

ADAMS COUNTY COMMUNITY NEEDS ASSESSMENT

EXECUTIVE SUMMARY



ADAMS COUNTY
COLORADO

PREPARED BY:



TABLE OF CONTENTS

BACKGROUND AND INTRODUCTION 1

THE THREE MAJOR COMPONENTS OF THE COMMUNITY NEEDS ASSESSMENT 2

A BRIEF OVERVIEW OF ADAMS COUNTY 4

COUNTY-LEVEL PRIORITIES FOR IMPROVEMENT 6

 EDUCATION- #1 PRIORITY FOR IMPROVEMENT 7

 ECONOMIC DEVELOPMENT - #2 PRIORITY FOR IMPROVEMENT 9

 HOUSING - #3 PRIORITY FOR IMPROVEMENT 11

 PUBLIC SAFETY - #4 PRIORITY FOR IMPROVEMENT 14

SELECTED FINDINGS FROM COMMUNITIES OF INTEREST 16

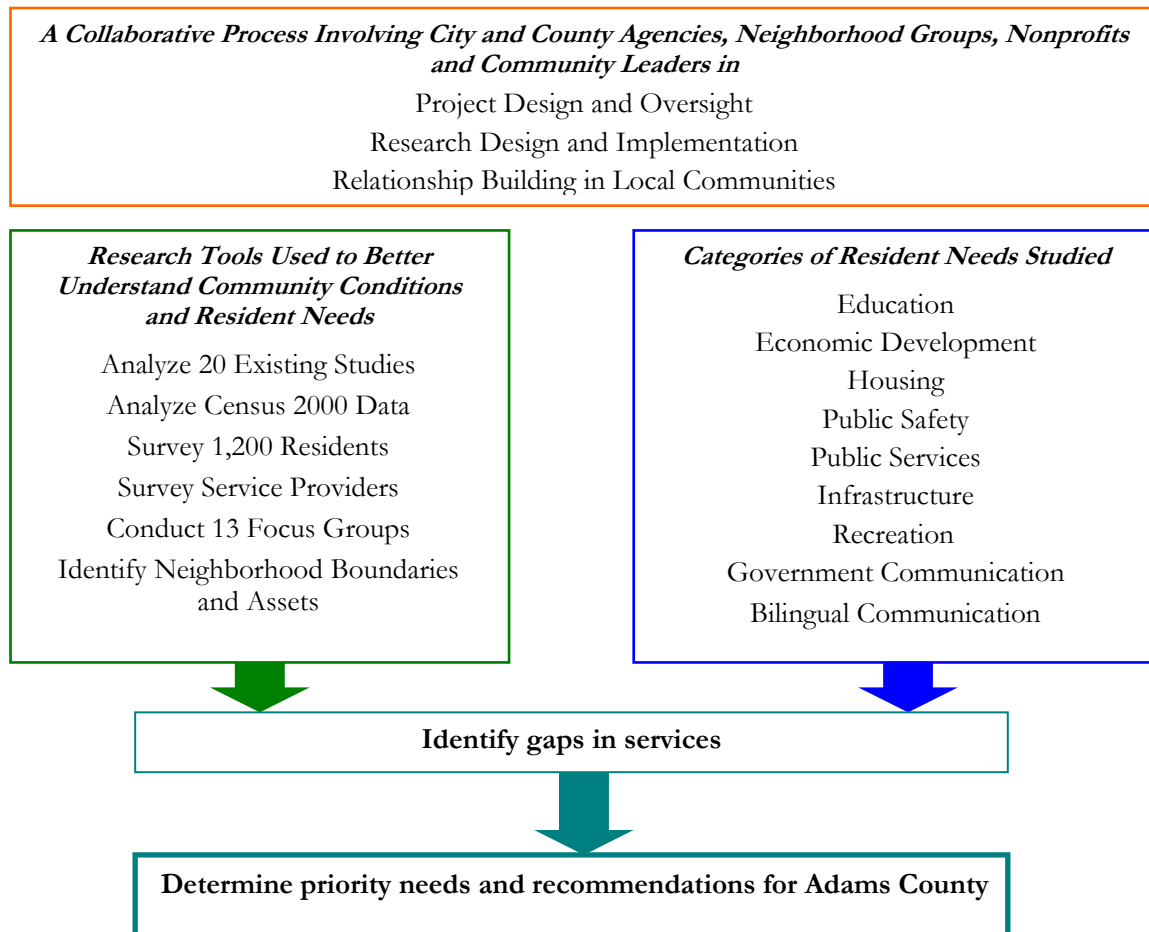
RECOMMENDATIONS 20

ADAMS COUNTY COMMUNITY NEEDS ASSESSMENT

BACKGROUND AND INTRODUCTION

In August 2003, Adams County engaged the services of Corona Research, Inc. to conduct a Community Needs Assessment that would identify community needs, community assets, gaps in services, and priorities, especially among low and moderate income residents. The goal of the study was to learn more about community conditions from community members and organizations so that the County could be more responsive to the needs, interests, priorities and capacities of community members in their efforts to create healthier communities.

This Executive Summary presents an overview of findings on community conditions and resident needs in Adams County, provides information on available services and service gaps, and offers recommendations to the County to enhance community conditions and better meet resident needs. The diagram below illustrates the major components of the Needs Assessment project.



THE THREE MAJOR COMPONENTS OF THE COMMUNITY NEEDS ASSESSMENT

The Scope of Work included in the Request for Proposals provided specific direction to the research team on the three major components of the Needs Assessment.

A COLLABORATIVE PROCESS

At the start of the Needs Assessment project in August 2003, a Project Advisory Committee (PAC) was formed to provide stewardship and expertise for the successful completion of the project. The Committee included Adams County residents, neighborhood associations, community-based organizations, City and County Agencies, the Needs Assessment Task Force, and the Office of Community Development.

PAC members were crucial to the success of the resident survey, as extensive community outreach was involved. PAC members played a major role in surveying 200 Adams County residents the “old fashioned way” – via door-to-door surveys. In addition to recruiting surveyors in their communities, many hit the pavement and conducted surveys on a sunny Saturday in November 2003. Over 20 Adams County residents, community leaders and city/county staff served as door-to-door surveyors. In addition, PAC members were instrumental in the successful recruiting of focus group participants in low-income neighborhoods and other communities of interest in Adams County. These grassroots efforts resulted in the establishment of many new relationships on behalf of Adams County.

The Project Advisory Committee established a strong membership. Approximately 30 members attended the monthly PAC meetings, with an average of 20 to 25 people at each meeting. The April 2004 meeting provided for a transition of PAC leadership from Corona Research to the County. During that meeting, PAC members commented on the unique level of collaboration achieved during the Needs Assessment process and their desire to continue working together.

The County also looked to Corona Research to build relationships with individuals and organizations as part of a capacity building initiative to support future improvement activities. During the Needs Assessment process, Corona Research outreached to over 200 individuals and organizations from across Adams County, thus positioning the County more strongly for future improvement efforts with active community involvement.

... WITH A NUMBER OF RESEARCH TOOLS

The Request for Proposal outlined several research tools to be used in the study, including a combination of original and secondary research methods, each of which has been documented in separate reports that supplement this report. While the secondary (i.e. existing) research laid the groundwork for understanding community conditions and possible resident needs, the primary (i.e. original) research provided opportunities to hear directly from county residents about their needs and priorities.

- The **Resident Survey** of over 1,200 residents provided statistically valid data on county residents as a whole. Of the 1,249 surveys conducted, 200 were conducted door-to-door in low-income neighborhoods using a handheld survey device (see picture) equipped for English and Spanish language surveys. The Project Advisory Committee elected to use a

“hybrid” survey approach – a combination of telephone and door-to-door surveys – to ensure that low-income households weren’t under-represented.

- **13 Focus Groups** were conducted in 11 communities of interest, including many low-income and poverty areas, from Brighton to Bennett and many neighborhoods in between. While these groups provided a snapshot of the needs of focus group participants in these areas, the focus group findings are not generalize-able to the whole county.
- The findings from the **Provider Survey** largely reflect the opinions of social service providers in Adams County, with an emphasis on nonprofit service providers and illustrate the services provided by those particular agencies. As such, these findings are not representative of all Adams County service providers. Nonetheless, the information gathered through the survey provides a baseline of information on current services and service gaps, and also indicates a need to establish the countywide capability to gather and update service data in a comprehensive and consistent manner.
- Another research task was to **Identify Neighborhood Boundaries and Assets**. Over 600 assets were identified in categories such as faith-based organizations and public facilities. These assets comprise a large percentage of community assets in Adams County, and could be supplemented with additional asset data from municipalities and nonprofits on a regular basis (See report entitled “Identify and Map Neighborhoods” and the Archview GIS software file on the accompanying CD). In addition, the neighborhood boundaries mapped in this study were identified during the focus groups and are thus reflective of those particular neighborhoods and residents.
- The **Demographic Profile** of Adams County is based on Census 2000 data and the **Review of Existing Research** included 20 studies that had already been conducted for Adams County or its municipalities with various levels of research rigor.

.... AND A VARIETY OF NEEDS TO STUDY

A challenge inherent in conducting a comprehensive assessment of this nature is that of limiting the scope of the research to fit the available budget while maximizing the amount of information collected. For this study, the client elected to modify the original list of need categories in order to focus on those needs that weren’t being studied separately. The decision to focus on nine particular categories of need (i.e. those listed on page 1) was made by the Resident Survey Sub-Committee of the Project Advisory Committee. While some categories were eliminated (Health), others were studied in conjunction with a larger category (Homeless Needs were addressed as part of Social Services) and still others were added (Government Communication and Bilingual Communication).

The nine need categories reflect those areas covered during the primary research in this assessment. Allowance was made for other areas that were analyzed in the secondary research portions of the project, such as the review of existing research, which included some findings related to healthcare and seniors. It is important to keep in mind that the findings gathered from the different research methods are reflective of the respective populations studied as well as the nature of the research tool utilized. As such, some findings pertain to the entire county and others are specific to the populations studied. Each research method has been fully documented through the supplemental reports created in addition to this report.

A BRIEF OVERVIEW OF ADAMS COUNTY

This section provides a context for understanding resident needs and priorities as impacted by population growth and economic conditions in Adams County.

WHAT DO WE KNOW ABOUT ADAMS COUNTY RESIDENTS?

Adams County, like other counties in metropolitan Denver, grew considerably between the 1990 and 2000 Census, with an increase of 98,819 to 363,857 total residents in 2000. The growth rate of 37.3 percent was higher than the state average of 30.6 percent for the same time period. Households in Adams County tend to be larger than those found in general across Colorado (2.8 compared to 2.5 persons per household). This larger family size helps explain why the per capita income in Adams County is approximately \$4,000 less than the state average, while the median household income is essentially the same (\$47,323 in Adams County). Adams County is younger and more racially and ethnically diverse than Colorado overall, with more children under 18 years of age and more persons of Asian and Hispanic heritage. County residents are also more likely to speak another language than English at home. Adams County's level of educational attainment lags the state's, with fewer high school and college graduates residing in Adams County.

WHAT DO WE KNOW ABOUT QUALITY OF LIFE?

The survey of Adams County residents conducted in late 2003 provides a snapshot with statistically valid data on residents' perceived quality of life and need for services. Despite the challenges of the economy and rapid population growth, 79 percent of Adams County residents reported a "good" or "very good" quality of life.

WHAT DO WE KNOW ABOUT THE BUSINESS AND ECONOMIC ENVIRONMENT?

The leading industries in Adams County in 2001 were, in order: construction, government, retail trade, and manufacturing.¹ Recent data compiled by the University of Colorado and provided by the Adams County Office of Economic Development notes the county is a major overland shipping hub, with its proximity to major interstates in Colorado. The report also states that the majority of the state's wholesale trade and commerce occur in Adams County.²

Early 2004 has found Colorado in the midst of a "jobless recovery" that began after the 2001 recession. This jobless recovery is best evidenced by the unemployment rate. According to the US Department of Labor, the county outpaced the state's unemployment rate as of December 2003, with 7.1% unemployment in the county compared to the state's unemployment rate of 5.8%.³ This was the same unemployment rate as that calculated by the Resident Survey conducted in November/December 2003.

¹ Adams County Comprehensive Plan, Draft, 2003.

² Colorado's Economic Opportunities: Yesterday, Today and the Future. University of Colorado, Leeds School of Business, 2004.

³ "Colorado's jobless rate climbs to 5.8 percent," Rocky Mountain News, January 28, 2004, Page 16B.

WHAT DO WE KNOW ABOUT PROJECTED POPULATION GROWTH?

What does the future hold for Adams County? The county's high rate of population growth is projected to continue through 2025, and Adams County is expected to gain the greatest number of new residents in absolute numbers compared to other Denver metro area counties.⁴ According to the 2003 Comprehensive Plan, both the State Demographer and the Denver Regional Council of Governments (DRCOG) predict that the county's population will reach over 600,000 persons, assuming a continuation of current land use development patterns and policies. This high population growth will place increased demand on the County's services as well as those of its municipalities.

WHAT DO WE KNOW ABOUT PROJECTED BUSINESS GROWTH?

The state demographer expects the county to enjoy a "significant share of the Denver Metro area's future job growth, influenced in no small part by the potential represented by Denver International Airport, the Gateway areas, and the completion of E-470."⁵ A report recently published by the University of Colorado's Leeds School of Business expects the construction, trade and service sectors to "continue to grow."⁶ The report notes the continued importance of the county's agriculture and transportation sectors as well as the "opportunities to build on [the] strengths of" the computer and electronic manufacturing and other industries. Another area of future growth potential is the new Colorado Biosciences Park Aurora on the old Fitzsimmons site. According to the Comprehensive Plan, jobs in Adams County are projected to increase 70 percent between 2003 and 2025, from 193,305 to 318,849. This job growth is expected to "remain ahead of forecasts for the entire Metro region and the state as a whole."

OBSERVATIONS ON GROWTH AND POTENTIAL NEEDS

Adams County has outpaced the state in terms of the population growth rate and is expected to continue to outpace the state through 2025. Since Adams County is younger than the state in general, with more children under age 18, it can expect that those young people will be graduating and looking for opportunities to earn a living once they reach adulthood. This population growth is expected to be matched by considerable growth in the economic base of Adams County. Some of that economic growth is likely to be in new or growing industries that may require specialized skills or a post-secondary education while offering more opportunities to work and live in Adams County at a higher salary. County residents may need to increase their enrollment and graduation rates from colleges or trade schools in order to compete for these jobs and increase their household and per capita income. This increase in educational attainment would be greatly aided by public school systems that prepare their students for future academic and work success.

In the long term, an increase in household income may result in a shift in priorities, once the basic needs of county residents have been met. For now, the task is to focus on improving services to better meet current needs.

⁴ Adams County Comprehensive Plan, Draft, 2003.

⁵ Ibid.

⁶ Colorado's Economic Opportunities: Yesterday, Today and the Future. University of Colorado, Leeds School of Business, 2004.

COUNTY-LEVEL PRIORITIES FOR IMPROVEMENT

The 2003 Resident Survey gave residents from across Adams County the opportunity to voice their opinions about needed services and priorities for the future. When asked to select one area for improvement out of nine options, residents' opinions were as follows (in descending order of magnitude): Education, Economic Development, and Housing, Public Safety, Public Services, Infrastructure, Recreation, Government Communication, and Bilingual Communication.

The research findings and gap analysis support clear priorities for action in Adams County in the areas of Education, Economic Development, Housing and Public Safety. This is not to say that the other five areas are not deserving of the County's attention, as households are impacted by all nine areas. One can think of these findings as supporting the need for broad improvements for Adams County households, whether they be for additional recreation opportunities in the eastern portion of the county, increased public safety in low-income areas or increased job opportunities across the county.

Education is very important to Adams County residents – as evidenced by the 33 percent of residents that ranked it the top priority. The County has a role to play in meeting the needs of county residents in the areas of adult education (specifically in job training), English as a Second Language (ESL) classes, after-school programs and early childhood education. Likewise, the County can support ongoing improvements in the public school systems that serve the same constituents. Improving services in these areas will likely necessitate a strong partnership with local municipalities, school districts and other organizations serving Adams County residents. In addition, several of these issues, such as Economic Development and Housing, would benefit from a regional approach as well.

The next section documents the community need and relative gap in service for the top five need categories, in descending order of priority. Findings from the various research methods utilized in this study are presented in support of each priority, and then the gap in services is outlined and overall conclusions offered.

Community Need

- **Selected as the top priority for improvement by 42,500 households** (33 percent). This category covers early childhood education to adult education, educational opportunities for youth aged 16-20, and after-school programs.

What do residents tell us about education needs via the survey?⁷

- The level of dissatisfaction with the **public education system** serving a particular municipality or unincorporated area of the county ranged from 12 to 31 percent rating it “bad” or “very bad”.
- 40,000 Adams County households (31 percent) believe more **after-school programs** are needed.
- 36,000 Adams County households (28 percent) believe there aren’t good **educational opportunities for 16 to 20 year olds** that are no longer in school.
- 66,500 Adams County households (52 percent) believe there are **good adult education opportunities** in their community. This is the only area of education where a majority of county residents held a positive opinion.

The 2000 Census tells us more.....

- **Adams County significantly trails the state in educational attainment**, with a higher percentage of adult residents with no high school diploma (21.2% compared to 13.1%) and fewer with a college background (ranging from “some college, no degree” to a “professional degree”) at 48.0% compared to 63.7% for the state.⁸
- The percentage of adults with a high school diploma in Adams County ranged by community from 57.8 percent to 85.5 percent, and **those with a college education ranged from 3.7 percent to 28.6 percent.**

The existing research tells us more.....

- **The surge in population growth** in Adams County since 1990, as well as surrounding areas, **has resulted in increasing pressures on community facilities and infrastructure, including parks, public safety, roads, schools.**⁹ “In many instances, demand is outstripping the County’s ability to pay for expansion of existing services and facilities, on top of maintaining what is in place today,” notes the 2003 Comprehensive Plan.

⁷ Number of households based on survey of 1,249 residents (95% confidence interval, +/- 2.8%) and 128,290 households in Adams County (2000 Census). Rounded to the nearest 500th.

⁸ Community Assessment Report for Adams County Workforce Region, 2003.

⁹ Adams County Comprehensive Plan, 2003.

- The level of educational attainment is **even lower for Head Start families** in Adams County. According to the 2003 Community Assessment, 63 percent of families had less than a high school degree and 25 percent had a high school degree or GED.¹⁰
- According to the Adams County Head Start Community Assessment, there were 1,311 Head Start eligible children living in the county in 2003 and **only 716 (55 percent) were receiving services**.¹¹
- An analysis of the publicly funded pre-school capacity determined there were 2,529 total slots in 2003 compared to a estimated need of 6,467 – **leaving 61 percent of the need unmet**.¹²

Residents that participated in focus groups tell us more¹³

- Education was **ranked in the Top 3 needs** out of nine categories in **6 of the 13** focus groups.

Available Services

- The Provider Survey identified some of the education services provided to Adams County residents.¹⁴ While this data is incomplete it does provide a baseline of information on current services.
 - 6,892 youth served by Youth Programs, including after-school
 - 290 youth were served in Youth Job Training Programs
 - 716 children served through Head Start
- Service providers that participated in the Provider Survey identified education as the area with the greatest projected increase in need over the next five years.

Conclusions

Resident needs in the area of Education appear to be broadly dispersed. The one area that seems to be working well is that of Adult Education, an area in which the majority of households reported that opportunities are “good” to “very good”. There may be some lessons learned about service provision in this area that could be leveraged to improve other segments of the education continuum (early childhood to adults). Given that Adams County has a relatively large percentage of youth, when compared to Colorado overall, the need for improved public school education and a variety of post-secondary opportunities will likely continue into the future. Most likely, the County will need to form new partnerships, or strengthen existing ones, to help address the broad range of educational issues that made this Priority #1.

¹⁰ Adams County Head Start Community Assessment, 2003.

¹¹ Ibid.

¹² Ibid.

¹³ 11 of the 13 focus groups were held in low-income areas in which 5% or more of the population lived at or below the poverty level according to the 2000 Census.

¹⁴ The Provider Survey had a response rate of 41.8%, and so likely is not comprehensive in assessing supply. Due to the nature of this survey, margin of error does not apply. In addition, the number of ‘unduplicated’ customers listed likely includes duplicate customers as well.

Community Need

- **Selected as the top priority for improvement by 27,000 households (21 percent).** This category included assistance with finding a job (adults and youth), services for starting a business, career counseling, placement, referrals, and low-interest loans or credit for businesses.

What do residents tell us about economic development needs via the survey?¹⁵

- The **concern** about economic development is **equally distributed across the county.**
- 63 percent of the Adams County residents that work outside the county would **prefer to work in Adams County.** The two main reasons given for not working in Adams County today were there are more jobs outside the county that fit their skills or pay more.
- 9,000 Adams County households (7 percent) include a person that is **unemployed and looking for work.**
- 3,600 Adams County residents (40 percent) of those that are ‘unemployed and working’ reported being **unaware of at least one job assistance program** in the county.
- Only 33,500 Adams County households (26 percent) believe there are “very good” or “good” **opportunities to obtain job training** in their community.
- 18-24 year olds were **most likely to be aware** of opportunities to obtain job skills or training. Only 13 percent reported that they “don’t know” compared to 33 percent of all adults.
- Quality of life is directly related to income. 62 percent of households with incomes below \$10,000 reported a “good” or “very good” quality of life, compared to 93 percent with incomes over \$75,000. Income is directly related to jobs. Residents with full-time jobs were more likely to report a higher income.

The existing research tells us more.....

- **Only 39.3 percent of working adult residents worked in the county** (Census 2000).
- On average, **residents that commute outside the county for work earn a higher income** than those that work inside the county, in industries such as real estate and services.¹⁶ This finding echoed a concern about the county’s “inadequate economic/employment base” as identified in the 1996 Restructuring Plan. This need is also included in Adams County’s 2003 Comprehensive Plan, which lists “attract high-quality commercial growth and economic development” as one of its key goals.

¹⁵ Number of households based on survey of 1,249 residents (95% confidence interval, +/- 2.8%) and 128,290 households in Adams County (2000 Census). Rounded to the nearest 500th.

¹⁶ Adams County Housing Study, 2002.

- **5,977** (82.5 percent) of Adams County businesses had **19 or fewer employees**, and approximately **5,000 (69 percent) had less than 10 employees**.¹⁷
- Adams County had a **larger share of jobs** in construction; manufacturing; transportation, communication, public utilities; and whole trade in 2000 than did the metro area overall.¹⁸

Residents that participated in focus groups tell us more.....

- Economic Development was ranked in the **Top 3 needs** out of nine categories **in 9 of the 13 focus groups**. Residents emphasized their own need for stable employment with reasonable wages. Some residents believed there are fewer of these jobs now than in the past, due to companies moving out of the area. Other residents mentioned they have had to find jobs outside the city or county due to a lack of local jobs that match their skills. Job training, especially affordable job training, was highly favored and discussed as being somewhat parallel to the need for a good education.

Available Services

- The Provider Survey identified the economic development assistance services provided to Adams County residents¹⁹
 - 5,037 Adams County residents participated in job training
 - 50 Adams County residents received small business support
- Additional data obtained on services in Adams County reveals
 - 90 Adams County entrepreneurs were served by the Westminster Small Business Development Center in 2003. There is also a one-month waiting list for this program.
 - Adams County One Stop Career Centers served 30,608 repeat clients and 18,300 new clients from July 2003 through February 2004.
- Economic development was most likely to be in the Top 3 list of current *and* future needs out of 9 categories of need (Provider Survey).

Conclusions

Resident needs in the area of Economic Development appear to be broadly dispersed, ranging from increased opportunities for job training and placement services (or at least increased awareness of existing services) to increased opportunities to work *and* live in Adams County. The fact that this category was selected by residents of various income levels signifies its importance to those that are unemployed and those that are currently employed. One should recall that this category included job training and employment services as well as more traditional business development. Given that the majority of businesses in Adams County are small (with 82.5 percent employing 19 or fewer people), the County may need to consider increased support for this backbone of the county's economy.

¹⁷ US Census Bureau – County Quickfacts 2001 County Business Patterns, and 2000 Census Summary File 3.

¹⁸ Adams County Housing Study, 2002.

¹⁹ The Provider Survey had a response rate of 41.8%, and so likely is not comprehensive in assessing supply. Due to the nature of this survey, margin of error does not apply. In addition, the number of 'unduplicated' customers listed likely includes duplicate customers as well.

HOUSING

#3 Priority for Improvement

Source: 2003 Adams County Resident Survey

Community Need

- Selected as the top priority for improvement by 16,500 households (13 percent).
- Housing is a disproportionately strong concern among households with incomes under \$30,000. Housing was the top priority for improvement among 20 percent of those with household incomes of \$20,000 to \$29,999, 23 percent of those with household incomes of \$10,000 to \$19,999, and 25 percent of those with incomes under \$10,000.

What do residents tell us about housing needs via the survey?²⁰

- 14,000 Adams County households (11 percent) reported being **at immediate risk of losing their home** during the past 12 months because they couldn't afford their rent or mortgage.
- 27,000 Adams County households (21 percent) said **housing discrimination** is “common” to “very common”. This was especially true for 35 percent of Hispanics said that discrimination is “common/very common”, as did 60 percent of African Americans and 38 percent of multiracial households. While the sample size of African Americans and multiracial respondents is very small, the large proportion of respondents that noted discrimination is of concern.
- 69,000 Adams County households (54 percent) reported a need for more **homeless housing**.
- 70,500 Adams County households (55 percent) said that more **retirement housing** is needed.
- 79,500 Adams County households (62 percent) cited a need for **small starter homes**.

Residents that participated in focus groups tell us more.....

- Federal Heights – 25 percent of survey respondents rated the housing market as “bad” to “very bad.” The focus group held with Federal Heights residents considered housing to be one of their Top 5 needs, and mentioned the need for “control over rent increases” and mortgage assistance.
- Aurora – 29 percent of survey respondents rated the housing market as “bad” to “very bad.” The English-language focus group revealed a need for affordable housing and energy assistance. The linkage between housing and employment was noted by the Spanish language group, which considered economic development a higher need (i.e. find a job first, then find housing).
- **Homelessness** was raised as a concern in several focus groups, ranging from Aurora to Brighton.

²⁰ Number of households based on survey of 1,249 residents (95% confidence interval, +/- 2.8%) and 128,290 households in Adams County (2000 Census). Rounded to the nearest 500th.

The existing research tells us more.....

- 43,061 Adams County households (approximately 33 percent) are **“housing cost burdened”**, meaning they pay more than 30 percent of their income for rent or a mortgage, and that over half of those residents pay more than 40 percent of their monthly income for housing (2002 Adams County Housing Study).
- The 2004 Adams County Housing Gap Analysis estimates a **shortfall of almost 17,000 rental units** for households earning 80 percent or less of the area median income (AMI).²¹
- Some renter households surveyed in the 2002 Housing Study indicated that they had not purchased a home because “a home they could afford in a location they wanted” was not available. The Study found that the purchase of a single-family or attached home was outside the reach of most households earning the median income in the county.
- The finding above was confirmed by a 2004 study, which found there is a **considerable housing gap for homeownership** in Adams County.²² The study calculated that there were only 11 affordable units available for the 980 one-person households that wanted to buy. In addition, there were only 2,115 units available for the 4,611 renters that earned 50 to 80 percent of AMI and wanted to buy a home in Adams County.
- **Affordable housing is one of three primary needs for seniors and one of two primary needs for Head Start Families** in Adams County (DRCOG Area Agency on Aging Four Year Strategic Plan for Aging Services 2003-2007; Adams County Head Start Community Assessment, 2003).
- The **point-in-time survey of the homeless** conducted on January 19, 2004 calculated that 60 percent of the homeless lived outside Denver, **indicated that 17 percent of the homeless were from Adams County**. “Children represent a growing percentage of the homeless,” as housing costs and unemployment “remain the leading causes of homelessness.”²³

Available Services

- The Provider Survey identified the amount of services provided to Adams County residents.²⁴
 - 3,347 households received rental assistance in the past year
 - 40,617 households received utility assistance in the past year
 - 1,944 individuals received homeless services, mostly through Access Housing

²¹ Adams County Housing Gap Analysis, 2004. Each year, the federal government calculates the median income for communities across the country to use as guidelines for federal housing programs. Area median incomes are set according family size.

²² Adams County Housing Gap Analysis, 2004.

²³ Fewer homeless, greater need. Denver Post. April 20, 2004.

²⁴ The Provider Survey had a response rate of 41.8%, and so likely is not comprehensive in assessing supply. Due to the nature of this survey, margin of error does not apply. In addition, the number of ‘unduplicated’ customers listed likely includes duplicate customers as well.

- Housing was the second most likely need category to be identified as the #1 need today and in the future (Provider Survey).
- Additional data obtained on services in Adams County reveals
 - 1,407 households received Section 8 vouchers or public housing assistance from the Adams County Housing Authority
 - The Adams County Housing Authority had a waiting list of 1,500 for Section 8 vouchers

Conclusions

One of the most compelling findings related to Housing was the relatively large percentage of households at risk of losing their home last year – 11 percent. This risk was spread across income categories, and didn't decline under 10 percent until the household income rose to \$60,000 (See Resident Survey Report). Given the median household income in Adams County of \$47,323 and the relatively large family size, the burden of paying for decent, safe housing is greater than might appear at first glance. As noted above, housing is a disproportionately strong concern among households with incomes under \$30,000 or 63 percent of the median household income in Adams County. The need for emergency assistance and affordable housing (rental units and for purchase) greatly exceeds the available supply and warrants attention from the County. The need for other types of housing, such as homeless housing and senior housing, warrants attention as well.

Community Need

- **10,500 Adams County households (8 percent) selected public safety as the top priority** for improvement.

What do residents tell us about public safety needs via the survey?²⁵

- 113,000 Adams County households (88 percent) reported feeling **“safe”** in their neighborhoods.
- **Perceived safety** ranged from 69 percent to 93 percent, depending on one’s community.
- Perceived safety also appears to **increase with income**, with 67 percent of households that earn under \$10,000 reporting that they feel “somewhat safe” or “very safe” to 98 percent of those in the \$100,000-\$199,999 income group.
- Residents that self-reported a “fair” to “very bad” quality of life were **more than twice as likely to rate Public Safety as the county’s top priority for improvement** as were their fellow residents with a “good” or “very good” quality of life.
- Public safety was a **more significant priority** for improvement for Adams County residents **aged 65 and over** than it was for younger residents. However, younger people were less likely to state that they feel safe in their neighborhoods.

The existing research tells us more.....

- The **surge in population growth** in Adams County since 1990, as well as surrounding areas, **has resulted in increasing pressures on community facilities and infrastructure, including parks, public safety, roads, schools.**²⁶ “In many instances, demand is outstripping the County’s ability to pay for expansion of existing services and facilities, on top of maintaining what is in place today,” notes the 2003 Comprehensive Plan.

Residents that participated in focus groups tell us more.....

- **7 of 13 focus groups mentioned safety as a Top 3 need** and safety was recognized as an important attribute of a neighborhood or community. Residents’ feelings of safety were a determinant of whether they were likely to feel that they live in a neighborhood. Ideally, residents would like to feel that kids can go out and play in the area without their parents having to worry about them. Residents also desired to feel that crime was not a problem in their neighborhood, or, if it was, that there would be adequate enforcement. Residents mentioned their desire for increased safety controls such as reducing speeding traffic, increased street lighting and more police or sheriff presence.

²⁵ Number of households based on survey of 1,249 residents (95% confidence interval, +/- 2.8%) and 128,290 households in Adams County (2000 Census). Rounded to the nearest 500th.

²⁶ Adams County Comprehensive Plan, 2003.

Available Services

Data was not collected on public safety services.

Conclusions

There appears to be a larger need for increased community policing in low-income areas and those neighborhoods that house seniors. The focus groups provide some insights about specific needs in this area, such as increased street lighting and more police or sheriff presence. While street lighting may be considered a public infrastructure issue at first glance, and is most likely provided by an entity other than a public safety office, it appears to have a direct impact on the perception of safety. As such, the Public Safety concerns might best be served by a collaborative approach across city and County departments.

SELECTED FINDINGS FROM COMMUNITIES OF INTEREST

As mentioned earlier in this report, the Needs Assessment included 13 focus groups that were conducted across Adams County. The County elected to conduct the majority of the 13 focus groups in low-income neighborhoods (and poverty areas to be specific) that would likely be in need of additional community development. Of the 13 focus groups, the two groups not conducted in low-income neighborhoods were conducted with the Hmong community in primarily western Adams County and the small towns and unincorporated areas of eastern Adams County. For more detailed findings on the focus groups, please see the Focus Group Report.

Community Need

What do the focus groups tell us about residents' sense of community?

- The focus groups revealed that there are few formally recognized neighborhoods in the sections of Adams County studied via the focus groups. Participants generally do not identify themselves with particular neighborhoods and there were few formal neighborhoods with distinct boundaries or associated local organizations identified.
- Residents' perception of neighborhood and community are directly tied to knowing other people. When speaking about their local neighborhood and community, residents most often referred to other people or relatives in the area that they know, if any. Those residents who communicate and get to know others in their area were the most likely to feel that they live in a neighborhood or community.
- It is difficult for a resident to get to know his/her neighbors that speak a different language. Both English-speaking and Spanish-speaking residents observed this and indicated that this language barrier hinders an overall feeling of cohesion in the neighborhood.
- A difference in culture appears to hinder residents' feelings of neighborhood or community, as evidenced by language barriers and differences in lifestyle.

What do the focus groups tell us about residents' needs?

- The most commonly indicated top-of-mind neighborhood needs were related to safety and cleanliness and included increased police/sheriff presence, deterrence of speeders, more residential street lighting, increased code enforcement, and increased cleanup of trash on public and private property.
- While education was chosen as a "top-three" need out of nine need categories in six out of 13 groups, it was still widely and deeply discussed as a need that is almost universally agreed upon when participants were asked specifically about the issue. Quality of public school education for children was the most commonly emphasized area of need. School crowding was also discussed.
- Public services were the most commonly indicated needs category chosen by residents from among nine needs categories. There were not one or two specific needs that came to the fore.

Rather, residents in different groups mentioned most of the services in this category (i.e. services for seniors, disabled, retarded, victims, children, mentally ill, etc.) about equally.

- Residents emphasized their own need for stable employment with reasonable wages. Some residents believed there are fewer of these jobs now than in the past. Others mentioned having to find jobs outside the city or county due to a lack of jobs that match their skills. Job training, especially affordable job training, was highly favored.
- Residents widely expressed a desire for clean and well-maintained public areas. Trash pickup and street cleanup and maintenance were mentioned most often in this category. Sidewalks and sewer system maintenance were also commonly identified in this category. In contrast to others, Spanish-speaking and Hmong residents generally placed a lower emphasis on Infrastructure needs when they compared this need category to others explored in the group discussions.
- In addition to better education for children in their communities, residents also favored additional activities and programs for children. Residents believe that more recreation and youth centers would keep youth from engaging risky behaviors. Children in their early teens were most commonly identified as being in need of programs. Before- and after-school programs, as well as low-cost activities for children were especially favored.

RANKING OF NEEDS

One can better understand the findings above by considering the processes used to solicit residents' priority needs. During the focus group discussion, participants were asked to share the top-of-mind needs in their neighborhoods. This un-aided question was designed to solicit those needs that were truly top-of-mind for residents. In other words, residents could have listed anything from "slower traffic" to "better sheriff protection" to "public transportation" and various subjects in-between.

While the specific needs identified by the focus groups are summarized in detail in each of the specific focus group reports, the research team analyzed the findings and synthesized them according to the nine categories of need examined in this study. A synthesis of the top-of-mind needs identified by participants indicates that the majority of needs fall into four categories:

- Public Services and Infrastructure - each of which received a majority of the votes;
- Public Safety related needs were the next most common top-of-mind needs mentioned in groups; and
- Economic Development needs were not as common among the top-of-mind needs as they were in the "Top 3" voting exercise presented later in this report.

Focus group participants were also asked to rank their "Top 3" needs from the list of nine need categories. This exercise allowed the participants to study the list of categories, and as such, provided them with an aid as they identified their priorities. In each group, participants were asked to vote for their "top three" choices from the nine needs categories. This exercise revealed the following key findings.

- Economic Development was the category most often chosen by groups in the “top three” needs categories (nine out of 13 groups).
- Public Services was chosen as a “top three” need the second-most often (eight out of 13 groups).
- Infrastructure and Public Safety were both chosen as “top three” needs in more than one-half of groups (seven out of 13 groups).

It is interesting to compare the results of the top-of-mind exercise and the “top 3” votes exercise. While the same four need categories emerged in both exercises – Economic Development, Infrastructure, Public Safety and Public Services – the total votes shifted fairly significantly. While Public Safety and Public Services were the clear priorities in the top-of-mind ranking, the votes were more evenly divided once participants had a list to refer to, and a little more time to think about the priorities. While Economic Development emerged as the top vote getter in the second exercise, it was closely followed by the other three categories.

What did the focus groups tell us about knowledge of local resources?

During the last segment of each focus group, residents were asked to identify local resources and local leaders. While the knowledge level varied, overall, residents were largely unfamiliar with local resources to call upon.

- Focus group participants were also asked to identify local community leaders by name and many found it challenging to do so. In many cases, residents weren’t familiar enough with their local elected officials to name them. In other cases, residents knew the name of a local leader but not his/her “official” connection to the municipality or County. Lastly, some focus group participants could not name an informal leader in their local community.
- Spanish-speaking Hispanics and Hmong residents were most likely to use resources that served their particular community. This appears to be related to the ability of these community organizations to deliver culturally appropriate services to their respective populations, as well as a lack of outreach from government or agencies to these residents.
- Food banks and churches that provide basic assistance, such as food and shelter, were among the most well known resources in communities. In contrast, non-profit and government organizations were rarely identified. Similarly, residents indicated a lack of awareness of opportunities to volunteer in local improvement efforts.

Increasing Community Involvement

One of the most interesting findings from the Community Needs Assessment is the high level of interest expressed by focus group participants in working in partnership with the County on neighborhood improvements. The Needs Assessment provides several valuable tools for use in strengthening local communities and neighborhoods (See full report of findings):

- Contact information for 98 residents expressed interest in improving their neighborhoods;
- Contact information for 100 community leaders or organizations contacted during the project;

- Contact information for over 15 additional individuals that expressed interest in the project and whose names were forwarded to the Office of Community Development;
- Maps created by focus group participants that illustrate their definitions of neighborhood boundaries, overlaid with publicly available resources (or assets) in the immediate neighborhood;
- GIS maps with over 600 assets, ranging from libraries to food banks; and
- Focus group findings for each of the 13 groups conducted, including the groups' lists of "top of mind" needs for improvement.

Conclusions

The lack of a sense of neighborhood means that any community-based improvement efforts will need to begin with community building at the local level. In some areas, this community building work will need to be done block by block, as residents feel little if any connection to their neighbors. This community building work will also need to recognize the barriers separating residents of different cultures and languages. Fortunately for Adams County, a core group of residents has indicated their interest in being part of community improvement activities in their local area. These residents, as well as community-based organizations, faith-based organizations and local leaders can be drawn upon to build stronger local communities that take increased ownership of their area.

RECOMMENDATIONS

The following recommendations are offered to Adams County officials and staff to develop and enhance programs that improve local communities and address resident needs. Recommendations to address countywide needs are offered first, followed by specific recommendations to build community in low-income neighborhoods.

COUNTY-WIDE RECOMMENDED PRIORITIES

GOAL – INCREASE CROSS-GOVERNMENTAL COOPERATION AND COLLABORATION

OBJECTIVES

1) INCREASE COLLABORATION AND JOINT PROBLEM SOLVING ACROSS COUNTY DEPARTMENTS

The research team observed a relatively low level of ongoing communication and collaboration across County departments. While this is a generalization, there do appear to be opportunities to increase collaboration and problem solving across departments to address the top priority need areas. For, example, it appears that the Economic Development need could be addressed by joint efforts between the Office of Economic Development, One Stop Career Centers and the Office of Community Development, to name a few key players.

2) INCREASE COORDINATION OF SERVICES ACROSS COUNTY AND CITY GOVERNMENTS

The needs assessment process could not have been accomplished without support from city governments, especially in the implementation of the resident survey and focus groups. Given the tight budgets that all governments are facing, now is an opportune time to move forward with the partnerships established during the needs assessment. An example is the need for increased policing across the county. Some of that need is in the unincorporated portions of Adams County that are in the midst of municipalities (i.e. Derby and Welby). Those areas may benefit most from an enhanced form of cross-governmental cooperation.

GOAL - MEASURE SUCCESS IN MEETING RESIDENT NEEDS

OBJECTIVE

1) ESTABLISH OUTCOMES BY WHICH TO MEASURE SUCCESS IN MEETING IDENTIFIED NEEDS

The County would be well served to develop and implement outcomes by which it could measure success in meeting the needs identified by residents in this assessment. Those outcomes should be results-oriented and measurable, and some party (possibly the Project Advisory Committee of the Community Needs Assessment) will need to be accountable to measure those outcomes.

GOAL – INCREASE QUALITY EDUCATIONAL OPPORTUNITIES FOR RESIDENTS OF ALL AGES

OBJECTIVE

1) ENGAGE IN A COUNTYWIDE PARTNERSHIP TO IMPROVE THE QUALITY OF PUBLIC SCHOOL EDUCATION IN GENERAL, AND HIGH SCHOOL GRADUATION RATES IN PARTICULAR

As focus group participants noted, education prepares a young person for future academic and work success. Given the level of concern with the public education systems serving Adams County, the County can play a role in supporting ongoing improvement initiatives at the various districts that serve its citizens.

2) INCREASE THE AVAILABILITY OF HEAD START PROGRAMS

There is a clear gap between the number of children served by Head Start and the number eligible. In addition, early childhood education can build the base for continued academic success through grade school and beyond.

3) INCREASE THE SUPPLY OF AFFORDABLE AFTER-SCHOOL PROGRAMS

The County can work in partnership with local school districts and community-based organizations to more specifically determine the pockets of need for after-school programs.

4) EDUCATE YOUTH ON THE CONNECTIONS BETWEEN EDUCATION, EMPLOYMENT AND A POSITIVE QUALITY OF LIFE

Education is a proven predictor of lifetime earnings, and earnings are a predictor of a positive quality of life as indicated by this study.

5) ADDRESS THE NEEDS OF 16-24 YEAR OLDS THAT MIGHT NOT HAVE GRADUATED FROM HIGH SCHOOL AND WOULD BENEFIT FROM A GED OR HIGH SCHOOL DIPLOMA

Young adults and older teens will likely require customized programs to assist them in meeting personal/family obligations while obtaining their education. As noted above, given the linkages between employment, income and quality of life, this segment of the population should not be ignored as they are in a prime place in life to realize the benefits of financial self-sufficiency.

GOAL – CREATE A DIVERSE AND ROBUST ECONOMIC ENVIRONMENT

OBJECTIVE

1) IDENTIFY THE JOB SKILLS AND CAREER INTERESTS OF RESDIENTS

The County can learn more about the skills held by the workers that commute out of Adams County for work. These workers earn more, on average, than their counterparts who work in the County. Understanding their skills sets will help attract employers interested in a local employment base, and represents a resource that can be offered to potential employers

2) ATTRACT WELL-PAYING, FULL-TIME JOBS TO THE COUNTY

Residents have expressed strong interest in working and living in the county. Of course, these efforts should be pursued in partnership with local and regional economic development efforts, such as the Metro Denver Economic Development Corporation.

3) INCREASE MARKETING AND PROMOTION OF THE COUNTY’S JOB ASSISTANCE PROGRAMS (INCLUDING HELP IN FINDING A JOB AS WELL AS JOB TRAINING)

Awareness of the County’s One Stop services is not as high as is apparently needed, given the responses on the resident survey. In this economic climate, job seekers need as many tools as possible to market themselves.

4) INCREASE AVAILABILITY OF LOW-COST JOB TRAINING PROGRAMS

Some residents appear to be challenged to find low-cost job training programs – the programs that will assist them in finding employment and increasing their standard of living. These programs could be pursued in conjunction with CSU’s Cooperative Extension Office and other local partners.

5) PARTNER WITH OTHER AGENCIES TO INCREASE AVAILABILITY OF SMALL BUSINESS DEVELOPMENT AND SUPPORT SERVICES

Small businesses are clearly the majority of Adams County businesses. These businesses are deserving of attention from parties working on economic development in the county. Likewise, the County may explore opportunities to assist in small business start up.

GOAL - INCREASE AVAILABILITY OF HOUSING OPTIONS FOR COUNTY RESIDENTS

OBJECTIVE

1) PROMOTE AND SUPPORT POLICIES THAT WILL INCREASE THE SUPPLY OF AFFORDABLE HOUSING UNITS

There appears to be a need for increased availability of affordable rental and ownership options. County actions to increase affordable housing might include promoting development of small starter homes and rental units, relaxing fees for affordable homes, and providing other support to affordable housing developers.

2) INCREASE THE SUPPLY OF SELECTED SPECIAL POPULATION HOUSING, INCLUDING RETIREMENT HOUSING AND HOUSING FOR THE HOMELESS

There appears to be a need for an increased supply of housing for seniors and the homeless. Special attention may be needed for homeless families, given the increased trend in this area. Most likely, those families would need other supportive services as well, such as stable education for their children.

3) DEVELOP A COMPREHENSIVE WORKFORCE HOUSING STRATEGY THAT SUPPORTS THE COUNTY'S ECONOMIC DEVELOPMENT GOALS

An opportunity exists to link the County's economic development and housing goals. The housing needs of all income levels should be considered. Employers expressed concern about the availability of workforce housing in the 2002 Housing Study. The link between housing and economic development was further reinforced by the recent resident survey, which stated the need for increased efforts in both areas.

4) INCREASE FUNDING FOR THE COUNTY'S HOUSING REHABILITATION AND DOWN PAYMENT ASSISTANCE PROGRAM

The current program appears to serve a tremendous need for the households it can serve, but given its funding allocation, it is clear the need extends beyond the 25 or so households served on an annual basis. It is possible that funds could be leveraged if these rehab projects are undertaken with nonprofit partners that can supply volunteer labor and/or additional funding.

5) INCREASE AVAILABILITY OF EMERGENCY ASSISTANCE FUNDS TO ASSIST HOUSEHOLDS AT RISK OF LOSING THEIR HOMES. THIS MIGHT INCLUDE "GAP FUNDING" TO ASSIST HOMES AT MIDDLE AND UPPER INCOME RANGES THAT MIGHT BE AFFECTED BY JOB LOSSES OR OTHER ISSUES

The emergency financial assistance available to renters and home owners appears to be well short of serving the 11 percent of Adams County households that risked losing their homes last year.

6) ADDRESS DISCRIMINATION IN HOUSING THROUGH ENFORCEMENT OF EXISTING LAWS AND PUBLIC EDUCATION

Discrimination is a significant issue for many Adams County renters and homebuyers. This may be the area that the County can begin to address most quickly, as it requires less investment of funds. The County may be well served to identify best practices in Colorado or from across the United States that can be applied locally.

7) INCREASE AVAILABILITY OF EMERGENCY ENERGY ASSISTANCE PROGRAMS

Focus group participants cited the need for assistance in paying their utility bills, especially given the relatively large increase in costs this past year. Like emergency rental assistance, this type of emergency assistance can help families through a financial “rough spot”.

GOAL – INCREASE RESIDENTS’ SENSE OF SAFETY

OBJECTIVE

1) HOLD PUBLIC MEETINGS WITH RESIDENTS OF LOW-INCOME AREAS TO BETTER UNDERSTAND THEIR NEEDS AND CONCERNS. ESTABLISH PLAN OF ACTION TO ADDRESS CONCERNS

As the old adage says, “perception is reality”. Low-income residents stated a higher need for safety and spoke about the need for increased police presence and enhanced street lighting. As mentioned earlier in this report, this objective could be met by a collaboration between public safety officials and those responsible for street lighting.

2) PARTNER WITH MUNICIPALITIES TO BETTER SERVE RESIDENTS IN URBANIZED POCKETS OF UNINCORPORATED ADAMS COUNTY, SUCH AS DERBY AND PERL MACK

Given the likely budget cuts experienced by police and sheriff’s departments, this is an area in which creative problem solving would help leverage existing budgets while meeting a strong community need.

3) INCREASE COMMUNITY POLICING IN LOW-INCOME AREAS

Public safety was identified as a Top 3 need in seven of the 13 focus groups. In addition, public safety was mentioned many times by residents as they identified their “top-of-mind” needs – those needs that first came to mind when asked. Focus group participants also spoke of wanting to know their local law enforcement officers so that relationships could be established. Given the dearth of resources identified in most focus groups, and the importance of public safety in those same communities, an increase in community policing appears to be a natural win/win to meet two community needs.

GOAL – INCREASE AVAILABILITY OF PUBLIC SERVICES

OBJECTIVE

1) ESTABLISH MECHANISMS TO MORE EFFECTIVELY COORDINATE SERVICES PROVIDED BY NON-PROFIT AND GOVERNMENT AGENCIES IN ADAMS COUNTY

Convene a forum of government and nonprofit service providers in Adams County. Further define the gap in services in those areas with a larger perceived gap (on the part of County residents (See table below). Identify creative approaches to fill those gaps.

Number of Adams County Households that Believe More Services are Needed	Service Area
86,000 (67 percent)	Child abuse prevention
85,000 (66 percent)	Youth job training
81,000 (63 percent)	Youth programs
78,000 (61 percent)	Food assistance
76,000 (59 percent)	Job training
74,500 (58 percent)	Victim services
73,000 (57 percent)	Disabled services
73,000 (57 percent)	Homeless services
72,000 (56 percent)	Small business support
69,500 (54 percent)	Senior services
69,500 (54 percent)	Victim assistance
69,500 (54 percent)	Child care beyond the work day
68,000 (53 percent)	Subsidized child care
61,500 (48 percent)	Substance services
52,500 (41 percent)	Mental health services

2) INCREASE SERVICES TO MEET COMMUNITY NEEDS

Target resources to fill the gaps, based on the perceived need priorities as listed above.

2) INCREASE PUBLIC AWARENESS OF AVAILABLE SERVICES

Design and implement a marketing campaign to increase awareness of available services. Consider the needs of various target markets, such as non-English speakers and young adults. Local marketing experts may have creative ideas to assist in this effort.

3) INCREASE SUPPLY OF AFFORDABLE CHILD CARE, INCLUDING SUBSIDIZED CHILD CARE

Focus on those areas in highest need, such as communities with lower incomes and larger family sizes.

4) INCREASE PROGRAMS FOR YOUTH

In addition to after-school programs cited under Education, there is a perceived need for additional youth programs. Emphasis should be placed on free/low-fee programs.

GOAL – IMPROVE COUNTY INFRASTRUCTURE

OBJECTIVE

1) INCREASE CODE ENFORCEMENT EFFORTS IN COORDINATION WITH MUNICIPALITIES

Pride of place is important for all county residents. The County can help build a stronger sense of pride for residents that have expressed concern about accumulated trash and insufficient maintenance. This is especially true for the many low-income areas studied via the focus groups. These efforts could be pursued in conjunction with community building efforts outlined in the next section.

2) FURTHER EXPLORE WATER QUALITY ISSUES

Water quality was of high concern to households as evidenced by the resident survey. The County would likely need to work in partnership with water supply organizations to make improvements in this area. It may also be necessary to educate residents about current water quality and what it would take to improve it.

GOAL - ENHANCE RECREATION OPPORTUNITIES FOR RESIDENTS

OBJECTIVE

1) IDENTIFY AND IMPLEMENT RECREATION AND CULTURE OPTIONS FOR RESIDENTS OF EASTERN ADAMS COUNTY

Residents of the eastern portion of the county have expressed a very strong need for recreation options. Adams County may want to consider opportunities to partner with Arapahoe County to meet the needs of residents along I-70.

GOAL – IMPROVE GOVERNMENT COMMUNICATIONS WITH COUNTY RESIDENTS

OBJECTIVES

1) REVAMP PUBLIC COMMUNICATION EFFORTS ON POLICY ISSUES, IN GENERAL, AND SPECIFIC NEED AREAS IN PARTICULAR

Engage local marketing and communications experts in assisting the County with identifying more effective communication strategies on both routine matters and policy issues.

2) CONSOLIDATE GIS MAPPING CAPABILITY IN A SINGLE DEPARTMENT

Currently, multiple departments have responsibility of GIS mapping functions. This decentralized approach makes it difficult to maintain up-to-date maps of County assets. These asset maps could be used by County staff and others to build local communities, further ascertain gaps in services and communicate available services more effectively to county residents, through tools such as the website. The Piton Foundation’s asset maps of Denver are an example (www.piton.org).

GOAL – PROVIDE ADDITIONAL BILINGUAL COMMUNICATIONS IN A TARGETED FASHION

OBJECTIVES

1) EXPAND BILINGUAL COMMUNICATION WITH POPULATIONS IN NEED

Target bilingual communications to specific audiences rather than the general public.