

Jeffco CPRM Network Analysis

2023



VisibleNetworkLabs



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The social network analysis of Jefferson County was conducted using PARTNER CPRM by Visible Network Labs, with funding from The Colorado Gives Foundation. For more information about Visible Network Labs and the tools and resources available, please visit www.visiblenetworklabs.com.

VISIBLE NETWORK LABS is a data science company developing tools and technology to help people measure, understand and evolve the personal and professional networks that influence the communities where they live.

PARTNER CPRM leverages network science to visualize, manage, and track your collaborative community ecosystem. It is a scientifically validated way to design data-driven network strategies that generate social impact.

Executive Summary

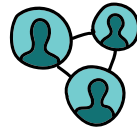
In partnership with the Colorado Gives Foundation, Visible Network Labs (VNL) launched a project in September 2023 to develop the Jeffco CPRM. A CPRM is a Community Partner Relationship Management platform. The Jeffco CPRM includes a database of organizations in Jefferson County working on various issues (e.g. social, economic, educational, mental health, health, and more), the services and resources they provide, and maps and measures the relationships among them.

This project began with a focus on four key areas: Workforce, Early Childhood, Older Adults, and Food Systems. Using a social network analysis (SNA), the Jeffco CPRM allows us to answer:

- what types of programs and resources are being provided and where,
- who is working collaboratively (or not) across various domains,
- what priorities, indicators, and outcomes community organizations are working towards,
- what gaps in resources and issues exist that are contributing to the larger problem, and
- how additional systems building can strengthen collective community efforts.

This report overviews the results of two rounds of data collection from organizations in Jefferson County. We use a social network analysis approach to assess the data captured in the PARTNER CPRM Platform. Invited organizations characterized their work, identified their partners, and described their partnerships. We identified 1742 relationships among the 215 organizations included in the network.

In this report, we describe the organizations in the network, provide an overview of essential needs in Jefferson County, review resources to support economic security, describe connected and resilient communities, and conclude with action steps and strategies.



1742

Relationships



69

Respondents



Executive Summary

Below is a brief summary of the major areas of data that are reported.

Organizational Characteristics

Organizations in Key roles. We were able to identify organizations occupying key roles based on their position in the network. These organizations included CO Gives Foundation, Action Center, CO Department of Human Services, Jefferson Center for Mental Health, CO Dept of Public Health and Environment, Benefits in Action, Jeffco Human Services, Triad Bright Futures, Arvada Chamber of Commerce, and Edgewater Collective. These organizations are well positioned to participate in leadership and coordination roles within the network.

Service Areas & Populations. Out of the four corridors of poverty, about three quarters of respondent organizations serve Wheat Ridge, Edgewater, and Lakewood Corridors (74%) as well as the Arvada Corridor (69%). Nearly all respondent organizations provide services in Lakewood (94%). Overall, respondent organizations work the most with age groups 19-35 (81%), 36-55 (78%), and 56-75 (78%). Almost all respondent organizations serve Hispanic or Latino (92%) and American Indian and Alaska Native (91%) populations. More than half of respondent organizations serve all income levels (59%).

Issues and Indicators

In phase 1, respondents were asked to list the top 3 issues their organization is working to address in an open-ended question. In phase 2, those open-ended responses were turned into multi-select options. Three responses occupied the top position for this question: workforce development; education and career pathways; and food security, equity, and education. In phase 1, respondents were asked to list the top indicators that their organization uses to know if they are successful in an open-ended question. In phase 2, those open-ended responses were turned into multi-select options. Three responses occupied the top position for this question: Number of individuals served or participants in the program; participant-reported satisfaction (e.g., via surveys, interviews, comments); and access to programs and resources.

Economic Security

We asked about several aspects of economic security and identified robust supports serving them among organizations in the network. A total of 45 respondent organizations provide early childhood education services and 38 respondent organizations provide workforce development services. Respondents also reported on the resources they contribute to serving people in Jefferson County. The most common resources included community connections (91%), content area expertise (58%) knowledge/resource sharing with other organizations (56%). The least common resources included funding of other organizations (8%), paid staff (14%), and IT/web resources (2%).

Connected and Resilient Neighborhoods

Collaboration is a key component of connected and resilient communities. The majority of organizations reported the network as being very successful or more successful than unsuccessful. When asked about the most effective ways organizations collaborate in Jefferson County, organizations highlighted exchanging information or knowledge (61%) and creation of informal relationships (52%), and sharing resources (52%). Most partnerships in the network originated through committees, task forces, or other related activities.

Executive Summary

Action Steps & Strategies

Case Study 1: Advocacy and Policy Change. We observed a discrepancy between the perception of resource availability for advocacy and policy change (52% reported too little of this resource) and resource contributions reported by organizations (49% provide this resource). 305 relationships in the network were described as engaging in advocacy and policy change, suggesting that this activity is common among network members. With further review of the organizational contributions, only one organization, CO Succeeds, reported advocacy and policy change as their primary focus. This may suggest that there are insufficient organizations that can serve as a leader in advocacy and policy change across the network. There is an opportunity to provide resources that nurture leadership in this area.

Case Study 2: Partnership Opportunities. When asked about potential partners, about 25% of respondent organizations report that there are organizations they are aware of and could benefit from partnering with, but have not yet built a relationship. A possible next step is to evaluate these organizations' capacity and determine what is needed to foster and grow their ability to form meaningful partnerships. We include a list of the organizations most frequently named as a potential partner for outreach.

These two case studies represent a subset of potential action steps from this data. As we continue to collect more data and collaborate to assess it, we will be able to develop further insights and build community capacity for using the CPRM tool to find them.

Next Steps

The outcome of the Jeffco CPRM is a database and online community platform that will be one source for entering, viewing, analyzing, and generating reports for the various partnerships, collaborations, and other ways in which organizations are working together. The Jeffco CPRM will be a public-facing resource, to guide and strengthen social connectedness throughout the county.

Demonstrate the impact of your relationship-building work to stakeholders and funders.

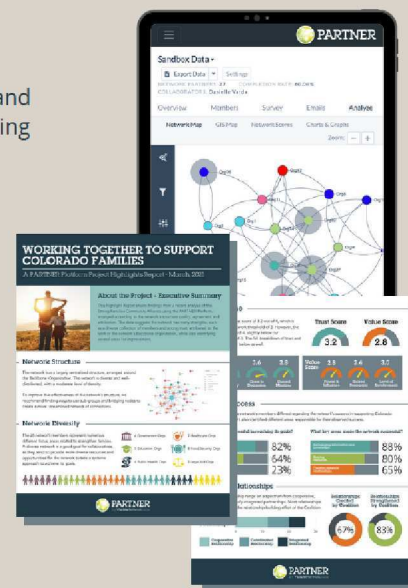
Funders and stakeholders often ask for evidence of community partnerships and collaborative impact. PARTNER provides powerful proof of your network-building impact in the community to share with key partners.

Visualize your network to identify critical community partners, resources and relationships.

Get a better idea of your network as it exists today so you can leverage it more effectively, immediately. Create visibility within your partnerships and shared resources to collaborate more effectively.

Translate your data into actionable insights to improve your collaborative strategy.

Track the evolution of your network as it grows and evolves in real-time to adapt your collaborative strategy and reach your shared goals more effectively and efficiently.



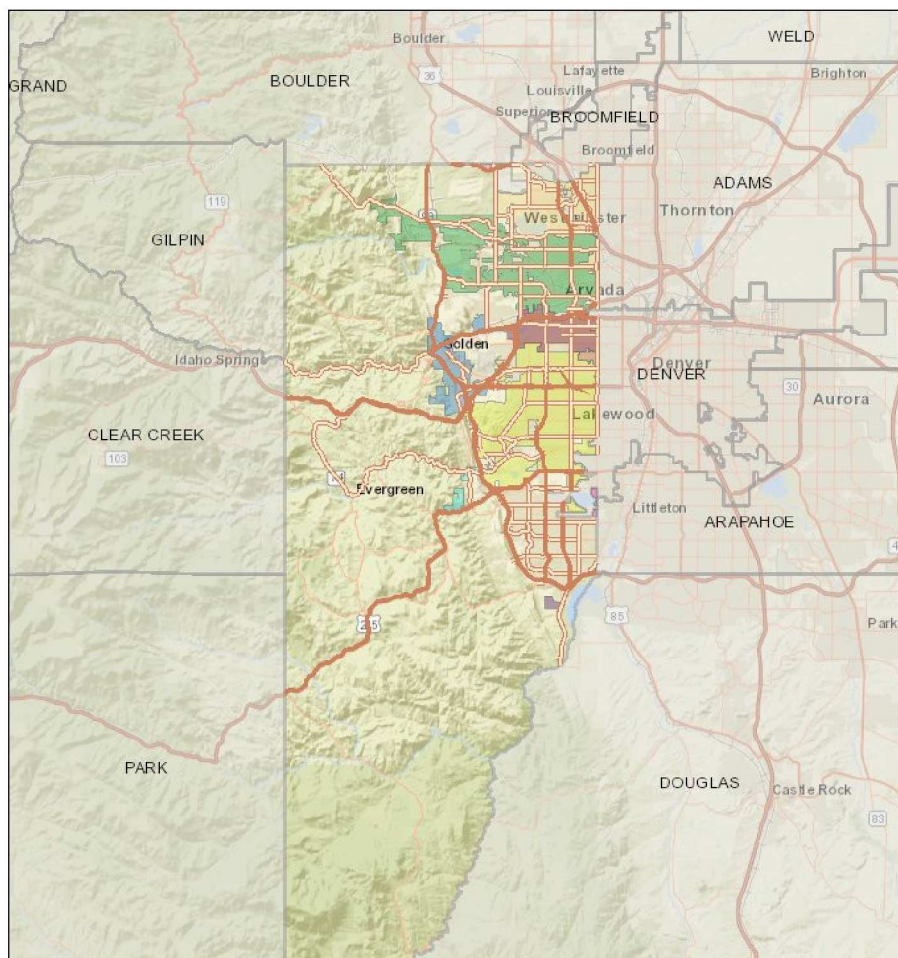
Methodology

Building the Jeffco CPRM required an intentional community-engaged approach.

To build a tool that will resonate with community members, community must drive the process. To get the Jeffco CPRM off the ground, funding from the CO Gives Foundation allowed us to implement the following methods:

- Identify 4 priority areas of focus: Workforce, Early Childhood, Older Adults, and Food Systems. While each of these are big, complex networks of services for the people of Jefferson County, there is a great deal of overlap on who is working on what. For this reason, we are pulling all the data into one network, and categorizing different types of services each organization provides.
- Interviews and community presentations were conducted for 4 weeks with over 30 organizations, to learn about the priorities for each area, what data/information already exists, and to begin to "bound the network" - that is, compile of organizations to include in the database.
- A list of organizations was developed and uploaded into the Jeffco CPRM. These organizations include organizations located both within Jeffco and also in other areas of Colorado. All organizations met the criteria for serving people in Jefferson County.
- A question set was developed to capture who is doing what, resources and services available, who is working with whom, activities and outcomes of these relationships, and priorities areas and outcomes.
- A subset of 120 organizations were invited to participate in the Jeffco CPRM data collection. Organizations identified as primarily Early Childhood or Workforce were included in the first Phase. Organizations identified as primarily Older Adults and Food Security were added in the second Phase.
- This report was completed in January 2024.

Jefferson County, Colorado

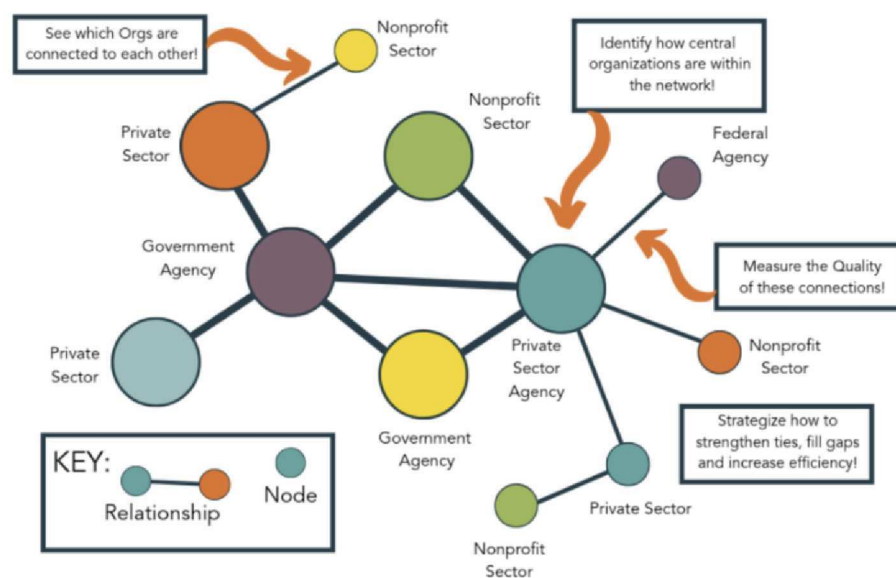


How To Use This Report

HOW TO INTERPRET A NETWORK MAP

Networks refer to a partnership created between three or more people or organizations to achieve mutually desired objectives.

In a network map, partnerships are visualized as “nodes” (circles) and “edges” (lines) which represent the network members and the relationships between them. Nodes may be color-coded by certain organizational characteristics, such as jurisdiction or sector. Nodes can also be different sizes with larger nodes indicating more relationships.



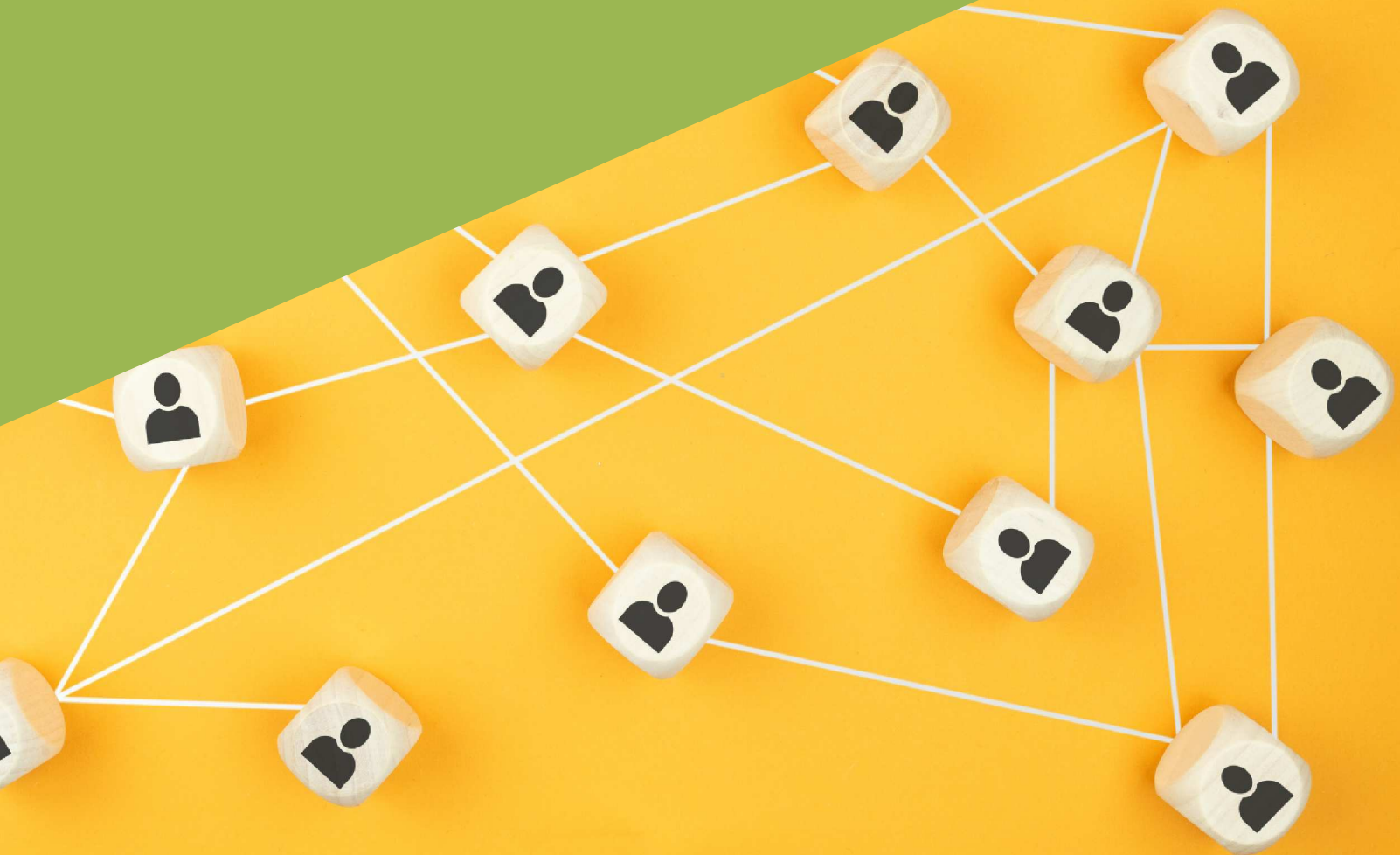
HOW TO USE THE RESULTS IN THIS REPORT

Members of the network and other stakeholders in the community may use this report to continuously improve how they work with one another to achieve common goals. Using this report, you can:

- ✓ Assess the quality, quantity, and outcomes of partnerships;
- ✓ Identify areas of strength and opportunities for improvement in the network;
- ✓ Track growth and measure progress in community partnerships; and
- ✓ Create a strategic plan to invest in relationships that leverage resources, reduce redundancy, and capitalize on collaborative advantage among network members.

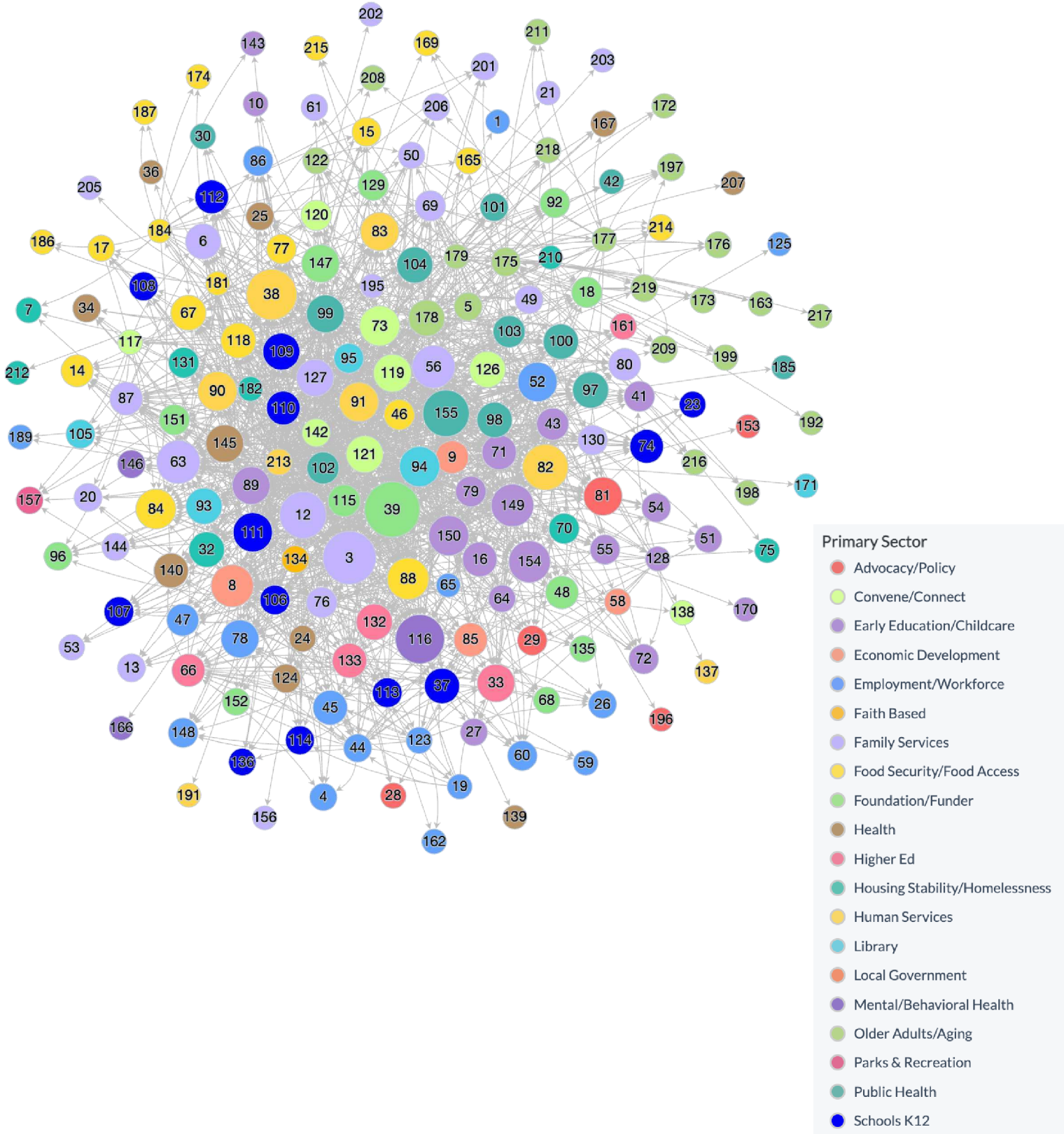
01

Jeffco Organizational Characteristics



Network Roles

The map below shows all (n=200) organizations in the Jeffco CPRM, and all relationships reported by them (n=1739). Each organization is represented as a circle (called a "node") and coded by its primary function. The larger nodes were selected most often as a partner by the respondents. The nodes are labeled with a map label identification. The list of map labels and organizations can be found in the appendix.



Network Roles

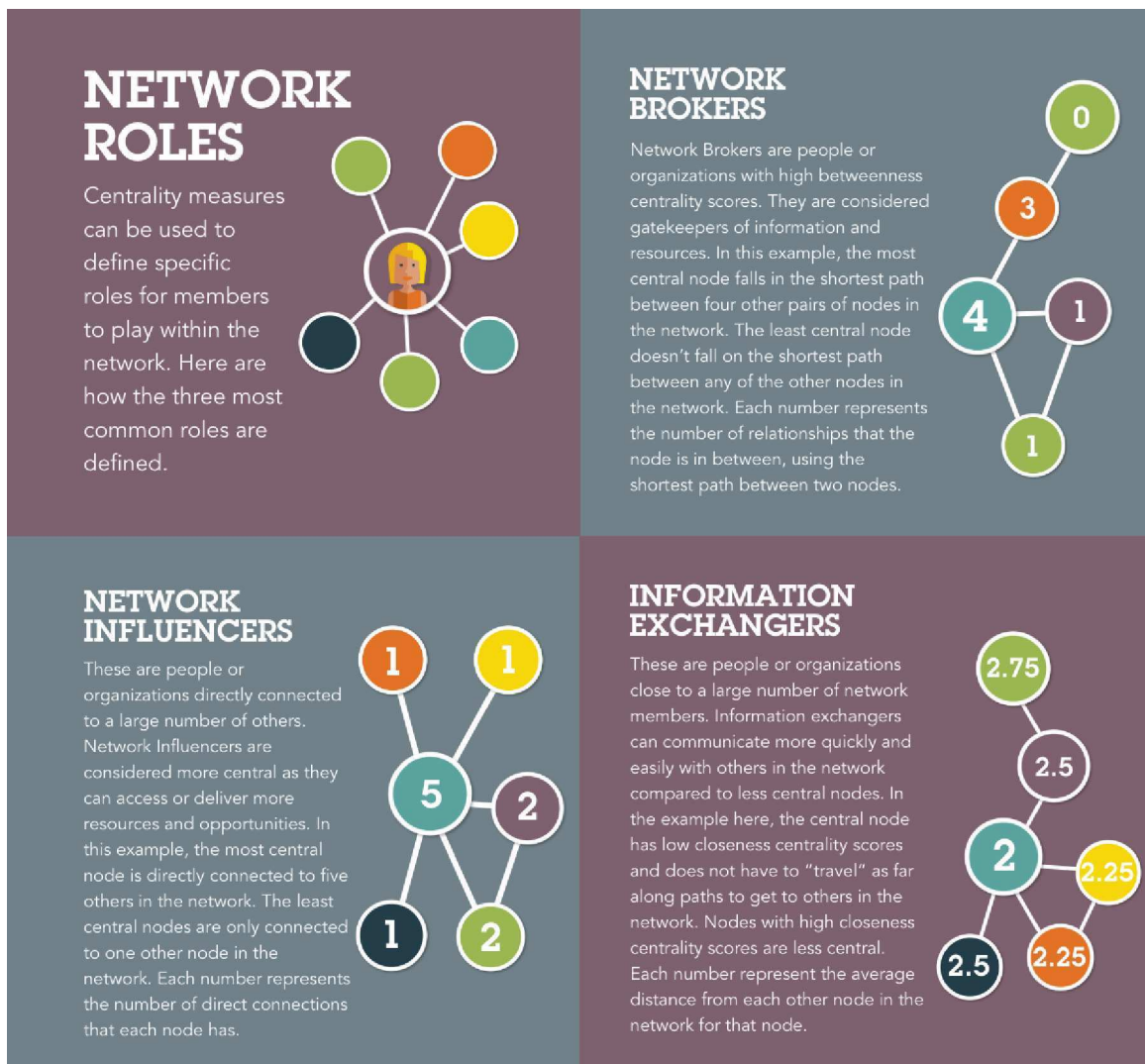
In this network, several organizations rated highly on each of these types of roles based on their structural position in the network: These organizations included Jeffco Human Services - Aging & Adult, Action Center, Jeffco Public Health - Food Equity and Nutrition Security, and Jeffco Head Start. These organizations are well-positioned to mobilize the network based on their importance across each network role.

A detailed list of "key network roles" played by organizations is included on the next two pages.

Other observations include:

- None of those that were high across all types of centrality were in the "connect/convene" primary sector, but all of them appear to be highly involved in the community network.
- Looking across each type of centrality, the primary sector is fairly distributed - none are dominant.

A possible limitation: the highest centrality organizations for out-degree, betweenness, and closeness were invited to participate in the survey during the first two phases. We should be able to refine these types of centrality findings more as we get data from additional organizations in the network (betweenness and closeness are also more sensitive to missing data, so we expect them to change with additional data).



Network Roles

Below are the top respondent organizations that took the survey and selected the most partners. Also listed are the top organizations most often selected as a partner by respondent organizations (not all of these organizations were invited to take the survey).

Selected the most partners

Map Label	Organization Name
213	Jeffco Human Services - Aging & Adult
3	Action Center
102	Jeffco Public Health - Maternal and Child Health
99	Jeffco Public Health - Food Equity and Nutrition Security
121	Lifespan Local
150	Triad Early Childhood Council
106	Jeffco Public Schools - Career Development
119	Lakewood Connects
111	Jeffco Public Schools - Family & Community Engagement
46	Community Table
94	Jeffco Libraries - Kids and Families
149	Triad Bright Futures
52	Developmental Disabilities Resource Center
175	Denver Regional Council of Governments
12	Benefits in Action
178	Seniors Resource Center
95	Jeffco Libraries - Public Services
43	CO Statewide Parent Coalition
8	Arvada Chamber of Commerce
213	Jeffco Human Services - Aging & Adult
213	Jeffco Human Services - Aging & Adult

NETWORK ROLES

Centrality measures can be used to define specific roles for members to play within the network. Here are how the three most common roles are defined.

Most often selected as a partner

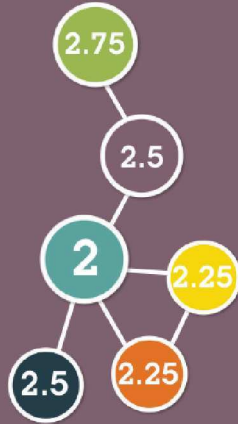
Map Label	Organization Name
39	CO Gives Foundation
3	Action Center
38	CO Department of Human Services
116	Jefferson Center for Mental Health
155	CO Dept of Public Health and Environment
12	Benefits in Action
82	Jeffco Human Services - CCCAP & Family Support
149	Triad Bright Futures
8	Arvada Chamber of Commerce
56	Edgewater Collective
63	Family Tree
88	Jeffco Food Policy Council
154	CO Office of Early Childhood
150	Triad Early Childhood Council
94	Jeffco Libraries - Kids and Families
73	Healthy Jeffco Alliance
84	Jeffco Eats
111	Jeffco Public Schools - Family & Community Engagement
90	Jeffco Human Services - Community and Workforce
91	Jeffco Human Services - Youth & Families Division
52	Developmental Disabilities Resource Center

Network Roles

Below are the top 10 organizations that are considered information exchangers, and the top 10 organizations that are considered network brokers.

INFORMATION EXCHANGERS

These are people or organizations close to a large number of network members. Information exchangers can communicate more quickly and easily with others in the network compared to less central nodes. In the example here, the central node has low closeness centrality scores and does not have to "travel" as far along paths to get to others in the network. Nodes with high closeness centrality scores are less central. Each number represent the average distance from each other node in the network for that node.



NETWORK BROKERS

Network Brokers are people or organizations with high betweenness centrality scores. They are considered gatekeepers of information and resources. In this example, the most central node falls in the shortest path between four other pairs of nodes in the network. The least central node doesn't fall on the shortest path between any of the other nodes in the network. Each number represents the number of relationships that the node is in between, using the shortest path between two nodes.



Information Exchangers

Map Label	Organization Name
89	Jeffco Head Start
213	Jeffco Human Services - Aging & Adult
3	Action Center
178	Seniors Resource Center
175	Denver Regional Council of Governments
182	Mission Arvada The Rising
52	Developmental Disabilities Resource Center
179	A Little Help
46	Community Table
106	Jeffco Public Schools - Career Development

Network Brokers

Map Label	Organization Name
178	Seniors Resource Center
3	Action Center
213	Jeffco Human Services - Aging & Adult
8	Arvada Chamber of Commerce
175	Denver Regional Council of Governments
73	Healthy Jeffco Alliance
12	Benefits in Action
52	Developmental Disabilities Resource Center
149	Triad Bright Futures
106	Jeffco Public Schools - Career Development

Populations Served

Out of the four corridors of poverty, about three quarters of respondent organizations serve the *Wheat Ridge, Edgewater, and Lakewood Corridor (74%)*, as well as the *Arvada Corridor (69%)*.

Nearly all respondent organizations provide services in *Lakewood (94%)*.

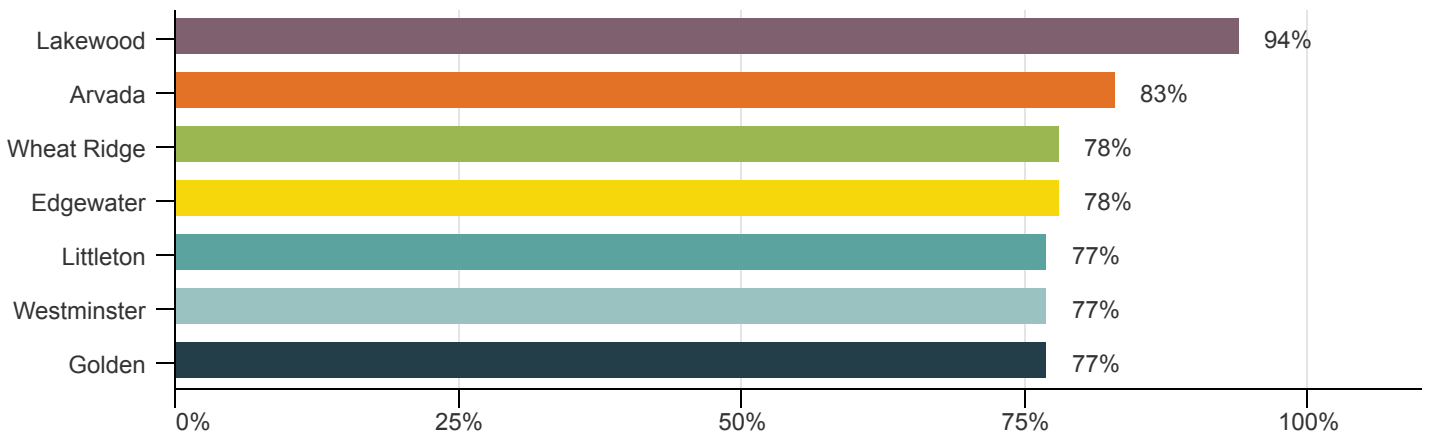
Question 1: What part of Jefferson County does your organization serve? (Select all that apply) N=68



Other, please specify

- All
- All of Jefferson County
- City of Lakewood
- Jeffco Human Services programs serve all of Jefferson county municipalities and unincorporated areas
- McLain Community High School serves the entire Denver Metro area
- We are a statewide organizations
- We serve all of Colorado, including Jefferson County.
- We serve county wide. Of note, south Jeffco (often associated with Littleton), is unincorporated and it is very much not mountain or rural. Also missing from your list is north Jeffco

Question 2: In what cities do you provide services? (Select all that apply) N=64

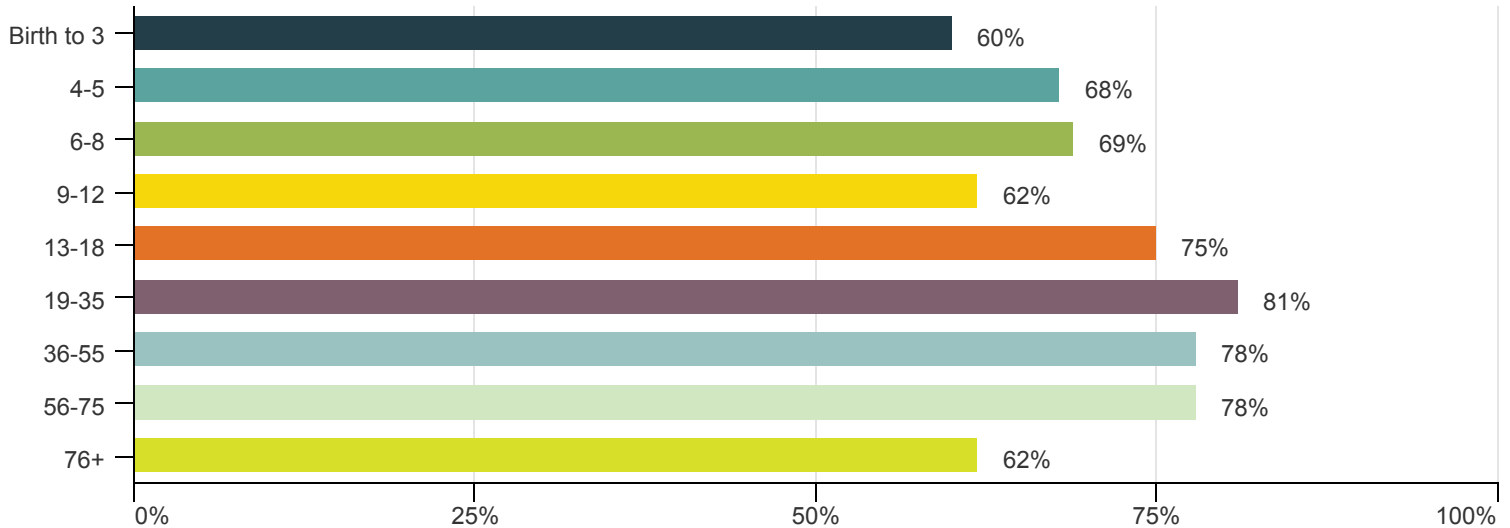


Populations Served

Overall, respondent organizations work the most with age groups 19-35 (81%), 36-55 (78%), and 56-75 (78%).

When broken down by corridor of poverty, the Wheat Ridge, Edgewater, and Lakewood Corridor had more responses for serving most age groups.

Question 6: Who does your organization serve, by age? (Select all that apply) N=68



Question 6 responses by Poverty Corridor

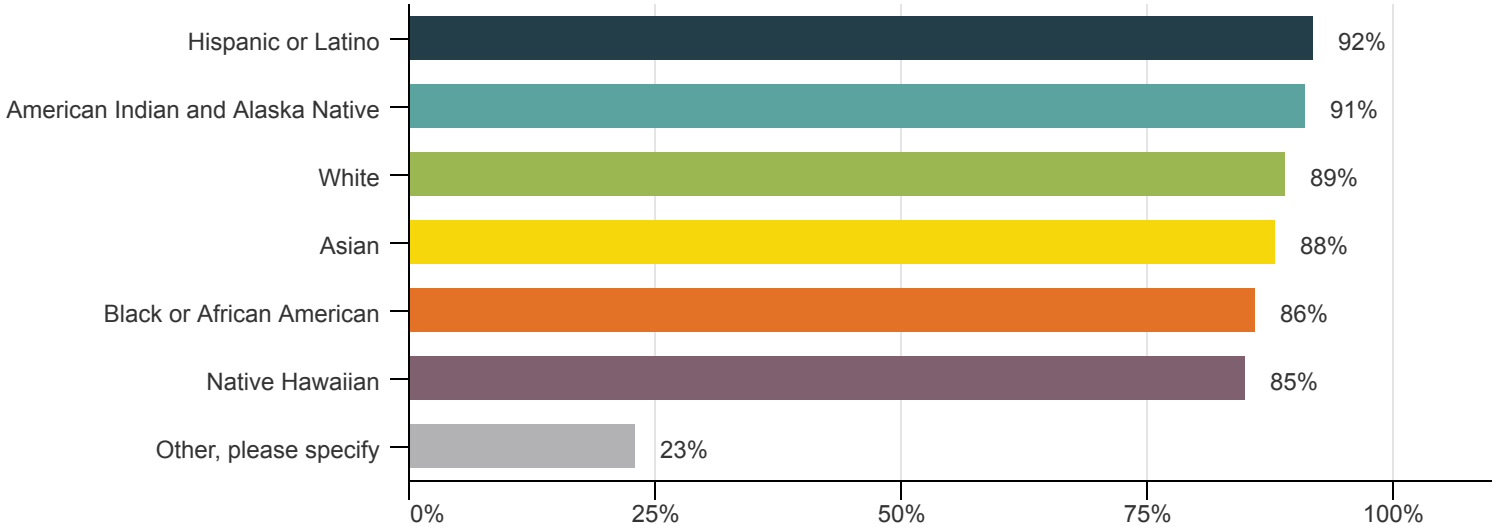
		Question 6: Who does your organization serve, by age?								
		Birth to 3	4-5	6-8	9-12	13-18	19-35	36-55	56-75	76+
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	29	31	31	25	32	34	32	33	29
	Wheat Ridge, Edgewater and Lakewood Corridor	32	36	36	30	37	36	35	36	33
	South Lakewood/Golden Corridor	27	31	32	26	34	31	30	32	29
	Unincorporated- Rural Jefferson County	27	29	31	25	29	28	28	30	25
	Other, please specify	5	5	4	4	6	7	7	6	4

Populations Served

Overall, almost all respondent organizations serve *Hispanic or Latino* (92%) and *American Indian and Alaska Native* (91%) populations.

When broken down by corridor of poverty, the Wheat Ridge, Edgewater, and Lakewood Corridor had more responses for both of these populations.

Question 7: Who does your organization serve, by race/ethnicity? (Select all that apply) N=65



Other, please specify

- All
- All
- All
- All
- All of the above, We work with anyone who chooses to participate with the PHPR collaborative
- All race/ethnicities are applicable
- Anyone
- Immigrant, refugee
- Refugees and Immigrants including Arabic
- Russian/Eastern European, Somalian, Middle Eastern
- We serve everyone

Question 7 responses by Poverty Corridor

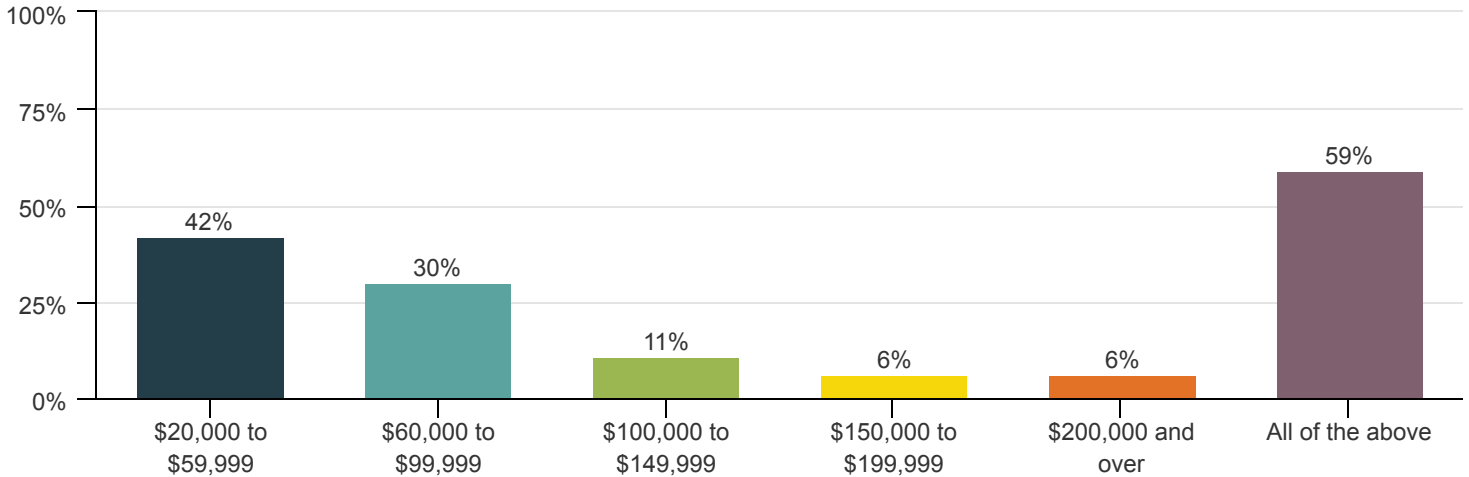
		Question 7: Who does your organization serve, by age?						
		White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian	Hispanic or Latino	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	29	31	31	25	32	34	32
	Wheat Ridge, Edgewater and Lakewood Corridor	32	36	36	30	37	36	35
	South Lakewood/Golden Corridor	27	31	32	26	34	31	30
	Unincorporated- Rural Jefferson County	27	29	31	25	29	28	28
	Other, please specify	5	5	4	4	6	7	7

Populations Served

Overall, more than half of respondent organizations serve *all income levels* (59%).

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

Question 8: Who does your organization serve, by household income bracket? (Select all that apply) N=64



Question 8 responses by Poverty Corridor

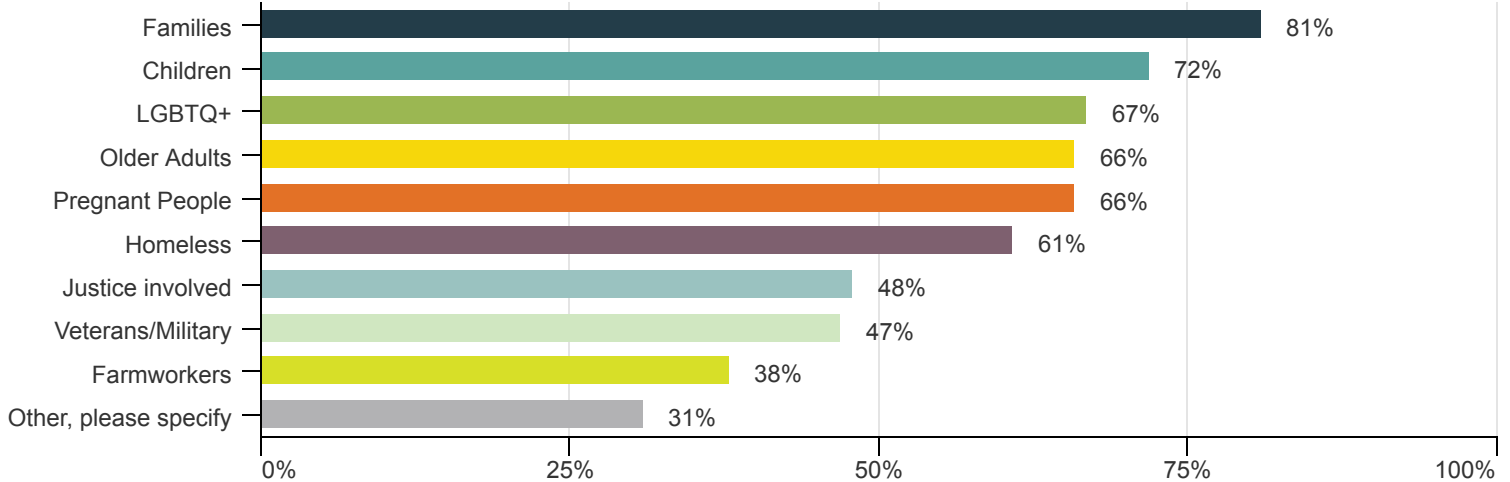
		Question 8: Who does your organization serve, by household income bracket?						
		Under \$20,000	\$20,000 to \$59,999	\$60,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 and over	All of the above
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	17	18	10	5	2	2	28
	Wheat Ridge, Edgewater and Lakewood Corridor	17	17	11	5	2	2	29
	South Lakewood/Golden Corridor	9	10	7	4	2	2	32
	Unincorporated- Rural Jefferson County	10	12	10	4	2	2	27
	Other, please specify	4	5	4	2	2	2	4

Populations Served

Overall, most respondent organizations serve *families* (81%) and *children* (72%).

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

Question 9: Who does your organization serve, by population? (Select all that apply) N=64



Other, please specify

- Adults over the age of 18 living with disabilities
- All
- All Manufacturing Workers
- Anybody who is in need
- Businesses
- Early learning providers
- Employee focused
- Individuals with disabilities
- Learner and job opportunity seekers from Pre-K to postsecondary.
- Licensed family child care home (FCCH) programs
- Low INcome
- Professionals in parks, recreation, public health, built environment, community health, higher ed and community organizations
- Single mothers, people with alcohol and drug addictions, children with severe motor skill challenges
- Specifically those who have been determined eligible for intellectual and developmental disability services.
- Those in recovery, those suffering from mental illness, the disabled, etc.
- We serve everyone
- We work with adults who care for children. This could include every category you list above.
- WIC & SNAP participants, as well as retail food box clients.

Question 9 responses by Poverty Corridor

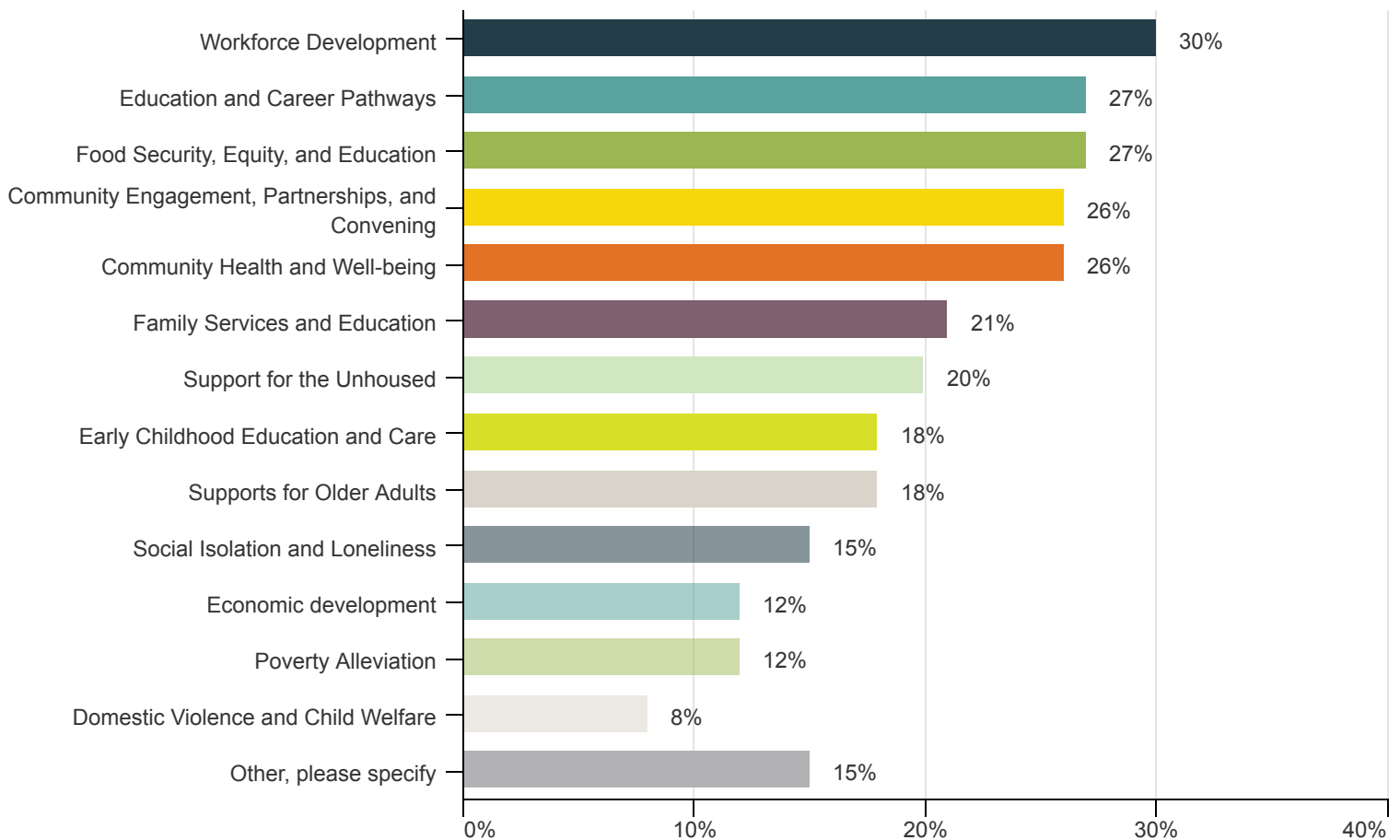
		Question 9: Who does your organization serve, by population?										
		Families	Pregnant People	Veterans/ Military	Homeless	Older Adults	Children	Farm-workers	LGBTQ+	Justice involved	Other, please specify	
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	37	27	20	25	26	32	15	28	21	14	
	Wheat Ridge, Edgewater and Lakewood Corridor	39	27	20	25	28	34	16	30	22	15	
	South Lakewood/Golden Corridor	35	26	19	24	26	32	14	28	19	9	
	Unincorporated- Rural Jefferson County	35	25	22	23	27	29	18	27	20	10	
	Other, please specify	4	4	3	4	4	5	2	4	3	3	

Issues and Outcomes

In phase 1, respondents were asked to list the top 3 issues their organization is working to address in an open-ended question. In phase 2, those open-ended responses were turned into multi-select options and coded according to the phase 1 respondent open-ended responses. The chart below shows the coding and responses from both phases.

Three responses occupied the top position for this question: *workforce development*; *education and career pathways*; and *food security, equity, and education*.

Question 4: Which of the following issues is your organization working to address? (Select all that apply) N=66



Other, please specify

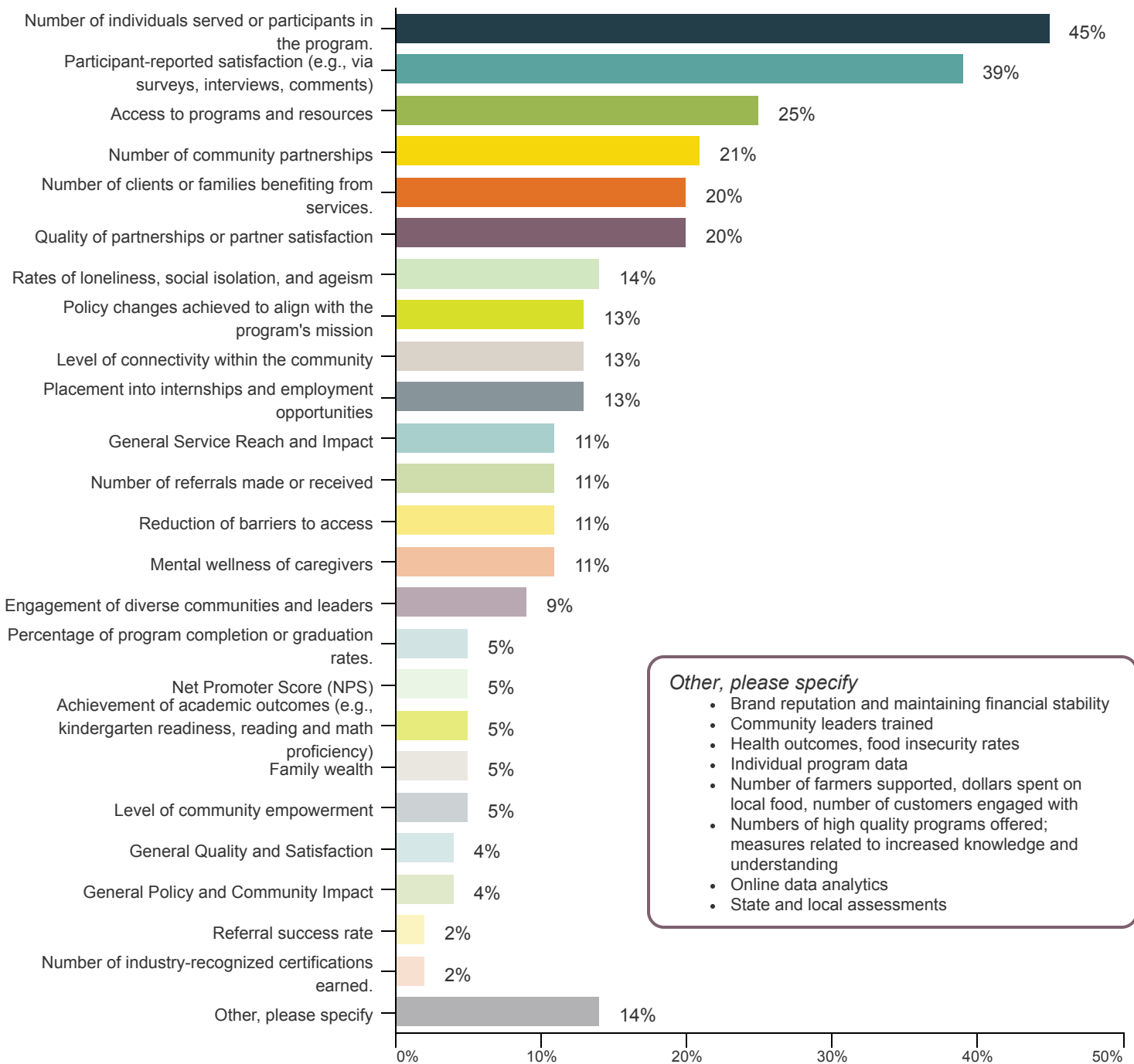
- Affordable housing
- Affordable housing for staff
- Brain Health and Support for Caregivers
- Disaster preparation, environmental health
- Funding for program and administrative support
- Larger van, permanent storage space
- Local agriculture, aggregation, distribution, local food systems, policy
- Substance use
- Systems change for thriving families
- Training staff on poverty informed issues

Indicators of Success

In phase 1, respondents were asked to list the top indicators that their organization uses to know if they are successful in an open-ended question. In phase 2, those open-ended responses were turned into multi-select options and coded according to the phase 1 respondent open-ended responses. The chart below shows the coding and responses from both phases.

Three responses occupied the top position for this question: *Number of individuals served or participants in the program; participant-reported satisfaction (e.g., via surveys, interviews, comments); and access to programs and resources.*

Question 19. Which indicators does your organization use to know if you are successful? What are your “signs of success”? (Select all that apply) N=56



02

Economic Prosperity

"It begins with quality early childhood education (ECE) through 12th grade education for everyone, and continues through adulthood to support apprenticeships, job training, up-skilling and programs that promote entrepreneurship and small business development."

<https://coloradogivesfoundation.org/grants/impact-areas/>



Economic Prosperity

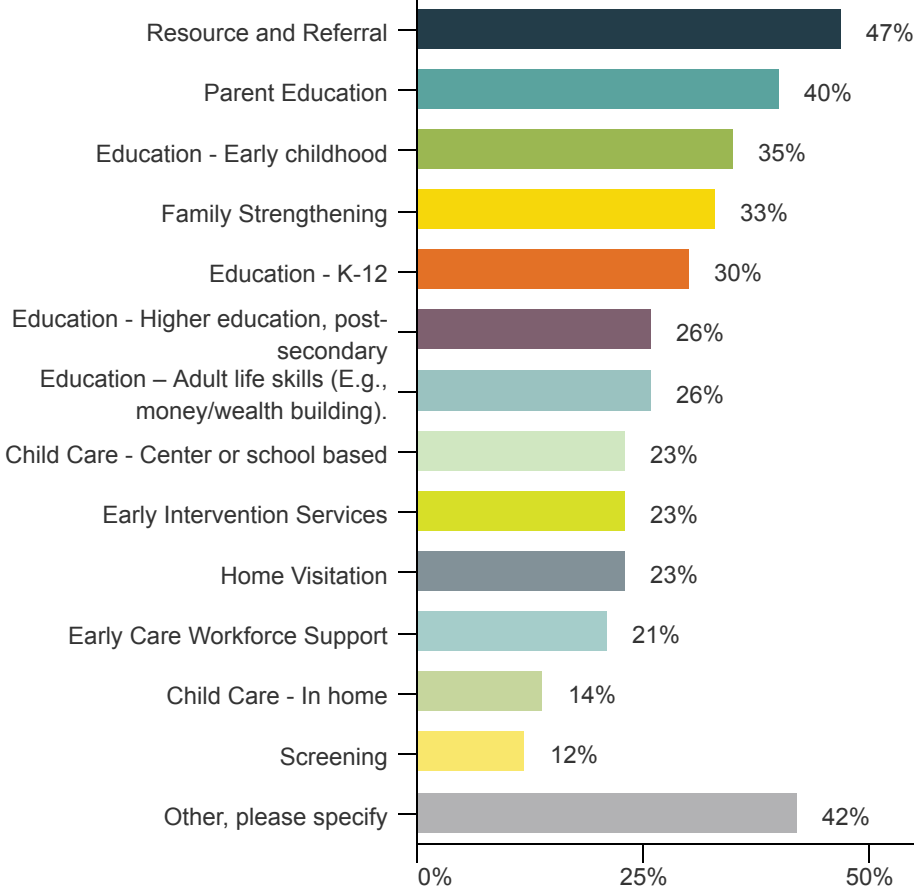
Early Childhood/Education

Providing resources and referrals was a top response for organizations that provide early childhood/education services. Just over half of organizations are advancing early care and education strategies outlined in the "Jeffco Bright Futures Roadmap" (59%).

The number of respondent organizations that selected Yes when asked if they provide early childhood/education services.



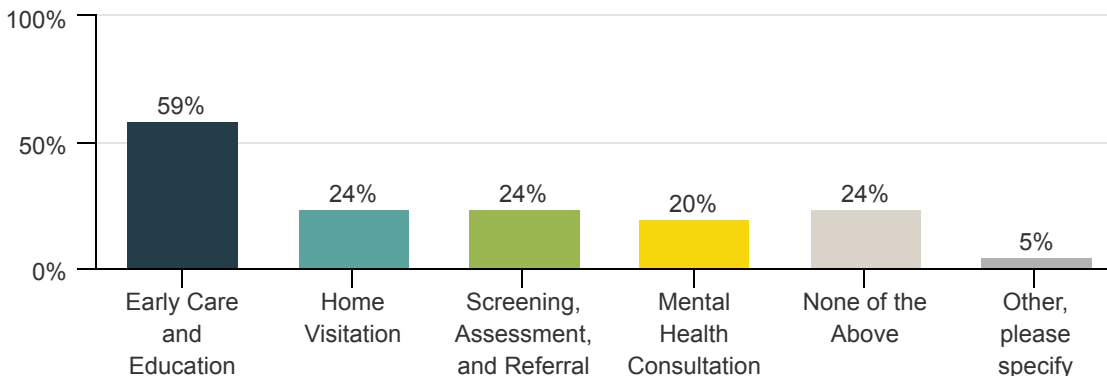
Which types of Early Childhood/Education services do you provide? (Select all that apply) N=43



Other, please specify

- Access to healthy, locally grown food.
- Also includes family supports and various IDD Medicaid waiver services if eligible.
- Assistance with CCCAP and other benefit programs
- Assistance with Colorado Universal Preschool Program
- Child care assistance program - funds for child care for low income families
- Child care provider training
- Connection and collaboration
- Food distribution
- Grief counseling services for children ages 6-12
- Healthy food access
- Hunger relief, backpack program, free healthcare
- I am very involved with our children in the motels and we build relationships with our families in need.
- Intergenerational programming related to arts, music, physical fitness, wellbeing
- Organizing for healthier school meals
- Programming for early literacy, school-age, teens/tweens, adults.
- Story Times
- WIC, immunizations
- Youth leadership development

Is your organization advancing strategies outlined in the "Jeffco Bright Futures Roadmap"? If so, please identify which ones. (Select all that apply) N=41



Other, please specify

- Grief counseling services
- I am a part of the communications workgroup for Triad Bright Futures - working to create a plan for information dissemination regarding the Jeffco Bright Futures Roadmap

Economic Prosperity

Early Childhood/Education

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

Additionally, the Arvada Corridor and the Wheat Ridge, Edgewater, and Lakewood Corridor had more responses for providing *parent education* and *resource and referrals*. *Screening* was not a common response for any of the corridors of poverty.

		Does your organization provide services for Early Childhood & Education (K-12, Post secondary)?	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	32	13
	Wheat Ridge, Edgewater and Lakewood Corridor	36	12
	South Lakewood/Golden Corridor	33	10
	Unincorporated- Rural Jefferson County	27	12
	Other, please specify	5	3

		Which types of Early Childhood & Education services do you provide?													
		Child Care - In home	Child Care - Center or school based	Early Care Workforce Support	Education - Early childhood	Education - K-12	Education - Higher education, post-secondary	Education - Adult life skills (E.g., money/wealth building).	Home Visitation	Parent Education	Resource and Referral	Screening	Family Strengthening	Early Intervention Services	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	4	7	7	11	9	8	9	8	14	15	4	10	8	14
	Wheat Ridge, Edgewater and Lakewood Corridor	6	7	8	11	9	8	10	9	15	18	3	12	8	16
	South Lakewood/Golden Corridor	4	6	6	10	9	7	8	8	12	14	3	9	7	13
	Unincorporated- Rural Jefferson County	3	6	6	8	6	5	7	5	10	12	3	6	6	14
	Other, please specify	0	2	2	4	2	1	1	2	3	3	2	2	2	2

Economic Prosperity

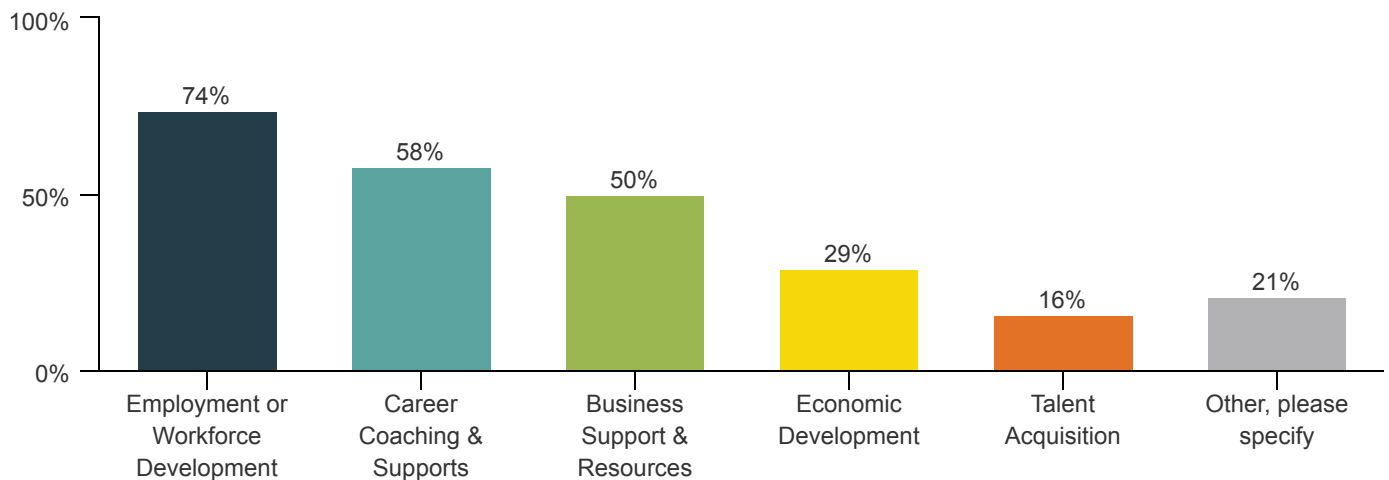
Workforce Development

Over half of respondent organizations provide *workforce development services* (58%). Of those, 58% provide *career coaching* and 50% provide *business support and resources*. Only 16% provide *talent acquisition*.

The number of respondent organizations that selected Yes when asked if they provide workforce development services.

38

What types of Workforce Development does your organization provide? (Select all that apply) N=38



Other, please specify

- Application and resume assistance. Overcoming barriers to employment
- Creating a Registered Apprenticeship Program for Whole Animal Butchers with State of Colorado
- Free GED tutoring and test preparation
- Jeffco Business and Workforce center
- Professional development
- Provide internships
- These resources are only for clients enrolled in other agency programs
- We partner with local governments and state agencies on this topic

Economic Prosperity

Workforce Development

Q56: Do you receive federal, state, local, or private funding for your work supporting workforce development strategies in Jefferson County? If yes, from what source and what do you use it for?

- As of this date, we have received \$50,000 from Jefferson County to pay for 2 employees to go through the program. The cost and time to develop this 22 course program with hands-on experience and over 2,000 hours of instruction has been covered by the company.
- City of Arvada: B.O.L.D. 2026 Investment working on housing, childcare, talent, business environment; State of Colorado - CDLE: Work-based Learning Incentive Program Grant (\$400,000 to businesses to provide Work-Based Learning); State of Colorado - CWDC: Sector Partnership Employee for 3 years
- Colorado Department of Early Childhood: Early Childhood Council (Systems Building, Quality Improvement, Expanding Quality in Infant and Toddler Care, Merit grants to ECE programs, Capital Improvement grants, recruitment and retention of family child care provider, coaching, etc.); Colorado Gives Foundation: Child Care Subsidy program; Buell Foundation: Support o EC Council infrastructure, health and mountain community outreach, CCCAP outreach and engagement
- Denver Foundation and Colorado Gives Foundation grants. We use these funds for our worker cooperative incubator and support programming.
- ESEA Title IV
- Federal, state, local funding
- JCPH received state funding for Workforce Development in 2022 and 2023--individual program grants also can be leveraged to support workforce development.
- Jefferson County Workforce Innovation Grant
- Local funding through City Council
- Manufacturing Extension Partnership funding through NIST. This is an expense based competitive and cooperative grant which is designed to be matched by client fees and other state, local or private funding.
- No (well, yes, we receive funding to pay staff and community participation in our activities)
- No direct support for workforce development.
- Operate Department of Labor programs; JPP coaching services, private funds and grants
- Private funding--we use our income to pay for trainers for workforce development, facility fees to hold our meetings/training, pay for association business costs (insurance, legal, etc), and to advertise our services and support our members as needed.
- Through a variety of state and local grants, along with private donations, we assist high schools with providing students with true construction based vocational education. For interested students, we also leverage industry partners to provide students with job shadows, internships, and employment.
- We are currently funded by private donors and the ColoradoGives Foundation.
- We have had grant funding in the past from Jefferson County Business and workforce center.
- We utilize federal, state, and local grants as well as general funds to support this work.
- WIOA - employment, Wagner Peyser - workforce development
- WIOA training vouchers, state apprenticeship funding, state Skill Advance funding
- Yes, state and private, use to support programming.
- Yes, to provide our PASO program to FFN providers
- Yes, Xcel Energy and ARPA grants spent on Workforce Stipends, supplies, and supervision time.
- Yes, ZOMA & Beacon grants to install Career Hubs in 4 Jeffco Public High Schools
- Yes; State funding for customized training for employers. State funding for tuition-free programs in key industries (Early Childhood, Construction, Healthcare, Emergency Response)

Economic Prosperity

Workforce Development

When broken down by corridor of poverty, more organizations in the Arvada Corridor and Wheat Ridge, Edgewater, and Lakewood Corridor provide workforce development services.

For types of workforce development, we observed the same pattern in responses for all corridors.

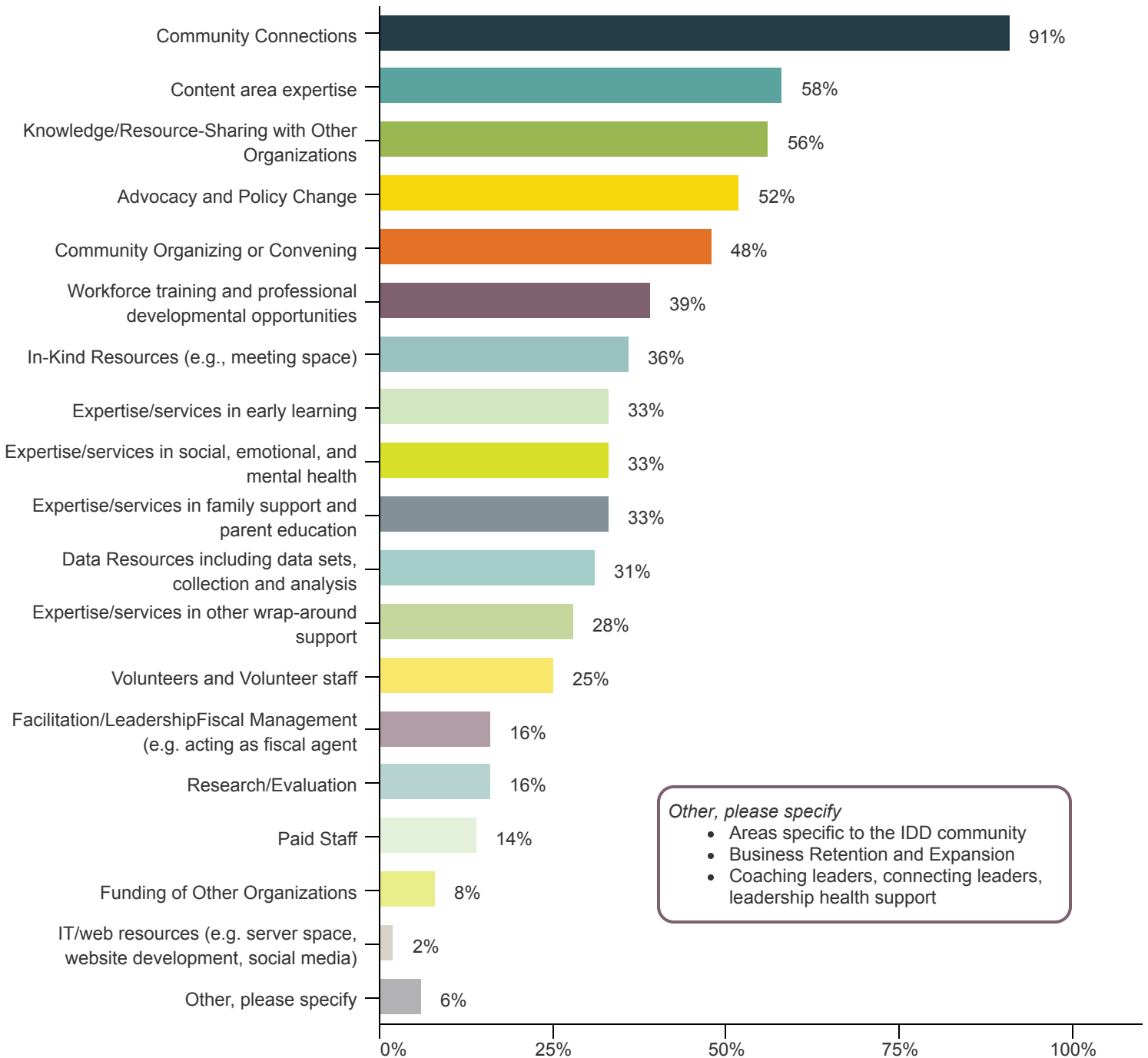
		Does your organization provide services for Workforce Development?	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	27	17
	Wheat Ridge, Edgewater and Lakewood Corridor	27	20
	South Lakewood/Golden Corridor	22	20
	Unincorporated- Rural Jefferson County	20	18
	Other, please specify	6	2

		What types of Workforce Development does your organization provide?					
		Business Support & Resources	Career Coaching & Supports	Economic Development	Employment or Workforce Development	Talent Acquisition	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	15	18	8	18	5	6
	Wheat Ridge, Edgewater and Lakewood Corridor	15	16	6	19	5	7
	South Lakewood/Golden Corridor	14	15	6	14	5	5
	Unincorporated- Rural Jefferson County	12	13	5	15	4	5
	Other, please specify	3	3	3	6	1	1

Resource Contributions

The types of resources that respondent organizations are able to contribute or can potentially contribute center primarily around making *community connections* (91%), *content area expertise* (58%), *knowledge and resource sharing* (56%), and *advocacy and policy change* (52%). Organizations are less able to contribute to *IT/web resources* (2%), *funding of other organizations* (8%), and *paid staff* (14%).

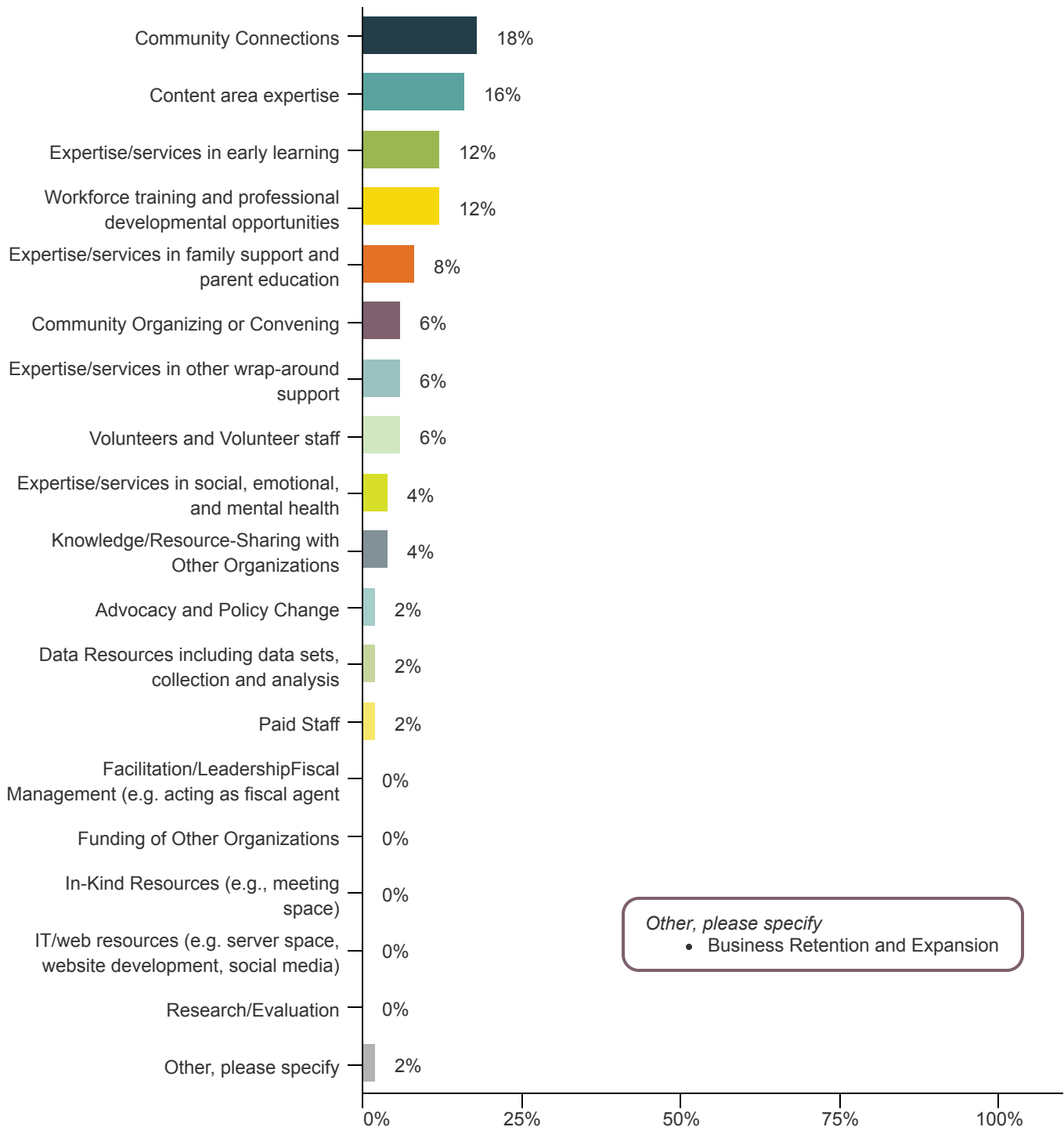
Question 17: Please indicate the resources that your organization contributes, or can potentially contribute, to serving people in Jefferson County (Select all that apply). N=64



Primary Resource Contribution

Respondent organizations selected *community connections* (18%) as their most important resource contribution, which aligns with the most selected resource contributed. The other top responses for most important contribution focus on *content area expertise* and *workforce development*.

Question 17: What is your organization's most important resource contribution to providing services to people in Jefferson County? (Select one) N=50



Primary Resource Contribution

When broken down by corridor of poverty, *community connections* and *content area expertise* are the highest primary resources contributed for all corridors of poverty.

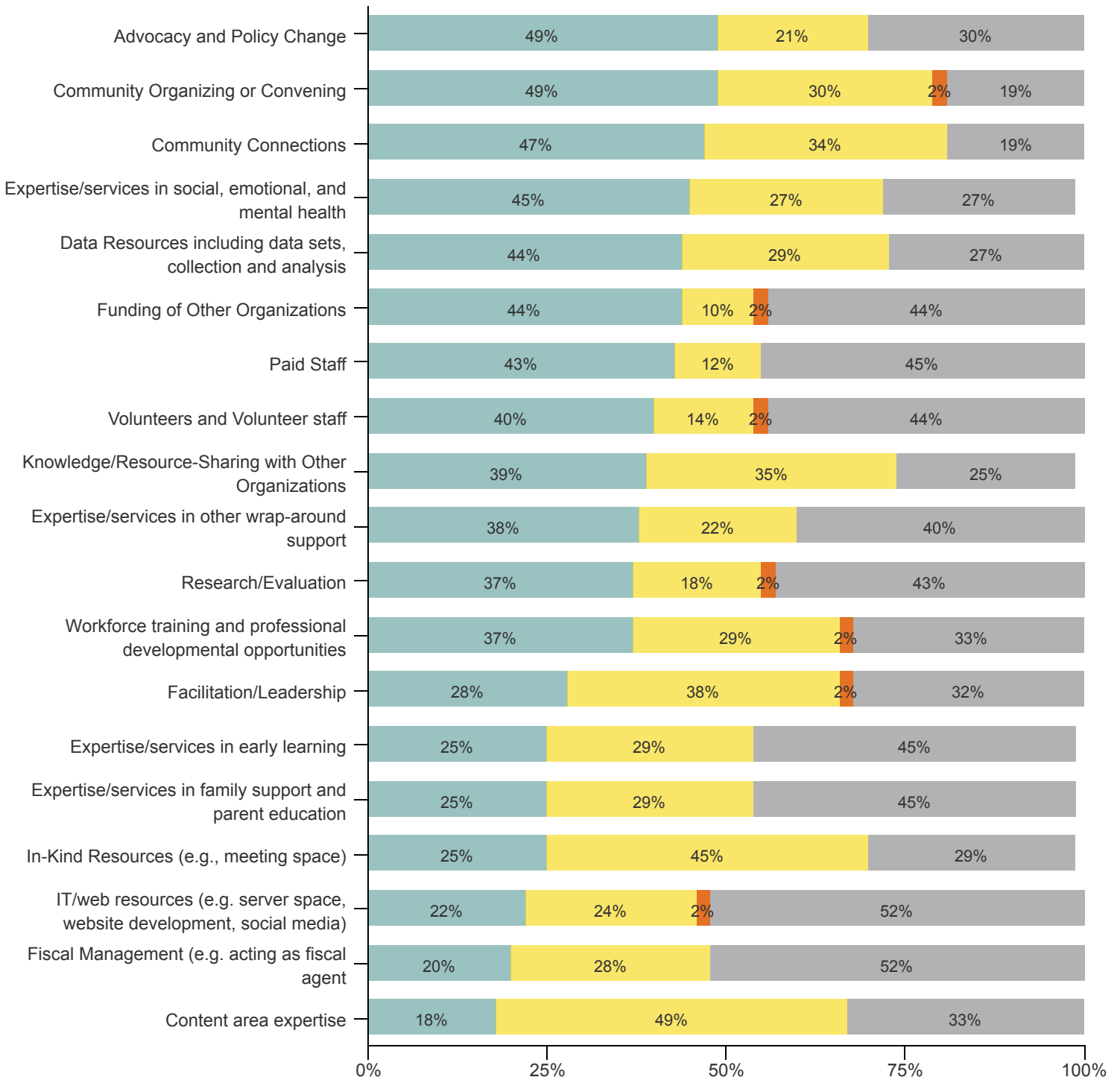
	Arvada Corridor	Wheat Ridge, Edgewater and Lakewood Corridor	South Lakewood/Golden Corridor	Unincorporated-Rural Jefferson County	Other, please specify
Advocacy and Policy Change	0	0	0	0	1
Community Connections	5	7	6	4	2
Community Organizing or Convening	3	3	3	3	0
Content area expertise	6	5	5	5	0
Data Resources including data sets, collection and analysis	1	1	1	1	0
Expertise/services in early learning	5	4	3	3	1
Expertise/services in social, emotional, and mental health	2	2	2	1	0
Expertise/services in family support and parent education	3	2	2	3	0
Expertise/services in other wrap-around support	2	2	1	2	1
Facilitation/Leadership Fiscal Management	0	0	0	0	0
Funding of Other Organizations	0	0	0	0	0
In-Kind Resources	0	0	0	0	0
Knowledge/Resource-Sharing with Other Organizations	1	1	1	1	2
IT/web resources	0	0	0	0	0
Paid Staff	1	1	0	0	0
Research/Evaluation	0	0	0	0	0
Volunteers and Volunteer staff	1	2	2	1	0
Workforce training and professional development	4	4	5	4	1
Other, please specify	1	0	0	0	0

Resource Availability

Understanding the resources each organization offers helps us understand the available capacity for serving people in Jefferson County. This data point tells us a bit more about what is perceived as being scarce (e.g. *Advocacy and Policy Change*). This information can help prioritize investments and future partnership opportunities.

Question 28: From your perspective, is there too little, the right amount, or too much of each resource available for serving people in Jefferson County? (Select one option for each row)

● Too Little
 ● The Right Amount
 ● Too Much
 ● Not Sure



Resource Availability

The chart below shows respondent organization's responses for available resources that are viewed as having **too little** of in Jefferson County. Resources like *advocacy and policy change*, *community connections*, and *community organizing or convening* are the most common responses for having too little available for serving people in Jefferson County.

Question 28: From your perspective, is there too little, the right amount, or too much of each resource available for serving people in Jefferson County? (Select one option for each row)

<i>Responses for "Too Little"</i>	Arvada corridor	Wheat Ridge, Edgewater and Lakewood Corridor	South Lakewood/Golden Corridor	Unincorporated-Rural Jefferson County	Other
Advocacy and Policy Change	18	18	16	14	4
Community Connections	20	20	20	15	1
Community Organizing or Convening	20	20	18	15	2
Content area expertise	7	7	6	5	0
Data Resources including data sets, collection and analysis	19	19	16	14	3
Expertise/services in early learning	10	10	10	8	0
Expertise/services in social, emotional, and mental health	17	17	16	15	1
Expertise/services in family support and parent education	11	11	10	9	1
Expertise/services in other wrap-around support	16	16	14	12	3
Facilitation/Leadership	12	12	10	9	1
Fiscal Management (e.g. acting as fiscal agent)	9	9	7	5	2
Funding of Other Organizations	18	18	18	12	2
In-Kind Resources (e.g., meeting space)	10	10	8	6	2
Knowledge/Resource-Sharing with Other Organizations	17	17	16	12	1
IT/web resources (e.g. server space, website development, social media)	9	9	7	7	2
Paid Staff	18	18	16	14	1
Research/Evaluation	16	16	13	13	2
Volunteers and Volunteer staff	15	15	13	11	2
Workforce training and professional developmental opportunities	15	15	14	10	2
Other, please specify:	0	0	0	0	0

03

Essential Needs in Jefferson County

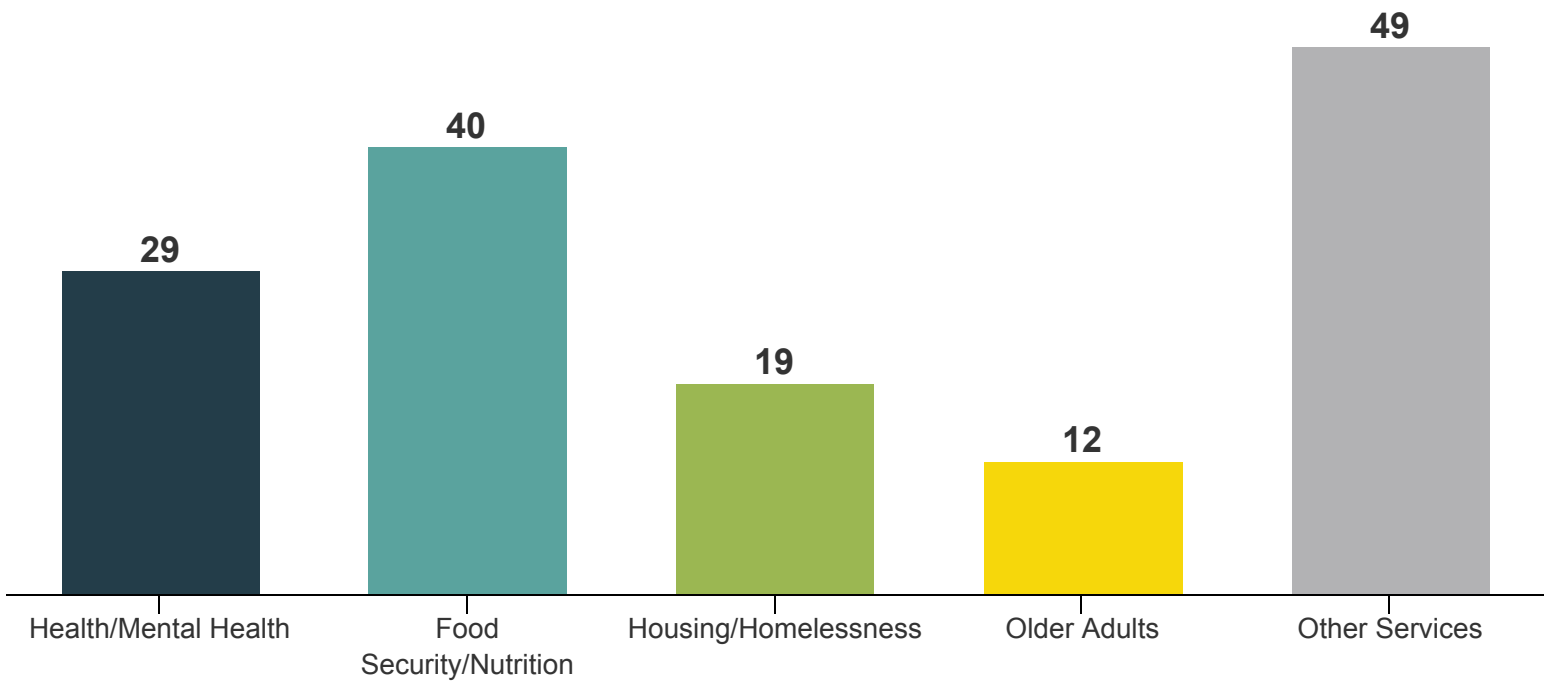
"It's hard to thrive when you cannot meet your most essential needs. That's why we're focusing our attention on issues of food access, housing, safety and health care (physical, dental and mental) for people living in Jefferson County, Colorado."

<https://coloradogivesfoundation.org/grants/impact-areas/>



Providing Essential Needs

Respondent organizations were asked if they provide services in several sectors. The responses for each question were Yes/No and respondents could respond Yes to more than one sector. The following pages focus on the results for health/mental health, food security/nutrition, housing/homelessness, older adults, and other types of services provided by respondent organizations. The chart below shows the number of respondent organizations that provide these services. *Note: The older adult services question was only asked in phase 2, so the number of Yes responses is lower than other sectors.*



Providing Essential Needs

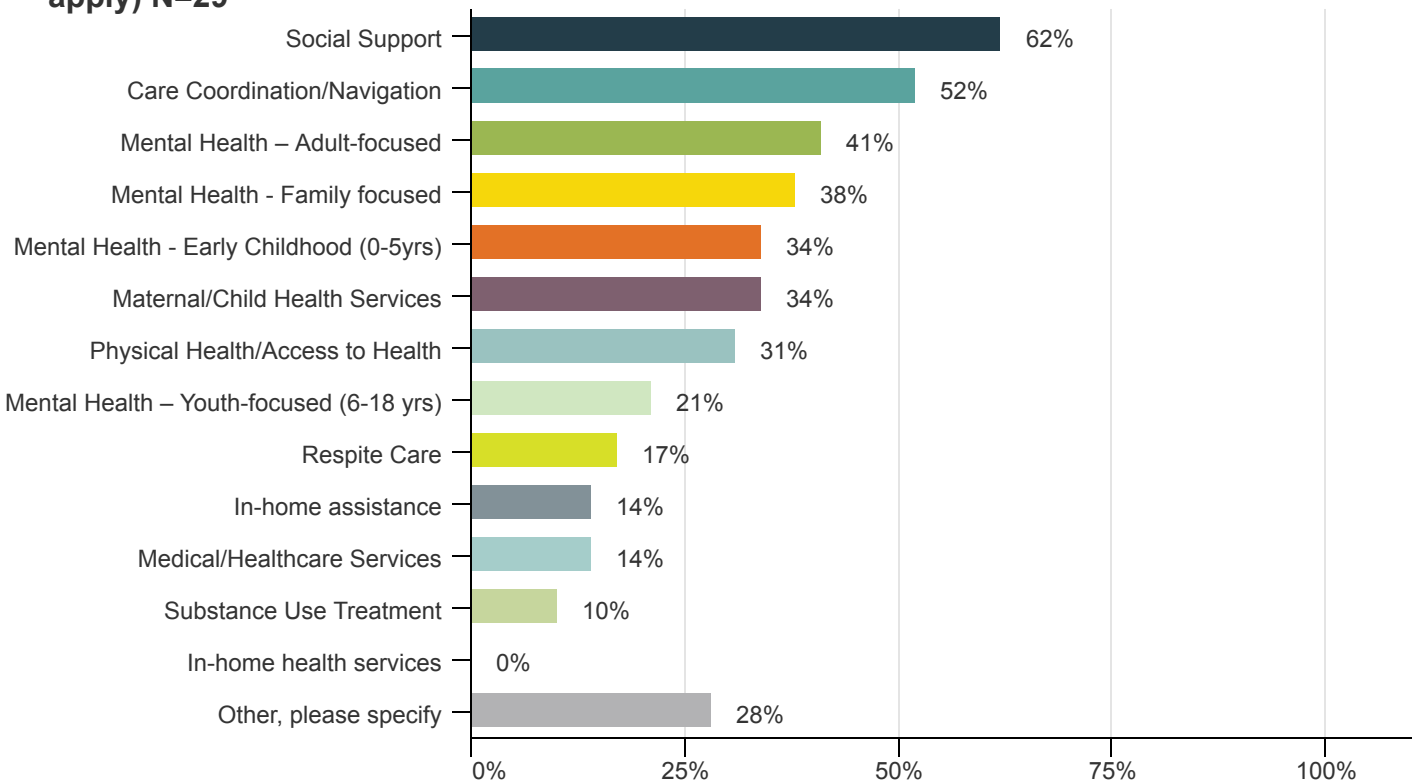
Health/Mental Health

The most common types of health/mental health services provided are *social support* (62%) and *care coordination/navigation* (52%).

The number of respondent organizations that selected Yes when asked if they provide health/mental health services.

29

What types of Health/Mental Health services does your organization provide? (Select all that apply) N=29



Other, please specify

- Head Start provides MH consultation for enrolled children and families, child welfare mental health services for cw involved families, Medicaid eligibility and BHA applications
- I am uncertain the variety in Jeffco Public Schools. This survey would need to go to student services for this information
- immunizations and family planning
- Partnership for businesses with Jefferson Center, Hosting Mental Health First Aid
- Programs are provided in partnership with other nonprofits/providers
- Referrals only through child welfare
- Support groups and education for early stage people and caregivers
- Supporting community building programs for under-served schools/neighborhoods

Providing Essential Needs

Health/Mental Health

When broken down by corridor of poverty, the Wheat Ridge, Edgewater, and Lakewood Corridor had more responses for not providing health/mental health services. This could be a geographic area that needs additional health/mental health services.

For all of the corridors of poverty, *care coordination/navigation* and *social support* were the most selected types of health/mental health services.

		Does your organization provide Health/Mental Health services? (Yes/No)	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	22	22
	Wheat Ridge, Edgewater and Lakewood Corridor	22	25
	South Lakewood/Golden Corridor	21	21
	Unincorporated- Rural Jefferson County	17	21
	Other, please specify	4	4

		What types of Health/Mental Health services does your organization provide? (Select all that apply)													
		Care Coordination/Navigation	In-home assistance	In-home health services	Medical/Healthcare Services	Mental Health – Adult-focused	Mental Health - Early Childhood (0-5yrs)	Mental Health – Youth-focused (6-18 yrs)	Mental Health - Family focused	Physical Health/ Access to Health	Respite Care	Social Support	Substance Use Treatment	Maternal/Child Health Services	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	12	4	0	2	9	7	6	8	5	3	13	2	7	7
	Wheat Ridge, Edgewater and Lakewood Corridor	11	4	0	2	8	7	6	8	4	4	13	3	7	7
	South Lakewood/Golden Corridor	9	4	0	1	5	6	5	6	3	3	12	1	7	7
	Unincorporated- Rural Jefferson County	9	2	0	2	6	5	4	5	3	1	9	2	6	6
	Other, please specify	1	0	0	1	2	2	1	2	2	0	2	0	2	1

Providing Essential Needs

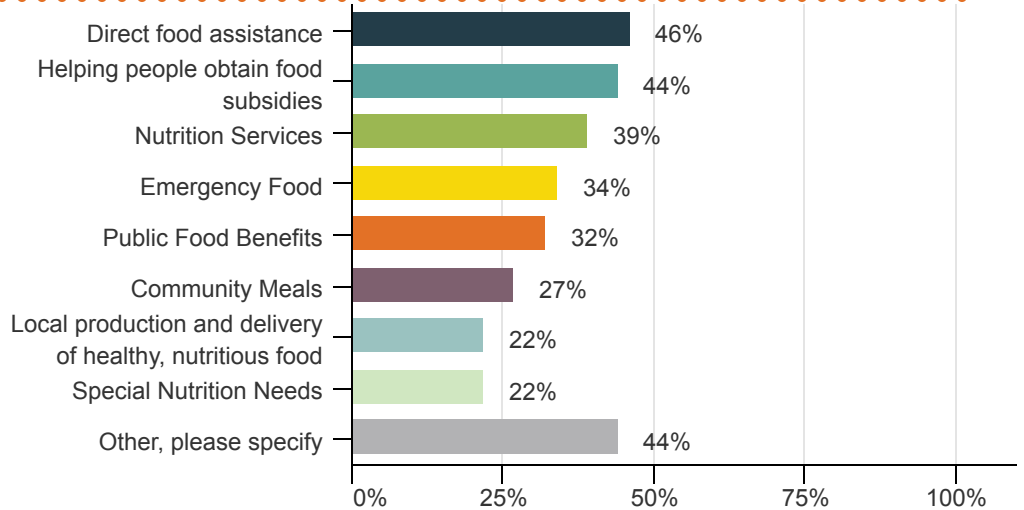
Food Security/Nutrition

The most common types of food security/nutrition services provided are *direct food assistance* (46%) and *helping people obtain food subsidies* (44%). About half (56%) of respondent organizations are able to involve community members in their work.

The number of respondent organizations that selected Yes when asked if they provide food security/nutrition services.

40

Which types of Food Security/Nutrition services does your organization provide? (Select all that apply) N=41

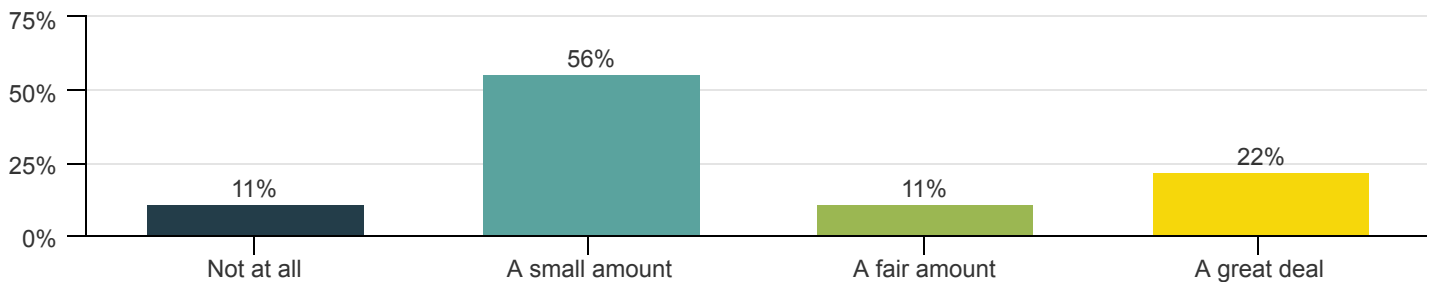


Other, please specify

- Administer SNAP and referrals to food resources, Head start provides nutrition services
- As a discreet component of our EI services.
- Cooking and other healthy food preparation classes as part of intergenerational programming
- Food for free and reduced lunch students
- For summer learning programs we have provided funding for grocery food bags and free meals for students not in Title 1 schools.
- Free food pantry available to students
- grocery delivery, transportation to food
- Halal and Kosher foods for food pantries, refugees, and customers
- Mobile food pantry
- Organizing and advocacy across the food system. Space for collaboration and coordination. Information sharing and trainings.
- Resource referrals, summertime partnerships, and emergency snacks
- School breakfast and lunch
- School Meals
- Scratch Cooking for children ages 0 to 5
- source of procurement for food-access organization
- Supporting the "Community Resource Centers" in Under-served elementary schools
- We provide food to some schools in Lakewood for their pantries
- we support community-based organizations to deliver meals to older adults in Jeffco as well as provide transportation to congregate meal sites for older adults

To what degree are you able to involve community members in your work providing food security and nutrition services?* N=9

*(This question was only asked in phase 2)



Providing Essential Needs

Food Security/Nutrition

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

For all of the corridors of poverty, *other, please specify* was one of the most selected option (see previous page for responses). Additionally, for both the Arvada corridor and the Wheat Ridge, Edgewater, and Lakewood Corridor, many respondent organizations provide *direct food assistance*.

		Does your organization provide Food Security/Nutrition services? (Select	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	28	15
	Wheat Ridge, Edgewater and Lakewood Corridor	30	15
	South Lakewood/Golden Corridor	28	13
	Unincorporated- Rural Jefferson County	24	13
	Other, please specify	4	4

		Which types of Food Security and Nutrition services does your organization provide? (Select all that apply)								
		Community Meals	Direct food assistance	Emergency Food	Helping people obtain food subsidies	Local production and delivery of healthy, nutritious food	Nutrition Services	Public Food Benefits	Special Nutrition Needs	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	5	14	8	12	6	10	7	4	14
	Wheat Ridge, Edgewater and Lakewood Corridor	7	13	9	12	7	11	8	6	16
	South Lakewood/Golden Corridor	7	10	6	10	7	9	7	5	16
	Unincorporated- Rural Jefferson County	4	10	7	9	5	11	8	5	13
	Other, please specify	0	3	1	3	1	3	2	2	1

Providing Essential Needs

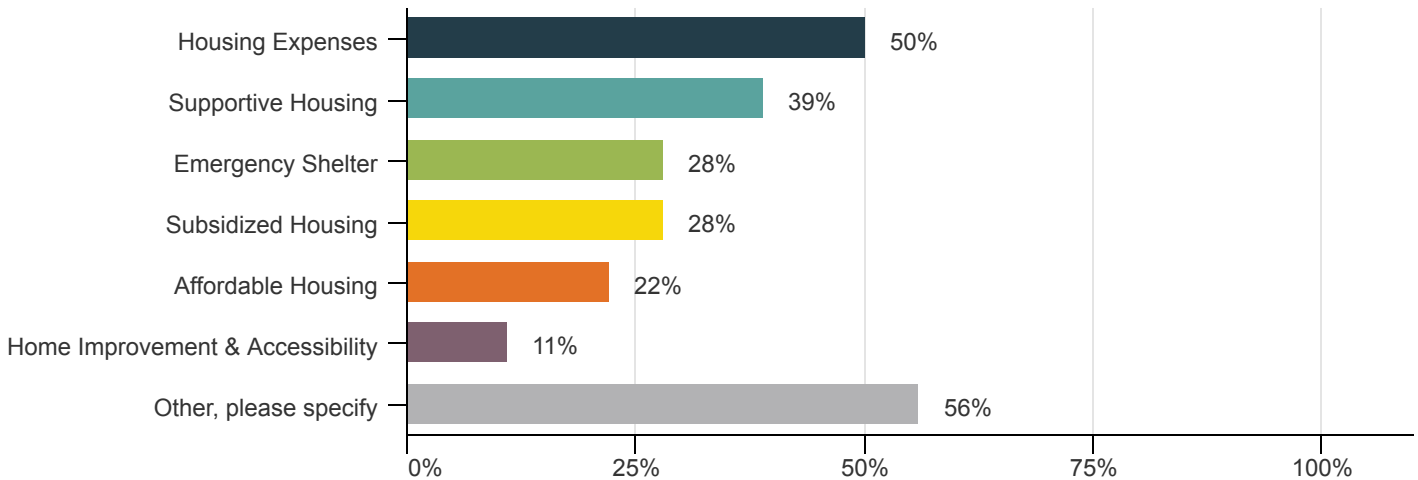
Housing/Homelessness

The most common types of services provided are *housing expenses* (50%) and *supportive housing* (39%).

The number of respondent organizations that selected Yes when asked if they provide housing/homelessness services.

19

Which types of Housing/Homelessness services does your organization provide? (Select all that apply) N=18



Other, please specify

- Building employer champions and engagement strategy, policy work
- Case management for the unhoused focused on obtaining healthcare and social benefits, referral to other orgs, limited help with first month's rent, housing deposits
- Family homeless navigation services, rental assistance, eviction prevention, severe weather motel vouchers, planning, CDBG, CSB
- Housing navigation and support to help people to stabilize their household economics to be able to remain housed
- Housing Stability Assistance (Rent, Mortgage, utilities)
- Medical respite
- Organizing and resourcing apartment residents
- Referrals to housing resources and emergency shelters
- Some services offered specifically through Medicaid waivers and also assistance with housing vouchers.
- We provide numerous homelessness prevention programs and efforts

Providing Essential Needs

Housing/Homelessness

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

For all of the corridors of poverty, *other, please specify* was the most selected option (see previous page for responses).

		Does your organization provide Housing/Homelessness services?	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	11	32
	Wheat Ridge, Edgewater and Lakewood Corridor	11	34
	South Lakewood/Golden Corridor	9	32
	Unincorporated- Rural Jefferson County	10	27
	Other, please specify	2	6

		Which types of Housing/Homelessness services does your organization provide? (Select all that apply)						
		Affordable Housing	Emergency Shelter	Home Improvement & Accessibility	Housing Expenses	Supportive Housing	Subsidized Housing	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	2	2	1	6	4	4	7
	Wheat Ridge, Edgewater and Lakewood Corridor	2	3	1	4	4	3	8
	South Lakewood/Golden Corridor	2	2	1	3	3	2	5
	Unincorporated- Rural Jefferson County	2	1	2	5	2	2	6
	Other, please specify	1	0	0	2	0	0	2

Providing Essential Needs

Older Adults

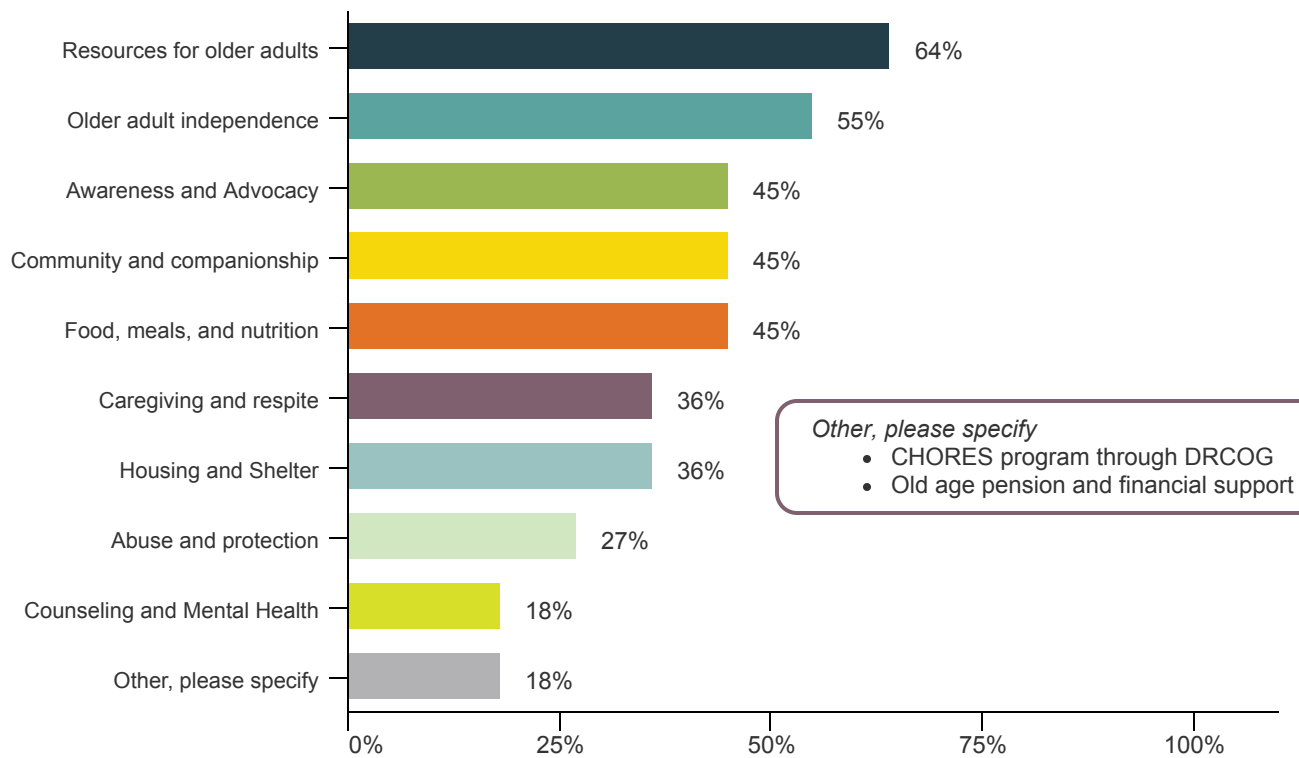
Providing resources for older adults was a top response for type of services provided (64%). A lack of funding is a common challenge that organizations providing services to older adults are currently facing.

Note: Only respondents in phase 2 were asked questions about providing services to older adults.

The number of respondent organizations that selected Yes when asked if they provide older adults services.

12

Which types of Older Adult services does your organization provide? N=11



What challenges does your organization face in providing services to Older Adults? What supports your work?

- DRCOG supports our work.
- Lack of transportation. Lack of computer knowledge. Reluctance to socialize.. We are supported by volunteers and local service organizations such as Rotary, Knights of Columbus, etc
- Limited capacity to continue Age friendly communities work
- Our basic challenge is the declining financial support from governmental agencies as well as private foundations and grantors. Medicaid and VA provide some assistance although do not cover the full cost of services.
- Rural support services are limited, e.g., transportation; support for older adults to apply for county services takes a significant amount of time to navigate and secure services to promote aging in place.
- Securing funding to provide current services, as well as expand our staff numbers.
- Volunteers provide direct service- one challenge is recruiting and engaging enough volunteers to support all the services requested in a timely manner. Community partners, grantors, volunteers, and donors support the work.

Providing Essential Needs

Older Adults

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

For all of the corridors of poverty, *resources for older adults* and *older adult independence* were the top services provided.

		Does your organization provide services for Older Adults?	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	7	1
	Wheat Ridge, Edgewater and Lakewood Corridor	7	2
	South Lakewood/Golden Corridor	7	2
	Unincorporated- Rural Jefferson County	9	1
	Other, please specify	1	0

		Which types of Older Adult services does your organization provide? (Select all that apply)									
		Abuse and protection	Awareness and Advocacy	Caregiving and respite	Community and companion-ship	Counseling and Mental Health	Food, meals, and nutrition	Housing and Shelter	Older adult independence	Resources for older adults	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	3	5	2	3	1	2	1	4	5	1
	Wheat Ridge, Edgewater and Lakewood Corridor	3	4	2	3	0	2	2	5	5	1
	South Lakewood/Golden Corridor	3	4	2	3	0	2	2	5	5	1
	Unincorporated- Rural Jefferson County	3	3	3	2	1	3	3	4	6	2
	Other, please specify	1	0	0	0	0	0	0	1	1	1

Providing Essential Needs

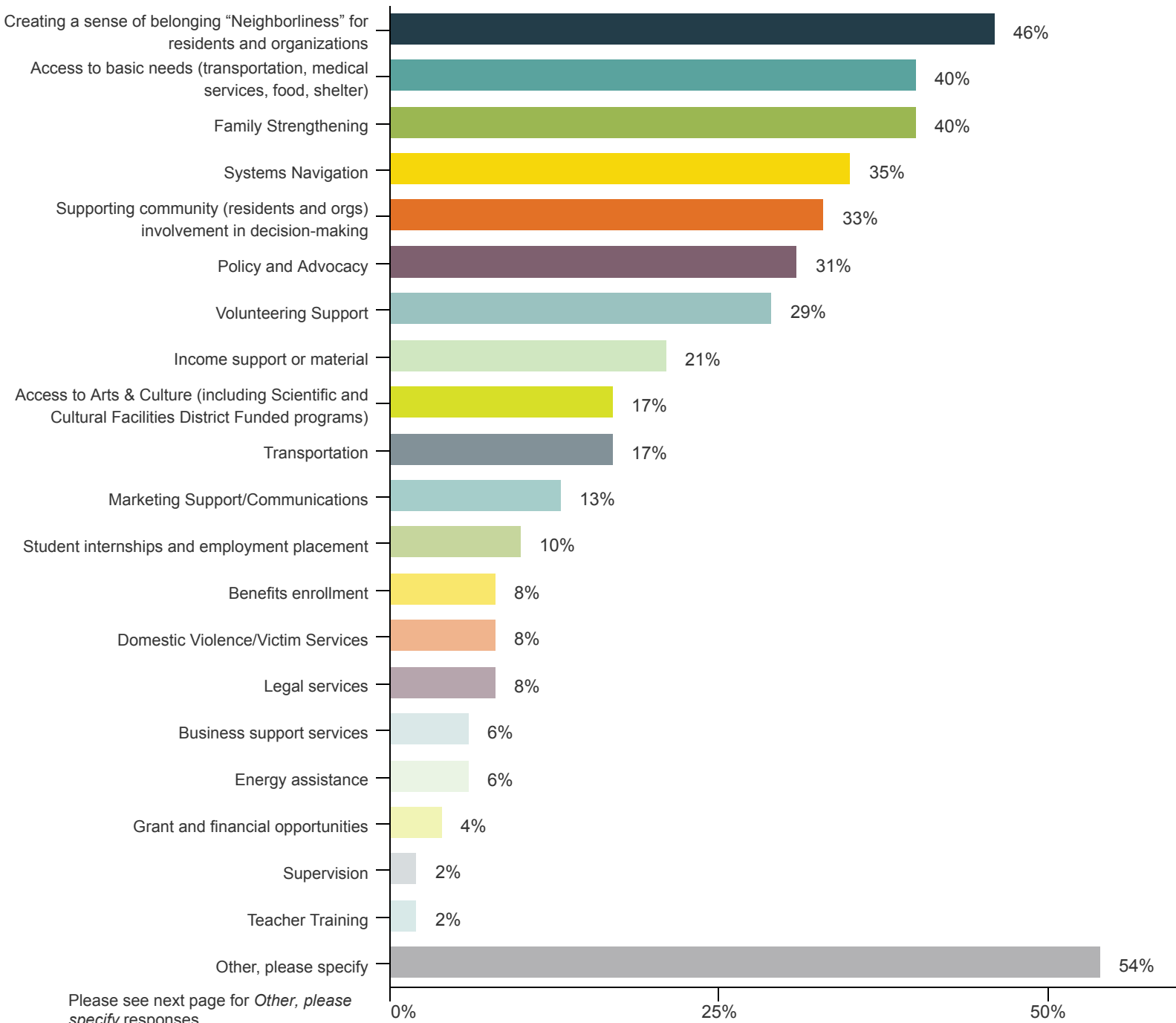
Other Services

The most common other service provided is *creating a sense of belonging "neighborliness" for residents and organizations* (46%). Other top responses include *access to basic needs* (40%), and *family strengthening* (40%).

The number of respondent organizations that selected Yes when asked if they provide other services.

49

What other types services does your organization provide? (Select all that apply) N=48



Providing Essential Needs

Other Services

Other, please specify

- 12-step addiction recovery programs
- A daily drop-in center for the unhoused (navigation center)
- Business consulting for DEI initiatives, job quality and company culture
- child welfare and protection services, foster care and adoption, youth supports for youth exiting foster care
- Children and youth gardening/farming workshops
- Coordinating entity for the early childhood system in Jeffco, Gilpin and Clear Creek counties.
- Critical needs that may emerge when other resources are not working out
- Custom exempt and usda slaughter for small ranchers
- Environmental health
- Evaluation support, networking, cultures of connection, facilitation support, project management, funding support
- Home repair services for income qualified homeowners
- Immigration and passport services, Career coaching
- Information Services
- Network building
- Nurse Home Visitation, Community Collaboration, Injury Violence Prevention, community resource connection
- Opportunities to connect across generations, creating trusted relationships, creating connections across communities, enhancing wellbeing through art, music therapy, physical fitness through intentionally designed high quality programming, creating intergenerational community spaces
- our clinicians are "links" for high-risk adults to be connected with community services that are available.
- Project and events management, Creating connection among professionals working in public health, parks, recreation and built environment around community health and the people they serve
- Public health-environmental services
- Recreation programming
- Recreation vouchers
- Referrals
- Various programs connected to supporting under-served elementary school thriving and flourishing, Partnerships between faith and non-faith communities
- Veterans services
- We CONNECT people to all the services I just answered NO to, except the first one.
- We have a free clothing bank, an emergency bill pay program, we provide a permanent mailing address, back to school, holiday and other resources to support family economic security and wellbeing, we facilitate a countywide food hub to distribute healthy food to food pantries across the county for their distribution

Providing Essential Needs

Other Services

When broken down by corridor of poverty, we observed the same pattern in responses across all of the corridors.

For all of the corridors of poverty, *creating a sense of belonging “Neighborliness” for residents and organizations* was the most selected option followed by *family strengthening*.

		Does your organization provide any Other Services?	
		Yes	No
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	32	13
	Wheat Ridge, Edgewater and Lakewood Corridor	35	13
	South Lakewood/Golden Corridor	30	12
	Unincorporated- Rural Jefferson County	27	11
	Other, please specify	5	3

		What other types services does your organization provide?																				
		Arts & Culture (including Scientific and Cultural Facilities District Funderd programs)	Access to basic needs (transportation, medical services, food, shelter)	Creating a sense of belonging “Neighborliness” for residents and organizations	Domestic Violence/ Victim Services	Income support or material	Legal services	Marketing Support/Com munications	Policy and Advocacy	Supervision	Supporting community (residents and orgs) involvement in decision-making	Systems Navigation	Transport ation	Volunteering Support	Family Strengthening	Benefits enrollment	Business support services	Energy assistance	Grant and financial opportunities	Student internships and employment placement	Teacher Training	Other, please specify
Question 1: What part of Jefferson County does your organization serve?	Arvada Corridor	6	13	12	2	7	2	3	11	1	9	15	6	7	12	3	2	1	2	3	0	14
	Wheat Ridge, Edgewater and Lakewood Corridor	7	13	15	2	6	2	3	13	1	11	12	6	10	15	2	3	1	1	4	0	17
	South Lakewood/Golden Corridor	7	10	12	2	4	1	3	10	1	9	10	5	8	11	2	3	1	1	4	1	16
	Unincorporated- Rural Jefferson County	7	10	7	1	4	0	2	9	1	5	9	4	5	8	2	2	0	1	2	0	16
	Other, please specify	0	2	2	0	2	0	2	2	0	2	3	1	1	2	2	1	1	1	1	0	5

04

Resilient and Connected Neighborhoods

"Successful community collaborations require a strong backbone or container to develop shared goals, effective communication and a common agenda to align efforts among the whole community."

<https://coloradogivesfoundation.org/grants/impact-areas/>

Activities Partners Engage In

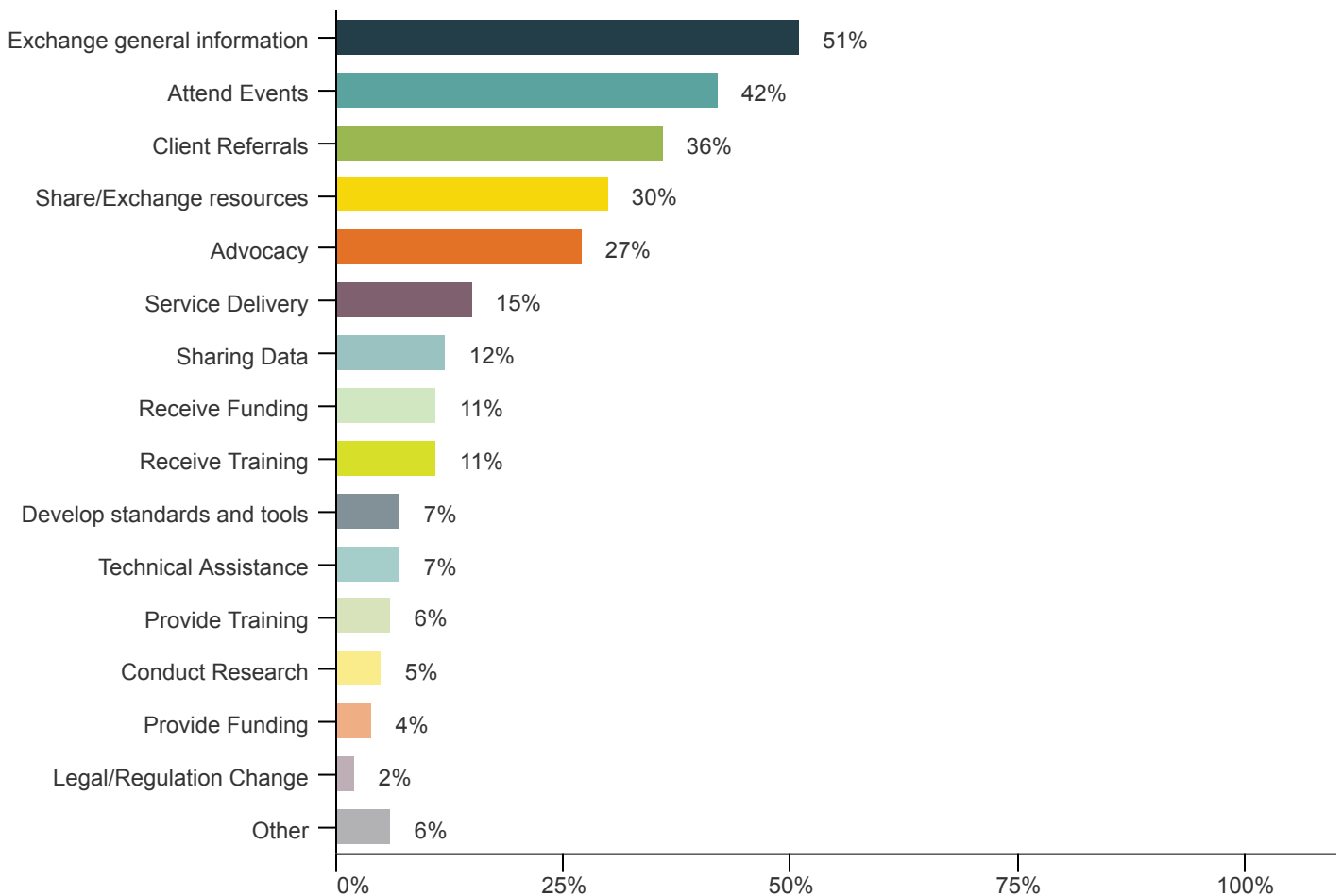
In the data collection, we asked about the different ways that organizations work/partner together. Below is a list of all the options provided. Only 6% of partnerships did not fit into this list.

Over 1700 partnerships were identified and described. The most common way of interacting was *exchanging general information* (51% of all relationships), followed by *attending events* (42%), *client referrals* (36%), *sharing/exchanging resources* (30%) and *advocacy* (27%).

Activities that are less common among partners in Jefferson County include *legal/regulation change* (2%), *providing funding* (4%), *conducting research* (5%), and *providing training* (6%).

On the next couple of pages, maps of these relationships show how these relationships look -- who is connected to whom and who is not included. Using the PARTNER CPRM, users can find out more about each of these organizations and look specifically at these individual (dyadic) relationships.

Question 25: What kinds of activities do you engage in with this organization? (Select all that apply) N=1244



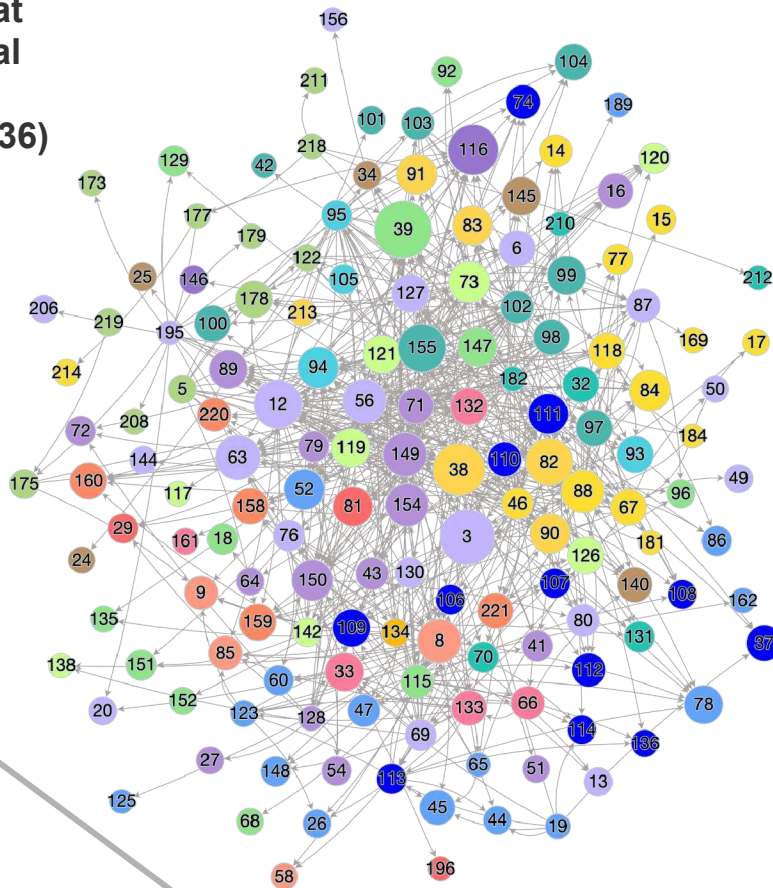
Network Maps of Collaboration in Jeffco

Below are maps that show levels of interconnectedness among organizations who reported that they engage in each activity. One of the most common ways of interacting is *exchanging general information* (636 reported instances). On the other hand, *sharing data* is far less common, and some organizations that share data are not connected to other organizations (only 153 reported instances). Organizations not connected do not engage in these activities.

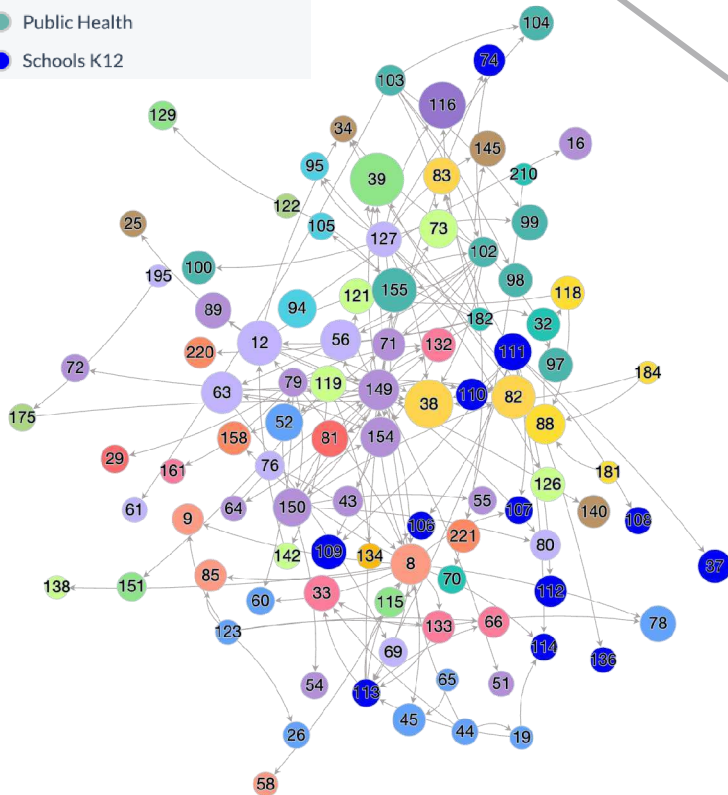
Primary Sector

- Advocacy/Policy
- Convene/Connect
- Early Education/Childcare
- Economic Development
- Employment/Workforce
- Faith Based
- Family Services
- Food Security/Food Access
- Foundation/Funder
- Health
- Higher Ed
- Housing Stability/Homelessness
- Human Services
- Library
- Local Government
- Mental/Behavioral Health
- Older Adults/Aging
- Parks & Recreation
- Public Health
- Schools K12

Organizations that Exchange General Information (Relationships: 636)



Organizations that Share Data (Relationships: 153)



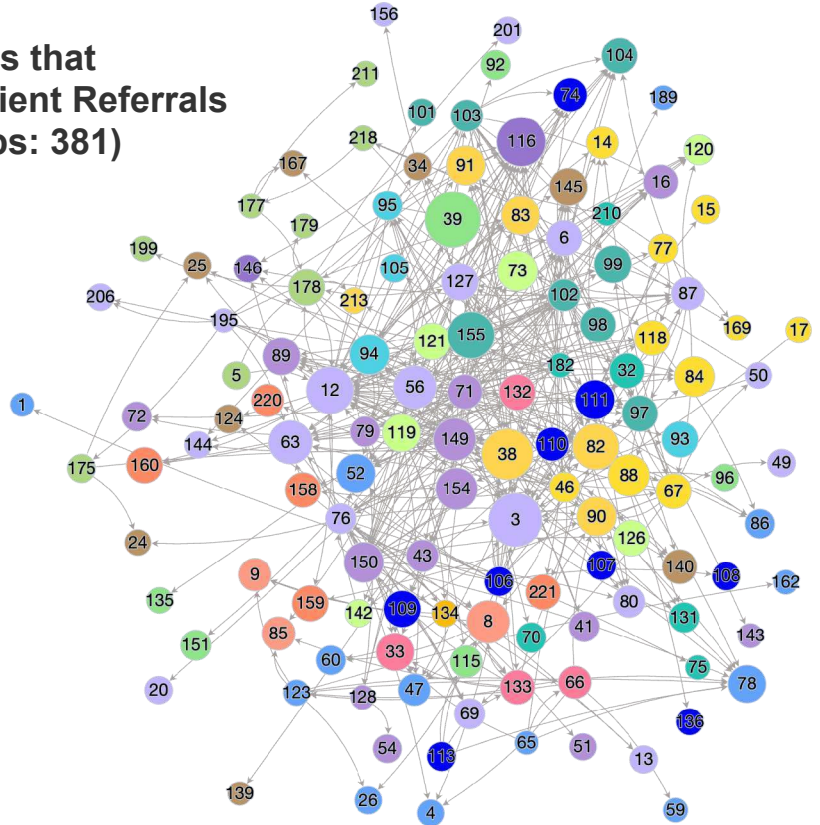
Network Maps of Collaboration in Jeffco

In these maps, *client referrals* are a common way of interacting among organizations, however *engaging in service delivery* is a less common way of working together.

Primary Sector

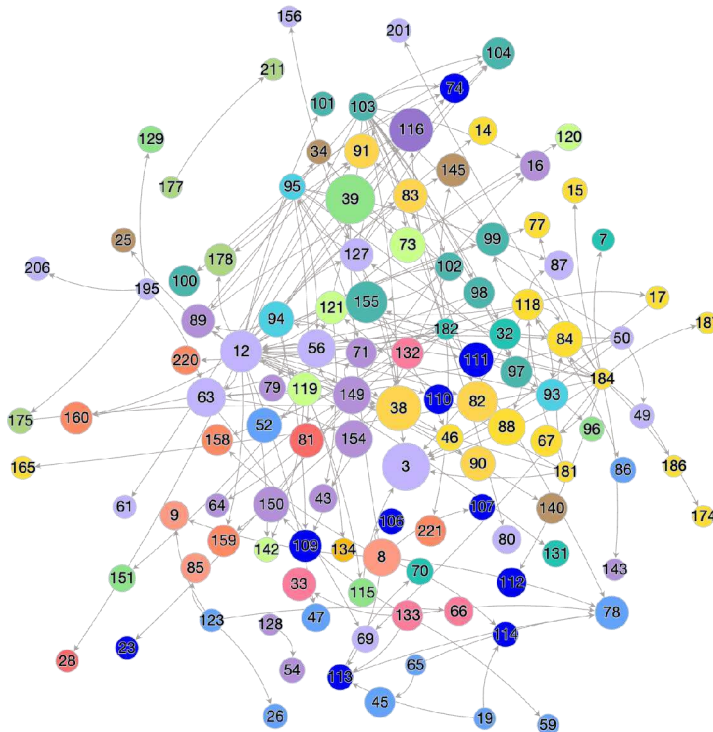
- Advocacy/Policy
- Convene/Connect
- Early Education/Childcare
- Economic Development
- Employment/Workforce
- Faith Based
- Family Services
- Food Security/Food Access
- Foundation/Funder
- Health
- Higher Ed
- Housing Stability/Homelessness
- Human Services
- Library
- Local Government
- Mental/Behavioral Health
- Older Adults/Aging
- Parks & Recreation
- Public Health
- Schools K12

Organizations that Engage in Client Referrals (Relationships: 381)



Organizations Engaged in Service Delivery

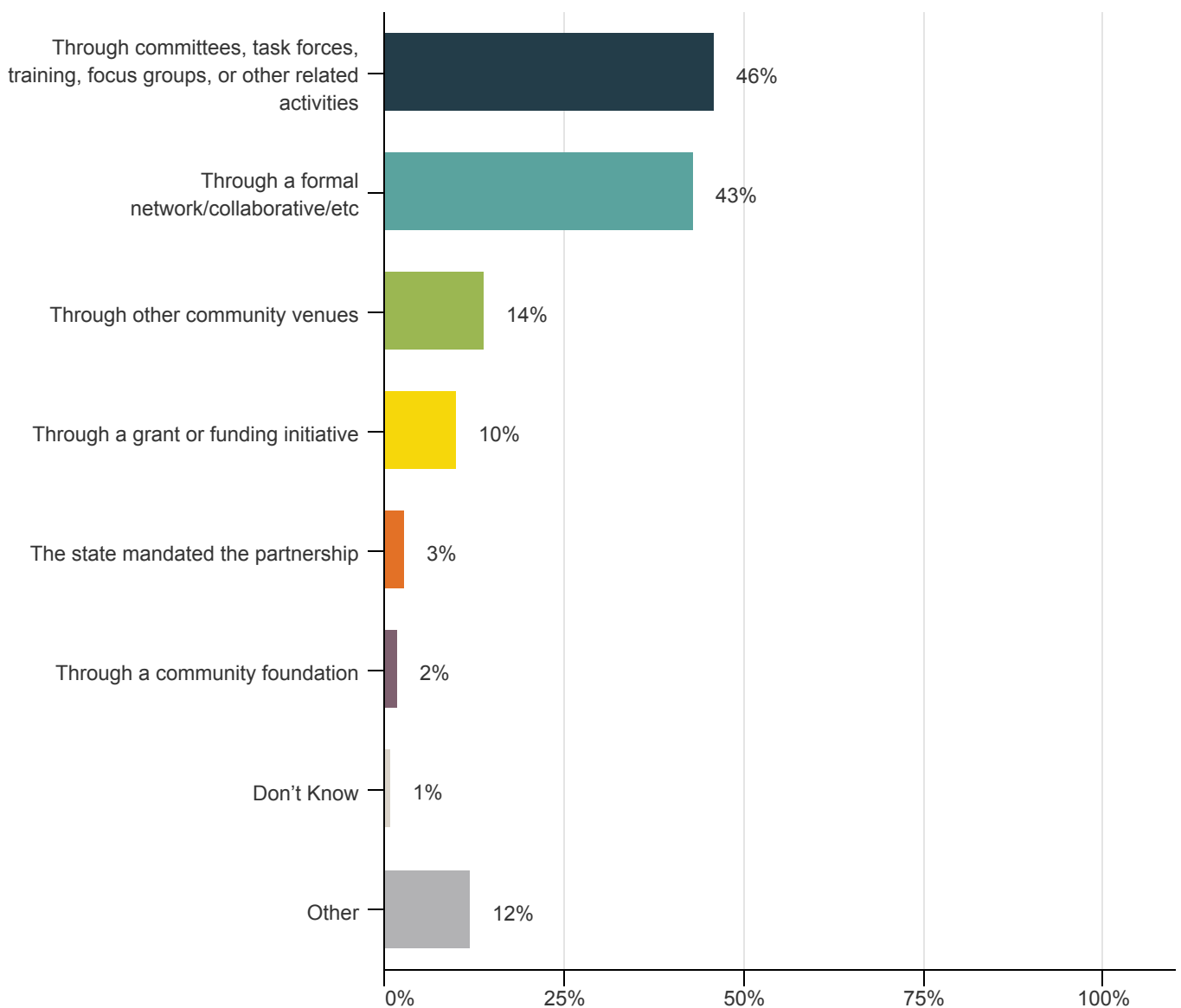
(Relationships: 184)



How Are Relationships Formed?

Understanding how partnerships are formed may not always be known. However, by asking how a partnership began, we can use that knowledge to foster and nurture future partnerships. In this data, 1455 partnerships were described. Of these in Jefferson County, most organizations are connecting *through committees, task forces, training, focus groups, or other related activities*. Following that, *formal network/collaboratives* and *other community venues* are places for connection. *Grant or funding initiatives* only accounts for 10% of all relationships, and 2% of partnerships were developed through a *Community Foundation*.

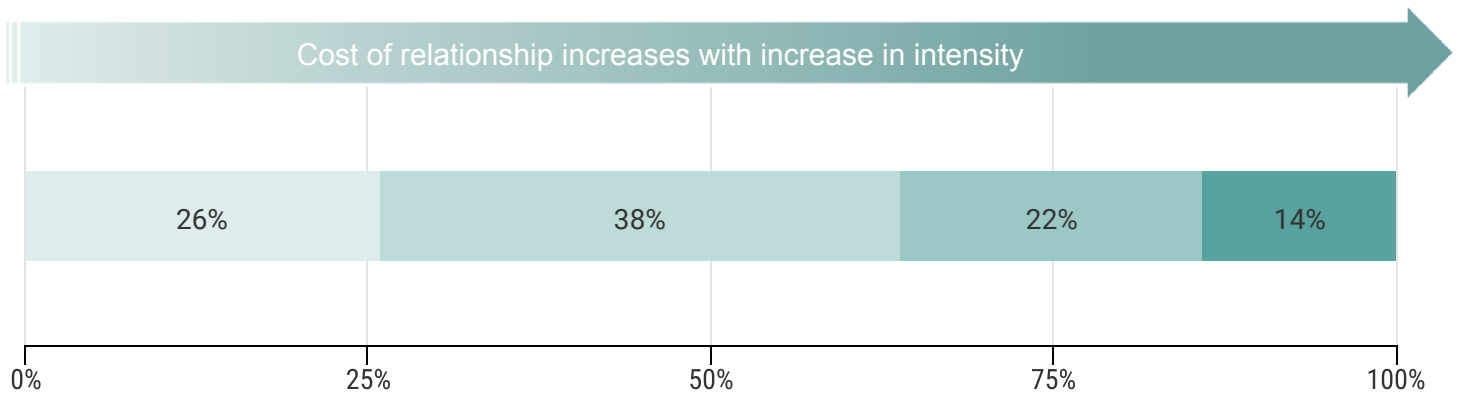
Question 23: Please describe how your relationship with each of these partners was developed. (Select all that apply) N=1455



Relationship Intensity

Network relationships were assessed according to their level of intensity. This is important, because more connections and greater intensity of connections do not necessarily result in a thriving and sustainable network. While the appeal to create a more diverse network is strong, organizations are equally challenged with the reality that they have limited relationship budgets – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. And while it is our intuition that more network connections should indicate a better functioning network, this approach can be endlessly resource intensive.

Question 24: What is your level of collaboration with this organization? N=1386



Awareness

We're aware of what this organization does (Example: Understanding of services, offered, resources available, mission goals)

Cooperation

This involves exchanging information, attending meetings together, and offering resources to partners (Example: Informs other programs of RFA release)

Coordination

In addition to cooperative activities, there are intentional efforts to enhance each other's capacity for the mutual benefit of programs. (Example: Separate granting programs utilizing shared administrative processes and forms for application review and selection.)

Integration

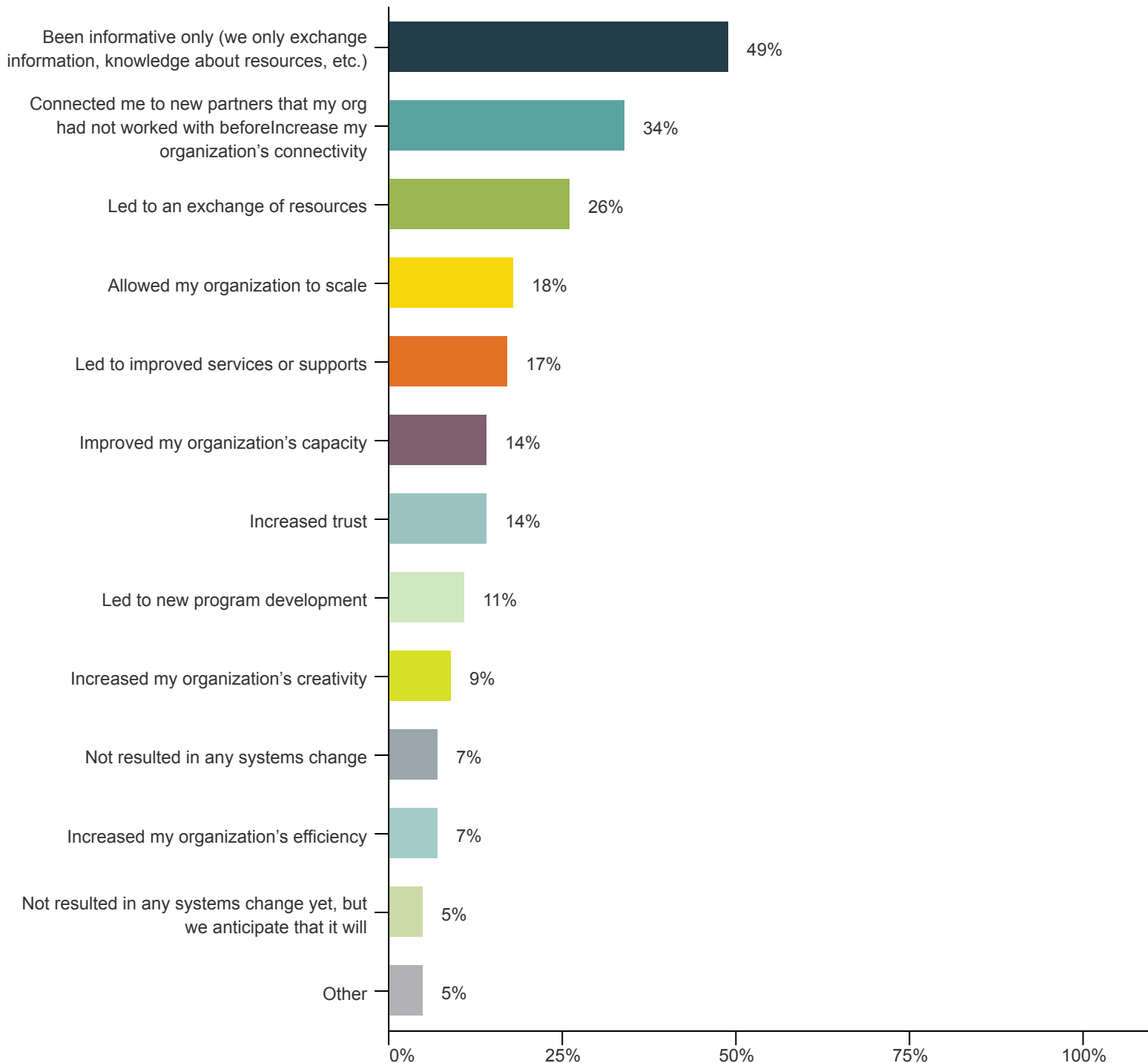
In addition to cooperative and coordinated activities, this is the act of using commonalities to create a unified center of knowledge and programming that supports work in related content areas. (Example: Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.)

It is a positive result that connections are somewhat distributed across the levels, with about **60% of relationships categorized as cooperative or coordinated**. If a majority of relationships involved awareness only, that would indicate that the network is not fully leveraging its collaborative advantage. If a **majority of relationships are at the integrated level** this would require a greater number of resources to maintain, and the network might not be sustainable over time.

Relationship Outcomes

In the data, outcomes of 1123 relationships were reported. About half of the relationships were reported as being *informative only*. This is not a very deep relationship, but provides a sense of the natural relationships that have formed to exchange knowledge and information. Other positive outcomes include *increasing connectivity* and *exchanging resources*. There are a great deal of relationships (though not as common) that increased the individual capacity of each organization.

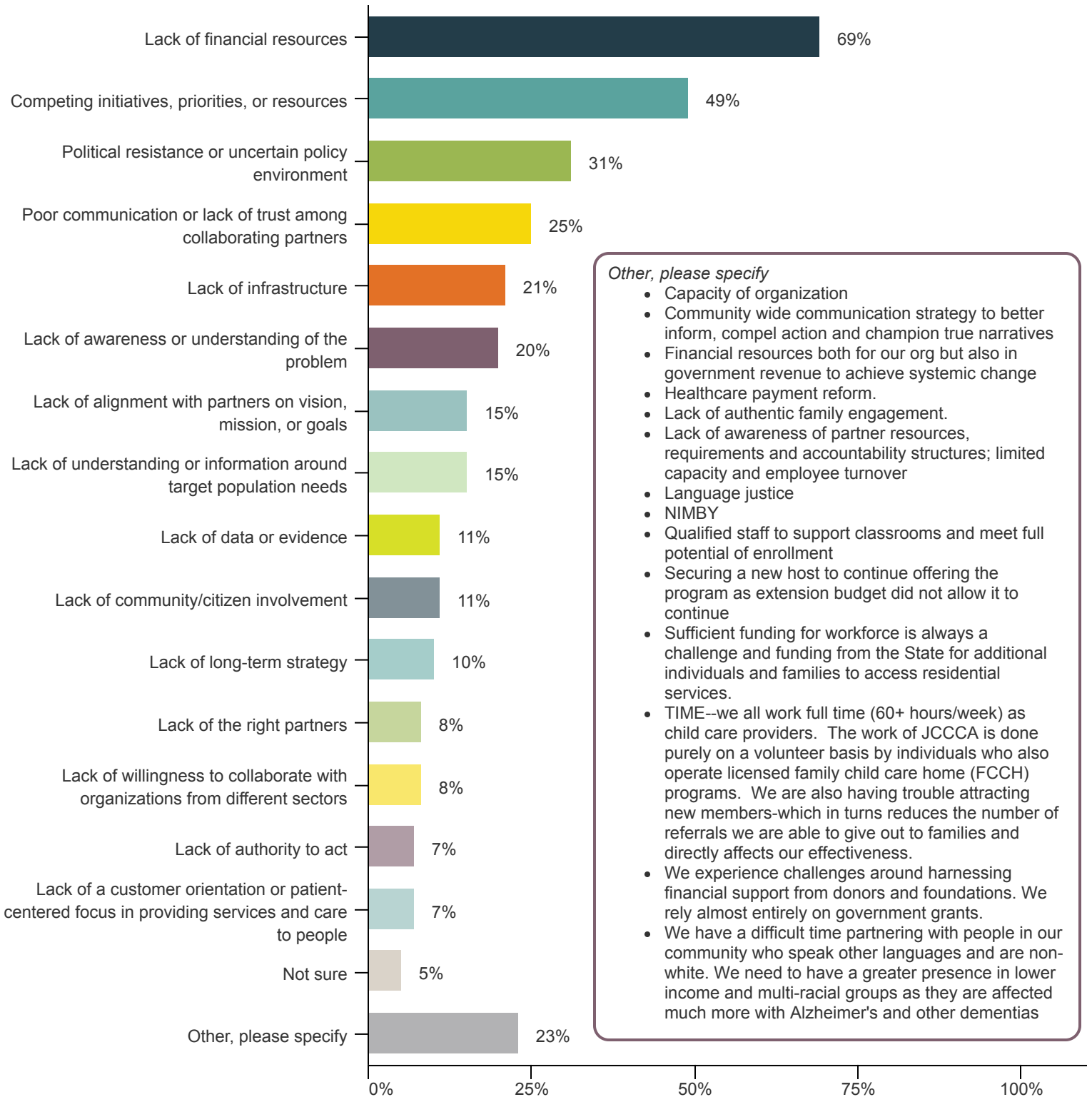
Question 26: This partnership has: (Select all that apply) N=1123



Barriers and Challenges

Lack of financial resources is the primary challenge reported by respondents followed by *competing initiatives, priorities, or resources*. Related responses provided in *other* include not having enough capacity and staff time.

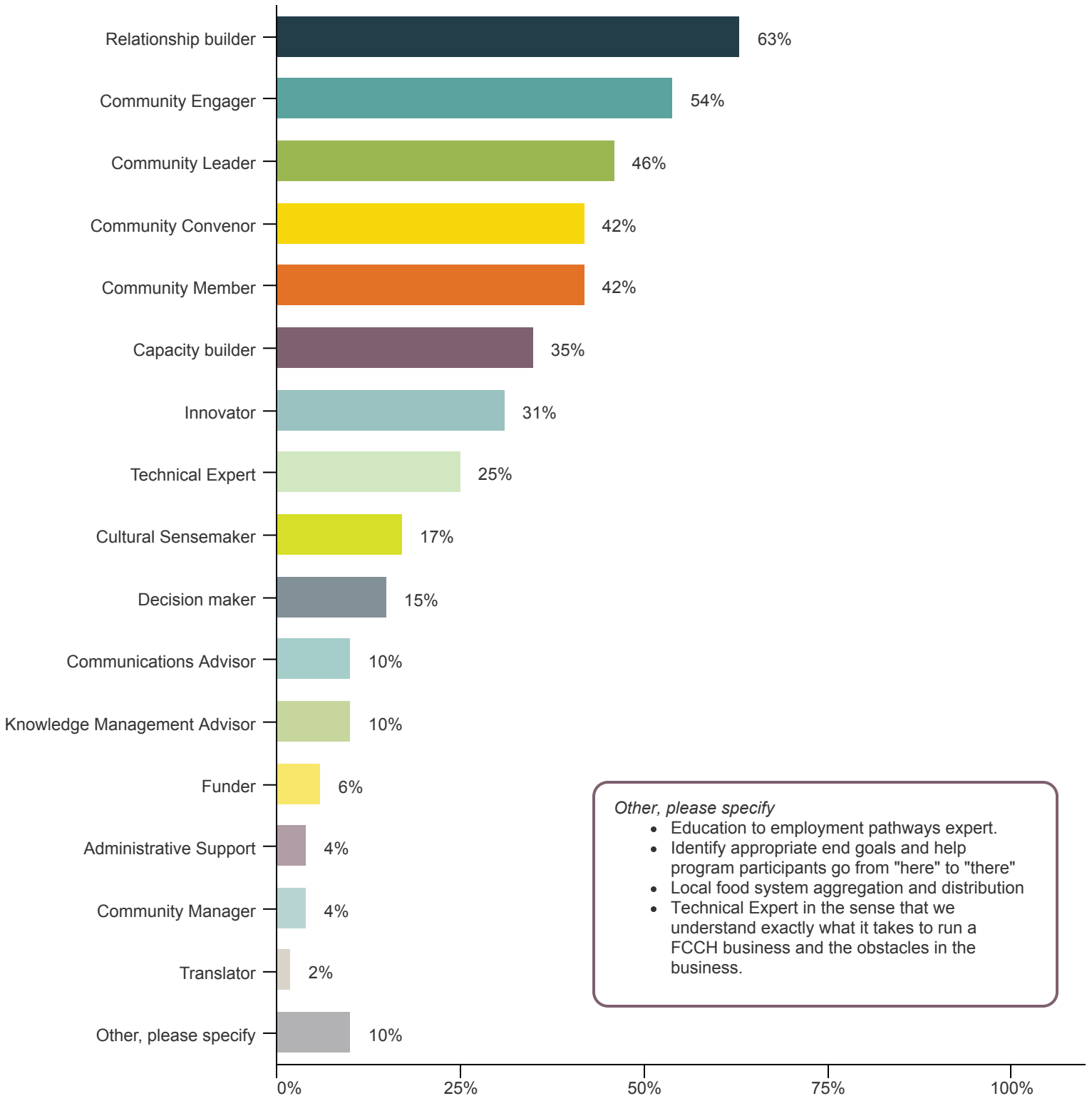
Question 20: What are the greatest barriers and challenges to achieving your organizational strategies? (Select all that apply) N=61



Barriers and Challenges

Relationship builder is the primary role organizations reported as the role they can play in filling gaps or strengthening the system in Jeffco. Other highly ranked roles include *community engager* and *community leader*.

Question 21: What role can your organization play in filling gaps or strengthening the system in Jeffco? (Select all that apply) N=52

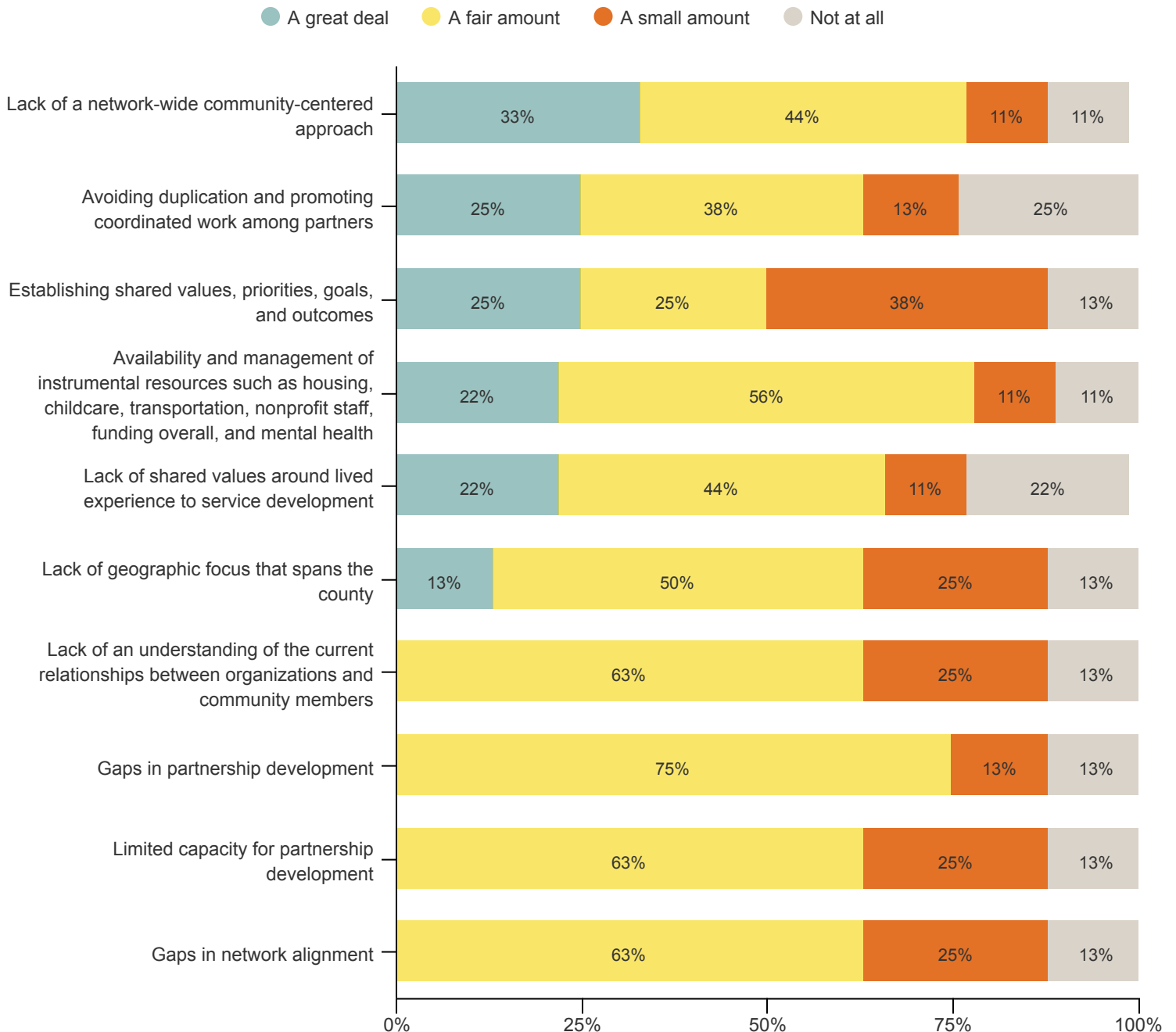


Barriers and Challenges

The types of barriers that respondent organizations believe have made collaboration in Jeffco challenging include a *lack of a network-wide community-centered approach*; *avoiding duplication and promoting coordinated work among partners*; and *establishing shared values, priorities, goals, and outcomes*. These areas could be a focus area for building the capacity for organizations that can provide these resources.

Question 32: To what extent have the following made collaboration in Jeffco challenging?

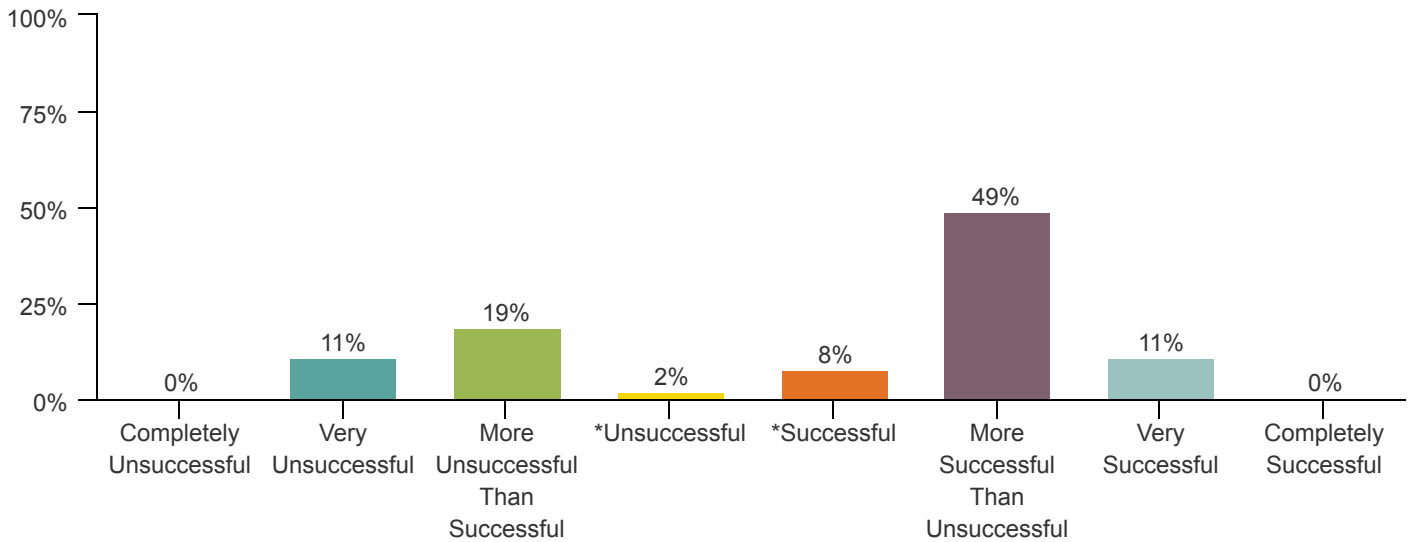
Note: This question was added for phase 2 based on open ended responses.



Collaboration Success in Jeffco

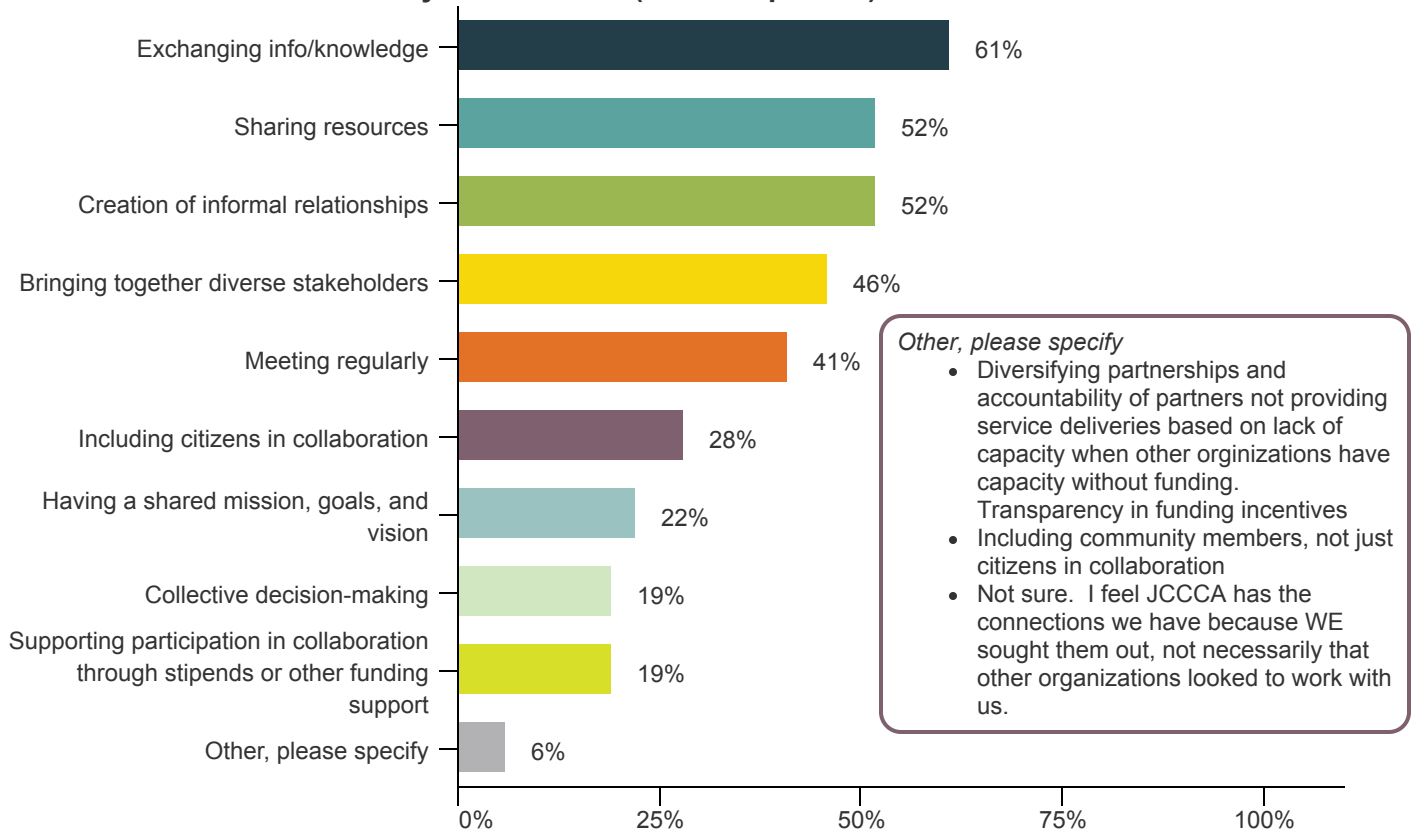
Overall, organizations in Jefferson County believe that collaboration is *more successful than unsuccessful* among organizations. *Exchanging information, sharing resources, creating informal relationships, and bringing together diverse stakeholders*, are cited as the most effective strategies.

Question 29: Collaboration is a core value among many organizations in Jefferson County. From your perspective, how successful have we been as a community of partners at successfully building collaborative networks to serve the people of Jefferson County? (Select one) N=53



**Successful and Unsuccessful were added in phase 2*

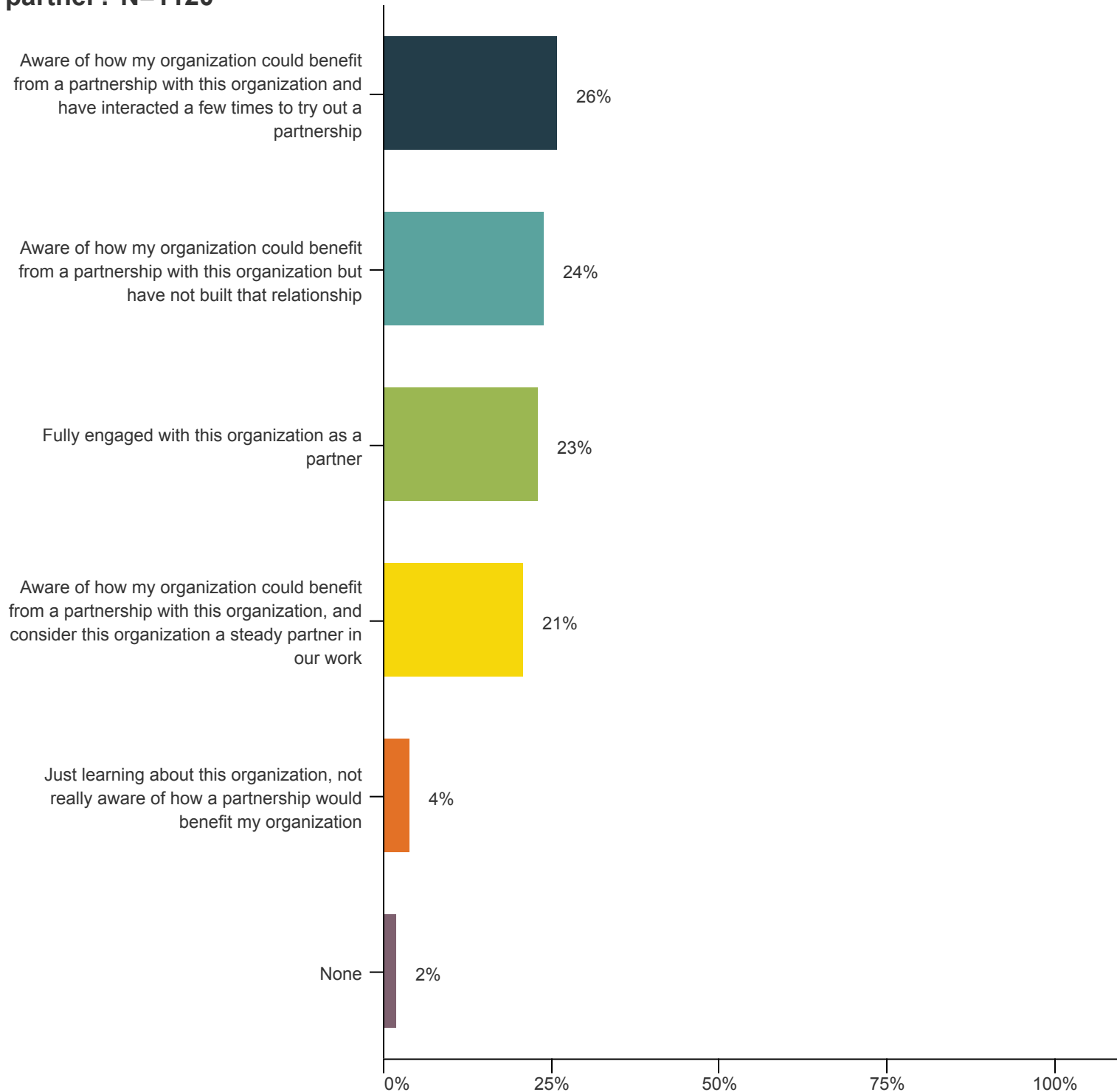
Question 30: In your experience, which of the following are the most effective ways that organizations in Jefferson County collaborate? (Select top three) N=54



Collaboration Success in Jeffco

Organizations selected the status of potential partnerships for the organizations they selected as having a relationship. There was not a lot of variance in the top four responses; however, this data can be used to bring organizations together who have not yet built a relationship, but could benefit from a partnership.

Question 27: How would you describe this organization as a current or potential partner? N=1120



Gaps in Success

The open-ended responses for this question were coded and evaluated. Four themes emerged from the respondent organizations around gaps in success.

Question 31: Based on what you and your partners are working towards, what are the biggest gaps in supporting success? What gaps could partnerships/leveraging resources/collaboration could help fill?

44%

Gaps exist in the availability and management of instrumental resources. Specific resources that need to be addressed include; housing, childcare, transportation, nonprofit staff, funding overall, and mental health.

31%

Organizations in the network reported gaps in network alignment across their work. They noted the importance of avoiding duplication and promoting coordinated work, as well as establishing shared values, priorities, goals, outcomes, and measurement schema.

28%

Organizations in the network reported a need to fill gaps in partnership development. This includes building capacity for partnership development through dedicated time, environmental changes, and awareness building.

10%

Gaps exist between the organizations in the network and the communities they serve. Specifically, the network needs a community-centered approach that values lived experience to service development and provision, a geographic focus that spans the county, and an understanding of the current relationships between organizations and community members.

05

Developing Action Steps & Strategies

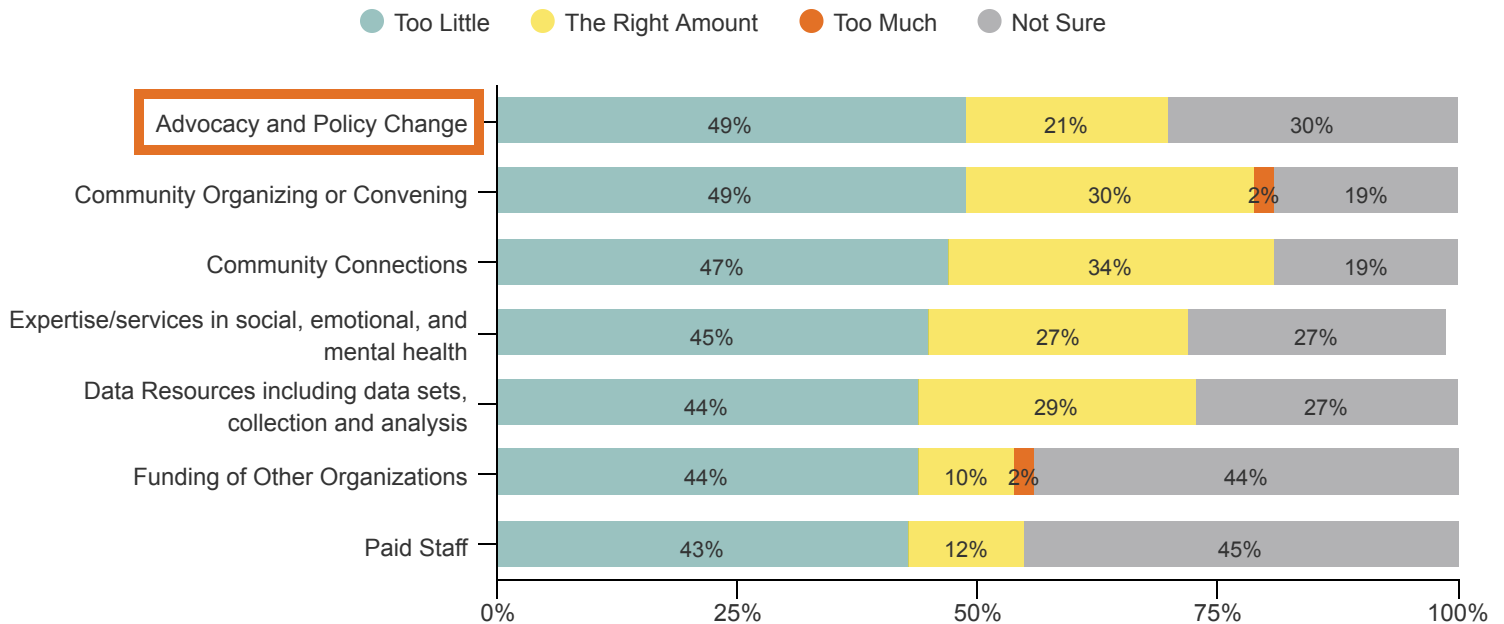
Using the data to develop action steps and strategies is the key goal. In this section, we provide two example cases of how the data can be used to identify a problem/gap, and then use the data to address it.

Action Steps & Strategies - Case 1

Case Study 1: Advocacy and Policy Change

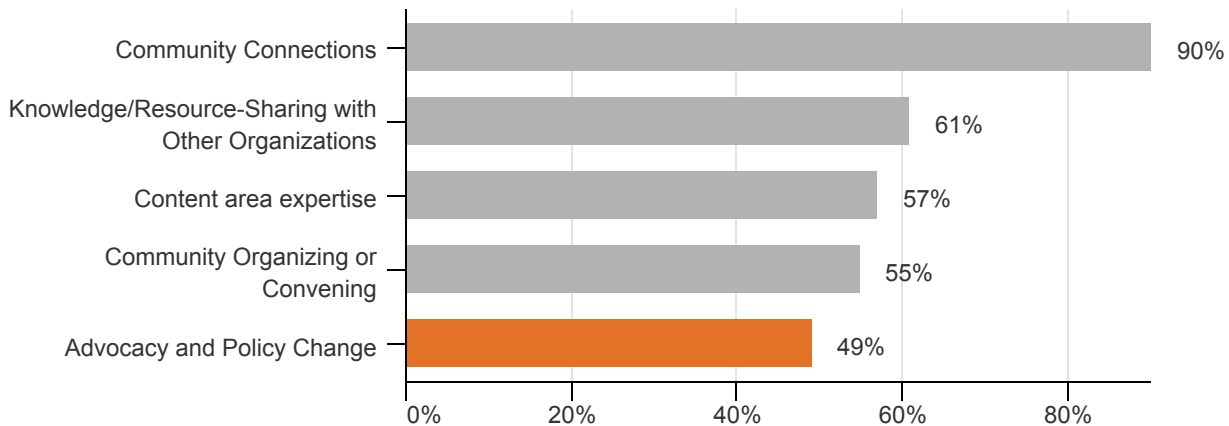
While looking through the data, we noticed discrepancies and interesting findings around respondent organizations' responses related to advocacy and policy change in Jefferson County.

When asked about the level of available resources, *advocacy and policy change* was the top response of having too little for serving people in Jefferson County (52%).



Question 28: From your perspective, is there too little, the right amount, or too much of each resource available for serving people in Jefferson County?

Yet, nearly **50% of respondents** indicated that *advocacy and policy change* is a resource they can provide...



Question 16: Please indicate the resources that your organization contributes, or can potentially contribute, to serving people in Jefferson County.

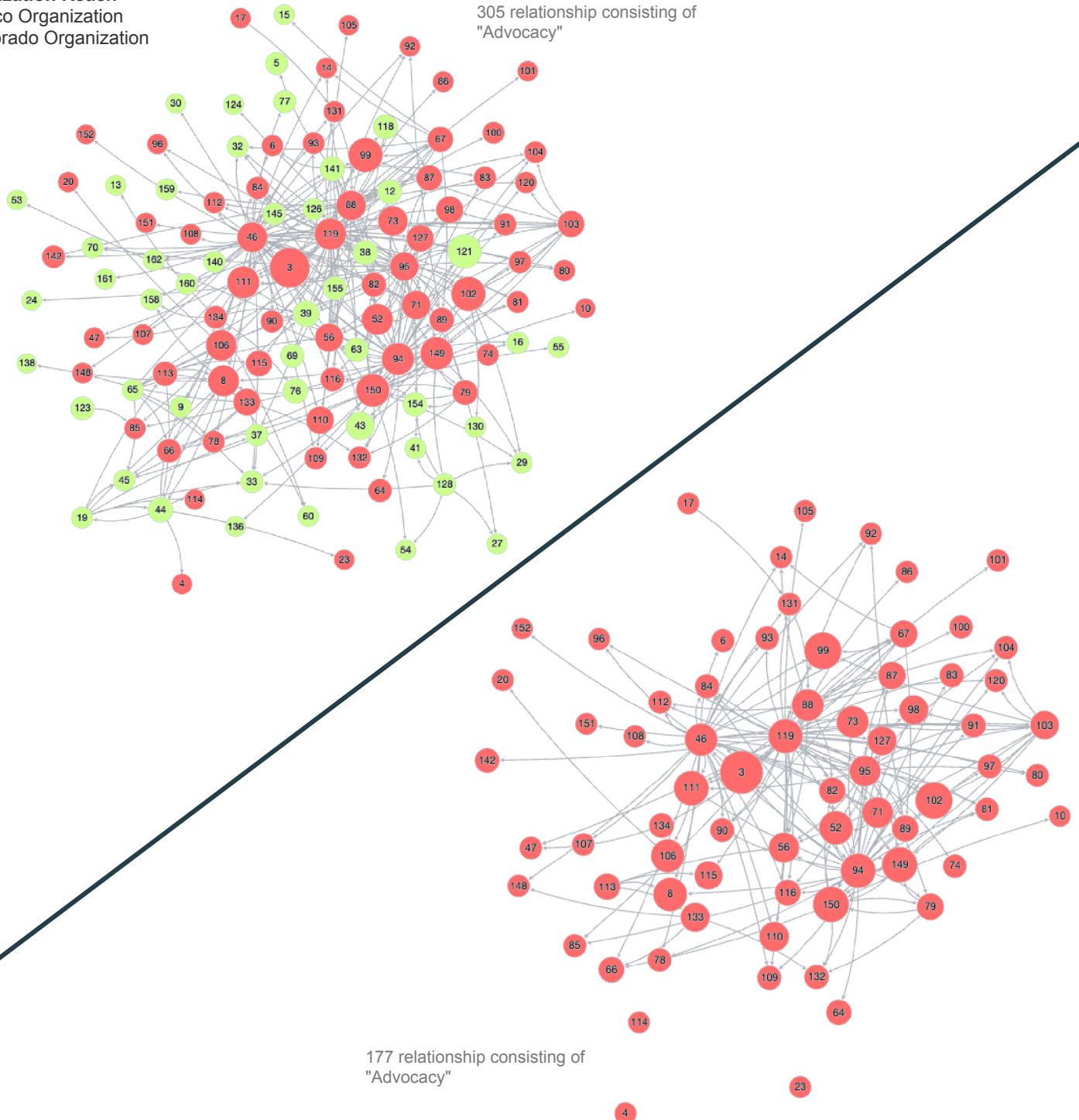
Action Steps & Strategies - Case 1

Case Study 1: Advocacy and Policy Change

...and, 305 relationships are described as engaging in *advocacy and policy change* with all other organizations and 177 relationships are described as engaging in *advocacy and policy change* among organizations located only in Jefferson County.

Organization Reach

- Jeffco Organization
- Colorado Organization



Action Steps & Strategies - Case 1

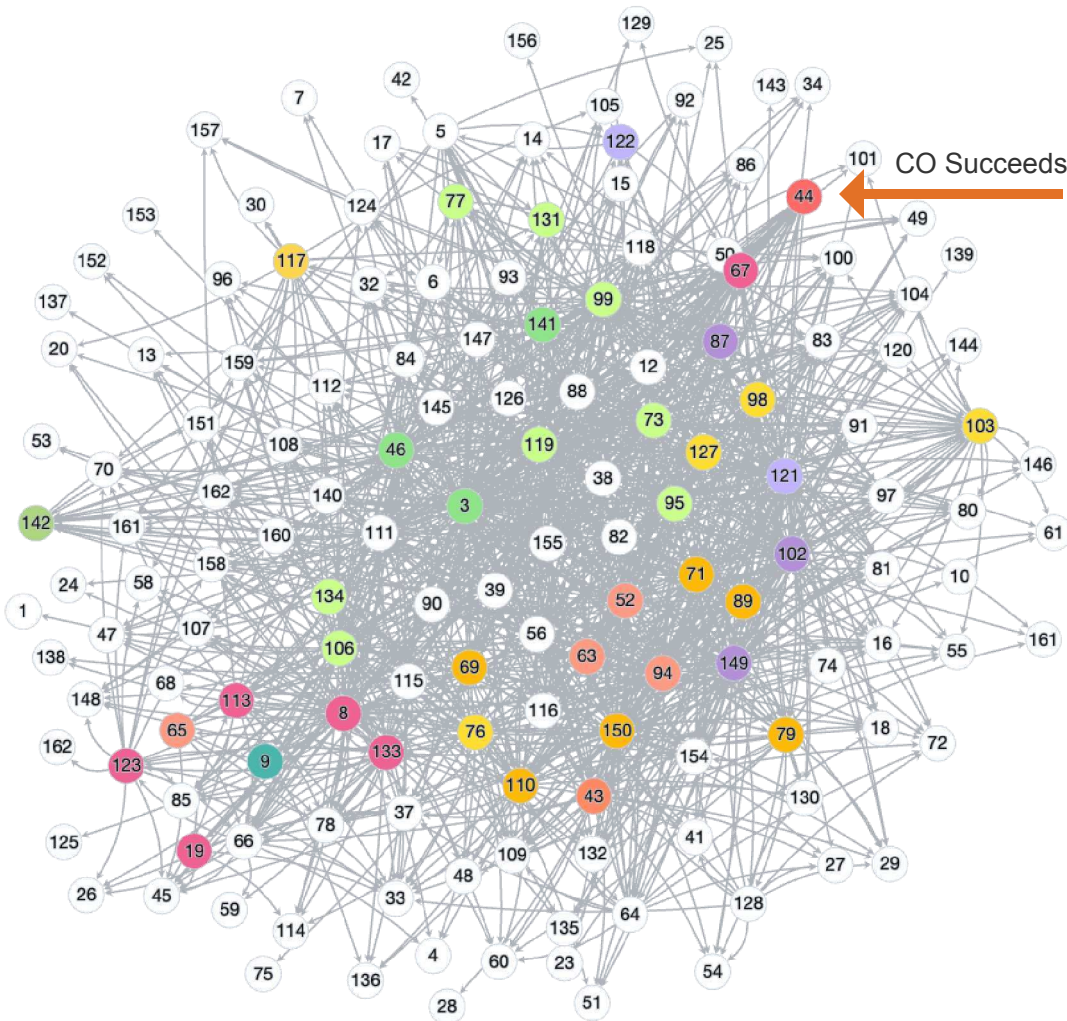
Case Study 1: Advocacy and Policy Change

If so many organizations are providing advocacy and policy change as a resource, and over 305 partnerships exist on this topic, why is it reported as one of the most scarce in the county?

Likely this is because:

- There are not very many organizations who focus on Advocacy and Policy Change as their **primary** work.
- Only one organization picked "Advocacy and Policy Change" as their primary resources: CO Succeeds.
- It might be that there is simply not enough organizations who are able to focus on Advocacy and Policy Change. And CO Succeeds is workforce-focused so there might not be an Advocacy/Policy leader in the other areas served in the county.

There is an opportunity here to shape efforts to increase Advocacy and Policy Change work in the county, by providing resources and nurturing leadership in this area.

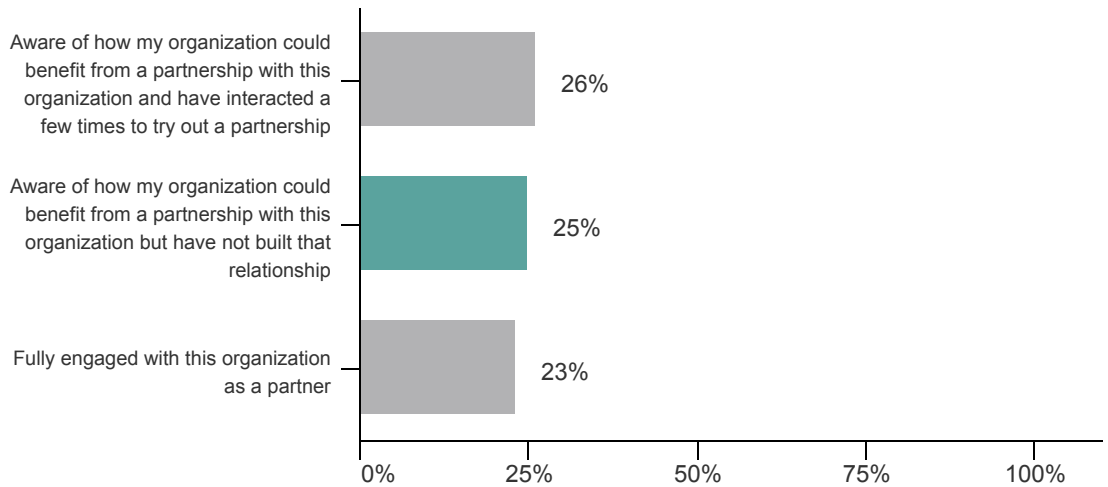


Action Steps & Strategies - Case 2

Case Study 2: Partnership Opportunities

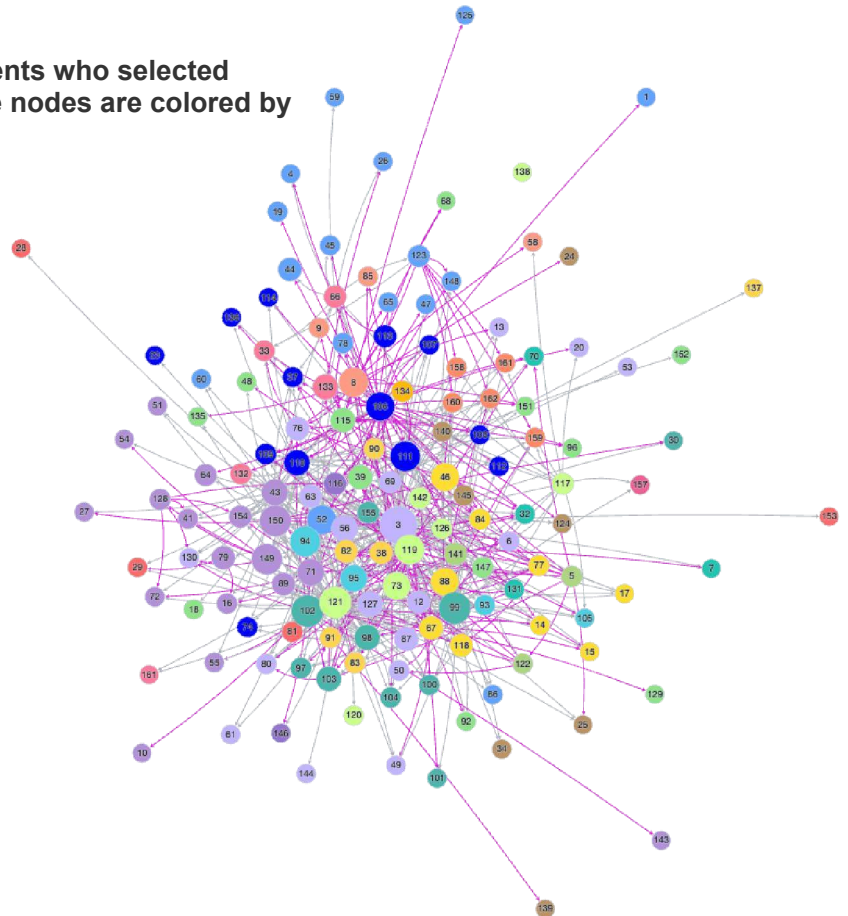
When asked about potential partners, about 25% of respondent organizations report that there are organizations they are aware of and could benefit from partnering, but have not yet built a relationship. There could be a need to evaluate these organizations' capacity and determine what is needed to foster and grow the ability of these organizations to form meaningful partnerships.

Question 27: How would you describe this organization as a current or potential partner? (Select one option for each row) N=930



The pink lines on this map show respondents who selected organizations for the response above. The nodes are colored by primary sector.

- Primary Sector
- Advocacy/Policy
 - Convene/Connect
 - Early Education/Childcare
 - Economic Development
 - Employment/Workforce
 - Faith Based
 - Family Services
 - Food Security/Food Access
 - Foundation/Funder
 - Health
 - Higher Ed
 - Housing Stability/Homelessness
 - Human Services
 - Library
 - Local Government
 - Mental/Behavioral Health
 - Older Adults/Aging
 - Parks & Recreation
 - Public Health
 - Schools K12



Action Steps & Strategies - Case 2

Case Study 2: Partnership Opportunities

The organizations below were listed most frequently as organizations that respondents are aware of how they could benefit from a partnership, but have not yet built a relationship. The counts listed are the number of times that organization was selected by respondents as being aware of how they could partner, but have not yet built a relationship.

For example, the Action Center was listed nine times as a potential partner, which may mean that there are mutually beneficial potential partnerships to be facilitated.

Map label	Organization Selected	Count
3	Action Center	10
32	CO Coalition for the Homeless	6
38	CO Department of Human Services	6
84	Jeffco Eats	6
6	ARC of Jeffco, Clear Creek, Gilpin	5
39	CO Gives Foundation	5
63	Family Tree	5
82	Jeffco Department of Human Services, (CCCAP & Family Support)	5
90	Jeffco Human Services - Community and Workforce	5
8	Arvada Chamber of Commerce	4
12	Benefits in Action	4
76	Hope House	4
88	Jeffco Food Policy Council	4

Map Label	Organization Selected	Count
116	Jefferson Center for Mental Health	4
14	BGOLDN	3
70	Habitat for Humanity of Colorado	3
80	Jeffco Children Youth and Families	3
91	Jeffco Human Services Department-Youth & Families Division	3
94	Jeffco Libraries - Kids and Families	3
98	Jeffco Public Health - Family Services	3
99	Jeffco Public Health - Food Equity and Nutrition Security	3
103	Jeffco Public Health - Mental Health	3
109	Jeffco Public Schools - Early Childhood	3
110	Jeffco Public Schools - Early Learning	3
118	Kaizen Food Rescue	3
130	Parent Possible	3

Action Steps & Strategies - Case 2

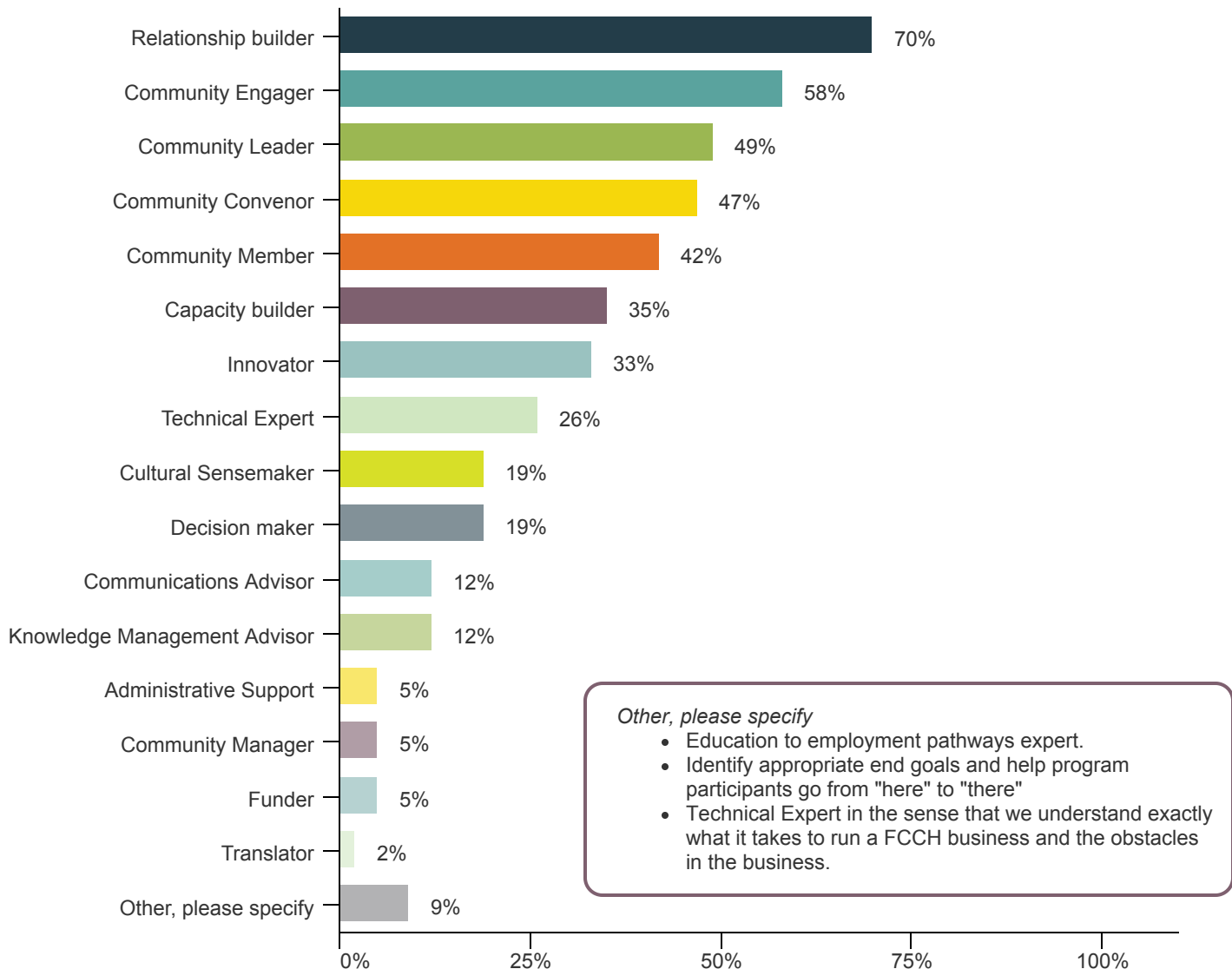
Case Study 2: Partnership Opportunities

Role Filling Gaps or Stengthening System

To take this strategy one step further, we can tap into strengths in the network to help to bridge gaps and build relationships. For example, 70% of all responding organizations feel that they can act as *relationship builders* and *community engagers/conveners*. We can identify those organizations and engage them in relationship building (to the organizations mentioned on the previous page).

There is an opportunity here to leverage the resources in the community to build out more relationships and partnerships.

Question 21: What role can your organization play in filling gaps or strengthening the system in Jeffco? (Select all that apply) N=43



The social network analysis was conducted using [PARTNER CPRM](#) by Visible Network Labs. For more information about [Visible Network Labs](#) and the tools and resources available, please visit www.visiblenetworklabs.com.



Appendix: Who is Included in the Jeffco CPRM?

Organizations included in the Jeffco CPRM include the following list. The CPRM is meant to be maintained over time, it can grow in both number of organizations included, and information about each organization and how they are connected.

Organization Name	Map label
9to5 Colorado	1
A Little Help	179
A Woman's Place	2
AARP Colorado	209
Action Center	3
ActivateWork	4
AgeWise Colorado	5
Alzheimer's Association	219
ARC of Jeffco, Clear Creek, Gilpin	6
Archway Communities	7
Arvada Chamber of Commerce	8
Arvada Economic Development Association	9
Assuring Better Health and Development (ABCD)	10
B Healthy Broomfield Coalition	11
Benefits in Action	12
BeyondHome	13
BGOLDN	14
Blue Spruce Habitat for Humanity	210
Bondadosa	15
Bright by Three	16
Brown Bag Ministries	17
Buell Foundation	18
Careers in Construction Colorado	19
CareerWise Colorado	162
CASA of Jefferson and Gilpin Counties	20
Catholic Charities and Community Services	195
CBR YouthConnect	21
Center for Health Progress	22

Organization Name	Map label
Centura-Golden Neighborhood Health Center	168
City of Arvada	158
City of Golden	159
City of Lakewood	160
City of Westminster	220
City of Wheat Ridge	221
Clear Creek Schools - Early Learning	23
Clinica Family Health	24
CO Access	25
CO Advanced Manufacturing Association	26
CO Association for the Education of Young Children	27
CO Attorney Generals Office	28
CO Center for Aging	197
CO Children's Campaign	29
CO Children's Healthcare Access Program (CCHAP)	30
CO Children's Immunization Coalition	31
CO Coalition for the Homeless	32
CO Community College System	33
CO Community Health Alliance	34
CO Congress Of Parents Teachers And Students	35
CO Covering Kids and Families	36
CO Department of Education	37
CO Department of Human Services	38
CO Dept of Public Health and Environment	155
CO Gerontological Society	173

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Organization Name	Map label
CO Gives Foundation	39
CO Legal Services	196
CO National Guard - Family Services Program	40
CO Office of Early Childhood	154
CO Preschool Program	41
CO Public Health/Parks & Recreation Collaborative	42
CO Statewide Parent Coalition	43
CO Succeeds	44
CO Visiting Nurse Association	198
CO Workforce Development Council	45
Commún	186
Community Table	46
CrossPurpose	47
Daniels Fund	48
Denver Indian Center, Inc.	49
Denver Indian Family Resource Center	50
Denver Preschool Program	51
Denver Regional Council of Governments	175
Denver Regional Mobility and Access Council	172
Developmental Disabilities Resource Center	52
Developmental Pathways	53
Dominican Home Health Agency	207
Early Childhood Council Leadership Alliance	54
Early Milestones	55
East Denver Food Hub	184
Echho	208

Organization Name	Map label
Edgewater Collective	56
Educational Access Group	57
Elk Run Assisted Living	211
Energize Colorado	58
EnGen	59
Evergreen Christian Outreach	169
Evergreen Green Ridge Meadow Apartments	212
Executives Partnering to Invest in Children (EPIC)	60
Families First	61
Family Care Southwest	193
Family Tree	63
Foothills Park and Recreation District - Children's Programs	64
Forward Steps	65
Front Range Community College	66
FrontLine Farming	174
GoFarm	67
Golden Schools Foundation	68
Growing Home	69
Habitat for Humanity of Colorado	70
Head Start Jefferson County	170
Head Start, Lakewood	71
Healthy Childcare Colorado	72
Healthy Jeffco Alliance	73
HomeAid Colorado	75

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Organization Name	Map label
Hope House	76
Integrated Family Community Services	77
Jeffco Business and Workforce Center - Business Innovation & Outreach	78
Jeffco Business and Workforce Center - Business Services	189
Jeffco Child Care Association	79
Jeffco Children Youth and Families	80
Jeffco Commissioners	81
Jeffco Eats	84
Jeffco Economic Development Corporation	85
Jeffco Extension/FLTI Grant	86
Jeffco Family Leadership Training Institute (CSU Extension)	87
Jeffco Food Policy Council	88
Jeffco Head Start	89
Jeffco Human Services - Aging & Adult	213
Jeffco Human Services - CCCAP & Family Support	82
Jeffco Human Services - Child Welfare	83
Jeffco Human Services - Community and Workforce	90
Jeffco Human Services - Youth & Families Division	91
Jeffco Human Services Foundation	92
Jeffco Libraries - Diversity and Inclusion	93
Jeffco Libraries - Kids and Families	94
Jeffco Libraries - Public Services	95
Jeffco Library Foundation	96

Organization Name	Map label
Jeffco Meals on Wheels	214
Jeffco Open Space	157
Jeffco Public Health - Family Navigation	97
Jeffco Public Health - Family Services	98
Jeffco Public Health - Food Equity and Nutrition Security	99
Jeffco Public Health - Health Communications	100
Jeffco Public Health - Local Public Health SIM Coordinator	101
Jeffco Public Health - Maternal and Child Health	102
Jeffco Public Health - Mental Health	103
Jeffco Public Health - WIC	104
Jeffco Public Library - Social Work	105
Jeffco Public Schools - Career Development	106
Jeffco Public Schools - Choice Programming	107
Jeffco Public Schools - Department of Health Services	108
Jeffco Public Schools - Early Childhood	109
Jeffco Public Schools - Early Learning	110
Jeffco Public Schools - Family & Community Engagement	111
Jeffco Public Schools - Food & Nutrition Services	112
Jeffco Public Schools - Home Instruction for Parents of Preschool Youngsters (HIPPIY)	74
Jeffco Public Schools - Postsecondary Workforce Readiness	113
Jeffco Public Schools - Work Based Learning	114
Jeffco Schools Foundation	115

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Organization Name	Map label
Jefferson Center for Mental Health	116
Jefferson Center for Mental Health - LAUNCH Together	166
Jefferson Center for Mental Health - Solutions Now	180
Jefferson Center- Senior Reach Program	199
Jefferson County Aging Well - Behavioral Health Committee	163
Jefferson County Communities That Care	191
Jewish Family Services of Colorado	201
Jo Burns Connects	117
Kaizen Food Rescue	118
Lakewood Connects	119
Lakewood Dining Center Clements Community Center	215
Latinas Community Connections Services	120
Lifespan Local	121
LinkAGES	122
Lutheran Family Services Rocky Mountains	202
Lutheran Hospital	167
Manufacturer's Edge	123
Metro Community Provider Network	124
Mile High Society of Human Resource Management	125
Mile High United Way	126
Mission Arvada The Rising	182
Mount Evans Home Health Care & Hospice	177
Mountain Resource Center	127
Nebula Early Childhood Collaborative	128
Next50	129

Organization Name	Map label
Older Adults Technology Services (OATS)	216
Parent Possible	130
Peaceworks, Inc.	156
Project Angel Heart	165
Rebuilding Together Metro Denver	203
RecoveryWorks	131
Red Rocks Community College - Child Care Innovations	132
Red Rocks Community College - Workforce Services	133
Red Rocks Community College-Early Childhood Education Department	161
Revive Church	134
Road to Recovery - Lakewood	188
Rocky Mountain Children's Health Foundation	135
Rocky Mountain Deaf School	136
Rocky Mountain Human Services	137
Rocky Mountain Partnership	138
Rocky Mountain Youth Clinics - Lakewood	139
Older Adults Technology Services (OATS)	216
SCL Health	140
Senior Center in Bailey Community Center	217
Seniors Resource Center	178
Seniors4Wellness	218
Serve Spot Lakewood	142
Sewall Child Development Center	143
Shiloh House	144

Appendix: Who is Included in the Jeffco CPRM?

Organizations included in the Jeffco CPRM include the following list. The CPRM is meant to be maintained over time, it can grow in both number of organizations included, and information about each organization and how they are connected.

Organization Name	Map label
Southwest Improvement Council	205
Sprout City Farms	187
Stride Community Health Center	145
Summit Adult Day and Wellness Center	192
Tennyson Center for Children	146
The Denver Foundation	147
The Senior Hub	176
Tri-County Workforce Development Board	148
Triad Bright Futures	149
Triad Early Childhood Council	150
Volunteers of America Colorado	206
West Metro Chamber Foundation	151
Wheat Ridge Community Foundation	152
Wheat Ridge Poultry and Meats	181
Young Invincibles	153