roadblocks by aligning current county or city planning, and generate comprehensive pipeline that will increase the quality of life and engagement opportunities in Adams County.

As a connector agency, Adams County has the opportunity to convene cities, schools, organizations, community partners, residents, businesses, and philanthropists/grant organizations to create a county-wide collective impact effort utilizing the board's five strategic initiatives which touch upon education, prosperity, human services, community, and more. Overall, this collective vision can assist existing backbone organizations in aiding partners to become accountable for pieces of the vision. It will also allow for collaborative discussions with funders, philanthropists, and foundations as they will now see a collective and county-wide call to action around community efforts.



Graphic Inspiration: (Jones-Romanic 2015).

The following report will highlight partnership opportunities in which the County within the Board of County Commissioners Strategic Initiatives and provide action steps on how to begin and align efforts both externally and internally to create a Collective Impact Network that will promote community engagement, and enhance the quality of life for all residents Adams County.

Education & Economic Prosperity

Strategic Position

Research has found that education is directly tied to economic prosperity. One study found that “Adding one extra year to the average years of schooling among the employed in a metropolitan area is associated with an increase in real GDP per capita of 10.5 percent and an increase in real wages per worker of 8.4 percent” (DeVol et al. 2013). Current demographic data demonstrates that a significant percentage of the residents in Adams County are primed for this financial benefit. Over 81% of the residents in Adams County have a high school diploma and 21% have a bachelor’s degree or more (DRCOG 2016). Thus, the current resident workforce in Adams County has the potential to grow in ways to meet the talent needs of future employers that may be looking to bring their operations and businesses to Adams County (see Appendix for more Adams County Demographic data).

It is important to note that college degrees are not the only education possibilities for the residents in Adams County. Trade or vocational programs have also demonstrated significant economic impacts. Research finds that, “salaries for trade school graduates aren’t that much of a drop-off compared to a four-year degree” (Hamm, 2016). According to the National Center for Educational Statistics, technical and trade school jobs have a median annual salary of \$35,720, though this figure varies heavily based on the particular industry and the experience level of the worker” (Hamm 2016). College degree or vocational degrees, research is finding that emerging professionals are struggling to obtain employment. Research finds that 86% or 5 out of 6 college graduates will be graduating this semester without a job (Owens 2015). While this is an issue that the country is facing nationally, it does not have to be Adams County’s fate, as it is currently primed with high quality employers, attainable housing and (highlighted in the this report’s

community snapshot) has currently adopted future endeavors to attract both high quality employers and continue creating affordable housing.

Research finds that jobs are a community driver. In 2008, PEW research discovered that the “most popular reason that movers choose a new community, selected by a 44% plurality, is job or business opportunities, per the Pew survey” (PEW, 2008). The survey also found that around 40% “choose reasons related to family and friends” (PEW 2008). This has great implications for Adams County. With a current workforce that can benefit from employment programs, and a robust listing of current high quality employers in healthcare, life science, logistics, transportation, energy, manufacturing and wholesale trade (ACED 2016); how can the County work on fortifying its current resident workforce for County jobs and continue attracting high quality employers that match resident skills? Partnerships with current employers, potential employers, and educational institutions (both high school and higher education organizations) Adams County can begin employment tracks and educational programs to train our future workforce for County employers.

Getting future workers ready, does not start at job training; believe it or not it starts with children under the age of 5. Research has shown that 90% of a child’s brain development happens before a child even enters school (Zero to Three 2016). In fact, educational gaps starting at the age of five have been known to follow a child for the rest of their academic career (Ferguson et al. 2007). Globally, the message has been clear, the “future success of every child is in many ways determined before he or she turns 8. During those early years, how that child learns and develops — mentally, emotionally, and socially — is critical. This isn’t a theory. It’s a fact, based on decades of research” (Skarda 2015). When children are early on, living in

environments that contain risk factors like, nutritional deficits, toxic stress, lack of health care, safe housing, and high quality adult interaction (both by parents and caregivers), the likelihood of success drops. In fact, national research has demonstrated milestones in 3rd grade reading have significant outcomes for lifelong learning and success. “A student who can't read on grade level by 3rd grade is four times less likely to graduate by age 19 than a child who does read proficiently by that time. Add poverty to the mix, and a student is 13 times less likely to graduate on time than his or her proficient, wealthier peer” (Sparks 2011). We have room to grow in this arena as “current statistics tell us that roughly 68% of fourth graders in Adams County are not reading proficiently” (Kids Count, 2016).

Since early childhood education is not mandatory or universal free/low cost option in Adams County, education is a community issue not just a school district's issue. Investing in programming along the cradle to career pipeline, will ensure a workforce ready for tomorrow's challenges (EOTPUS 2014). How we invest in this population directly affects the quality of our workforce (EOTPUS 2014) and whether future employers will be hiring in County or out of County workers. Colorado Kids Count Report, finds that Adams County is currently home to approximately 36,493 children under the age of five. It is also has 97,743 school age children 5 to 17 years of age; a total of 134,236 future workers, professionals, residents, parents, and leaders (Kids Count 2016, ECPAC 2016). As a County, it is to our benefit to create a community that allows the children of the community to grow, thrive, and later invest.

Adams County is primed for partnership. Out of 25 counties reviewed by Kids Count Colorado (*only 25 of 64 counties were reviewed due to reliable and consistent county data), Adams ranks at the bottom 4 counties in the State for overall child well-being, based on 12

indicators of health, education, family, and community (Kids Count 2016; ECPAC 2016). It consistently has ranked in the bottom for counties since 2011 (Kids Count Colorado 2011-2016; ECPAC 2016). The good news is that Adams County's community organizations are focused on changing these outcomes. The Early Childhood Partnership of Adams County (ECPAC) has been working tirelessly to support, advocate, and align early childhood efforts within the County. Other anchor organizations like Adams County Youth Initiative (ACYI) have amassed a network of community organizations, business partners, and school districts to collaborate on a Countywide Cradle to Career Network for the children in Adams County. In interviewing leaders in these arenas, the message has been clear that the County's community organizations face a lack of capacity in comparison to need presented by the community. Unity is also an issue, as everyone is trying to solve problem with their own challenges with limited resources instead of aligning under a shared set of values and tackling the problem together. Finally, grants are often leading the work versus funding aligned efforts specifically designed to meet the needs that need to be met.

Opportunities

Adams County has the unique opportunity to build its future workforce by collaborating with local educational entities, businesses and school districts. (ACED 2016) This opportunity has many positive implications for the residents including, increasing quality of life by promoting and attracting high quality employers whom provide higher paying jobs and who's business tax revenues bring additional benefits to the County. Living near work has its benefits, and attracting high quality employers also means It increases the likelihood of residents investing in Adams County. These endeavors have the potential have a profound effect on a community on

systemic under-employment and poverty risk factors. Education is not only linked to resident prosperity, but educational institutions are often part of what drives community identity and provide opportunities for community engagement.

Youth are underutilized resource within the County. Incorporating and engaging youth has multiple benefits for both the youth involved and the community. Adams County already has a strong youth engagement efforts. The Backpack to Brief Case program, The Sheriff's Departments Summer Youth Law Enforcement Academy, as well as the Commissioners Career Expo through the Adams County Education Consortium already work with youth by educating them of future employment opportunities within the County and provide them with pre-employment skills and information. These experiences allow youth to become aware of opportunities as well as the course of study needed to achieve these carrier objectives. The youth council we are currently proposing falls in line with the Commissioners efforts as well as county-wide spearheaded by community partners like Adams County Youth Initiative, who also plan on creating and supporting youth council efforts as part of their Cradle to Career network for the children on Adams County. The County is currently looking to grow their programming for youth and is focused on generating to additional experiences for youth. The first is an educational leadership program that would be available to "underutilized" youth that are not traditionally chosen for extracurricular leadership roles, the second is a summer internship program, and the third is a community service program that provides avenues for youth to complete school community service hours in their neighborhoods and communities.

Providing youth, the opportunity to become involved not only builds career skills, community involvement on the youth level is also a very powerful community engagement tool.

Giving youth the opportunity to create change in their community has also shown to increase community engagement overall as youth inspire others to dream alongside them as they dare to impact their community. Youth can help create a community identity, as well as generate collaborative ideas in which to engage the community at large.

Often these opportunities happen organically in places of learning. The Global Campus in Mapleton Public Schools is a great example of a school in Adams County currently looking to find ways to have their students become involved with the community. A Youth Leadership Council Pilot will be launching in February, 2017 in partnership with Global Leadership, Adams County and the Latino Leadership Institute at the University of Denver. Students selected for this program will be working at creating a leadership framework that can be replicated with their school districts and throughout Adams County.

It's not just teens who are looking to engage either. This past November third grade students at Woodglen Elementary School in Thornton worked on ideas to tackle gentrification and invited Thornton's Mayor and County employees to listen to their ideas. The third graders were focused on creating ideas that could bring about "real" change. What's so interesting, it that they too all realized that collaborating with others was the one avenue that would help them tackle this very difficult topic.

Overall, engaging our resident's youth and children is an important ingredient within a social network. Providing children, the opportunity to belong and contribute to their community is another way to help children, families, and community institutions like schools to continue to

help the community create a self-identity, while providing an integral concrete and consistent network for future workers.

A review of research also demonstrates that opportunities in both collegiate and vocational pursuits build valuable employment skills. The skills of the available workforce are key indicators that attract high quality employers (GO20 2010) (Bessen 2014) (Davos-Klosters 2014)(ACED 2016). With future growth on the horizon, imagine the possibilities Adams County can create by working with employers and future employers to help build marketable skills for the jobs within the County. Adams County is currently strategically positioned to grow and house Colorado's future workforce.

Cradle to Career Network

The opportunity exists to create a strategic a shared set of educational and workforce values with the County's Cities, School Districts, Employers, Vocational/Higher Education Schools and Countywide Business network. This will ensure that cradle to career the County is building a workforce that can thrive and stay within the County. Collaboratively working together to ensure that programs exists both in County and throughout the region that focus on Adams County employment opportunities. This network also provides opportunities for engagement on a variety of levels. Below are some bullet points that describe overall activities and community identified needs/challenges and strengths within this network:

Early Childhood Education

- 38,000 Children under the age of 4 in Adams County. (ECPAC, 2016).

- In Home Visitation Programs- Adams County is currently home to a internationally awarded home visitation program: Parents as Teachers. Other high quality ECE programs like Hippy, Nurse Family Partnership are also found in Adams County.
- Partnering with libraries to create routine ECE community events to highlight educational best practices and resources.
- ECE community Organizations are looking for support to create: Universal all day free/ low cost/ attainable preschool options to provide children with necessary school skills and assist parents with added childcare advantages for the economic growth of families.

School Age

- 74,000 School age kids in Adams County. (ECPAC, 2016)
- ECE Organizations and Schools are working on aligning preschool to school transition programs.
- Cradle to Career partners are looking to create leadership and learning opportunities for youth both in gifted/talented and underperforming student area.
- Youth organizations are looking to fortify ACEC youth expo with summer internships for 8-12 graders.
- Community organizations want to create network of community youth councils that tackle community issues.
- ACYI currently aligns school community service programs with County, Employers, and Neighborhood Groups.
- There is a current discussion to unify County sustainability efforts with school programs.
- There is interest to create a County-wide career fairs with vocational and college enrollment specifically for graduating seniors and juniors.

Workforce

Adams County has both trade/vocational and colleges and universities that can help build the future workforce. This organizations can also provide workforce training the current workforce in our community who may find themselves under employed. Adams County is home to or neighbors:

Colleges

- Regis University
- Front Range Community College
- Everest College

Vocational Schools

- EchoTech Institute (Green, Sustainability, Engineering, and Energy Careers)
- Pima Institute (Medical Careers)
- National Beauty College
- Emily Griffith

Potential possibilities to create training programs specific to Adams County workforce are also available. The District Plan highlights farming of the future. Local future farming companies like Agriburbia and GreenHouse LLC. are two local companies here in Adams County that are leading the way in future farming. Future farming jobs have potential opportunities for current workforce, youth and seniors whom need retirement income. Supporting partnerships between local education systems and these entities could create the modern farming jobs/industry of the future with livable wages.

Adams County is also building a future Spaceport. Thus, the County also has the potential of creating the future training programs for the personnel to run the new Spaceport that currently in its planning face in south east part of the County. Currently CU Boulder and Metro State University have the aerospace programs. Collaborating with these entities to create vocational, and degree programs here in Adams County would be revolutionary for the industry that is preparing to blossom. Aerotropolis is another promising job creator for Adams County currently still in planning. Engineering, IT, green energy, whole sale Industry, warehouse management and manufacturing skills employment will be available to residents residing in our County. Ensuring that we have workforce programs tailored to meet the needs of this emerging work opportunity will be essential for our residents (ACED 2016).

New emerging trends around “Smart Cities” in Colorado demonstrate that the workforce of the future will need to be ready to tackle new technological, analytical, marketing/social media, green, and engineering needs of the future. Smart cities “think differently about how we move, how we move things, how we move better, how we adapt, and how we align decisions and dollars” (Smart Cities 2017). While Adams County does this already, this idea asks counties, and

cities to think about the infrastructures improvements that will fuel future development in their community. From autonomous electric cars, to fully interconnected information grids for neighborhoods, Smart Cities Challenges are asking planners to re-imagine how residents live (Smart Cities 2017. Research demonstrates that “From late 2015 through June 2016, Denver participated in the Smart City Challenge grant competition offered by the U.S. Department of Transportation and was selected as one of seven finalists from the 78 cities that applied” (Denver 2016). It is not surprising that our neighbors are considering Smart City planning. Overall Smart City planning is the trend of the future and currently encompasses 1,400 local efforts throughout the Country. More than 70 cities and communities around the United States are looking towards the future trying to integrate technology to make living, communing, and community connectedness easier for all. This innovation challenge will require worker of the future to create infrastructure to sustain integrated networks that allow cities to have fully autonomous eclectic transportation, integrated social media for communities and neighborhoods, connected grids that allow residents in communities to monitor energy and water consumption, and green building practices that necessitates sustainable practices.

At the 2016 Youth Career Expo this year it was clear that the 8th graders who attended where very interested in the opportunities that awaited them in their community. How can we ensure they are ready to take the jobs in their community? That wages are will make this possible? Will housing be attainable? Talking with youth the two questions consistently asked were: “How much does the job pay?” and “What type of education do I need to get it?” There were also quite a few students stating, “I want to start my own business.” How can we as a County help their businesses grow here?

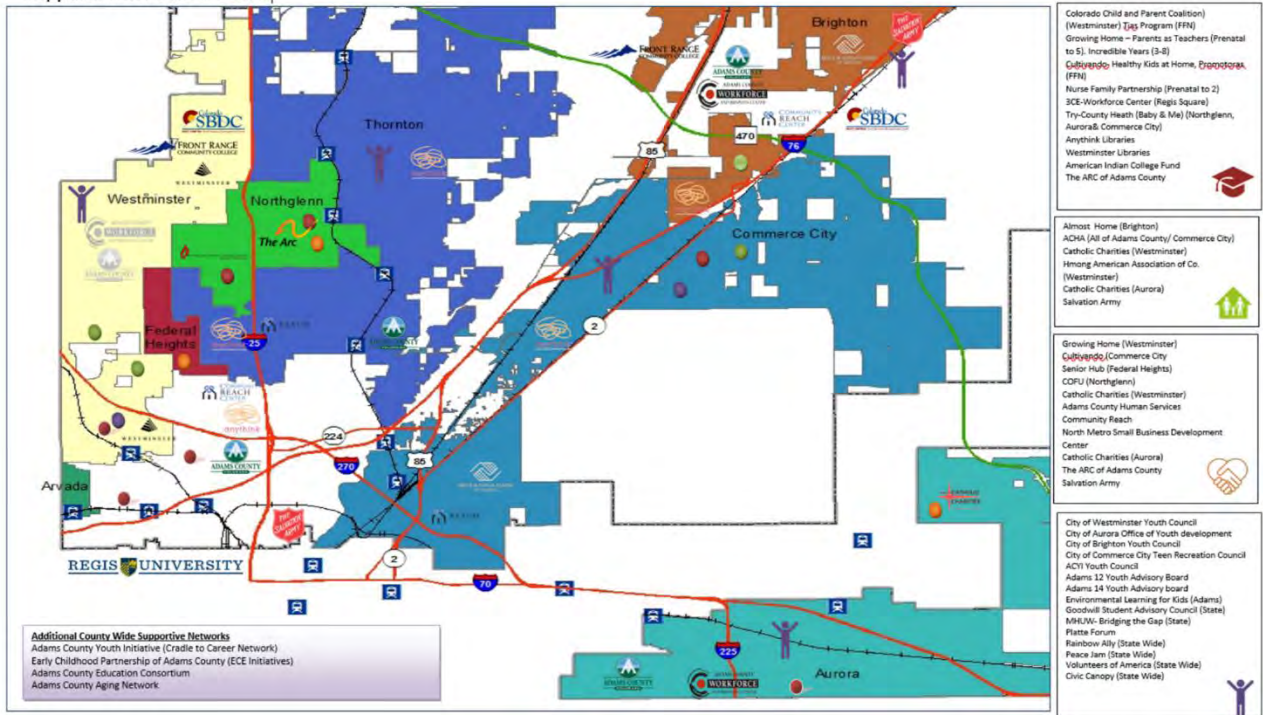
At the professional level, there are some resources for business and potential business owners. However, what are we doing to get youth prepared for the challenges of small businesses? Also, with a County as diverse as Adams County, how are we supporting the businesses whose proprietors bring a diverse perspective? Wells Fargo, State Farm, and 21st Century Fox, conducted a research study which found that a lack of support of Latino owned businesses was a missed 1.38 trillion-dollar revenue opportunity for the United States economy (State of Latino Entrepreneurship 2015). In fact, in 2012, had local funding supported Latino businesses, they would have added 1.38 trillion to the local economy. Adams County has a richly diverse population with a variety of consumer needs, imagine the implications if all small businesses were supported in Adams County. Future proprietors are hopeful, we should be too. Planning for the future will require all Adams County teams, community leaders, business, officials and more to be on board to create new opportunities for future employers, workforce, families, and individuals of the County.

Things to Consider

Our research has demonstrated that more needs to be done around education. The coordinating of high quality employers, creation of and strengthening of not only workforce programs but cradle to career networks were identified as opportunities in this report. Current workforces will also need support new opportunities come their way. Finally, in our County snapshot we also talked about the County's aging population. Our aging networks will also need to amass positions where retirees can still generate some income or find ways to utilize their expertise to help younger generations. Overall, this effort would require mass collaborations

between the Office of Economic Development, County-wide school systems, businesses, cities, and more.

Supportive Resident Network



This map demonstrates a sampling of the networks that currently exist throughout the County. Finding ways to collaborate will generate unique opportunities to leverage resources to reach a larger number of residents and build capacity for organizations providing services within the County. This can be done by creating a County-wide collective impact initiative. (See larger map in Appendix)

Recommendations and Action Steps

Convene. Bring together Cities, Businesses, Community Organizations, Inter-Faith Networks, Nonprofits, and Schools.

Focus: Work together to identify top countywide values/ priorities in the following strategic areas:

1. Education and Economic Prosperity
2. High Performing, Fiscally Sustainable Government
3. Quality of Life
4. Safe and Reliable Infrastructure
5. Supportive Human Services

Identify: Partner organizations throughout the county and categorize.

- A. Backbone Organizations
- B. Service Organizations
- C. Funders Network

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High Performing, Fiscally Sustainable Government

Strategic Position

Over the past 5 years Adams County's budgets have received, GFOA's recognitions of excellence and distinction on financial reporting and presentation. Research has found that receiving a "GFOA's certificate increases the chances that credit agencies or other stakeholders may consider the County's financials positively" (Istrate, Milles, and Brookmyer 2016). In 2015 Adams's County's CAFER report demonstrates the County's current financial position as healthy. It also noted that continued County growth of approximately 2.03% will continue to provide added revenues to the area. Fiscally Adams County stands to generate additional revenues as the County continues to grow and this has a variety of implications for current services designed to keep communities prosperous, safe and secure.

Opportunities

While the last several budgets have demonstrated Adams County's commitment to excellence in fiscal reporting, the numbers that tell of the County's success is lost in translation. There is an excellent opportunity to bring the numbers to life, to better demonstrate to residents the integrated approach Adams County encompasses. Such a step organically creates a new level of transparency that would be very meaningful to residents and it would provide a new lens to help the County determine whether expenditures equitably encompass the needs of all our citizens. Residents don't just want to see a balanced budget, they want to know how the County is spending on things that "matter" to them. How it's utilizing cost savings and most importantly what is the resident benefit? Research finds that "the working capital of innovation is citizen trust, and that trust equals transparency plus engagement plus performance plus accountability" (O'Neill Jr. 2012).

Things to Consider

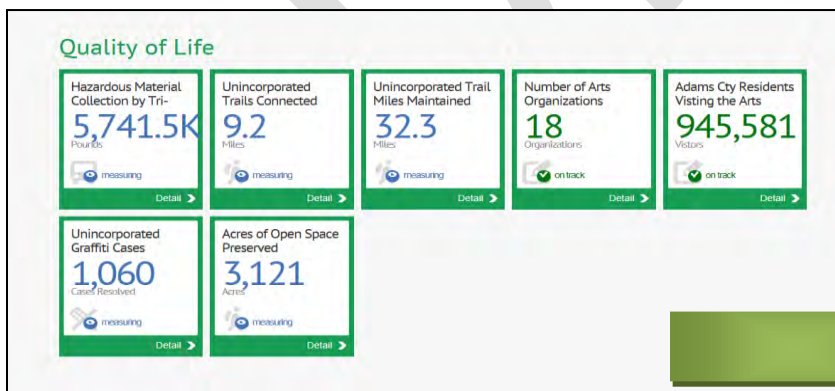
Below are examples of the County's Transparency's Portal. It is an innovative concept and design, how can we better utilize it to create meaningful resident centered transparency?



- Where are the county's metrics on cradle to career efforts?
- Youth programs and number of youth impacted?
- ECE programs supported and number of young children served?
- Job training and internship opportunities? (Number of people served/attended?)
- Partner agencies?
- Number of new businesses?
- Number of organizations supported and Number of people impacted?



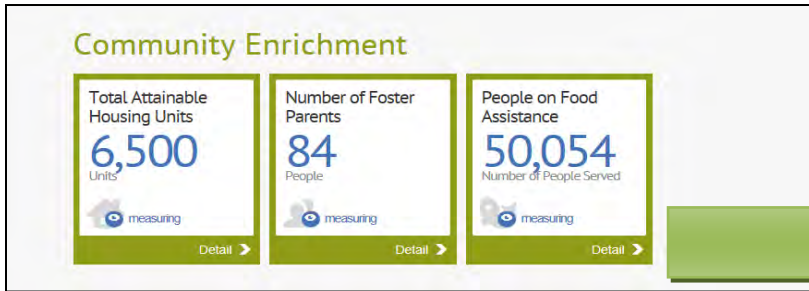
- Where are metrics of cost savings due to collaborations?
- Where are metrics of overall residents served?
- Number of individuals served by app, online, or in building?
- Cumulative dollar amount to grants attained?



- Small businesses started in the county?
- Adults and children served in community recreational programs?
- Number of community events and residents attended?
- Number of funded community projects?
- Number of service visitations by residents? (Tags, records requests, Social Services, Permits, Planning Etc);
- Number of community partnerships?
- Visits to county website?



- Received MYGOV requests?
- Resolved MYGOV requests?
- Additional grants obtained for road work?
- Cost savings due to partnerships?
- Community plans created?
- Number of residents that participated in design recommendations.



- Additional attainable units created?
- Number of enrichment community events?
- People attending community enrichment events?
- Number of residents that attained trainings in Adams County?
- Number of residents who received preventative stability services?
- Number of children who attend enrichment events?
- Number of neighborhood groups and organizations?
- Number of community events
- Number of Town Hall events & people attended?

Assisting residents in understanding how their dollars are reinvested in experiences that affect them is a great way to create community pride, and generate a sense of belonging to the community. Demonstrating a tie to investment can also lead to increased public engagement both in public recreational events and strategic engagement events. Many of the questions highlighted above are actually occurring already occurring in the County. Realigning our current systems to better represent the County's efforts in a meaningful way will enable the County to continue its transparency efforts as well as highlighting many of the efforts budgets and reports do not demonstrate despite being some of the most meaningful to residents.

Recommendations and Action Steps

Align Data Collection. Collective Impact partners choose data collection metrics proven to show community impact.

Report: Create a countywide data dashboard for partners and residents that highlight how public investment is impacting community.

Utilize: Use data for continuous programmatic improvement.

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Quality of Life

Strategic Position

The Quality of Life Survey was conducted by Adams County in 2012 and 2014. Currently another survey is underway for 2016. The survey has a 96 percent confidence interval and has produced a 13 percent participation rate among randomly selected households.

The survey asks questions on the 5 County Commissioner Strategic Plan Objectives:

1. Education and Economic Prosperity
2. High Performing, Fiscally Sustainable Government
3. Quality of Life
4. Safe and Reliable Infrastructure
5. Supportive Human Services

Over the last several years the survey found that overall, residents have an increased positive perspective on living in Adams County neighborhoods. Residents enjoy a high quality of life in Adams County and it seems they intend to stay in the community. The survey reports that two-thirds of residents felt they experienced an excellent or good quality of life in the County and ratings for neighborhood as a place to live improved between survey years (QLS 2014). Although, when compared to other communities across the nation, in Colorado, the DRCOG region and locally in Adams County, County residents gave ratings that were lower to most aspects of quality of life (QLS 2014). About 8 in 10 residents were at least somewhat likely to remain in the County for the next five years or recommend living in the County to someone who asks (QLS 2014). These ratings were similar to the proportions seen in other communities in the U.S. (QLS 2014). Respondents also marked good or excellent 64% in 2012, and 74% in 2014 (QLS 2014). Both in 2012 and 2014 approximately 50% of the residents surveyed felt Adam's County

overall direction was good or excellent. The survey has demonstrated it has the potential to be a powerful listening agent for Adams County. Especially over time, it can assist in providing perspective on public need and County perspective.

Current findings suggest that how residents engage are just as important as if services work for them. Delving in deeper conversations with our residents in how they would engage is now more important than ever as the County continues to grow. Understanding the “community” elements that create connectedness will need to be explored by age, economic status, family status such as single, married, or parent. Understanding these broad needs will enable better community events and products that create community. Finally, taking time to learn from other communities around us like Aurora whom have utilized culture and public art as a way to tie community together is another unique identity of their communities are all avenues that need to be explored. Aurora has made a way to create a space for all. They have a community department dedicated to crafting the resident experience. Aurora also recently worked with consultants to develop new marketing and branding messages to define the community characteristics that drive the quality of life, and overall community identity. The study was quite revealing, and it helps dispel negative associations with the County. Aurora was found to be “The safest city in Colorado.” Aurora’s study is available in the appendix for your reference.

Opportunities

Over the past several months the following community engagement were noted. The County’s overall outreach is robust, utilizing social media, email, mail, newspaper, radio, and

video channels. Recreational events like the County fair and movies in the park, are well attended while public hearings, town halls, and public meetings are as one observer commented, “modestly attended.” Another interesting trend noted is that Neighborhood Groups tend to attract the baby-boomer and traditionalists. As observed in United Neighborhoods Group, attendance and engagement has suffered due to health issues, and a feeling of frustration that “no one in the community cares.” However, this perception is far from the truth. Currently the mean age in Adams County is 33 (DRCOG 2016). Most of this age group have young families or work commitments that may not allow for overall attendance. Also many of the younger residents may be newcomers. The current opportunity exists to reinvent the community meeting that can connect neighbors, boost community engagement and establishing community identity.

Things to Consider

United Neighborhoods residents noted in a community meeting this year that “nobody celebrates anymore.” This is a clue on how to re-imagine the community meeting. This year, Anythink Libraries piloted a series of community “pop up” events. The library went out to the community instead of asking the community to come to them. While patrons received a preview library services, the true intention behind these events was to act as a community mixer and a listening event where the library could hear community stories. The result? These events drew 500 people per event and the library was able to collect a snapshot of community opinions.

Anythink Libraries is not a traditional library, and is interested in becoming a community hub for residents. It has noted that Adams County patrons have commented “until I found the library I felt I had no community.” Anythink has met several times with Adams County and has expressed interest in collaborating on a variety of different levels, from pop up events in the

community, to generating listening questions (at pop up and in the library events), and hosting community meetings at their libraries.

What if traditional community meetings were replaced with library pop up events? It seems that residents don't always have time to get to meetings but are highly interested in attending community events. Why make them choose? Pop up events are a great venue for neighbors to meet one and another, there is room to create information stations about County services as well as collect public opinion on County efforts.

These events are also great opportunity generators. Neighbors who meet may decide to start a neighborhood group at their local library, or meeting decide to attend a library event where they can meet "expert residents" that discuss sustainable resident practices, or a presentation on local history. The library has similar experiences for youth. Perhaps youth could meet to learn about their neighborhoods, and coordinate projects like clean ups, community gardens, in create neighborhood level champions important to them with the help of expert residents. The possibilities are endless, and all of them generate activities that reach out to a broad audience.

Anythink Libraries also uses Facebook and Twitter consistently to reach out to the community. When thinking about engagement, data seems to suggest that a significant portion of the population may consider Social Media and Twitter activity to be engagement. In the previous section (High Performing and Fiscally Sustainable Government) it was recommended that the County create a Data Hub that highlighted resident focused transparency. What if that Hub was part of a larger marketing outreach in which the County developed a community page

on their current website that also included links to “neighborhood focused” Facebook and Twitter accounts? Creating a place for community voice is another opportunity for engagement.

Finally are there other ways to reach residents? Just recently the County was asked a question “From the mouth of one of our citizens after receiving the Quality of Life survey, “I am 91 years old. Nothing in this survey applies to me, because I am at home. I don't ride buses or drive a car. My kids are all older. I don't relate with any of this.” How can we reach citizens who do not feel a connection to our County?” Once again, libraries are a great way to engage residents at any age. What if “pop up” events with library volunteers visited home bound residents who want to read or learn a new craft? Consider the implications of how this program can help strengthen the quality of life for all our residents and engage residents and even youth who may participate in this type of programming.

Recommendations and Action Steps

Create Pop Up Events. Focus on creating pop up events with Anythink libraries. Focus generating questions for listening opportunities during these events that would benefit multiple County efforts.

Communicate. Generate a communication plan for Collective Impact Network and resident network.

Create a Community Space. Utilize Facebook and Twitter to create a “neighborhood focused” social media outreach. Utilize boosted posts to generate focused campaigns around Pop Up or listening events.

Utilize Existing Resources. The Department of Long Range Strategic Planning currently has community funding to partner with libraries on Pop Up events. These events are surprisingly economical and include funding for boosted social media efforts. The Anythink Library has an extensive social media network that responds favorably to their social media marketing. There may also be a way to partner with the libraries on hosting community centered social media posts.

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Safe and Reliable Infrastructure

Strategic Positioning

Overall the Adams County strives to deliver on this strategic objective. The current transportation plan seeks to update the County's multimodal transportation infrastructure by "guiding the implementation of transportation expansions and upgrades through the year 2035. A key objective of the Plan is, therefore, to coordinate the independently produced transportation plans of the participating cities to ensure compatibility and a coordinated implementation strategy on regional improvements" (Adams County 2016). Adams County has also recently added MyGOV mobile phone applications as well to ensure residents can quickly and effectively notify the County on road repairs that need to be completed.

Also, once a week in neighborhood services, the counties Development Review Team (DRT) meets to discuss land use cases and upcoming development reviews. The Development Review Team (DRT) encompasses multiple planners, engineers, parks and open space, oil and gas, long range planning to review new developments. This is a great start, however, to the public, these practices appear to be more "reactive" than "proactive." For example, questions you often here are "Why did you build a light rail stop before a sidewalk to get there?", "They have been talking about the stations for years, why are you just doing this now?" or "I have been advocating for sidewalks for 20 years, but now that the light rail is here you will do it, do resident voices mean so little to you?"

Opportunities

Preparing for the needs of the future will require proactive group conversations towards a shared County vision of the future. As this report has attempted to demonstrate all aspects of

community interface with one and other. Collective conversations and partnership is the only way in which to ensure holistic and proactive development. Without these collaborative steps the County runs the risk repeating history and creating “disjointed” development as what has been seen in Southwest Adams County. Where residents have stated “the County doesn’t care about me” and some homeowners are stuck with either a highway running through their back yard or industrial businesses taking over what used to be a quiet neighborhood. One resident in a vanishing neighborhood turned industrial zone in SW Adams County wrote “It just breaks my heart; I remember when I could see the stars from my back yard” and “the County has betrayed me” Without out proactive approaches the County runs the risk at missing potential development opportunities that will enhance the community for residents while enhancing opportunities in other areas for business development.

At the Adam’s County’s Inaugural Planners Conference in early December of this year, regional planners got together to discuss trends, challenges, and visions for the future. Along with them, elected officials, first responders, community organizations and others also came to the table to discuss community needs. Overall it was clear that doing anything in a bubble was inefficient and it added to equitable living challenges throughout the State. The collective mood seemed to be “everyone knows these things are important, but how do we get leaders to agree?” This is the challenge with Collective Impact. Everyone wants leadership, but when someone steps up, sometimes they are rebuffed. Adam’s County has a chance to rise above this road block. If everyone lives in Adam’s County, shouldn’t Adams County leadership extend a hand to work together to establish collective visions and support collaborative work? For example, Westminster has a goal to be the most sustainable city in Colorado, why not the most

sustainable County? Can we not coordinate suitability efforts across the County and learn from the project to establish best practices throughout the County? How can we ensure that piecemeal development is a thing of the past? A collaborative CIP project can incorporate roads, sidewalk, and artistic enhancements if departments work together and incorporate a variety of community partnerships. A great example of this vision is the Making Connections plan that demonstrates holistic style development based on collaborative partnerships.

Another solution maybe proactively seeking developers and highlighting opportunities is one way to avoid piecemeal development. This past June the Long Range Strategic Planning team created a legislative tour where legislators and developers were given the opportunity to imagine the possibilities of the District Plan. In March, the Long Range Strategic Planning Team will once again be hosting a District Plan Event, this time for Developers and Land Owners to highlight possibilities imagined under the plan. Often as a County we may get stuck “waiting” for development rather than beginning proactive about a vision. Waiting, can often lead to the disjointed development seen across the SW parts of Adams County. Why not find new ways to invite innovative development to the County?

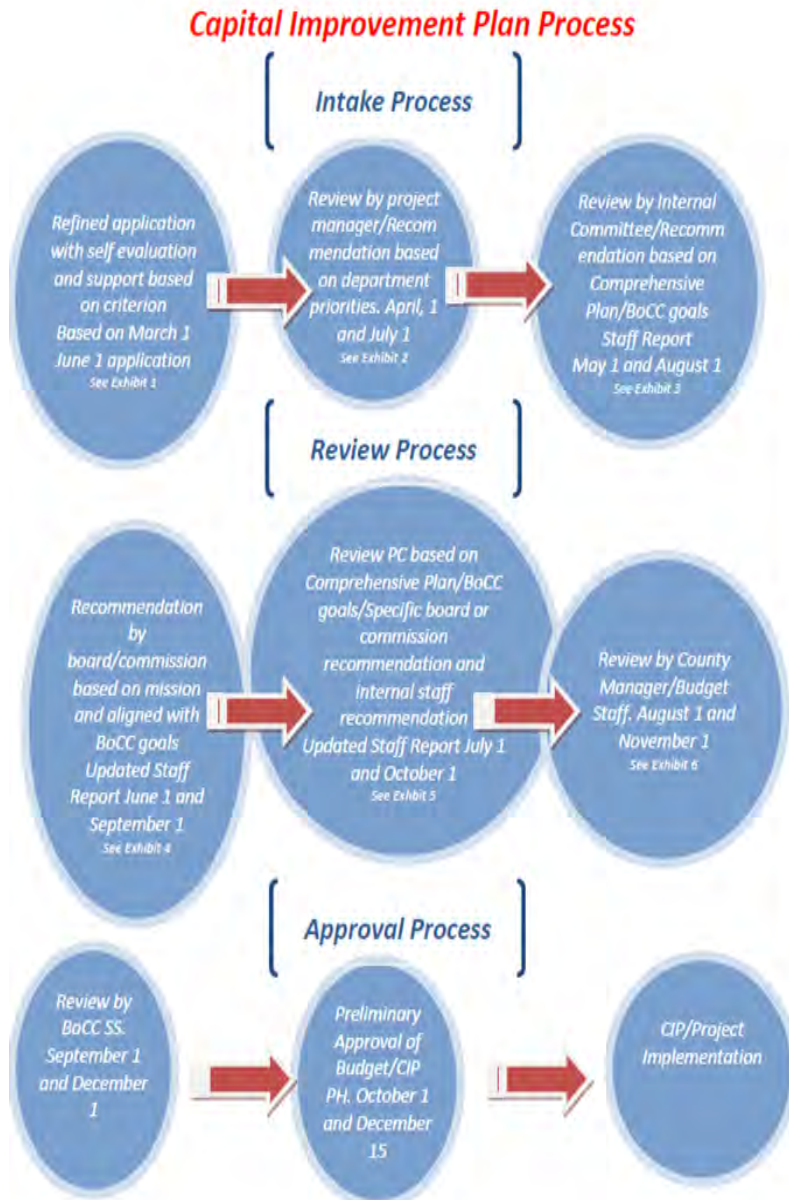
Applying innovation to engineering is necessary for the future of Adams County as roads and sidewalks are no longer just modes of transportations. The communities of the future see “streets as places.” (PPS 2015) Research has demonstrated that “transportation is a means for accomplishing important goals—like economic productivity and social engagement—not an end in itself” (PPS 2015). Furthermore “designing road projects to fit community contexts can help increase developable land, create open space, and reconnect communities to their neighbors, a

waterfront, or park. They can reduce household dependency on the automobile, allowing children to walk to school, connecting commercial districts to downtowns, and helping build healthier lifestyles by increasing the potential to walk or cycle. Think public benefit, not just private convenience” (PPS 2015).

Research finds that more cities and counties are looking at the following perspectives: “The road, the parking lot, the transit terminal—these places can serve more than one mode (cars) and more than one purpose (movement). Sidewalks are the urban arterials of cities—make them wide, well lit, stylish and accommodating with benches, outdoor cafes and public art. Roads can be shared spaces with pedestrian refuges, bike lanes, and on-street parking. Parking lots can become public markets on weekends. Even major urban arterials can be designed to provide for dedicated bus lanes, well-designed bus stops that serve as gathering places, and multi-modal facilities for bus rapid transit or other forms of travel. Roads are places too! Transportation—the process of going to a place—can be wonderful if we rethink the idea of transportation itself. If we remember that transportation is the journey, but enhancing the community is always our goal” (PPS 2015). This can only be accomplished through proactive collaboration.

Things to Consider

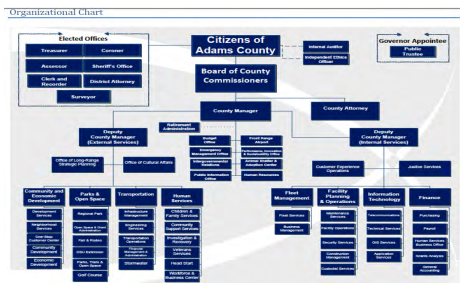
A collaborative CIP process is another way to ensure internally that departments are working together for all community products. The below CIP model is the tool the County can utilize generate “how” the County can perpetuate a collaborative culture. As you can see this



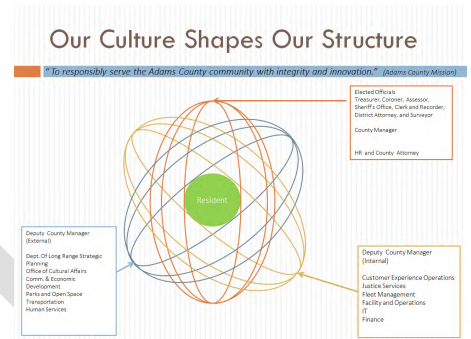
Criteria	How to Score	Score
County Commissioner's Goals <ul style="list-style-type: none"> • Education and Economic Prosperity • High Performing, Fiscally Responsible Government • Quality of Life • Safe, Reliable Infrastructure • Support Human Service • No Program Choice/No Funding Choice 	One point for each verified goal or one (1) through six (6) points possible	
Implements Adams County Comprehensive Plan or other Adams County Plans	One point for Yes or one (1) point possible	
Project identified by more than one department or agency (departments/agencies: Transportation, Parks and Open Space,)	One point for each department or agency or up to four (4) points possible	
Community Buy In for project	One point for Yes or one (1) point possible	
Funding by grant, matched funds, joint funding	One point for Yes or one (1) point possible	
Total of Points	Possible total points: 13	

recommendation would enable departments to think about additional funding, interdepartmental partnerships, and how each County project aligns with the overall five

strategic initiatives set by the Board of County Commissioners. This tool can continue moving our current organizational culture to our ideal collaborative culture that will assist with both internal and external collaborative efficiencies:



“Them”



“We”

Recommendations and Action Steps

Strengthen Internal Collaborative Efficiencies. Create collaborative CIP process that focus on collaborative efforts, aligning projects, and resources.

Highlight. Partnerships and additional dollars saved and awarded due to collaborative efforts.

Strategic Positioning

A recent article by Forbes found that “56 percent of Americans said they have less than \$1,000 in their checking and savings accounts combined (Holmes 2016). Nearly a quarter (24.8 percent) has less than \$100 to their name” (Holmes 2016). What if we applied this model to Adams County? That would mean 274,400 residents in Adams County have less than 1000 dollars in both checking and savings and 122,500 residents have less than 100 dollars to their name. While this is only an exercise, it provides valuable perspective when considering how to address the needs in our community. In actuality, County data finds that roughly 46% of residents make below the reported average mean income; while 56% make the mean or above mean income. The County recently held a Poverty Symposium and created a partnership initiative to come up with recommendations on how to combat socioeconomic challenges throughout the County. This event brought together cities; community organizations, residents, and faith based communities to collectively problem solve poverty issues. The report anticipated to be given sometime in 2017.

As this report continues to highlight, challenges like poverty are not isolated events. Poverty is impacted by housing, education, workforce, supportive services, community infrastructure, transportation availability, sustainability, public safety, and economic development. Collective impact, aligns all the players at the table comprehensively tackle the issue by ensuring the all the decisions we make work collaboratively towards a countywide vision of the future. What happens if events the collaboration the County experiences during the Poverty Symposium became a collaborative norm?

Thriving and engaged communities can help create equitable communities. Research has demonstrated that poverty can “impair brain development and affect cognitive, social, and emotional functioning. These risks include environmental toxins, inadequate nutrition, maternal depression, parental substance abuse, trauma and abuse, violent crime, divorce, low-quality child care, and decreased cognitive stimulation (stemming in part from exposure, in infancy, to a more restricted vocabulary” (Child Trends 2016). Highly collaborative Community Enrichment /Human Services Supportive Network can create the support necessary to the cycle of systemic poverty. This will require a collaborative effort between community organizations, schools, cities, and business within a Collective Impact Network.

Opportunities

There are a variety of community organizations in Adams County that also seek to help adults, children, and family with a variety of enrichment services to assist the working poor in our community and a variety of underserved children, youth, and families. There are countless opportunities to strengthen these organizations as well as expand their reach by supporting and collaborating in efforts to increase their capacity to serve our community.

Things to Consider

What we have seen throughout this assessment is that community challenges around equity and income is a deep-rooted issue. There is not just one issue that creates these challenges and focusing on poverty risk factors alone is only part of this puzzle. Community organizations have noticed leadership in Adams County have been missing at collective community meetings on Homelessness, Early Childhood Education, and Child and Family Mental Health meetings. Cities are concerned, while Adams County is focused on poverty issues “homelessness and prevention” is not included as part of their review. What is clear is that

everyone wants thriving communities, but within Adams County, everyone is trying to go their own way. Unity around common goals, values and outcomes for residents will be imperative for Adams County as it sets to double in growth by 2030. How do we tackle this?

A Collective Impact Network needs a communication structure. A Multidisciplinary Action Committee (MAC) is one way in which we can solve to tackle this. A variation of this concept was already used as Human Services worked on their poverty initiatives. Technical Advisory Committees (TAC) also has the spirit of this model as well. Essentially the MAC is a team that includes cross department, community, business, and resident voices to discuss Countywide projects within the scope of the Collective Impact Initiative. As discussed, the essence of this committee already exists in Adams County. Continuing to generate opportunities around this goal is not far-fetched. Perhaps this group forms first as a special interest group through a library pop up event, or as an invitation to a public meeting for the Clear Creek Corridor, or during the Countywide convening to discuss County-wide goals and initiatives. The County already brings the groups together for different purposes, continuing to explore ways to formalize this group may be helpful a great way for the County to ensure that each project they undertake in 2017 efficiently and collaboratively uses allocated resources in a manner that encompasses multiple community needs.



Outcomes :

Align with community issues and utilize information to create better products for residents by collaborating and discuss county environment regularly.

Action Plan and Recommendations

Establish. Discuss ways to create a MAC team within Adams County by reviewing some existing teams and efforts and expanding already existing frameworks.

Utilize. Gather existing studies and work created by other organizations as County convenes. The idea is not to reinvent the wheel, rather benefit from collaboration and seek perspective on existing countywide information.

DRAFT

“Where is My Community?”

A Review and Concluding Thoughts

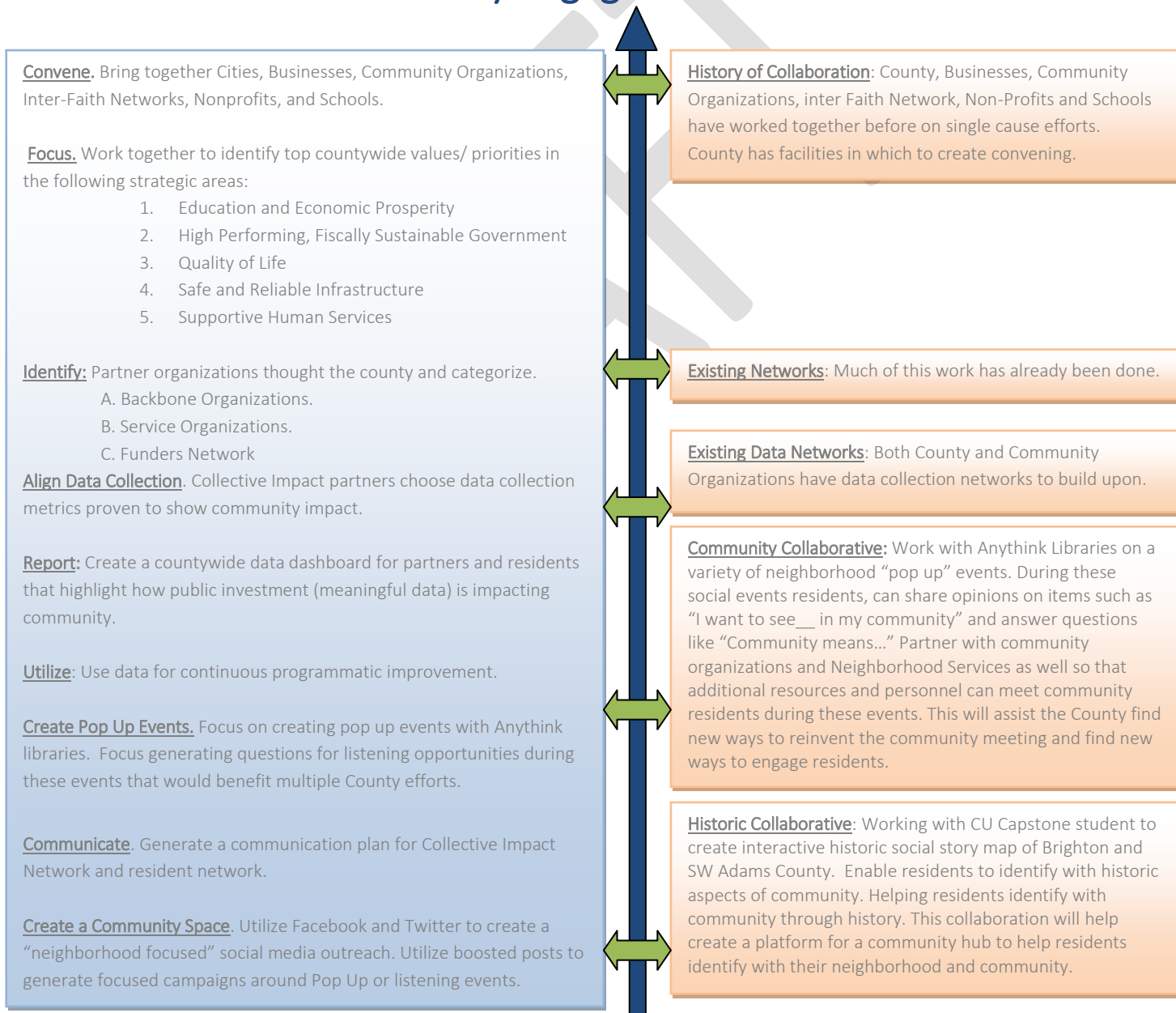
“What does living in unincorporated Adams County mean? “During a United Neighborhoods Meeting, one resident asked this question. No one could answer it. The very title of “unincorporated” seems to be fundamentally anti-community. With Colorado being one of the top 10 States experiencing a population boom (Hendee 2016), this seems to be a question the County should focus on as it continues to prepare for future growth. A shared vision and leadership cannot begin without a shared set of values and goals. Without understanding what a collaborative is working towards, it runs the risk of moving towards a disjointed dream.

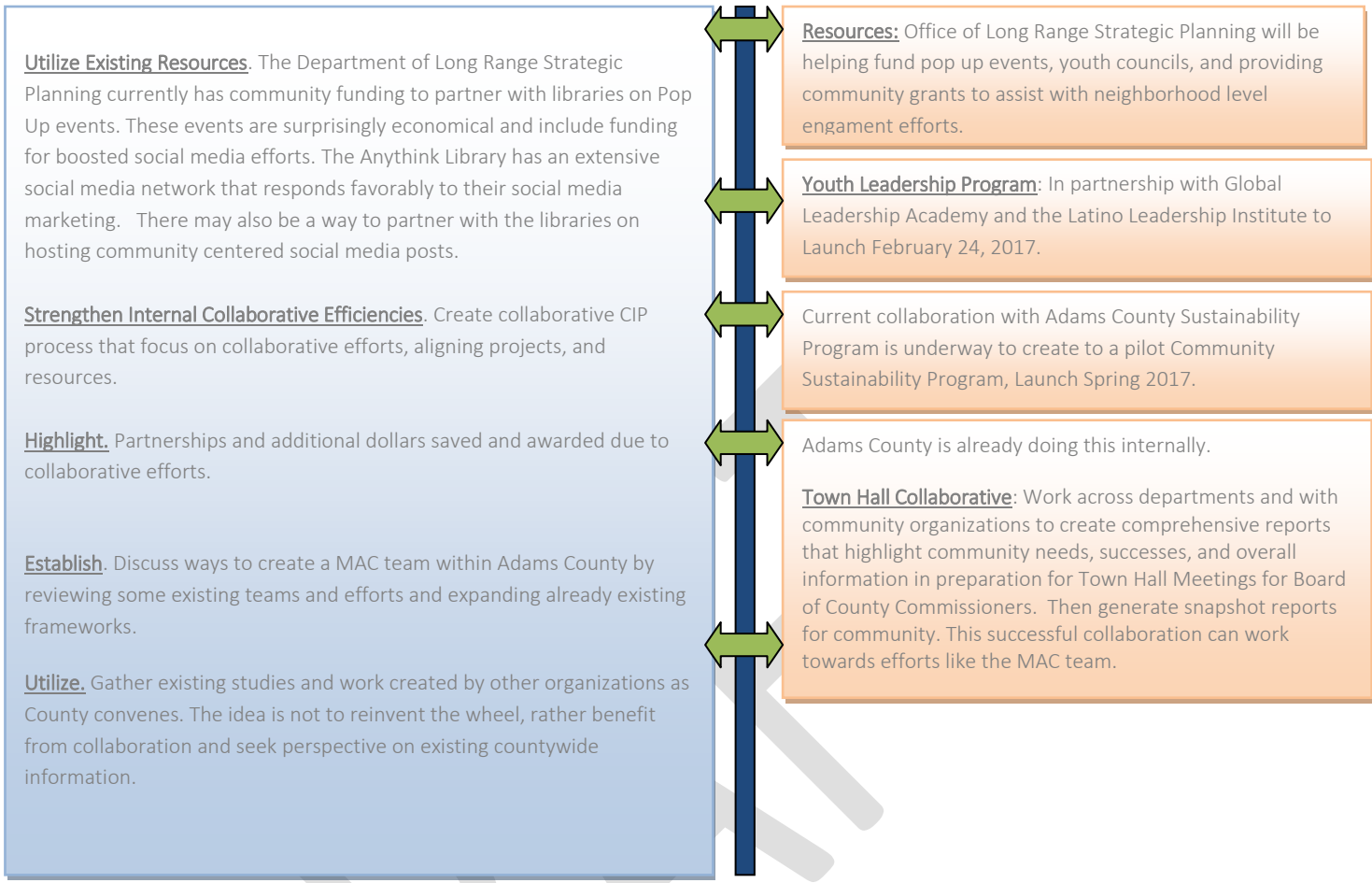
Countless individuals have defined community in various ways. The definitions include descriptors like interdependent, area, solidarity, common, and ownership. However, this definition seems to encapsulate the unspoken complexities of community: “Community is much more than belonging to something; it’s about doing something together that makes belonging matter” (Solis 2014). This definition exposes why community organizations and governments meet residents daily who don’t identify with their community and why engagement efforts feel particularly difficult to orchestrate and outreach efforts can feel disjointed.

Perception and feelings are intangible characteristics created by personal relationships. Also, what “matters” to one person doesn’t always “matter” to someone else. Research has found that when one identifies with their community it is because overtime that individual’s story has become ingrained in the history, schools, businesses, residents, organizations, and people of their surrounding environment. (SOTC 2016). Once this occurs, what occurs in that space, “matters” to the individual. Research has demonstrated that communities rich with opportunities that allow an individual to thrive and establish themselves demonstrate a higher

personal investment to that area than those who do not have this potential. (SOTC 2016). So, what does an engagement network look like? By aligning this assessment's action steps (in blue), the foundational component of Adams County's Engagement network begins to take shape. As we begin looking at creating this network, highlighted (in orange) alignment efforts have also been added to showcase what the County currently or will be doing in 2017 that assist in establishing this framework.

Adams County Engagement Network





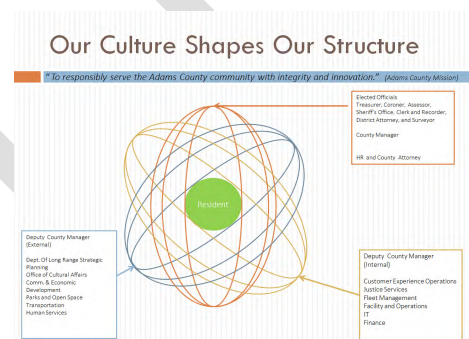
The County is expected to nearly double its population by 2040 (DRCOG 2016). Preparing for this challenge through collaborative efforts can yield unique opportunities to create a proactive approach to overall County growth while increasing the quality of life and community engagement.

Opportunities Review

The findings and recommendations of this assessment can be carried out simply without much change to new Adams County budgets. In fact, many of these recommendations simply require a shift in perspective and additional communication and teamwork. Hopefully, such changes will produce increased overall County productivity and perhaps a long-term cost savings as funding will result in the leveraging of relationships rather than sole County responsibility. Overall below are the recommendations for 2017 and beyond that will assist in increased community engagement and overall increased quality of life for County residents:

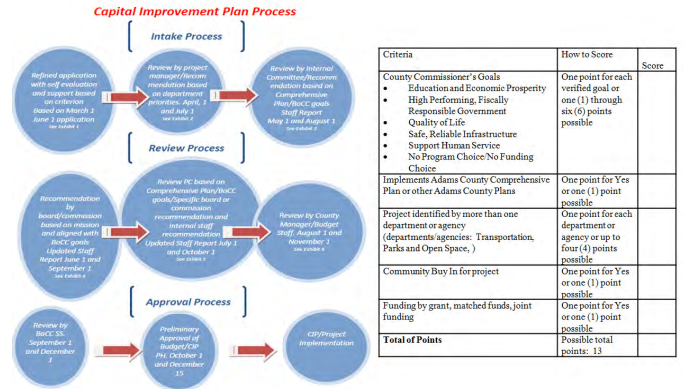
Building the Collaborative Culture

- INOVATIVE INTEGRATION:** Moving from a departmental perspective to an integrated team perspective. Seeds of this vision are already transpiring in Adams County. Continuing discussion within the Internal and External Directors meeting to continue flushing out this vision is a great goal for 2017. This will also organically transpire should the following also occur in the County.
- MAC TEAM:** Creating a team that includes cross department, community, business, and resident voices to discuss County development and possibilities for growth, improvements and more. As discussed, the essence of this committee already exists in Adams County. Continuing to generate opportunities around this goal is not far-fetched. Perhaps this group forms first as a special interest group through a library pop up event, or as an invitation to a public meeting for the Clear Creek Corridor. The County already brings the groups together for different purposes, continuing to explore ways to formalize this group may be helpful a great way for the County to ensure that each project they undertake in 2017 captures the hearts and voices of the those whom they serve.

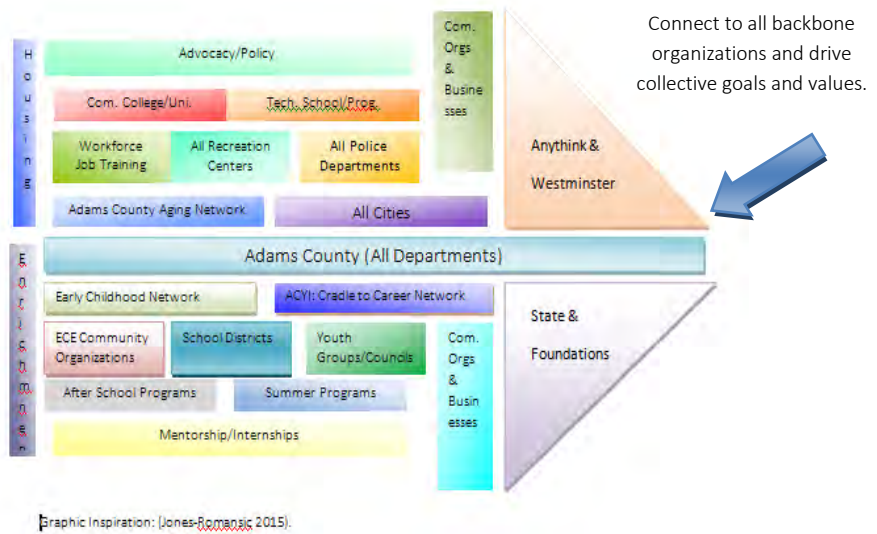


Outcomes :
Align with community issues and utilize information to create better products for residents by collaborating and discuss county environment regulatory.

- CIP COLLABORATIVE:** There is a lot of research to suggest that this form of budgeting is highly successful. (See Appendix) Since CIP's are already common practice within the County, asking departments to pilot the current suggested tool would be a great way to continue growing a collaborative culture in Adams County. Plans like Making Connections Imagine Adams, and the District Plan already make way for this type of process.



- COLLECTIVE IMPACT:** This model was reinvented for this report. As highlighted earlier, community organizations, and even funders are looking for leadership in this arena. Social Services 2017 Poverty Report demonstrates this very concept as it convened cities, non-profits, residents, interfaith networks, and businesses to create a County-wide plan. As stated earlier, you will find lots of examples Countywide of single topic efforts like this. However due to the success the County has had with the Poverty Symposium Efforts, it is not a large jump to create a "Community Symposium" that brings Adams County together to discuss the goals and values for our future community. This will allow for better coordinated efforts around a multitude of topics, continued coordination and collaboration, and ultimately organized efforts County-wide that would lead to great change and equitable and holistic quality of life for all our residents.



- MEANINGFUL TRANSPARENCY:** The County already has an innovative transparency portal. Working collaboratively across departments to highlight the line items that demonstrate how resident investment is being reinvested in ways that are meaningful to the resident should not be unattainable pilot for 2017. Hopefully with the creation of a MAC team, this portal can continue receiving feedback that will ultimately add another star to Adams County's "World Class Customer Service" efforts.

- WHERE IS MY COMMUNITY? - Enhanced Community Engagement and Creation of Community: With the current budget granted in 2017 to the Long Range Strategic Planning team, the current collaborative efforts have been targeted to create enhance community engagement and ultimately assist in generating more opportunities for additional community investment. (See Below)

Food For Thought

The County's Neighborhood Liaison currently has funded initiatives for 2017 that compliment and support this Collective Impact Network. The highlighted projects demonstrate the Neighborhood Liaison Work Plan that will support community engagement and the creation of a collective network throughout Adams County.

- TOWN HALL COLLABORATIVE: Work across departments and with community organizations to create comprehensive reports that highlight community needs, successes, and overall information in preparation for Town Hall Meetings for Board of County Commissioners. Then generate snapshot reports for community. This successful collaboration can work towards efforts like the MAC team.
- HISTORIC COLLABORATIVE: Work with CU Capstone student to create interactive historic social story map of Brighton and SW Adams County. Enable residents to identify with historic aspects of community. Helping residents identify with community through history. This collaboration will help create a platform for a community hub to help residents identify with their neighborhood and community.
- COMMUNITY COLLABORATIVE: Work with Anythink Libraries, Regis University, and other partners on a variety of neighborhood "pop up" events. During these social events residents, can share opinions on items such as "I want to see__ in my community" and answer questions like "Community means..." Partner with community organizations and

Neighborhood Services as well so that additional resources and personnel can meet community residents during these events. This will assist the County find new ways to reinvent the community meeting and find new ways to engage residents.

- YOUTH COLLABORATIVE: Work with ACYI and community partners to strengthen cradle to career initiatives. Foster conversations and convening's that provide opportunity to unify collaborative goals and values. Find ways to work together and integrate with community organizations committed to these goals. County currently has youth initiatives in the works to help engage with both career and neighborhood level opportunities.
- SUSTAIBABLE NIEGHBORHOODS: Bring this program to one pilot neighborhood and use Social media to highlight program and neighborhood efforts to generate excitement for other neighborhood groups to apply. This creates opportunities for neighborhood and County level engagement and also creates a collective neighborhood network.
- NEIGHBORHOOD GRANTS: This year we are able to offer mini grants to assist with neighborhood clean ups, block parties, pop up events and more. These events are aimed at funding initiatives that promote engagement opportunities and community pride. Supportive funds for residents to create engagement events in their neighborhood.
- MEET AND GREET EVENTS: Instead of traditional neighborhood meetings we are looking at having fun events that will enable neighbors to meet each other and County staff. This has the potential to organically spark conversation around community collaboration and will utilize the Anythink "Pop Up" events to find residents within their neighborhoods.

Possibilities for the Future

- SOCIAL MEDIA COLLABORATIVE: Work with PIO office to identify and communicate with community Facebook Pages. Create web of networks to pass information to community. Help create an online community hub and consider boosted marketing campaigns around events, questions, and engagement posts.
- MARKETING AND BRANDING REVIEW: What does it mean to be part of Adams County? Answering this question and working with consultants to review County marketing and branding efforts may assist residents with community identity and membership. See Aurora's efforts in appendix.
- COMMUNITY TRAILORS: Consider pilot program funding for community trailers that can be checked out at County Libraries that promote community engagement. These trailers will have different themes and supplies for these themes. Examples: a community clean up trailer that has yard maintenance supplies, rakes, hoses, and more to assist residents in community maintenance. A community block party, this trailer would have tables, chairs, tents, that would assist residents to have gatherings in their neighborhood. Finally, a community pop up trailer, this would have activities and oversized lawn games for every age that would assist in creating meaningful gathering events within neighborhoods. (See Appendix)
- ONLINE COMMUNITY HUB: Additional community hub page on website that links residents to community and neighborhood information.
- WELCOME PACKETS: Creating a new resident electronic "Welcome Packet" initiative that automatically sends new community members information such as: water district, school

district, trash services, local community events electronically when they register with the DMV, elections office, or other first contact public facing departments.

Summary

Why does belonging to Adams County matter? Ultimately the opportunities, amenities, engagement efforts offered to the residents of Adams County will define why it matters. This report, has highlighted, Adams County is primed to create the community of the future. Though coordinated efforts, partnerships, and countywide collaborations the County can help guide efforts to create a community of the future that, generates its own workforce, perpetuates equitable living, and creates enhanced standards in the quality of life.

Neighborhood Liaison Community Collaborative Initiatives for 2017

TOWN HALL COLLABORATIVE

Work across departments and with community organizations to create comprehensive reports that highlight community needs, successes, and overall information in preparation for Town Hall Meetings for Board of County Commissioners. Then generate snapshot reports for community.

HISTORIC COLLABORATIVE

Work with CU Capstone student to create interactive historic social story map of Brighton and SW Adams County. Enable residents to identify with historic aspects of community. Helping residents identify with community through history.

COMMUNITY COLLABORATIVE

Work with Anythink Libraries on a variety of neighborhood “pop up” events. During these social events residents can share opinions on items such as “I want to see__ in my community” and answer questions like “Community means...” Partner with community organizations and Neighborhood Services as well so that additional resources and personnel can meet community residents during these events.

Conclusion and Recommendations Strategic Position

Adams County can fortify its collaborative efforts and create an innovative community and workforce of the future. This report’s intention was to bring to light the opportunities, current strengths, and collection of community voices to highlight attainable opportunities for the County to continue fortifying efforts to promote community engagement and increase the quality of life.

Continue Defining Collaborative County Culture

This assessment highlighted the Collective Impact Model, The Collaborative CIP Process, A Multidisciplinary Action Committee (MAC), and an Internal Organizational Collaborative Model that all seek to create a countywide collaborative framework. This suggested framework aligns current single effort collaborative in order to create a robust and comprehensive countywide Collective Impact Network.

This report found that local efforts do not have the capacity to meet the needs of the community and often good programs within the County are not only competing for the same funds, but project scope is grant based rather than community based. A Collective Impact Network creates the opportunity for such community programs to align with countywide efforts; which not only creates community focused alignment but initiates conversation with the philanthropic and grant funding organizations to decrease grant based programming and increase community focused programming. Finally these recommendations were built upon the efforts and concepts that were already prevalent throughout the County.

Creating Community: By Driving Perception

What's my Return on Investment?

The County has a transparency portal. A Collective Impact Network would fortify this portal by demonstrating county-wide data that demonstrates how overall community investment generates meaningful impact to the residents.

This data hub would also create a community network that demonstrates to residents, community organizations, and funding organizations that despite the County's size, it is unified in funding and strengthening programs that work in increasing engagement and the quality of life.

Where is my Community?

What is clear is that residents want to belong and need new ways in which to engage. This report offers ideas on how to reinvent the community meeting by partnering with Anythink Library and generating a series of Community Pop Up Events.

Partnering allows the County access to a highly attended resident neighborhood events. It also may create the opportunity to generate listening events and q active resident network. By partnering with places the community identifies as a neighborhood hub, the County can create a unique interface in which to communicate and listen to its residents.

YOUTH COLLABORATIVE

Work with ACYI and community partners to strengthen cradle to career initiatives. Foster conversations and convening's that provide opportunity to unify collaborative goals and values. Find ways to work together and integrate with community organizations committed to these goals.

SUSTAIBABLE NIEGHBORHOODS

Bring this program to one pilot neighborhood and use Social media to highlight program and neighborhood efforts to generate excitement for other neighborhood groups to apply.

NEIGHBORHOOD GRANTS

This year we can offer mini grants to assist with neighborhood clean ups, block parties, pop up events and more.

MEET AND GREET EVENTS

Instead of traditional neighborhood meetings we are looking at having fun events that will enable neighbors to meet each other and county staff. That has the potential to organically spark conversation around community collaboration.

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DRAFT

APENDIX
County Information

DRCOG: ADAMS COUNTY COMMUNITY SNAPSHOT COMPARISONS 2016

DRCOG Jurisdiction
Adams County

Adams
County

Demographics		Housing	
DOLA Population	480,317	Housing Units	164,384
Households	155,047	Occupied Housing	155,047
Average Household Size	3	Owner Occupied Housing	100,071
Median Age	32.8	Median Home Value	\$189,400
Total Population in Labor Force	243,917	Median Monthly Owner Costs	\$1,358
Median Household Income	\$57,421	Renter Occupied Housing	54,976
High School Diploma or More	81.8%	Median Monthly Renter Costs	\$1,003
Bachelor's Degree or More	21.6%	Multifamily Housing	23.8%
Single Occupancy Commuters	77.1%	Vacant Housing	9,337

DRCOG Jurisdiction
Denver City/County

Denver
County

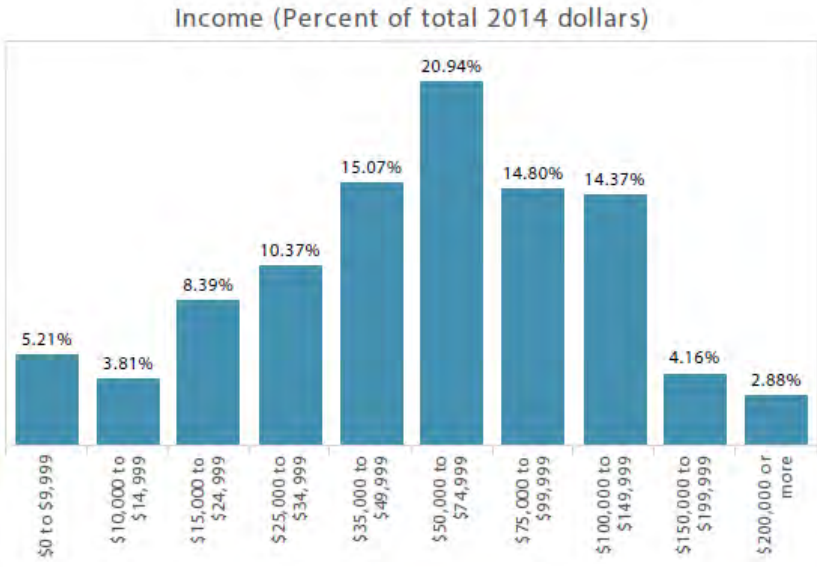
Demographics		Housing	
DOLA Population	664,220	Housing Units	290,624
Households	271,054	Occupied Housing	271,054
Average Household Size	2.3	Owner Occupied Housing	134,843
Median Age	34	Median Home Value	\$257,500
Total Population in Labor Force	363,279	Median Monthly Owner Costs	\$1,339
Median Household Income	\$51,800	Renter Occupied Housing	136,211
High School Diploma or More	85.6%	Median Monthly Renter Costs	\$913
Bachelor's Degree or More	43.7%	Multifamily Housing	46.0%
Single Occupancy Commuters	69.7%	Vacant Housing	19,570

DRCOG Jurisdiction
Region

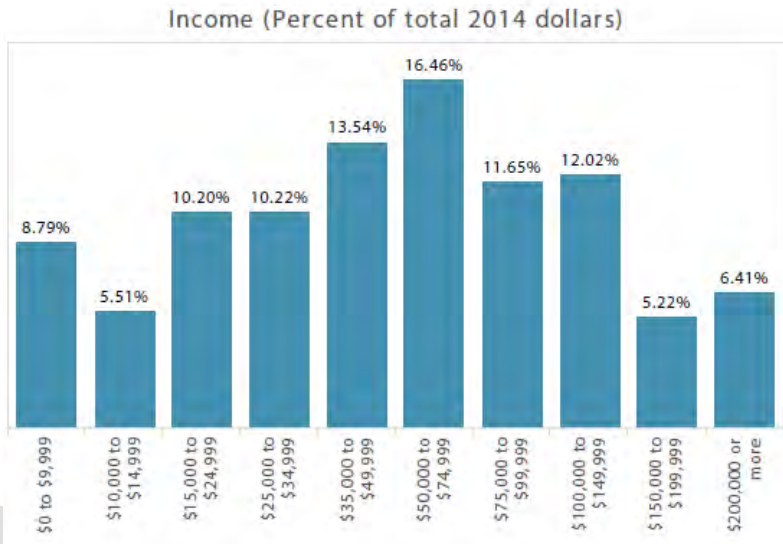
Regional
Data

Demographics		Housing	
DOLA Population	3,090,951	Housing Units	1,220,496
Households	1,152,691	Occupied Housing	1,152,691
Average Household Size	2.6	Owner Occupied Housing	731,801
Median Age	36.1	Median Home Value	\$266,579
Total Population in Labor Force	1,659,111	Median Monthly Owner Costs	\$1,480
Median Household Income	\$65,650	Renter Occupied Housing	420,890
High School Diploma or More	90.2%	Median Monthly Renter Costs	\$1,016
Bachelor's Degree or More	41.6%	Multifamily Housing	30.8%
Single Occupancy Commuters	75.2%	Vacant Housing	67,805

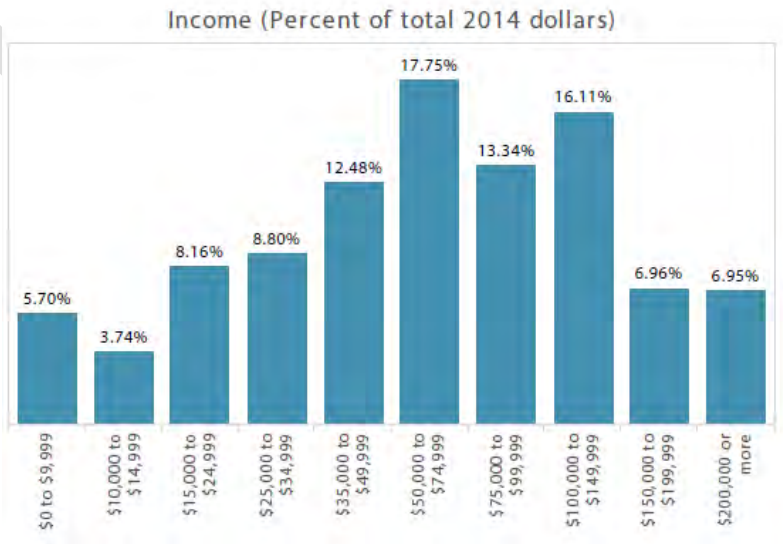
Adams County



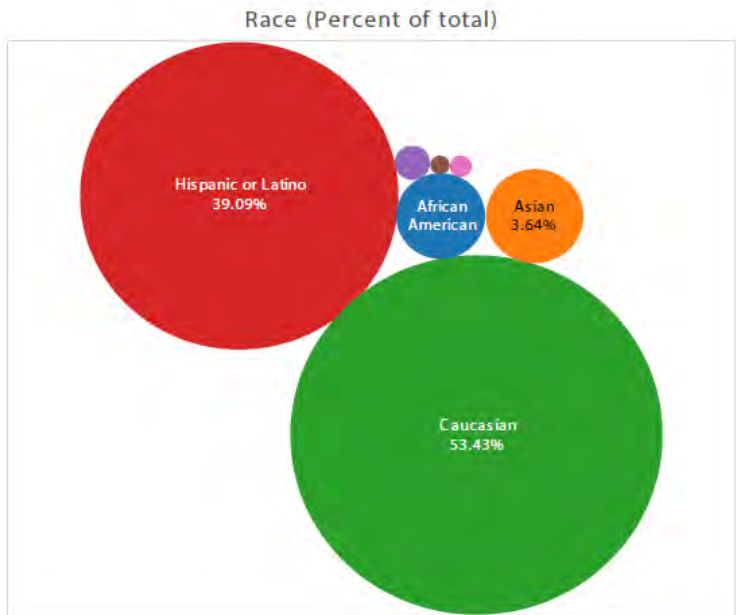
Denver County



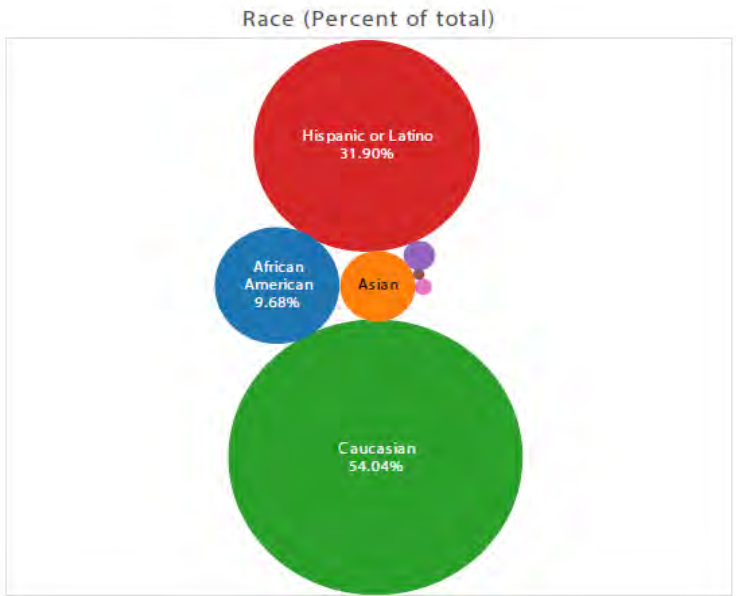
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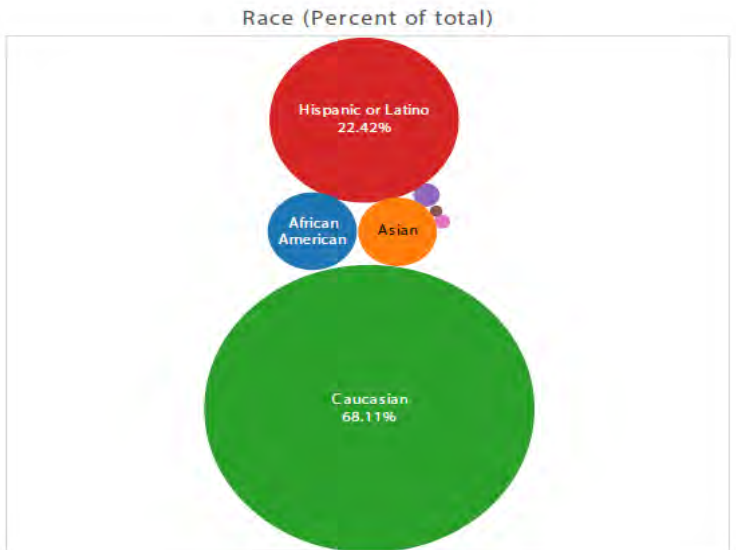
Adams County



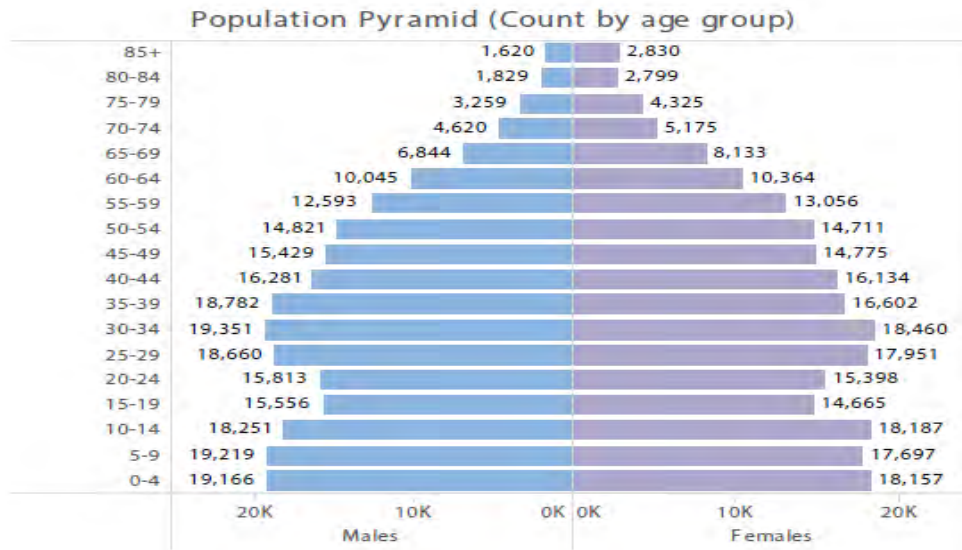
Denver County



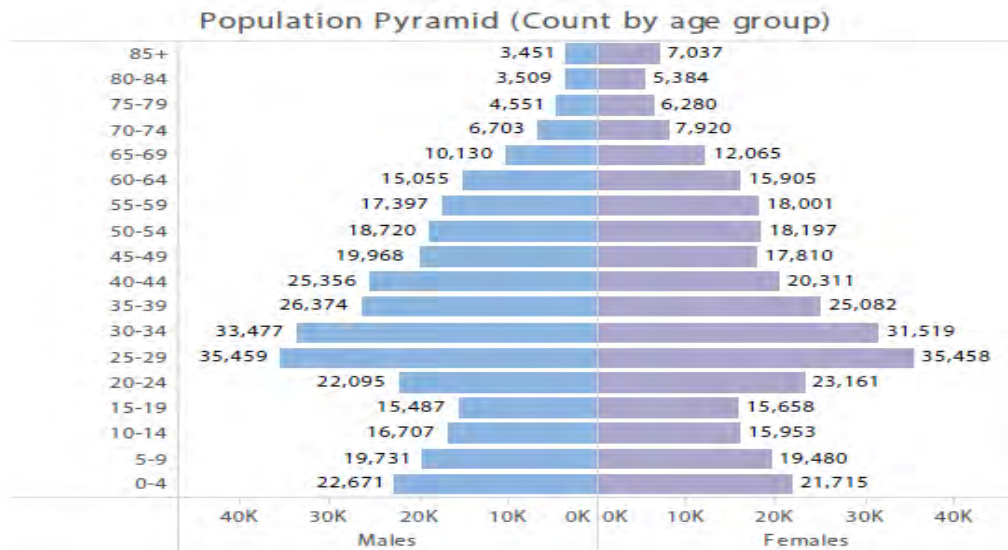
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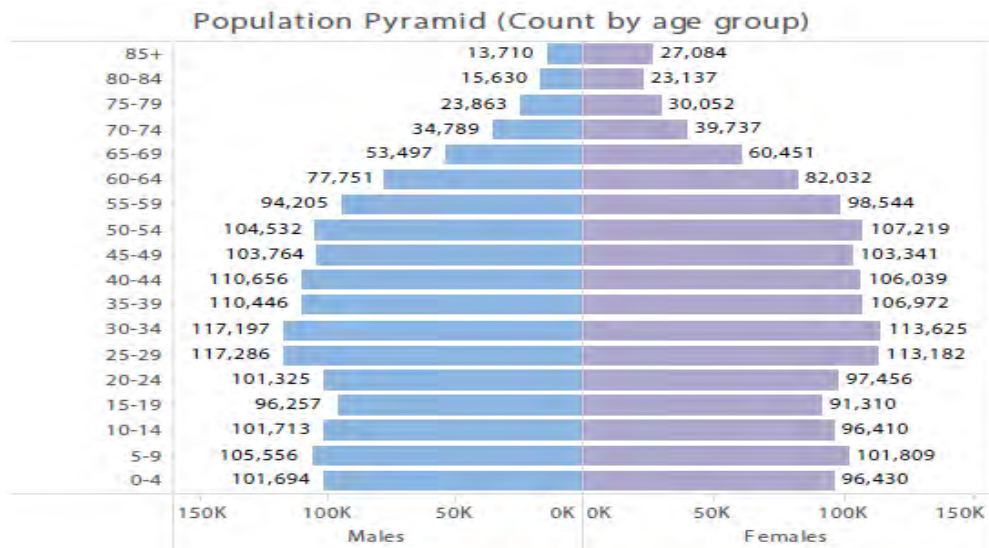
Adams County



Denver County



Regional Data

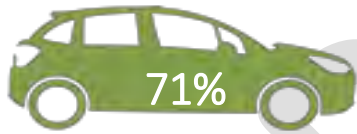


Community Demographics Comparison

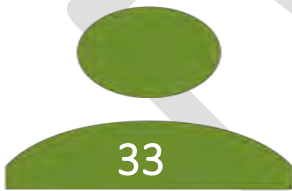
Adams County



Mean home value in Adams County (Zillow 2017).



Of residents commute to work (DRCOG 2016).



The average resident age (DRCOG 2016).

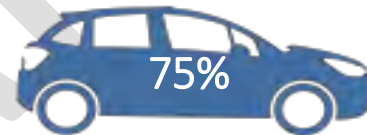


The average resident wage (DRCOG 2016).

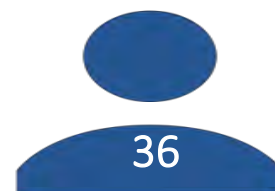
Colorado



Mean home value in Colorado (Zillow2017)



Of residents commute to work (DRCOG 2016).



The average resident age (DRCOG 2016).

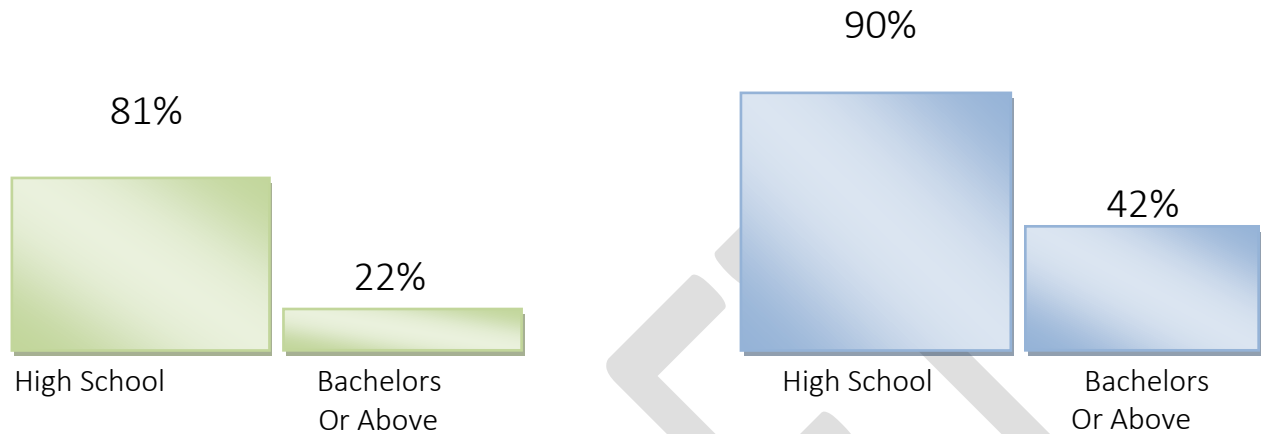


The average resident wage (DRCOG 2016).

Educational Attainment Comparison

Adams County

Colorado



Employment Demographics

Table 1. Covered employment and wages in the United States and the 9 largest counties in Colorado, fourth quarter 2015

Area	Employment			Average weekly wage ⁽¹⁾			
	December 2015 (thousands)	Percent change, December 2014-15 ⁽²⁾	National ranking by percent change ⁽³⁾	Average weekly wage	National ranking by level ⁽³⁾	Percent change, fourth quarter 2014-15 ⁽²⁾	National ranking by percent change ⁽³⁾
United States ⁽⁴⁾	141,924.5	1.9	--	\$1,082	--	4.4	--
Colorado	2,537.5	2.5	--	1,109	11	3.3	40
Adams, Colo.	195.0	2.8	108	1,036	134	5.1	148
Arapahoe, Colo.	321.8	2.8	108	1,242	48	2.1	309
Boulder, Colo.	175.1	2.5	130	1,265	44	5.0	154
Denver, Colo.	485.3	3.2	77	1,292	34	2.9	291
Douglas, Colo.	115.3	3.2	77	1,291	35	3.0	289
El Paso, Colo.	261.5	3.2	77	952	200	3.9	237
Jefferson, Colo.	232.8	3.0	93	1,082	101	3.9	237
Larimer, Colo.	149.9	3.7	46	986	173	2.3	306
Weld, Colo.	100.2	-3.1	333	928	227	0.3	325

Footnotes:

⁽¹⁾ Average weekly wages were calculated using unrounded data.

⁽²⁾ Percent changes were computed from quarterly employment and pay data adjusted for noneconomic county reclassifications.

⁽³⁾ Ranking does not include data for Puerto Rico or the Virgin Islands.

⁽⁴⁾ Totals for the United States do not include data for Puerto Rico or the Virgin Islands.

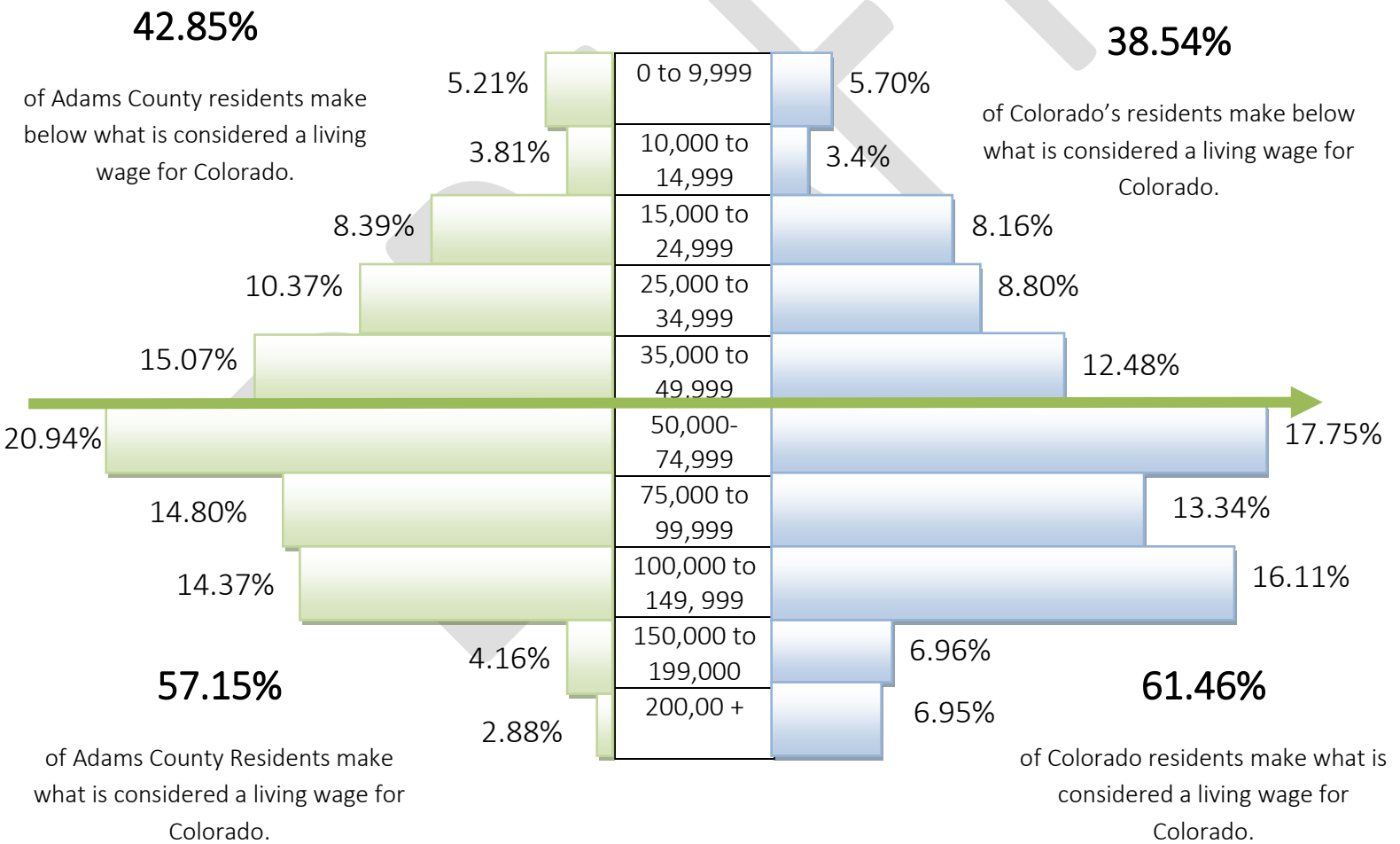
Note: Data are preliminary. Covered employment and wages includes workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE) programs. (Bureau of Labor and Statistics, 2016)

Income Comparison

According to the chart above the average weekly income for residents in Adams County is 1,036. This is about 80 dollars less than the State average weekly wage. This is not the lowest weekly wage in Colorado. Below, compares Adams County wages and Colorado wages as in attempts to continue understanding the economic realities of the residents in Adams County. The Average income in Adams County is approximately 57, 000 dollars and it is approximately 62,000 in Colorado.

Adams County

Colorado



Research finds that overall Colorado is 11.5 points above the national cost of living index.

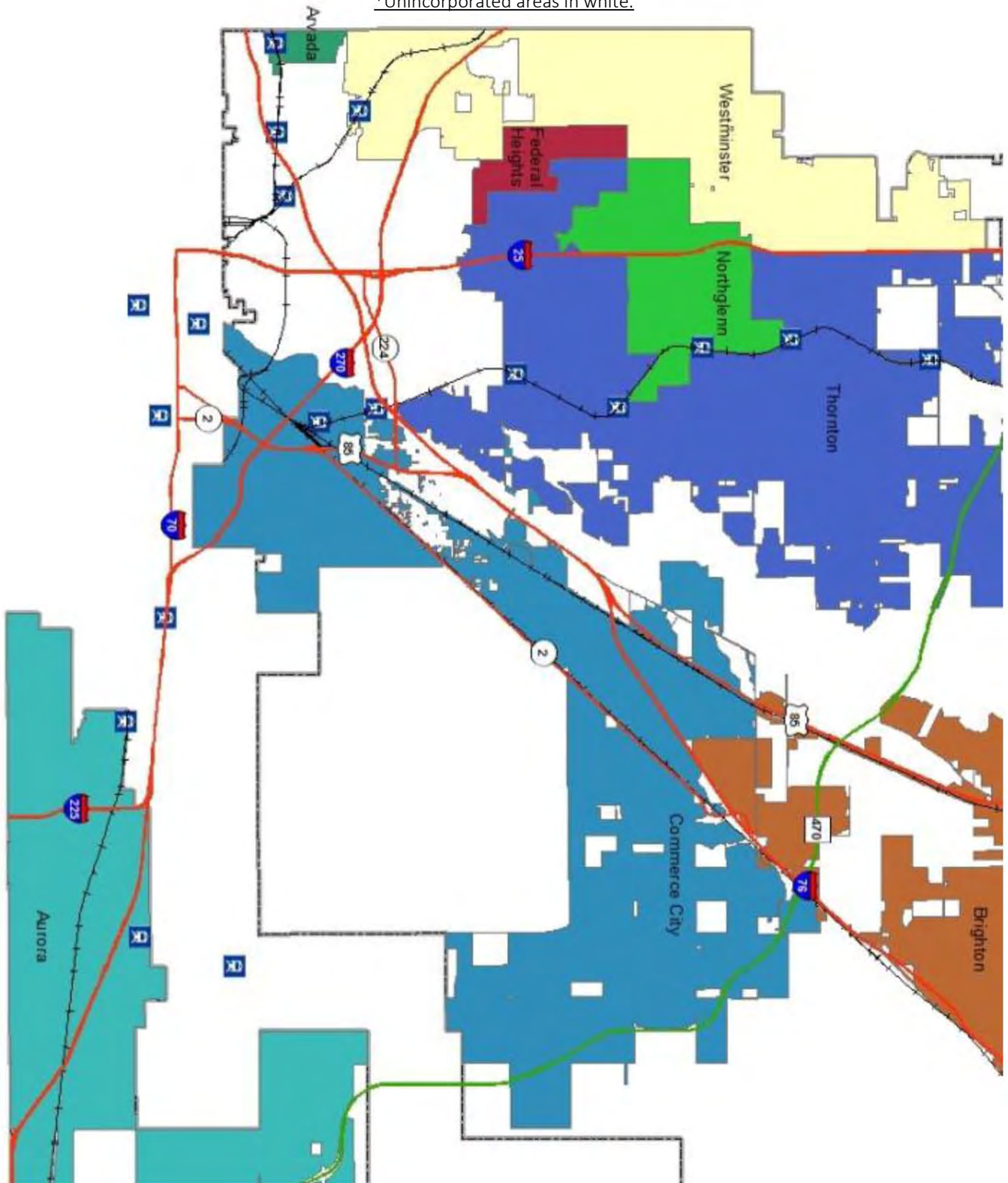
Ethnic Diversity Comparison

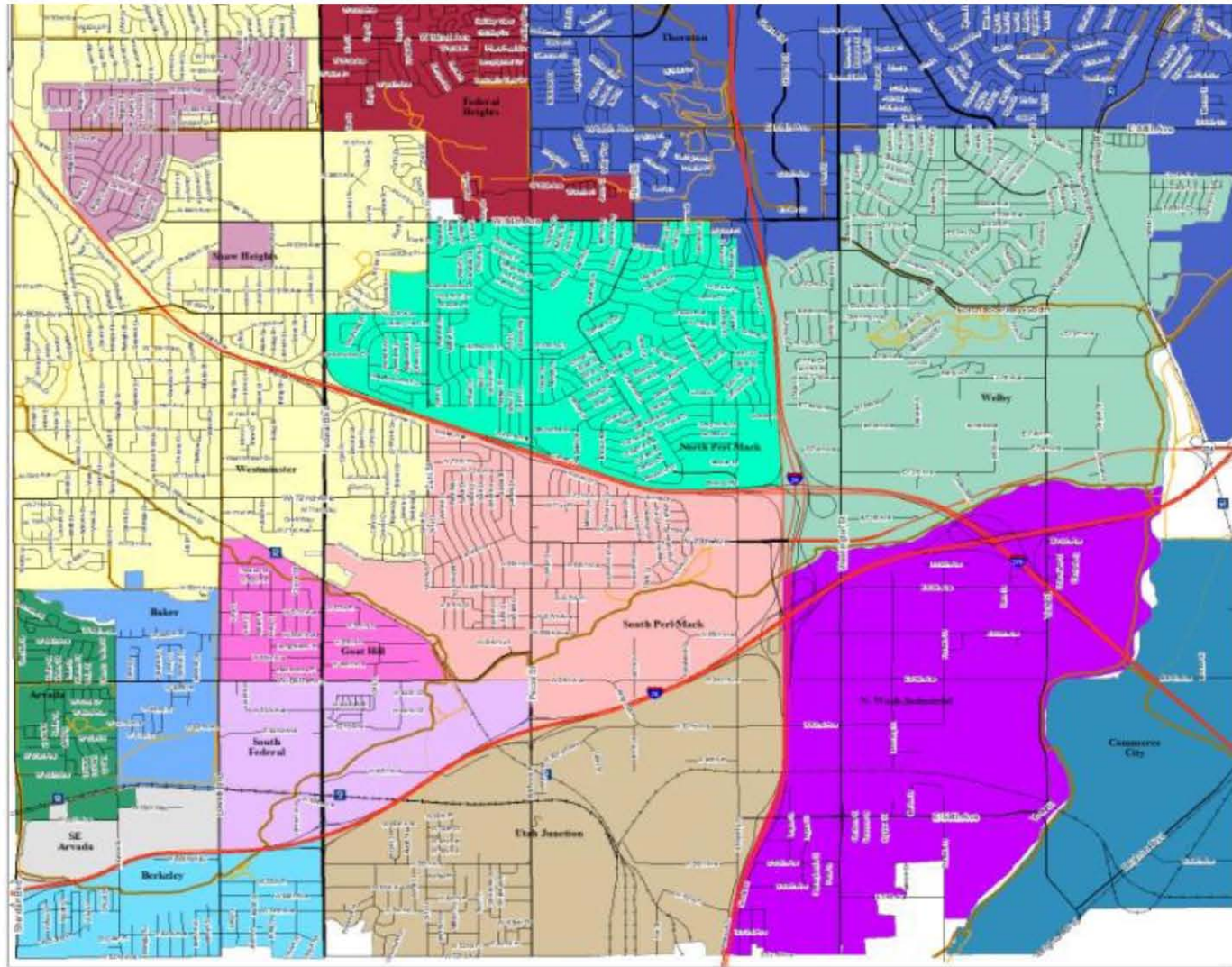
Ethnicity	Adams County	Colorado
Caucasian	54.4%	68.7%
African American	3.7%	4.5%
Am. Indian/Alaskan Native	2.2%	1.1%
Asian	4.2%	3.2%
Native Hawaiian/Pacific Islander	0.2%	0.2%
Two or More Ethnicities	3.0%	2.9%
Hispanic Latino	39.2%	21.3%
Foreign Born	15.1%	9.8%

The top three largest ethnic group classifications were highlighted in this comparison. Using just the highlighted groups, 54% of the identified populations represent a minority group in Adams County. Cumulatively, Denver has a total minority population of 43%, while Adams County has roughly 68% cumulative minority population.

Adams County Map of Cities & Unincorporated Areas

*Unincorporated areas in white.





Legend

SW Future Planning
Name

- Baker
- Berkely
- Goat Hill
- North Peri Mack
- North Washington Industrial
- SE Arvada
- Shaw Heights
- South Federal
- South Pearl Mack
- Utah Junction
- Welby

Trails
Status/Type

- Existing Regional Trails
- Existing Local Trails
- Proposed Trails
- FasTrack Stations

Cities

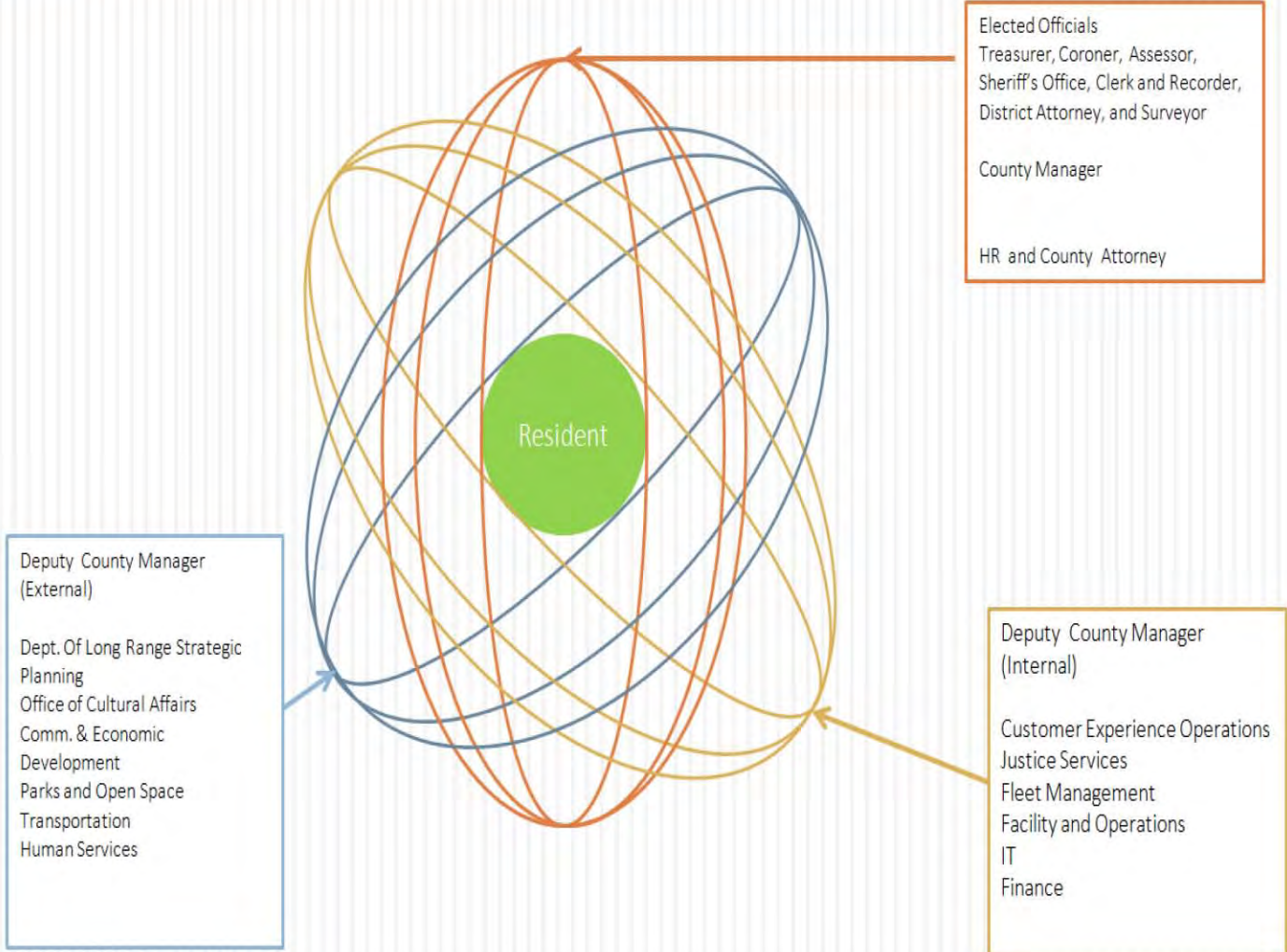
- CITY_NAME
- Arvada
 - Aurora
 - Bennett
 - Brighton
 - Commerce City
 - Federal Heights
 - Lochbuie
 - Northglenn
 - Thornton
 - Westminster

Neighborhoods Map

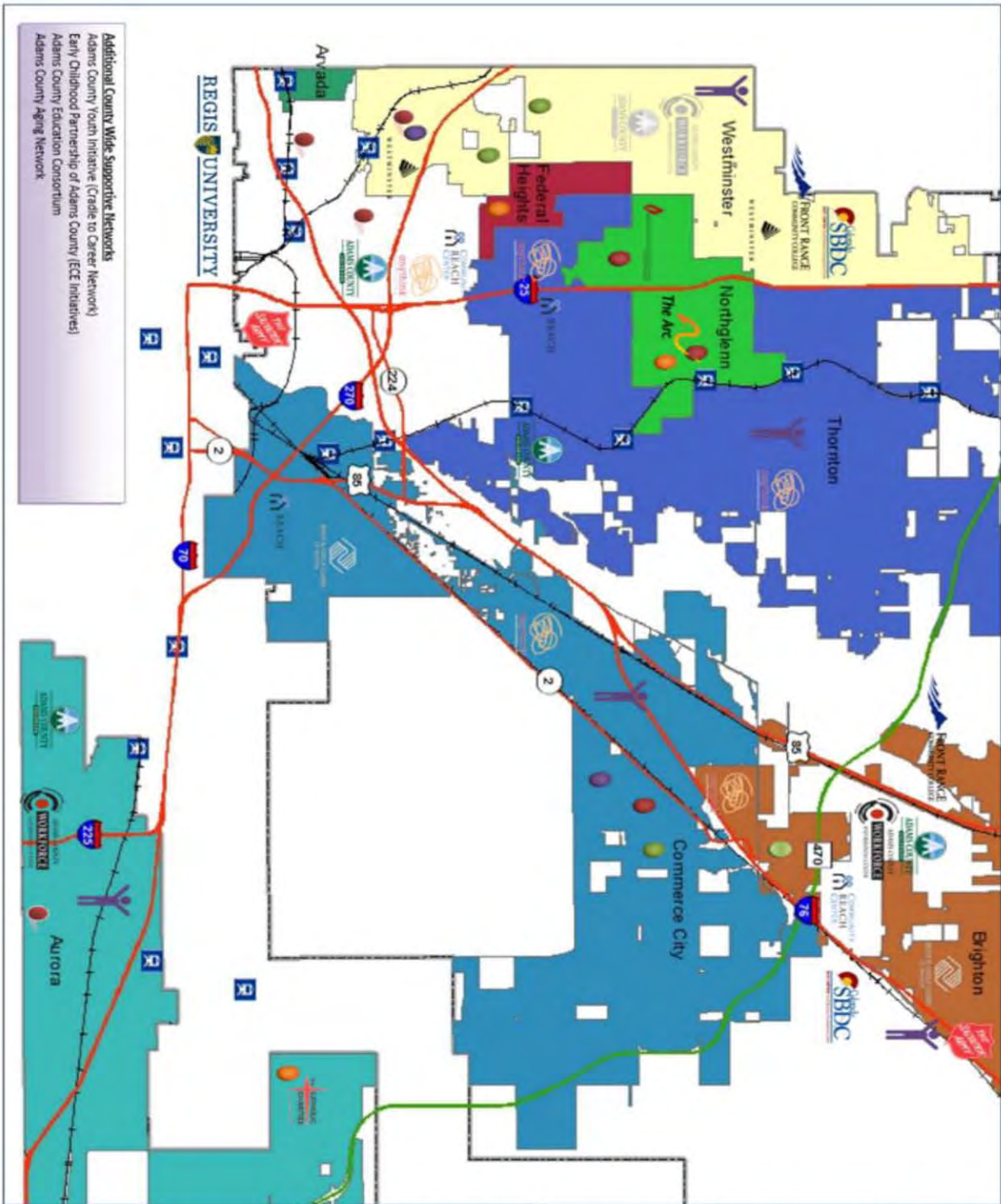

 For display purposes only.

Our Culture Shapes Our Structure

"To responsibly serve the Adams County community with integrity and innovation." (Adams County Mission)



Supportive Resident Network



Additional County Wide Supportive Networks
 Adams County Youth Initiative (Trade to Career Network)
 Early Childhood Partnership of Adams County (ECE Initiatives)
 Adams County Education Consortium
 Adams County Aging Network

Colorado Child and Parent Coalition
 (Westminster) Tag Program (FRI)
 Growing Home – Parents as Teachers (prenatal to 5), Incredible Years (3-5)
Children's Healthy Kids at Home, RENEW@KID (FRI)
 Nurse Family Partnership (Prenatal to 2)
 ACE: MyDoctors Center (Right Square)
 Try-County Health (Baby & Me) (Northglenn, Aurora, Commerce City)
 Anythink Libraries
 Westminister Libraries
 American Indian College Fund
 The AFC of Adams County

Almost Home (Brighton)
 ACHA (All of Adams County/ Commerce City)
 Catholic Charities (Westminster)
 Hong Kong American Association of Co. (Westminster)
 Catholic Charities (Aurora)
 Salvation Army

Growing Home (Westminster)
 Q&A@360 (Commerce City)
 Senior Hub (Federal Heights)
 COU (Northglenn)
 Catholic Charities (Westminster)
 Adams County Human Services
 Community Reach
 North Metro Small Business Development Center
 Catholic Charities (Aurora)
 The ABC of Adams County
 Salvation Army

City of Westminister Youth Council
 City of Aurora Office of Youth Development
 City of Brighton Youth Council
 City of Commerce City Teen Recreation Council
 ACH Youth Council
 Adams 12 Youth Advisory Board
 Adams 14 Youth Advisory Board
 Environmental Learning for Kids (Adams)
 Goodwill Student Advisory Council (State)
 MNUW- Bridging the Gap (State)
 Pitter Forum
 Rainbow Ally (State Wide)
 Paces Jim (State Wide)
 Volunteers of America (State Wide)
 One Campy (State Wide)





Community Tool Kit

Mile High Trailers.com

Price: 1995.00

4x8 or 5x8



(Price for Each Community Tool Kit Trailer)

Community Garden



130.00



30.00 x 2 = 60.00



160.00



100.00 x 5 = 500.00



50.00 x 2= 100



17.00 x10= 170.00



30.00 x 2= 60.00



25.00x 2= 50.00



16.00x 5= 80.00



30.00x2= 60.00



21.00 x10= 210



6.00 x 10= 60.00



17.00 x 5= 85.00

Replacement Fund: ,1 500.00 Tags and Insurance: 1280.00 Total: 6,500.00

Pop Up Park



Giant Dominoes

35.00X 4= 140.00



Giant Bowling

35.00 x2= 70.00



55.00



350.00



Giant Chess

200.00



250.00



35.00



30.00



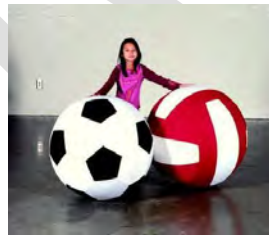
20.00x 2= 40.00



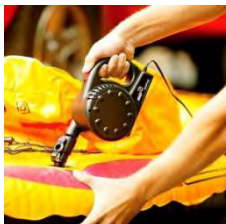
117 x 3= 355



40.00



90.00x2= 180.00



20.00

1500.00 Replacement 1, 240= Tags Insurance Total: 6,500

Neighborhood Block Party



280.00 x 5= 1,400



180x 5= 720.00

Replacement: 1,355

Tags/License= 1000 Total: 6,500

Community Clean Up



Electric Pressure Washer

$$200.00 \times 2 = 400$$



Electric Hedge Trimmer

$$50.00 \times 2 = 100.00$$



Electric Edger

$$95.00 \times 2 = 190.00$$



Electric Weed Whacker

$$45.00 \times 2 = 90.00$$



Electric Lawn Mower

$$200.00 \times 2 = 400.00$$



Electric Chainsaw

$$150 \times 2 = 300$$



Pick Up Rake

$35.00 \times 5 = 150$



Rakes

$10.00 \times 5 = 50.00$



Kids Rakes

$5.00 \times 10 = 50.00$



Pick Up Tool

$15.00 \times 20 = 300$



Electric Cords

$17.00 \times 10 = 170.00$



Hose 100 ft

$50.00 \times 2 = 100.00$

Replacement Fund: 1,155.00

Tags and Insurance: 1,000.00

Total: 6,500.00



City of Aurora

Marketing & Branding Overview



About the city of Aurora



Aurora Facts

- Year founded – 1891
- Population – 353,108 residents
- Population rank – 54th largest U.S. city
- Form of government – Council/City Manager
- Elected members – Mayor and 10 Council
- Total city budget – \$700 million
- City employees – 3,700
- Unemployment rate – 4.7%
- Largest employers:
 - Anschutz Medical Campus – 21,000
 - Buckley Air Force Base – 12,000
- Counties – 3 (Arapahoe, Adams and Douglas)
- School districts – Aurora and Cherry Creek



By the Numbers:

3 353,108
2014 population –
third-largest city
in Colorado

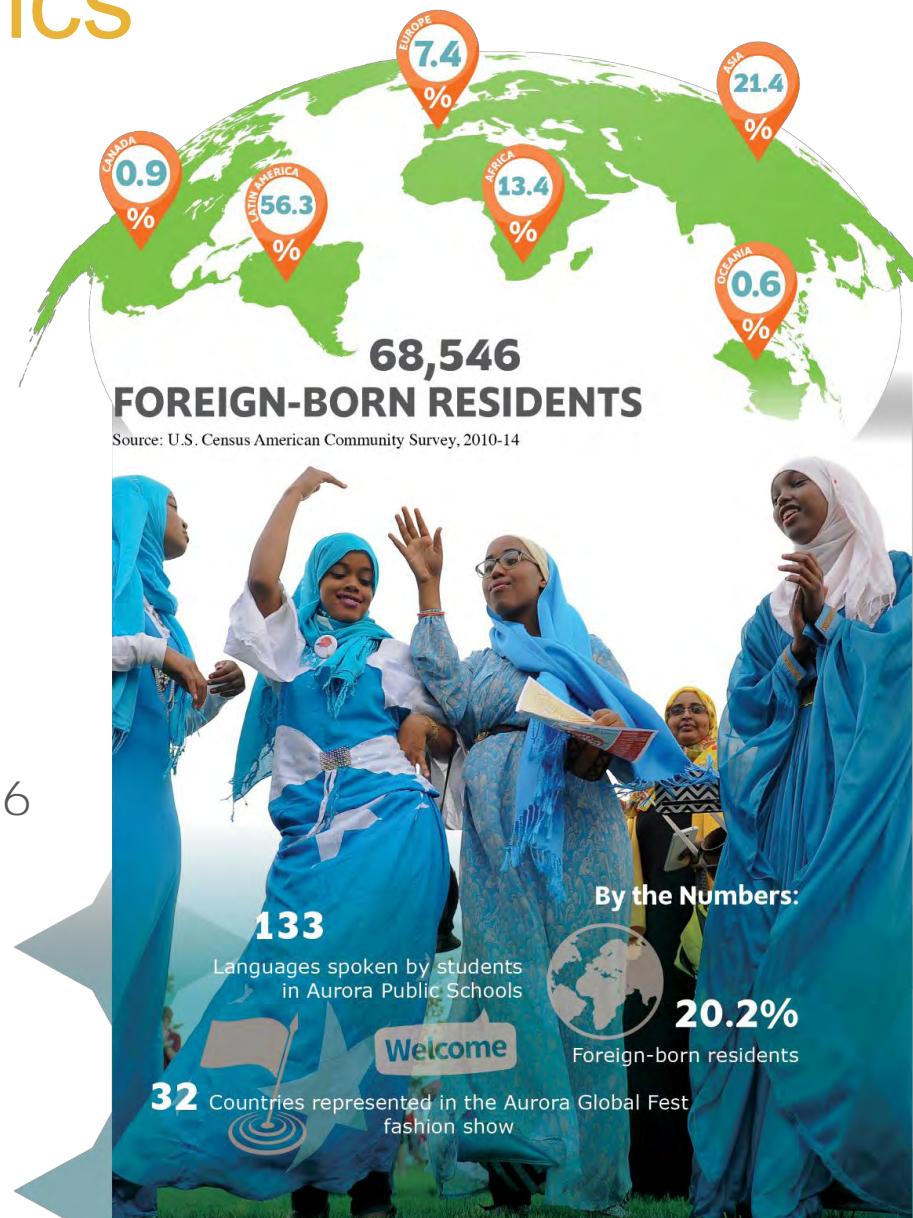
154.31
Land area in square
miles (400 square km)
– second-largest city
in Colorado

5,435
Elevation, in feet
(1,656 m)

Aurora Demographics

A global community

- Median age – 33.2
- Racial/Ethnic makeup:
 - White – 68.5%
 - Black – 18.6 %
 - Asian – 6.3%
 - Other – 6.6%
 - Hispanic/Latino – 28.9%
- Foreign-born residents – 68,546
- Languages – 133 spoken in public schools



Aurora Accessibility

Shortest commute to the world!

- Denver International Airport (DIA) (closest metro city) – 10.5 miles
- One of only two entrances to DIA and one is in Aurora – 7.5 miles
- Denver Tech Center – 10 miles
- Downtown Denver – 15 miles

Close to DIA, Denver and more



Central location



Aurora Economic Development

Promising growth opportunities

Target industries

- Healthcare
- Bioscience
- Aerospace and defense
- Renewable energy
- Distribution
- Tourism

New and expanding businesses

Last 5 five years:

- 5,000+ new jobs
- \$460 million in economic impact



Aurora Economic Development

Economic engine impact

- Buckley AFB – \$923 million in 2015
- Anschutz Medical Campus & Fitzsimons Innovation Campus – \$5.6 billion (*more than the entire ski industry*)
- RTD light rail – 10 Light Rail & 2 commuter stations
- Transit-oriented development

By the Numbers:

#1

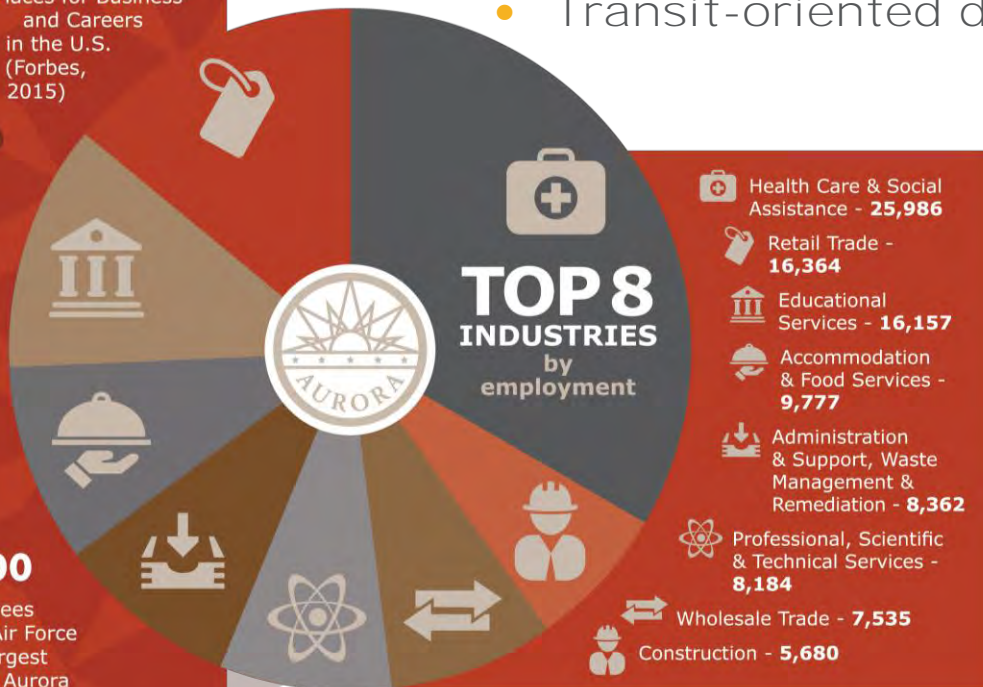
Metro area's ranking among Best Places for Business and Careers in the U.S. (Forbes, 2015)

#2

Colorado's rank for highest-educated population (Forbes)

13,000

of employees at Buckley Air Force Base, the largest employer in Aurora



Source: U.S. Census Bureau, 2014

Aurora Top Rankings and Awards



#1 Metro area's ranking on U.S. News' "Best Places to Live" list

#1

Safest large city in Colorado - #16 in the U.S. (FBI, 2014)



108 Parks in Aurora



Plus:

- #1 Fittest city in the country by Better Doctor
- #1 Best city for women in the workforce by Nerd Wallet Finance
- #1 University Hospital in Denver Metro by U.S. News and World Report
- #10 Best cities for Wallet Wellness
- #13 Best park system in the U.S.
- #18 Best city to start a career
- **#5 Children's** Hospital by U.S. News and World Report
- Two-time winner for best tasting water in region



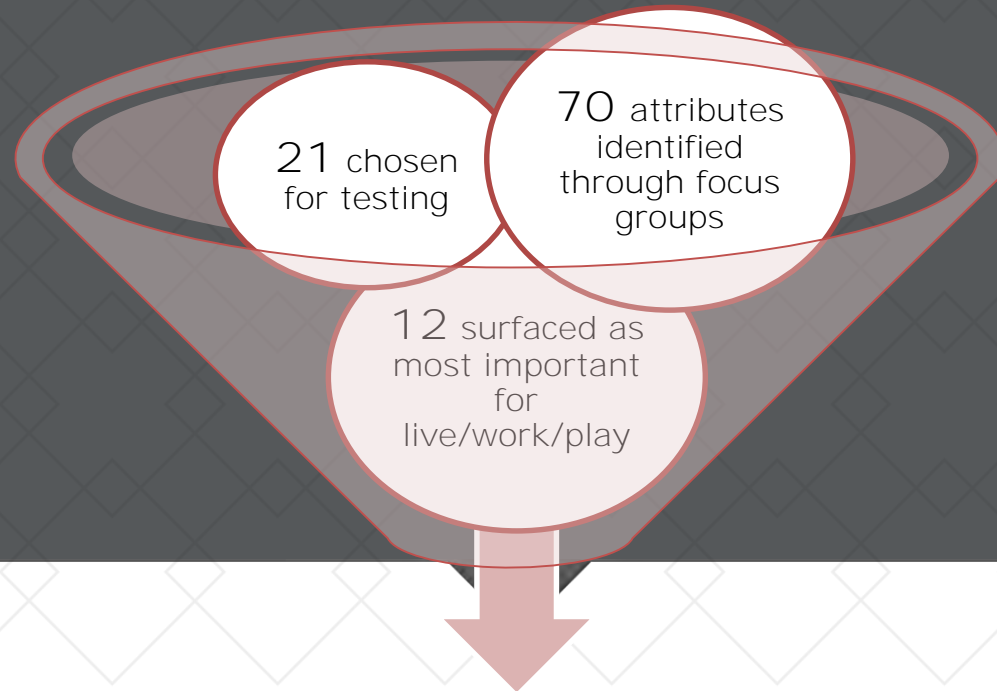
Aurora Branding and Marketing

Why Brand and Market Aurora?

- National and local competition to attract:
 - Targeted industries
 - Companies
 - Jobs
 - Residents
 - Visitors
- Economic impacts:
 - City services, resources and development
 - Social well-being of the community
- Opportunity to tell our story – our promise
 - Build a strong city identity
 - Position for success
 - Educate on facts
 - Manage perceptions
 - Generate awareness and demand



Brand Research



5 attributes were force ranked

1. Safe / low crime
2. A place you would be proud to call home
3. A comfortable place to live
4. Great schools
5. Change for the better

Challenges

Research highlights

People are Misinformed

Inaccurate perceptions are causing barriers that the city must overcome to reach the potential it deserves



Bias Uncovered

People believe they know about Aurora – but they **don't**



Disrupt

Communication has to be impactful enough to break through and get people to consider new info about Aurora

Results

AURORA IS WORTH DISCOVERING

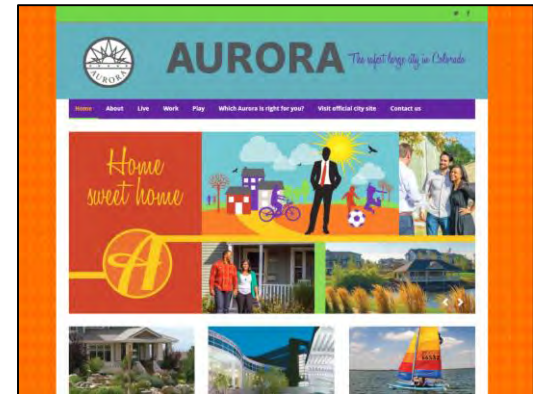
IT'S ACCESSIBLE, COMFORTABLE AND ADVANCING.

Target Audiences

2014	2015	2016	2017	2018	2019
Aurora Employees, Stakeholders and Community Partners					
Developers					
Realtors					
Millennial Professionals					
Fitzsimons and Other Top Employers					
Metro Area Residents					
Aurora Residents					
Metro Area Business Community					

Approach

- Branding
 - The A Book – Brand foundation
 - Building a consistent identity
 - Educating city brand ambassadors
 - Create and reinforce positive perceptions
- Marketing
 - Consider new info about Aurora
 - Multi-media/integrated approach
 - Paid media buys
 - Organic approach



Activation

Identity

City assets, programs, signage
publications, and collateral
Speeches and communications
City website redesign
City social presence

Partnerships

Market Aurora Partnership
Stanley Marketplace
Children's Hospital
Internal departments
Visit Aurora
Anschutz Medical Campus

Paid Media

Print
Radio
Out of home (transit)
Digital (online/social)

Events

The Big Wonderful
Cherry Arts Festival @ Stanley
Colorado Association of Realtors
Conference

Education

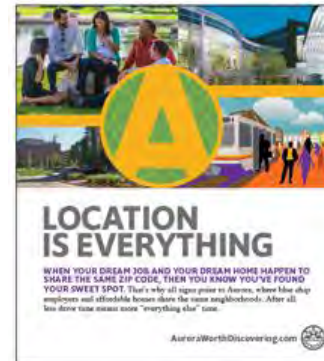
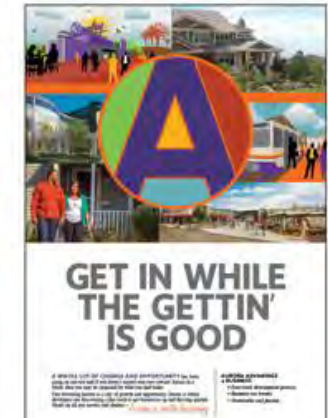
Employee training and engagement
Department staff presentations
Leadership Forum
Benefit Fairs (internal/external)
Anschutz outreach
Realtor/industry associations

Identity



Paid Media

Print Publications



Paid Media

Out of Home - Transit



Paid Media

Digital/Online

Get in while the gettin' is good

[Click here to discover Aurora](#)

Call it home

[Click here to discover Aurora](#)

Colorado's safest large city

[Click here to discover Aurora](#)

FACEBOOK ADS
Realtor/Millennial

The Gettin' Is Good
Affordable homes, hip neighborhoods. Short commutes. What else could you want?

Aurora - Colorado's Safest Large City
Savvy home buyers know that a top safety ranking today means great home values later.

Word Is Getting Out
Safe neighborhoods and affordable homes are making Aurora THE place to buy a home.

FACEBOOK ADS
Realtor/Millennial

Don't Be the Last to Know!
Aurora's get it going on: Affordable homes, a top safety ranking and hip neighborhoods.

Location Counts
No wonder Aurora's becoming a favorite: Affordable homes. Close to the action.

Aurora Is Worth Discovering
It's where you'll find affordable homes, top neighborhoods and short commutes. Get it!

YAHOO NEWS ADS
Realtor/Millennial

There's a Buzz Going on About Aurora
Have you heard the talk about Aurora lately? Hip neighborhoods, light rail, affordable homes, and a top safety ranking that makes it the go-to place for savvy homebuyers.

Aurora Fast Becoming a "Home Buying Nirvana"
With metro-house prices skyrocketing, Aurora has become a homebuyer's dream with a great selection of affordable homes in hip neighborhoods, all close to the action.

Smart Homebuyers Put Aurora High on Their List
With Aurora topping the list of as the safest large city in Colorado and its access to quality schools, it's fast becoming a favorite for new homebuyers.

YAHOO NEWS ADS
Realtor/Millennial

When Safety Ratings and Social Scenes Collide
First-time homebuyers are bee-lining it to Aurora these days thanks to its top safety rating, affordable homes and hip social scene.

Aurora Has Become the Latest Dining Destination
A veritable abundance of ethnic restaurants and international markets has put Aurora on the map as the place to go for a dining experience any night of the week.

Get in While the Gettin' Is Good
All signs point to Aurora as the metro area with the greatest potential for turning today's affordable housing prices into tomorrow's top home values.

Paid Media

Radio



Marketing Campaign Stats

	2016
Online impressions:	11,795,420
Total clicks	31,377
Average online CTR:	.27%
Web site visits:	31,010
Print impressions:	1,013,100
Outdoor impressions:	33,576,666
Radio impressions:	4,505,100
TOTAL IMPRESSIONS:	50,890,286

Paid Media












2016 PROJECTED IMPRESSIONS

36 million

2016 ACTUAL IMPRESSIONS

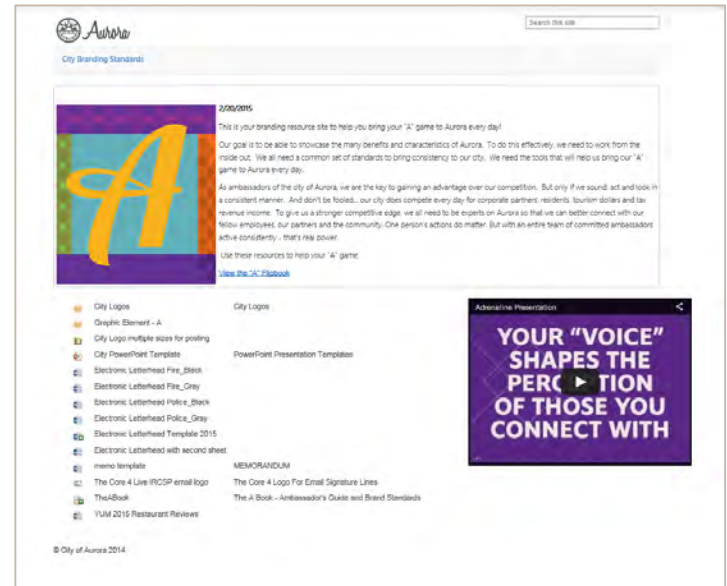
50.9 million

2017 – Video

CLIENT: City of Aurora	TITLE: Things are looking up	Length: 90 / 30 / 10's	Round: 1	Date: 10.11.16
 <p>I recently got a great new job and I've made some pretty amazing friends.</p>	 <p>Life is good. In fact, I'm thinking about buying my own place...</p>	 <p>...where friends can get together for a BBQ...</p>	 <p>...or watch the game.</p>	
 <p>Maybe I'll get a dog. I love dogs! (toddler drops ball and dog runs in to retrieve it)</p>	 <p>I'll need trails, parks and lots of outdoor space.</p>	 <p>I want the feel of urban living only without the crazy prices and with more parking.</p>	 <p>I suppose I should think about schools too, cause you never know.</p>	
 <p>And there has to be great food and plenty of award-winning microbrews.</p>	 <p>I guess I pretty much I want it all. Lucky for me Aurora has all that—and more.</p>	 <p>(guy lights grill. Fireman goes to douse the flames but smashes the spokesperson in the process.) Not mention, awesome city services.</p>	 <p>AuroraWorthDiscovering.com</p> <p>VO: Think you know Aurora, think again.</p>	

Education

- Training 3,700 city employees and partner staff
- Training video in distribution
- “A-Book” (print)
- “A-Book” (online flip book)
- Developing internal ambassador campaigns and info sessions



Events



Event Promos

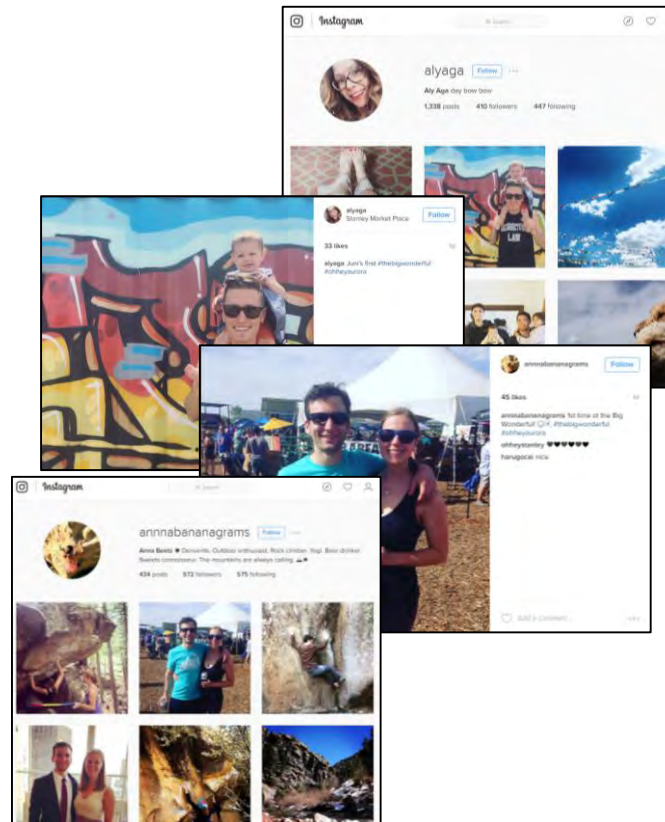
Event 1

- Attendance: 3,500
- Reach: 13,774
- Impressions: 17,136



Event 2

- Attendance: 1,000
- Reach: 11,277
- Impressions: 11,330



Education - Realtors

ON THIS TOUR OF AURORA HIGHLIGHTS, YOU WILL:

- Learn what is driving the economic growth and interest here
- Hear why many of your future clients will be looking in Aurora
- See the range of product available (and upcoming)

Win a FREE client party and brewery tour for up to 15 guests at Aurora's own Dry Dock Brewing Company!
(Must be present to win)

AURORA MUNICIPAL CENTER
15151 East Alameda Pkwy.
Aurora, CO 80012

July 13, 2016, 1pm-4pm
Mayor Hogan • Tour • Cocktails
RSVP by July 6.
To confirm your reservation please RSVP at AuroraWorthDiscovering.com/dmar

AuroraWorthDiscovering.com




REAL ESTATE— IT'S NOT FOR THE FAINT OF HEART.
After all, it's not just about flipping speculative homes, people and homes. It's about finding someone who shares your vision and passion for the city where they will be investing, their future. You and the American Dream. This is a big deal and you are the crucial guide that will lead them there. On the Right Side, you're also talked with clients, company owners and establishing ground in the marketplace. Any advantage is a welcome one.
Meet your new identity—Aurora.

TOP 4 REASONS WHY YOUR CLIENTS SHOULD MAKE AURORA HOME.
Long before they say fast is your office, you know which is the average homeowner's dream. The Good news—Aurora is all that.

- #1 GREAT SCHOOLS**
From the all-around #1 school in the state to the top 100 in the country, you can't find a better school system than the one in Aurora. The city's commitment to education is a key reason why so many families choose to live here. The city's investment in education is a key reason why so many families choose to live here.
- #2 GREAT HOME VALUES**
The value being added to homes in Aurora is the highest in the country. The city's investment in infrastructure and public services is a key reason why so many families choose to live here.
- #3 OUTDOOR RECREATION**
What is your dream? Aurora is the perfect place to live. The city's investment in outdoor recreation is a key reason why so many families choose to live here.
- #4 GET SET LA BROS CITY**
Aurora is the perfect place to live. The city's investment in public services is a key reason why so many families choose to live here.

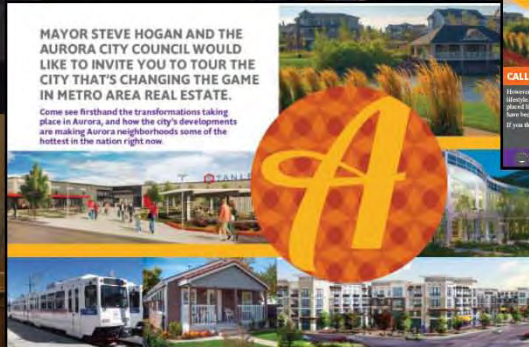
CALL IT A TRANSFORMATION. CALL IT COMING INTO ITS OWN.
However you want to describe it, there's no denying that Aurora has become synonymous with the Colorado lifestyle. And it's not just the amazing parks, mountains and golf courses that has made it so. It's the city's investment in public safety, top-notch infrastructure and high-quality schools. It's a city where opportunities are limitless and the possibilities of all that can be done are endless. Aurora is the perfect place to live. The city's investment in public services is a key reason why so many families choose to live here.

Steve Hogan

AuroraWorthDiscovering.com

MAYOR STEVE HOGAN AND THE AURORA CITY COUNCIL WOULD LIKE TO INVITE YOU TO TOUR THE CITY THAT'S CHANGING THE GAME IN METRO AREA REAL ESTATE.

Come see firsthand the transformations taking place in Aurora, and how the city's developments are making Aurora a neighborhood some of the hottest in the nation right now.




Partnerships



Support Aurora's vision
Promote the Aurora brand!

Thank you



STUDY SESSION AGENDA ITEM

DATE: February 21, 2017
SUBJECT: Cultural Awareness and Sensitivity Training Services
FROM: Sean Lipsey, Senior HR Business Partner
AGENCY/DEPARTMENT: Human Resources
ATTENDEES: Sean Lipsey
PURPOSE OF ITEM: Get approval to award vendor to conduct a Cultural Awareness and Sensitivity Training
STAFF RECOMMENDATION: Award DIFRAC with the contract

BACKGROUND:

Adams County Human Services Department (ACHSD) has multiple locations throughout the County and has a diverse group of employees that work with each other on a daily basis. Over the past couple of years, the need to increase our understanding of working with diverse individuals in the workplace has become apparent. Not only do we seek to understand how to work with each other better, but we also have a diverse group of clients that we serve on a daily basis. There is a critical need for professionals who can demonstrate empathy and to affirm the individual identities and cultural affinities of constituent groups while providing our services.

Historically, efforts to advance equity, diversity, and inclusion throughout the Adams County as a whole have been seen as secondary to our main mission. Furthermore, the ACHSD senior leadership vision requires increased capacity to assist decision makers throughout the department to better draw on the strengths and wisdom of a workforce that reflects the population we serve. ACHSD has embedded diversity, resiliency and continuous improvement principles into the 2016 Strategic Plan and this training opportunity falls into these categories as well as into the Adams County goal of creating a bias-free organization.

During this process, it became very apparent that the services we were seeking to provide would benefit not only Human Services, but Adams County at large. When this was presented to senior leadership, it was determined that in order for Adams County to be successful with creating a bias-free organization, we needed to propose having this training delivered to every employee at Adams County.

Currently, Adams County does not have a cultural awareness training in-house, and we do not have the resources or the talent to teach such an important and sensitive topic. In order for Adams County to move to the next level of employment decisions, and to respond to County employees' need for diversity and sensitivity, we would like to have a vendor come in-house to train our employees.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Adams County Human Services
Deputy County Managers

ATTACHED DOCUMENTS:

Power Point Presentation

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund: 00015

Cost Center: 400005007000

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:	7745	TBD	\$71,125
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			\$71,125

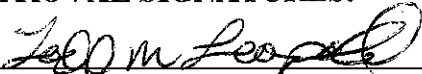
New FTEs requested: YES NO

Future Amendment Needed: YES NO

Additional Note:

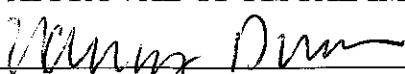
Human Services has funding available for this training without an additional amendment. The other training request, using General Fund appropriation, will be included in the 2018 Budget Development Process.

APPROVAL SIGNATURES:



Todd Leopold, County Manager

APPROVAL OF FISCAL IMPACT:



Nancy Dunn
Budget / Finance

Raymond H. Gonzales, Deputy County Manager



Bryan Ostler, Interim Deputy County Manager



**Cultural Awareness and
Sensitivity Training**
Human Resources Department
February 2017





Request for Services

- We are here today seeking approval for County-wide training on cultural awareness and sensitivity.
- Approval for \$129,050 with \$71,125 to be paid with Human Services funds in 2017 and \$57,925 to be requested from the general fund in 2018.



Background

- Historically, efforts to advance equity, diversity, and inclusion throughout Adams County have been seen as secondary to our main goals
- Adams County Human Services added the goal of increasing diversity to their 2016 Strategic Plan
- An RFP was created to seek an outside vendor to do training in-house on Cultural Awareness and Sensitivity





Compliance

- EEOC Claims increased in areas related to diversity (race, national origin, religion, and overall claims) throughout Colorado in 2016
- Employee complaints and comments at Adams County regarding diversity saw a jump in 2016 as well



A-PROUD

- A-Proud is a committee of Adams County employees who have joined together to embrace unity and create a bias-free organization where everyone feels valued and respected
- The RFP process included members of the A-Proud committee





Employee Demographics (excluding sheriff's office)

- 62% White
- 30% Hispanic
- 3% Black
- 3% Asian or Pacific Islander
- 2 % Two or more Races

- 70% Female
- 30% Male

- 4% 18-24
- 25% 25-34
- 25% 35-44
- 24% 45-54
- 18% 55-64
- 4% 64+

Adams County Demographics

- 51% White
- 39% Hispanic
- 3% Black
- 4% Asian or Pacific Islander
- 3% Two or more Races





Services Requested

- Identify creative solutions to internal challenges through diversity
- Build trust among diverse colleagues, stakeholders, and constituents
- Increase opportunities for professional development, contribution, engagement, recognition, promotion, and retention based on including the principles of equity, diversity and inclusion
- Demonstrate social justice, racial equity, and inclusion through outstanding service that regards “barriers” as moveable



Diversity

- ***Cultural Awareness***: The ability to recognize different beliefs, values and customs that someone has based on that person's origins, background and experiences
- ***Cultural Sensitivity***: Being aware that differences and similarities between people exist without assigning them a value – positive or negative, better or worse, right or wrong
- ***Inclusion***: Promoting and sustains a sense of belonging, values and practices respect for the talent, beliefs and backgrounds for all employees.



RFP Process

- 5 Proposals were received
- Selection committee narrowed it down to content provided and price
- Brought top candidate in to conduct a mini training and answer questions



RFP Process

- Denver Indian Family Resource Center was selected
 - Provides organizational assessment (including focus groups with employees)
 - Trained multiple government entities including the Denver Sheriff's Office
 - Provides additional consultation services (compliance, training team, employee programs)
 - Cost effective



Impact of Training

- Understanding of our differences
- Inclusion of different ideas and practices
- Increase promotional opportunities for underrepresented groups
- Unlock innovation where “outside the box” ideas are heard in order to take Adams County to the next level



Recommended Services

Service	Cost
Agency Cultural Assessment	\$6,250
Consultation (30 hours)	\$3,750 (\$125 per hour)
Full-Day Class for 1415 employees (not including Sheriff)	\$118,800 (\$3,300 per class)
Human Services Cost (2017)	\$71,125
Budget Request for Remainder (2018)	\$129,050



Next Steps - Timeline

- Organizational assessment in March of 2017
- Training starts for Human Services April or May 2017, depending on availability. To last through 2017.
- Remainder of Cost to be requested in 2018 budget.
- Training for the remainder of the county to start in 2018.