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
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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).
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.

81% 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.
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 County Annual Budget 2016).
While organizational charts are a great way to 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.

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.
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.
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.
As a Connecting Agency Adams County would coordinate, and support backbone agencies by carrying out the Four Conditions of Collective Impact.

Backbone Agencies work on identifying partner agencies, identifying best practice, and finding additional supports and resources for the network. Agencies also provide them with data. Adams County will use data for yearly community report.

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.

Adams County Collective Impact and Community Engagement Network

Service Organizations take accountability for expertise part of collective network. Listed organizations are but a snapshot of the organizations Adams County houses.

A comprehensive network that engages collective action towards county-wide goals and organizes community and funding initiatives.

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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.

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.
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 Adam’s 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 (Furguson 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 is 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 Adam’s 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. Adam’s 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 retiaries 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.

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 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 thought the county and categorize.

A. Backbone Organizations
B. Service Organizations
C. Funders Network
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 Count’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 what 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?
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.
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
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 the 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 no 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 bond 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.
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 verity 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 recommendation would enable departments to think about additional funding, interdepartmental partnerships, and how each County project aligns with the overall five

### Capital Improvement Plan Process

#### Intake Process
- Refined application with self-evaluation and support based on criterion
- Based on March 1
- June 1 application
- See Exhibit 1

#### Review Process
- Review by project manager/recommendation based on department priorities, April 1 and July 1
- See Exhibit 2
- Review by Internal Committee/recommendation based on Comprehensive Plan/BoCC goals Staff Report May 1 and August 1
- See Exhibit 3
- Review PC based on Comprehensive Plan/BoCC goals/Specific board or commission recommendation and Internal Staff Report June 1 and September 1
- See Exhibit 4
- Review by County Managers/Budget Staff, August 1 and November 1
- See Exhibit 5

#### Approval Process
- Review by BoCC SS, September 1 and December 1
- Preliminary Approval of budget/CIP P1, October 1 and December 15
- CIP/Project Implementation

### Criteria

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<thead>
<tr>
<th>Criteria</th>
<th>How to Score</th>
<th>Score</th>
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<tbody>
<tr>
<td>County Commissioner’s Goals</td>
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<td>Education and Economic Prosperity</td>
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<td>High Performing, Fiscally Responsible Government</td>
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<td>Quality of Life</td>
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<td>Safe, Reliable Infrastructure</td>
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<td>Support Human Service</td>
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<td>No Program Choice/No Funding Choice</td>
<td>One point for each verified goal or one (1) through six (6) points possible</td>
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<tr>
<td>Implements Adams County Comprehensive Plan or other Adams County Plans</td>
<td>One point for Yes or one (1) point possible</td>
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<tr>
<td>Project identified by more than one department or agency(director/agencies: Transportation, Parks and Open Space)</td>
<td>One point for each department or agency or up to four (4) points possible</td>
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<tr>
<td>Community Buy In for project</td>
<td>One point for Yes or one (1) point possible</td>
<td></td>
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<tr>
<td>Funding by grant, matched funds, joint funding</td>
<td>One point for Yes or one (1) point possible</td>
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<td><strong>Total of Points</strong></td>
<td><strong>Possible total points: 13</strong></td>
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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:

**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.
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.
“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 and 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**

**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 thought the county and categorize.
A. Backbone Organizations.
B. Service Organizations.
C. Funders Network

**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 (meaningful data) is impacting community.

**Utilize**: Use data for continuous programmatic improvement.

**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.

**History of Collaboration**: County, Businesses, Community Organizations, Inter Faith Network, Non-Profits and Schools have worked together before on single cause efforts. County has facilities in which to create convening.

**Existing Networks**: Much of this work has already been done.

**Existing Data Networks**: Both County and Community Organizations have data collection networks to build upon.

**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 find new ways to reinvent the community meeting and find new ways to engage residents.

**Historic Collaborative**: Working 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.
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.

**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.

**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.

**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.

**Resources:** Office of Long Range Strategic Planning will be helping fund pop up events, youth councils, and providing community grants to assist with neighborhood level engagement efforts.

**Youth Leadership Program:** In partnership with Global Leadership Academy and the Latino Leadership Institute to Launch February 24, 2017.

Current collaboration with Adams County Sustainability Program is underway to create to a pilot Community Sustainability Program, Launch Spring 2017.

Adams County is already doing this internally.

**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.

**Youth Leadership Program:** In partnership with Global Leadership Academy and the Latino Leadership Institute to Launch February 24, 2017.
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.
- **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 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 enhanced 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.

- **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. 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 an 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.

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.

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.
References


APENDIX
County Information
# DRCOG: ADAMS COUNTY COMMUNITY SNAPSHOT COMPARISONS 2016

## Adams County

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<thead>
<tr>
<th>Demographics</th>
<th>Housing</th>
</tr>
</thead>
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<tr>
<td>DOLA Population</td>
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<tr>
<td>Households</td>
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<td>32.8</td>
</tr>
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<tr>
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<td>$57,421</td>
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<tr>
<td>High School Diploma or More</td>
<td>81.8%</td>
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<tr>
<td>Bachelor’s Degree or More</td>
<td>21.6%</td>
</tr>
<tr>
<td>Single Occupancy Commuters</td>
<td>77.1%</td>
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## Denver County

<table>
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<th>Demographics</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOLA Population</td>
<td>664,220</td>
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<tr>
<td>Households</td>
<td>271,054</td>
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<td>Average Household Size</td>
<td>2.3</td>
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<tr>
<td>Median Age</td>
<td>34</td>
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<td>$55,180</td>
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<td>High School Diploma or More</td>
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<tr>
<td>Bachelor’s Degree or More</td>
<td>43.7%</td>
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<td>Single Occupancy Commuters</td>
<td>69.7%</td>
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</table>

## Regional Data

<table>
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<th>Housing</th>
</tr>
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<td>3,090,951</td>
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<tr>
<td>Households</td>
<td>1,152,691</td>
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<tr>
<td>Average Household Size</td>
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<tr>
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<td>36.1</td>
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<td>Total Population in Labor Force</td>
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<td>Median Household Income</td>
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<tr>
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<td>90.2%</td>
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<tr>
<td>Bachelor’s Degree or More</td>
<td>41.6%</td>
</tr>
<tr>
<td>Single Occupancy Commuters</td>
<td>75.2%</td>
</tr>
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</table>
Community Demographics Comparison

Adams County

- Mean home value in Adams County (Zillow 2017): $281,000
- 71% Of residents commute to work (DRCOG 2016).
- The average resident age (DRCOG 2016): 33
- The average resident wage (DRCOG 2016): $57,421

Colorado

- Mean home value in Colorado (Zillow 2017): $365,579
- 75% Of residents commute to work (DRCOG 2016).
- The average resident age (DRCOG 2016): 36
- The average resident wage (DRCOG 2016): $65,650
Educational Attainment Comparison

Adams County

High School: 81%
Bachelors Or Above: 22%

Colorado

High School: 90%
Bachelors Or Above: 42%

Employment Demographics

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

(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

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Adams County</th>
<th>Colorado</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 9,999</td>
<td>5.21%</td>
<td>5.70%</td>
</tr>
<tr>
<td>10,000 to 14,999</td>
<td>3.81%</td>
<td>3.4%</td>
</tr>
<tr>
<td>15,000 to 24,999</td>
<td>8.39%</td>
<td>8.16%</td>
</tr>
<tr>
<td>25,000 to 34,999</td>
<td>10.37%</td>
<td>8.80%</td>
</tr>
<tr>
<td>35,000 to 49,999</td>
<td>15.07%</td>
<td>12.48%</td>
</tr>
<tr>
<td>50,000 to 74,999</td>
<td>20.94%</td>
<td>17.75%</td>
</tr>
<tr>
<td>75,000 to 99,999</td>
<td>14.80%</td>
<td>13.34%</td>
</tr>
<tr>
<td>100,000 to 149,999</td>
<td>14.37%</td>
<td>16.11%</td>
</tr>
<tr>
<td>150,000 to 199,000</td>
<td>57.15%</td>
<td>61.46%</td>
</tr>
<tr>
<td>200,000+</td>
<td>2.88%</td>
<td>6.95%</td>
</tr>
</tbody>
</table>

42.85% of Adams County residents make below what is considered a living wage for Colorado.

38.54% of Colorado’s residents make below what is considered a living wage for Colorado.

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

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

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.
Our Culture Shapes Our Structure

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

Elected Officials
Treasurer, Coroner, Assessor,
Sheriff’s Office, Clerk and Recorder,
District Attorney, and Surveyor
County Manager
HR and County Attorney

Deputy County Manager
(External)
Dept. Of Long Range Strategic
Planning
Office of Cultural Affairs
Comm. & Economic
Development
Parks and Open Space
Transportation
Human Services

Deputy County Manager
(Internal)
Customer Experience Operations
Justice Services
Fleet Management
Facility and Operations
IT
Finance
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
Replacement Fund: $1,500.00  Tags and Insurance: $1,280.00  Total: $6,500.00
Pop Up Park

Giant Dominoes
$35.00 \times 4 = 140.00$

Giant Bowling
$35.00 \times 2 = 70.00$

Giant Chess
$200.00$

Community Clean Up

Yardzee
$55.00$

Giant Connect 4
$350.00$
35.00

30.00

20.00 \times 2 = 40.00

117 \times 3 = 355

40.00

90.00 \times 2 = 180.00

20.00

1500.00 \text{ Replacement 1, 240= Tags Insurance Total: 6,500}
Neighborhood Block Party

280.00 x 5 = 1,400

180 x 5 = 720.00

Replacement: 1,355    Tags-License= 1000    Total: 6,500
Community Clean Up

Electric Pressure Washer
200.00 x 2 = 400

Electric Hedge Trimmer
50.00 x 2 = 100.00

Electric Edger
95.00 x 2 = 190.00

Electric Weed Whacker
45.00 x 2 = 90.00

Electric Lawn Mower
200.00 x 2 = 400.00

Electric Chainsaw
150 x 2 = 300
Pick Up Rake
35.00 x 5 = 150
Rakes
10.00 x 5 = 50.00

Kids Rakes
5.00 x 10 = 50.00
Pick Up Tool
15.00 x 20 = 300

Electric Cords
17.00 x 10 = 170.00
Hose 100 ft
50.00 x 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
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**

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
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
AURORA IS WORTH DISCOVERING
IT’S ACCESSIBLE, COMFORTABLE AND ADVANCING.
## Target Audiences

<table>
<thead>
<tr>
<th>Year</th>
<th>Groups</th>
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<tbody>
<tr>
<td>2014</td>
<td>Aurora Employees, Stakeholders and Community Partners</td>
</tr>
<tr>
<td>2015</td>
<td>Developers</td>
</tr>
<tr>
<td>2016</td>
<td>Realtors</td>
</tr>
<tr>
<td>2017</td>
<td>Millennial Professionals</td>
</tr>
<tr>
<td>2018</td>
<td>Fitzsimons and Other Top Employers</td>
</tr>
<tr>
<td>2019</td>
<td>Metro Area Residents</td>
</tr>
<tr>
<td></td>
<td>Aurora Residents</td>
</tr>
<tr>
<td></td>
<td>Metro Area Business Community</td>
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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

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

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

**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
Paid Media

Radio
## Marketing Campaign Stats

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<tr>
<td><strong>Online impressions:</strong></td>
<td>11,795,420</td>
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<tr>
<td><strong>Total clicks</strong></td>
<td>31,377</td>
</tr>
<tr>
<td><strong>Average online CTR:</strong></td>
<td>.27%</td>
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<tr>
<td><strong>Web site visits:</strong></td>
<td>31,010</td>
</tr>
<tr>
<td><strong>Print impressions:</strong></td>
<td>1,013,100</td>
</tr>
<tr>
<td><strong>Outdoor impressions:</strong></td>
<td>33,576,666</td>
</tr>
<tr>
<td><strong>Radio impressions:</strong></td>
<td>4,505,100</td>
</tr>
<tr>
<td><strong>TOTAL IMPRESSIONS:</strong></td>
<td>50,890,286</td>
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</table>
Paid Media

2016 PROJECTED IMPRESSIONS

36 million

2016 ACTUAL IMPRESSIONS

50.9 million
<table>
<thead>
<tr>
<th>CLIENT: City of Aurora</th>
<th>TITLE: Things are looking up</th>
<th>Length: 90 / 30 / 10%</th>
<th>Round: 1</th>
<th>Date: 11/16</th>
</tr>
</thead>
</table>

I recently got a great new job and I've made some pretty amazing friends.

Life is good. In fact, I'm thinking about buying my own place...

...where friends can get together for a BBQ...

...or watch the game.

Maybe I'll get a dog. I love dogs!
(Toddler drops ball and dog runs in to retrieve it)

I want the feel of urban living only without the crazy prices and with more parking.

And there has to be great food and plenty of award-winning microbrew.

I guess I pretty much want it all. Lucky for me Aurora has all that—and more.

(gas lights grill, Freemen goes to outside fire, the spokesperson in the process.) Not mention, awesome city services.

VO: Thank you know Aurora, think again.
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 interests here
- Meet the mayor and your future clients
- 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!

AURORA MUNICIPAL CENTER
15151 East Mississippi Avenue
Aurora, CO 80012
July 21, 2016, 5:30-9:30 p.m.
Mayor Hogan Tour - Cocktails
Next Tour: July 4
To confirm your reservation, please RSVP at
AuroraWorldDiscovering.com/dinner

AuroraWorldDiscovering.com

REAL ESTATE - IT’S NOT FOR THE FAINT OF HEART.

• Sold
• $5

TOP 4 REASONS WHY YOUR CLIENTS SHOULD MAKE AURORA HOME.

• 1. LOCATION

2. MARKET

3. CONSTRUCTION

4. RETAIL

CALL IT A TRANSFORMATION. CALL IT COMING INTO ITS OWN.

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.

Census data revealed the demographic and economic changes in Aurora that have put it on the map. The city has seen significant growth, attracting new residents and businesses alike. Realtors have been keen on showcasing the city’s unique character and the diverse range of properties available.

If you’re looking for a real estate career, consider the growth opportunities in Aurora. The city is a great place to live and work, and the real estate market is poised for continued success. Contact your local real estate agents to learn more about the opportunities in Aurora.
Partnerships
Support Aurora’s vision
Promote the Aurora brand!

Thank you