



Eva J. Henry - District #1  
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Emma Pinter - District #3  
Steve O'Dorisio - District #4  
Lynn Baca - District #5

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**STUDY SESSION AGENDA  
TUESDAY  
July 27, 2021**

**ADAMS COUNTY GOVERNMENT CENTER  
CONFERENCE CENTER, ROOM BRANTNER GULCH B**

***ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE***

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<b>11:45 A.M.</b>	<b>ATTENDEE(S):</b>	<b>Senator Hickenlooper</b>
	<b>ITEM:</b>	<b>Meet &amp; Greet</b>
<b>12:30 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Debbie Hearty / Eric Bettinger</b>
	<b>ITEM:</b>	<b>Cultural Competency Employee Survey Data Results</b>
<b>1:00 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Katie Griego / Kari Daggett</b>
	<b>ITEM:</b>	<b>Children and Family Services Update</b>
<b>1:30 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Raymond Gonzales</b>
	<b>ITEM:</b>	<b>Administrative Item Review / Commissioners Communication</b>
<b>2:00 P.M.</b>	<b>ATTENDEE(S):</b>	<b>Heidi Miller</b>
	<b>ITEM:</b>	<b>Executive Session Pursuant to C.R.S. 24-6-402(4)(b) for the Purpose of Receiving Legal Advice Regarding Workers' Compensation Coverage</b>

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

\*\*\*AGENDA IS SUBJECT TO CHANGE\*\*\*



## STUDY SESSION ITEM SUMMARY

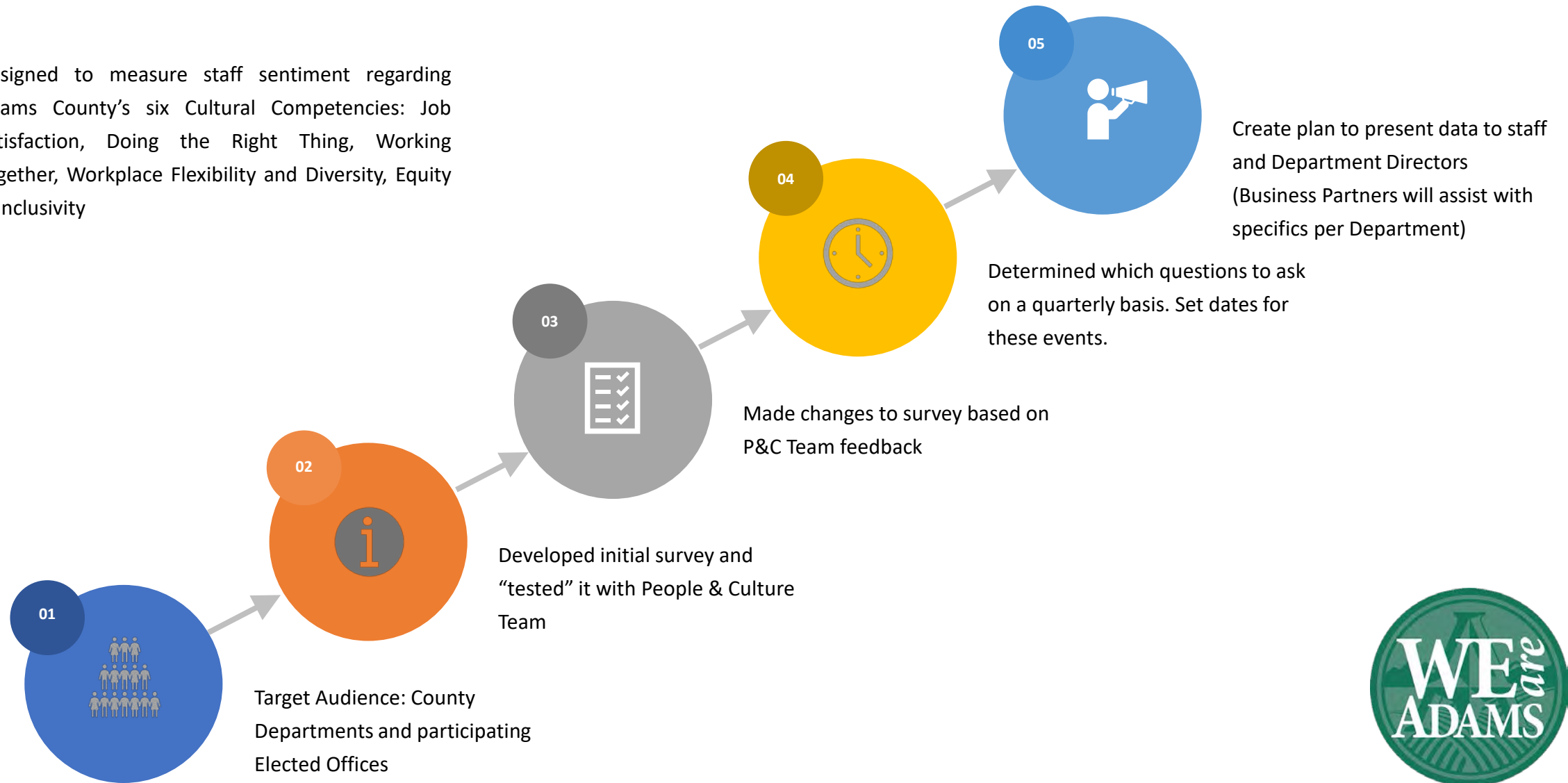
<b>DATE OF STUDY SESSION:</b> 27 July 2021
<b>SUBJECT:</b> Cultural Competency Employee Survey Results
<b>OFFICE/DEPARTMENT:</b> People and Culture
<b>CONTACT:</b> Debbie Hearty
<b>FINACIAL IMPACT:</b> 0
<b>SUPPORT/RESOURCES REQUEST:</b> NA
<b>DIRECTION NEEDED:</b> NA; session designed to share information
<b>RECOMMENDED ACTION:</b> NA

### DISCUSSION POINTS:

- Overview of Cultural Competency Employee Survey in County Manager departments
- Review of recent feedback including year over year comparison
- Guidance shared with leadership on how to use the results
- Opportunity for discussion on Commissioners questions and input regarding implications

# Cultural Competency Survey Overview

Designed to measure staff sentiment regarding Adams County's six Cultural Competencies: Job Satisfaction, Doing the Right Thing, Working Together, Workplace Flexibility and Diversity, Equity & Inclusivity



# Sample Questions



## Employee Morale:

My current immediate supervisor actively supports and champions recognition and reward programs for team members



## Job Satisfaction:

I would recommend working at Adams County



## Doing the Right Thing:

My supervisor promotes the norm "Be Trustworthy"



## Working Together:

My team members are open to helping me and are supportive when I need assistance



## Workplace Flexibility:

My current immediate supervisor creates and environment that supports me in managing my personal and family responsibilities



## Diversity, Equity & Inclusivity:

My current immediate supervisor provides ongoing opportunities to learn more about diversity, equity and inclusivity

# Survey Delivery Plan



## Quarter 1

**Cultural Competency:**  
Employee Morale

## Quarter 2

**Cultural Competency:**  
Job Satisfaction

## Quarter 3

**Cultural Competency:**  
Doing the Right Thing  
Working Together

## Quarter 4

**Cultural Competency:**  
Workplace Flexibility  
Diversity, Equity & Inclusivity

# Results Dissemination



## All Staff Receive Survey Results

County-wide responses to all questions as well as aggregated by cultural competency available. Department-specific results shared within department.



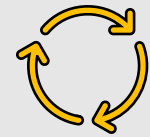
## P& C works with Department Directors as needed

Department specific plans to celebrate strengths and address areas of opportunity.



## Disaggregated Results

Executive Leadership Team and P & C analyzes disaggregated results to inform inclusion strategy



## Continue survey/feedback process

This will be an ongoing effort of survey/feedback to staff.

# What do we do with information we receive?

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Asking the questions is  
only one step.

Listening to the  
feedback and taking  
follow up action is  
necessary!

# Harnessing the Survey Results



## **Set a Target for Participation**

Countywide: 70%



## **Set Aside Time to Review Your Data**

Dashboard



## **Make a Plan to Share What You Learned**

Chiropracted Adjustments vs Joint Replacement

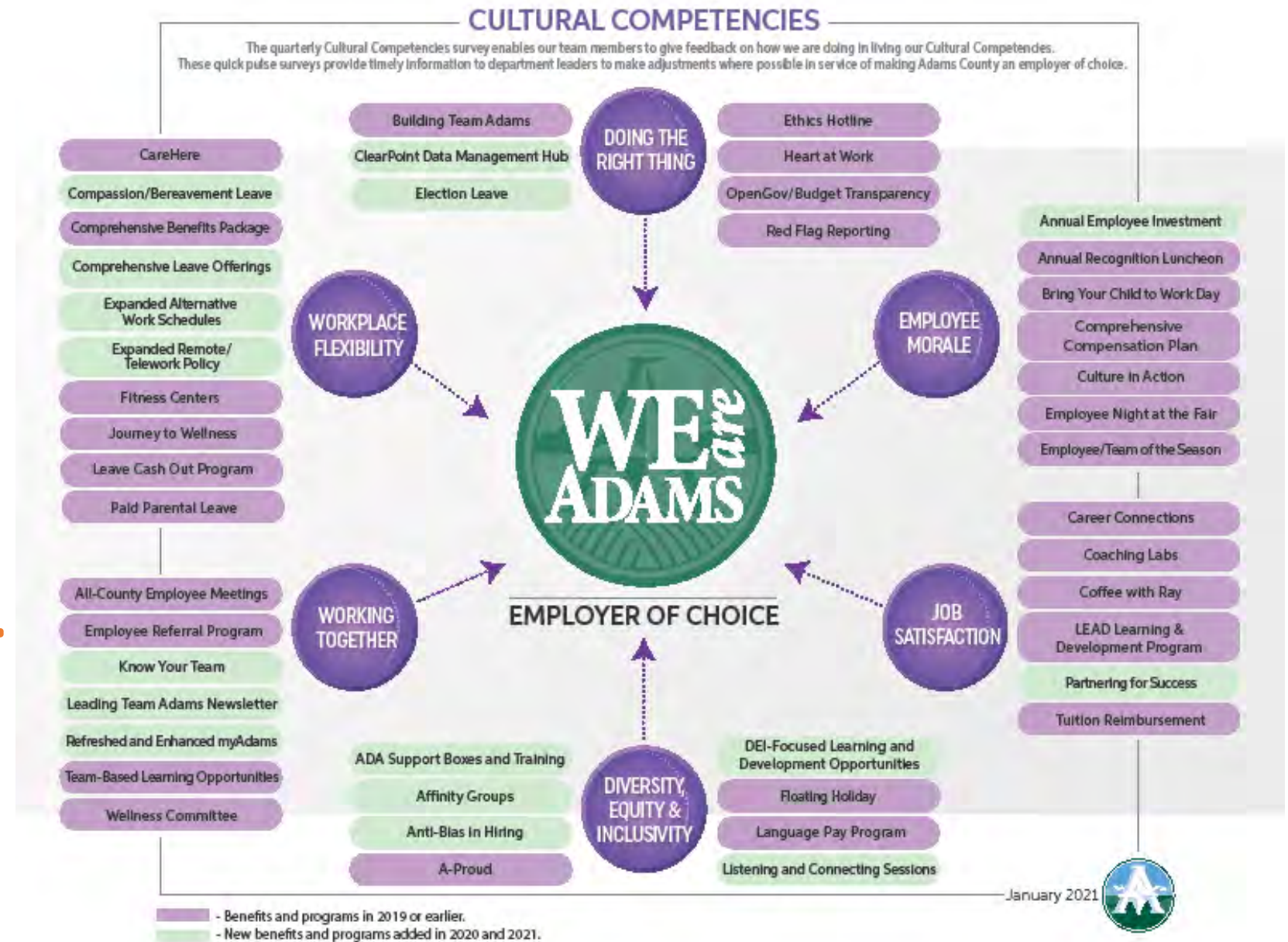
Cultural Competency Service Menu

I heard you say, so.....

Leadership Coaching



# People and Culture Service Menu



# Notable Takeaways: Diversity, Equity & Inclusivity

- Adams County aggregated positive score was 76%.
  - *Note: In almost every case, responses from those who identified their demographic information are higher than those who did not self-identify.*
- “There is no beginning and end or a checklist. Achieving diversity and inclusiveness in your workplace is instead a process for creating change through education, collaboration and vigilance.” (Third Sector New England, HCM Workforce Strategic Diversity Survey).
  - From the above survey the top three strategic goals identified were:
    - Creating an inclusive company culture—80.9%
    - Increasing employee engagement—79.7%
    - Fostering collaboration in the workplace—75%
  - Adams County would be considered an “advanced” employer with regards to DE&I, and while this is something to be proud of, the survey scores indicate that much still needs to be done. (ex: collect and report out on: other agency diversity data, census data and other benchmark data).
  - Another interesting find from this study was that employees ranked equally with managers/leads (61.8%) as being key stakeholders for accomplishing diversity goals. (Executive level was the highest at 83.8%)
  - The highest scoring question in this competency was: “My current immediate supervisor works to give everyone what they need to be successful”—80.7%
  - The lowest scoring question in this competency was: “My current immediate supervisor provides ongoing opportunities to learn more about diversity, equity and inclusivity”—74.5%
    - This is an area that could be appropriate for targeted follow up with our leaders.

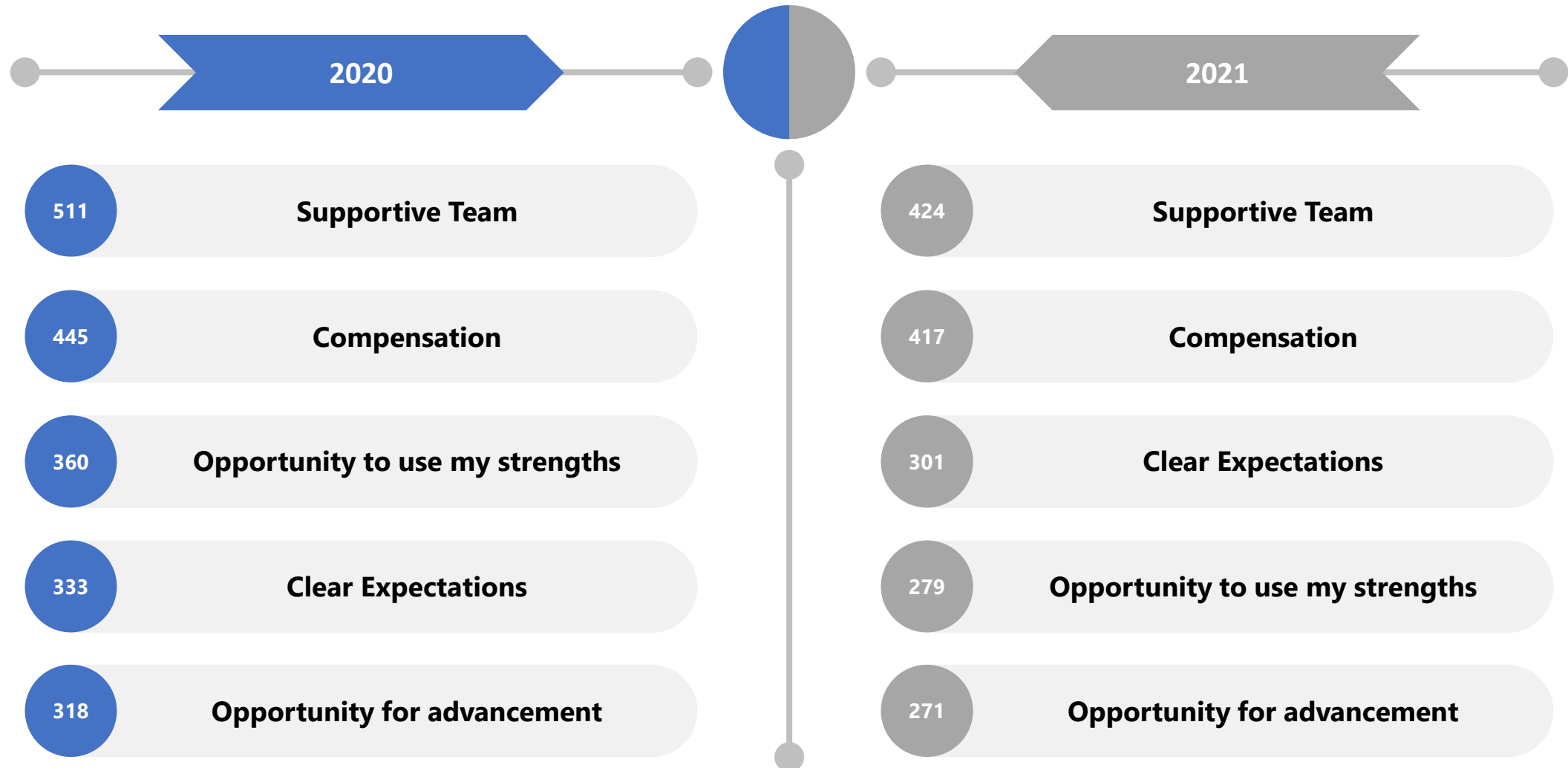
Example additional information provided each quarter to leaders.

# Latest Survey Results Summary: Job Satisfaction

Question	2020	2021
My department encourages and rewards staff for innovation and continuous improvement.	61.9%	74.2%
My immediate supervisor provides an open and safe environment for staff to address work issues.	79.7%	86.4%
My immediate supervisor communicates with me on a regular basis.	80.7%	88.5%
My immediate supervisor listens to me—I feel heard.	76.5%	83.9%
My immediate supervisor ensures that job expectations are clear and achievable.	75%	83.7%
I am both challenged and supported in my role.	75.1%	81.4%
I have the opportunity to use my strengths frequently.	76.2%	79.4%
I clearly understand what is expected of me.	81.7%	85.2%
I would recommend working at Adams County.	88.4%	93.5%

**Scores increased for every question by an average of 5.3% compared to 2020**

# What drives job satisfaction in Adams County?



*Number indicates the frequency the factor was selected. Participants could select up to 3 factors.*

# Job Satisfaction Comparison by Ethnicity

Ethnicity	2020	2021	Trend
American Indian or Alaskan Native	90%--16	83%--10	↓
Asian or Pacific Islander	88%--15	91%--23	↑
Black or African American	80%--19	87%--25	↑
Hawaiian or Pacific Islander	100%--1	100%--2	=
Hispanic or Latino	82%--174	86%--162	↑
White (not of Hispanic origin)	82%--421	88%--343	↑

**Job Satisfaction County Average: 83%**

*Of those who participated in the surveys, 68% self-reported their ethnicity in 2020.  
This percentage increased to 72% in the 2021 survey. (Respondents have the option of “Choose not to answer” for this demographic question)*

# Job Satisfaction Comparison by Tenure

Tenure	2020	2021	Trend
1-3 Years	80%--237	83%--196	↑
4-6 Years	78%--166	77%--153	↓
7-9 Years	81%--61	83%--65	↑
10-15 Years	78%--91	88%--78	↑
15+ Years	82%--113	89%--106	↑




**Job Satisfaction County Average: 83%**

*Of those who participated in the surveys, 80% self-reported their tenure in 2020.*

*This percentage increased to 86% in the 2021 survey.*

*(Respondents have the option of “Choose not to answer” for this demographic question)*

# Job Satisfaction Comparison by Gender

Gender	2020	2021	Trend
Male	85%--219	91%--167	
Female	81%--478	85%--459	
Gender Non-Conforming	70%--8	63%--6	

**Job Satisfaction County Average: 83%**

*Of those who participated in the surveys, 75% self-reported their gender in 2020.  
This percentage increased to 79% in the 2021 survey.  
(Respondents have the option of “Choose not to answer” for this demographic question)*



Questions &  
Comments







## STUDY SESSION ITEM SUMMARY

<b>DATE OF STUDY SESSION:</b> Tuesday, July 27, 2021
<b>SUBJECT:</b> Children and Family Services Update
<b>OFFICE/DEPARTMENT:</b> Human Services
<b>CONTACT:</b> Katie Griego and Kari Daggett
<b>FINACIAL IMPACT:</b> No
<b>SUPPORT/RESOURCES REQUEST:</b> None at this time
<b>DIRECTION NEEDED:</b> None at this time
<b>RECOMMENDED ACTION:</b> Children and Family Services will continue to engage with our workforce, our families, and our community partners towards excellent service to our families and the successful implementation of the Family First Prevention Services Act in Adams County.

### **DISCUSSION POINTS:**

- Review Family First Prevention Services Act of 2018 and its purposes
- Review three primary focuses of Family First and their intended impact
- Adams County Children and Family Services' Family First efforts to date
- Overview of Children and Family Services
- Children and Family Services Data
- Children and Family Services Successes



# **HUMAN SERVICES CENTER**

## **CHILDREN AND FAMILY SERVICES**

Study Session  
Tuesday, July 27, 2021



# **FAMILY FIRST PREVENTION SERVICES ACT**

- Signed into law on February 9, 2018
- Massive child welfare reform
- Focuses on:
  - Prevention
  - Placement
  - John H. Chafee Foster Care Independence Program
- Implemented by October 1, 2021

# PREVENTION



How? – Federal funds can be used for prevention services.



Who? – Children/youth who are “candidates” for foster care, their parents/kin caregivers, and youth in foster care who are pregnant or parenting



What? – Evidence-based services that are listed on the Family First Prevention Services Clearinghouse

# PLACEMENT



How? – Federal funds can only be used for qualified residential placements and family-like placements



Who? – any child/youth who requires out of home placement



What? – the only residential placements that can be used must be a Qualified Residential Treatment Program and an independent assessment must take place to determine the appropriateness of this level of placement



# JOHN H. CHAFEE FOSTER CARE INDEPENDENCE PROGRAM



How? – Modernized and expanded Chafee to enhance the support counties can provide youth so they can more successfully transition to adulthood.



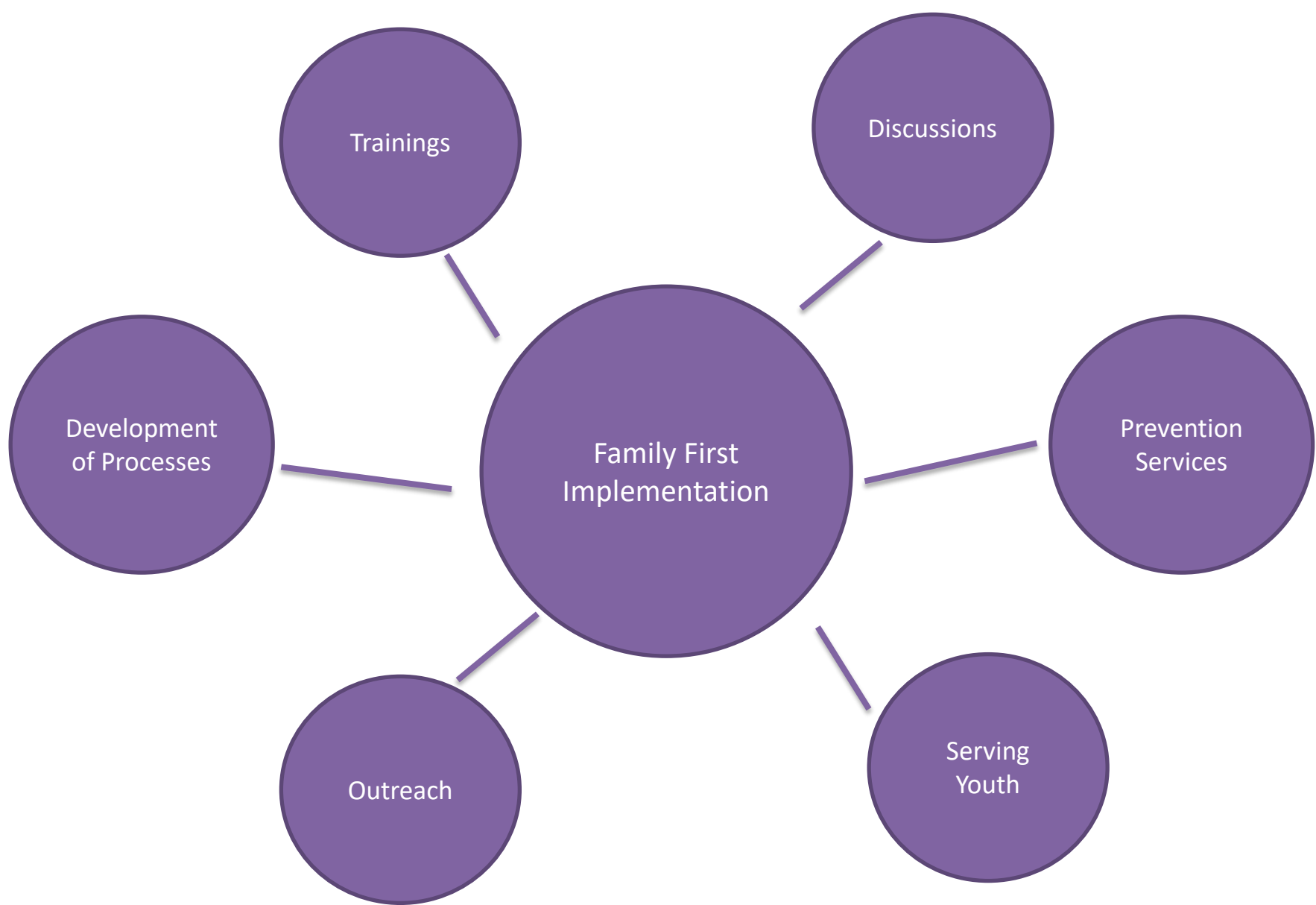
Who? – Youth ages 14 to 27 who are in foster care or who were formerly in foster care.



What? – Extends Chafee supports to the age of 23, extends Education and Training Vouchers (ETV) to the age of 26, and ensures youth who age out of foster care are provided official documentation that they were previously in foster care.







# For families this means:

- a transition from a crisis agency to a prevention agency
- increase in prevention services delivered
- reduction in foster care placements
- reduction in trauma
- increase in positive outcomes for children and families



# **CHILDREN AND FAMILY SERVICES OVERVIEW**

- Transition back to the building
- Guiding Principles
- Children and Families Data
  - Performance Measures

# CHILDREN AND FAMILY SERVICES DATA

## CHILDREN & FAMILY SERVICES



9K+

9,176 Referrals for  
Child Abuse/Neglect

122

Finalized Adoptions

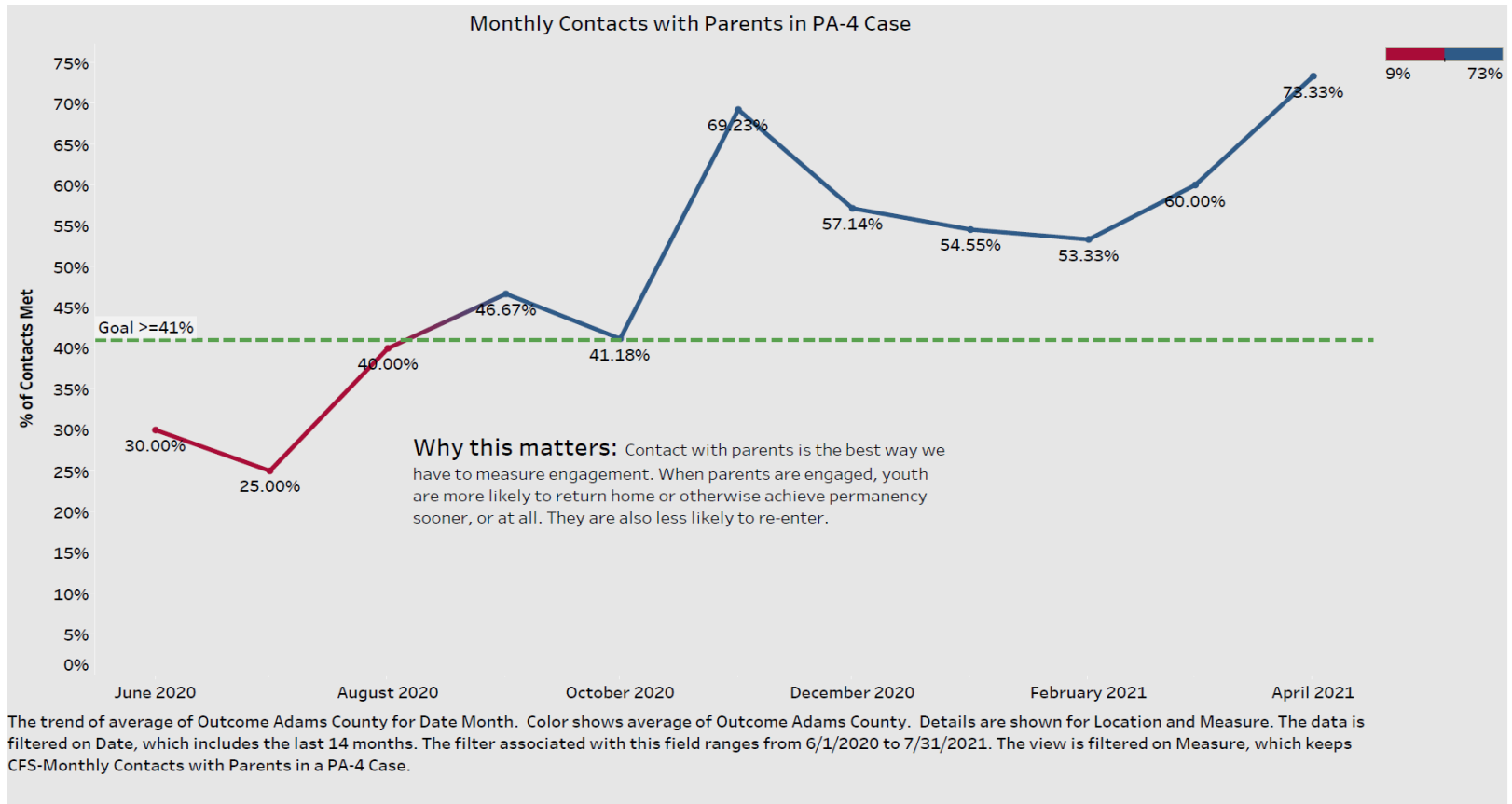


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Children Reunified

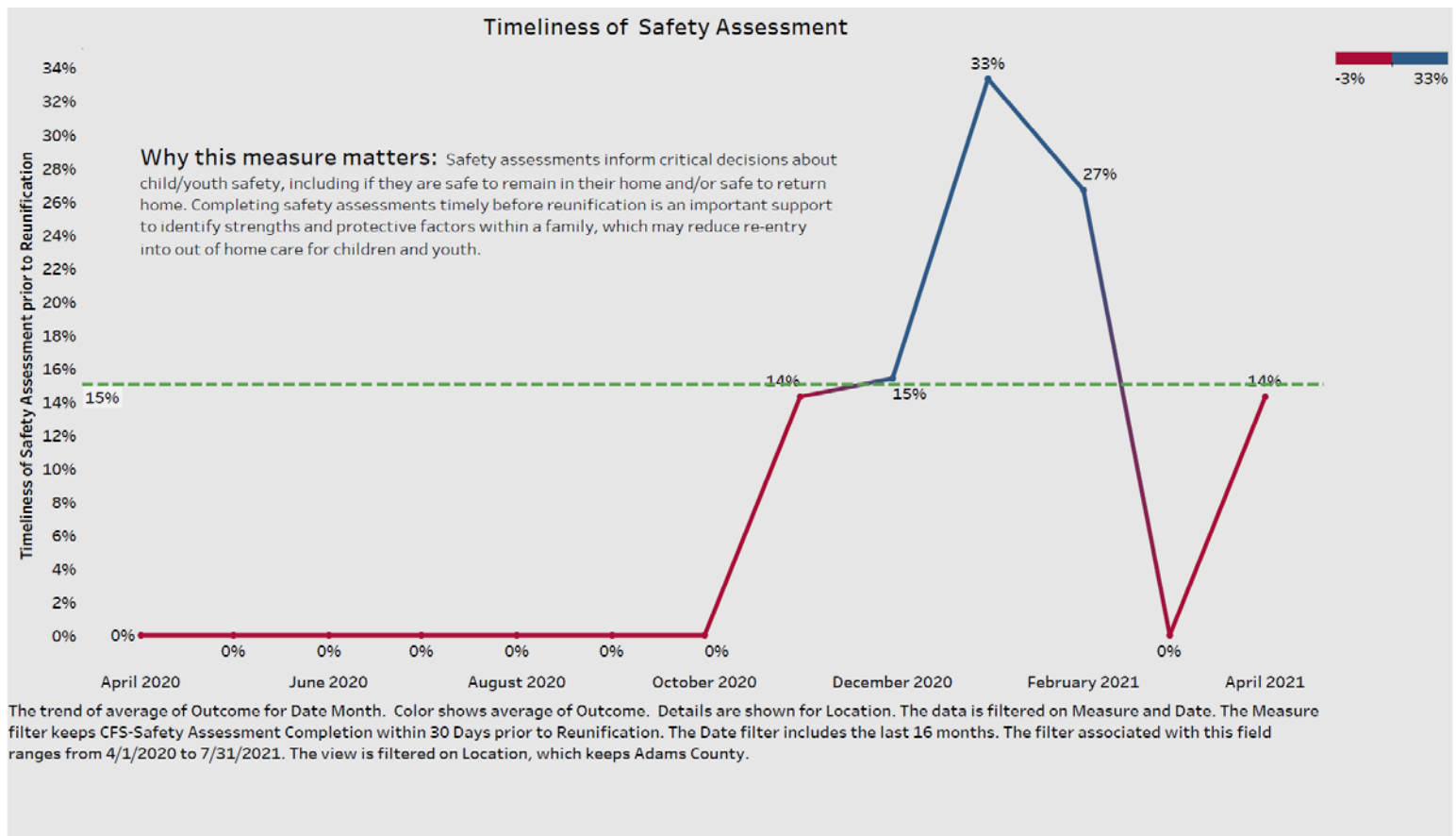
# CHILDREN AND FAMILY SERVICES DATA

- Meeting or exceeding goal: contacts with PA4 parents and family engagement meetings before reunification



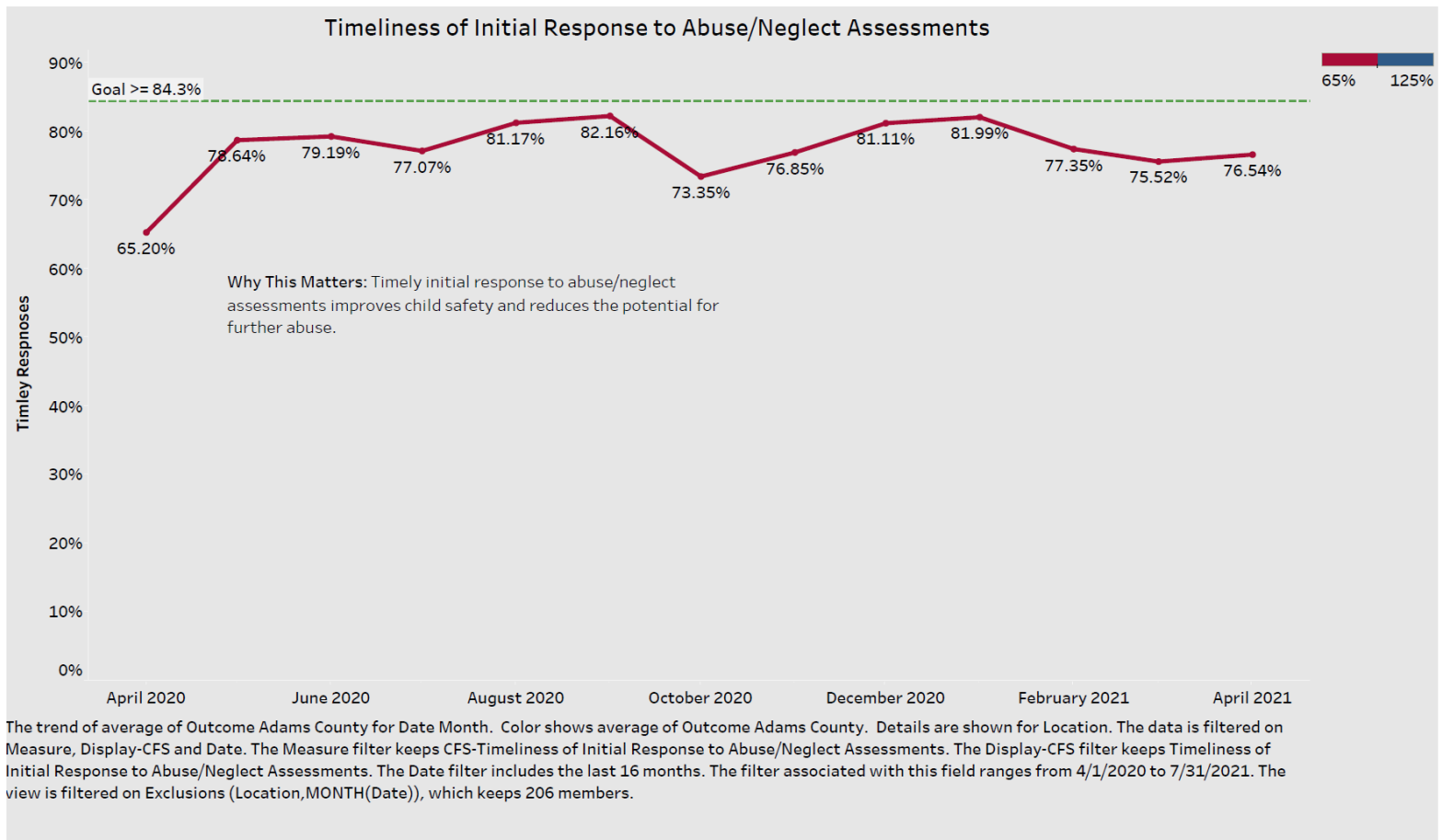
# CHILDREN AND FAMILY SERVICES DATA

- Near goal: safety assessments completed prior to reunification



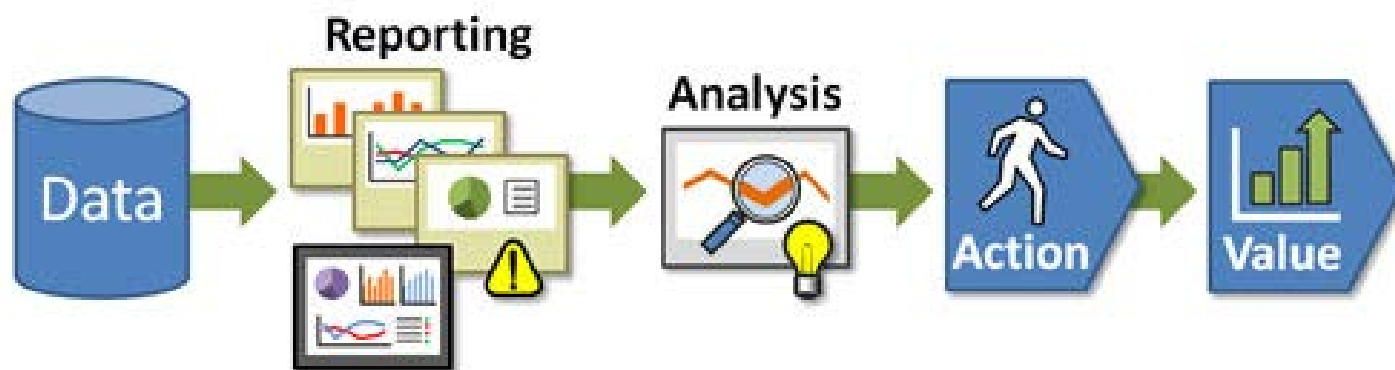
# CHILDREN AND FAMILY SERVICES DATA

- Not meeting the goal: timeliness of initial response



# CHILDREN AND FAMILY SERVICES DATA

Data-informed supervision approach





# CHILDREN AND FAMILY SERVICES SUCCESSES THROUGH THE LENS OF THE TEAM

- “I am an important part of the organization.” – 88%
- “I make a difference in the lives of the people I serve.” – 98%
- “Current leadership listens to my ideas.” and “I feel empowered to implement my ideas.” – 75%
- To those we serve:
  - The voice of Adams County
  - Relentless advocacy
  - Timely service
  - Internal workgroups



**THANK YOU!**