

Adams County Office of Community Development (OCD)

2004 BUSINESS PLAN

1. EXECUTIVE SUMMARY

The Adams County Office of Community Development (OCD) was formed in 1985 for the purpose of administering funds from the U.S. Department of Housing and Urban Development (HUD) and others. Funding sources include the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Community Service Block Grants (CSBG) and Adams County's Human Services grant. OCD management activities include planning, financial monitoring, program monitoring, evaluation, administration of sub-recipient funding, training, contracting, case management and compliance. There are 24 non-profits and 6 municipalities currently funded by the various grants available through OCD. Almost all funds and programs administered by OCD are to directly impact the lives of low- and moderate-income people in Adams County. Direct service activities provided by the OCD include Food Distribution, Minor Home repair, Home Rehabilitation and the Community Transit Program (A-Lift).

Mission

The mission of the Adams County Office of Community Development (OCD) is to actively support and build the capacity of citizen groups and community organizations in Adams County so they may enhance the economic, social, environmental, and cultural well being of their communities.

Current and Future Direction

OCD is currently managing programs and activities already established under the 2000 to 2004 Consolidated Plans. In 2002-3 OCD began to increase its involvement at the grassroots level with the aim of creating new strategic plans based on direct input from community members. This is culminating in the **Adams County Community Needs Assessment of 2003-04** that will result in a study that will identify community needs, assets and strategic recommendations. This assessment is being implemented with considerable more involvement with community groups than in the past and will include four valuable components including a summary of existing studies, a set of survey responses generalizable to the whole county, a service providers' gap analysis and results 13 focus groups conducted in poverty neighborhoods. This assessment will be concluded in May of 2004 and will be used to draft the **new 5-year consolidated plan**; a long-range plan for Adams County and the Office of Community Development with a new set of goals, objectives and targets.

Despite the fact that under HUD, OCD is required to follow through goals, objectives and activities identified in the current Consolidate Plan, OCD has identified new program activities to implement in 2004 that may radically change the output and outcomes of its work: leading off with housing program activities (minor home repair and housing rehabilitation), OCD will begin **targeting poverty areas in unincorporated Adams County**, thereby paving the way for direct involvement with communities. This involvement may incorporate other funding sources (CDBG & CSBG), other activities (infrastructure, social services programs etc.) or other county agencies and non-profits. The goal of this activity is to have more impact in any given location by concentrating resources, rather than the current scattered approach employed. Impact in neighborhoods should be measurable, and relationships established with neighborhood residents will serve future development efforts.

2. SITUATIONAL ANALYSIS

The backdrop for OCD's efforts consists of overall conditions in Adams County, with OCD having a specific organizational interest and focus on a) increasing community involvement in the development process b) targeting for development, low-income and poverty level neighborhoods and areas traditionally marginalized or under-served. General conditions in Adams County that are of concern for OCD include:

- ◆ the continued effects of a (for the most part) worsening 2003 economy;
- ◆ a poverty rate of around 9%;
- ◆ increasingly "hidden" poverty (multiple families sharing single family structures) and growing recognition of the "working poor";
- ◆ roughly 44 percent of the population being cost burdened with regards to the cost and availability of housing;
- ◆ lack of a consensus on housing conditions for the county as a whole, and stymied attempts at creating a housing strategy;
- ◆ a steadily increasing senior population;
- ◆ limited representation and participation from communities (especially in unincorporated areas) in the development process;
- ◆ the increasing multi-cultural makeup of Adams County communities and the challenge this poses in development efforts, with some areas being culturally divided in their makeup;
- ◆ use of food aid as a relatively persistent, uncoordinated form of assistance to people in need;

Two years ago OCD began a restructuring process that has continued to date. OCD has excelled as a grants management organization, but its potential as a bona fide community development organization was largely untapped. OCD staff re-wrote its mission statement to reflect a more pro-active involvement with community, and began a series of activities to become more oriented to community needs; these included activities such as:

- ◆ conducting needs assessments with non-profits and initiating the county-wide needs assessment;
- ◆ providing results-based management training to non-profits, community members;
- ◆ providing marketing training to non-profits;
- ◆ initiating a food-aid network among community-based food pantries throughout the county;
- ◆ expanding its contacts with community members, leaders and organizations;
- ◆ participating in the Partnerships for Healthy Communities with the aim of improving existing OCD services (primarily the food operation) through increased referral capacity at the same time exploring the potential for this network to provide community linkages for future development efforts;
- ◆ increasing contacts and involvement with sister agencies such as Planning, Public Works, Social Services, One Stop, etc;
- ◆ extensive mapping and interpretation of poverty in Adams County;
- ◆ soliciting feedback from the municipalities with regards increased potential for collaboration as well as OCD's performance;

3. General OCD Action Plan

In response to the situation described above, OCD has initiated for itself the following program goals and/or activities for 2004 and subsequent years:

- ◆ **Initiate impact projects at the neighborhood level through a target neighborhood approach.** This requires identifying at least three pilot target neighborhoods, establishing rapport, identify needs, establishing expected outcomes / targets and initiate projects (leading of with but not limited to home repair/rehabilitation) thereby becoming involved with neighborhoods not currently participating in the development process;
- ◆ **Establish linkages with other agencies and non-profits** to determine the feasibility of collaboration in the target neighborhood approach;
- ◆ **Initiate a micro-enterprise program** in partnership with other agencies as a poverty alleviation effort that builds on existing resources and entrepreneurial opportunities. Annual targets would be an estimated 300 microenterprises started annually;
- ◆ **Establish an objective basis for identifying and prioritizing Adams County** needs through the completion of the needs assessment and consolidated plan;
- ◆ **Finalize the housing initiative** by engaging in grass-roots efforts, and establishing a set of principles and coherent strategy for adoption by agencies, non-profits, county and municipal governments;
- ◆ **Build on community contacts** established through the needs assessment process;
- ◆ **Solicit at least three project proposals** from or on the behalf of the target communities, thereby challenging the status quo of the CDBG/CSBG funding programs;
- ◆ **Build an active network of Food Aid organizations** and food pantries with increased efficiency, reach, accountability and customer service as primary goals;

A. 2004 HOME ACTIVITIES, GOALS AND ACTIONS

1. AFFORDABLE HOUSING DEVELOPMENT

One of Community Development's primary tasks is to support and develop the capacity of for-profit and not-for-profit agencies involved in providing affordable housing. Beyond housing development, housing-related service providers are also important to local

communities. Community Development staff work with not-for-profit agencies to acquire shelters and transitional housing for homeless people and the County supports these agencies by allocating funds for staff support, emergency shelter, shelter improvements and motel voucher programs.

- Action 1:** Increase housing production capability of local communities by providing technical assistance in the use of federal funding applications.
- Action 2:** Provide a minimum of 15% of the 2004 HOME allocation (\$152,550) to Community Housing Development Organizations (CHDO's).
- Action 3:** Identify and coordinate efforts with local government on ways to use local regulations to facilitate the greater production of affordable housing.

2. RENTAL HOUSING DEVELOPEMENT

The recently completed Adams County Housing Needs Assessment clearly identifies that the greatest need for new rental units in Colorado is for those with the lowest incomes-at 0 – 30% AMI. In Adams County approximately 13,750 renters earn less than 50% of the Area Median Income (AMI). There are 4,505 subsidized units that are available in the County for these household or 33 rental units per 100 income qualified renter households. This illustrates that the gap is much higher when only low-income households are considered. Of the 4,505 units, 2,705 are deeply subsidized units that would be affordable to households earning 50% of the AMI or less

- Action 1:** For renter households with incomes below 50% of AMI, provide loans and grants to produce 5 units with rents set at 30% of household income.
- Action 2:** Through on-going HOME-funded grants to the Adams County Housing Authority, Almost Home and Alternatives to Family Violence implement programs that provide tenant based rental assistance (TBRA), security deposit assistance and/or utility assistance to 50 households with income at or below 50% of the AMI. OCD will expand the TBRA program targets based on 2004 experience;

3. PRESERVATION OF AFFORDABLE HOUSING

Rising home values, low interest rates and the availability of reverse mortgages have helped many low and moderate income Adams County home owners to have access to funds to improve their property. However, there are still many Adams County households, such as seniors, or the disabled living on fixed incomes, who cannot afford the payments on a conventional home improvement loan. These households rely on low-interest loans and grants through Community Development funded owner-occupied rehabilitation programs to keep their homes safe and sanitary, and to allow newly disabled and elderly persons to remain in their homes by providing retrofitting for accessibility.

- Action 1:** Provide loans to rehabilitate a minimum of 20 owner-occupied housing units that are affordable to households at or below 60% of the AMI.

- Action 2:** Provide home improvement grants to 10 owner-occupied households whose income is at or below 50% of the AMI.
- Action 3:** Work with existing non-profit housing development agencies, special needs providers, and other housing agencies to increase the coordination between housing providers and service providers in producing more accessible, affordable units for persons with special needs.
- Action 4:** Identify and target a minimum of three neighborhoods in Adams County within which to concentrate outreach and marketing efforts of housing rehab programs as part of an overall resource targeting effort.
- Action 5:** OCD staff will seek to create and enhance relationships with the Code Enforcement programs of the County and participating cities so that the housing rehab program can be appropriately and proactively applied to housing code violations issued to low income owner-occupied households in the community.

4. HOME OWNERSHIP

While low interest rates have allowed many Adams County households to become owners, rising prices are still keeping many from making the move from renting to becoming owners. During the past five years, the price of single-family homes increased by 50% and attached homes grew by 55%. In comparison, the median income for the area grew 17%. This indicates that housing prices are exceedingly less affordable to the average household in the area. Renter households earning between 60% and 80% of the AMI is the group most likely to become homeowners. Households with incomes at less than 60% of the AMI are unlikely to be able to afford homeownership in Adams County without the help of a down payment assistance program.

- Action 1:** Create 50 new home ownership opportunities for household earning less than 60% of the AMI through down-payment assistance loans with a HOME-funded program coordinated by the Adams County Housing Authority.
- Action 2:** Create 2 new homeownership opportunities for households earning 40% of the AMI or less.

5. HOMELESS – SPECIAL NEEDS ACTIVITIES

Homelessness exists in most communities of Colorado. An overheated real estate market makes it hard for the very lowest income families to find an affordable place to live. Often these persons have mental, physical or substance abuse problems that may require additional supportive services. A recent “Point in Time Homeless Survey” indicates that domestic violence is one of the main causes of homelessness.

Emergency shelters are no longer able to meet the demand for sheltering families or individuals. The number of beds available does not meet demand. The availability of transitional housing is even more inadequate. The number of transitional housing units in Adams County has increased over the past five years, but is still inadequate. Many homeless providers have nowhere to send families and individuals once their shelter stay is over. This section of the Action Plan consists of a brief narrative of the CDBG and HOME activities proposed to be undertaken in Program Year 2004, to address emergency shelter, transitional housing, homeless prevention and transitional assistance.

Action 1: Continue to provide admin and operating funds to community-based organizations that combined serve approximately 400 homeless persons with shelter and essential services. Grants will be provided to the following agencies to undertake essential services and develop resources:

- \$ 3,500 Access Housing Resource Development

Action 2: Continue coordination of **Tenant-based Rental Assistance Programs** (TBRA) previously funded under the HOME program. TBRA assistance is targeted to households where homelessness has been caused by natural disaster, job loss, illness, domestic violence or other emergency situations. These programs will be evaluated by OCD staff during the program year to determine the efficacy of service delivery. Grants are currently being administered by the following agencies to undertake TBRA services:

- Alternatives to Family Violence
- Adams County Housing Authority
- Almost Home

Action 3: Continue to provide funding for the emergency motel voucher program and shelter renovations and improvements.

Action 4: Increase OCD's participation in the Metro Denver Homeless Initiative (MDHI), which serves as the agency that applies for and receives federal funding to address the provision of homeless services and housing needs from emergency shelter to transitional shelter.

Action 5: Continued participation in the Adams County Housing Task Force, which is comprised of representatives from Adams County cities, the County, Housing Authorities, financial institutions, homeless service providers and housing providers.

Action 6: Continued funding through the TANF allocation to homeless and special needs service providers.

Action 7: The County will also participate in public forums with the Save Our Section 8 (SOS) coalition, which is a citizen group whose mission it is to save Section 8 project based rental units.

Action 8: Plan and design policy and procedures for the transition of the administration of Emergency Shelter Grant (ESG) program funding from the State of Colorado to the Adams County Office of Community Development. ESG funding for Adams County Homeless Providers will be administered by OCD beginning with the 2005 program year.

The Adams County Housing Task Force will oversee the completion of a Housing Gaps Analysis which will outline workforce housing needs in Adams County. The Housing Task Force will use this Gaps Analysis to assist in the development of an overall workforce

housing policy in the County and also in support of the Five-Year Housing and Community Development (Consolidated Plan). This housing initiative will include grass-roots efforts in order to garner local involvement and opinions so that there is more awareness and support for projects that result from the initiative.

B. COMMUNITY TRANSIT PROGRAM – A-LIFT

The program mission for the A-Lift program is:

“To promote mobility and independence for older adults and disabled persons through a community partnership committed to accessible and affordable transportation in Adams County”

2003-2004 Community Transit Program Goals

- Obtain a non-profit or foundation status for the A-LIFT Program. With non-profit status, expand revenue base by \$50,000 to include private grant funding and fundraising. In the event that a 501c3 designation is not in place by March 1, 2004, then the Contractor shall aid the Adams County Community Transit Policy Council in meeting a fundraising goal of \$10,000.
- Contingent on the availability of funds, augment types of activities for which rides are provided to include adult day care and visits to spouses in health care facilities.
- Increase ridership of the minority and disabled population by 10% in 2004.
- Maintain number of unduplicated rides at 500.
- Pursue cooperative ventures with other organizations such as RTD Call-n-Ride to increase the transit opportunities available to our target populations.
- Continue to foster cooperation with volunteer organizations to further reduce the need for additional revenues.
- Identify and pursue opportunities to present to city councils, business, funding organizations, and civic groups.
- Provide a minimum of 13,200 rides.
- Conduct annual rider satisfaction survey and report.

- Collect a minimum of \$7,337 in rider donations.
- Explore the potential for adopting market-driven, private sector alternatives for program implementation.

C. Grants Management Program Goals and Objectives

OCD Grant Management Goals:

To obtain and manage with a high degree of professionalism state and federal grant awards that assist in accomplishing the economic, social, environmental and cultural well-being of Adams County communities.

Objectives include:

- Monitor and maintain compliance with regulatory and performance outcomes in OCD grant programs.
- Increase effectiveness of non-profit partners: OCD will increase the efficiency and impact of non-profits through better coordination, linking populations, needs and resources with non-profits, establishing better guidelines and standards for impact and outcomes
- Obtain result outcomes that resource / programs have a measurable and tangible proof of impact. Performance based management implemented internally and externally with OCD subgrantees and municipalities. Continue implementation of ROMA among funding recipients in grant programs administered by OCD
- Improve and build a timely grants tracking system for contracts, payments, loans, data collection/reporting, monitoring and performance outcomes/impacts
- Establish OCD information sharing on activities – including guidelines, policies, funding opportunities and procedures and establishment of a local clearinghouse activity
- Provide program information, statistical data and GIS mapping for community development and analysis. Increased capacity in GIS will provide: mapping and interpretation of U.S. Census information, zoning analysis, identifying target areas for rehabilitation, neighborhood revitalization, brownfields funding opportunities, physical planning considerations, etc. and provide baseline information to non-profits and other agencies for program planning
- Participate in community networking meetings to building linkages to improve citizen participation in program processes. Develop and bring community participation to life. Include rural areas. Actively support and build capacity of citizens groups and community organizations so they may enhance the economic, social, environmental and cultural well being of their community
- Adjust funding schedule to support local planning – review, revise and rationalize OCD's programming calendar and application process
- Focus staff development through training in grants management operations, regulator and performance compliance, strategic planning, ROMA, Community Analysis, non-profit development, customer / neighborhood training (train the trainer), reporting

and evaluation, contracting, individual performance, community participation and cross-training among unit staff. Target Result is to improve staff performance and training, attendance and through effective work plans

New Grant Management Goals and Objectives

1. Fundraising

- Increase incoming funding over 2003 funding level by approximately \$50,000 to use for the purpose of: form community based groups or non-profits; to assist community based non-profits in capacity building and community groups and non-profits looking to build neighborhood and/or community leadership and formation of non-profit status to work at addressing needs within Adams County neighborhoods.

2. Marketing

Grants marketing efforts to showcase what good is happening in Adams County with the following activities:

- Through Community Development Week in April 2004 highlight community needs assessment project as well as completed CDBG activities around the county. Prepare a proclamation by BOCC designating CD Week. Have a press conference regarding the Community Needs in Adams County.
- Present Community Needs findings to various community groups.

3. Funding Criteria System Improvements

- OCD will develop criteria by which non-profits, their projects and activities will be funded. The criteria will include: Fit with expressed needs, priorities and goals of the neighborhoods and communities in which project activities will take place as evidenced by community participation; Board of County Commissioners Criteria and Priorities; Fit with OCD Community Development mission, principles and goals; Fit with OCD's future development strategy and impact areas; Fit with funding agency goals, objectives and criteria.
- Improving rating system for funding proposals (review/ evaluation / Selection) – OCD develops a more elaborate strategy (including neighborhood and non-profit approaches) that is capable of having measurable impact in Adams County: OCD develops and a specific set of benchmarks, targets and indicators by which it will measure its progress
- Increase the transparency of the Funding Decision Process
- Make connection between understanding funding situation of grant applicants and their funding needs – researching the non-profit needs – applying for funds to improve non-profits, understanding community needs assessment and changing type of proposals received to include proactive proposals instead of reactive proposals
- Fund Request process through BOCC – facilitate / coordinate and collaboration of local providers to avoid duplication of services to assure best use of funds.
- Monitor and evaluate the efficiency / effectiveness of service delivery methods and procedures for grant programs – id opportunities for improvements
- Evaluate office mission and clarify grant fund purposes – community development or community service – some grants administered may continue to be community service while office shifts to community development.

- Review non-profits or community groups for their Stages of Non-profit Development so they can be rated: organizing / concerns/ interest; file for non-profit status; low-level non-profit; mid-level non-profit; and high-level non-profit

4. **Increase Community Linkages and Outreach**

- OCD begins working with neighborhoods, populations and CBOs (informal and formal) that a) exist within pockets of poverty b) have not been reached by existing projects, services or non-profits within Adams County; OCD increases it's network of community groups, key informants in order to have closer, direct ties with communities, and a better understanding of needs, desires and capacities of neighborhoods.
- Improve customer service by development programs and products that are more responsive to customer needs
- Invest in products capable of building technical skills, resources and capacity of community groups including the following areas: grant-writing and grant management skills training, organizational development, strategic planning, analysis of census figures for planning purposes; small-group process facilitation and training; fund-raising strategies; working with the media; economic development opportunities; Acquiring non-profit status; community mapping, visioning and mobilization
- Community Needs Assessment
 - Participate in various subcommittees
 - Integrate findings into program strategic plans and individual work plans to implement targeting of community needs
 - Present Community Needs findings to various community groups.
 - Promoting Community Needs Assessment
 - Fund Raising to address Priority Needs
 - Facilitates and encourage Community Participation
- City/County Partnership Suggestions
 - Summer Planning – maybe August
 - Meet to provide networking opportunities among cities/county.
 - Share Information – provide follow-up on Comm. Needs Assessment
 - Host Local workshops
 - Consolidated Plan participation
 - Emergency Housing repairs – improve response time
 - Micro-enterprise – pursue as a way to eliminate poverty
 - Plan ahead to accommodate changes like Broomfield because Thornton may pull out next time.

5. **Improve Non-Profit Coordination**

- A. Create a system for collaborating among agencies – Create a depth of understanding about collaboration, its benefits and challenges, and examples of success stories will be helpful to create the long-term commitment necessary to create a collaborative NPO process. The OCD will start collaboration by share information funding sources that are available for the NPO's and how to leverage them. (More money for more staff) – Clearinghouse for funding Opportunities, Website, Hotlist people who what to be notified – Resource Development for non-profits. Develop clearinghouse guidelines, policies and procedures and delegation for clearinghouse activities.

6. Preliminary Goals for Emergency Shelter Grant Program

ESG program – unofficial notification of grantee status for 2004

In the fall of 2003, HUD unofficially notified Adams County that it may become eligible to receive annual Emergency Shelter Grant (ESG) funding that are estimated at \$77,000 for PY2004. The Emergency Shelter Grants (ESG) program is designed to be the first step in a continuum of assistance to prevent homelessness and to enable homeless individuals and families to move toward independent living. The following type of activities can be assisted with ESG funding: rehabilitation or conversion of buildings into homeless shelters; operating expenses; essential services; and homeless prevention activities. As of December, there has been no official notification. The lack of official notification has not allow sufficient time for establishment of this program for delivery by March 2004. Instead, Adams County is entering into discussions with the State of Colorado, Department of Local Affairs for continuation of ESG program delivery through their system if Adams County is officially notified that it indeed will be a grant recipient of ESG funds in PY2004. In PY2004, Adams County will consult with affected and interested parties to plan for program delivery the following year. Planning for this program will include the process and criteria for awarding grant funds along with the source and amount of matching funds.

7. Targets for Grant Programs

PY2004 CDBG Project Activities

CDBG Activity Type	Amount	Percentage of Total
Administration & Planning	\$421,501	17.5%
Public Facilities & Infrastructure Improvement	\$1,529,771	63.6%
Housing Rehabilitation	\$299,994	12.5%
Public Service	\$103,447	4.3%
Acquisition (Housing)	\$25,000	1.0%
Contingency Funds	\$27,437	1.1%
TOTAL	\$2,407,150	100%

8. CSBG Program

For the CSBG Program Year March 1, 2004 through February 28, 2005, it is anticipated that the funding level will remain at \$394,684, the same as the last program period. Decisions on 2004 proposals have not completed the award process but will target the national goals.

CSBG NATIONAL GOALS:

- #1: Low-income people become more self-sufficient.
- #2: The conditions in which low-income people live are improved.
- #3: Low-income people own a stake in their community.
- #4: Partnerships among supporters and providers of services to low-income people are achieved.
- #5: Agencies increase their capacity to achieve results.
- #6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

CSBG funds can only be expended to serve the very low-income population. Eligible persons should be at or below the 125% poverty level income. CSBG funds are to be used to meet the Federal Objectives of 1) Employment; 2) Education; 3) Income Management; 4) Housing; 5) Emergency Services; 6) Nutrition; 7) Linkages with other programs; 8) Self-Sufficiency; 9) Health and; 10) Other, using the CSBG Eligible Activities Guide. The objectives 5) Emergency Services; and 6) Nutrition are considered local priorities. Operational funds will also be provided to the Adams County Office of Community Development to provide services to non-profits, linkages with communities, cover administrative costs, printing, technical assistance, training and other CSBG program related cost.

CSBG Program Goals, Objectives, Activities

- Target funding activities where low-income people become more self-sufficient and own a stake in their community.
- Focus funds to targeted areas
 - 3-4 new community-based targeted projects submitted as a result of using targeted approach
- Develop how CSBG funded services will be shared and marketed in poverty area.
- Maintain CDAB meetings and membership at capacity:
- Train in ROMA
- Engage in Strategic planning and provide input on direction of OCD programs.
- Strengthen the network and capacity of government, non-profits and community-based organizations through the following objectives:
 - ROMA training organized for non-profit, CDAB and community partners
- Conduct analysis of last years ROMA implementation. Are results clearly documents, how do they compare to planned results. What worked well – what needs improvements?
- Increase Adams County presence in community development in rural Adams County
- Participate in Community Needs Survey and Analysis:
- Integrate Community Needs Survey results into a long-range strategic planning and annual work plans.

- Create a system for collaborating among agencies – Create a depth of understanding about collaboration, its benefits and challenges, and examples of success stories will be helpful to create the long-term commitment necessary to create a collaborative NPO process:
- The OCD will start collaboration by share information funding sources that are available for the NPO’s and how to leverage them. (More money for more staff) – Clearinghouse for funding Opportunities, Website, Hotlist people who what to be notified

9. 2004 Human Service Agency Grants

The Human Service Agency Grants are funded by Adams County General Funds. The administration of this grant was transferred from the Board of County Commissioners Office to OCD in 2000. Human Service funds have been provided on an annual basis to various human service agencies that provide services to residents of Adams County. The 2004 final funding decisions have yet to be made. Seventeen (17) community service agencies requested a total of \$530,887 in Human Service Agency Grant Funds for 2004. A review of the expected funding awards to community service providers indicate that the services to be funded are in; health, nutrition, emergency (crisis intervention), senior support, special needs and transportation for rural communities including specialized transit for disabled and fragile seniors.

Human Services Agency Grants Program Goals

- *Improve customer service by development programs and products that are more responsive to customer needs*
- Develop outline for HS grants to include ROMA performance based management of funds
- Include a data collection on activity and performance reporting system
- Include Fiscal Affairs in obtaining input on what this system could include.
- Run the proposed program changes by the BOCC in Study Session and implement these changes in the July request for proposals and in the funding decisions for 2005 funding.

Human Service Agency Grant Program Activities - 2004

Project	Grant	Purpose
Arapahoe House	\$57,750	Detox and treatment
Aurora Community Mental Health Center	\$35,887	Service provision
Clinica Campesina	\$14,000	Medical Service Provision at the Thornton facility
Community Outreach Project	\$10,000	Children’s special needs program for developmentally disabled children
Community Reach	\$215,000	Mental health treatment of uninsured Adams County

		Residents
High Five Plains Foundation	\$4,500	Emergency assistance and crisis intervention
Radio Reading Service of the Rockies	\$5,000	Radio reading services for the visually impaired
Senior Resource Center	\$35,000	Home care services to elderly
Senior Tax Rebate Programs (4 school districts)	\$31,000	Provides property tax relief for senior volunteers in School Districts 12, 14,27J and 50
Special Olympics	\$10,000	Year-round sports and training programs for developmentally disabled children
Special Transit	\$22,000	Rural transit in Brighton and Tri-Valley
Senior Hub	\$82,250	Tax preparation, senior food bank and minor home repair for seniors
Parlando Incorporated	\$3,500	Senior citizen life enrichment program – music appreciation
Tri-Valley Senior Citizens	\$5,000	Rural senior program administrative expenses
TOTAL	\$530,887	

D. Community Outreach & Marketing

Marketing:

OCD until recently relied on word-of-mouth promotion for most of its programs, activities and opportunities. In the last couple of years, OCD began making a concerted effort to more widely promote itself, beginning with producing brochures and displays for the program as a whole, making use of press releases, conducting public presentations on its programs, and increasing networking with agencies. By and large, more people are aware of OCD, but there OCD has not yet produced a marketing plan although the A-Lift program has a very detailed and effective marketing plan.. Many reasons account for the fact that marketing is still nascent; lack of funding for an effective marketing initiative, and promotional materials being two. Mass-marketing OCD's direct implementation activities such as minor home repair for which there are very limited resources might also be counter-productive.

As OCD is now in the process of targeting neighborhoods, OCD will need to concentrate efforts in specific neighborhoods with an array of promotional materials such as brochures, door hangers, inserts in utility bills, door-to-door presentations and community meetings. While this is taking place, OCD will also increase its p.r. efforts to garner attention for the initiatives by making use of press releases, PSAs, hosting community forums, and coordinating efforts for effective "product launch" activities. Promotional efforts will need to be front-loaded for maximum exposure prior to project implementation.

COMMUNITY OUTREACH:

To a certain extent, OCD is front-loading involvement with community groups through the Needs Assessment, and ties with neighborhood groups (both informal and formal) during the focus group process in early spring of 2004 will lead to linkages that can be used for housing activities, building consensus for the housing strategy, identifying condition of infrastructure, capacity building for community groups, and solicitation of project proposals under CDBG, CSBG and HOME. Accordingly, OCD's community outreach and marketing/promotional efforts will target 3-4 neighborhoods, approximately 2,500 households and 5 community groups in 2004.

ANNUAL REPORT

OCD produced its first-ever annual report in 2003. OCD's calendar year runs from March to end of February, consequently OCD's 2003 annual report will be produced by May of 2004.

4. ORGANIZATION

OCD rebuilt its Community Development Advisory Board (CDAB) in 2002 & 2003 and has held numerous meetings to review OCD's program and CSBG application. During this time, CDAB board members identified a significant special needs population that may require additional program support in the county. There are almost 60,000 handicapped in Adams County, and some CDAB members will be reviewing existing programs for the handicapped to identify if there are any programmatic gaps.

CDAB Board Members

Chair: Randy McCall – Key Bank

Vice Jan Bach – Save Our Section 8 and Redwood Mobile Home Tenants Association

Terry Melonakis -

Jerry Cain -

Liz Treddenick - Adams County Aging Network

Deborah Gray - Adams County Housing Authority

Tam Intermill - Town of Bennett

In 2004, OCD will provide results-based management training for CDAB members.

The OCD Food Distribution Program is assisted by the **Food Distribution Task Force**, comprised of the following members:

Janet Benavente	Colorado State University Extension
Berk Pens	Volunteer, Former TEFAP coordinator
Mary Arnold	Volunteer
Donna Lynd	Volunteer
Dale Bonnett	Community of Faith United

OCD Organizational Chart



