ADAMS COUNTY LONG-TERM RECOVERY AND RESILIENCY STRATEGIC PLAN

CONTENTS

EXECUTIVE SUMMARY

The Adams County Long-Term Recovery and Resiliency Strategic Plan aims to strengthen the County's organizational capacity to better address disruptions that impact our community. In the wake of the COVID-19 pandemic and facing increasing risk from natural hazards - such as extreme temperatures, wildfire, drought, floods and severe storms - the need to better anticipate, respond to, absorb, adapt to, and thrive amidst natural and human-caused disasters has become increasingly critical to ensure that lives and livelihoods are protected, risks are mitigated, community members thrive, and Adams County remains the most innovative and inclusive county in America for all families and businesses.

Building on previous and existing initiatives across the County, the Long-Term Recovery and Resiliency Strategic Plan provides a call to action, a clear framework, and a partnership approach that places emphasis on supporting all communities, offering a comprehensive and cohesive strategy to enhance resilience capacities and capabilities among both Adams County government and its community stakeholders.

RECOVERY & RESILIENCY FRAMEWORK

The resulting framework is organized around 5 Themes, with 14 Goals and 59 Actions to advance the long-term recovery and resiliency capacities of the County. To ensure that goals and actions are achieved, a detailed Implementation Strategy was developed to assist County leadership and staff in the appropriate designation of tasks and resources across the organization for effective implementation.

ADAMS COUNTY LONG-TERM RECOVERY & RESILIENCY STRATEGIC PLAN

ORGANIZATIONAL CAPACITY

STAKEHOLDER ENGAGEMENT

DATA UTILIZATION

COMMUNICATION, EDUCATION, AND AWARENESS

FUNDING AND FINANCE

Within this framework, each theme contains a series of Goals and Actions to enhance Adams County's recovery and resiliency capacities.

RECOVERY AND RESILIENCY GOALS

DATA UTILIZATION

Accurate and actionable data that identifies areas of risk and enable the design of targeted interventions and the effective allocation of resources.

Goal 1

Data Generation

Expand the quality, quantity, and type of data available to Adams County to better inform decision making.

1.1. Identify, gather, and organize data related to natural hazards, long-term weather variability, demographics, and community health factors.

1.2. Geolocate existing and new data across departments.

Goal 2

Data Sharing

Create mechanisms to facilitate cross-departmental learning and sharing of data and information.

2.1. Educate staff on available data and how to integrate it into program/project planning and implementation via data fact sheets and lunch-and-learn sessions that provide GIS and other data-related education/training to County staff.

2.2. Enhance data and maps on County website with more robust and comprehensive data for County and public use (reference Action 1.1.). Where appropriate, provide links to external data sources from trusted federal, state, and non-governmental sources.

Goal 3

Data Integration

Ensure policies, programs, and projects are informed by accurate and actionable data.

3.1. Require a Resiliency Checklist for program, project, and budgetary planning to ensure data related to natural hazards, extreme weather, and future conditions are considered in County initiatives.

3.2. Require Population Impact Assessment Checklist to use for program, project, and budgetary planning to ensure demographic data is considered in County initiatives.

ORGANIZATIONAL CAPACITY

The policies, systems, resources, and staffing needed for Adams County to achieve long-term recovery and resiliency priorities.

Goal 4
Learning & Development

Foster continuous learning around resilience and recovery themes to create an informed and action-ready workforce.

4.1. Provide county-wide education and training for socioeconomic- and resilience-related topics via workshops, newsletters/county-wide communications, and lunch-and-learn sessions.

4.2. Provide risk and crisis communication training for elected officials and public-facing staff.

Goal 5
Staffing

Enhance the capabilities of resilience and recovery-focused departments with appropriate subject matter expertise and support.

5.1. Enhance Office of Emergency Management (OEM) staffing to support/sustain priorities related to internal and external initiatives that build County and partner capacity.

5.2. Enhance Office of Strategic Partnerships & Resilient Communities (SPARC) capacity with subject matter expertise in disaster resilience and risk reduction via internal resource sharing, staff training, and/or staff recruitment.

Goal 6
Accountability

Embrace, systematize, and operationalize structured accountability and provision of services to all as a core value of Adams County.

6.1. Build a Project Impact Assessment model to understand and mitigate unintended consequences of policies, programs, and projects.

6.2. Conduct a County-wide assessment of laws, policies, and projects to better understand implications of County operations in our neighborhoods and communities.

6.3. Draft and adopt a County-wide Framework for addressing the needs of our communities, utilizing need-based and data-driven decision-making.

6.4. Establish responsive and accountable policies and practices for County procurement of goods and services.

6.5. Establish responsive and accountable metrics to monitor and evaluate policy and program implementation.

6.6. Identify potential interventions to remedy any existing land-use/zoning issues related to detrimental human health effects due to proximity of pollutants and hazards.

6.7. Translate the current Parks initiative that tracks use/visitor data to inform increased access for all residents and visitors to outdoor spaces into a pilot program which could be replicated for other County services.

Goal 7

Disaster Management

Build comprehensive, integrated disaster management capacities to support the County and community before, during, and after a crisis or disruption.

7.1. Inventory and map critical facilities and community lifelines.

7.2. Conduct a backup power assessment of county-owned and critical non-county owned assets.

7.3. Conduct assessment of building code and land-use compliance and vulnerability/exposure of public buildings, critical facilities, and community lifelines.

7.4. Establish policy for required roles and responsibilities for non-OEM departments and staff for the Emergency Operations Center when activated.

7.5. Conduct evacuation and sheltering plan exercise (field and/or table-top) with participating departments and external partners.

7.6. Ensure departments and offices with assigned roles in the Disaster Management Plan (DMP) have detailed plans to accompany the general guidance contained in DMP annexes (i.e. Mass Care, EST-7, ESF 15b, Evacuation, etc.) Support training/education in these plans to assigned stakeholders.

7.7. Support fire districts in unincorporated Adams County, particularly those serving eastern Adams County, in applying for federal grants that enhance their ability to serve rural areas (i.e. FEMA's "SAFER" grant).

7.8. Adopt Wildland Urban Interface (WUI) building and land-use regulations for new developments.

7.9. Conduct assessment of historic buildings and heritage sites to evaluate viable hazard mitigation projects. These may be eligible for funding via State of Colorado's Survey Plan Grant program.

7.10. Establish resilience hubs at existing and/or new facilities.

7.11. Improve Adams County's FEMA Community Rating System (CRS) Classification to enhance flood preparedness and mitigation.

7.12. Conduct an assessment/analysis of extreme heat and heat-island effects in Adams County to inform targeted interventions.

Goal 8
Continuity of Operations

Ensure essential County functions remain operational in case of an emergency or disruption.

8.1. Establish a policy to mandate department-level Continuity of Operations Plans (COOPs).

8.2. Require department-level After Action Reviews following COOP activations.

8.3. Provide regular training and exercise to ensure each department is familiar with their COOP prior to activation.

COMMUNICATION, EDUCATION & AWARENESS

The language, channels, and mechanisms by which Adams County stakeholders learn of and communicate about risks and disruptions, the benefits of mitigation investments, and the reinforcement of both purpose and action across the community.

Goal 9
Communication, Education and Awareness

Provide residents and County officials with the knowledge, skills, and resources needed to effectively collaborate across sectors and disciplines to achieve the County's recovery and resiliency priorities.

9.1. Develop education signage along open spaces and trail networks to describe ecosystems and their value to community resilience.

9.2. Coordinate delivery of education and awareness campaigns for businesses and residents related to natural hazards and extreme weather variability, the role of community in resilience-building, and other related topics.

9.3. Build a communications and engagement plan to leverage the Adams County Long-Term Recovery and Resiliency Strategic Plan to socialize the resiliency vision and goals of the County.

9.4. Conduct risk and emergency education and awareness events with health facilities, senior centers, community-serving non-governmental organizations, and community lifeline asset holders.

9.5. Create a "Train the Trainer" program to equip leaders in the County and community to be resilience ambassadors.

9.6. Install signage in public spaces (trails, buildings, parks, etc.) marking past hazard events, such as flood heights, ecological or environmental disasters, wildfires, etc.

9.7. Develop and deliver education and training for County staff and elected officials on the impacts of extreme weather events on populations and neighborhoods with heightened risk and exposure and how those impacts can be mitigated and/or minimized.

9.8. Expand professional development opportunities that foster teamwork, respect, and effective communication among all staff.

STAKEHOLDER ENGAGEMENT

Meaningful and intentional partnerships with internal and external stakeholders, ensuring all communities have a voice and access to resources for long-term resiliency.

Goal 10

Formalize Partnerships

Improve community-based recovery and resiliency capacities through structured engagement with community partners.

10.1. Inventory existing partnerships across all County departments to consolidate into a partnership database. Conduct analysis to identify and map community-based organizations critical to community resilience, highlighting service areas and geographic gaps that may exist.

10.2. Create an engagement strategy to recruit new community partner organizations to participate in County recovery and resiliency initiatives, specifically to fill identified service gaps from Goal 10.1.

10.3. Create and/or renew Memorandums of Understanding with partner organizations that define roles and responsibilities of each party before, during, and after disruptions.

10.4. Establish the Adams County Resiliency Working Group as a permanent advisory group to inform resilience initiatives.

10.5. Collaborate with Public Health to align strategies, resources, and networks to support food resilience initiatives.

Goal 11

Engagement Policies and Practices

Establish standard guidelines, procedures, and practices for community engagement across the County.

11.1. Standardize stakeholder engagement policies and practices County-wide, with emphasis on best practices for engaging with all members of the Adams County community.

11.2. Create procedures and mechanisms for sharing and engaging with networks established by other departments/offices.

11.3. Inform and reinforce the value of public participation through systems that provide follow-up information and post-engagement communication to community participants.

11.4. Include future weather conditions and disaster risk as topics in relevant engagement activities (i.e. Quality of Life survey).

11.5. Develop Key Performance Indicators for engagement activities to monitor, evaluate, and inform enhanced engagement practices and outcomes.

Goal 12

Private Sector Engagement

Mobilize private sector stakeholders to bolster the economic and social resilience of Adams County.

12.1. Support business community preparedness and resilience through Business COOP development program.

12.2. Provide the business community with education and awareness activities to inform them of their role in building community resilience.

12.3. Establish a "Resilient Adams Business Coalition" program which incentivizes best practices in community resilience.

FUNDING & FINANCE

The development of long-term, sustainable, and varied funding opportunities to ensure the responsible distribution of resources that support recovery and resiliency priorities.

Goal 13

Diversify Funding Sources

Identify and pursue additional funding sources across the Federal, State, philanthropic, and private sectors.

13.1. Consider federal funding agencies and mechanisms that may support the planning and implementation of recovery and resilience priorities, including but not limited to DHS, DOE, HUD, USDA, EPA, DOT, DOD, and DOI.

13.2. Liaise with the Colorado Department of Local Affairs to explore State grant programs.

13.3. Identify philanthropic organizations active in local governance affairs, emphasizing local philanthropic actors.

13.4. Participate in professional networks that can facilitate access to partnerships and funding sources, including but not limited to the Urban Sustainability Directors Network, the Resilient Cities Network, and other forums local to Colorado.

Goal 14

Innovative Finance

Explore innovative partnerships and finance mechanisms to support the County's long-term recovery and resiliency objectives.

14.1. Consider community-based catastrophe insurance for critical sectors and/or high-risk neighborhoods.

14.2. Evaluate the potential of non-traditional municipal bonds as a mechanism to fund programs that enhance disaster and community resilience.

IMPLEMENTATION HIGHLIGHTS

In addition to the detailed themes, goals, and actions contained in the Long-Term Recovery and Resiliency Strategic Plan, Adams County has established a unique governance structure to ensure the efficient and effective implementation of this transformational initiative. This structure leverages resources and expertise from across the County, ensuring that implementation efforts lead to the greatest possible impact.

The County has deployed a strategic governance model which combines centralized oversight with the agility and expertise of cross-functional teams to drive the implementation of the Strategic Plan. It integrates a high-level Executive Steering Committee charged with oversight, resource allocation, and reporting with five specialized thematic implementation teams, ensuring that strategic priorities are effectively translated into actionable work plans while maintaining strong accountability and alignment across the organization.

INTRODUCTION

Adams County is committed to fostering a resilient, inclusive, and thriving community by strengthening its capacity to prepare for, respond to, and recover from disruptions. As disasters and other shocks, whether natural, or human-caused, become more frequent and severe, the County recognizes its critical role in leading response and recovery efforts. At the same time, resilience is not built by government action alone. Our residents, businesses, and community-serving organizations bring invaluable expertise, impact, and resources that serve as force multipliers, complementing and enhancing County efforts. By working together, we can ensure that Adams County is better prepared to withstand disruptions and emerge stronger.

The Adams County Long-Term Recovery and Resiliency Strategic Plan provides a roadmap for strengthening the County's ability to serve as a leader, convener, and enabler of resilience. While the plan is informed by the external environment, such the impacts of long-term weather variability and the County's socioeconomic conditions, its primary focus is on internal organizational enhancements. By improving coordination, streamlining processes, and investing in long-term capacity-building, the County aims to become more effective in supporting community resilience, empowering local stakeholders, and driving meaningful, sustained progress toward a shared resilience vision.

This strategic plan represents a commitment to continuous improvement, collaboration, and proactive leadership in the face of evolving risks. Through its implementation, Adams County seeks to not only safeguard lives and livelihoods but also create the conditions for a more adaptable, connected, and resilient future for all who live and work here.

The plan is organized around five interdependent themes, each of which is essential to advancing the County's capacity for effective and sustainable recovery and resilience efforts.

1

DATA UTILIZATION

Ensuring that accurate, accessible, and actionable data is available to identify areas of risk, design targeted interventions, and allocate resources effectively. Data-driven decision-making is essential for identifying priority areas and tracking progress in resilience initiatives.

2

ORGANIZATIONAL CAPACITY

Strengthening the policies, systems, resources, and staffing needed for Adams County to lead effective recovery and resilience efforts. Internal County enhancements ensure that our local government can serve as an enabler and partner in resilience-building.

3

COMMUNICATION, EDUCATION, AND AWARENESS

Expanding the channels, language, and mechanisms through which County stakeholders learn of and communicate about risks and disruptions. Clear and consistent education builds a culture of resilience and readiness within the community.

4

STAKEHOLDER ENGAGEMENT

Fostering meaningful and intentional partnerships with internal and external stakeholders, with an emphasis on engagement and recognition for all communities. Broad engagement ensures that resilience efforts reflect the needs and strengths of all County residents.

5

FUNDING AND FINANCE

Securing long-term, sustainable, and diverse funding opportunities to support recovery and resilience priorities and the responsible distribution of resources across the County. Without financial sustainability, resilience efforts risk being short-term and reactive rather than proactive and transformative.

ADAMS COUNTY RESILIENCE AT-A-GLANCE
Community Profile: Demographic, Climatic, and Economic Trends

Adams County is a dynamic region experiencing rapid population growth, evolving economic development, and natural hazard and risk challenges that together shape its resilience landscape. By integrating quantitative data with contextual insights, this profile provides a critical foundation for understanding how the County's diverse population, economic momentum, and environmental variability interact, and sets the stage for targeted strategies to enhance the recovery and resilience capacities of the community.

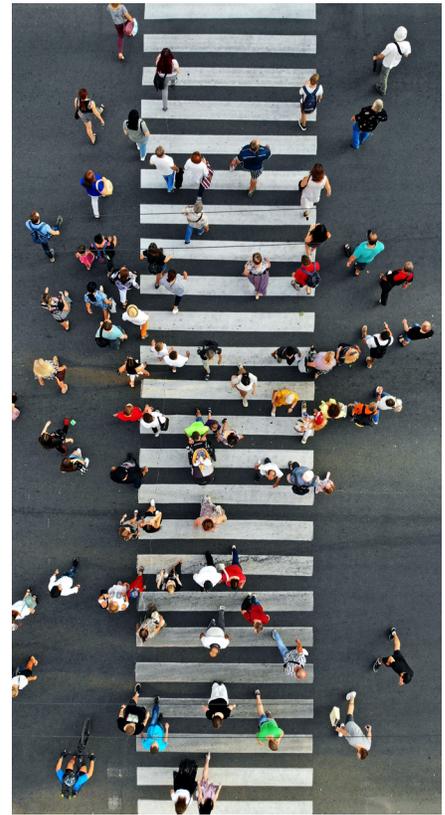
ADAMS COUNTY ENVIROSCREEN SCORE PERCENTILE
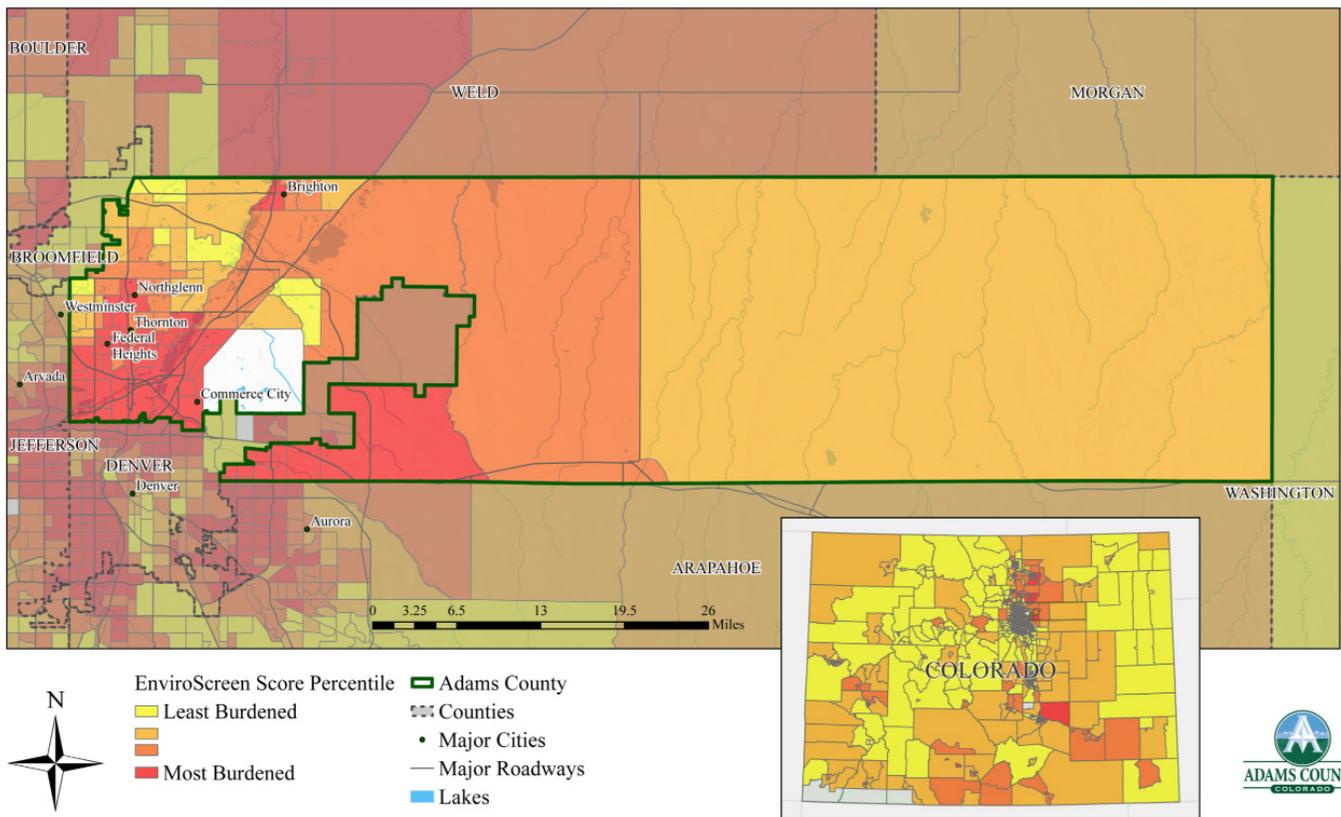
Sources: CO CDPHE, CDOT, Esri, USGS, US Census, State of CO, Adams County. 6/19/24
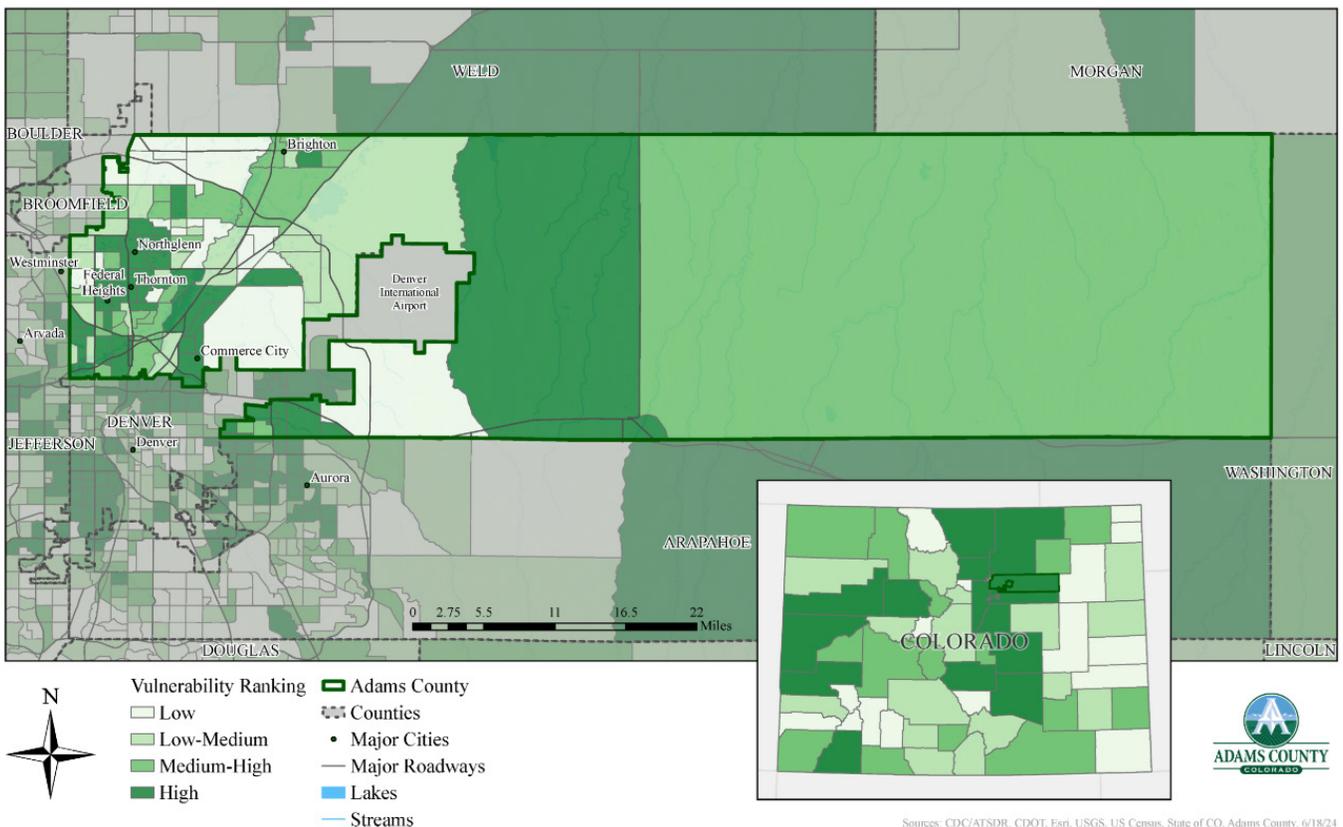
SOCIAL, DEMOGRAPHIC, AND POPULATION TRENDS

Adams County, located on the northern edge of the Denver metropolitan area, is a rapidly growing and diverse region. The 2023 population was estimated at 533,365—a 9% increase since 2017. Growth has been driven nearly equally by natural increase and migration, reflecting a youthful median age of 32.4 years. The demographic profile shows considerable diversity, with 46% identifying as White and 43% as Hispanic or Latino. Census data reveal challenges such as a higher-than-average percentage of households lacking high school diplomas, a significant proportion of children and single-parent households, and language barriers (with 11.5% of households speaking English less than "very well"). These factors, combined with a noted increase in housing costs and lagging per capita incomes, point to evolving social pressures that can influence community resilience during hazard events.

ADAMS COUNTY POPULATION LIVING BELOW THE 150% POVERTY LINE

Vulnerability Ranking
- Low
- Low-Medium
- Medium-High
- High

- Adams County
- Counties
- Major Cities
- Major Roadways
- Lakes
- Streams

Sources: CDC/ATSDR, CDOT, Esri, USGS, US Census, State of CO, Adams County. 6/18/24
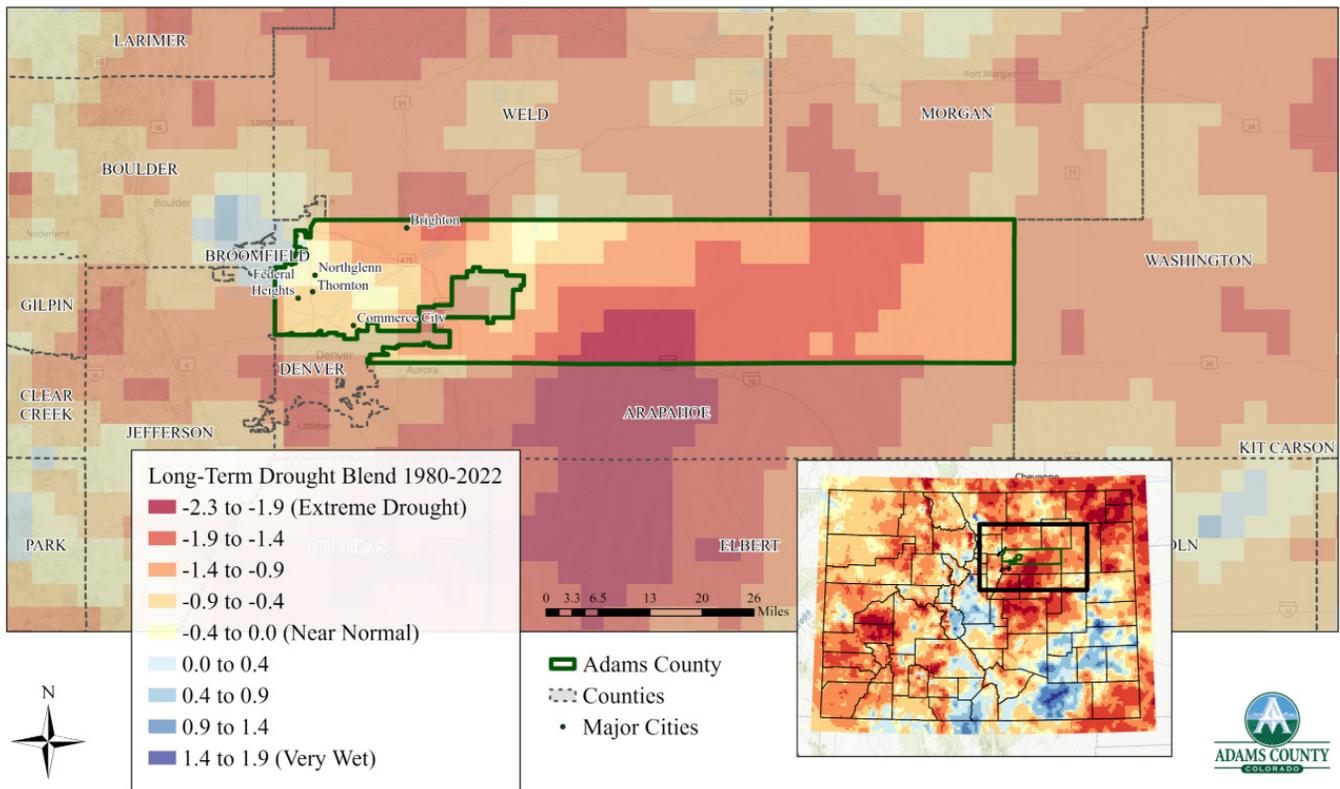
NATURAL HAZARDS AND LONG-TERM WEATHER VARIABILITY RISKS

Adams County's semi-arid, continental climate is characterized by four distinct seasons with marked weather variability. The county receives an annual average of about 16 inches of rain and 52 inches of snow, with May being the wettest month and January the driest. Seasonal extremes are evident: average summer highs approach 90°F while winter lows drop to around 17°F, and the area enjoys approximately 245 sunny days per year. These conditions, coupled with the region's propensity for sudden weather changes, underscore potential risks from severe storms, rapid temperature shifts, and seasonal flooding. The data provide a clear picture of the natural hazards that Adams County must consider in its long-term planning.

Overall, the profile of Adams County illustrates a community marked by rapid population growth and significant demographic plurality, set against a backdrop of variable weather conditions. This combination of trends highlights both the opportunities for resilience building and the challenges that must be addressed to mitigate future hazard risks.

ADAMS COUNTY HISTORIC DROUGHT TRENDS

Long-Term Drought Blend 1980-2022
- -2.3 to -1.9 (Extreme Drought)
- -1.9 to -1.4
- -1.4 to -0.9
- -0.9 to -0.4
- -0.4 to 0.0 (Near Normal)
- 0.0 to 0.4
- 0.4 to 0.9
- 0.9 to 1.4
- 1.4 to 1.9 (Very Wet)

▭ Adams County
┈ Counties
• Major Cities

0 3.3 6.5 13 20 26 Miles
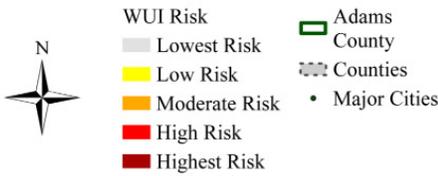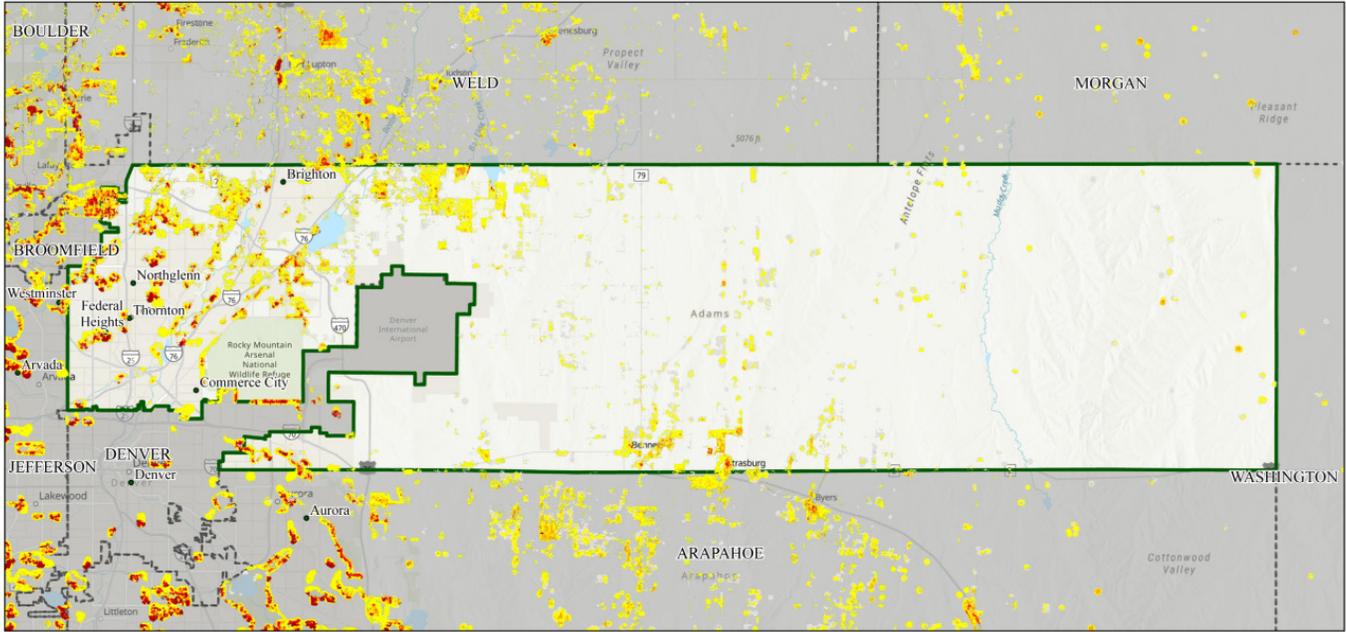
Sources: Colorado Geological Survey, Adams County GIS Department, CDOT, Esri, USGS, US Census, State of CO, Adams County. 9/24/24

ADAMS COUNTY WILDLAND URBAN INTERFACE (WUI)

WUI Risk
- Lowest Risk
- Low Risk
- Moderate Risk
- High Risk
- Highest Risk

- ☐ Adams County
- Counties
- • Major Cities

N

0 3 6 12 18 24 Miles

ADAMS COUNTY FLOOD ZONES

Flood Zone
- 1% Annual Chance Flood (100-year)
- Area Not Included

- ☐ Adams County
- Counties
- • Major Cities
- — Major Roadways
- Lakes
- Streams

N

0 3 6 12 18 24 Miles
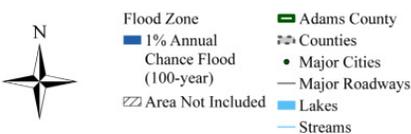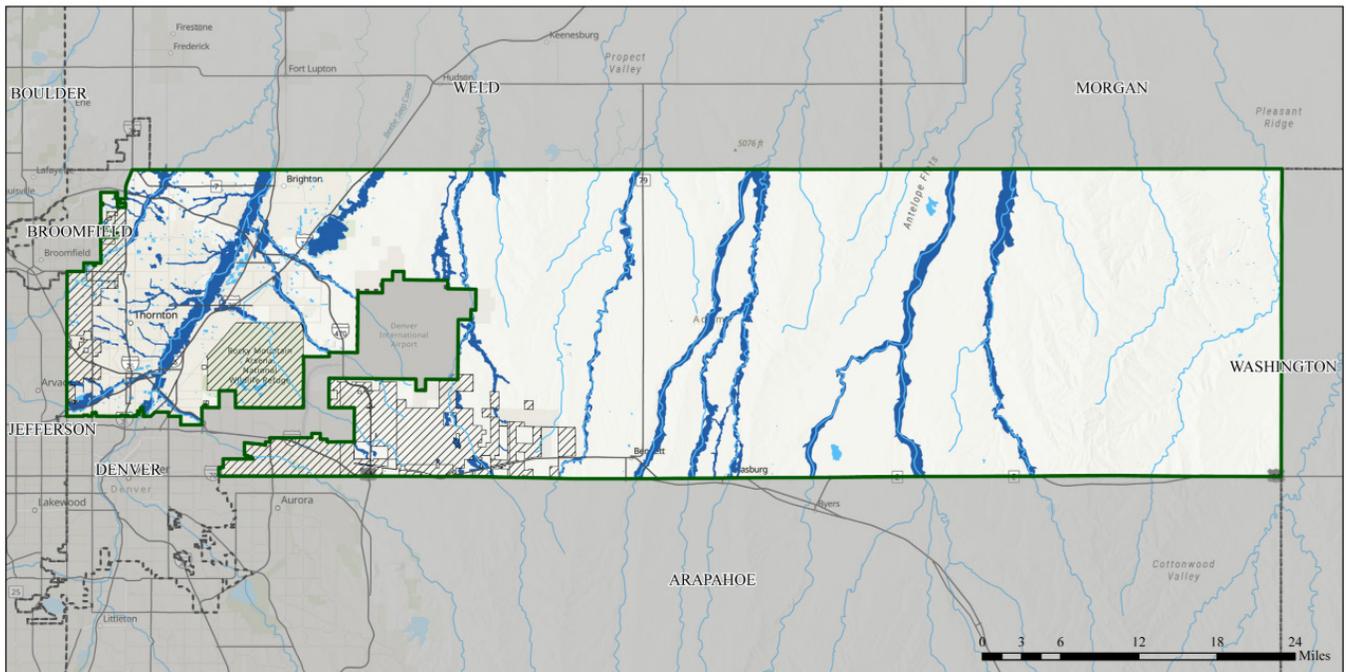
PLANNING PROCESS

The development of the Adams County Long-Term Recovery and Resiliency Strategic Plan followed a structured, multi-phase process designed to ensure a comprehensive understanding of the County's recovery and resilience needs. The planning approach integrated best practices in primary and secondary research, qualitative and quantitative analysis, broad stakeholder engagement, and expert input across multiple disciplines. This process provided a robust foundation for the development of strategic recommendations and implementation strategies that align with Adams County's long-term resilience vision.

The planning process consisted of six key tasks, each building upon the previous phase to create a well-informed and actionable strategic plan:

STEP 01

CONVENING THE ADAMS COUNTY RESILIENCY WORKING GROUP

A critical component of the planning process was the establishment of the Adams County Resiliency Working Group (ACRWG), which served as an advisory body throughout the project. Comprising representatives from various County departments and community-based organizations, the ACRWG provided diverse expertise, insights, and perspectives. The group met virtually and in person at key milestones to review findings, provide input, and guide the direction of the Strategic Plan.

Additionally, ACRWG members participated in individual interviews and discussions to offer deeper insights into the County's existing resilience efforts, challenges, and opportunities. Their expertise played a pivotal role in shaping the plan's strategic priorities and ensuring alignment with the needs of both County agencies and the broader community.

STEP 02

EXISTING CONDITIONS ASSESSMENT

To establish a baseline understanding of Adams County's recovery and resilience landscape, the planning team conducted a comprehensive review of existing resources, plans, policies, and programs. This assessment included an analysis of:

◗ Geophysical and meteorological hazards
◗ Demographic indices
◗ Land use and critical infrastructure
◗ Housing trends and population demographics
◗ Emergency management and response capabilities
◗ Community-based networks and organizations supporting resilience

In addition to document reviews, the planning team engaged County leadership and key stakeholders through interviews and discussions to validate findings and identify gaps in existing policies and programs. Geographic Information Systems (GIS) mapping and spatial analysis were also utilized to assess the intersection of natural hazards with Adams County residents with heightened exposure, helping to prioritize resilience interventions.

STEP 03

COMMUNITY ENGAGEMENT

Recognizing the importance of broad and meaningful community participation, the planning team conducted a series of six in-person community listening sessions, each focusing on a key sector:

- Community
- Economy
- Health & Social Services
- Housing
- Infrastructure
- Watersheds & Natural Resources

These sessions, strategically held in accessible locations throughout Adams County, provided a platform for residents, businesses, and community organizations to voice concerns, share lived experiences, and contribute to the development of resilience priorities. To maximize participation opportunities, a virtual engagement option was offered for each session.

Session Topic	Date	Time	Location
Infrastructure	Thursday, June 20, 2024	1-3pm	Adams County Government Building
Economy	Thursday, June 20, 2024	9:30-11:30am	Adams County Government Building
Watersheds & Natural Resources	Friday, June 21, 2024	9:30-11:30am	Bennett Park & Recreation Center
Community Partnerships	Friday, June 21, 2024	1:30-3:30pm	Adams County Human Services Center
Community	Saturday, June 22, 2024	1:30-3:30pm	Anythink Wright Farms Public Library
Housing	Monday, June 24, 2024	9-11am	Adams County Human Services Center
Health & Well-Being	Monday, June 24, 2024	1-3pm	Adams County Human Services Center

By integrating insights from community engagement activities, the planning team ensured that the Strategic Plan reflected the varied needs and priorities of Adams County residents, particularly those with greater exposure to risk and adverse conditions.

The project team also engaged with leaders across Adams County government to better understand the opportunities and challenges for integrated resilience initiatives across the organization. These in-depth, one-on-one interviews explored existing recovery- and resilience-related initiatives, departmental priorities, interdepartmental collaboration, and staff and budgetary resources.

STEP 04

COMMUNITY NEEDS ANALYSIS

Following the collection of primary and secondary data, the planning team conducted a structured Community Needs Analysis using the Community Resilience Assessment Framework and Tools (CRAFT) methodology. The CRAFT framework provided a data-driven approach to evaluate resilience across multiple dimensions and identify priority areas for intervention.

CRAFT is built on three pillars of resilience—social, economic, and governmental—which together provide a holistic assessment of a community's capacity to prepare for, respond to, and recover from disruptions. The methodology uses 115 indicator questions to assess resilience across these three pillars, generating individual scores for social, economic, and government resilience, as well as an overall baseline resilience score.

Each indicator represents the public sector best practices in:

▶ Governance of disaster risk and future conditions (e.g., hazard mitigation planning, continuity of operations, emergency response coordination).

▶ Participatory community engagement (e.g., accessibility of public spaces, engagement of all populations in decision-making, language access).

▶ Economic resilience and development (e.g., local business continuity planning, workforce training, economic diversification strategies).

The scoring system not only quantified the County's current resilience capacity but also identified specific gaps and provided practical recommendations for improvement. For example, if Adams County's adoption of disaster-resilient building codes scored lower than best practices, the framework provided clear action steps—such as policy updates, incentives for retrofitting, or enhanced enforcement mechanisms—to improve resilience in that area.

Through this analysis, the planning team identified key resilience strengths (high-scoring indicators) and areas of vulnerability (low-scoring indicators) across Adams County's social, economic, and governmental systems. Key findings included:

▶ **Social Resilience**: While Adams County demonstrated strong networks of community-based organizations and public health initiatives, there were opportunities to enhance and formalize our partnerships with community organizations.

▶ **Economic Resilience**: The County benefits from a diverse economic base, but small businesses and low-income workers face higher financial risks during disasters, highlighting the need for targeted economic preparedness programs.

▶ **Government Resilience**: The County's emergency and disaster management planning was well-developed, but coordination between departments and integration of resilience planning into all County policies could be strengthened.

ADAMS COUNTY RESILIENCE ASSESSMENT SCORES

	Social Resilience		Economic Resilience		Government Resilience		Overall
Baseline Assessment	45%	Acknowledge Stress	55%	Technology Resources	71%	Strategic Planning	54%	Social Resilience
	56%	Community Cohesion	52%	Logistical Infrastructure	48%	Operations & Sustainment	57%	Economic Resilience
	56%	Isolate Trauma	52%	Financial Resources	80%	Government Relations	57%	Government Resilience
	56%	Social Supports	70%	Human Resources	57%	External Plan Alignment	57%	**Total Resilience**
	56%	Stress Stimulates Growth	60%	Physical Resources	51%	Empowerment		

The analysis of demographic trends, disaster risks, and organizational vulnerabilities not only underscores the complexity of Adams County's current challenges but also highlights critical opportunities for strategic intervention. This comprehensive understanding is integral to the Long-Term Recovery and Resiliency Strategic Plan, providing a data-driven foundation for prioritizing investments, optimizing resource allocation, and fostering enhanced collaboration among County departments and external stakeholders. By addressing both immediate vulnerabilities and anticipated long-term changes, Adams County has designed recovery strategies and resilience measures that safeguard its population and dynamic economy.

STEP 05

DEVELOPMENT OF RECOMMENDATIONS

Using insights from the Existing Conditions Assessment, Community Engagement, and Community Needs Analysis, the planning team developed a set of strategic recommendations focused on strengthening Adams County's internal resilience capacity while enabling community-wide resilience efforts. These recommendations were:

◗ Data-driven, ensuring that strategies were based on quantitative and qualitative insights.

◗ Actionable, with clear implementation steps tailored to Adams County's operational and governance structures.

◗ Considerate of the needs of communities experiencing heightened exposure to risk and adverse conditions.

◗ Sustainable with opportunities for long-term funding and resource allocation.

The recommendations were presented to the Board of County Commissioners at several milestones during the process. Additionally, an in-person workshop was hosted to facilitate a thorough review of each CRAFT indicator and corresponding recommendation with the Adams County Resiliency Working Group for review and refinement.

STEP 06

DEVELOPMENT OF THE STRATEGIC PLAN AND IMPLEMENTATION STRATEGY

The final phase of the planning process involved the development of the Adams County Long-Term Recovery and Resiliency Strategic Plan and Implementation Strategy. This phase was highly iterative, with multiple checkpoints for County staff, stakeholders, and the public to review and provide input on the draft plan.

Key steps included:
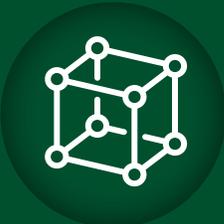
Designing a clear and accessible framework for the plan's organization and content	Soliciting public review and input via Adams County website, social media, and other communication channels	Sharing the draft plan and implementation strategy with County department leaders to ensure the strategies and actions align with their existing workplans and to integrate any additional necessary considerations for the effective implementation of the Plan across the organization.

This structured approach ensured that the Adams County Long-Term Recovery and Resiliency Strategic Plan was not only data-informed and actionable but also grounded in community needs and priorities. By engaging a broad range of stakeholders and employing a rigorous analytical process, Adams County has developed a strategic framework that will drive resilience initiatives and enhance the County's ability to prepare for, respond to, and recover from disruptions in the years to come.

RECOVERY AND RESILIENCY FRAMEWORK

WHY THIS FRAMEWORK MATTERS FOR ADAMS COUNTY

The Recovery and Resilience Framework ensures that resilience-building efforts are coordinated, measurable, and integrated across sectors and stakeholders. Adams County faces a range of risks, including natural disasters, economic disruptions, and evolving long-term weather patterns. A strategic, well-structured resilience plan enables the County to:

Strengthen internal capacity to lead and support recovery efforts efficiently.

Leverage data and technology to make informed, proactive decisions.

Build partnerships and trust with community organizations and residents.

Secure and sustain financial resources to support long-term resilience.

Improve access to resilience-building opportunities and resources.

KEY DEFINITIONS: RESILIENCE AND COMMUNITY

A shared understanding of core concepts is essential to effectively implement this Strategic Plan. Two key terms—resilience and community—provide the foundation for the Plan's vision and goals.

Resilience *is the ability of a community to respond, positively adapt, and thrive amidst risks, changing conditions, and disruptions and to create support systems to build and enhance quality of life, healthy growth, durable systems, economic vitality, and conservation of resources for present and future generations.*

Resilience is more than just the ability to withstand a disaster—it is about strengthening systems, relationships, and resources so that Adams County can recover quickly and emerge stronger.

Community *is a social unit that shares a sense of identity, common experiences, attitudes, interests, and/or goals; or shares a place that is situated in a geographical area within Adams County (e.g., district, ward, neighborhood, barrio, etc.).*

A clear definition of community acknowledges that resilience is built collectively—not just by County government, but through the collaboration of residents, businesses, organizations, and institutions that shape daily life in Adams County.

By defining these terms, this Strategic Plan ensures that all stakeholders have a shared language and framework for building recovery and resilience capacities. Understanding resilience and community in this way ensures that the County's approach is participatory, adaptable, and grounded in the lived experiences of the people who call Adams County home.

At the core of the Recovery and Resiliency Framework are five interconnected themes, which guide the County's recovery and resilience-building efforts:

DATA UTILIZATION

Effective resilience planning requires accurate, actionable, and accessible data to identify risks, inform decision-making, and guide resource allocation. This theme focuses on strengthening the County's ability to collect, analyze, and apply data to improve situational awareness, track vulnerabilities, and develop targeted interventions. By leveraging data, Adams County can enhance its predictive capabilities, prioritize investments, and measure progress toward long-term recovery and resilience goals.

ORGANIZATIONAL CAPACITY

A resilient community depends on a strong internal foundation, including the policies, systems, staffing, and resources necessary to lead recovery and resilience efforts. This theme centers on enhancing the County's internal capacity to implement resilience initiatives effectively. By strengthening governance structures, improving coordination across departments, and investing in staff training and development, Adams County will be better positioned to manage disruptions and sustain long-term recovery efforts.

COMMUNICATION, EDUCATION AND AWARENESS

Resilience depends not only on policies and infrastructure but also on shared knowledge, awareness, and communication. This theme emphasizes the importance of education and training for both County staff and community stakeholders. It focuses on expanding access to risk information, increasing awareness of resilience strategies, and reinforcing a culture of preparedness. Through clear and effective communication channels, Adams County will ensure that residents, businesses, and community organizations understand risks, the benefits of adaptation and mitigation, and the role they play in building resilience.

STAKEHOLDER ENGAGEMENT

Resilience is a collective effort that requires strong partnerships. This theme underscores the importance of intentional and meaningful engagement with internal and external stakeholders, including populations with heightened exposure to risk and adverse conditions. By fostering collaboration among government agencies, businesses, nonprofits, and residents, Adams County can ensure that resilience efforts are community-driven, and reflective of varied perspectives. Strengthening stakeholder relationships will also improve coordination in times of crisis and create new opportunities for shared solutions.

FUNDING AND FINANCE

Building resilience requires long-term, sustainable, and diversified funding mechanisms. This theme focuses on securing and equitably distributing resources to support recovery and resilience priorities. It includes strategies for identifying and leveraging federal, state, and philanthropic funding, as well as integrating resilience considerations into budgeting and financial planning. By strengthening financial sustainability, Adams County can ensure continued investment in critical resilience initiatives and long-term community well-being.

The Framework is action-oriented, with 14 overarching goals and 59 specific actions designed to enhance the County's ability to manage disruptions and build long-term resilience.

IMPLEMENTATION AND TRACKING PROGRESS

To ensure that the Recovery and Resilience Framework leads to meaningful change, the Strategic Plan includes a clear implementation structure that defines responsibilities, prioritizes actions, and establishes metrics for measuring success. Each of the 14 goals within the framework is supported by one or more specific actions designed to drive measurable impact. Actions are prioritized based on their potential impact on organizational capacity and resilience, alignment with existing initiatives and resources, and feasibility of implementation. They are categorized into three timeframes:
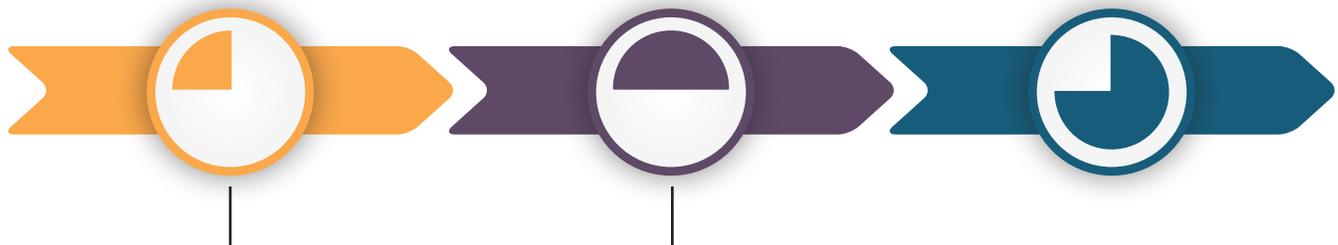
Near Term (1-3 years)

High-impact, feasible actions that can be implemented with existing resources or align with ongoing initiatives.

Mid Term (3-5 years)

Actions requiring additional planning, coordination, or new funding sources before implementation.

Long Term (5-7 years)

Transformational actions that require significant policy shifts, investment, and/or multi-year collaboration efforts.

This phased approach ensures that early progress is made while laying the foundation for sustained, long-term resilience.
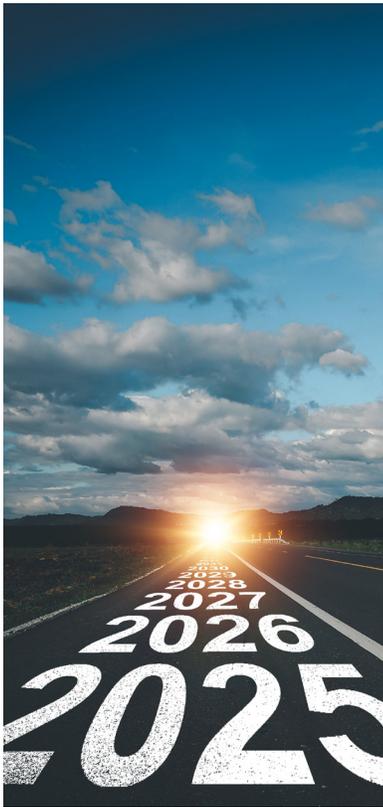
TRACKING PROGRESS AND MEASURING SUCCESS

Tracking progress is essential to ensuring accountability, adapting to evolving challenges, and demonstrating the effectiveness of resilience investments. Each action includes specific metrics to monitor implementation and measure success. These metrics may include:

- Quantitative indicators, such as the number of training courses completed, percentage of residents engaged in outreach efforts, or funding secured for resilience initiatives.
- Qualitative measures, such as improvements in organizational capacity, policy adoption, or strengthened partnerships.

By establishing clear accountability, phased implementation, and measurable outcomes, Adams County can ensure that the Strategic Plan remains a dynamic and actionable roadmap for enhancing long-term recovery and resilience. Regular progress reporting will allow the County to adjust strategies as needed, celebrate achievements, and continuously build on successes.
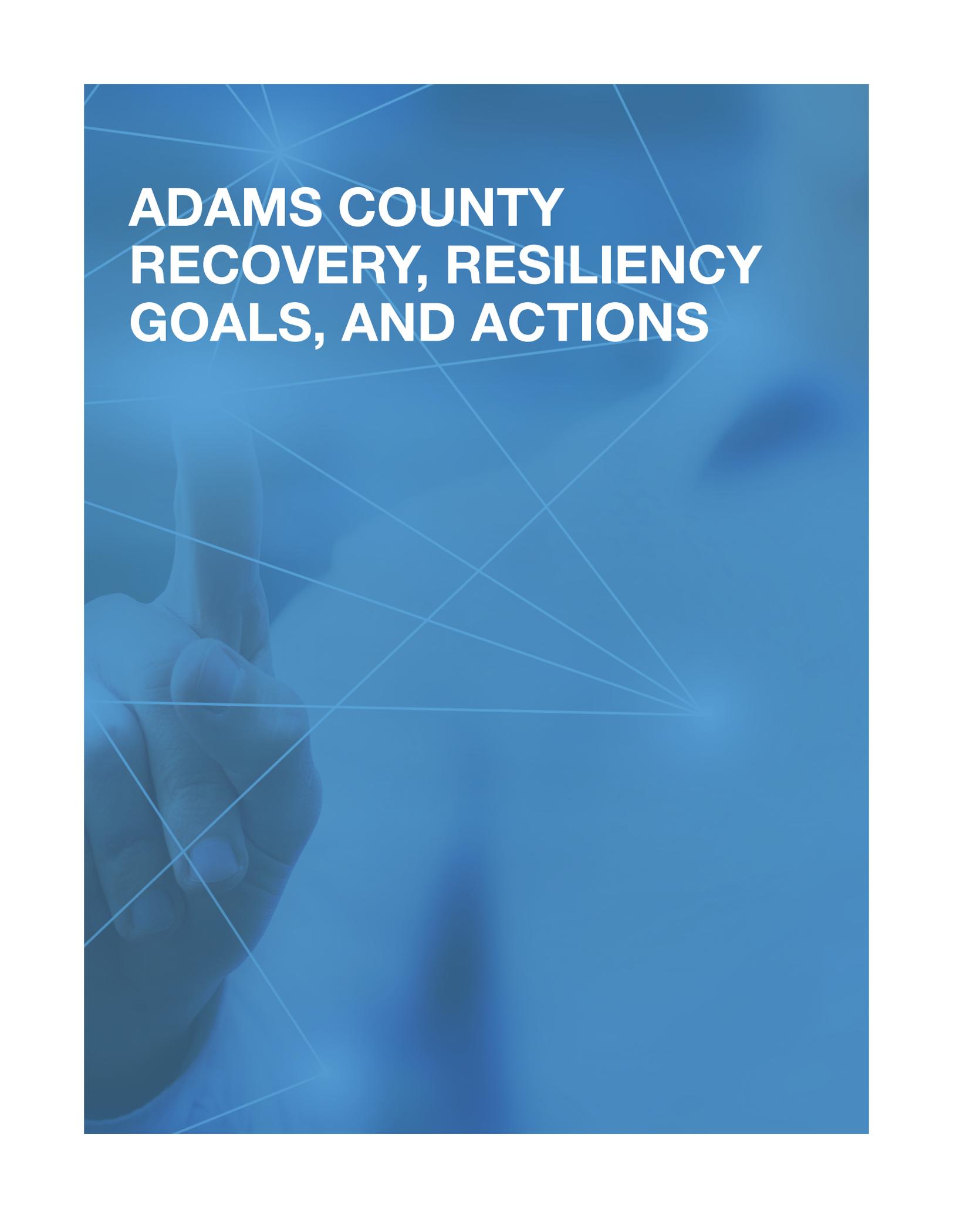
ADAMS COUNTY RECOVERY, RESILIENCY GOALS, AND ACTIONS

DATA UTILIZATION

Accurate and actionable data that identifies areas of risk and enable the design of targeted interventions and the effective allocation of resources.

GOAL 1	DATA GENERATION
	Expand the quality, quantity, and type of data available to Adams County to better inform decision making.

GOAL 2	DATA SHARING
	Create mechanisms to facilitate cross-departmental learning and sharing of data and information.

GOAL 3	DATA INTEGRATION
	Ensure policies, programs, and projects are informed by accurate and actionable data.

GOAL 1: DATA GENERATION

✳ **Expand the quality, quantity, and type of date available to Adams County to better inform decision making.**

	Action	Timing
1.1	Identify, gather, and organize data related to natural hazards, long-term weather variability, demographics, and community health factors.	**Near Term**
1.2	Geolocate existing and new data across departments.	**Near Term**

GOAL 2: DATA SHARING

✳ **Create mechanisms to facilitate cross-departmental learning and sharing of data and information.**

	Action	Timing
2.1	Educate staff on available data and how to integrate it into program/project planning and implementation via data fact sheets and lunch-and-learn sessions that provide GIS and other data-related education/training to County staff.	**Mid Term**
2.2	Enhance data and maps on County website with more robust and comprehensive data for County and public use (reference Action 1.1.). Where appropriate, provide links to external data sources from trusted federal, state, and non-governmental sources.	**Mid Term**

GOAL 3: DATA INTEGRATION

✳ **Ensure policies, programs, and projects are informed by accurate and actionable data.**

	Action	Timing
3.1	Require a Resiliency Checklist for program, project, and budgetary planning to ensure data related to natural hazards, extreme weather, and future conditions are considered in County initiatives.	**Near Term**
3.2	Require Population Impact Assessment Checklist to use for program, project, and budgetary planning to ensure demographic data is considered in County initiatives.	**Near Term**

ORGANIZATIONAL CAPACITY

The policies, systems, resources, and staffing needed for Adams County to achieve long-term recovery and resiliency priorities.

GOAL 4   **LEARNING & DEVELOPMENT**

Foster continuous learning around resilience and recovery themes to create an informed and action-ready workforce.

GOAL 5   **STAFFING**

Enhance the capabilities of resilience and recovery-focused departments with appropriate subject matter expertise and support.

GOAL 6   **ACCOUNTABILITY**

Embrace, systematize, and operationalize structured accountability and provision of services to all as a core value of Adams County.

GOAL 7   **DISASTER MANAGEMENT**

Build comprehensive, integrated disaster management capacities to support the County and community before, during, and after a crisis or disruption.

GOAL 8   **CONTINUITY OF OPERATIONS**

Ensure essential County functions remain operational in case of an emergency or disruption.

GOAL 4: LEARNING & DEVELOPMENT

✴ **Foster continuous learning around resilience and recovery themes to create an informed and action-ready workforce.**

	Action	Timing
4.1	Provide county-wide education and training for socioeconomic- and resilience-related topics via workshops, newsletters/county-wide communications, and lunch-and-learn sessions.	**Mid Term**
4.2	Provide risk and crisis communication training for elected officials and public-facing staff.	**Mid Term**

GOAL 5: STAFFING

✴ **Enhance the capabilities of resilience and recovery-focused departments with appropriate subject matter expertise and support.**

	Action	Timing
5.1	Enhance Office of Emergency Management (OEM) staffing to support/ sustain priorities related to internal and external initiatives that build County and partner capacity.	**Long Term**
5.2	Enhance Office of Strategic Partnerships & Resilient Communities (SPARC) capacity with subject matter expertise in disaster resilience and risk reduction via internal resource sharing, staff training, and/or staff recruitment.	**Mid Term**

GOAL 6: ACCOUNTABILITY

✳ **Embrace, systematize, and operationalize structured accountability and provision of services as a core value of Adams County.**

	Action	Timing
6.1	Build a Project Impact Assessment model to understand and mitigate unintended consequences of policies, programs, and projects.	**Long Term**
6.2	Conduct a County-wide assessment of laws, policies, and projects to better understand implications of County operations in our neighborhoods and communities.	**Near Term**
6.3	Draft and adopt a County-wide Framework for addressing the needs of our communities, utilizing need-based and data-driven decision-making.	**Near Term**
6.4	Establish responsive and accountable policies and practices for County procurement of goods and services.	**Mid Term**
6.5	Establish responsive and accountable metrics to monitor and evaluate policy and program implementation.	**Mid Term**
6.6	Identify potential interventions to remedy any existing land-use/zoning issues related to detrimental human health effects due to proximity of pollutants and hazards.	**Long Term**
6.7	Translate the current Parks initiative that tracks use/visitor data to inform increased access for all residents and visitors to outdoor spaces into a pilot program which could be replicated for other County services.	**Mid Term**

GOAL 7: DISASTER MANAGEMENT

✳ **Build comprehensive, integrated disaster management capacities to support the County and community before, during, and after a crisis or disruption.**

	Action	Timing
7.1	Inventory and map critical facilities and community lifelines.	Mid Term
7.2	Conduct a backup power assessment of county-owned and critical non-county owned assets.	Near Term
7.3	Conduct assessment of building code and land-use compliance and vulnerability/exposure of public buildings, critical facilities, and community lifelines.	Mid Term
7.4	Establish policy for required roles and responsibilities for non-OEM departments and staff for the Emergency Operations Center when activated.	Near Term
7.5	Conduct evacuation and sheltering plan exercise (field and/or table-top) with participating departments and external partners.	Mid Term
7.6	Ensure departments and offices with assigned roles in the Disaster Management Plan (DMP) have detailed plans to accompany the general guidance contained in DMP annexes (i.e. Mass Care, EST-7, ESF 15b, Evacuation, etc.) Support training/education in these plans to assigned stakeholders.	Near Term
7.7	Support fire districts in unincorporated Adams County, particularly those serving eastern Adams County, in applying for federal grants that enhance their ability to serve rural areas (i.e. FEMA's "SAFER" grant).	Mid Term
7.8	Adopt Wildland Urban Interface (WUI) building and land-use regulations for new developments.	Long Term
7.9	Conduct assessment of historic buildings and heritage sites to evaluate viable hazard mitigation projects. These may be eligible for funding via State of Colorado's Survey Plan Grant program.	Long Term
7.10	Establish resilience hubs at existing and/or new facilities.	Long Term
7.11	Improve Adams County's FEMA Community Rating System (CRS) Classification to enhance flood preparedness and mitigation.	Mid Term
7.12	Conduct an assessment/analysis of extreme heat and heat-island effects in Adams County to inform targeted interventions.	Near Term

GOAL 8: CONTINUITY OF OPERATIONS

✱ **Ensure essential County functions remain operational during and after emergencies and disruptions.**

	Action	**Timing**
8.1	Establish a policy to mandate department-level Continuity of Operations Plans (COOPs).	**Near Term**
8.2	Require department-level After Action Reviews following COOP activations.	**Long Term**
8.3	Provide regular training and exercise to ensure each department is familiar with their COOP prior to activation.	**Mid Term**

COMMUNICATION, EDUCATION & AWARENESS

The language, channels, and mechanisms by which Adams County stakeholders learn of and communicate about risks and disruptions, the benefits of mitigation investments, and the reinforcement of both purpose and action across the community.

GOAL 9   COMMUNICATION, EDUCATION
                AND AWARENESS

Provide residents and County officials with the knowledge, skills, and resources needed to effectively collaborate across sectors and disciplines to achieve the County's recovery and resiliency priorities.

GOAL 9: COMMUNICATION, EDUCATION AND AWARENESS

✳ **Provide residents and County officials with the knowledge, skills, and resources needed to effectively collaborate across sectors and disciplines to achieve the County's recovery and resiliency priorities.**

	Action	**Timing**
9.1	Develop education signage along open spaces and trail networks to describe ecosystems and their value to community resilience.	Mid Term
9.2	Coordinate delivery of education and awareness campaigns for businesses and residents related to natural hazards and extreme weather variability, the role of community in resilience-building, and other related topics.	Mid Term
9.3	Build a communications and engagement plan to leverage the Adams County Long-Term Recovery and Resiliency Strategic Plan to socialize the resiliency vision and goals of the County.	Near Term
9.4	Conduct risk and emergency education and awareness events with health facilities, senior centers, community-serving non-governmental organizations, and community lifeline asset holders.	Mid Term
9.5	Create a "Train the Trainer" program to equip leaders in the County and community to be resilience ambassadors.	Long Term
9.6	Install signage in public spaces (trails, buildings, parks, etc.) marking past hazard events, such as flood heights, ecological or environmental disasters, wildfires, etc.	Long Term
9.7	Develop and deliver education and training for County staff and elected officials on the impacts of extreme weather events on populations and neighborhoods with heightened risk and exposure and how those impacts can be mitigated and/or minimized.	Mid Term
9.8	Expand professional development opportunities that foster teamwork, respect, and effective communication among all staff.	Mid Term

STAKEHOLDER ENGAGEMENT

Meaningful and intentional partnerships with internal and external stakeholders, ensuring all communities have a voice and access to resources for long-term resiliency.

GOAL 10   FORMALIZE PARTNERSHIPS

Improve community-based recovery and resiliency capacities through structured engagement with community partners.

GOAL 11   ENGAGEMENT POLICIES AND PRACTICES

Establish standard guidelines, procedures, and practices for community engagement across the County.

GOAL 12   PRIVATE SECTOR ENGAGEMENT

Mobilize private sector stakeholders to bolster the economic and social resilience of Adams County.

GOAL 10: FORMALIZE PARTNERSHIPS

✳ **Improve community-based recovery and resiliency capacities through structured engagement with community partners.**

	Action	Timing
10.1	Inventory existing partnerships across all County departments to consolidate into a partnership database. Conduct analysis to identify and map community-based organizations critical to community resilience, highlighting service areas and geographic gaps that may exist.	**Near Term**
10.2	Create an engagement strategy to recruit new community partner organizations to participate in County recovery and resiliency initiatives, specifically to fill identified service gaps from Goal 10.1.	**Mid Term**
10.3	Create and/or renew Memorandums of Understanding with partner organizations that define roles and responsibilities of each party before, during, and after disruptions.	**Mid Term**
10.4	Establish the Adams County Resiliency Working Group as a permanent advisory group to inform resilience initiatives.	**Near Term**
10.5	Collaborate with Public Health to align strategies, resources, and networks to support food resilience initiatives.	**Long Term**

GOAL 11: ENGAGEMENT POLICIES AND PRACTICES

✳ **Establish standard guidelines, procedures, and practices for community engagement across the County.**

	Action	Timing
11.1	Standardize stakeholder engagement policies and practices County-wide, with emphasis on best practices for engaging with all members of the Adams County community.	**Near Term**
11.2	Create procedures and mechanisms for sharing and engaging with networks established by other departments/offices.	**Near Term**
11.3	Inform and reinforce the value of public participation through systems that provide follow-up information and post-engagement communication to community participants.	**Mid Term**
11.4	Include future weather conditions and disaster risk as topics in relevant engagement activities (i.e. Quality of Life survey).	**Mid Term**
11.5	Develop Key Performance Indicators for engagement activities to monitor, evaluate, and inform enhanced engagement practices and outcomes.	**Mid Term**

GOAL 12: PRIVATE SECTOR ENGAGEMENT

✳ **Mobilize private sector stakeholders to bolster the economic and social resilience of Adams County.**

	Action	Timing
12.1	Support business community preparedness and resilience through Business COOP development program.	**Mid Term**
12.2	Provide the business community with education and awareness activities to inform them of their role in building community resilience.	**Long Term**
12.3	Establish a "Resilient Adams Business Coalition" program which incentivizes best practices in community resilience.	**Mid Term**

FUNDING & FINANCE

The development of long-term, sustainable, and varied funding opportunities to ensure the responsible distribution of resources that support recovery and resiliency priorities.

GOAL 13   **DIVERSIFY FUNDING SOURCES**

Identify and pursue additional funding sources across the Federal, State, philanthropic, and private sectors.

GOAL 14   **INNOVATIVE FINANCE**

Explore innovative partnerships and finance mechanisms to support the County's long-term recovery and resiliency objectives.

GOAL 13: DIVERSIFY FUNDING SOURCES

✳ **Identify and pursue additional funding sources across the Federal, State, philanthropic, and private sectors.**

|	Action	Timing
13.1	Consider federal funding agencies and mechanisms that may support the planning and implementation of recovery and resilience priorities, including but not limited to DHS, DOE, HUD, USDA, EPA, DOT, DOD, and DOI.	**Near Term**
13.2	Liaise with the Colorado Department of Local Affairs to explore State grant programs.	**Near Term**
13.3	Identify philanthropic organizations active in local governance affairs, emphasizing local philanthropic actors.	**Mid Term**
13.4	Participate in professional networks that can facilitate access to partnerships and funding sources, including but not limited to the Urban Sustainability Directors Network, the Resilient Cities Network, and other forums local to Colorado.	**Long Term**

GOAL 14: INNOVATIVE FINANCE

✳ **Explore innovative partnerships and finance mechanisms to support the County's long-term recovery and resiliency objectives.**

	Action	Timing
14.1	Consider community-based catastrophe insurance for critical sectors and/or high-risk neighborhoods.	**Long Term**
14.2	Evaluate the potential of non-traditional municipal bonds as a mechanism to fund programs that enhance disaster and community resilience.	**Long Term**
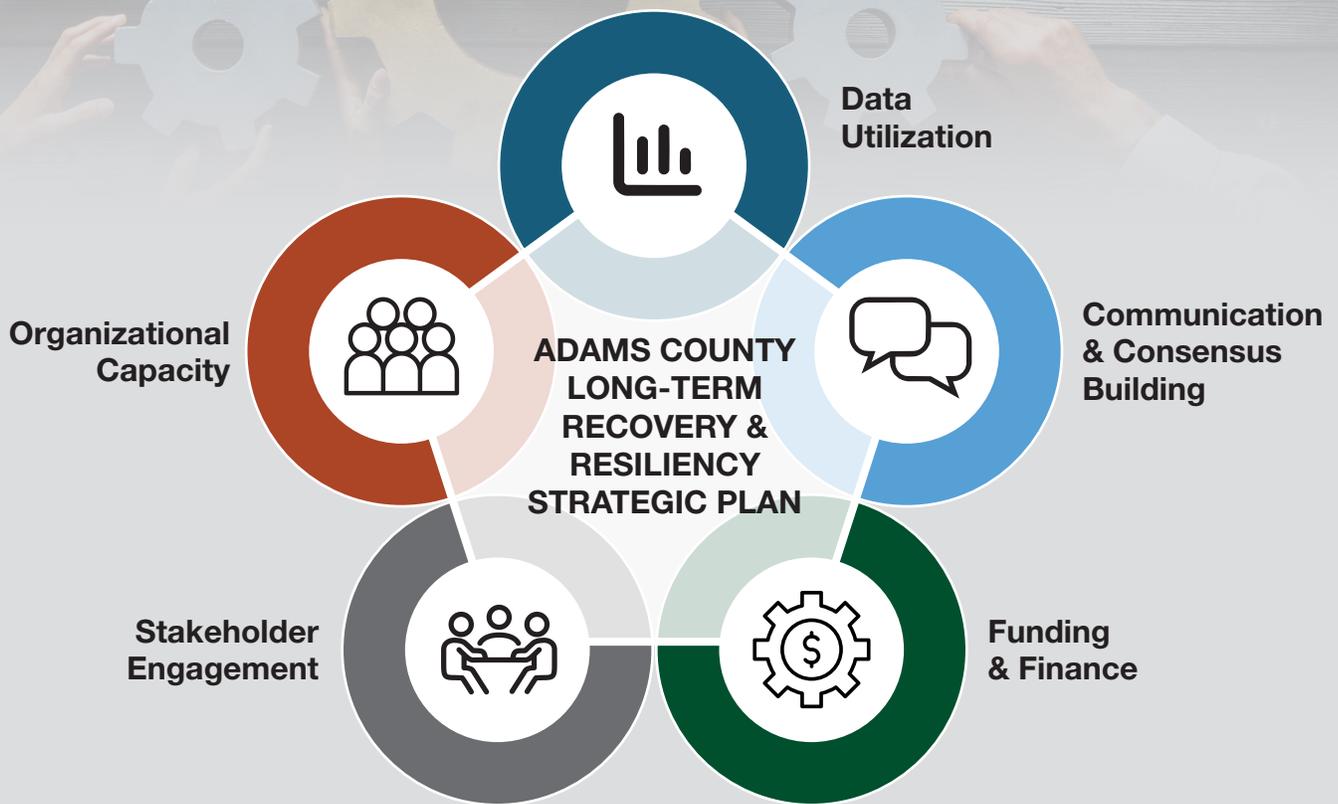
IMPLEMENTATION

In addition to the detailed themes, goals, actions, and metrics contained in the Long-Term Recovery and Resiliency Strategic Plan, Adams County has established a unique governance structure to ensure the efficient and effective implementation of this transformational initiative. This structure leverages resources and expertise from across the County, ensuring that implementation efforts lead to the greatest possible impact.

GOVERNANCE STRUCTURE FOR STRATEGIC PLAN IMPLEMENTATION

The County has developed a strategic governance model which combines centralized oversight with the agility and expertise of cross-functional teams to drive the implementation of the county's Strategic Plan. It integrates a high-level Executive Steering Committee along with five specialized thematic teams, ensuring that strategic priorities are effectively translated into actionable work plans while maintaining strong accountability and alignment across the organization.

EXECUTIVE STEERING COMMITTEE

At the core of this model is an Executive Steering Committee comprised of senior leaders from the County Manager's Office and select key County Departments. This committee has several critical responsibilities:

Oversight and Accountability

The Steering Committee is ultimately accountable for achieving the Strategic Plan's goals and metrics. It provides overall oversight of the implementation process, ensuring that initiatives remain aligned with countywide objectives.

Monitoring and Reporting

The Committee establishes mechanisms for tracking progress through key performance indicators (KPIs) and regular reporting. This allows for timely adjustments to be made to keep the implementation on track.

Resource Allocation

By directing resources (financial, human, and technological) the Committee ensures that strategic priorities are adequately supported and that critical initiatives receive the investment they require.

Strategic Alignment

A representative from the Office of Strategic Partnerships and Resilient Communities (SPARC) participates in the Committee, providing a consistent thread that ensures all initiatives are aligned with the county's broader vision and strategic objectives.

This centralized element offers a clear command structure, unified strategic direction, and a streamlined process for accountability and decision-making.
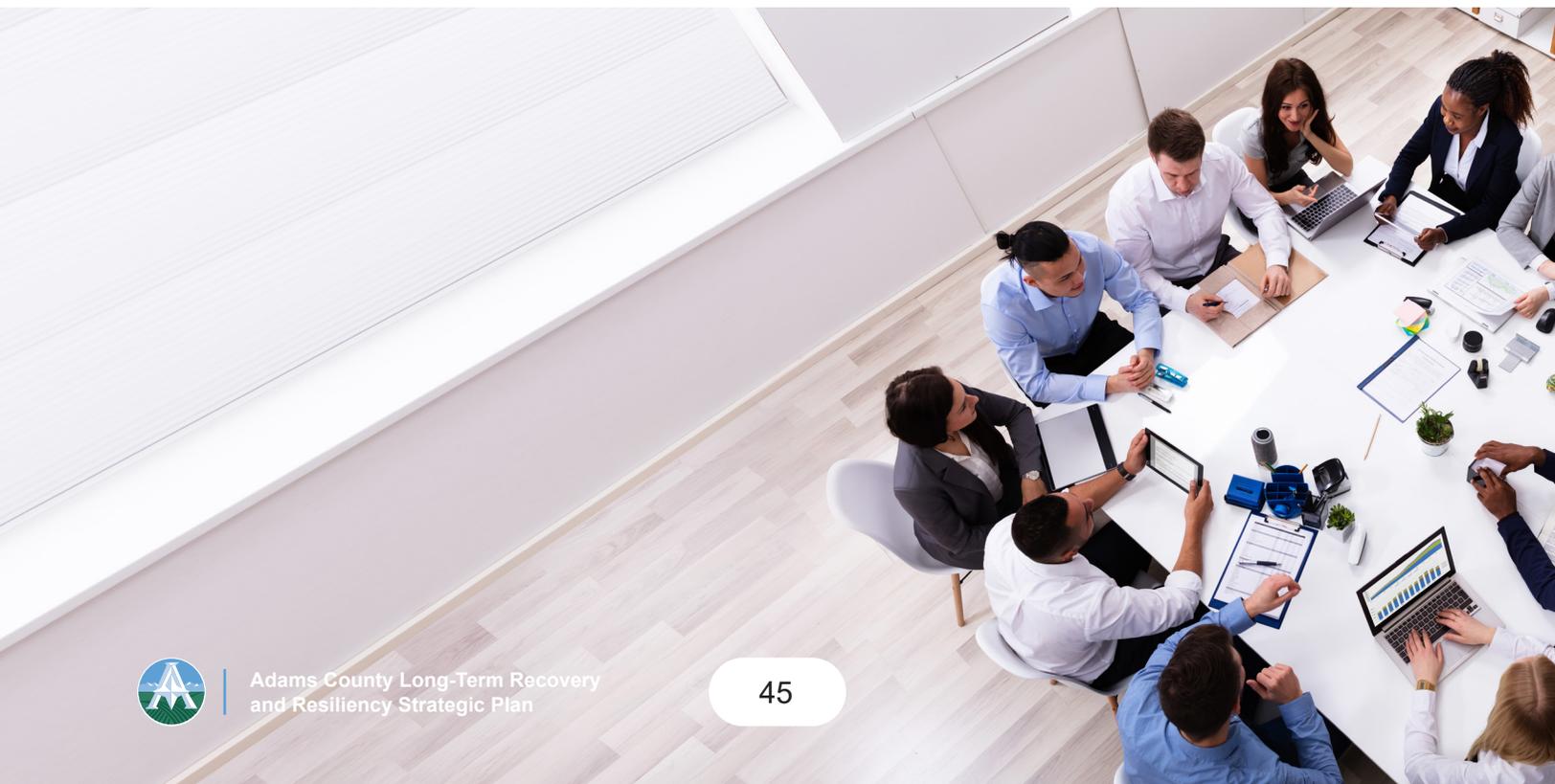
CROSS-FUNCTIONAL THEMATIC TEAMS

Complementing the Steering Committee are five thematic teams, each focused on one of the Strategic Plan's core themes. SPARC will play a leadership role across all thematic teams and will be supported by a department "champion" aligned with the overall objectives and actions of a given theme.
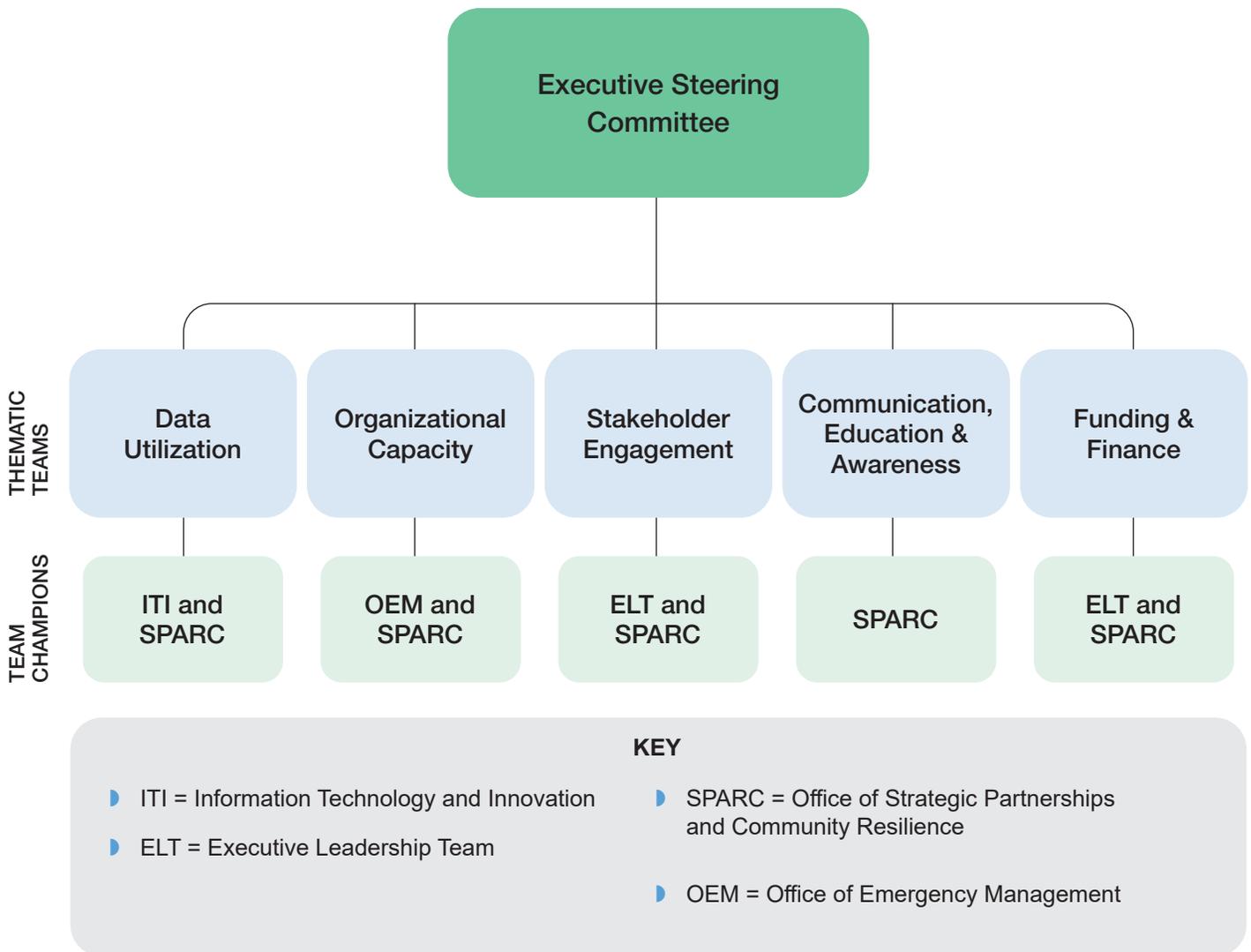
Each thematic team will be composed of representatives from various offices that hold support roles across the actions in each theme, ensuring a blend of leadership, expertise, and practical insights.

The key responsibilities of the Cross-Functional Thematic Teams include:

▶ **Developing and Executing Detailed Work Plans:**
Each team crafts specific work plans that break down the specific goals and actions within their theme into manageable, operational steps. This granular approach ensures clarity in execution.

▶ **Coordinating Cross-Departmental Efforts:**
By bringing together diverse departmental perspectives, the teams foster collaboration and ensure that initiatives benefit from a broad range of expertise and resources.

▶ **Resource Sharing and Problem Solving:**
The teams identify opportunities for resource sharing, resolve interdepartmental challenges, and address operational bottlenecks, which is critical for the timely and effective execution of initiatives.

▶ **Reporting Progress:**
Each Team's champion provides regular updates to the Steering Committee to monitor progress and ensure that any issues are quickly identified and addressed.

In each thematic team, a SPARC representative also participates, serving as a vital link between the high-level strategic oversight and the operational work being done at the ground level. This dual role of SPARC ensures that the vision and strategies remain consistently integrated across all facets of the implementation process.

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                    ┌─────────────────────────┐
                    │   Executive Steering    │
                    │       Committee         │
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THEMATIC TEAMS	Data Utilization	Organizational Capacity	Stakeholder Engagement	Communication, Education & Awareness	Funding & Finance
TEAM CHAMPIONS	ITI and SPARC	OEM and SPARC	ELT and SPARC	SPARC	ELT and SPARC

KEY

▸ ITI = Information Technology and Innovation

▸ ELT = Executive Leadership Team

▸ SPARC = Office of Strategic Partnerships and Community Resilience

▸ OEM = Office of Emergency Management

This hybrid model's structure is flexible, allowing for adjustments in response to evolving priorities or unforeseen challenges. It also offers scalability, as new teams or modifications to existing structures can be made as the strategic plan progresses or as new initiatives are introduced. It provides a comprehensive framework that balances centralized strategic oversight with the dynamic execution capabilities of cross-functional teams and positions the Adams County to effectively implement its Strategic Plan by ensuring that strategic directives are clearly communicated, resources are optimally allocated, and progress is continuously monitored.

APPENDIX A
GLOSSARY OF TERMINOLOGY AND TOPICS

Asset: An asset is any man-made or natural feature that has value, including, but not limited to, people; buildings; infrastructure, such as bridges, roads, sewers, and water systems; lifelines, such as electricity and communication resources; and environmental, cultural, or recreational features such as parks, wetlands, and landmarks.

Community: A social unit that shares a sense of identity, common experiences, attitudes, interests and/or goals; or shares a place that is situated in a geographical area within Adams County (e.g. district, ward, neighborhood, barrio, etc.).

Community Based Organization (CBO): a public or private not-for-profit organization that provides services to a community or targeted population.

Community Lifeline: A fundamental service that enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. The seven Community Lifelines, as defined by the Federal Emergency Management Agency, are Safety and Security; Health and Medical; Communications; Hazardous Materials; Food, Water, and Shelter; Energy (Power and Fuel); and Transportation.

Cost/Benefit Analysis: A systematic, quantitative method of comparing projected benefits to projected costs of a project or policy. It is used as a measure of cost effectiveness.

Critical Facility: Facilities and infrastructure that are critical to the health and welfare of the population. These become especially important after any hazard occurs. For the purposes of this plan, critical facilities include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic or water reactive materials.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.

- Police stations, fire stations, vehicle and equipment storage facilities, and emergency operations centers that are needed for disaster response before, during, and after hazard events.
- Public and private utilities, facilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events.
- Government facilities.

Disaster: An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

Disruption: A short-term event that disrupts normal life, which may be caused by natural and human-caused hazards.

Geographic Information System (GIS): computer software application that relates data regarding physical and other features on the earth to a database for mapping and analysis.

Hazard: A source of potential danger or adverse condition that could harm people or cause property damage.

Mitigation: A preventive action that can be taken in advance of an event that will reduce or eliminate the risk to life or property.

Near/Mid/Long Term: These designations refer to the level of priority and/or urgency for implementation within the Adams County Long-Term Recovery and Resiliency Strategic Plan.

- Near Term activities should be initiated within one (1) to three (3) years of Plan adoption;
- Mid Term activities should be initiated within three (3) to five (5) years of Plan adoption;
- Long Term activities should be initiated five (5) to seven (7) years after Plan adoption.

Recovery: The process of restoring, redeveloping, and revitalizing a community's health, social, economic, natural, and environmental systems after a disaster or disruption.

Resilience: The ability of a community to respond, positively adapt, and thrive amidst risks, changing conditions, and disruptions and to create support systems to build and enhance quality of life, healthy growth, durable systems, economic vitality, and conservation of resources for present and future generations.

Risk: The estimated impact that a hazard would have on people, services, facilities, and structures in a community. Risk measures the likelihood of a hazard occurring and results in an adverse condition that causes injury or damage.

Stakeholder: Business leaders, civic groups, residents, academia, non-profit organizations, major employers, managers of critical facilities, farmers, developers, special purpose districts, and others whose actions could impact hazard mitigation.

APPENDIX B
ACKNOWLEDGMENTS

BOARD OF COUNTY COMMISSIONERS

- Julie Duran Mullica, District 1
- Kathy Henson, District 2
- Emma Pinter, District 3
- Steve O'Dorisio, District 4
- Lynn Baca, District 5

ADAMS COUNTY RESILIENCY WORKING GROUP

- Michael Bean, Adams County Office of Emergency Management
- Matt Rivera, Adams County Office of Community Safety & Well-Being
- Chelsea Carver, Mile High United Way
- Nikki Kimbleton, Adams County Office of Communications
- Jody Nowicki, Rocky Mountain Partnership
- Steve Kunshier, Maiker Housing Partners
- Katie Snell, Aurora Mental Health

- Schivonne Keller, Clinica Family Health
- Byron Fanning, Adams County Office of Parks, Open Space & Cultural Arts
- Jenni Hall, Adams County Office of Community & Economic Development
- Dennis Swain, Adams County Office of Diversity, Equity & Inclusion
- Daniela Garcia, Adams County Office of Strategic Partnerships and Resilient Communities
- Vanessa Taylor, Adams County Office of Strategic Partnerships and Resilient Communities
- Alisha Reis, Adams County Manager's Office
- Tessa Cushman, Adams County Health Department

PROJECT CONSULTANTS

Institute for Building Technology and Safety

ADAMS COUNTY LONG-TERM RECOVERY AND RESILIENCY STRATEGIC PLAN