



# **NOTICE OF COUNCIL MEETING**

## **STUDY SESSION**

TELECONFERENCE (Open to the Public)

May 16, 2022

6:30 p.m.

---

### **TELECONFERENCE/ELECTRONIC PARTICIPATION PROCEDURES**

***Members of the Aurora City Council will participate in the May 16, 2022 Study Session by teleconference due to concerns surrounding the COVID-19 (coronavirus) outbreak. To keep the members of our community, employees and leaders safe, there will be no public presence at the meeting. Members of the public and media will be able to participate remotely through the options listed below:***

#### **View or listen live to the Study Session**

Live streamed at [www.auroraTV.org](http://www.auroraTV.org)  
Cable Channels 8 and 880 in Aurora  
Call: 855.695.3475

#### **Translation/Accessibility**

The City will provide closed captioning services on Cable Channels 8 and 880. If you need any other accommodation, please contact the Office of the City Clerk at (303) 739-7094. If you are in need of an interpreter, please contact the Office of International and Immigrant Affairs at 303-739-7521 by Monday, May 16, 2022 at 9:00 a.m. (Si necesita un intérprete, comuníquese con la oficina de asuntos internacionales e inmigrantes en 303-739-7521 por el viernes anterior a la reunión del lunes.)

---

For other information regarding public meetings, please contact the Office of the City Clerk at (303) 739-7094 or by email at [CityClerk@auroragov.org](mailto:CityClerk@auroragov.org) or visit [www.auroragov.org](http://www.auroragov.org)





## REVISED AGENDA

Study Session of the  
Aurora City Council

Monday, May 16, 2022

6:30 p.m.

VIRTUAL MEETING

City of Aurora, Colorado

15151 E Alameda Parkway

---

Pages

**1. ITEMS FROM THE MAYOR**

**1.a. Mayor's Update**

**1.b. Issue Update**

**2. CONSENT CALENDAR**

**2.a. Consideration to Appoint One (1) Member and Reappoint One (1) Member to the Metro Water Recovery District Board** 5

Jo Ann Giddings, Deputy Director of Business Services, Aurora Water / Ian Best, Assistant City Attorney

**2.b. Consideration to Appoint Four (4) Members and Reappoint One (1) Member to the Golf Course Advisory Board** 16

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

**2.c. Consideration to Appoint Two (2) Members to the Library Board** 41

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

**2.d. Consideration to Appoint Two (2) Members to the Veterans Affairs Commission** 48

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

<b>2.e.</b>	<b>Maintenance IGA with CDOT for the I70 &amp; Picadilly Interchange Project (Resolution)</b>	<b>58</b>
	Victor Rachael, Deputy Director of Public Works, Engineering / Michelle Gardner, Senior Assistant City Attorney	
	Estimated Time: 10 mins	
<b>3.</b>	<b>ITEMS FROM THE POLICY COMMITTEES</b>	
<b>3.a.</b>	<b>Judge Terms Ordinance Amendment</b>	<b>89</b>
	Shawn Day, Presiding Judge / Angela Garcia, Senior Assistant City Attorney	
	Estimated time: 10 mins	
<b>*3.b.</b>	<b>Veterans Affairs Commission Biennial Public Hearing</b>	<b>96</b>
	Alicia Romero, Training Coordinator / Kim Skaggs, Assistant Civil City Attorney	
	Outside Speaker: Ralph Charlip, Chairperson of Veterans Affairs Commission	
	Estimated time: 15 mins	
<b>3.c.</b>	<b>BPM and Thornton IGA Regarding Trout Creek Augmentation (Resolution)</b>	<b>102</b>
	Alexandra Davis, Deputy Director of Water Resources, Aurora Water / Ian Best, Assistant Attorney II Civil	
	Estimated time: 10 mins	
<b>3.d.</b>	<b>Reimbursement Agreement for Metro Water Recovery regarding the Second Creek Interceptor (Resolution)</b>	<b>126</b>
	Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney	
	Estimated time: 10 mins	
<b>3.e.</b>	<b>Fulenwider Second Creek Southwest Intergovernmental Agreement (Resolution)</b>	<b>142</b>
	Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney	
	Estimated time: 5 mins	

<b>3.f.</b>	<b>Crossroads Offsite Sanitary Reimbursement Agreement (Resolution)</b>	266
	Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney	
	Estimated time: 5 mins	
<b>3.g.</b>	<b>Roadway Maintenance and Funding Options</b>	284
	Sponsor: Council Member Dustin Zvonek Lynne Center, Deputy Director / Michelle Gardner, Sr. Assistant City Attorney	
	Estimated time: 20 mins	
<b>3.h.</b>	<b>2022 Heavy Fleet Financing Ordinance</b>	315
	Teresa Sedmak, City Treasurer / Hanosky Hernandez, Senior Assistant City Attorney	
	Estimated time: 5 mins	
<b>3.i.</b>	<b>City of Aurora Debt Policy</b>	325
	Teresa Sedmak, City Treasurer / Hanosky Hernandez, Senior Assistant City Attorney	
	Estimated time: 5 mins	
<b>3.j.</b>	<b>City Owned Impound Lot Exploration Resolution</b>	362
	Sponsor: Council Member Juan Marcano Megan Platt, Assistant City Attorney	
	Estimated time: 10 mins	
<b>3.k.</b>	<b>Resolution Adopting the Youth Violence Prevention Program 2022 Strategic Plan</b>	366
	Jessica Prosser, Director of Housing and Community Services / Angela Garcia, Senior Assistant City Attorney	
	Estimated time: 10 mins	
<b>3.l.</b>	<b>Youth Violence Prevention Program Community Funding Recommendations</b>	458
	Christina Amparan, Youth Violence Prevention Program Manager / Angela Garcia, Senior Assistant City Attorney	
	Estimated time: 30 mins	

- 3.m. Shelter Options in Safe Outdoor Spaces** 1049
- Sponsor: Mayor Pro Tem Bergan
- Jessica Prosser, Director of Housing and Community Services/Tim Joyce,  
Assistant City Attorney
- Estimated time: 20 mins
- 3.n. MOU with Adams County Regarding Homelessness (Resolution)** 1062
- Jessica Prosser, Director of Housing and Community Services / Tim Joyce,  
Assistant City Attorney
- Estimated time: 5 mins
- 4. ITEMS FROM THE CITY MANAGER**
- 4.a. Safety and Security Grant Program Update (ARPA)** 1077
- Sponsor: Curtis Gardner, Council Member
- Christina McClelland, Grant Development Manager / Hanosky Hernandez,  
Senior Assistant City Attorney
- Estimated time: 20 mins
- 5. ITEMS FROM THE CITY COUNCIL**
- \*5.a. Proposal to Create a New Ad-Hoc Committee to Review the Aurora City Charter** 1085
- Sponsors: Alison Coombs, Council Member / Angela Lawson, Council Member  
/ Juan Marciano, Council Member
- Dan Brotzman, City Attorney
- Estimated time: 15 mins
- 6. CALL-UPS OF COUNCIL POLICY COMMITTEE ITEMS**
- 7. MISCELLANEOUS ITEMS**
- 8. ITEMS REMOVED FROM THE AGENDA, IF ANY**



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Consideration to appoint one (1) member and reappoint one (1) member to the Metro Water Recovery District Board.
<b>Item Initiator:</b> Jo Ann Giddings, Deputy Director of Business Services, Aurora Water
<b>Staff Source/Legal Source:</b> Jo Ann Giddings, Deputy Director of Business Services, Aurora Water / Ian Best, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.0--Ensure excellent infrastructure that is well maintained and operated.

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Jo Ann Giddings, Deputy Director of Business Services, Aurora Water / Ian Best, Assistant City Attorney  
Estimated time: 10 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Water Policy

**Policy Committee Date:** 4/20/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
|---|--|

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☒ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** (*Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.*)

The City Council previously appointed Greg Baker and Bob Roth, and reappointed Jo Ann Giddings and Nadine Caldwell, to two (2) year terms (expiring June 2023). Bob LeGare and John Dingess were also previously appointed to two (2) year terms (expiring June 2022).

On April 20, 2022, The Water Policy Committee supported moving the appointment and reappointment of members to the Metro Water Recovery Board forward to Study Session.

---

**ITEM SUMMARY** (*Brief description of item, discussion, key points, recommendations, etc.*)

There are currently 6 Aurora representatives on the Metro Water Recovery (formerly Metropolitan Wastewater Reclamation District) Board with staggered terms. Per State statute (C.R.S. § 32-4-509), directors are required to be appointed from the member municipality for a two-year term (appointments are made by the City Council; openings are not publicly advertised.) Metro Water Recovery (Metro) is currently governed by a 39-member Board of Directors comprising representatives from each of the Member Municipalities of Metro. The number of representatives for each member municipality is based on its population. Each Member Municipality is allowed one Director for every 75,000 of population or fraction thereof. Based on Aurora's growing population, an additional Director position was added for Aurora in 2021.

On June 30, 2022, two of the six, City of Aurora, Metro Board Directors' terms will expire. Directors with expiring terms are; Bob LeGare and John Dingess. Bob LeGare was appointed in 2020 for a two-year term expiring in June of 2022 and is seeking reappointment. John Dingess was reappointed in 2020 for a two-year term also expiring in June of 2022 and will not seek reappointment. Member select James DeHerrera is recommended to take the Director appointment that will be vacated by John Dingess in June of 2022 for a two-year term expiring in June of 2024.

The other four Aurora Director appointments will expire in 2023. Jo Ann Giddings and Nadine Caldwell were reappointed in 2021 with terms expiring June of 2023 and Greg Baker and Bob Roth were newly appointed in 2021 with terms expiring in 2023.

Aurora Water currently maintains a balanced representation on the board which consists of:

- Three members with specific industry expertise representing Aurora on the Board. The technical expertise in the wastewater industry allows for the evaluation of items brought to the Board based on knowledge of finance, regulations, operations, system design and process, and communication. Aurora Board staff members are Jo Ann Giddings, Greg Baker and proposed member select James DeHerrera replacing John Dingess.
- Three former Aurora Council members more broadly represent Aurora on the Board. As Directors, they understand government processes including policy governance on items introduced to the Board, impacts of budgets and appropriations, representation of Aurora constituents, and overall function of a board or municipal organization. Currently Nadine Caldwell, Bob Roth and Bob LeGare (who is up for reappointment) fulfill this function.

Board members continue to help guide Metro through a multiyear, multimillion-dollar capital improvement program which includes rehabilitation of the Robert Hite Plant and several infrastructure rehabilitation efforts. In addition, Aurora Board members are working diligently to keep annual rate increases at acceptable levels while Metro undertakes this intense capital project schedule. Jo Ann Giddings is the staff liaison and the Treasurer. Bob LeGare is the Vice Chair on the Strategic Plan review. All Directors play a valuable role in representing the City of Aurora in maintaining sound financial and operating policies of Metro.

The Water Department requests that Council support the reappointment of former Council Member LeGare and the appointment of staff member James DeHerrera for the reasons listed above.

---

## QUESTIONS FOR COUNCIL

Does the Council support the reappointment of Bob LeGare and the appointment of James DeHerrera to the Metro Water Recovery Board?

---

## LEGAL COMMENTS

The Board of Directors is comprised of representatives from each of the participating municipalities of the district. Directors are required to be appointed from the member municipality for a two-year term (appointments are made by the City Council). The number of representatives for each member municipality is based on its population. Each member municipality is allowed one Director for every 75,000 of population or fraction thereof. (C.R.S. § 32-4-509) (Best).

---

## PUBLIC FINANCIAL IMPACT

☐ YES      ☒ NO

**If yes, explain:** N/A

---

## PRIVATE FISCAL IMPACT

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A

The Honorable Mayor Coffman  
Aurora City Council  
15151 E. Alameda Parkway  
Aurora, CO 80012-1553

RE: Application for reappointment to

Metro Water Recovery Board (FKA  
MetroWestwater)

Dear Mayor and Members of the Aurora City Council:

My term of office on the above-named board has recently expired or will expire soon. I am interested in serving an additional term.

I hope you will sincerely consider my application and reappointment.

Sincerely,



Signature

Bob LeGare

Printed name

Metro Water Recovery

Name of Board/Commission

3-6-2022

Date



## APPOINTMENT

I, Mike Coffman, Mayor of the City of Aurora, by virtue of the authority vested in me by law, do hereby appoint James DeHerrera as the City of Aurora representative on the Board of Directors of the Metro Water Recovery District, to serve a term of two years, beginning July 1, 2022, and ending June 30, 2024, in accordance with the laws of the State of Colorado and Bylaws of the Metro Wastewater Reclamation District.

Done this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

---

Mike Coffman, Mayor

## APPOINTMENT

I, Mike Coffman, Mayor of the City of Aurora, by virtue of the authority vested in me by law, do hereby appoint Bob LeGare as the City of Aurora representative on the Board of Directors of the Metro Water Recovery District, to serve a term of two years, beginning July 1, 2022, and ending June 30, 2024, in accordance with the laws of the State of Colorado and Bylaws of the Metro Wastewater Reclamation District.

Done this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

---

Mike Coffman, Mayor

Date:

3-6-2022

**City of Aurora**  
**APPLICATION FOR APPOINTMENT**  
 PLEASE TYPE OR PRINT CLEARLY

Ward No.

VI

Application kept for One Year. May Attach Resume.

Board/Commission Applying For:

Metro Wastewater Reclamation District Board

## PERSONAL INFORMATION:

Name: <b>Bob LeGare</b>		How long in Aurora?: <b>47 years</b>
Home Address: [REDACTED]		Zip: <b>80016</b>
e-mail address: [REDACTED]		Registered to Vote?: <b>yes</b>
**Date of Birth: [REDACTED]	Home Phone: [REDACTED]	Work Phone: [REDACTED]

## EDUCATION:

\*\*Required to verify voter registration

Yrs. Completed: <b>16</b>	Degree(s): <b>BSBA</b>
Colleges: <b>Community College of Aurora, University of Phoenix</b>	

## EMPLOYMENT:

Employer Name/Address: <b>Retired</b>	Position: <b></b>	How long? <b></b>
Work Experience: <b>Commercial Property Manager</b>	Certifications: <b></b>	

## COMMUNITY INVOLVEMENT:

DO YOU PRESENTLY SERVE IN ANY OTHER APPOINTED POSITION ON A BOARD, COMMISSION OR COMMITTEE? <b>YES</b>
If yes, what position: <b>Sand Creek Greenway Board</b>

## INTERESTS/ACTIVITIES:

<b>Volunteering, Scuba Diving, Walking, Reading</b>
---

## WHY DO YOU DESIRE THIS APPOINTMENT:

<b>Because I am interested in public infrastructure and operations thereof.</b>
---

How much time do you anticipate being able to spend on this appointment each month?

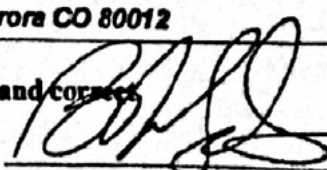
**Whatever time is needed**

## PLEASE GIVE THREE REFERENCES:

Name: <b>Nadine Caldwell</b>	Address: <b>Aurora CO 80010</b>	Phone: <b></b>
Name: <b>Jo Ann Giddings</b>	Address: <b>Aurora CO 80012</b>	Phone: <b>303-739-7378</b>
Name: <b>Marshall Brown</b>	Address: <b>Aurora CO 80012</b>	Phone: <b>303-739-7378</b>

I certify that the foregoing information is true and correct.

**Bob LeGare**  
 (Volunteer's name printed)

  
 (Volunteer's signature)

3-6-2022

(Date)

## SEND COMPLETED FORM TO:

CITY CLERK'S OFFICE, 15151 E. Alameda Parkway, Suite 1400, Aurora, CO 80012  
 PHONE: 303-739-7094 FAX: 303-739-7520.

(-OVER-)

<b>How did you hear about us:</b> <input type="checkbox"/> Newspaper: _____ <input type="checkbox"/> News Aurora (water bill newsletter) <input type="checkbox"/> Channel 8 <input checked="" type="checkbox"/> Word of Mouth <input type="checkbox"/> Other: _____	
--	--

**FOR OFFICE USE ONLY:**

<b>Date Received:</b> <u>3-6-2022</u> <b>Excel Entry Date:</b> _____ <b>Initials:</b> <u>Qin [signature]</u>	<b>Registered Voter:</b> <input checked="" type="checkbox"/> Yes ___ No ___ N/A <b>County:</b> Douglas <b>As of:</b> <u>8/2/2017</u> <b>Volunteer Agreement Signed?:</b> ___ Yes ___ No <b>Incumbent?</b> ___ <b>Renewal Letter Attached?</b> <input checked="" type="checkbox"/> <b>New Volunteer Agreement?</b> ___
--	---

<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Postcard Sent:</b>	<b>Response:</b>	
<b>Date Postcard Sent:</b>	<b>Response:</b>	

## Metro Water Recovery District Board Application

Name: James DeHerrera

Home Address: [REDACTED]

City: Aurora

Zip: 80013

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone: [REDACTED]

How Long in Aurora: 8.5

Register to Vote: Yes

### EDUCATION:

Years Completed: 6

Degree(s): Bachelor of Science in Civil Engineering Master of Management Practice

Colleges: Colorado State University

### EMPLOYMENT:

Employer Name: City of Aurora Employer Address: 15151 E. Alameda Pkwy

Position: Project Engineer

How Long?: 8.5

Work Experience: Aurora Water: Flow Control Center Technician, Engineer, Design Engineer, Project Engineer Throughout my tenure at Aurora Water, I have gained experience in our water, wastewater, and stormwater utilities. Starting my career with the Flow Control Center, I was responsible for monitoring the utility's Supervisory Control and Data Acquisition (SCADA) system and serving as after-hours customer service. In 2014 I transitioned to our Planning and Engineering Services division and have gained experience in development review, capital improvement project management, and long-range master planning. I have managed the utility's most recent Wastewater Master Plan and am currently managing the Integrated Water Master Plan 2 project.

Certifications: Professional Engineer (Colorado)

### COMMUNITY INVOLVEMENT:

Involvement: N/A

Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If Yes, what position: N/A

### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain: N/A

### INTERESTS/ACTIVITIES:

Interests/Activities: I am interested in technology and engineering processes. I am also interested in personal development and leadership. I enjoy mentoring individuals and learning and teaching.

### APPOINTMENT:

Why do you desire this appointment? I am interested in representing the City of Aurora who a Member Municipality and served by Metro Wastewater Recovery (MWR). I believe my background and experience will provide a unique perspective to MWR's Board of Directors. My goal is to represent City of Aurora residents and help guide the direction of this very important organization to protect the region's health and environment by cleaning water and recovering resources.

How much time do you anticipate being able to spend on this appointment each month?: As needed.  
Anticipated at ~10 hours/month.

PLEASE GIVE THREE REFERENCES:

Name: Sarah Young

Address: [REDACTED]

Phone: [REDACTED]

Name: Swirvine Nyirenda

Address: [REDACTED]

Phone: [REDACTED]

Name: Sarah "Sam" Miller

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - JLD

Date Received: 03/21/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 09/13/2016

STATISTICAL INFORMATION:

How did you hear about us? Other: Staff

**Water Policy Committee (WPC) Meeting**  
April 20, 2022

**Members Present:** Council Member Steve Sundberg Chair, Council Member Angela Lawson Vice-Chair, Council Member Curtis Gardner

**Absent:**

**Others Present:** Casey Rossman, Dawn Jewell, John Murphy, Steve Fiori, Leiana Baker, Jo Ann Giddings, Greg Baker, Ian Best, Lauren Maggert, Laura Perry, Marshall Brown, Alex Davis, Rachel Allen, Sarah Young, Fernando Aranda, Dan Brotzman, Chad DiFalco, Rory Franklin, Melina Bourdeau

---

**3. Consideration to appoint one (1) member and reappoint one (1) member to the Metro Water Recovery District Board**

Summary of Issue and Discussion: J. Giddings stated, on June 30, 2022, two of the six, City of Aurora, Metro Board Directors' terms will expire. Directors with expiring terms are Bob LeGare and John Dingess. Bob LeGare was appointed in 2020 for a two-year term expiring in June of 2022 and is seeking reappointment. John Dingess was reappointed in 2020 for a two-year term also expiring in June of 2022 and will not seek reappointment. Member select James DeHerrera is recommended to take the Director appointment that will be vacated by John Dingess in June of 2022 for a two-year term expiring in June of 2024.

Outcome: The Committee supports Consideration to appoint one (1) member and reappoint one (1) member to the Metro Water Recovery District Board.

Follow-Up Action: Forward to Study Session for consideration.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Consideration to Appoint Four (4) Members and Reappoint One (1) Member to the Golf Course Advisory Board
<b>Item Initiator:</b> Doug McNeil, Manager of Golf, Brook Bell, Director of Parks, Recreation and Open Space
<b>Staff Source/Legal Source:</b> Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 4.1--Develop and maintain high quality parks, rec facilities/programs, libraries, natural areas, trails and open space

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

**Action Taken/Follow-up:** *(Check all that apply)*



☐ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Golf Course Advisory Committee's role is to advise City Council on matters pertaining to the planning, regulation, maintenance, repair, operation, and fee structure of City-owned and controlled golf courses and the play thereon.

The Golf Course Advisory Committee consists of eleven (11) members appointed by the Aurora City Council. The term length is three (3) years and members may serve up to three (3) terms.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The Golf Course Advisory Committee currently has 4 vacancies. The Commission received 8 applications and 7 interviews were conducted on April 28th, 2022.

Among the applicants were:

Shannon Crouthers, John Lichtner, Pete Schlickman, Wes Severin, Jesse Stine, Dan Andrews and Karen Dawson

Upon conducting interviews, the Golf Course Advisory Committee respectfully recommends the appointment and reappointment of the following candidates:

Shannon Crouthers – 1st term beginning 5/1/2022 and ending on 04/30/2025

Wes Severin – 1st term beginning on 5/1/2022 and ending on 04/30/2025

Pete Schlickman – 1st term beginning on 5/1/2022 and ending on 04/30/2025

John Lichtner – 1st term beginning on 5/1/2021 and ending on 04/30/2024

Jesse Stine – 3rd term beginning on 5/1/2022 and ending on 04/30/2025

---

**QUESTIONS FOR COUNCIL**

Does Council wish to appoint Shannon Crouthers, John Lichtner, Pete Schlickman, Wes Severin, and reappoint Jesse Stine to the Golf Course Advisory?

---

**LEGAL COMMENTS**

The Golf Course Advisory Committee shall have the responsibility and function of advising the city council on such matters as shall pertain to the planning, regulation, maintenance, repair and operation of city-owned and controlled golf courses and the play thereon. (City Code Section 98-120). The Golf Course Advisory Committee shall consist of 11 members. The director of the parks and open space department, and the golf course division manager thereof shall be nonvoting members of the committee. (City Code Section 98-117). All persons appointed to the Golf Course Advisory Committee shall be registered electors and shall have an active interest in promoting the sport of golf on the city golf courses. (City Code Section 98-118). (Lathers)

---

**PUBLIC FINANCIAL IMPACT**

☐ YES ☒ NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A

# MEMORANDUM



City of Aurora

*Worth Discovering • auroragov.org*

**TO:** Mayor Mike Coffman  
Members of City Council

**THROUGH:** Doug McNeil, Manager of Golf  
Brooke Bell, Director of Parks, Recreation and Open Space Department

**FROM:** Tristen Sheptock, City Clerk Analyst  
Kadee Rodriguez, City Clerk

**DATE:** May 5, 2022

**SUBJECT:** Golf Course Advisory Committee Appointments

---

The Golf Course Advisory Committee's role is to advise City Council on matters pertaining to the planning, regulation, maintenance, repair, operation, and fee structure of City-owned and controlled golf courses and the play thereon.

The Committee is made up of 11 members appointed to 3-year terms, and members may serve up to three terms. There are currently five vacancies. The committee received eight (8) applications and interviewed seven (7) candidates on April 28, 2022.

Dan Andrews – Ward V. Mr. Andrews is retired from corporate America and is currently serving as a golf instructor for the 1<sup>st</sup> Tee program. Dan was pleased to know about some of our programming and thinks we need to continue to create opportunities for youth, especially girls.

Shannon Crouthers – Ward VI. Ms. Crouthers is a member of the Saddle Rock Women's Club and participates in the couple's league. She served as Chair of the Parks and Recreation Advisory Board and has some history working in the golf industry. She believes Aurora golf courses are well maintained and players get a good return for what they spend on green fees.

Karen Dawson – Ward VI. Ms. Dawson does not play golf, did not provide references and has no previous volunteer experience. Her focus is on dogs and walkers frequenting the neighboring golf course as well as other activities that may cause damage to the course. She believes youth golf activities should be a primary component of our organization.

John Lichtner – Ward VI. Mr. Lichtner is a longtime member of the Meadow Hills Men's Club, Blackstone Country Club and has participated in Aurora couples leagues. He is a former City of Aurora employee and familiar with city structure. John recognizes the need for water and how courses may be wrongly stigmatized for excessive use of water. He believes we need to remain steady in engaging youth in golf to feed our future.

Pete Schlickman – Ward I. Mr. Schlickman is a member of Kennedy Men’s Club and regularly plays Common Ground as well as Aurora Hills. Pete has volunteer experience and expressed he can bring problem-solving skills and his ability to adapt to any needed role on the committee. He is aware of numerous USGA promotions such as Play it Forward and would like to see the historic “stuffiness” of the game reduced.

Wes Severin – Ward II. Mr. Severin is a member of the combined Murphy Creek/Saddle Rock Men’s Club. He thinks Murphy Creek is a stand-out public course in the metro area and has previous volunteer experience. Wes has an extensive background in financial services and is aware of the large role of water availability for courses.

Jesse Stine – Ward VI. Mr. Stine is an incumbent and current vice-chair reapplying for a third term. He is the second longest serving member of the Committee. Jesse is a board member of the combined Murphy Creek/Saddle Rock Men’s Club and has a record of asking relevant questions and making thoughtful contributions while serving on the Golf Advisory Committee. He has a history of volunteering and makes a point of engaging staff during his visits to each golf course.

In conclusion, the Golf Course Advisory Committee respectfully suggests the appointment of **Shannon Crouthers, John Lichtner, Pete Schlickman, Wes Severin** and the re-appointment of **Jesse Stine.**

Date:

**City of Aurora**  
**APPLICATION FOR APPOINTMENT**  
 PLEASE TYPE OR PRINT CLEARLY

Ward No.

VI

**Application kept for One Year. May Attach Resume.**

Board/Commission Applying For:

**Golf Advisory Board**

**PERSONAL INFORMATION:**

Name: <b>SHANNON CROUTHERS</b>		How long in Aurora: <b>17 Years</b>
Home Address: [REDACTED]	Zip: [REDACTED]	Registered to Vote: <b>Yes</b>
e-mail address: [REDACTED]	**Date of Birth: [REDACTED]	Home Phone: [REDACTED]
		Work Phone:

**EDUCATION:****\*\*Required to verify voter registration**

Yrs. Completed: <b>16 years</b>	Degree(s): <b>BSBA</b>
Colleges: <b>University of Phoenix</b>	

**EMPLOYMENT:**

Employer Name/Address: <b>HomeSmart</b>	Position: <b>Realtor</b>	How long? <b>4 Years</b>
Work Experience:	Certifications:	

**COMMUNITY INVOLVEMENT:**

<b>Currently the Chair of PROS Advisory Board</b>
DO YOU PRESENTLY SERVE IN ANY OTHER APPOINTED POSITION ON A BOARD, COMMISSION OR COMMITTEE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, what position: <b>PROS Advisory Board</b>
<b>INTERESTS/ACTIVITIES:</b>
<b>Golf, Camping, Working</b>

**WHY DO YOU DESIRE THIS APPOINTMENT:**

<b>I love the Aurora Golf Courses and want to see them thrive and be prosperous</b>
How much time do you anticipate being able to spend on this appointment each month? <b>As needed</b>

**PLEASE GIVE THREE REFERENCES:**

Name: <b>Joe Sack</b>	Address:	Phone: [REDACTED]
Name: <b>Lori Vodnik</b>	Address:	Phone: [REDACTED]
Name: <b>Barbara Kassel</b>	Address:	Phone: [REDACTED]

I certify that the foregoing information is true and correct.

Shannon Crouthers  
 (Volunteer's name printed)

\_\_\_\_\_  
 (Volunteer's signature)

2/7/2022  
 (Date)

**SEND COMPLETED FORM TO:**

CITY CLERK'S OFFICE, 15151 E. Alameda Parkway, Suite 1400, Aurora, CO 80012  
 PHONE: 303.739.7094 FAX: 303.739.7520.

**(-OVER-)**

<b>How did you hear about us:</b> <input type="checkbox"/> Newspaper: _____ <input type="checkbox"/> News Aurora (water bill newsletter) <input type="checkbox"/> Channel 8 <input type="checkbox"/> Word of Mouth <input checked="" type="checkbox"/> Other: COA Website	

**FOR OFFICE USE ONLY:**

Date Received: <u>2/7/2022</u> Excel Entry Date: _____ Initials: <u>Qingyapato</u>	Registered Voter: <u>X</u> Yes ___ No ___ N/A County: <u>Arapahoe</u> As of: <u>6/16/2005</u> Volunteer Agreement Signed?: ___ Yes ___ No Incumbent? ___ Renewal Letter Attached? ___ New Volunteer Agreement? ___
--	--

Date Interviewed:	Comments:	Appointed?
Date Interviewed:	Comments:	Appointed?
Date Interviewed:	Comments:	Appointed?
Date Postcard Sent:	Response:	
Date Postcard Sent:	Response:	

Date: 04/18/2022  
Ward No: VI  
Board/Commission Applying For: Golf Advisory

Name: John Lichtner  
Home Address: [REDACTED]  
City: Aurora  
Zip: [REDACTED]  
Email: [REDACTED]  
Date of Birth: [REDACTED]  
Work Phone: [REDACTED]  
How Long in Aurora: 35  
Register to Vote: Yes

EDUCATION:

Years Completed: 16  
Degree(s): BS Construction Management  
Colleges: University Louisiana Monroe

EMPLOYMENT:

Employer Name: Retired Employer Address: 26972 E Long Cir  
Position: N/a  
How Long?: N/a  
Work Experience:  
Certifications:

COMMUNITY INVOLVEMENT:

Involvement: Golfer in Aurora  
Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If  
Yes, what position:

CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

INTERESTS/ACTIVITIES:

Interests/Activities: Golf

APPOINTMENT:

Why do you desire this appointment? Have been a member of Meadow Hills Men's Club for 20 years.  
Want to keep the great municipal courses up and running for many years to come.

How much time do you anticipate being able to spend on this appointment each month?: 40 hours a month

PLEASE GIVE THREE REFERENCES:

Name: Joe Colwell

Address: [REDACTED]

Phone: [REDACTED]

Name: Roger Nelson

Address: [REDACTED]

Phone: [REDACTED]

Name: Tyler Loveday

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - JL

Date Received: 04/18/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 01/07/1991

STATISTICAL INFORMATION:

How did you hear about us? Other: Email



## Zapata, Cecilia

---

**From:** OnLineServices@auroragov.org  
**Sent:** Friday, February 4, 2022 10:52 AM  
**To:** Boards and Commissions; Watson, Ed  
**Subject:** Application for Appointment

Date: 02/04/2022  
Ward No: I  
Board/Commission Applying For: Golf Course Advisory Committee

Name: Pete Schlickman

Home Address: [REDACTED]

City: Aurora

Zip: [REDACTED]

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone:

How Long in Aurora: 3.5

Register to Vote: Yes

### EDUCATION:

Years Completed: 2005

Degree(s): PharmD

Colleges: University of Iowa

### EMPLOYMENT:

Employer Name: Genmab Employer Address: 777 Scudders Mill Road

Position: Medical Science Liaison

How Long?: 3.5

Work Experience: 13 years as clinical pharmacist locally, 3.5 years working as an MSL for a global biotech company

Certifications: Board Certified Oncology Pharmacist

### COMMUNITY INVOLVEMENT:

Involvement: 1st Tee

Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?:

No If Yes, what position:

### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

### INTERESTS/ACTIVITIES:

Interests/Activities: Golf, Exercising, Reading, Personal Finance, Music

APPOINTMENT:

Why do you desire this appointment? Be more involved in local community and direction for the aurora golf courses. Would be a great networking and learning opportunity as well.

How much time do you anticipate being able to spend on this appointment each month?: 2-4 hours

PLEASE GIVE THREE REFERENCES:

Name: Adam Lyle

Address: [REDACTED]

Phone: [REDACTED]

Name: Matt Zoller

Address: [REDACTED]

Phone: [REDACTED]

Name: Justin Oeth

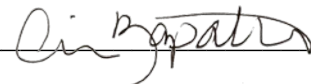
Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - PS

Date Received: 2/4/2022

Access Entry Date: \_\_\_\_\_

Initials: 

Registered Voter: X Yes        No        N/A County: Adams

As of: 9/26/2018

STATISTICAL INFORMATION:

How did you hear about us? Other: Email

## Zapata, Cecilia

---

**From:** OnLineServices@auroragov.org  
**Sent:** Thursday, February 10, 2022 12:01 PM  
**To:** Boards and Commissions; Watson, Ed  
**Subject:** Application for Appointment

Date: 02/10/2022  
Ward No: II  
Board/Commission Applying For: Golf Advisory Committee

Name: wesley severin  
Home Address: [REDACTED]  
City: Aurora  
Zip: [REDACTED]  
Email: [REDACTED]  
Date of Birth: [REDACTED]  
Home Phone: [REDACTED]  
Work Phone: [REDACTED]  
How Long in Aurora: 25 yr  
Register to Vote: Yes

### EDUCATION:

Years Completed: 16  
Degree(s): B A Economics  
Colleges: Colorado State University

### EMPLOYMENT:

Employer Name: Symetra Financial Employer Address: 777 108th Ave NE  
Position: EVP - Retirement Division  
How Long?: 11 Yrs  
Work Experience: Run P&L for Symetra's Retirement Division  
Certifications: Securities 6 & 63, Life & Health License

### COMMUNITY INVOLVEMENT:

Involvement: Involved in youth sports including coaching and referring HS basketball Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: Yes If Yes, what position: President - Bison Baseball Backers Booster Cl

### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

### INTERESTS/ACTIVITIES:

Interests/Activities: Golf, watching my kids sporting events

APPOINTMENT:

Why do you desire this appointment? I'm passionate about golf and how I can help improve the experience including getting more youth into the game How much time do you anticipate being able to spend on this appointment each month?: 4-5 Hrs

PLEASE GIVE THREE REFERENCES:

Name: Chris Walker

Address: [REDACTED]

Phone: [REDACTED]

Name: Leslie Core- Drevecky

Address: [REDACTED]

Phone: [REDACTED]

Name: Jake Rule

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - WS

Date Received: 2/10/2022

Access Entry Date: \_\_\_\_\_

Initials: 

Registered Voter: X Yes        No        N/A County: Arapahoe

As of: 3/5/2003

STATISTICAL INFORMATION:

How did you hear about us? Other: Twitter Feed

**From:** [Boards and Commissions](#)  
**To:** [Jaquith, Suzie](#)  
**Subject:** FW: Application for Appointment  
**Date:** Monday, January 10, 2022 1:10:19 PM

---

Hi Suzie,

Below is Jesse's application to the Golf Advisory Committee. I included you in a response to their email with the request for reappointment. Thank you.

Cecilia Zapata  
Deputy City Clerk | City of Aurora  
office 303-739-7787

Facebook | Twitter | Instagram | Nextdoor | AuroraTV.org

-----Original Message-----

From: OnLineServices@auroragov.org <OnLineServices@auroragov.org>  
Sent: Saturday, January 8, 2022 1:42 PM  
To: Boards and Commissions <boardsandcommissions@auroragov.org>; Watson, Ed <ewatson@auroragov.org>  
Subject: Application for Appointment

Date: 01/08/2022  
Ward No: VI  
Board/Commission Applying For: Golf Advisory Committee

Name: Jesse Stine

Home Address: [REDACTED]

City: Aurora

Zip: 80016

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone: [REDACTED]

How Long in Aurora: 15

Register to Vote: Yes

#### EDUCATION:

Years Completed: 4

Degree(s): B.S. Management B.S Finance

Colleges: North Central College Naperville, Illinois

#### EMPLOYMENT:

Employer Name: PepsiCo Employer Address: 1111 Westchester Ave, White Plains, NY

Position: Director FTS S&OP/ End to End Planning How Long?: 25 Work Experience: Multiple positions in Supply Chain and Capability within PepsiCo

Certifications:

#### COMMUNITY INVOLVEMENT:

Involvement: DDFL Volunteer

Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If Yes, what position:

INTERESTS/ACTIVITIES:

Interests/Activities: Golf, Traveling, Cruising, Auto Racing

APPOINTMENT:

Why do you desire this appointment? I am currently on the Golf Advisory Board and this is my application for reappointment How much time do you anticipate being able to spend on this appointment each month?: As much as needed

PLEASE GIVE THREE REFERENCES:

Name: Bob Rohde

Address: [REDACTED]

Phone: [REDACTED]

Name: Dr. Michael Hartman

Address: [REDACTED]

Phone: [REDACTED]

Name: Michael Kuhn

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - JS

Date Received: 05/05/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of 11/20/2007

As of: \_\_\_\_\_

STATISTICAL INFORMATION:

How did you hear about us? Other: Currently on board



The Honorable Mayor Coffman  
Aurora City Council  
15151 E. Alameda Parkway  
Aurora, CO 80012-1452

RE: Application for reappointment to

Golf Advisory Committee

Dear Mayor and Members of the Aurora City Council:

My term of office on the above-named board has recently expired or will expire soon. I am interested in serving an additional term.

I hope you will sincerely consider my application and reappointment.

Sincerely,

Jesse Stine

Signature

Jesse Stine

Printed name

Golf Advisory Committee

Name of Board/Commission

1/8/22

Date

## **Zapata, Cecilia**

---

**From:** OnLineServices@auroragov.org  
**Sent:** Saturday, January 8, 2022 1:42 PM  
**To:** Boards and Commissions; Watson, Ed  
**Subject:** Application for Appointment

Date: 01/08/2022  
Ward No: VI  
Board/Commission Applying For: Golf Advisory Committee

Name: Jesse Stine  
Home Address: 23307 East Ottawa Drive  
City: Aurora  
Zip: 80016  
Email: jstine01@comcast.net  
Date of Birth: 11-13-68  
Home Phone: 7205244396  
Work Phone: 7202556069  
How Long in Aurora: 15  
Register to Vote: Yes

### **EDUCATION:**

Years Completed: 4  
Degree(s): B.S. Management B.S Finance  
Colleges: North Central College Naperville, Illinois

### **EMPLOYMENT:**

Employer Name: PepsiCo Employer Address: 1111 Westchester Ave, White Plains, NY  
Position: Director FTS S&OP/ End to End Planning How Long?: 25 Work Experience: Multiple positions in Supply Chain and Capability within PepsiCo  
Certifications:

### **COMMUNITY INVOLVEMENT:**

Involvement: DDFL Volunteer  
Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?:  
No If Yes, what position:

### **INTERESTS/ACTIVITIES:**

Interests/Activities: Golf, Traveling, Cruising, Auto Racing

### **APPOINTMENT:**

Why do you desire this appointment? I am currently on the Golf Advisory Board and this is my application for reappointment How much time do you anticipate being able to spend on this appointment each month?: As much as needed

PLEASE GIVE THREE REFERENCES:

Name: Bob Rohde  
Address: 18951 E Belleview Place, Aurora 80015  
Phone: 303-693-7904

Name: Dr. Michael Hartman  
Address: 9235 Crown Crest Blvd, Parker 80138  
Phone: 303-669-3315

Name: Michael Kuhn  
Address: 19026 E Hickcok Drive Parker  
Phone: 303-888-5080

Applicant Initials Given? Yes - JS

Date Received: 1/8/2022

Access Entry Date: \_\_\_\_\_

Initials: 

Registered Voter: X Yes \_\_\_\_\_ No \_\_\_\_\_ N/A County: Arapahoe

As of: 11/20/2007

Date: 04/01/2022

Ward No: VI

Board/Commission Applying For: Golf Course Advisory Committee

Name: Karen Dawson

Home Address: [REDACTED]

City: Aurora

Zip: [REDACTED]

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone: N/A

How Long in Aurora: 6 yrs

Register to Vote: Yes

#### EDUCATION:

Years Completed: 19

Degree(s): Bachelor of Science Degree Masters Degree in Education

Colleges: University of California, Los Angeles UCLA University of Denver

#### EMPLOYMENT:

Employer Name: Retired Employer Address: N/A

Position:

How Long?:

Work Experience: Registered Nurse 43 years ECE Early Childhood Educator for children with special needs and disabilities.

Certifications: None active at this time.

#### COMMUNITY INVOLVEMENT:

Involvement:

Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If

Yes, what position:

#### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain: I am respectfully declining to provide references because they would be family. Given the current illegal circumstances here, I will not release that information. You may contact Officer Logan Pickett as my reference at APD. You may also contact Dustin and Danielle on the City Council. I have had email contact TO them as opposed to from them. I have not requested permission from any of these individuals to act as a reference, but each of them has had some form of contact with me, Logan Pickett having the most contact.

#### INTERESTS/ACTIVITIES:

Interests/Activities: My interests have been directed toward my enjoyment of living here, which has been consistently reduced by certain issues that have been allowed to continue in Aurora. One of them being off-leash dogs on the fairway. There are other issues as well which I have addressed directly with the City Council. I have a strong interest in contributing to residents observation of rules and laws because without these, no one is entirely happy here. It's a beautiful area, but an unsatisfactory situation as it stands now. Crime is increasing and we need a stronger approach to enforcement... Everywhere. If people get away with disobeying the "small" rules, they will try to get away with disobeying all the rules. That's the 'fallen' human nature. If people break rules on the golf course, that sets the example for unlawful behavior for other people, and in other situations.

APPOINTMENT:

Why do you desire this appointment? I live on the Saddle Rock Golf Course and have been observing what I consider to be inappropriate use of the facility for 6 years. Dogs have been run off-leash for years, and this has continued despite efforts by the "task force". While recent improvements have been made, these have always been temporary. And there are still many dogs off leash on the fairway. I know of no other golf course that allows dogs. And when I ask people if they know of golf courses that allow dogs, people are aghast. It just isn't done. And the course employees have told me they don't want dogs on the course. Residents don't want them, golf employees don't want them, why is Parks and Rec allowing this? I have mentioned many times that residents paid for expensive homes on the golf course to live on a golf course, not on a dog park. Parks and Rec needs to respect the residents who live here before preference is given to people who don't. There ARE other alternatives for the dogs. How much time do you anticipate being able to spend on this appointment each month?: As much as necessary.

PLEASE GIVE THREE REFERENCES:

Name:  
Address:  
Phone:

Name:  
Address:  
Phone:

Name:  
Address:  
Phone:

Applicant Initials Given? Yes - KD

Date Received: 04/04/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 10/04/1984

STATISTICAL INFORMATION:

How did you hear about us? Other: Aurora email newsletter

Date:

4/9/22

**City of Aurora**  
**APPLICATION FOR APPOINTMENT**  
 PLEASE TYPE OR PRINT CLEARLY

Ward No.

V

***Application kept for One Year. May Attach Resume.***

 Board/Commission Applying For:  
 Golf Course Advisory Committee
**PERSONAL INFORMATION:**

Name: <b>DAN ANDREWS</b>		How long in Aurora: <b>14 years</b>
Home Address: [REDACTED]		Zip: [REDACTED]
e-mail address: [REDACTED]		Home Phone: [REDACTED]
		Registered to Vote: <b>Yes</b>
		Work Phone:

**EDUCATION:****\*\*Required to verify voter registration**

Yrs. Completed: 14	Degree(s): none
Colleges:	

**EMPLOYMENT:**

Employer Name/Address: <b>Denver Jr. Golf 1st Tee Rocky Mountain</b>	Position: <b>instructor</b>	How long? <b>7 yrs.</b>
Work Experience: <b>30 years in Transportation/Logistics- VP</b>	Certifications:	

**COMMUNITY INVOLVEMENT:**
 DO YOU PRESENTLY SERVE IN ANY OTHER APPOINTED POSITION ON A BOARD, COMMISSION OR COMMITTEE? ☐ Yes ☒ No

If yes, what position:

**INTERESTS/ACTIVITIES:**
**Golf, reading, photography....and occassionaly grandkids! Ha**
**WHY DO YOU DESIRE THIS APPOINTMENT:**

*I've been involved in Golf since I was 15 and I taught my son who became a professional. I know various people within the industry and I have the feel of the golf community in Aurora. In addition I worked at a course when 16 yrs. old. Teaching my son as a professional as well as a lady pro golfer in Georgia allows for a lot of experience.*

 How much time do you anticipate being able to spend on this appointment each month? **What ever time is needed to complete the tasks of the committee.**
**PLEASE GIVE THREE REFERENCES:**

Name: <b>Justin Andrews</b>	Address: [REDACTED]	Phone: [REDACTED]
Name: <b>Dan Reeves - 1st Tee</b>	Address: [REDACTED]	Phone: [REDACTED]
Name: <b>Dave Power</b>	Address: [REDACTED]	Phone: [REDACTED]

I certify that the foregoing information is true and correct.

 Dan Andrews  
 (Volunteer's name printed)

 [Signature]  
 (Volunteer's signature)

 4/9/22  
 (Date)
**SEND COMPLETED FORM TO:**

**CITY CLERK'S OFFICE, 15151 E. Alameda Parkway, Suite 1400, Aurora, CO 80012**  
**PHONE: 303.739.7094 FAX: 303.739.7520.**

**(-OVER-)**

<b>How did you hear about us:</b> <input type="checkbox"/> Newspaper: _____ <input type="checkbox"/> News Aurora (water bill newsletter) <input type="checkbox"/> Channel 8 <input type="checkbox"/> Word of Mouth <input checked="" type="checkbox"/> Other: <u>Aurora Golf newsletter</u>	
--	--

**FOR OFFICE USE ONLY:**

Date Received: <u>04/19/2022</u> Excel Entry Date: _____ Initials: <u>Tristen Sheptock</u>	Registered Voter: <input checked="" type="checkbox"/> Yes ___ No ___ N/A County: <u>Arapahoe</u> As of: <u>02/21/2018</u> Volunteer Agreement Signed?: ___ Yes ___ No Incumbent? ___ Renewal Letter Attached? ___ New Volunteer Agreement? ___
--	--

Date Interviewed:	Comments:	Appointed?
Date Interviewed:	Comments:	Appointed?
Date Interviewed:	Comments:	Appointed?
Date Postcard Sent:	Response:	
Date Postcard Sent:	Response:	





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Consideration to Appoint Two (2) Members to the Library Board
<b>Item Initiator:</b> Midori Clark, Director of Library and Cultural Services
<b>Staff Source/Legal Source:</b> Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 5.3--Aggressively pursue primary job attraction, retention and expansion

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

**Action Taken/Follow-up:** *(Check all that apply)*

☐ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The purpose of the Library Board is to recommend to the city council such rules and regulations as it shall deem necessary to govern and prescribe the use of the public library and its facilities by the public.

The Library Board consists of seven (7) members appointed by the Aurora City Council. The term length is three (3) years and members may serve up to two (2) terms.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The Library Board currently has 2 vacancies. The Commission received 2 applications and interviews were conducted May 4<sup>th</sup> & 5<sup>th</sup> 2022.

Among the applicants were:  
Jessica Gagnon and Patrick Waggoner

Upon conducting interviews, the Library Board respectfully recommends the appointment of the following:

Jessica Gagnon – 1st term beginning 06/16/2022 and ending on 06/15/2025  
Patrick Waggoner – 1st term beginning on 06/16/2022 and ending on 06/15/2025

---

**QUESTIONS FOR COUNCIL**

Does Council wish to appoint Jessica Gagnon and Patrick Waggoner to the Library Board?

---

**LEGAL COMMENTS**

The library board shall consist of seven members, none of which shall serve more than two consecutive terms. The library board shall have the power to recommend to the city council rules and regulations that it deems necessary to govern and prescribe the use of the public library and its facilities by the public. (City Code Section 2-297). (Lathers)

---

**PUBLIC FINANCIAL IMPACT**

☐ YES ☒ NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A



## MEMORANDUM

TO: Mayor Coffman and Members of City Council

FROM: Brenda Perea, Board Chair, Library Board of Trustees

THROUGH: Tristen Sheptock, City Clerk Analyst  
Midori Clark, Library and Cultural Services Department, Director

DATE: May 6<sup>th</sup>, 2022

SUBJECT: New Appointments to the Aurora Library Board

---

The Aurora Library Board consists of seven (7) voting members appointed by the Aurora City Council. Two (2) vacancies currently exist.

### Summary

Ms. Jessica Gagnon submitted an application to the Aurora Library Board on March 25, 2022, and she was interviewed on May 4, 2022. She has an MS of Library & Information Science and a MS of Instructional Design & Technology. Ms. Gagnon works in the technology industry as a project manager.

Mr. Patrick Waggoner submitted an application to the Aurora Library Board on March 25, 2022, and he was interviewed on May 5, 2022. He has an MBA. Mr. Waggoner works in the economic industry as a grants specialist.

**The Aurora Library Board strongly supports the appointments of Jessica Gagnon and Patrick Waggoner as Members on the Aurora Library Board.**

Date:

**3/25/2022**

**City of Aurora**  
**APPLICATION FOR APPOINTMENT**  
 PLEASE TYPE OR PRINT CLEARLY

Ward No.

**IV**

***Application kept for One Year. May Attach Resume.***

Board/Commission Applying For:

**Library Board****PERSONAL INFORMATION:**

Name: <b>PATRICK WAGGONER</b>		How long in Aurora: <b>December 2020</b>
Home Address: [REDACTED]	Zip: [REDACTED]	Registered to Vote: <b>Yes</b>
e-mail address: [REDACTED]	**Date of Birth: [REDACTED]	Home Phone: [REDACTED]
		Work Phone: [REDACTED]

**EDUCATION:****\*\*Required to verify voter registration**

Yrs. Completed: <b>18</b>	Degree(s): <b>Bachelors of Business Admin: Finance &amp; Masters of Business Administration</b>
Colleges: <b>New Mexico State University</b>	

**EMPLOYMENT:**

Employer Name/Address: <b>U.S. Department of Commerce: Economic Development Admin</b>	Position: <b>Grants Specialist</b>	How long? <b>7 years</b>
Work Experience: <b>See attached resume</b>	Certifications: <b>See attached resume</b>	

**COMMUNITY INVOLVEMENT:**

<b>Looking to get more involved in Aurora. Previously worked for a non-profit that assisted labor cohesion between orgs.</b>	
DO YOU PRESENTLY SERVE IN ANY OTHER APPOINTED POSITION ON A BOARD, COMMISSION OR COMMITTEE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
If yes, what position:	

**INTERESTS/ACTIVITIES:**

<b>Reading, home improvements, hiking, driving, and traveling.</b>
--

**WHY DO YOU DESIRE THIS APPOINTMENT:**

<b>I love libraries and have a passion for community development. I'd like to get more involved in Aurora as my wife and I moved here back in November of 2020. I also think my grant management experience could be helpful in this context.</b>
How much time do you anticipate being able to spend on this appointment each month?
<b>I anticipate that I'll have around 10 hours each month to devote to the library board; I can surely put in more, if needed.</b>

**PLEASE GIVE THREE REFERENCES:**

Name: <b>Trent Thompson</b>	Address: [REDACTED]	Phone: [REDACTED]
Name: <b>Janet Miller</b>	Address: [REDACTED]	Phone: [REDACTED]
Name: <b>Mitchell Harrison</b>	Address: [REDACTED]	Phone: [REDACTED]

I certify that the foregoing information is true and correct.

**Patrick Waggoner**

(Volunteer's name printed)

**PATRICK WAGGONER**

(Volunteer's signature)

Digitally signed by PATRICK WAGGONER

Date: 2022.03.25 15:13:20 -06'00'

**3/25/2022**

(Date)

**SEND COMPLETED FORM TO:****CITY CLERK'S OFFICE, 15151 E. Alameda Parkway, Suite 1400, Aurora, CO 80012****PHONE: 303.739.7094 FAX: 303.739.7520.****(-OVER-)**

<b>How did you hear about us:</b> <input type="checkbox"/> Newspaper: _____ <input type="checkbox"/> News Aurora (water bill newsletter) <input type="checkbox"/> Channel 8 <input type="checkbox"/> Word of Mouth <input type="checkbox"/> Other: <u>email newsletter</u>	
---	--

**FOR OFFICE USE ONLY:**

<b>Date Received:</b> <u>03/28/2022</u> <b>Excel Entry Date:</b> _____ <b>Initials:</b> <u>[Signature]</u>	<b>Registered Voter:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <b>County:</b> <u>Arapahoe</u> <b>As of:</b> <u>11/12/2020</u> <b>Volunteer Agreement Signed?:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <b>Incumbent?</b> <input type="checkbox"/> <b>Renewal Letter Attached?</b> <input type="checkbox"/> <b>New Volunteer Agreement?</b> <input type="checkbox"/>
--	--

<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Interviewed:</b>	<b>Comments:</b>	<b>Appointed?</b>
<b>Date Postcard Sent:</b>	<b>Response:</b>	
<b>Date Postcard Sent:</b>	<b>Response:</b>	

Date: 03/25/2022

Ward No:

Board/Commission Applying For: Library Board

Name: Jessica Gagnon

Home Address: [REDACTED]

City: Aurora

Zip: [REDACTED]

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone:

How Long in Aurora: 6 yea

Register to Vote: Yes

#### EDUCATION:

Years Completed: 8

Degree(s): BA English Master of Library & Information Science Master of Science Instructional Design & Technology

Colleges: Lyndon State College Emporia State University

#### EMPLOYMENT:

Employer Name: Indiana Tech Employer Address:

Position: Instructional Designer/Project Manager How Long?: ~1 yr Work Experience:

Certifications: QM Master Reviewer

#### COMMUNITY INVOLVEMENT:

Involvement: Aurora Animal Shelter, CFI, Animal Rescue of the Rockies Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If Yes, what position:

#### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

#### INTERESTS/ACTIVITIES:

Interests/Activities: Reading, yoga, knitting, hiking

#### APPOINTMENT:

Why do you desire this appointment? I'm a previous librarian/library director with extensive experience. I would love to support the library through service on the board.

How much time do you anticipate being able to spend on this appointment each month?: 8hrs

#### PLEASE GIVE THREE REFERENCES:

Name: Alex McDaniel

Address:

Phone: [REDACTED]

Name: Mary Beth Graham

Address:

Phone: [REDACTED]

Name: Jeeks Rajagopal

Address:

Phone: [REDACTED]

Applicant Initials Given? Yes - JMG

Date Received: 03/25/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 08/16/2016

STATISTICAL INFORMATION:

How did you hear about us? Other: Facebook



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Consideration to Appoint Two (2) Members to the Veterans Affairs Commission
<b>Item Initiator:</b> John Lee, Training Coordinator
<b>Staff Source/Legal Source:</b> Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 4.0--Create a superior quality of life for residents making the city a desirable place to live and work

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Kadee Rodriguez, City Clerk / Dave Lathers, Senior Assistant City Attorney

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

**Action Taken/Follow-up:** *(Check all that apply)*



☐ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Veterans Affairs Commission advises Council as to the concerns of veterans relating to transportation, housing, employment and other areas affecting Veterans in the city, make recommendations to city council of solutions to these issues and concerns, serve as a source of information regarding resources and services available to veterans, and exercise other powers and duties as may be assigned by city council.

The Veterans Affairs Commission consists of twelve (12) members appointed by the Aurora City Council. The term length is three (3) years and members are permitted to serve three (3) consecutive terms.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The Veterans Affairs Commission has 2 vacancies. The Commission received 2 applications and interviews were conducted in April 2022.

Among the applicants were:

Amy Hawthorne  
Joseph Hunt

Upon conducting interviews, the Veterans Affairs Commission respectfully recommends the appointment of the following candidates:

Amy Hawthorne – 1st term beginning 07/01/2022 and ending on 06/30/2025  
Joseph Hunt – 1st term beginning on 07/01/2022 and ending on 06/30/2025

---

**QUESTIONS FOR COUNCIL**

Does Council support the appointment of Amy Hawthorne and Joseph Hunt to the Veterans Affairs Commission?

---

**LEGAL COMMENTS**

The Veterans Affairs Commission shall consist of eleven voting members and one non-voting alternate member, who shall be registered electors and shall be on active duty in a uniformed service of the United States or serving as a traditional Guardsman/Reservist or Individual Mobilization Augmentatee or shall be honorably discharged from the United States Army, Navy, Marine Corps, Air Force, Coast Guard, Space Force, the United States Public Health Service Commissioned Corps, or the National Oceanic and Atmospheric Administration Commissioned Officer Corps. (Code Section 2-851). This commission shall advise the council as to the concerns of veterans relating to transportation, housing employment and other areas affecting veterans in the city. They shall make recommendations to the Council of solutions to these issues and concerns, and they may serve as a source of information regarding sources and services available to veterans. (City Code Section 2-855)(Lathers).

---

**PUBLIC FINANCIAL IMPACT**

☐ YES      ☒ NO

If yes, explain: N/A

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable      ☐ Significant      ☐ Nominal


**If Significant or Nominal, explain:** N/A

## MEMORANDUM

Apr 14, 2022

**TO:** City Council Members

**THROUGH:** Sherri Adams, Veterans Affairs Commission Liaison

**FROM:** Ralph Charlip, 2022 Chairperson, Veterans Affairs Commission  


**SUBJECT:** Appointments to the Veterans Affairs Commission

The Veterans Affairs Commission unanimously supports the following candidates for appointment to the Commission:

SMSgt Joseph Hunt and Amy Hawthorne To assess the qualifications of these individuals, I checked their social media accounts (Facebook and LinkedIn), spoke with three references for each candidate and two commissioners separately interviewed the candidates for approximately 70 minutes each during which they were asked questions about their experiences, values and desire to serve as a commissioner. Both candidates demonstrated strong values regarding honesty, integrity and accountability. They are clearly committed to veteran issues. Ms Hawthorne has been involved with veterans since her discharge from the US Army and SMSgt Hunt is active in supporting his fellow First Sergeants, having served the group's president. They demonstrated the ability to deal with conflict, speak to the public and have the time to be engaged with the Commission. Their reference checks were all positive and supported the information the candidates shared during their interview.

At this time, the Commission has its 12 authorized members. However, two have notified me and the City Clerk, that when their terms expire on June 30, 2022, they will not be seeking reappointment. I ask that SMSgt Hunt and MS Hawthorne be appointed effective Jul 1, 2022 replacement the two commissioners who are leaving.

We look forward to working with both individuals into the future.

Date: 03/16/2022

Ward No:

Board/Commission Applying For: Veterans' Affairs Commission

Name: Joseph Hunt

Home Address: [REDACTED]

City: Aurora

Zip: [REDACTED]

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone: [REDACTED]

How Long in Aurora: 9 yrs

Register to Vote: Yes

#### EDUCATION:

Years Completed:

Degree(s): Associate of Applied Science, Logistics Management, Associate of Applied Science, Intelligence Analysis

Colleges: Community College of the Air Force (CCAF), Maxwell-Gunter AFB, Ala.

#### EMPLOYMENT:

Employer Name: Buckley Space Force Base Employer Address:

Position: First Sergeant

How Long?: 19 Years

Work Experience:

Certifications:

#### COMMUNITY INVOLVEMENT:

Involvement:

Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If

Yes, what position:

#### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

#### INTERESTS/ACTIVITIES:

Interests/Activities: Working out, spending time with family, camping, outdoor activities. Spending time at the Aurora Reservoir, paddling.

#### APPOINTMENT:

Why do you desire this appointment?

How much time do you anticipate being able to spend on this appointment each month?:

PLEASE GIVE THREE REFERENCES:

Name: Robert Devall

Address: [REDACTED]

Phone: [REDACTED]

Name: Daniel Hauter

Address: [REDACTED]

Phone: [REDACTED]

Name: Zachary Hildebrand

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - jrh

Date Received: 03/16/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristan Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 02/09/2008

STATISTICAL INFORMATION:

How did you hear about us? Word of Mouth

Date: 03/21/2022

Ward No: VI

Board/Commission Applying For: Veterans Affairs Commission

Name: Amy Hawthorne

Home Address: [REDACTED]

City: Aurora

Zip: [REDACTED]

Email: [REDACTED]

Date of Birth: [REDACTED]

Home Phone: [REDACTED]

Work Phone:

How Long in Aurora: 13

Register to Vote: Yes

#### EDUCATION:

Years Completed: 16

Degree(s): Bachelor of Arts Degree in English Associates Degree in Foreign Language with Russian Emphasis

Colleges: UMUC, CCA, CC Monterey

#### EMPLOYMENT:

Employer Name: Self-Employed Employer Address: [REDACTED]

Position: Writer, Editor, Administrative Coordinator How Long?: 3 years Work Experience: Over 15 years combined work in education and ministry, working with children and adults. Served on active duty in the Army as a combat medic and also served as a linguist in Military Intelligence. Stationed stateside and overseas. Now, self-employed and work mostly remotely.

Certifications: Graduated Summa Cum Laude, Army Lapel Button, Good Conduct Medal, National Defense Service Medal, Humanitarian Service Medal, NCO Professional Development Ribbon, Army Service Ribbon, Overseas Service Ribbon, Expert Marksman w/Granade, etc.

#### COMMUNITY INVOLVEMENT:

Involvement: Church Groups, Mentorship Program for Students Do you Presently Serve in Any Other Appointed Position on a Board, Commission or Committee?: No If Yes, what position:

#### CONFLICT OF INTEREST:

Do you have any conflicts of interest that should be disclosed?: No If yes, please explain:

#### INTERESTS/ACTIVITIES:

Interests/Activities: Writing, graphic design, website management, social groups, hiking, guitar, cooking, the Arts, travel

#### APPOINTMENT:

Why do you desire this appointment? I want to serve my community. Typically, I find female veterans are largely underrepresented and feel my involvement in a group could prove helpful.  
How much time do you anticipate being able to spend on this appointment each month?: 20 - 30 hours

PLEASE GIVE THREE REFERENCES:

Name: Dan Hawthorne

Address: [REDACTED]

Phone: [REDACTED]

Name: Don Messer

Address: [REDACTED]

Phone: [REDACTED]

Name: Juanita Hardin

Address: [REDACTED]

Phone: [REDACTED]

Applicant Initials Given? Yes - ALH

Date Received: 03/21/2022

Access Entry Date: \_\_\_\_\_

Initials: Tristen Sheptock

Registered Voter: ☒ Yes ☐ No ☐ N/A County: Arapahoe

As of: 06/02/2005

STATISTICAL INFORMATION:

How did you hear about us? Next Door



# BIOGRAPHY

UNITED STATES AIR FORCE

## SENIOR MASTER SERGEANT JOSEPH R. HUNT

SMSgt Joseph Raymond Hunt is the First Sergeant for the 460th Mission Support Group and the Buckley Garrison Staff Agency at Buckley Space Force Base, Colorado. He is responsible for the readiness, health, morale, welfare, and quality of life issues for all personnel within the organizations. Additionally, he advises four unit commanders and two unit directors on personnel programs, enlisted Professional Military Education, family needs, enlisted career progression, recognition, and financial matters.

SMSgt Hunt entered in the Air Force in March 2002. Following basic military training, he attended the Supply Management Technical School at Lackland Air Force Base and graduated in August of 2002. He spent the following 10 years in the supply management career field excelling in a variety of roles including deployments in 2006 and 2008 in support of Operation ENDURING FREEDOM. He would later retrain and graduated from the Intelligence Fusion Analyst Course at Goodfellow Air Force Base in August 2012. As an intelligence analyst, SMSgt Hunt served at the National Security Agency in support of Operation INHERENT RESOLVE and various ongoing contingency and counterterrorism operations. Prior to his current position, the senior master sergeant was the Operations Superintendent, 566th Intelligence Squadron, Buckley Air Force Base, Colorado.

### EDUCATION

2002 Air Force Basic Military Training, Lackland Air Force Base (AFB), TX  
2002 Supply Management Apprentice Course, Lackland AFB, TX  
2006 Airman Leadership School, Nellis AFB, NV  
2012 Intelligence Network Analyst Apprentice Course, Goodfellow AFB, TX  
2013 Noncommissioned Officer Academy, Peterson AFB, CO  
2016 Senior Enlisted Joint Professional Military Education Course–Level I, by correspondence  
2016 Associate of Applied Science, Logistics Management, Community College of the Air Force (CCAF), Maxwell–Gunter AFB, AL  
2016 Associate of Applied Science, Intelligence Analysis, CCAF, Maxwell–Gunter AFB, AL  
2016 Senior Noncommissioned Officer Academy, Air University, Maxwell–Gunter AFB, AL, by correspondence  
2016 Professional Manager Certificate, CCAF, Maxwell–Gunter AFB, AL  
2017 Senior Enlisted Joint Professional Military Education Course–Level II, by correspondence  
2019 United States Marine Corps Senior Noncommissioned Officer Academy, Camp Pendleton Marine Corps Base, CA  
2019 Air Combat Command Intelligence, Surveillance, Reconnaissance Leadership Course, Langley AFB, VA  
2020 First Sergeant Academy, Maxwell–Gunter AFB, AL

### ASSIGNMENTS

1. March 2002–May 2002, Trainee, 323d Training Squadron (TRS), Lackland Air Force Base (AFB), TX
2. May 2002–September 2002, Student, 344 TRS, Lackland AFB, TX
3. September 2002–September 2005, Supply Technician, 18th Logistics Readiness Squadron (LRS), Kadena Air Base (AB), Okinawa
4. September 2005–October 2008, Squadron Change Manager, 99 LRS, Nellis AFB, NV (August 2006–February 2007, Noncommissioned Officer in Charge (NCOIC), Aircraft Parts Store, 386th Expeditionary Logistics Readiness Squadron (ELRS), Ali Al Salem AB, Kuwait); (April 2008–October 2008, Supply Mobility Technician, 379 ELRS, Al Udeid AB, Qatar)
5. October 2008–March 2012, NCOIC, Combat Oriented Supply Organization, 757th Aircraft Maintenance Squadron, Nellis AFB, NV
6. March 2012–August 2012, Student, 315 TRS, Goodfellow AFB, TX
7. August 2012–October 2015, Deputy NCOIC, Target Tracking Division, Operations Branch, 566th Intelligence Squadron (IS), Buckley AFB, CO (December 2014–May 2015, Network Fusion Analyst, Theater Support Agency, National Security





Agency, Augusta, GA)

8. October 2015–October 2016, Surveillance and Warner Center Supervisor, 303 IS, Osan AB, South Korea

9. October 2016–May 2019, Flight Chief, 566 IS, Buckley AFB, CO

10. May 2019–August 2020, Operations Superintendent, 566 IS, Buckley AFB, CO

11. August 2020–Present, First Sergeant, 460th Mission Support Group, Buckley Space Force Base, CO

#### **MAJOR AWARDS AND DECORATIONS**

Meritorious Service Medal

Joint Service Commendation Medal

Air Force Commendation Medal with three oak leaf clusters

#### **OTHER ACHIEVEMENTS**

2004 Senior Airman Below-the-Zone, 18th Logistics Readiness Squadron

2005 18th Wing Supply Junior Technician of the Year

2019 Distinguished Graduate, United States Marine Corps Senior Noncommissioned Officer Academy

2019 70th Intelligence, Surveillance & Reconnaissance Wing Senior Noncommission Officer of the Year

#### **EFFECTIVE DATES OF PROMOTION**

Airman Basic March 20, 2002

Airman Sept. 20, 2002

Airman First Class July 20, 2003

Senior Airman Sept. 20, 2004

Staff Sergeant July 1, 2006

Technical Sergeant Jan. 1, 2012

Master Sergeant Oct. 1, 2017

Senior Master Sergeant Nov. 1, 2021

**(Current as of November 2021)**



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Consideration to Approve a Resolution for the Maintenance IGA with CDOT for the I70 & Picadilly Interchange Project
<b>Item Initiator:</b> Brad Richardson- Senior Engineer, Public Works Department
<b>Staff Source/Legal Source:</b> Victor Rachael – Deputy Director of Public Works, Engineering / Michelle Gardner – Sr. Asst. City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.2--Reduce travel time and reduce congestion and provide expanded multi-modal mobility choices

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Consideration to Approve a Resolution for the Intergovernmental Agreement between the City of Aurora and the Colorado Department of Transportation regarding maintenance responsibilities for the I-70 & Picadilly Interchange Project

Victor Rachael, Deputy Director of Public Works, Engineering / Michelle Gardner, Senior Assistant City Attorney  
Estimated Time: 10 mins

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Transportation, Airports & Public Works

**Policy Committee Date:** 10/28/2021

**Action Taken/Follow-up:** *(Check all that apply)*

☒ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☒ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

On April 23, 2018 Regular Meeting, Council approved the award of an openly solicited contract for the I-70/Picadilly NEPA Re-Evaluation and Preliminary Design Services to HDR, Inc in the amount of \$1,172,010.70.

On May 7, 2018 Weekly Report of Purchasing Actions, Amendment No. 1 of the HDR contract was reported to Council in the amount of \$49,000.00 for services involving pursuit of the federal TIGER program grant.

On June 24, 2019 Regular Meeting, Council approved signing the Resolution agreeing to an Intergovernmental Agreement (IGA) between the City of Aurora and Colorado Department of Transportation (CDOT) to establish a payment method for review fees associated with the 1601 project approval process.

On August 12, 2019 Weekly Report of Purchasing Actions, Amendment No. 2 of the HDR contract was reported to Council in the amount of \$21,974.00 for services involving pursuit of the federal BUILD program grant.

On February 10, 2020 Weekly Report of Purchasing Actions, Amendment No. 3 of the HDR contract was reported to Council in the amount of \$29,000.00 for immediate execution of preliminary design services resultant from the BUILD Grant award.

On February 24, 2020 Regular Meeting, Council approved Amendment No. 4 of the HDR contract in the amount of \$913,467.00 for addition of 30% Design including Geotechnical Investigation, Structural Selection and ROW Plan Preparation resultant from the Build Grant award.

On July 23, 2020 Meeting of the Transportation, Airports and Public Works Policy Committee staff provided an informational update on the status of the I-70 / Picadilly Interchange Project.

On August 3, 2020 Regular Meeting, Council approved the award of a single source contract to HDR in the amount of \$1,489,043.75 for Design-Build Procurement and Program Management Consulting Services for the I-70 / Picadilly Interchange Project.

On January 25, 2021 Regular Meeting, Council approved Ordinance Number 2021-06 authorizing the use of eminent domain for acquisition of land interests necessary for construction of the I-70/Picadilly Interchange Project.

On September 13, 2021 Regular Meeting, Council approved the acquisition of real property interests for an amount not to exceed \$2,801,418 plus incidental expenses and closing costs.

On October 28, 2021 Transportation, Airports and Public Works approved moving Maintenance IGA to Study Session

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The I-70/Picadilly Interchange Project ("Project"), depicted on the attached Exhibit A, is key infrastructure needed for this rapidly developing region of the City of Aurora ("City"), Arapahoe and Adams Counties. The Project will facilitate much-needed north-south connectivity on Picadilly Road and provide critical local access to I-70. The Transportation Commission of Colorado approved the Project through their interchange approval process at their regular meeting on July 16, 2020.

In late 2019, the City was awarded a USDOT BUILD (Better Utilizing Investments to Leverage Development) Grant program for \$25,000,000 for construction funding. To meet the requirements of the BUILD grant, the Project must keep a tight schedule for a funding obligation in June of 2022. The Project team is expeditiously running

concurrent processes including completing Preliminary Design Plans, Design-Build contract documents, ROW Acquisition Plans and ROW Acquisitions.

The proposed Maintenance and Operations Intergovernmental Agreement (IGA) is in conformance with CDOT's Policy Directive #1601 which establishes the process for the request, review, evaluation, ownership and maintenance responsibilities of new interchanges on the state highway system. Exhibit A of the IGA includes a table with detailed breakdown of responsibilities and Exhibit B provides a graphical representation. Generally, CDOT's maintenance responsibilities are confined to the existing I-70 facility and the project work within it's median and the City is responsible for the new interchange complex and it's abutments.

In addition the IGA establishes communication protocols, grants rights of entry to each entity to maintain facilities in each other's ROW, and identifies the process for review of necessary traffic control plans for maintenance activities. Finally, the agreement allows for maintenance managers from the entities to negotiate exchange of in-kind maintenance activities that prove to be beneficial to both entities.

The Project is progressing with a Design/Build delivery model to meet the Obligation Deadline of June 2022. The City has completed a qualification based short-listing process for design/construction teams and selected 3 teams to bid on the project. A Draft of the Request for Proposals (RFP) was issued to the short-list October 2021 for industry review/comment. The Final RFP is was issued April 2022 with Final Guaranteed Maximum Price Proposals due in September 2022. Following the evaluation and contracting process, Notice to Proceed to the successful bidder is scheduled for December 2022.

---

## QUESTIONS FOR COUNCIL

Does the Council support moving the Resolution for the Intergovernmental Agreement between the City of Aurora and the Colorado Department of Transportation regarding maintenance responsibilities for the I-70 & Picadilly Interchange Project forward to the next available Regular Meeting?

---

## LEGAL COMMENTS

Governments may cooperate or contract with one another to provide any function, service, or facility lawfully authorized to each of the cooperating or contracting units only if such cooperation or contracts are authorized by each party thereto with the approval of its legislative body or other authority having the power to so approve. (Colo. Rev. Stat. §29-1-203(1)) City Council may, by resolution, enter into Intergovernmental Agreements with other governmental units or special districts for the joint use of buildings, equipment or facilities, and for furnishing or receiving commodities or services. (City Charter §10-12) (M. Gardner)

---

## PUBLIC FINANCIAL IMPACT

☒ YES ☐ NO

**If yes, explain:** Maintenance funding will need to be allocated in future years, consistent with items identified in the IGA, through the City's budget process.

---

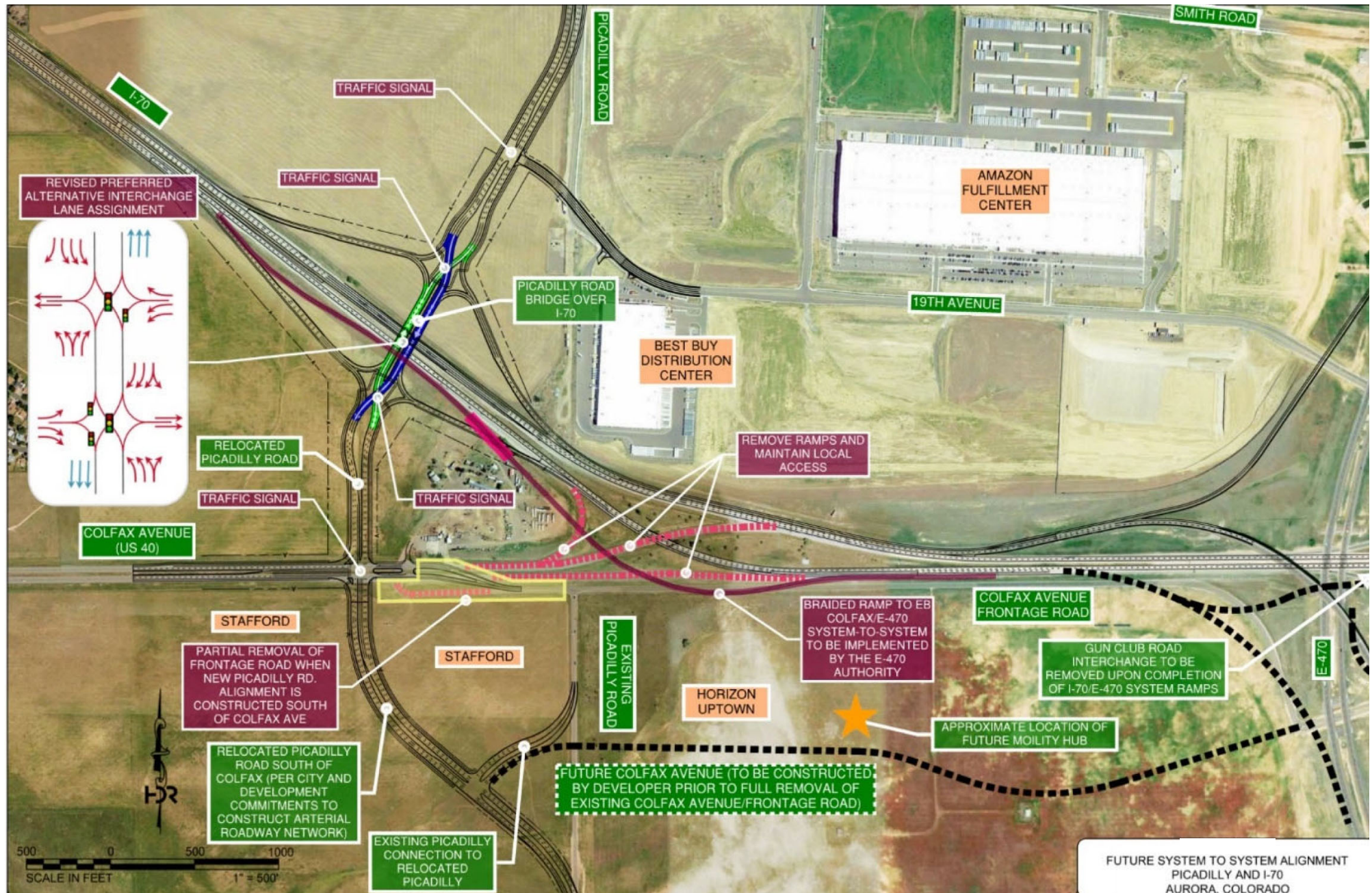
## PRIVATE FISCAL IMPACT

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A



# Exhibit A



RESOLUTION NO. R2021-\_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO,  
APPROVING THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF  
AURORA AND THE COLORADO DEPARTMENT OF TRANSPORTATION (CDOT)  
REGARDING MAINTENANCE FOR THE I-70 AND PICADILLY INTERCHANGE  
PROJECT

WHEREAS, the City of Aurora, Colorado (the “City”), and the State of Colorado Department of Transportation (“CDOT”), collectively “the Parties”, as government agencies, are authorized by the provisions of Colo. Const., art. XIV, § 18(2)(a) and C.R.S. §§ 29-1-201, et seq., to contract with one another to provide any function, service or facility lawfully authorized to each; and

WHEREAS, the City’s Public Works Department is working on the I-70 and Picadilly Interchange Project (“Project”) which is a key infrastructure need for the rapidly developing region of the City with a total Project budget of \$71,110,379; and

WHEREAS, in late 2019 the City was awarded a \$25,000,000 United States Department of Transportation (“USDOT”) BUILD Grant for Project construction funding to be administered as a passthrough on behalf of the City by CDOT; and

WHEREAS, the Transportation Commission of Colorado approved the Project through its interchange approval process at their regular meeting on July 16, 2020; and

WHEREAS, the City and CDOT recognize the importance and benefit to their respective systems as stated in the Purpose and Need in the Environmental Assessment; and

WHEREAS, the City and CDOT anticipate that the City will perform the construction and construction management on the Project and CDOT will oversee construction of the interchange at I-70 as part of the Project; and

WHEREAS, upon completion of the construction of the “Project”, the City and CDOT desire to agree upon the division of responsibility for such maintenance and operations of the I-70 and Picadilly Interchange Project through a new maintenance IGA; and

WHEREAS, Section 10-12 of the City Charter authorizes City Council to approve, by resolution, the execution of contracts, and amendments thereto, with other governmental units for furnishing or receiving commodities or services; and

WHEREAS, the City Council of the City of Aurora finds and determines that it is in the best interests of the City and its citizens to authorize the execution of the Intergovernmental Agreement.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1. The Intergovernmental Agreement between the City and CDOT regarding maintenance for the I-70 and Picadilly Interchange Project is hereby approved.

Section 2. The Mayor and the City Clerk are hereby authorized to execute and deliver the Intergovernmental Agreement on behalf of the City in substantially the form presented at this meeting, with such technical additions, deletions, and variations as the City Attorney may deem necessary or appropriate and not inconsistent with this Resolution.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Cmck*  
Michelle Gardner  
MICHELLE GARDNER, Sr. Assistant City Attorney

**Maintenance and Operations  
I-70 & Picadilly Interchange  
City of Aurora  
Region 1 (vjm)**

**Routing #: 22-HA1-XC-00255  
OLA #: 331002673  
Project #: NHPP 0704-251, SA#: (24203)**

## **CONTRACT**

**THIS CONTRACT**, executed this \_\_\_\_\_ day of \_\_\_\_\_, 2021, by and between the State of Colorado for the use and benefit of the COLORADO DEPARTMENT OF TRANSPORTATION, hereinafter referred to as the “State” or “CDOT”, and the CITY OF AURORA, 15151 East Alameda Parkway, Aurora, Colorado 80012, CDOT Vendor #: 2000010, hereinafter referred to as the “City” or the “Local Agency”; CDOT and the Local Agency individually shall be referred to as a “Party”, and together shall be referred to as the “Parties.”

### **RECITALS**

CDOT has designed and constructed improvements for the I-70 & Picadilly Interchange in the City, hereinafter referred to as the "Project"; and

The Parties recognize the importance and benefit to their respective systems by the City’s operation and maintenance of a portion of the Project; and

The Parties desire to agree upon the division of responsibility for their respective maintenance and operation obligations on the Project (the “Work”) as shown in **Exhibit A**; and

The City is adequately staffed and suitably equipped to undertake and satisfactorily carry out its operations and maintenance responsibilities under this contract; and

Required approval, clearance and coordination has been accomplished from and with appropriate agencies; and

This contract is executed by the State under authority of Sections 43-1-106, 43-1-110, 43-1-201, et seq., 43-2-102 and 43-2-144 C.R.S., as amended; and

The Local Agency agrees by its execution hereof that it is duly authorized to enter into this contract.

**NOW, THEREFORE, it is hereby agreed that:**

**I. PROJECT DESCRIPTION**

The "Work" under this contract shall consist of the maintenance and operations of and for the “Project” within the City.



II. CDOT COMMITMENTS

- A. The State will provide liaison with the City through the State's Region Transportation Director, CDOT Region 1, 2829 West Howard Place, Denver, CO 80204, (303) 757-9011. Said Director will also be responsible for coordinating the State's activities under this contract. State liaison will also be provided through:  
Andrew Stratton  
CDOT Region 1 North Program Area Engineer  
4670 Holly Street  
Denver, Colorado 80216  
303-398-6746  
Andrew.stratton@state.co.us
- B. Upon the execution of this contract, CDOT shall accept maintenance responsibility for the portions of the Work identified as CDOT's area of responsibility for the Work shown in **Exhibit A**.
- C. By approving said agreement, CDOT grants the City access to enter CDOT ROW to perform maintenance duties. Though a separate access permit will not be required, notification to CDOT of a City approved and CDOT accepted Method of Handling Traffic (MHT) shall be required for work impacting traffic.

III. CITY COMMITMENTS

- A. The City will provide liaison with the State through:  
  
Public Works Department  
Operations & Maintenance Division  
15151 East Alameda Parkway  
Aurora, Colorado 80012  
303-739-7321  
  
Carlie Campuzano, Manager of Traffic  
City of Aurora Access and MHT/TCP  
15151 East Alameda Parkway  
Aurora, Colorado 80012  
303-739-7309  
ccampuza@auroragov.org
- B. Upon the execution of this contract, the City shall accept maintenance responsibility for the portions of the Work identified as the City's area of responsibility for the Work shown in **Exhibit A**.
- C. The Local Agency shall, at its own cost and expense, maintain, operate, replace, and make ample provision each year for the maintenance of those portions of the Work identified as the City's area of responsibility, as shown in **Exhibit A**. Such maintenance and operations

shall be in accordance with all applicable federal and state statutes and ordinances, and regulations promulgated thereunder, which define the Local Agency's obligations to maintain such improvements.

- D. Maintenance services to be performed by the City at its sole expense under this contract shall include the services shown in **Exhibit A**. By approving said contract the City grants CDOT access to enter City ROW to perform maintenance duties.
- E. The City shall perform the maintenance services in a satisfactory manner, and in accordance with the terms of this contract, and in accord with CRS §43-2-135, incorporated herein by reference. If the City fails to perform the required maintenance and CDOT performs the maintenance, CDOT will charge the Local Agency for the actual costs of its performance of the work.

#### IV. GENERAL PROVISIONS

- A. This contract is subject to such modifications as may be required by changes in federal or State law, or their implementing regulations. Any such required modification shall automatically be incorporated into and be part of this contract on the effective date of such change as if fully set forth herein. Except as provided above, no modification of this contract shall be effective unless agreed to in writing by both Parties in an amendment to this contract that is properly executed and approved in accordance with applicable laws of each Party.
- B. To the extent that this contract may be executed and performance of the obligations of the Parties may be accomplished within the intent of the contract, the terms of this contract are severable, and should any term or provision hereof be declared invalid or become inoperative for any reason, such invalidity or failure shall not affect the validity of any other term or provision hereof. The waiver of any breach of a term hereof shall not be construed as a waiver of any other term, or the same term upon subsequent breach.
- C. This contract is intended as the complete integration of all understandings between the Parties. No prior or contemporaneous addition, deletion, or other amendment hereto shall have any force or effect whatsoever, unless embodied herein by writing. No subsequent novation, renewal, addition, deletion, or other amendment hereto shall have any force or effect unless embodied in a written contract executed and approved pursuant to the State Fiscal Rules.
- D. Except as herein otherwise provided, this contract shall inure to the benefit of and be binding upon the Parties hereto and their respective successors and assigns.
- E. The term of this contract shall begin the date first above written and shall extend for the useful life of the improvements, unless earlier modified or terminated by written agreement of the Parties hereto.

It is expressly understood and agreed that the enforcement of the terms and conditions of this contract, and all rights of action relating to such enforcement, shall be strictly reserved to the Parties hereto, and nothing contained in this contract shall give or allow any such claim or right of action by any other or third person on such contract. It is the express intention of the Parties that any person or entity other than the Parties receiving services or benefits under this contract be deemed to be an incidental beneficiary only.

- F. The City assures and guarantees that it possesses the legal authority to enter into this contract. The City warrants that it has taken all actions required by its procedures, by-laws, and/or applicable law to exercise that authority, and to lawfully authorize its undersigned signatory(ies) to execute this contract and to bind the City to its terms. The person(s) executing this contract on behalf of the City warrants that they have full authorization to execute this contract.
- G. Article X, Section 20/TABOR. The Parties understand and acknowledge that the City is subject to Article X, § 20 of the Colorado Constitution ("TABOR"). The Parties do not intend to violate the terms and requirements of TABOR by the execution of the Contract. It is understood and agreed that this Contract does not create a multi-fiscal year direct or indirect debt or obligation within the meaning of TABOR and, therefore, notwithstanding anything in this Contract to the contrary, any and all future payment obligations of the City are expressly dependent and conditioned upon the continuing availability of funds beyond the term of the City's current fiscal period ending upon the next succeeding December 31. Financial obligations of the City payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available in accordance with the rules, regulations, and resolutions of City of Aurora and other applicable law.
- H. Local Government Budget Law. The Parties understand and acknowledge that the City is subject to the Local Government Budget Law of Colorado. Any contract or agreement, whether verbal or written, purporting to bind the City to a fiscal obligation in violation of such law is void and of no effect, by operation of law.
- I. Governmental Immunity. The City, its officers, agents and employees, are relying on, and do not waive or intend to waive by any provision of this Contract, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, et seq., as amended, or otherwise available to the City and its officers and employees.

## **V. – COLORADO SPECIAL PROVISIONS**

### **COLORADO SPECIAL PROVISIONS (COLORADO FISCAL RULE 3-3)**

These Special Provisions apply to all contracts except where noted in italics.

**A. STATUTORY APPROVAL. §24-30-202(1), C.R.S.**

This Contract shall not be valid until it has been approved by the Colorado State Controller or designee. If this Contract is for a Major Information Technology Project, as defined in §24-37.5-102(2.6), then this Contract shall not be valid until it has been approved by the State's Chief Information Officer or designee.

**B. FUND AVAILABILITY. §24-30-202(5.5), C.R.S.**

Financial obligations of the State payable after the current State Fiscal Year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available.

**C. GOVERNMENTAL IMMUNITY.**

Liability for claims for injuries to persons or property arising from the negligence of the State, its departments, boards, commissions, committees, bureaus, offices, employees and officials shall be controlled and limited by the provisions of the Colorado Governmental Immunity Act, §24-10-101, et seq., C.R.S.; the Federal Tort Claims Act, 28 U.S.C. Pt. VI, Ch. 171 and 28 U.S.C. 1346(b), and the State's risk management statutes, §§24-30-1501, et seq. C.R.S. No term or condition of this Contract shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions, contained in these statutes.

**D. INDEPENDENT CONTRACTOR**

Local Agency shall perform its duties hereunder as an independent contractor and not as an employee. Neither Local Agency nor any agent or employee of Local Agency shall be deemed to be an agent or employee of the State. Local Agency shall not have authorization, express or implied, to bind the State to any agreement, liability or understanding, except as expressly set forth herein. **Local Agency and its employees and agents are not entitled to unemployment insurance or workers compensation benefits through the State and the State shall not pay for or otherwise provide such coverage for Local Agency or any of its agents or employees. Local Agency shall pay when due all applicable employment taxes and income taxes and local head taxes incurred pursuant to this Contract. Local Agency shall (i) provide and keep in force workers' compensation and unemployment compensation insurance in the amounts required by law, (ii) provide proof thereof when requested by the State, and (iii) be solely responsible for its acts and those of its employees and agents.**

**E. COMPLIANCE WITH LAW.**

Local Agency shall comply with all applicable federal and State laws, rules, and regulations in effect or hereafter established, including, without limitation, laws applicable to

discrimination and unfair employment practices.

**F. CHOICE OF LAW, JURISDICTION, AND VENUE.**

Colorado law, and rules and regulations issued pursuant thereto, shall be applied in the interpretation, execution, and enforcement of this Contract. Any provision included or incorporated herein by reference which conflicts with said laws, rules, and regulations shall be null and void. All suits or actions related to this Contract shall be filed and proceedings held in the State of Colorado and exclusive venue shall be in the City and County of Denver.

**G. PROHIBITED TERMS.**

Any term included in this Contract that requires the State to indemnify or hold Local Agency harmless; requires the State to agree to binding arbitration; limits Local Agency's liability for damages resulting from death, bodily injury, or damage to tangible property; or that conflicts with this provision in any way shall be void ab initio. Nothing in this Contract shall be construed as a waiver of any provision of §24-106-109 C.R.S.

**H. SOFTWARE PIRACY PROHIBITION.**

State or other public funds payable under this Contract shall not be used for the acquisition, operation, or maintenance of computer software in violation of federal copyright laws or applicable licensing restrictions. Local Agency hereby certifies and warrants that, during the term of this Contract and any extensions, Local Agency has and shall maintain in place appropriate systems and controls to prevent such improper use of public funds. If the State determines that Local Agency is in violation of this provision, the State may exercise any remedy available at law or in equity or under this Contract, including, without limitation, immediate termination of this Contract and any remedy consistent with federal copyright laws or applicable licensing restrictions.

**I. EMPLOYEE FINANCIAL INTEREST/CONFLICT OF INTEREST. §§24-18-201 and 24-50-507, C.R.S.**

The signatories aver that to their knowledge, no employee of the State has any personal or beneficial interest whatsoever in the service or property described in this Contract. Local Agency has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of Local Agency's services and Local Agency shall not employ any person having such known interests.

**J. VENDOR OFFSET AND ERRONEOUS PAYMENTS. §§24-30-202(1) and 24-30-202.4, C.R.S.**

*[Not applicable to intergovernmental agreements]* Subject to §24-30-202.4(3.5), C.R.S., the State Controller may withhold payment under the State's vendor offset intercept system for debts owed to State agencies for: (i) unpaid child support debts or child support arrearages;

(ii) unpaid balances of tax, accrued interest, or other charges specified in §§39-21-101, *et seq.*, C.R.S.; (iii) unpaid loans due to the Student Loan Division of the Department of Higher Education; (iv) amounts required to be paid to the Unemployment Compensation Fund; and (v) other unpaid debts owing to the State as a result of final agency determination or judicial action. The State may also recover, at the State's discretion, payments made to Local Agency in error for any reason, including, but not limited to, overpayments or improper payments, and unexpended or excess funds received by Local Agency by deduction from subsequent payments under this Contract, deduction from any payment due under any other contracts, grants or agreements between the State and Local Agency, or by any other appropriate method for collecting debts owed to the State.

**K. PUBLIC CONTRACTS WITH NATURAL PERSONS. §§24-76.5-101, *et seq.*, C.R.S.**

Local Agency, if a natural person eighteen (18) years of age or older, hereby swears and affirms under penalty of perjury that Local Agency (i) is a citizen or otherwise lawfully present in the United States pursuant to federal law, (ii) shall comply with the provisions of §§24-76.5-101, *et seq.*, C.R.S., and (iii) has produced one form of identification required by §24-76.5-103, C.R.S. prior to the Effective Date of this Contract.

**THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK**

**SIGNATURE PAGE**

Agreement Routing Number: 22-HA1-XC-00255

OLA #: 331002673

**THE PARTIES HERETO HAVE EXECUTED THIS AGREEMENT**

<b>* Persons signing for the Local Agency hereby swear and affirm that they are authorized to act on the Local Agency's behalf and acknowledge that the State is relying on their representations to that effect.</b>	
<b>THE LOCAL AGENCY</b> <b>THE CITY OF AURORA, COLORADO</b>  Name: <b>Mike Coffman</b>  Title: <b>Mayor</b>  _____ *Signature  Date: _____	<b>STATE OF COLORADO</b> <b>Jared S. Polis, GOVERNOR</b> Colorado Department of Transportation <b>Shoshana M. Lew, Executive Director</b>  _____ By: <b>Stephen Harelson, P.E., Chief Engineer</b>  Date: _____
Additional Local Agency Signatures (if needed)  Name: <b>Kadee Rodriguez</b>  Title: <b>City Clerk</b>  _____ *Signature  Date: _____  Approved as to form:  Name: <b>Michelle Gardner</b>  Title: <b>Senior Assistant City Attorney</b>  _____ *Signature  Date: _____	<b>LEGAL REVIEW</b> <b>Phil Weiser, Attorney General</b>  By: _____ Signature - Assistant Attorney General  Date: _____

# EXHIBIT A – SCOPE OF WORK

## Maintenance and Operations Responsibilities

To assist in clarifying this contract, **Exhibit A** is attached hereto and is incorporated herein. In addition:

1. The proposed right-of-way boundaries for the interchange area are shown in **Exhibit B**.
2. The Local Agency grants CDOT right-of-entry to Local Agency property, at no cost to CDOT, as necessary for conducting maintenance and operations obligations. Though an access permit will not be required, notification to the City and a CDOT approved and City accepted MHT will be required for work that impacts traffic. See Section 7 for contact information.
3. Maintenance operation managers for CDOT and the City may negotiate an in-kind exchange in responsibilities for items such as snow removal, striping, paving or signing for the mutual benefit of both parties.
4. CDOT grants to the Local Agency right-of-entry to CDOT property, at no cost to the Local Agency, as necessary for conducting maintenance and operations obligations. Though an access permit will not be required, notification to CDOT and a Local Agency approved and CDOT accepted MHT shall be required for work impacting traffic.

The Parties shall not cause or permit any Dangerous Condition arising from its performance of maintenance and operations obligations assigned to it by this Contract. The Parties shall not cause or permit any Dangerous Condition either in its right-of-way or in any facility or structure for which it has responsibility under this contract. Dangerous Condition shall be as defined and described in the Colorado Governmental Immunity Act, Section 24-10-101 et seq, C.R.S., as may be hereafter amended.

REMAINDER OF PAGE LEFT BLANK INTENTIONALLY



## **Maintenance Responsibilities Table**

(X denotes Party responsible for item)

Item	Party Responsible	
	Local Agency	CDOT
<b>SNOW REMOVAL</b>		
Snow Removal on NB and SB Picadilly within CDOT ROW	X	
Snow removal on EB and WB Entrance and Exit Ramps to Picadilly	X	-
Snow Removal of Aux Lanes from Picadilly to Tower Road	X	-
Snow Removal of Aux Lanes from Picadilly to E-470	X	-
Snow Removal on Colfax Avenue		X
<b>TRAFFIC SIGNAL OWNERSHIP &amp; MAINTENANCE</b>		
Ownership of Signals at the top of the Ramps to I-70 and Colfax		X
Maintenance of Traffic Signals at the top of the I-70 Ramps Colfax	X	
Operation of Signals at the top of the I-70 Ramps and Colfax	X	
Operation and ownership of signals at 19th	X	
<b>LANDSCAPING AND IRRIGATION</b>		
Irrigation and landscaping installed by the Project – Picadilly	X	
Landscaping installed by the Project – I-70, Colfax & Ramps	X	-
<b>STORM SEWER OWNERSHIP &amp; MAINTENANCE</b>		
Maintenance and replacement of Storm Sewer System within CDOT ROW installed as part of the Project - Drainage from I-70	X	

Maintenance and replacement of Storm Sewer System within CDOT ROW installed by the Project - Drainage from Ramps	X	-
Maintenance and replacement of Storm Sewer System within CDOT ROW installed by the Project - Drainage from SH 40	X	-
Maintenance and replacement of Storm Sewer System within COA ROW installed by the Project - Drainage from Picadilly	X	-
<b>WATER QUALITY POND MAINTENANCE</b>		
Maintenance of Water Quality Ponds, Proprietary devices or features within CDOT ROW installed by the Project - Drainage from I-70	X	-
Maintenance of Water Quality Ponds, Proprietary devices or features within CDOT ROW installed by the Project - Drainage from Ramps	X	-
Maintenance of Water Quality Ponds, Proprietary devices or features within CDOT ROW installed by the Project - Drainage from SH 40	X	-
Maintenance of Water Quality Ponds, Proprietary devices or features within COA ROW installed by the Project - Drainage from Picadilly	X	
<b>HARDSCAPE &amp; MEDIANS</b>		
Hardscape including Pavement, Curb & Gutter, Islands, Median Cover material – I-70, Colfax & Ramps	X	-
Hardscape including Pavement, Curb & Gutter, Islands, Median Cover material - Picadilly	X	
<b>PAVEMENT MAINTENANCE &amp; RESURFACING</b>		
Concrete Pavement Maintenance of Aux Lanes from Picadilly to Tower Road		X
Concrete Pavement Maintenance of Aux lanes from Picadilly to E-470	X	-

Minor pavement Maintenance Pothole repair, Crack Colfax Ave		X
Minor pavement Maintenance Pothole repair, Crack of NB and SB Picadilly within CDOT ROW	X	
Pavement Resurfacing on NB and SB Picadilly within CDOT ROW	X	
Concrete Pavement maintenance and replacement on the Entrance and Exit Ramps from Picadilly to I-70	X	-
Pavement Resurfacing on the Picadilly Bridge Structure over I-70	X	
Pavement Resurfacing on Colfax Ave installed as part of the Project.		X
Pavement Resurfacing on the Aux lanes installed as part of the Project.		X
<b>SIGNING, STRIPING &amp; GUARDRAIL</b>		
Maintenance of Signing and Striping installed as part of the Project – Picadilly	X	
Maintenance of Signing and Striping installed as part of the Project – I-70, Colfax & Ramps	X	-
Maintenance of major sign structures (sign bridges, etc.) and associated signs installed as part of the Project over I-70		X
Guardrail installed as part of the project – I-70 & Ramps	X	-
Guardrail installed as part of the Project – Picadilly	X	
I-70 Median Guardrail Type 9		X
<b>BRIDGE STRUCTURE</b>		
Maintenance of bridge substructure, superstructure, deck repair/replacement, bridge rail repair/replacement	X	-

Slope Paving and other erosion control measures*	X	X
Bridge Inspection	-	X
Sign Structure Inspection over I-70		X

**\*Slope Paving and Other Erosion Control Measures**

Local Agency shall be responsible for maintaining slope paving under the bridge & supporting the bridge abutments, including associated erosion control. CDOT shall maintain any slope paving in the I-70 median, including the median under the Picadilly Road bridge, along with associated erosion control for those areas.

**Permanent Water Quality (PWQ)**

PWQ ponds shall be maintained every 6-12 months depending on sediment and Biomass accumulation. An annual inspection must also be conducted by the Local Agency and submitted to CDOT's Water Quality Division for MS4 compliance.

**Signs**

All new signs, excluding sign structures over I-70, installed as part of the Project are maintained by the Local Agency.

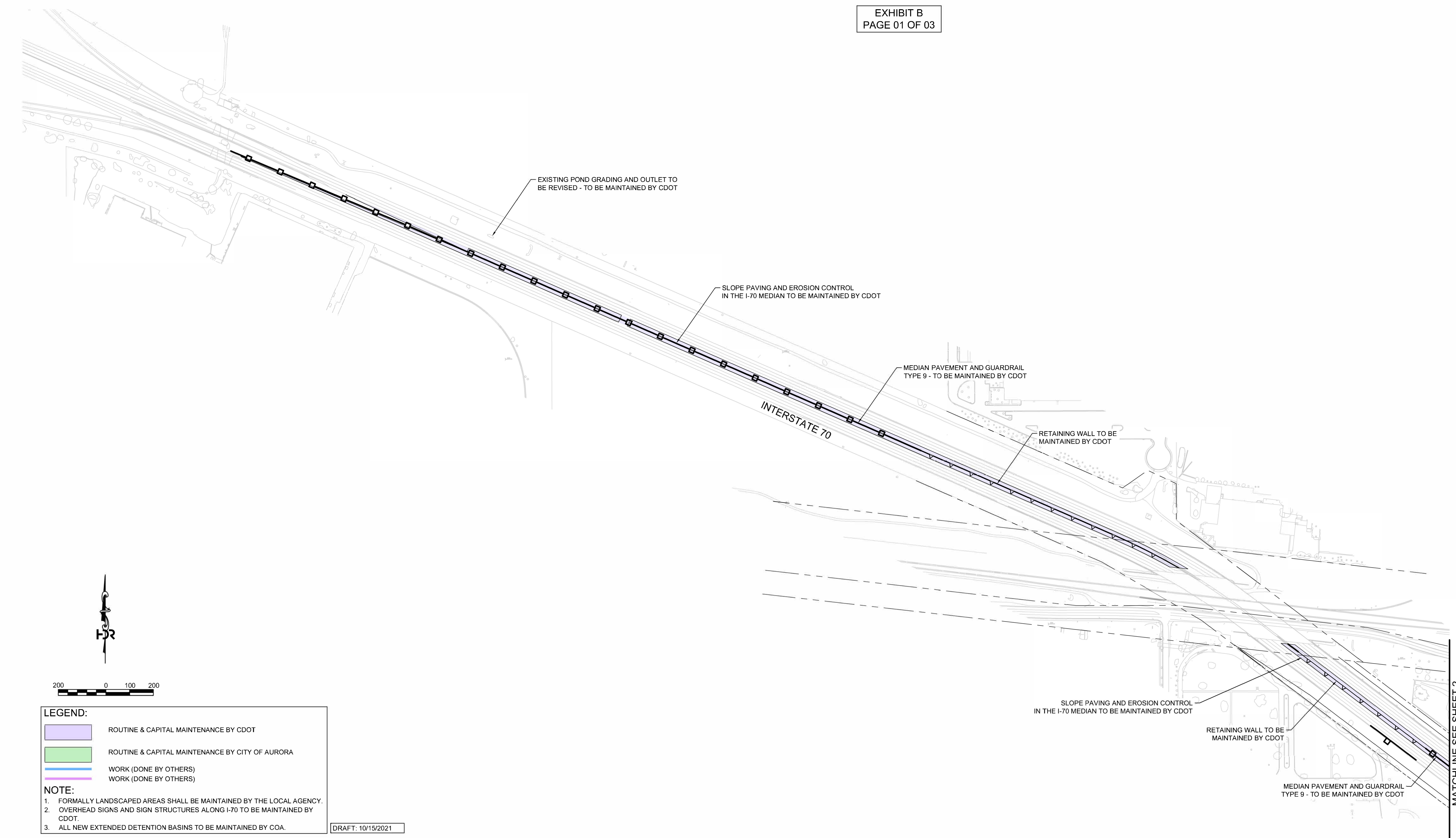
Bridge and sign structures shall be inspected by the Local Agency except for sign structures over I-70, which shall be inspected by CDOT.

**Roadway Plan Sheets**

All items as depicted on the roadway sheets constructed under the project are to be maintained by the Local Agency except for items noted above in Exhibit A. In addition, all work on I-70 east of the Project to address a curve correction shall be maintained by CDOT.

**Traffic Signals**

All traffic signals installed by the project will be reviewed and included under the Senate Bill 8 agreement between CDOT and the Local Agency.



**LEGEND:**

- ROUTINE & CAPITAL MAINTENANCE BY CDOT
- ROUTINE & CAPITAL MAINTENANCE BY CITY OF AURORA
- WORK (DONE BY OTHERS)
- WORK (DONE BY OTHERS)

**NOTE:**

- FORMALLY LANDSCAPED AREAS SHALL BE MAINTAINED BY THE LOCAL AGENCY.
- OVERHEAD SIGNS AND SIGN STRUCTURES ALONG I-70 TO BE MAINTAINED BY CDOT.
- ALL NEW EXTENDED DETENTION BASINS TO BE MAINTAINED BY COA.


DRAFT: 10/15/2021

PRINT DATE: 06/01/2020

DRAWING FILE NAME: 00EX-01.DWG

HORIZ. SCALE: 1"=200'

VERT. SCALE: N/A



1670 BROADWAY, SUITE 3400  
PHONE: 303-764-1520

DENVER, COLORADO 80202  
FAX: 303-860-7139

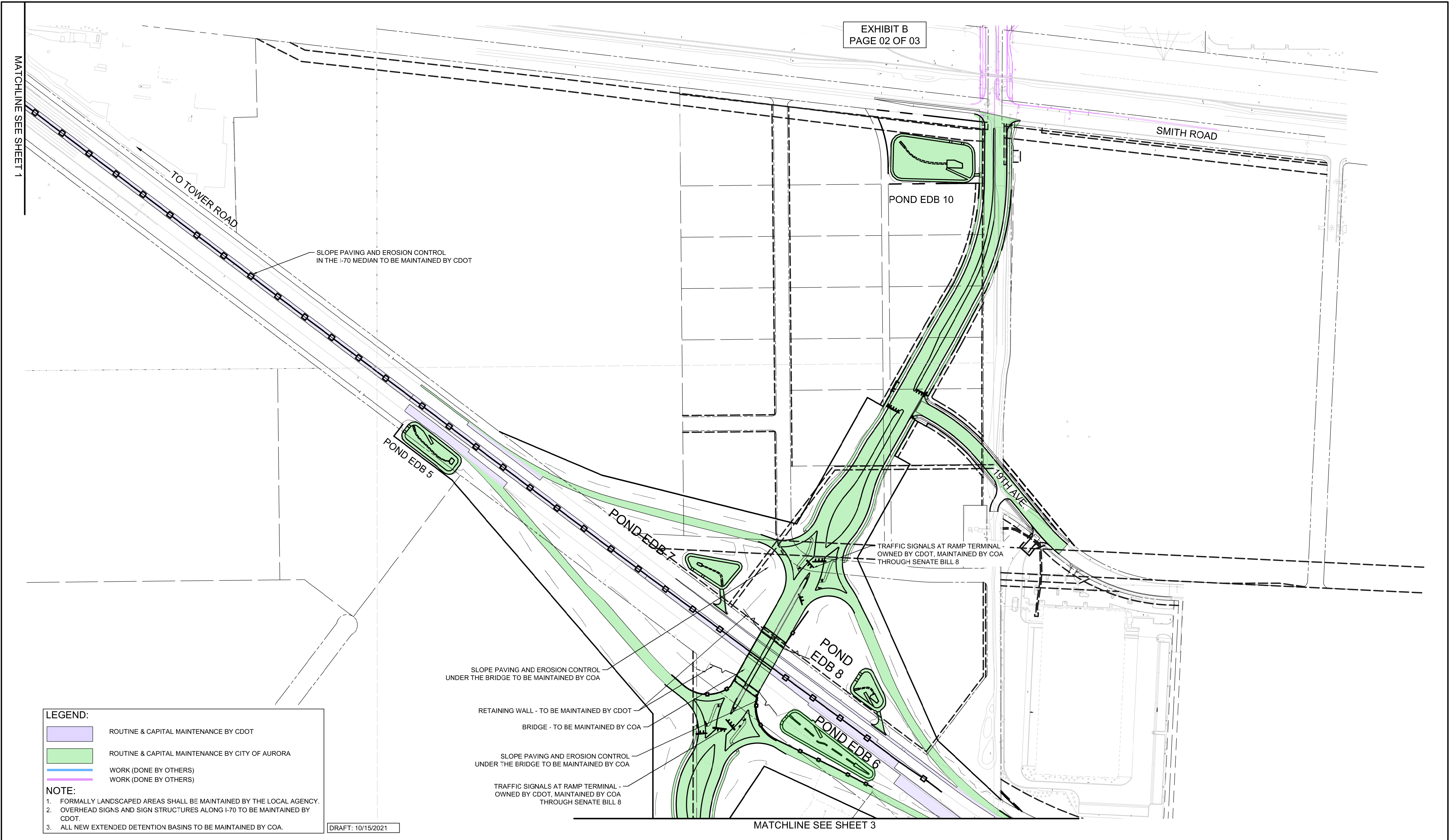
SHEET REVISIONS		
DATE:	COMMENTS	INITIALS





CITY OF AURORA  
PUBLIC WORKS DEPARTMENT  
15151 E. ALAMEDA PARKWAY  
AURORA, CO 80012

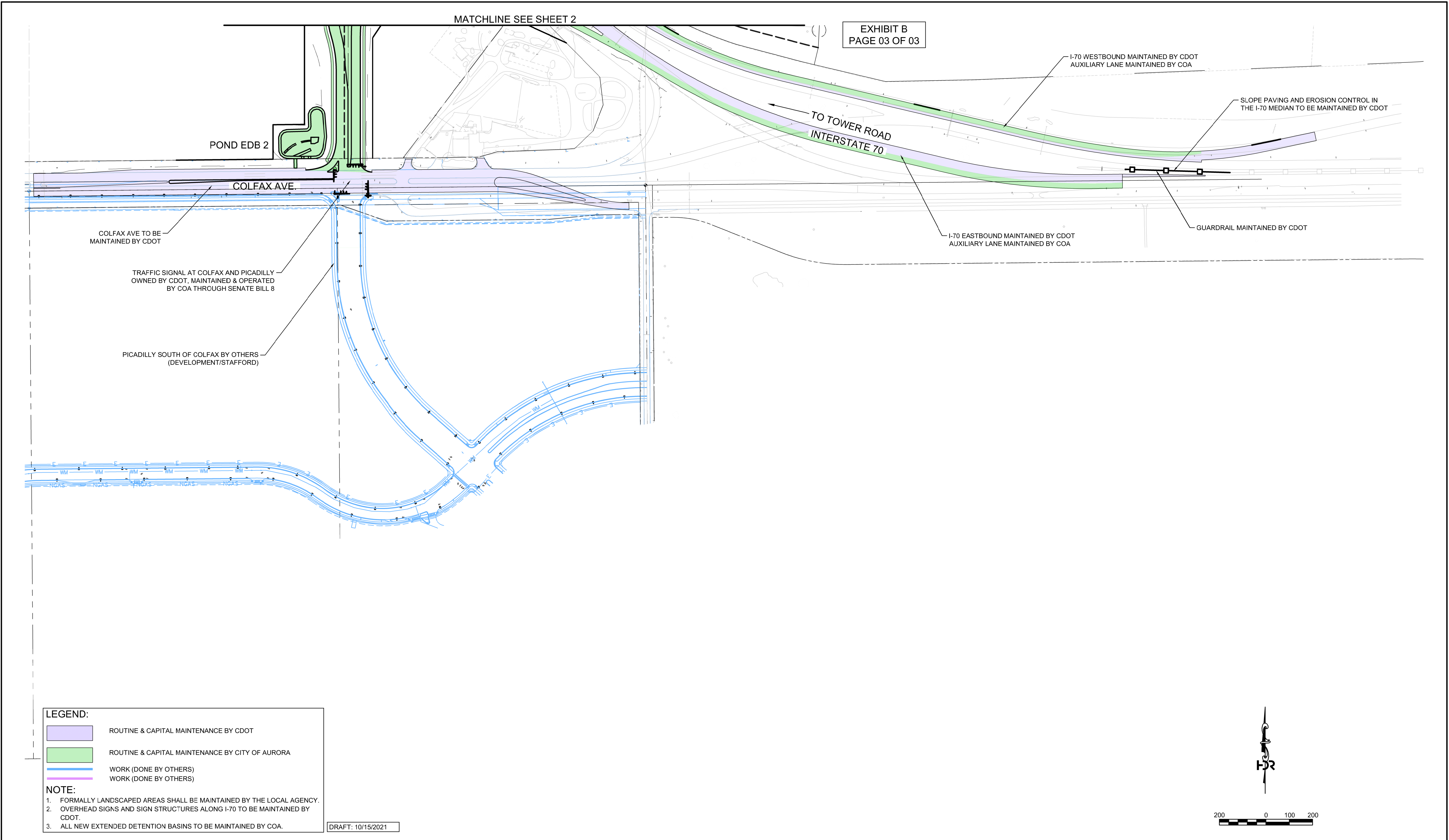
CDOT-AURORA MAINTENANCE IGA			PROJECT NO. / CODE
DESIGNER: J. MCPHAUL			CC-0704-245
DETAILER: I. MARTINEZ			22932
SHEET SUBSET:			SHEET NUMBER 1







PRINT DATE: 06/01/2020		0000	SHEET REVISIONS				CITY OF AURORA PUBLIC WORKS DEPARTMENT 15151 E. ALAMEDA PARKWAY AURORA, CO 80012		CDOT-AURORA MAINTENANCE IGA			PROJECT NO. / CODE	
DRAWING FILE NAME: 00EX-01.DWG			DATE:	COMMENTS	INITIALS							CC-0704-245	
HORIZ. SCALE: 1"=200'												22932	
VERT. SCALE: N/A													
 1670 BROADWAY, SUITE 3400 PHONE: 303-764-1520			DENVER, COLORADO 80202 FAX: 303-860-7139						SHEET SUBSET:		SUBSET SHEET:	SHEET NUMBER 2	





PRINT DATE: 06/01/2020			<div>0000</div>	SHEET REVISIONS			<div></div> <div>CITY OF AURORA PUBLIC WORKS DEPARTMENT 15151 E. ALAMEDA PARKWAY AURORA, CO 80012</div>	CDOT-AURORA MAINTENANCE IGA			PROJECT NO. / CODE	
DRAWING FILE NAME: 00EX-01.DWG				DATE:	COMMENTS	INITIALS					CC-0704-245	
HORIZ. SCALE: 1"=200'				VERT. SCALE: N/A							22932	
<div></div> <div>1670 BROADWAY, SUITE 3400 PHONE: 303-764-1520</div> <div>DENVER, COLORADO 80202 FAX: 303-860-7139</div>								DESIGNER: J. MCPHAUL			SHEET NUMBER 3	
								DETAILER: I. MARTINEZ				
						SHEET SUBSET:		SUBSET SHEET:				



July 16, 2022

**I-70/Picadilly  
INTERCHANGE**



**Maintenance and Operations IGA for:**  
**I-70 / Picadilly Interchange**



# CURRENT PUSH



1. Development of RFP & Contract Documents
  - i. Draft RFP Industry Review in Process
2. ROW Acquisition
  - i. Offers Out to 5/5 Owners; 1 Closed
3. Approval of Grant Agreement & IGAs
  - i. *Project Funding IGA w/ CDOT*
  - ii. *Grant Agreement w/ FHWA*
  - iii. **Project Maintenance IGA w/ CDOT**
  - iv. **Amendment to CDOT Reimbursement IGA**
  - v. **Project IGA w/ E470**

# M & O IGA

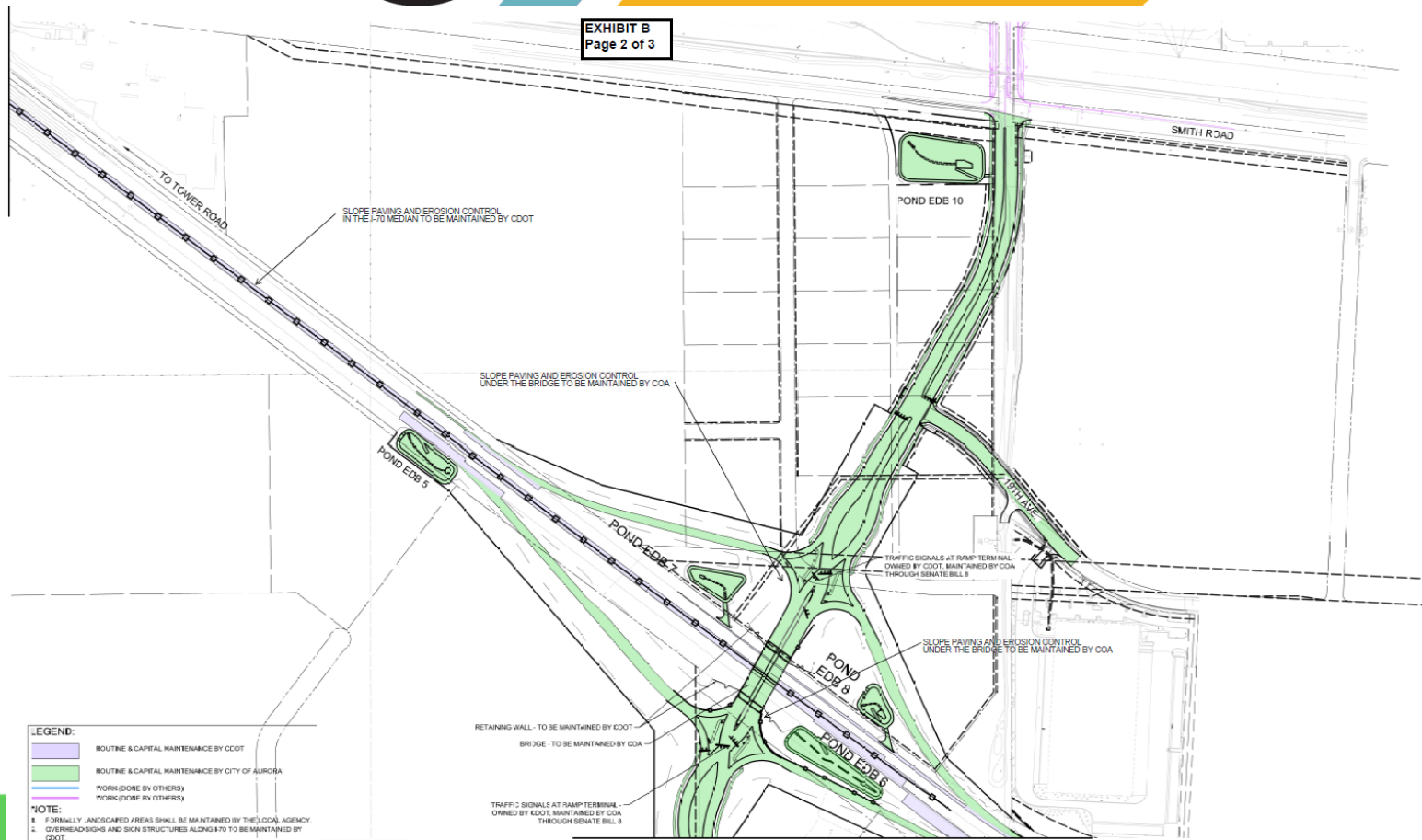


- In accordance with CDOT Policy Directive 1601
  - New Interchanges: Responsibility of Applicant (COA)
- CDOT Responsibilities:
  - I-70 Roadway and new work within Median
- COA Responsibilities:
  - New Interchange Complex and Re-Aligned Picadilly
- Outlines 'Rules of Engagement':
  - Communication Protocols
  - Grants Rights of Entry
  - Process for reviewing Traffic Control
  - Allows for Exchanging Services

# MAINTENANCE Map 1



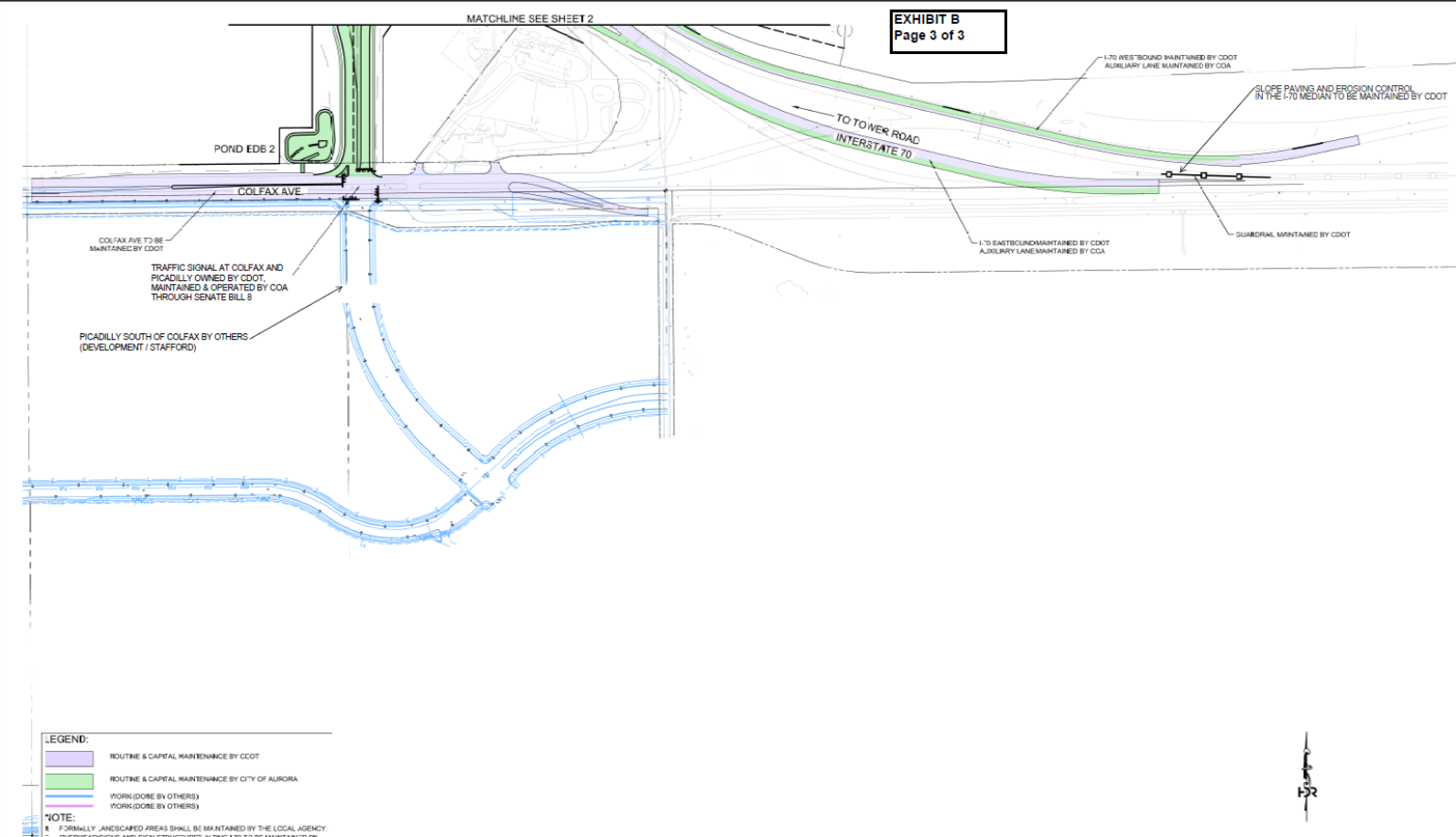
## I-70/Picadilly INTERCHANGE



# MAINTENANCE Map 2



## I-70/Picadilly INTERCHANGE



# QUESTION



**I-70/Picadilly  
INTERCHANGE**

Are there any questions or discussion?

Question for City Council:

Does the Council support moving the Maintenance and Operations IGA forward to the next available full Council Meeting?

**Transportation, Airports and Public Works (TAPS) Policy Committee Meeting**

October 28, 2021

Members Present: Council Member (CM) Juan Marcano, Chair; Council Member Angela Lawson, Vice Chair, Council Member Allison Hiltz

Others Present: Andrea Amonick, Stephen Bartels, Scott Bauman, Evan Brigham, Traci Burton, Mac Callison, Carlie Campuzano, Lynne Center, Matt Chapman, Cindy Colip, Michelle Gardner, Karen Hancock, Haley Johansen, Matt Kozakowski, Huiliang Liu, Dan Logsdon, Tom McMinimee, Julie Patterson, Mindy Parnes, Laura Perry, Victor Rachael, Mark Smith, Elly Watson, Tom Worker-Braddock

Guest: Bob Grado, Chief of Police Regional Transportation District  
Zach Miller, SMART 25 Project  
Scott Pitera, Consultant WSP

---

**1. WELCOME AND INTRODUCTION**

Council Member Marcano reviewed the poll for predictions of the first snowfall of the season. These members are still in the poll. He picked 11/8, Council Member Lawson 10/31, Bret Banwart 10/31, Scott Bauman, 10/29, Brooke Bell 12/1, Mac Callison 11/18, Lynne Center 10/31, Matt Chapman 10/29, Cindy Colip 12/14, Karen Hancock 11/11, Matt Kozakowski 11/12, Huiliang Liu 10/31, Tom McMinimee 10/28, Julie Patterson 11/2, Mindy Parnes 11/4, Laura Perry, Victor Rachael 11/10, Tom Worker-Braddock 10/30. Council Member Marcano asked what is considered measurable snow. Lynne Center said it should register on a ruler and stick to the street.

Laura Perry, Deputy City Manager introduced herself to the TAPS Policy Committee. Laura has been with the City of Aurora for about two weeks. This is her first TAPS meeting. She previously worked 12 ½ years with the City of Denver as the Capital Planning and Real Estate Director. Council Member Hiltz mentioned that Laura Perry and she went to Gainesville High School together in Florida.

---

**2. APPROVAL OF MINUTES**

The minutes for the September 29, 2021 TAPS meeting were approved as written

---

**3. CONSENT ITEMS (None)**

---

**4. GENERAL BUSINESS****4.a. RTD Security Cameras****Summary of Issue and Discussion:**

Huiliang Liu, Principal Transportation Planner, coordinated with Regional Transportation District (RTD) for the presentation per the request by Council Member Allison Hiltz. He introduced Bob Grado, Chief of Police for RTD to present item 4.a. RTD Security Cameras. Mr. Liu prepared a slide that included questions from Council Member Hiltz. Council Member Hiltz agreed to go over the questions presented. Council Member Angela Lawson addressed to Council Member Juan Marcano that she understands that Council Member Hiltz would like to go through the presented



**4.b. Consideration to Approve a Resolution for the Intergovernmental Agreement between the City of Aurora and the Colorado Department of Transportation regarding maintenance responsibilities for the I-70 & Picadilly Interchange Project**

**Summary of Issue and Discussion:**

Victor Rachael provided a presentation on item 4.b. His presentation provided the current recap for the Intergovernmental Agreement (IGA) between the City of Aurora (COA) and the Colorado Department of Transportation (CDOT) regarding maintenance responsibilities for the I-70 & Picadilly Interchange Project. Mr. Rachael mentioned that the draft Request For Proposal (RFP) and associated documents are currently in review by the industry. The Right of Way (ROW) acquisition is also in process. One ROW acquisition has been closed and offers are in various stages of negotiations with the remaining property owners. Mr. Rachael discussed the Approval of the Grant Agreement and IGAs. The Project Funding IGA with CDOT and the Grant Agreement with Federal Highway Administration (FHWA) went to Study Session on October 18, 2021 and to the City Council on this past Monday night as resolutions. In the future there will be at least two more agreements for the project. One will be an amendment to CDOT for reimbursement of services and the other a project IGA with E470. Mr. Rachael covered the Maintenance and Operations IGA details during the presentation. In accordance with CDOT Policy Directive 1601, new interchanges are the responsibility of the applicant. The proposed IGA outlines CDOT's and the City's responsibilities per the 1601. CDOT will be responsible for I-70, maintenance of the new work within the median and any sign structures going over the interstate. The COA will be responsible for new interchange complex and realigned Picadilly Rd. The COA will also be responsible for traffic signals under Senate Bill 8. CDOT owns the traffic signal, while the COA maintains and operates the traffic signals. The IGA also outlines the "Rules of Engagement". This covers communication protocols, grants rights of entry, process for reviewing traffic control, and allows for exchanging of services through the managers of the operations teams for both COA and CDOT. An example of exchange of service could be snow plowing. If both operations managers come to an agreement on an in-kind of exchange for snow operations the IGA will allow for that. Victor Rachael included maps showing the maintenance responsibilities in his presentation. The green on the map presentation is the new I-70 & Picadilly Interchange. The upper end of the map is Smith Road. The green represents the COA's responsibility, the purple represents CDOT's along with some call outs providing additional detail and outlining of who is responsible for what area. The second map presented is the southern area which ties into Colfax Avenue. The blue represents private development that is re-aligned Picadilly, which is being constructed by Stafford Logistics. This is per the annexation agreement and approved documentation. Sign structures and guardrails are labeled as CDOT'S responsibility for maintenance in the median along I-70.

Council Member (CM) Marcano asked how frequently have jurisdictions been made responsible for the maintenance of an auxiliary lane on an interstate highway. Mr. Rachael said this is a relatively new policy by CDOT. He believes the Town of Castle Rock is currently responsible for the interchange by the outlet malls off of I25. It is possible that there is at least one more interchange with similar requirements under the current CDOT 1601 policy change. Mr. Rachael apologized to the committee as he does not recall which other interchange is subject to this same policy. The 1601 policy will have similar impacts on all new interchanges. This includes the Harvest Road interchange with Aerotropolis Parkway, an Aerotropolis Regional Transportation Authority (ARTA) project and interchange modifications with Watkins Road and others to the East in Arapahoe County. CM Marcano asked if the maintenance agreement is where we would be reimbursing the state for maintenance since they have equipment and materials to maintain the interstate highway verses the municipal road network. Mr. Rachael said that CM Marcano is correct and that contracting certain aspects of the work out to appropriate resources is being discussed, since the COA does not maintain the interstate. The COA could contract with the state

or hire a third party to do repairs that are beyond the typical city scope. Council Member (CM) Lawson understands the agreement with CDOT, but asked since there are three different counties, do the counties have any responsibility in paying for maintenance. Mr. Rachael explained that the roads belong to the city and the counties are not responsible. The agreement is between CDOT and COA, other than what the counties contribute through taxes, that is the limit of their contribution / involvement.

**Outcome:** The committee approved moving this topic to Study Session

**Follow-up Action:** This item will move to Study Session

#### **4.c. CDOT Smart I-25 Managed Motorways Project**

##### **Summary of Issue and Discussion:**

Victor Rachael introduced to the committee, Scott Pitera, Project Manager, WSP and Zach Miller, Project Manager, CDOT. Mr. Miller gave a brief overview of the SMART 25 Pilot Project. SMART 25 is a temporary demonstration of an Australian managed motorway concept on Northbound I-25, Ridgeway Parkway to University Boulevard. SMART 25 addresses connecting the Central business district to the South East Denver business corridor. This concept was developed in Melbourne, Australia on the M-1 Motorway, which is similar to I-25. Managed Motorways is a complex coordinator ramp metering system, which adjust to real time traffic conditions to prevent the breakdown of corridor traffic flow. Simply put, the idea is to install enough vehicle detectors in the right locations to provide real time data. This will manage the number of vehicles entering the facility to prevent bottlenecks and freeway breakdown. The goal is to replicate the system that is currently in Melbourne without a major investment in expanding the interstates capacity. Mr. Rachael has attended some of the meetings. He attended during the presentation to the Denver Southeast Corridor Group. Mr. Miller turned the presentation over to Scott Pitera.

Mr. Pitera mentioned that the purpose of this temporary demonstration is to improve the conditions on I-25 by piloting an Australian managed motorway concept. The core of the system is a coordinated ramp metering system. Essentially, these are traffic signals at the end of the entrance ramps as you enter the freeway. The goal is to improve the performance on I-25 while minimizing the cost of deployment. Australian team members are guiding them (CDOT) through the process. They demonstrated in Australia through a relatively inexpensive deployment of new technology, which included new detectors and ramp meters. The same effect is improved speeds and improved throughput that you would get through a capacity expansion costing hundreds of millions of dollars. That potential is part of the pilot program for this system. The pilot corridor is approximately 15 miles of Northbound I-25 from Ridgeway Parkway to University Boulevard. It will cover 18 different freeway entrance ramps. The core of the system is a sophisticated ramp metering system where all the ramp signals respond to real time traffic conditions. This will prevent the freeway from breaking down. All ramp meters will work together cooperatively to prevent bottlenecks from forming on the freeway and balance the number of vehicles waiting on the entrance ramp. This will balance the number of vehicles throughout the system to prevent backups onto arterials with limited waiting on any given ramp. What makes this different from current systems that operate on a timer is to break up groups of traffic entering the freeway at the same time, which can cause bottlenecks to form. This system will be the first application of its kind in North America. The real intent of the system is to use ramp meters and use new detectors with complex algorithms to prevent freeways from breaking down. As previously mentioned all 18 ramp meters will work collectively and change signal timings every 20 seconds based on real time conditions. The chart presented shows the flow of vehicles on I-25, and that the volume lines go up and down every 30 seconds. The slide represents the reality of what is going on in the freeway. The freeway during peak periods would not be bumper to bumper consistently throughout the entire peak. There would be groupings of vehicles that pass at any given time and gaps of vehicles for a few seconds. A group





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Judge Terms Ordinance Amendment
<b>Item Initiator:</b> Shawn Day, Presiding Judge, Aurora Municipal Court
<b>Staff Source/Legal Source:</b> Shawn Day, Presiding Judge / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.5--Maintain an unbiased, independent municipal court

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Laura Hales, Executive Specialist / Angela Garcia, Senior Assistant City Attorney

Estimated time:

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |  |  |
|--|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session              | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration                 |  |
- Reason for waiver is described in the Item Details field.

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service

**Policy Committee Date:** 4/14/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval      |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached   |
| <input type="checkbox"/> Minutes Attached                 | <input checked="" type="checkbox"/> Minutes Not Available |

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

Reviewed by Public Safety, Courts and Civil Service Policy Committee on April 14, 2022 and approved to move forward to Study Session.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The amendment to the judge terms ordinance is needed to clear up a conflict which currently exists between City Charter Article 10-4(b) and City Code Section 50-72(a). The Charter mandates a two-year appointment for Relief Judges. Aurora City Code Section 50-72(a) requires that judicial appointments end on December 31 of the appropriate EVEN-NUMBERED year. The requirement of the Code section can cause the appointment of a Relief Judge to be either a one-year appointment or a three-year appointment depending upon when the Relief Judge was initially appointed. By removing the EVEN-NUMBERED year requirement in Code Section 50-72(a), all Judges will serve their term as mandated by the City Charter.

---

**QUESTIONS FOR COUNCIL**

Does the Council approve moving this item forward to a regular City Council meeting?

---

**LEGAL COMMENTS**

Council has the power to make and publish ordinances consistent with the laws of the state for carrying into effect or discharging the powers and duties conferred by the State Constitution, State Statute, or City Charter and such as it shall deem necessary and proper to provide for the safety; preserve the health; promote the prosperity; and improve the morals, order, comfort and convenience of the city and the inhabitants thereof. (City Code Sec. 2-32 and C.R.S. Sec. 31-15-103). Council shall act only by ordinance, resolution or motion. (City Charter Art. 5-1). (Garcia)

---

**PUBLIC FINANCIAL IMPACT**

☐ YES ☒ NO

**If yes, explain:**

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:**

ORDINANCE NO. 2022- \_\_\_\_

A BILL

FOR AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO,  
AMENDING SECTION 50-72 OF THE CITY CODE PERTAINING TO THE TERMS OF  
MUNICIPAL COURT JUDGES

WHEREAS, the City desires to amend the City Code relating to the terms for municipal court judges to resolve the conflict between Article 10-4(b) of the City Charter and Section 50-72(a) of the City Code.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1. That subsection 50-72(a) of the City Code of the City of Aurora, Colorado, is hereby amended to read as follows:

Sec. 50-72. - Appointments; terms.

(a) Terms for all judges, whether for two or four years, shall end on December 31 of the appropriate ~~even-numbered~~ year. In case of the resignation, removal, or death of any judge prior to the normal expiration of his or her term, the presiding judge is authorized to make temporary appointments not to exceed one year. At the end of the term of any such temporary appointment, the position thereafter shall be filled pursuant to the procedure set forth in subsection (c). If the remaining unexpired term is longer than one year, the selection procedures set out in subsection (c) of this section shall be followed to fill the remainder of the term. If the selection procedure is used as described in subsection (c) of this section for an initial appointment, regardless of the length of the remaining term, the appointed judge shall be subject to reappointment by those procedures governing the reappointment of a judge to a consecutive term, e.g., subdivision II of this division. The term of any municipal judge shall not expire or otherwise end unless and until a successor has been properly appointed and qualified and sworn in. All otherwise lawful official acts of any municipal judge whose successor has not been appointed, qualified and sworn in shall be valid and shall not be subject to direct or collateral attack on the grounds that the municipal court judge's term has expired or otherwise ended. The salaries and benefits accruing to the municipal judges shall be established by the council on an annual basis. Except as otherwise provided in subsection (e), the presiding judge and all other municipal judges may be removed during their respective terms by the city council only for cause pursuant to the City Charter, this Code, and C.R.S. § 13-10-105(2).

Section 2. Severability. The provisions of this Ordinance are hereby declared to be severable. If any section, paragraph, clause, or provision of this Ordinance shall, for any reason, be held to be invalid or unenforceable by a court of competent jurisdiction, the invalidity or

unenforceability of such section, paragraph, clause, or provision shall not affect any of the remaining provisions of this Ordinance.

Section 3. Pursuant to Section 5-5 of the Charter of the City of Aurora, Colorado, the second publication of this Ordinance shall be by reference, utilizing the ordinance title. Copies of this Ordinance are available at the Office of the City Clerk.

Section 4. Repealer. All orders, resolutions, or ordinances in conflict with this Ordinance or with any of the documents hereby approved, are hereby repealed only to the extent of such conflict. This repealer shall not be construed as reviving any resolution, ordinance, or part thereof, heretofore repealed.

INTRODUCED, READ AND ORDERED PUBLISHED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

PASSED AND ORDERED PUBLISHED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Angela L. Garcia* PS  
\_\_\_\_\_  
ANGELA L. GARCIA, Senior Assistant City Attorney

## 10-4 Municipal court; judges; court administration.

(a) *Establishment.* There is hereby established a municipal court vested with exclusive original jurisdiction of all cases arising under the Charter and the ordinances of the City of Aurora.

(b) *Municipal court judges.* Each judge of the municipal court shall have been a member of the bench or bar of Colorado for at least five (5) years before appointment. The city council shall be authorized to appoint a presiding judge who shall report directly to the city council on matters affecting the judiciary which shall include the judges, court bailiffs, and court reporters, or that staff which is from time to time assigned to support the municipal court judges. The terms of office of the various categories of municipal judges shall be as follows: Full-time—4 years; permanent part-time—2 years; relief—2 years. The salaries and benefits accruing to the municipal judges shall be established by council on an annual basis. If the council does not reappoint a full-time judge, the council shall cause to be paid forthwith any unpaid balance of the judge's salary for the month in which the term of office expires, plus a salary equal to three (3) months' compensation. The city council shall be authorized to promulgate by ordinance procedures for the hiring, retention and discipline, including appeals therefrom, for the municipal judges.

(c) *Rules of procedure.* Rules of procedure shall be enacted by the council upon recommendation of the presiding judge.

(d) *Court administration.* There is hereby created and established an administrative unit entitled "court administration" which shall be directed by a court administrator together with support personnel as the budget may provide from year to year. The court administrator shall be appointed and removed by the city council. However, the city council may, by ordinance, delegate its appointment and removal authority to another officer or entity. The court administrator shall be responsible for providing the necessary administrative services to the municipal court other than those services and oversight of staff provided by the presiding judge per Charter section 10-4(b). The court administrator shall serve at the pleasure of the city council and shall not be considered a career service employee with disciplinary review rights. (Ord. No. 87-200, § 1, 11-3-1987; Ord. No. 91-43, § 1, 11-13-1991)

---

**The Aurora Charter is current through Ordinance 2018-24, passed July 7, 2018.**

**Disclaimer:** The city clerk's office has the official version of the Aurora Charter. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

**Note:** This site does not support Internet Explorer. To view this site, Code Publishing Company recommends using one of the following browsers: Google Chrome, Firefox, or Safari.

City Website: [www.auroragov.org](http://www.auroragov.org)

Code Publishing Company

---

The Aurora Charter is current through Ordinance 2018-24, passed July 7, 2018.

**Sec. 50-72. Appointments; terms.**

(a) Terms for all judges, whether for two or four years, shall end on December 31 of the appropriate even-numbered year. In case of the resignation, removal, or death of any judge prior to the normal expiration of his or her term, the presiding judge is authorized to make temporary appointments not to exceed one year. At the end of the term of any such temporary appointment, the position thereafter shall be filled pursuant to the procedure set forth in subsection (c). If the remaining unexpired term is longer than one year, the selection procedures set out in subsection (c) of this section shall be followed to fill the remainder of the term. If the selection procedure is used as described in subsection (c) of this section for an initial appointment, regardless of the length of the remaining term, the appointed judge shall be subject to reappointment by those procedures governing the reappointment of a judge to a consecutive term, e.g., subdivision II of this division. The term of any municipal judge shall not expire or otherwise end unless and until a successor has been properly appointed and qualified and sworn in. All otherwise lawful official acts of any municipal judge whose successor has not been appointed, qualified and sworn in shall be valid and shall not be subject to direct or collateral attack on the grounds that the municipal court judge's term has expired or otherwise ended. The salaries and benefits accruing to the municipal judges shall be established by the council on an annual basis. Except as otherwise provided in subsection (e), the presiding judge and all other municipal judges may be removed during their respective terms by the city council only for cause pursuant to the City Charter, this Code, and C.R.S. § 13-10-105(2).

(b) No later than the first Monday in October of the final year of the term of any judge of the municipal court, the affected judge shall inform the city council and the presiding judge of the municipal court of whether or not the judge desires to be considered by the city council for appointment to another term on the bench of the municipal court. The presiding judge of the municipal court shall inform only the city council of whether or not he or she desires to be considered for appointment to another term. If the affected judge fails to so inform the city council in accordance with this subsection, it shall be presumed by the city council and by the presiding judge that the judge desires to be considered for appointment to another term on the bench of the municipal court.

(c) For the permanent appointment of an individual as full-time, or part-time judge on the bench of the municipal court, which position has not been held by such individual immediately prior to such appointment, the presiding judge shall submit to city council and to the city clerk a list of all nominees for the vacant position, which nominees shall be not less than two for each such position. The city clerk shall then cause the list of nominees to be published in at least two newspapers whose general circulation includes the City no later than 15 days prior to the making of the judicial appointment by the city council. Any person or organization may submit to city council confidential recommendations and endorsements regarding any nominee prior to the making of the judicial appointment by city council. No anonymous recommendations or comments shall be considered.

(d) The city council retains the sole discretion to appoint, reappoint, or remove municipal court judges.

(e) Whenever a full-time municipal judge is appointed by the city council, the first two years of service shall be considered probationary in nature. This probationary period shall continue for the entire two-year period from date of original appointment, even if the judge is reappointed within the probationary period. At any time during

the probationary period, city council may, at its discretion, determine that the judge is unsuitable for permanent retention and may discharge the municipal court judge, with or without cause.

(f) For the initial appointment of an individual as a relief judge on the bench of the municipal court the presiding judge shall submit to city council a list of all nominees. The city council shall then approve or disapprove, in whole or in part, those nominees for initial appointment as relief judges on the municipal court bench. (Code 1979, § 25-44; Ord. No. 2005-42, §§ 1, 2, 7-11-2005; Ord. No. 2005-12, § 78, 4-11-2005)

---

**The Aurora City Code is current through Ordinance 2021-62, passed November 22, 2021.**

Disclaimer: The city clerk's office has the official version of the Aurora City Code. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

**Note:** This site does not support Internet Explorer. To view this site, Code Publishing Company recommends using one of the following browsers: Google Chrome, Firefox, or Safari.

City Website: [www.auroragov.org](http://www.auroragov.org)

Code Publishing Company



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Veterans Affairs Commission Biennial Public Hearing
<b>Item Initiator:</b> Alicia Romero, Training Coordinator
<b>Staff Source/Legal Source:</b> Alicia Romero, Training Coordinator / Kim Skaggs, Assistant City Attorney
<b>Outside Speaker:</b> Ralph Charlip - Chairperson
<b>Council Goal:</b> 2012: 2.1--Work with appointed and elected representatives to ensure Aurora's interests

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Alicia Romero, Training Coordinator / Kim Skaggs, Assistant Civil City Attorney  
Outside Speaker: Ralph Charlip, Chairperson of Veterans Affairs Commission  
Estimated time: 15 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |   |
|---|---|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input checked="" type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting          |
| <input type="checkbox"/> Information Only   |   |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |   |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Relations, Communications, Tourism, Libraries, Boards and Commissions & Citizen Groups

**Policy Committee Date:** 1/26/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
|---|--|



☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

Request's City Council approval for a biennial public hearing by the City's Veterans Affairs Commission. This item was reviewed and approved at the Public Relations, Communications, Tourism, Libraries, Boards and Commissions & Citizen Groups

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The VAC would like to host a biennial public hearing on veteran issues starting in 2022. We propose that this hearing be held in January or February of each year. However, because of the lead time (45-60 days) to plan the event, in 2022, the hearing would be postponed to March or April.

The purpose of the hearing is to hearing community concerns about veteran issues, issues impacting active duty, Guardsmen and Reservists. Speakers would be invited from Veteran Service Organizations, veteran service providers and individual veterans. Some of the speakers may include: the American Legion, Disabled American Veterans, Veterans of Foreign Wars, student veteran groups, the U.S. Department of Veteran Affairs, State Board of Veterans Affairs, county veteran service officers, representatives from active duty, National Guard and Reserve units.

Issues raised during the hearing would be the basis for recommendations to the City Council regarding ways to improve services to the targeted audience and ways to measure those services.

We anticipate the hearing would take 2-3 hours and could be held in City Hall or in a community venue.

The VAC will need support from city staff in terms of marketing the event, providing proper public notice, extending invitations to speakers, providing an American Sign Language interpreter and a stenographer to record the hearing and prepare a transcript. Additionally, if the event is not held in City Hall, there may be some logistics support required.

---

## QUESTIONS FOR COUNCIL

Does Council wish to support this item?

---

## LEGAL COMMENTS

The object and purpose of the veterans' affairs commission shall be to exercise those powers and duties as follows:(1)Shall advise the council as to the concerns of veterans relating to transportation, housing, employment and other areas affecting veterans in the city.(2)Shall make recommendations to the council of solutions to these issues and concerns.(3)May serve as a source of information regarding sources and services available to veterans.(4)Shall exercise such other powers and duties as may be assigned to it by the city council. (City Code § 2-855.) (Skaggs)

---

## PUBLIC FINANCIAL IMPACT

☒ YES ☐ NO

**If yes, explain:** The meeting would require various staff members support, and help setting up the event

---

## PRIVATE FISCAL IMPACT

☐ Not Applicable      ☐ Significant      ☒ Nominal

**If Significant or Nominal, explain:** The meeting would require various staff members support, and help setting up the event

## **PROPOSAL FOR AN ANNUAL PUBLIC HEARING BY THE VETERANS AFFAIRS COMMISSION (VAC)**

Purpose: Request's City Council approval for a biennial public hearing by the City's Veterans Affairs Commission.

### Discussion

The VAC would like to host a biennial public hearing on veteran issues starting in 2022. We propose that this hearing be held in January or February of each year. However, because of the lead time (45-60 days) to plan the event, in 2022, the hearing would be postponed to March or April.

The purpose of the hearing is to hearing community concerns about veteran issues, issues impacting active duty, Guardsmen and Reservists. Speakers would be invited from Veteran Service Organizations, veteran service providers and individual veterans. Some of the speakers may include: the American Legion, Disabled American Veterans, Veterans of Foreign Wars, student veteran groups, the U.S. Department of Veteran Affairs, State Board of Veterans Affairs, county veteran service officers, representatives from active duty, National Guard and Reserve units.

Issues raised during the hearing would be the basis for recommendations to the City Council regarding ways to improve services to the targeted audience and ways to measure those services.

We anticipate the hearing would take 2-3 hours and could be held in City Hall or in a community venue.

The VAC will need support from city staff in terms of marketing the event, providing proper public notice, extending invitations to speakers, providing an American Sign Language interpreter and a stenographer to record the hearing and prepare a transcript. Additionally, if the event is not held in City Hall, there may be some logistics support required.

### Recommendation

Approve the proposal.

RESOLUTION NO. R2022- \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT FOR THE VETERANS' AFFAIRS COMMISSION TO CONDUCT BIENNIAL PUBLIC HEARINGS

WHEREAS, the City's Veterans' Affairs Commission ("VAC") has the objective and purpose of advising City Council as to the concerns of veterans relating to transportation, housing, employment and other areas; and

WHEREAS, the VAC makes recommendations to City Council of solutions to veteran's transportation, housing, employment, and other issues; and

WHEREAS, the VAC proposed to conduct biennial public hearings pertaining to veteran issues stating in 2022; and

WHEREAS, the purpose of the public hearings is to hear community concerns about veteran issues, issues impacting active duty service members, Guardsmen and Reservist; and

WHEREAS, the information learned from the public hearings would form the basis for recommendations by the VAC to City Council related to ways to improve services to veterans; and

WHEREAS, City staff can assist the VAC market the public hearings, provide proper public notice, extend invitations to speakers and provide logistical support for the public hearings.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Aurora City Council resolves its support for the City's Veteran's Affairs Commission to conduct biennial public hearings, with the assistance of City staff, pertaining to veteran issues so the Commission can better advise City Council as to the concerns of veterans.

Section 2. This Resolution shall take effect immediately without reconsideration.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

 RLA  
\_\_\_\_\_  
TIM JOYCE Assistant City Attorney



# CITY OF AURORA

## Council Agenda Commentary

**Item Title:** Intergovernmental Agreement between the City of Aurora, the Bureau of Land Management and the City of Thornton regarding the Water Rights for Trout Creek Augmentation.

**Item Initiator:** Dawn Jewell, Water Resources Manager, Aurora Water

**Staff Source/Legal Source:** Alexandra Davis, Deputy Director of Water Resources, Aurora Water / Ian Best, Assistant City Attorney

**Outside Speaker:** N/A

**Council Goal:** 2012: 3.3--Pursue a water resource acquisition and delivery plan

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Consideration to APPROVE A RESOLUTION expressing the Aurora City Council's support of an Intergovernmental Agreement between the City of Aurora acting by and through its Utility Enterprise, the City of Thornton and the United States of America, Department of the Interior, Bureau of Land Management regarding Water Rights for Trout Creek Augmentation.

- No Waiver of Reconsideration
- Dawn Jewell, Water Resources Manager, Aurora Water
- Alexandra Davis, Deputy Director of Water Resources, Aurora Water / Ian Best, Assistant Attorney II Civil
- No Outside Speaker
- 5 min Presentation / 5 min Questions

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

### PREVIOUS ACTIONS OR REVIEWS:

---

**Policy Committee Name:** Water Policy

**Policy Committee Date:** 4/20/2022

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input checked="" type="checkbox"/> Minutes Attached      | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

On May 12, 2003, The City Council of the City of Aurora APPROVED an Intergovernmental Agreement between the City of Aurora and the City of Thornton for a Water Rights Purchase and Sale Agreement as item 10b.

On August 15, 2017, The Water Policy Committee supported moving an Intergovernmental Agreement between the City of Aurora and the Bureau of Land Management regarding Trout Creek forward to Study Session.

On September 25, 2017, The City Council of the City of Aurora APPROVED an Intergovernmental Agreement between the City of Aurora and the Bureau of Land Management regarding Trout Creek as item 11c.

On April 22, 2020, The Water Policy Committee supported moving an Intergovernmental Agreement between the City of Aurora and the Bureau of Land Management regarding provision and management of augmentation water in South Park forward to Study Session.

On June 1, 2020, The City Council of the City of Aurora APPROVED an Intergovernmental Agreement between the City of Aurora and the Bureau of Land Management regarding provision and management of augmentation water in South Park as item 10g.

On April 20, 2022, The Water Policy Committee supported moving an Intergovernmental Agreement between the City of Aurora, the Bureau of Land Management and the City of Thornton regarding the Water Rights for Trout Creek Augmentation forward to Study Session

---

**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

In May of 2003, Aurora and the City of Thornton entered into a Purchase and Sale Agreement to transfer water rights from the City of Thornton to Aurora. Part of that agreement included an obligation for Aurora to provide the City of Thornton with Reusable Raw Water in the South Platte River below the Metro Wastewater Treatment Plant.

In 2017, Aurora entered into an IGA with the Bureau of Land Management (BLM) to provide up to 3 acre feet of augmentation water from Spinney Mountain Reservoir to cover depletions at BLMs Trout Creek Pond. In 2021, Aurora entered into a new IGA with BLM to cover 6.85 additional acre feet required by the BLMs water court decree, bringing the total augmentation supply from Aurora to the BLM up to 9.85 acre feet from Spinney Mountain Reservoir. The 2021 IGA included an option for the BLM to work with the City of Thornton under an existing agreement between the BLM and City of Thornton, to replace Aurora's supplied augmentation water with water in lieu of a cash payment.

The BLM, City of Thornton, and the City of Aurora have reached an agreement whereby the City of Thornton will take a reduced amount of Reusable Raw Water from Aurora to offset the amount of water that Aurora will be putting in the river for the BLMs Trout Creek Pond at Spinney Mountain Reservoir. Aurora will continue to provide the 9.85 acre feet of water at Spinney and will reduce the Reusable Raw Water delivery to the City of Thornton to account for the 9.85 acre feet each year.

This IGA will be effective as of April 1 in the calendar year it is signed and will remain in effect for 10 years. The agreement will renew automatically at the end of the 10-year term unless any of the parties decides to modify or

terminate the agreement. Any of the three parties may modify or terminate this agreement with notice to, and consent from, the other parties.

---

## QUESTIONS FOR COUNCIL

Does the City Council of the City of Aurora support moving and APPROVAL OF A RESOLUTION expressing the Aurora City Council's support of an Intergovernmental Agreement between the City of Aurora acting by and through its Utility Enterprise, the City of Thornton and the United States of America, Department of the Interior, Bureau of Land Management regarding Water Rights for Trout Creek Augmentation forward to Regular Council Session?

---

## LEGAL COMMENTS

Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services (Best).

---

## PUBLIC FINANCIAL IMPACT

☐ YES      ☒ NO

**If yes, explain:**

---

## PRIVATE FISCAL IMPACT

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A



RESOLUTION NO. R2022- \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT OF AN INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF AURORA COLORADO ACTING BY AND THROUGH ITS UTILITY ENTERPRISE, THE CITY OF THORNTON, AND THE UNITED STATES OF AMERICA, DEPARTMENT OF THE INTERIOR, BUREAU OF LAND MANAGEMENT

WHEREAS, the City of Aurora, acting by and through its Utility Enterprise ("Aurora"), the City of Thornton ("Thornton") and the United States of America, Department of the Interior, Bureau of Land Management ("BLM") have agreed to an Intergovernmental Agreement ("Agreement") regarding water rights for Trout Creek augmentation; and

WHEREAS, in the 1970's Thornton purchased a property known as Trout Creek Ranch, Colorado, with the objective of changing water rights associated with that ranch to municipal water supply purposes. Subsequently, Thornton obtained a decree from Water Division No. 1 in Case No. W-9242-78 (A) (the "W-9242 -78 (A) Decree") authorizing a change of water right of the Trout Creek Ranch water rights, to municipal and other uses; and

WHEREAS, in approximately 1985 Thornton commenced work on the Trout Creek Ranch to implement the changes of water right authorized by the W-9242 -78 (A) Decree, which included the removal of historical irrigation infrastructure on Trout Creek Ranch. During that process, Thornton inadvertently breached and removed a naturally existing structure known as Trout Creek Pond that was located on lands owned by, and under the jurisdiction of, the BLM that happened to be surrounded by the Trout Creek Ranch property; and

WHEREAS, on May 12, 1986 BLM and Thornton reached an agreement for reconstruction of the Trout Creek Pond under which Thornton agreed to bear any losses to its changed water rights from the W-9242 -78 (A) Decree necessary to operate Trout Creek Pond, as reconstructed, within Colorado's water rights system (the "BLM and Thornton Trout Creek Agreement"); and

WHEREAS, on May 20, 2003 Thornton and Aurora entered into a Water Rights Purchase and Sale Agreement for the transfer of the water rights changed by the W-9242 -78 (A) Decree, among other things (the "2003 Transfer Agreement"). A part of the consideration from Aurora for the conveyance of water rights from Thornton is the obligation of Aurora "to provide Thornton, at the confluence of Sand Creek and the South Platte River an annual volume of Seven Thousand Eight Hundred Eighty-Three (7,883) acre-feet of fully consumable water composed at Aurora's discretion of either, or a combination of, the components that make up the Traded Water Sources, *i.e.*, 1) water derived from Aurora's Municipal Waste Water Return Flows; 2) certain of Aurora's Municipal Lawn Irrigation Return Flows; and/or 3) a portion of Other Water Sources available to Aurora pursuant to various existing or future water rights either owned by or under the then current control of Aurora." The foregoing is hereinafter referred to "Aurora's South Platte Water Delivery Obligation"; and

WHEREAS, in 2014 BLM was notified by the Colorado Division of Water Resources that it was required to obtain a plan for augmentation to replace any out-of-priority diversions or depletions associated with the Trout Creek Pond. BLM applied for and subsequently obtained a water right for the Trout Creek Pond, and approval of a plan for augmentation to replace out-of-priority evaporative depletions attributable thereto, as set forth in the Decree entered on March 22, 2021 by the Water Court in and for Water Division No. 1 in Case No. 2016CW3184 (the “2016CW3184 Decree”). The maximum annual out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree is 9.85 acre feet per year; and

WHEREAS, Thornton has agreed to either provide, or arrange for, the 9.85 acre-feet per year of replacement water that is necessary to replace the maximum annual out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree on behalf of the BLM; and

WHEREAS, Aurora is willing to provide water to satisfy Thornton’s commitment to the BLM to provide legally available water for replacement of out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree, in return for a reduction in Aurora’s South Platte Water Delivery Obligation; and

WHEREAS, the Federal Land Policy and Management Act of 1976; 43 U.S.C. § 1737 (b) authorizes the BLM to enter into contracts and cooperative agreements involving the management, protection, development, and sale of public lands; and 16 U.S.C. §1011 authorizes the BLM to enter into cooperative agreements with local governments for the protection, restoration, and enhancement of fish and wildlife habitat and other resources on public or private land; and

WHEREAS, Aurora is authorized, pursuant to Article XIV of the Colorado Constitution and Sections 29-1-201, *et seq.*, of the Colorado Revised Statutes, to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government; and

WHEREAS, Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Intergovernmental Agreement between Aurora, Thornton and BLM is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Ian J Best* *RLA*  
\_\_\_\_\_  
IAN BEST, Assistant City Attorney

INTERGOVERNMENTAL AGREEMENT-WATER RIGHTS FOR TROUT CREEK  
AUGMENTATION

THIS INTERGOVERNMENTAL AGREEMENT (“Agreement”) is made between the City of Thornton, a Colorado home rule municipality, whose address is 9500 Civic Center Drive, Thornton, Colorado 80229 (“Thornton”), the City of Aurora, Colorado, a Colorado home rule municipal corporation, acting by and through its Utility Enterprise, whose address is 15151 E. Alameda Pkwy., Suite 3600, Aurora, Colorado 80012 (“Aurora”) and the United States of America, Department of the Interior, Bureau of Land Management, Royal Gorge Field Office, 3028 E. Main Street, Canon City, CO 81212 (“BLM”) this \_\_\_\_ day of\_\_\_\_\_, 2022.

RECITALS

A. WHEREAS, Section 18(2)(a) of Article XIV of the Colorado Constitution and Sections 29-1-201, *et seq.*, and 29-20-105 of the Colorado Revised Statutes authorize and encourage governments to cooperate by contracting with one another for their mutual benefit.; and the Federal Land Policy and Management Act of 1976; 43 U.S.C. § 1737 (b) authorizes the BLM to enter into contracts and cooperative agreements involving the management, protection, development, and sale of public lands; and 16 U.S.C. §1011 authorizes the BLM to enter into cooperative agreements with local governments for the protection, restoration, and enhancement of fish and wildlife habitat and other resources on public or private land.

B. WHEREAS, in the 1970’s Thornton purchased a property known as Trout Creek Ranch, Colorado, with the objective of changing water rights associated with that ranch to municipal water supply purposes. Subsequently, Thornton obtained a decree from the Water Court in and for Water Division No. 1 in Case No. W-9242-78 (A) (the “W-9242 -78 (A) Decree”) authorizing a change of water right of the Trout Creek Ranch water rights, to municipal and other uses.

C. WHEREAS, in approximately 1985 Thornton commenced work on the Trout Creek Ranch to implement the changes of water right authorized by the W-9242 -78 (A) Decree, which included the removal of historical irrigation infrastructure on Trout Creek Ranch. During that process, Thornton inadvertently breached and removed a naturally existing structure known as Trout Creek Pond that was located on lands owned by, and under the jurisdiction of, the BLM that happened to be surrounded by the Trout Creek Ranch property.

D. WHEREAS, on May 12, 1986 BLM and Thornton reached an agreement for reconstruction of the Trout Creek Pond under which Thornton agreed to bear any losses to its changed water rights from the W-9242 -78 (A) Decree necessary to operate Trout Creek Pond, as reconstructed, within Colorado’s water rights system (the “BLM and Thornton Trout Creek Agreement”).

E. WHEREAS, on May 20, 2003 Thornton and Aurora entered into a Water Rights Purchase and Sale Agreement for the transfer of the water rights changed by the W-9242 -78 (A) Decree, among other things (the “2003 Transfer Agreement”). A part of the consideration from Aurora for the conveyance of water rights from Thornton is the obligation of Aurora, at paragraph 1.b.2) of the 2003 Transfer Agreement, “to provide Thornton, at the confluence of Sand Creek and the South Platte River an annual volume of Seven Thousand Eight Hundred Eighty-three (7,883) acre-feet of fully consumable water composed at Aurora’s discretion of either, or a combination of, the components that make up the Traded Water Sources, *i.e.*, 1) water derived from Aurora’s Municipal Waste Water Return Flows; 2) certain of Aurora’s Municipal Lawn Irrigation Return Flows; and/or 3) a portion of Other Water Sources available to Aurora pursuant to various existing or future water rights either owned by or under the then current control of Aurora.” The foregoing is hereinafter referred to “Aurora’s South Platte Water Delivery Obligation.”

F. WHEREAS, in 2014 BLM was notified by the Colorado Division of Water Resources that it was required to obtain a plan for augmentation to replace any out-of-priority diversions or depletions associated with the Trout Creek Pond. BLM applied for and subsequently obtained a water right for the Trout Creek Pond, and approval of a plan for augmentation to replace out-of-priority evaporative depletions attributable thereto, as set forth in the Decree entered on March 22, 2021 by the Water Court in and for Water Division No. 1 in Case No. 2016CW3184 (the “2016CW3184 Decree”). The maximum annual out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree is 9.85 acre feet per year.

G. WHEREAS, Thornton has agreed to either provide, or arrange for, the 9.85 acre-feet per year of replacement water that is necessary to replace the maximum annual out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree on behalf of the BLM.

H. WHEREAS, Aurora is willing to provide water to satisfy Thornton’s commitment to the BLM to provide legally available water for replacement of out-of-priority evaporative depletions attributable to the Trout Creek Pond under the 2016CW3184 Decree, in return for a reduction in Aurora’s South Platte Water Delivery Obligation.

NOW, THEREFORE, in consideration of the recitals above and the mutual covenants below, and other good and valuable consideration, the receipt and adequacy of which are hereby acknowledged, the parties agree as follows:

1. Provision of Replacement Water. As satisfaction of Thornton’s obligation to provide water under the BLM and Thornton Trout Creek Agreement, Aurora will provide 9.85 acre-feet per year from the water rights described in paragraph 1.a below to be used for augmentation purposes for replacement of depletions attributable to Trout Creek Pond under the 2016CW3184 Decree.

a. Water Rights to be Used by Aurora for Augmentation. Consistent with the 2016CW3184 Decree, Aurora will make releases from Spinney Mountain Reservoir, the dam for which is located on the channel of the South Platte River in the South ½ of Section 25, Township 12 South, Range 74 West of the 6th P.M., in Park County Colorado. The water released will be water stored by Aurora in Spinney Mountain Reservoir pursuant to the decree in Case No. W-9242-78A, District Court, Water Division 1. The decree entered in Case No. W-9242- 78A also changed the water right for the Trout Creek Ditch, which holds a July 1, 1862 priority for the entire flow of Trout Creek and authorizes “all beneficial uses, including but not limited to irrigation, domestic, commercial, industrial, recreational, piscatorial, exchange, within and without the components of its system, reuse, successive use, total consumptive use, and all other beneficial uses.” A portion of the water stored under this water right is available for use in the augmentation plan approved by the 2016CW3184 Decree.

b. Aurora’s Coordination with BLM. When BLM is required under the terms of the 2016CW3184 Decree to replace depletions by either release from Spinney Reservoir or directly from the changed Trout Creek Rights, Aurora shall release or make daily replacements in the volumes required by paragraph 18. B. of the 2016CW3184 Decree, up to a maximum amount of 9.85 acre-feet per year. All communication, measurement, accounting, and reporting concerning water deliveries pursuant to the 2016CW3184 Decree shall be implemented pursuant to intergovernmental agreements between Aurora and BLM dated October 18, 2017 and January 20, 2021 except as updated by paragraph 4. hereinbelow. These agreements are provided as appendices to this document.

2. Modification of Aurora’s South Platte Water Delivery Obligation. Thornton hereby agrees that in return for Aurora’s obligations under paragraph 1 above, Aurora’s South Platte Water Delivery Obligation under paragraph 1.b.2) of the 2003 Transfer Agreement is reduced by 9.85 acre-feet per year, regardless of the actual annual volume of releases or replacements that Aurora is required to make in accordance with paragraph 1 above to assure BLM’s compliance with the 2016CW3184 Decree. The adjustment in Aurora’s South Platte Water Delivery Obligation under the 2003 Transfer Agreement will be accomplished by reducing Aurora’s effluent delivery rate to Thornton for the period of September 1 through April 30 of each year as follows:

a. The adjusted effluent delivery rate in normal years between September 1 through April 30 shall be 12.30 cfs; and

b. The adjusted effluent delivery rate in leap years between September 1 through April 30 shall be 12.25 cfs.

3. Satisfaction of Thornton’s Obligations under the BLM and Thornton Trout Creek Agreement. BLM accepts the delivery of water by Aurora pursuant to paragraph 1 of

this Agreement as full, final, and complete satisfaction of Thornton's obligations under the BLM and Thornton Trout Creek Agreement.

4. Notices. Any written communication concerning this intergovernmental agreement shall be directed to the following parties:

To Thornton:	Thornton Water Resources Division Attn: Deputy Infrastructure Director 9500 Civic Center Drive Thornton, Colorado 80229 <a href="mailto:emily.hunt@ThorntonCO.gov">emily.hunt@ThorntonCO.gov</a>
With copy to:	Thornton City Attorney's Office Attn: City Attorney 9500 Civic Center Drive Thornton, Colorado 80229 <a href="mailto:attorney@ThorntonCO.gov">attorney@ThorntonCO.gov</a>
To BLM:	Bureau of Land Management Attention: Roy Smith, Water Rights Specialist 2850 Youngfield St. Lakewood, CO 80215 <a href="mailto:R20smith@blm.gov">R20smith@blm.gov</a>
With copy to:	Office of the Solicitor Attention: Kristen Guerriero 755 Parfet St., Suite 151 Lakewood, CO 80215 <a href="mailto:Kristen.guerriero@sol.doi.gov">Kristen.guerriero@sol.doi.gov</a>
To Aurora:	Aurora Water 15151 E. Alameda Pkwy. Suite 3600 Aurora, CO 80012 <a href="mailto:SPAccounting@auroragov.org">SPAccounting@auroragov.org</a>
With Copy to:	Aurora City Attorney 15151 E. Alameda Pkwy. Suite 5300 Aurora, CO 80012

5. Term, Amendment, and Termination.

Term: This Agreement becomes effective April 1 (the augmentation obligation date per the 16CW3184 Decree) of the calendar year in which it is signed and executed by the duly authorized representative of all Parties to this Agreement (“Effective Date”) and shall remain in effect for ten (10) years from the Effective Date unless terminated prior. This Agreement shall automatically renew after each 10-year term unless, after reviewing this Agreement at the end of the 10-year term, any of the Parties determine, in their sole discretion, that the agreement should be modified or terminated. Any requests to modify or terminate the agreement at the end of the 10-year term shall be provided in writing to all Parties to the Agreement no later than 90 days before the end of the 10-year term.

This Agreement may be modified, amended, changed, or terminated in whole or in part only by an agreement in writing duly authorized and executed by each of the Parties with the same formality as this Agreement.

6. Waiver. The waiver of any breach of any provision of this Agreement by any Party shall not constitute a continuing waiver of any subsequent breach of said party, for either breach of the same or any other provisions of this Agreement.

7. Entire Agreement. This Agreement represents the entire agreement of the Parties and no Party has relied upon any fact or representation not expressly set forth herein. There are no promises, terms, conditions, or obligations other than those contained herein, and this Agreement supersedes all previous communications, representations, or agreements, written or oral, between the Parties.

8. Headings for Convenience Only. Paragraph headings and titles contained herein are intended for convenience and reference only and are not intended to define, limit or described the scope or intent of any provision of this Agreement.

9. Non-Severability and Effect of Invalidity. Each paragraph of this Agreement is intertwined with the others and is not severable unless by mutual consent of the Parties. If any portion of this Agreement is held invalid or unenforceable for any reason by a court of competent jurisdiction as to any Party, or as to all Parties, the Parties will promptly enter good faith negotiations to restore the Agreement as near as legally possible to its original conditions and allow the operation of the Trout Creek Pond consistent with the terms and conditions of the 2016CW3184 Decree.

10. Assignability. No Party may assign its rights or delegate its duties under this Agreement without the prior written consent of the other Parties.



11. Binding Effect. This Agreement and the rights and obligations created hereby will be binding on and shall inure to the benefit of the Parties, and their respective successors and assigns, if any.

12. Governing Law and Venue. This Agreement and its application shall be construed in accordance with the laws of the State of Colorado. Aurora and Thornton agree that venue for any litigated disputes regarding this Agreement shall be in the District Court in and for Adams County Colorado, unless any such issues are water matters as defined by C.R.S. § 37-92-203, in which case the Parties agree the venue for any litigated disputes shall be the District Court in and for Water Division 1. For disputes regarding this Agreement, unrelated to water matters, that involve the BLM, venue for any litigated dispute shall be in the U.S. District Court for the District of Colorado.

13. Multiple Originals. This Agreement may be simultaneously executed in any number of counterparts, each of which shall be deemed original but all of which constitute one and the same Agreement.

14. Joint Draft. The Parties agree that they drafted this Agreement jointly with each having the advice of legal counsel and an equal opportunity to contribute to its content. Accordingly, the Parties agree there shall be no construction against the drafter of this Agreement should any dispute arise.

15. Intent of Agreement. This Agreement is intended to describe the rights and responsibilities of and between the Parties and is not intended to, and shall not be deemed to, confer rights or benefits upon any persons or entities not signatories hereto, nor to limit, impair, or enlarge in any way the powers, regulatory authority, and responsibilities of any Party, or any other governmental entity not a party hereto.

16. Specific Performance Available. In the event of litigation, mediation, or other dispute resolution process concerning this Agreement the remedy of specific performance shall be available to the Parties.

17. Non-Waiver of Governmental Immunity. The Parties understand and agree that both Thornton and Aurora, their officers, and their employees, are relying on, and do not waive or intend to waive, by any provision of this Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, et seq., as it is from time to time amended, or otherwise available to either Thornton or Aurora, their officers, or their employees.

18. Authorization. Each Party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

19. The Parties agree that even though this Agreement is entitled an “Intergovernmental Agreement” for the purpose of consistency with Aurora’s standard procedure for signing agreements with other units of governments, this Agreement meets the intent of “cooperative agreements” as defined and authorized pursuant 43 U.S.C. § 1737 (b) and 16 U.S.C. §1011.

20. Funding. Subject to the availability of funds, the Parties agree to fund their own expenses associated with the implementation of this Agreement. Nothing contained herein shall be construed as obligating the BLM to any expenditure or obligation of funds in excess or in advance of appropriations, in accordance with the Anti-Deficiency Act, 31 U.S.C. § 1341.

21. Records. Any records or documents generated as a result of this Agreement shall become part of the official BLM record maintained in accordance with the BLM record management policies. Information submitted to the BLM under this agreement is subject to the provisions of the Freedom of Information Act 5 U.S.C. § 552 *et seq.*

22. Sole Obligation of Aurora’s Utility Enterprise.

a. This Agreement shall never constitute a general obligation or other indebtedness of the City of Aurora or a multiple fiscal year direct or indirect debt or other financial obligation whatsoever of the City within the meaning of the Constitution and laws of the State of Colorado or of the Charter and Ordinances of the City of Aurora.

b. In the event of a default of Aurora’s Utility Enterprise of any of its obligations under this Agreement, Parties shall have no recourse for any amount owed to them against any funds or revenues of the City of Aurora except for those revenues derived from rates, fees, or charges for the services furnished by, or the direct or indirect use, of the water system and deposited in the Water Enterprise Fund, as the terms “Water System” and “Water Enterprise Fund” are defined in City Ordinance No. 2003-18, and then only after the payment of all operations and maintenance expenses of the Water System and all debt service and reserve requirements of any bond, notes or other financial obligations of the Utility Enterprise secured by a pledge of the net revenues of the Water Enterprise Fund. Notwithstanding any language herein to the contrary, nothing in this Agreement shall be considered as creating a lien upon the revenues of the Utility Enterprise or the City of Aurora.

### **Appendices**

Appendix A - Intergovernmental agreement between Aurora and BLM dated October 18, 2017.

Appendix B - Intergovernmental agreement between Aurora and BLM dated January 20, 2021.

DATED as of the day and year first above written.

CITY OF THORNTON, COLORADO,  
a Colorado home rule municipality

By:

\_\_\_\_\_  
Kevin S. Woods, City Manager

Date: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Kristen N. Rosenbaum, City Clerk

APPROVED AS TO FORM:  
Tami Yellico, City Attorney

\_\_\_\_\_

CITY OF AURORA, COLORADO,  
ACTING BY AND THROUGH ITS  
UTILITY ENTERPRISE

\_\_\_\_\_  
Mike Coffman, Mayor

\_\_\_\_\_  
Date

ATTEST:

\_\_\_\_\_  
Kadee Rodriguez, City Clerk

\_\_\_\_\_  
Date

APPROVED AS TO FORM FOR AURORA:

*Ian J Best*

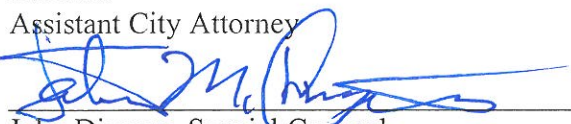
\_\_\_\_\_  
Ian Best  
Assistant City Attorney

3/22/22

\_\_\_\_\_  
Date

22035449

\_\_\_\_\_  
ACS #

  
\_\_\_\_\_  
John Dingess, Special Counsel

3/22/2022  
\_\_\_\_\_  
Date

**United States Department of the Interior, Bureau of Land Management, Colorado  
State Office**

---

State Director  
Bureau of Land Management, Colorado State Office

---

Date



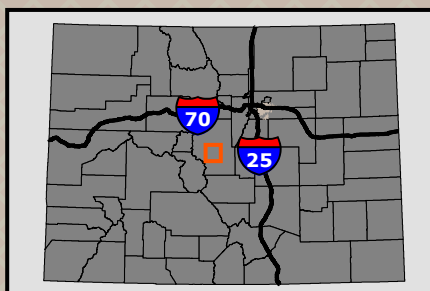
# Trout Creek Pond Exchange Aurora Water

15151 E. Alameda Pkwy, Aurora, CO 80012 USA  
[www.auroragov.org](http://www.auroragov.org) | 303-579-2990  
[gwhitney@auroragov.org](mailto:gwhitney@auroragov.org)



*Aurora is Worth Discovering!*

March 1, 2022



## Legend

★ Trout Creek Pond

DISCLAIMER: The City of Aurora, Colorado, makes no warranties or guarantees, express or implied, as to the completeness, accuracy, or correctness of this data, nor shall the City incur any liability from any incorrect, incomplete, or misleading information contained therein. The City makes no warranties, either express or implied, of the value, design, condition, title, merchantability, or fitness for a particular purpose. The City shall not be liable for any direct, indirect, incidental, consequential, punitive, or special damages, whether foreseeable or unforeseeable, arising out of the authorized or unauthorized use of this data or the inability to use this data or out of any breach of warranty whatsoever.

Miles 0 1 2 118 4



10. **RESOLUTIONS**

- ♦ a. Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, approving the E-470/Smoky Hill Bridge Widening Cost Allocation.

APPROVED: 9-0

RESOLUTION NO.: R2003-31

RECONSIDERATION DATE: 05-19-2003 EFFECTIVE DATE: 05-12-2003

- ♦ b. Consideration to APPROVE A RESOLUTION approving an Intergovernmental Agreement between the City of Aurora, Colorado, acting by and through its utility enterprise, and the City of Thornton, Colorado for a Water Rights Purchase and Sale Agreement.

APPROVED: 9-0

RESOLUTION NO.: R2003-32

RECONSIDERATION DATE: 05-19-2003 EFFECTIVE DATE: 05-12-2003

- ♦ c. Consideration to APPROVE A RESOLUTION approving an Intergovernmental Agreement between the City of Aurora, Colorado, acting by and through its Utility Enterprise, and the City of Thornton, Colorado for a Water Storage Easement Purchase and Sale Agreement.

APPROVED: 9-0

RESOLUTION NO.: R2003-33

RECONSIDERATION DATE: 05-19-2003 EFFECTIVE DATE: 05-12-2003

- ♦ d. Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, appointing a fact finder to hear complaints and objections raised with regard to the creation of Special Improvement District No. 1-03 and the assessment of property therein.

APPROVED: 9-0

RESOLUTION NO.: R2003-34

RECONSIDERATION DATE: Waived EFFECTIVE DATE: 05-12-2003

11. **PUBLIC HEARING WITH RELATED ORDINANCE**

- ♦ a. PUBLIC HEARING and consideration of an ORDINANCE FOR INTRODUCTION approving a Development Agreement between the City of Aurora, Colorado, and Heartland Colorado LLC containing provisions for a vested property right pursuant to Article 68 of Title 24, C.R.S. for certain lands in Section 33, Township 5 South, Range 65 West of the 6<sup>th</sup> Principal Meridian, County of Arapahoe, State of Colorado (High Plains Country Club) 637 acres more or less.

INTRODUCED: 5-3, Lindemann, Mosley,  
Caldwell voting no; Williams abstained.  
PUBLICATION DATE: 05-22-2003

ORDINANCE NO.: 2003-29

2ND READING: 06-02-2003

12. **ORDINANCES FOR INTRODUCTION**

- ♦ a. Consideration of an ORDINANCE FOR INTRODUCTION establishing water service connection - tap allocation reductions for drought stages.

***ITEM 12a REPLACED WITH ITEMS 12aa AND 12bb.***

- aa. Consideration of an ORDINANCE FOR INTRODUCTION establishing commercial water service connection - tap allocation reductions for drought stages.

- ♦ ***The City Charter prescribes the Mayor may vote on resolutions and ordinances only to create or break a tie vote of Council Members present. The Mayor Pro-Tem is always permitted to vote on all items.***

**Water Policy Committee (WPC) Meeting**  
August 15, 2017

**Members Present:** Council Member Bob Roth, Chair; Council Member Brad Pierce, Vice Chair; Council Member Francoise Bergan

**Others Present:** Greg Baker, Leiana Baker, Marshall Brown, Alex Davis, Steve Fiori, Nancy Freed, Jo Ann Giddings, Pam Hensley, Don Langley (CWAC), Christine McKenney, John Murphy, Kelley Neumann, Gail Thrasher, Rich Vidmar, Cathy Haddon, Fernando Aranda, Geoff Rabinowitz, Dub Jones, Scott Newman

---

### **III. INTERGOVERNMENTAL AGREEMENT (IGA) FOR COOPERATION WITH THE BUREAU OF LAND MANAGEMENT – TROUT CREEK**

Summary of Issue and Discussion: The United States of the Interior Bureau of Land Management (BLM) Colorado State Office is in need of a year around augmentation supply, and is requesting the City of Aurora to provide up to three (3) acre-feet of water, at the City of Aurora's discretion, for the next ten (10) years from Spinney Mountain Reservoir to off-set out of priority depletions at the BLM's Trout Creek Pond.

Council Member Bergan asked, do you need to put the actual date in the resolution? C. McKenney replied no, only in the agreement. Council Member Pierce asked, are we getting any compensation? A Davis replied, no, it was an obligation that we took on. We acquired a number of water rights from the City of Thornton some time ago and Thornton had an obligation to help the BLM augment their Trout Creek Pond. The obligation came to us with the acquisition of the water rights.

Outcome: The Committee supports the Intergovernmental Agreement for Cooperation with the Bureau of Land Management – Trout Creek, and forwarded the matter to Study Session for consideration.

Follow-Up Action: The Committee supports the Intergovernmental Agreement for Cooperation with the Bureau of Land Management – Trout Creek, and will forward to Study Session for consideration.

---

III.



- ♦ b. **R2017-72**  
Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, recommending the adoption of a New Employee Manual by the City Manager. *(This item also appears on the September 25, 2017 Study Session)* STAFF SOURCE: Noel Mink, Manager of Human Resources Operations, Internal Services
- ♦ c. **R2017-73**  
Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, an Intergovernmental Agreement between the City of Aurora, Colorado, acting by and through its Utility Enterprise, and the United States Department of the Interior Bureau of Land Management Colorado State Office for cooperation in the management of water rights, facilities, and Lands. (Trout Creek) STAFF SOURCE: Alexandra Davis, Deputy Director/Water Resource, Aurora Water
- ♦ d. **R2017-74**  
Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, approving an Intergovernmental Agreement between the City of Aurora, the Town of Castle Rock, and the Colorado Water Conservation Board for funding of Lost Creek underground storage pilot study. STAFF SOURCE: Alexandra Davis, Deputy Director/Water Resource, Aurora Water
- ♦ e. **R2017-75**  
Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, supporting the continuation of the Federal Deferred Action for Childhood Arrivals (DACA) program and applaud Congressman Coffman for his support of the bridge (Bar Removal of Individuals who Dream and Grow our Economy) act. *(Staff requests a Waiver of Reconsideration)* STAFF SOURCE: Michael J. Hyman, City Attorney

## 12. ORDINANCES FOR INTRODUCTION

- ♦ a. **2017-41**  
Consideration for INTRODUCTION OF AN ORDINANCE of the City Council of the City of Aurora, Colorado, Amending Chapter 102 of the City Code of the City of Aurora, Colorado, Relating to the General Employees' Retirement Plan. STAFF SOURCE: Nancy Wishmeyer, Controller, Finance

## 13. ORDINANCES FOR FINAL

- ♦ a. **2017-40**  
Consideration for ADPTION OF AN ORDINANCE of the City Council of the City of Aurora, Colorado, An Ordinance of the City Council of the City of Aurora, Colorado, repealing Ordinance No. 2017-23 regarding the amendment of Section 11-18.5 of the City Charter. **Ordinance 2017-40, Introduced 9-1 (Peterson voting no) at the September 11, 2017 Council Meeting)** STAFF SOURCE: Jason Batchelor, Deputy City Manager, General Management

## 14. RECONSIDERATIONS AND CALL-UPS

## 15. GENERAL BUSINESS

- a. Consideration to Appoint (1) one member to the Aurora Planning and Zoning Commission. STAFF SOURCE: Linda Blackston, City Clerk, General Management

**Water Policy Committee (WPC) Meeting**  
April 22, 2020

**Members Present:** Council Member Marsha Berzins, Chair; Council Member Alison Coombs Vice Chair; Council Member Francoise Bergan

**Others Present:** Greg Baker, Leiana Baker, Marshall Brown, Alex Davis, Nancy Freed, Jo Ann Giddings, Pam Hensley, Christine McKenney, Dan Mikesell, John Murphy, Stephanie Neitzel, Casey Rossman, Sarah Young, Tracy Young (PROS), Council Member Gardner

---

**5. HIGH CREEK POND INTERGOVERNMENTAL AGREEMENT**

Summary of Issue and Discussion: A. Davis stated, the Bureau of Land Management (BLM) is in need of a year-around augmentation supply and requests the City of Aurora to provide no more than 30.43-acre feet of water from Spinney Mountain Reservoir per year, at time when the BLM water rights are not in priority. A historic pond formed by railroad tracks in South Park are causing an impoundment of water. The BLM owns the pond and it has evaporative losses of up to 30.43-acre feet per year, due to the South Platte River. The Denver Water Resources has asked them to replace the evaporation, but they have no sources and only a junior water right. The BLM seeks to lease water from Aurora to cover the losses. The BLM will pay \$300.00 per acre foot for every acre foot actually used. The lease is a temporary lease for five (5) years while the BLM works on the pond, installs a staff gage, and can make a better determination of the ponds effect on the river. Aurora will likely enter into a long-term agreement once they have done more engineering

Council Member Coombs asked, what does a staff gauge read? A. Davis replied, a staff gauge is a gauge that's in the reservoir that reads the elevation and tracks it more precisely. It will show evaporation, water seepage, and can read when and how much the elevation is going down. Council Member Coombs asked, is there any anticipation of ongoing losses with this location and need to augment further? A. Davis replied, we think the 30-acre feet is high based on the experience we have had on evaporation. When our staff looked at engineering reports, they determined that when they actually start measuring their losses it will be far less than 30-acre feet a year.

Outcome: The Committee supports the High Creek Pond Intergovernmental Agreement and forwarded to Study Session for consideration.

Follow-Up Action: The Committee supports the High Creek Pond Intergovernmental Agreement and will forward to Study Session for consideration.

---

- ♦ e. **R2020-44** Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, Expressing the Aurora City Council's Support Of the Affordable Housing Gap Financing Application And Process  
**Presenter:** Prosser, Jessica - Manager of Community Development - Neighborhood Services-Tim Joyce, Assistant City Attorney II

Motion by Coombs, second by Lawson, to approve item 10e.

Council Member Berzins referenced the funding source and asked where the \$300k from unallocated marijuana tax revenue came from.

Jessica Prosser, Manager, Community Development, Neighborhood Services, stated the funding has not been specifically allocated at this time. She stated it would be used for the eligibility requirements under the program for homelessness service providers for capital and other infrastructure needs and not operational needs.

Council Member Berzins stated her understanding that one-time-only funding was required in this regard. She pointed out she raised the issue because she was told no when she wanted to use the unallocated marijuana funds for Nexus programs.

Ms. Prosser stated it would be used as it was available.

Voting Aye: Bergan, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marciano, Murillo

Voting Nay: Berzins

- ♦ f. **R2020-45** Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, approving an agreement for temporary use of groundwater between the City of Aurora and Rock & Rail LLC.  
**Presenter:** Young, Sarah - Deputy Director Wtr Plan/Engin - Aurora Water-Stephanie Neitzel, Assistant City Attorney II

Motion by Berzins, second by Bergan, to approve item 10f.

Council Member Marciano asked if this was a renewable source of water and if not, how much water was estimated to be in there.

Marshall Brown, Director, Aurora Water, stated it was not necessarily a renewable source of water, noting groundwater did renew at a slow rate and this was a relatively small single well with a relatively small volume of water that would be used as a temporary source of supply only.

Voting Aye: Bergan, Berzins, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marciano, Murillo

- ♦ g. **R2020-46** Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, approving an Intergovernmental Agreement between the United States Department of the Interior Bureau of Land Management Colorado State Office and the city of Aurora, Colorado, acting by and through its Utility Enterprise, for provision of and management of augmentation water in South Park  
**Presenter:** Davis, Alexandra - Deputy Director/Water Resource - Aurora Water-Stephanie Neitzel, Assistant City Attorney II

Motion by Berzins, second by Gruber, to approve item 10g.

- ♦ *The City Charter prescribes the Mayor may vote on resolutions and ordinances only to create or break a tie vote of Council Members present. The Mayor Pro-Tem is always permitted to vote on all items.*



Voting Aye: Bergan, Berzins, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marcano, Murillo

- ♦ h. **R2020-47** Consideration to APPROVE A RESOLUTION approving an Intergovernmental Agreement between the City of Aurora, Colorado, acting by and through its Utility Enterprise, and Metro Wastewater Reclamation District for Delivery of Reclaimed Wastewater.  
**Presenter:** Davis, Alexandra - Deputy Director/Water Resource - Aurora Water- Stephanie Neitzel, Assistant City Attorney II

Motion by Berzins, second by Gruber, to approve item 10h.

Voting Aye: Bergan, Berzins, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marcano, Murillo

- ♦ i. **R2020-48** Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, approving the water line construction and cost reimbursement agreement between Aerotropolis Area coordinating Metropolitan District, a Quasi-Municipal Corporation, and the City of Aurora, acting by and through its Utility Enterprise.  
**Presenter:** Young, Sarah - Deputy Director Wtr Plan/Engin - Aurora Water - Christine McKenney, Client Group Manager

Motion by Marcano, second by Bergan, to approve item 10i.

Voting Aye: Bergan, Berzins, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marcano, Murillo

- ♦ j. **R2020-49** Consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora, Colorado, to acquire certain real property legally described as Lot 18, Block 1, Harmony Subdivision Filing Number 3 and being commonly referred to as 26899 E 1st Place Aurora, CO 80018 in Arapahoe County to serve as Fire Station 17  
**(STAFF REQUESTS A WAIVER OF RECONSIDERATION)**  
**Presenter:** Reynoso, Hector - Manager Real Property Services - Public Works - Michelle Gardner, Senior Assistant City attorney

Motion by Johnston, second by Berzins, to approve Item 10j with a waiver of reconsideration.

Mayor Pro Tem Johnston asked when the item would be completed.

Jason Batchelor, Deputy City Manager, stated there was not currently a definitive timeline but noted based off the typical process and timeline, construction was expected to start this summer and the City would take possession in the fall with occupancy anticipated to be prior to Thanksgiving.

Council Member Gardner stated he was glad to hear the timeline was relatively short because it was no secret that response times in this part of Aurora were insufficient currently.

Council Member Hiltz stated she was excited to see the item moving forward.

Voting Aye: Bergan, Berzins, Coombs, Gardner, Gruber, Hiltz, Johnston, Lawson, Marcano, Murillo

- ♦ ***The City Charter prescribes the Mayor may vote on resolutions and ordinances only to create or break a tie vote of Council Members present. The Mayor Pro-Tem is always permitted to vote on all items.***

**Water Policy Committee (WPC) Meeting**  
April 20, 2022

Members Present: Council Member Steve Sundberg Chair, Council Member Angela Lawson Vice-Chair, Council Member Curtis Gardner

Absent:

Others Present: Casey Rossman, Dawn Jewell, John Murphy, Steve Fiori, Leiana Baker, Jo Ann Giddings, Greg Baker, Ian Best, Lauren Maggert, Laura Perry, Marshall Brown, Alex Davis, Rachel Allen, Sarah Young, Fernando Aranda, Dan Brotzman, Chad DiFalco, Rory Franklin, Melina Bourdeau

---

**4. Intergovernmental Agreement (IGA) between the City of Aurora, the Bureau of Land Management and the City of Thornton regarding the Water Rights for Trout Creek Augmentation**

Summary of Issue and Discussion: D. Jewell gave an overview of the IGA. This IGA will be effective as of April 1 in the calendar year it is signed and will remain in effect for 10 years. The agreement will renew automatically at the end of the 10-year term unless any of the parties decides to modify or terminate the agreement. Any of the three parties may modify or terminate this agreement with notice to, and consent from, the other parties.

Outcome: The Committee supports the Intergovernmental Agreement (IGA) between the City of Aurora, the Bureau of Land Management and the City of Thornton regarding the Water Rights for Trout Creek Augmentation.

Follow-Up Action: Forward to Study Session for consideration.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Reimbursement Agreement for Metro Water Recovery regarding the Second Creek Interceptor (Resolution)
<b>Item Initiator:</b> Sarah Young, Deputy Director of Planning and Engineering, Aurora Water
<b>Staff Source/Legal Source:</b> Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.0--Ensure excellent infrastructure that is well maintained and operated.

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney

Estimated time: 10 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Water Policy

**Policy Committee Date:** 4/20/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
|---|--|

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☒ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

On April 20, 2022 The Water Policy Committee supported moving the reimbursement agreement with Metro Water Recovery for the design, construction and easement costs for connection infrastructure to the Second Creek Interceptor forward to Study Session.

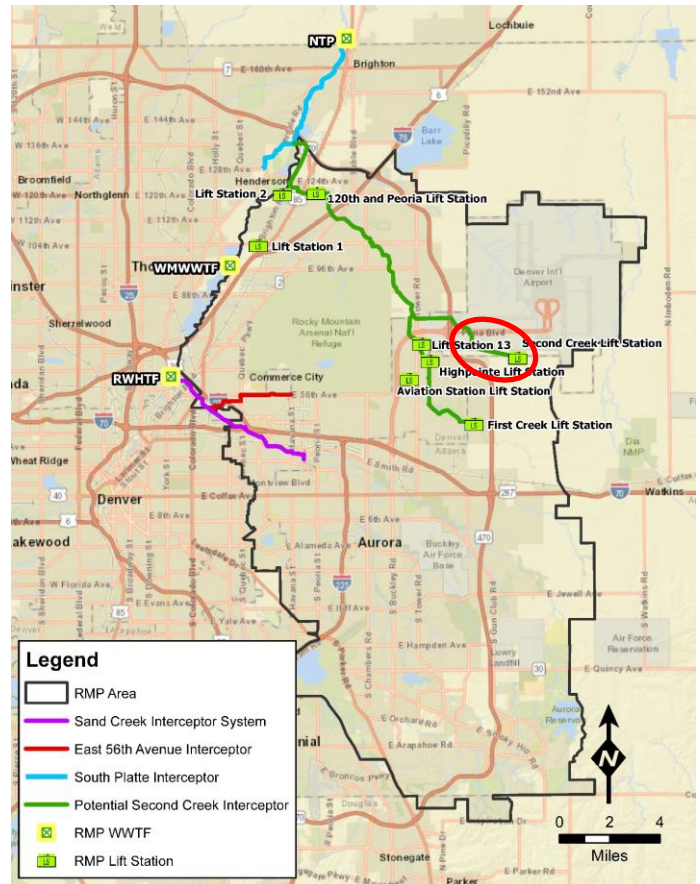
---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

In 2017, Aurora Water and three other wastewater service providers participated in a Metro Water Recovery (a.k.a Metro Wastewater Reclamation District (Metro)) regional masterplan to evaluate the most economical wastewater conveyance and treatment for the Sand Creek and Second Creek basins (see image to the right).

The study results showed that the most economical solution was to convey all the wastewater in the Second Creek basin to the new Metro Northern Treatment Plant (NTP) near Brighton vs. the pumping, conveyance and expansion required to utilize the existing Robert W. Hite Wastewater Treatment Facility (RWHTF) near Commerce City. In the image on the right, the green lines are the interceptors (SDI) required to convey the Second Creek basin WW to the NTP.

Metro is currently constructing the SDI mainstem and requires that any segment of the pipeline constructed for the sole benefit of a single connector be funded by that connector. The portion of the SDI circled in red on the right is for Aurora's sole use and thus our financial responsibility. The reimbursement estimate for this interceptor segment is \$3,760,440.00 which includes a twenty percent contingency and is the maximum contract amount. Metro will provide detailed documentation with the actual construction costs for reimbursement once the construction is complete. Aurora will be responsible for the long term operation and maintenance of this segment.



In addition to providing sewer service to northeast and east central Aurora, the interceptor will allow the City to abandon four lift stations for long term electric and O&M cost savings

---

## QUESTIONS FOR COUNCIL

Does the City Council of the City of Aurora support moving an APPROVAL OF A RESOLUTION for an Intergovernmental Reimbursement Agreement between the City of Aurora acting by and through its Utility Enterprise and Metro Water Recovery for design, construction and easement cost for local connection infrastructure to the Second Creek Interceptor forward to Regular Council Session?

---

## LEGAL COMMENTS

The City is authorized, pursuant to Article XIV of the Colorado Constitution and C.R.S. 29-1-203 to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully

authorized to each of the contracting or cooperating units of government. Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services (Best).

---

**PUBLIC FINANCIAL IMPACT**

☒ YES      ☐ NO

**If yes, explain:** Funding for this Reimbursement Agreement will be from the Capital Improvement Program, Wastewater Fund in the amount of \$3,760,440.00, which includes a 20% contingency.

ORG: 52346 (Reimbursement-Collection)

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A



RESOLUTION NO. R2022- \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL’S APPROVAL OF THE INTERGOVERNMENTAL REIMBURSEMENT AGREEMENT BETWEEN THE CITY OF AURORA ACTING BY AND THROUGH ITS UTILITY ENTERPRISE AND METRO WATER RECOVERY FOR DESIGN, CONSTRUCTION AND EASEMENT COST FOR LOCAL CONNECTION INFRASTRUCTURE TO THE SECOND CREEK INTERCEPTOR

WHEREAS, the City of Aurora, acting by and through its Utility Enterprise (“Aurora”) and the Metro Water Recovery, a metropolitan sewage disposal district organized pursuant to part 5 of article 4 of title 32 of the Colorado Revised Statutes (“Metro”) have agreed to the design, construction and easement costs intergovernmental reimbursement agreement (“Intergovernmental Agreement”); and

WHEREAS, Metro intends to construct a new sanitary sewer, known as the “Second Creek Interceptor” as recommended in the Sand Creek and Second Creek Basins Regional Master Plan (“Regional Master Plan”), adopted by the Metro Board of Directors in June 2017 and as a continuation of the regional collaboration initiated with the Regional Master Plan; and

WHEREAS, Metro and Aurora considered alignments for the Second Creek Interceptor, and the alignment set forth in the Intergovernmental Agreement was chosen by Metro and Aurora as the preferred alignment for the Second Creek Interceptor; and

WHEREAS, the alignment of the Second Creek Interceptor supports Aurora’s decommissioning of the Second Creek Regional Lift Station and the replacement of the pumped wastewater conveyance system with gravity conveyance; and

WHEREAS, the new connection infrastructure from the Aurora lift station to the Second Creek Interceptor will be constructed by Metro and reimbursed by Aurora; and

WHEREAS, Aurora and Metro desire to construct the integrated components of the connection piping concurrently with construction of the Second Creek Interceptor; and

WHEREAS, the metering and sampling facility and bypass are expected to be completed in the first quarter of 2023 and the connection piping to the Second Creek Interceptor and the Local Connection Infrastructure in the fourth quarter of 2022; and

WHEREAS, the connection piping to the Second Creek Interceptor, the metering and sampling facility and bypass up to and including Manhole (MH) SD-445 will be owned and operated by Metro and the piping upstream of MH SD-445 will be owned, maintained and operated by Aurora; and

WHEREAS, Aurora will reimburse Metro for the actual design, construction, and easement costs of no more than three million seven hundred and sixty thousand four hundred and forty dollar (\$3,760,440) for the Local Connection Infrastructure; and

WHEREAS, the City is authorized, pursuant to Article XIV of the Colorado Constitution and Section 29-1-203 of the Colorado Revised Statutes, to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government; and

WHEREAS, Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Intergovernmental Agreement between Aurora and Metro regarding design, construction and easement costs of the Second Creek Interceptor is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Ian J Best*

*RLA*

\_\_\_\_\_  
IAN BEST, Assistant City Attorney

<b>EXHIBIT B: Aurora IGA - Estimate of Cost to be Reimbursed to Metro Water Recovery</b>		
	<b><u>Item Description:</u></b>	<b><u>Contract Price:</u></b>
1)	MOBILIZATION & DEMOBILIZATION	\$ 99,500
2)	AURORA CONNECTION STRUCTURE AND METERING FACILITY	\$ 909,078
3)	SD INTERCEPTOR FROM METERING FACILITY TO AURORA INTERCEPTOR	\$ 629,172
4)	EROSION CONTROL FOR AURORA CONNECTOR SEGMENT	\$ 36,495
5)	AURORA CONNECTION LEG NEAR GATEWAY	\$ 160,600
6)	BYPASS PUMPING FOR CONNECTIONS	\$ 245,950
7)	GEOTECH & CONCRETE TESTING SERVICES	\$ 9,282
8)	PERMIT ALLOWANCE SERVICES	\$ 2,250
9)	SURVEYING SERVICES	\$ 5,569
10)	ELECTRICAL SUBCONTRACT	\$ 77,143
11)	ACCESS ROADS	\$ 277,403
12)	Aurora Requested Changes through design review PC-5	\$ 146,702
13)	BOND & INSURANCE	\$ 64,924
14)	General Conditions (5.5%)	\$ 142,953
15)	Overhead & Profit (8.5%)	\$ 220,927

**CONSTRUCTION TOTAL:** \$ **3,027,947**

Engineering - Preliminary Design \$ 81,616  
Engineering - Final Design \$ 158,105  
Engineering - Construction (Estimate) \$ 200,886

Construciton Easement and Permanent Easement (Actual) \$ 291,886

**TOTAL:** \$ **3,760,440**







## **Intergovernmental Agreement for Reimbursement of Design, Construction and Easement Costs for Local Connection Infrastructure to the Second Creek Interceptor**

This Agreement, is made and entered this \_\_\_\_ day of \_\_\_\_\_, 2022 (Effective Date) by and between the City of Aurora, Colorado, a Colorado municipal corporation of the counties of Adams, Arapahoe, and Douglas, acting by and through its Utility Enterprise (Aurora), and Metro Water Recovery, a metropolitan sewage disposal district organized and existing pursuant to Part 5 of Article 4 of Title 32 of the Revised Statutes of the State of Colorado (Metro Water Recovery). Aurora and Metro Water Recovery shall be referred to herein individually as “Party” and collectively “Parties”.

WHEREAS, Metro Water Recovery intends to construct a new sanitary sewer, known as the “Second Creek Interceptor” as recommended in the Sand Creek and Second Creek Basins Regional Master Plan (Regional Master Plan), adopted by Metro Water Recovery Board of Directors in June 2017 and as a continuation of the regional collaboration initiated with the Regional Master Plan; and

WHEREAS Metro Water Recovery and Aurora considered alignments for the Second Creek Interceptor; and

WHEREAS, after discussions with Aurora, the Second Creek Interceptor, as described in the “Issued for Construction Drawings and Specifications”, was chosen by Metro Water Recovery and Aurora as the preferred alignment for the Second Creek Interceptor; and

WHEREAS, the alignment of the Second Creek Interceptor supports Aurora’s decommissioning of the Second Creek Regional Lift Station and the replacement of the pumped wastewater conveyance system with gravity conveyance; and

WHEREAS, after discussion with Aurora, the new connection infrastructure from the Aurora lift station to the Second Creek Interceptor will be constructed by Metro Water Recovery and reimbursed by Aurora; and

WHEREAS, as of the Effective Date the alignment and new connection from Aurora are feasible; and

WHEREAS, Aurora and Metro Water Recovery desire to construct the integrated components of the connection piping to the Second Creek Interceptor, Metering and Sampling Facility, bypass and the piping upstream of the bypass as shown on Exhibit A and hereafter collectively referred to as the Local Connection Infrastructure (piping upstream of MH SD-445), concurrently with construction of the Second Creek Interceptor; and

WHEREAS, the Metering and Sampling Facility and bypass is expected to be completed in the first quarter of 2023 and the connection piping to the Second Creek Interceptor and the Local Connection Infrastructure in the fourth quarter of 2022; and

WHEREAS, the connection piping to the Second Creek Interceptor, the Metering and Sampling Facility and bypass up to and including Manhole (MH) SD-445 will be owned and operated by Metro Water Recovery and the piping upstream of MH SD-445 will be owned, maintained and operated by Aurora; and

WHEREAS, Aurora will reimburse Metro Water Recovery for the actual design, construction and easement costs, as shown in Exhibit B (construction and engineering construction and resident service costs in Exhibit B will be reconciled to the actual costs upon completion of construction), of the Local Connection Infrastructure; and

NOW, THEREFORE, in consideration of the covenants and mutual promises herein contained and for other good and valuable consideration, the Parties hereto agree as follows:

1. Metro Water Recovery, through its professional consulting engineer HDR Engineering, Inc. (HDR), has prepared Issued for Construction Drawings and Specifications for the construction of the Local Connection Infrastructure and obtained permanent easement and temporary construction easements as shown on Exhibit A in collaboration with Aurora. The Issued for Construction Drawings and Specifications have been reviewed by Aurora.

2. Metro Water Recovery has contracted for the construction of the Second Creek Interceptor and the Local Connection Infrastructure, in accordance with the Issued for Construction Drawings and Specifications approved by Aurora and Metro Water Recovery, by a responsible and responsive contractor. The contractor shall carry insurance as set forth below, and Aurora will be included as an additional insured, except for workers' compensation, on a primary and non-contributory basis. Proof of the below insurance shall be provided to Aurora prior to commencement of construction. The cost for including Aurora as an additional insured is included in the costs in Exhibit B.

3. Metro Water Recovery, through HDR, shall provide throughout the term of the construction of the Second Creek Interceptor and Aurora Local Connection Infrastructure, competent and qualified project administration and quality control. Aurora shall have the right to visit the site and inspect the work at any time and to confer with Metro Water Recovery's project manager.

4. As used herein, the term "Work" shall mean and refer to all labor, management, administration, supervision, materials, supplies, manufactured components, equipment, installation, testing, construction, supervision, professional services, and related effort and work associated with the completion of the Local Connection Infrastructure. Aurora shall have the right to review and comment on all shop drawings and other contractor submittals pertaining to the Local Connection Infrastructure. Comments from Aurora shall be provided to Metro Water Recovery within fifteen (15) calendar days of receipt of the shop drawings and contractor submittals. If comments are not received within fifteen (15) calendar days, the shop drawings shall be deemed to be prepared in accordance with the approved design. Metro Water Recovery, through HDR shall submit Adobe Portable Document Format (PDF) files of such shop drawings

and submittals to the Aurora prior to construction of the work described therein. If any comments from Aurora will require a change to the Work from the IFC Plans and will cause an increase in the cost associated with the Local Connection Infrastructure, as reflected in Exhibit B, Metro Water Recovery shall describe and quantify such increased costs in writing to Aurora. If approved by Aurora in writing, such increased costs shall be paid by Aurora in accordance with Paragraph 8 herein. If not approved by Aurora in writing, Metro Water Recovery in its sole discretion, may unilaterally choose whether to implement the change.

5. Metro Water Recovery, through HDR, shall notify Aurora of any change to the Issued for Construction Drawings and Specifications during construction which involve the Local Connection Infrastructure. Aurora shall review and may provide comments. Metro Water Recovery will review Aurora's comments and shall incorporate Aurora's comments where appropriate and not unduly burdensome. Any increased costs shall be paid by Aurora in accordance with Paragraph 8 herein.

6. Metro Water Recovery shall be responsible for obtaining and complying with any permits or approvals necessary from any governmental entity with jurisdiction over the construction.

7. Metro Water Recovery, through HDR, and Aurora shall jointly inspect the Local Connection Infrastructure upon completion. Aurora will notify Metro Water Recovery in writing within seven (7) calendar days of the joint inspection of items considered to be not in compliance with the approved design. If Aurora fails to notify Metro Water Recovery in writing within seven (7) calendar days that the piping upstream of MH SD 445 is not in compliance, then Aurora will be deemed to have accepted the construction.

8. In accordance with this Paragraph 8, Aurora will reimburse Metro Water Recovery for actual design, construction, and easement costs ("Reimbursement Amount").

a.) Reimbursement Amount Calculation. The Reimbursement Amount shall be calculated by reconciling estimated costs included in Exhibit B ("Estimate") with the actual project costs ("Actual Cost") upon completion of construction. The Estimate includes a contingency amount ("Contingency") equal to twenty percent (20%) of the total actual estimated costs for the Work for a total of Three Million Seven Hundred Sixty Thousand Four Hundred Forty Dollars (\$3,760,440.000 ("Maximum Contract Amount"). Metro Water Recovery will promptly notify and consult with Aurora if Metro Water Recovery determines that the Actual Cost to complete the Work may impose a material impact on the Contingency or cause the total Actual Costs to exceed the Maximum Contract Amount. Metro Water Recovery and Aurora will cooperate and work together to mitigate the impact of any cost overruns to avoid the Actual costs exceeding the Maximum Contract Amount. If necessary, Aurora will pursue reasonable efforts to seek further appropriation to fund any necessary and approved costs in excess of the Maximum Contract Amount and, if deemed necessary by Metro Water Recovery, Metro Water Recovery may stop the Work until such additional appropriation is obtained by Aurora.

b.) Documentation. The Reimbursement Amount must be supported by invoice and payment documentation which must be supplied to Aurora and which may include but not be limited to: signed pay applications from the contractor for actual costs incurred; and signed change orders with detailed descriptions of the work performed and line item costs. All reimbursable costs shall be in a line item format per eligible expense. Documentation must include proof of payment.

c.) Timing. The Reimbursement Amount shall be paid to Metro Water Recovery no later than thirty-one (31) days after of the receipt of invoice for the Local Connection Infrastructure and resolution of any and all outstanding items that may be identified in accordance with Paragraphs 7 and 8.

9. Aurora shall not discharge wastewater to the Aurora Local Connection Infrastructure until Metro Water Recovery has received the Reimbursement Amount and Metro Water Recovery has transferred ownership of the Aurora Local Connection Infrastructure to Aurora for operation and maintenance.

10. Ownership of the Aurora Local Connection Infrastructure shall be transferred by Bill of Sale in the form substantially similar to that attached hereto as Exhibit C by Metro Water Recovery within thirty (30) calendar days of acceptance of construction by Aurora. The Local Connection Infrastructure to be owned, maintained and operated by Aurora is within permanent easement as shown on Exhibit A.

11. Metro Water Recovery, through HDR, will provide Aurora with Record Drawings of the Aurora Local Connection Infrastructure within thirty (30) calendar days of the Aurora's resolution of any outstanding items that may be identified in accordance with Paragraph 7.

12. Metro Water Recovery ensure that the construction warranty is transferable to Aurora via assignment for a period of one (1) year from the date of acceptance by Aurora.

13. In the event of a default, in addition to any remedies that may be available to the Parties in law or in equity, the Parties shall be entitled to seek specific performance or injunctive relief to enforce the provisions of this Agreement. However, prior to filing legal action the Party alleging the default shall first provide notice of the default to the other Party and allow a minimum of fourteen (14) calendar days to cure the default.

14. The Parties hereto understand and agree that the Parties and their respective officers, and employees, are relying on, and do not waive or intend to waive, by any provision of this Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.*, as it is from time to time amended

15. This Agreement shall be construed and enforced in accordance with the laws of the State of Colorado. The Parties consent to venue for any legal action relating to the Agreement being in the Adams County District Court, State of Colorado.



16. The enforcement of the terms and conditions of this Agreement and all rights of action relating to enforcement shall be strictly reserved to the Parties. No third party beneficiary rights shall be created by this Agreement in favor of any person not a Party to this Agreement, unless the Parties mutually agree otherwise in writing.

17. Neither Party shall be liable for any failure to perform as required by this Agreement, to the extent such failure to perform is caused by any of the following occurrences: strikes, labor disturbances or disputes, failure of any governmental (other than the Parties to this Agreement) or third party action or approval required for full performance, riots, civil disorder, war, floods, earthquakes, acts of God, explosion, or similar occurrences outside the control of such Party.

18. Except as otherwise required in this Agreement, any notice shall be deemed to be validly given at the time that written notice is delivered in person, received by registered mail, postage prepaid, or transmitted by facsimile (with confirmation of receipt) to the following addresses:

Metro Water Recovery: Chief Executive Office  
Metro Water Recovery  
6450 York St.  
Denver, CO 80229  
303-286-3030

City of Aurora: City Attorney  
City of Aurora  
15151 East Alameda Parkway, Suite 5300  
Aurora, CO 80012

With copy to: Aurora Water  
Dept. of Planning and Engineering  
15151 East Alameda Parkway, Suite 3600  
Aurora, CO 80012

19. This Agreement is intended as a complete integration of all understandings between the Parties pertaining to the construction of the Local Connection Infrastructure. No prior or contemporaneous addition, deletion or other amendment shall have any force or effect, unless embodied herein or in a written amendment or other agreement executed by the Parties. This Agreement and any amendments shall be binding upon the Parties, their successors and assigns.

20. In the event any provision of this Agreement is found to be invalid, void, or otherwise unenforceable by a court of competent jurisdiction or by operation of applicable law, such invalid, void, or unenforceable provision shall not affect the validity of the Agreement as a whole and the remainder of the Agreement shall be given full force and effect.

21. Sole Obligation of Aurora's Utility Enterprise. (a) This Agreement does not constitute a general obligation or other indebtedness of Aurora or a multiple fiscal year direct or indirect debt or other financial obligation whatsoever of Aurora within the meaning of the Constitution and laws of the State of Colorado or of the Charter and ordinances of Aurora. (b) In the event of a default by the City of any of its obligations under this Agreement, Metro Water Recovery will have no recourse for any amounts owed to it against any funds or revenues of Aurora except those revenues derived from rates, fees or charges for the services furnished by, or the direct or indirect use of, the Water System and deposited in the Water Enterprise Fund, as the terms "Water System" and "Water Enterprise Fund" are defined in City of Aurora ordinance No. 2003-18, and then only after the payment of all operation and maintenance expenses of the water system and all debt service and reserve requirements of any bonds, notes or other financial obligations of the City secured by a pledge of the net revenues of the Water Enterprise fund. Notwithstanding any language herein to the contrary, nothing in this Agreement will be construed as creating a lien upon any revenues of the Utility Enterprise or Aurora.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly authorized respective representatives as of the date and year written above.

**Metro Water Recovery**

\_\_\_\_\_  
William J. Conway, Chief Executive Officer

\_\_\_\_\_  
Date

Approved as to form

\_\_\_\_\_  
Metro General Counsel

\_\_\_\_\_  
Date

State of Colorado

)

)

ss

County of \_\_\_\_\_ )

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_, 2022, by \_\_\_\_\_, \_\_\_\_\_, acting on behalf of Metro Water Recovery.

Witness my hand and official seal. \_\_\_\_\_

Notary Public

My commission expires: \_\_\_\_\_

(Seal)

City of Aurora, Colorado  
Acting by and through its  
Utility Enterprise

\_\_\_\_\_  
Mike Coffman, Mayor

\_\_\_\_\_  
Date

Attest:

\_\_\_\_\_  
Kadee Rodriguez, City Clerk

\_\_\_\_\_  
Date

Approved as to form for Aurora:

Ian J Best  
\_\_\_\_\_  
Ian Best, Assistant City Attorney

4/6/22  
\_\_\_\_\_  
Date

22039376  
\_\_\_\_\_  
ACS #

State of Colorado                    )  
  ) ss  
County of Arapahoe                )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2022, by  
Mike Coffman, Mayor, acting on behalf of the Utility Enterprise of the City of Aurora, Colorado.

Witness my hand and official seal. \_\_\_\_\_

Notary Public

My commission expires: \_\_\_\_\_

(Seal)

**Water Policy Committee (WPC) Meeting**  
April 20, 2022

Members Present: Council Member Steve Sundberg Chair, Council Member Angela Lawson Vice-Chair, Council Member Curtis Gardner

Absent:

Others Present: Casey Rossman, Dawn Jewell, John Murphy, Steve Fiori, Leiana Baker, Jo Ann Giddings, Greg Baker, Ian Best, Lauren Maggert, Laura Perry, Marshall Brown, Alex Davis, Rachel Allen, Sarah Young, Fernando Aranda, Dan Brotzman, Chad DiFalco, Rory Franklin, Melina Bourdeau

---

**5. Reimbursement Agreement with Metro Water Recovery for the Design, Construction and Easement Costs for Connection Infrastructure to the Second Creek Interceptor**

Summary of Issue and Discussion: S. Young gave a presentation.

Council Member Lawson asked, how are regulations and inspections handled? S. Young replied, regulations, infrastructure planning, and inspections coordination are done with the District and District members, including Aurora, at the board level and staff level.

Outcome: The Committee supports the Reimbursement Agreement with Metro Water Recovery for the Design, Construction and Easement Costs for Connection Infrastructure to the Second Creek Interceptor.

Follow-Up Action: Forward to Study Session for consideration.



## CITY OF AURORA

### Council Agenda Commentary

<b>Item Title:</b> Fulenwider Second Creek Southwest Intergovernmental Agreement
<b>Item Initiator:</b> Casey Ballard, Engineer, Aurora Water
<b>Staff Source/Legal Source:</b> Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.0--Ensure excellent infrastructure that is well maintained and operated.

#### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

#### ITEM DETAILS:

Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney

Estimated time: 5 mins

---

#### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

#### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Water Policy

**Policy Committee Date:** 4/20/2022

**Action Taken/Follow-up:** *(Check all that apply)*

☒ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☒ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** (*Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.*)

On April 20, 2022 The Water Policy Committee supported moving the Fulenwider Second Creek Southwest Intergovernmental Agreement forward to Study Session.

---

**ITEM SUMMARY** (*Brief description of item, discussion, key points, recommendations, etc.*)

The HM Metropolitan District No. 1 ("District"), also known as the Fulenwider Parcel, in northeast Aurora between 68<sup>th</sup> Avenue and 56<sup>th</sup> Avenue near Harvest Road (see attached map), has expressed a desire to own and maintain the trail improvements and drainage improvements in the Second Creek corridor through their development. This request stems from a desire to install specialty (non-invasive) landscaping and trail amenities that do not fall within the categories of improvements eligible for City maintenance. Therefore, the City and the District are entering into this Intergovernmental Agreement (IGA) to ensure that the channel is maintained to Aurora Water and Mile High Flood District standards and specific maintenance responsibilities. The IGA allows Aurora Water to inspect, maintain and then backcharge the District if the maintenance responsibilities are not adhered to. Per the agreement and as per standard practice, the City is responsible for major repair or replacement (R/R) improvements which can be identified by the District and submitted to the City in writing. The improvements, if agreed necessary by the City, will be including in the Stormwater Capital Improvement Plan prioritization model for incorporation in the 20-year plan.

---

**QUESTIONS FOR COUNCIL**

Does the City Council of the City of Aurora support moving the consideration to APPROVE A RESOLUTION of the City Council of the City of Aurora of the Second Creek drainage maintenance intergovernmental agreement between the City of Aurora acting by and through its Utility Enterprise and HM Metropolitan District No. 1 forward to Regular Council Session?

---

**LEGAL COMMENTS**

The City is authorized, pursuant to Article XIV of the Colorado Constitution and C.R.S. 29-1-203 to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government. Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services (Best).

---

**PUBLIC FINANCIAL IMPACT**

☒ YES ☐ NO

**If yes, explain:** This will reduce the annual cost of maintenance for the channel as it will be maintained by the District. Aurora Water will still be liable for major repairs due to flood events or other disasters. Funding for major repairs can utilize MHFD maintenance eligibility.

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A

RESOLUTION NO. R2022- \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S APPROVAL OF THE SECOND CREEK DRAINAGE MAINTENANCE INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF AURORA ACTING BY AND THROUGH ITS UTILITY ENTERPRISE AND HM METROPOLITAN DISTRICT NO. 1

WHEREAS, the City of Aurora, acting by and through its Utility Enterprise ("Aurora") and the HM Metropolitan District No. 1, a quasi-municipal corporation and political subdivision of the State of Colorado ("District") have agreed that the District will design, construct and accept operation and maintenance of certain improvements including drainage and trail improvements to Second Creek ("Second Creek Improvements"); and

WHEREAS, the District was organized pursuant to the laws of the State of Colorado in order to construct, operate, and maintain certain public facilities and improvements in accordance with its Service Plan, as approved by the City Council on August 5, 2019 (as the same may be amended from time to time); and

WHEREAS, the Second Creek Improvements are regional in nature that benefit users outside of the District's service area and will benefit the health, safety, and general welfare of the residents of Aurora; and

WHEREAS, the City is authorized, pursuant to Article XIV of the Colorado Constitution and Section 29-1-203 of the Colorado Revised Statutes, to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government; and

WHEREAS, Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Intergovernmental Agreement between Aurora and the District regarding Second Creek Drainage Maintenance is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.



RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Ian J Best*                      *RLA*

\_\_\_\_\_  
IAN BEST, Assistant City Attorney

## **Second Creek Drainage Maintenance Intergovernmental Agreement**

This Intergovernmental Agreement (“Agreement”) is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2022 (“Effective Date”), by and between the City of Aurora, Colorado, a Colorado municipal corporation of the counties of Adams, Arapahoe and Douglas, acting by and through its Utility Enterprise (“City”), and HM Metropolitan District No. 1, a quasi-municipal corporation and political subdivision of the State of Colorado (“District”). The City and the District may be referred to herein, individually, as a “Party” and, collectively, as the “Parties.”

### **Recitals**

- A. The District was organized pursuant to the laws of the State of Colorado in order to construct, operate, and maintain certain public facilities and improvements in accordance with its Service Plan, as approved by the City Council on August 5, 2019 (as the same may be amended from time to time).
- B. The District’s Service Area includes approximately seven hundred twenty-seven (727) acres of property in Aurora (“Property”) in the general location as depicted on Exhibit A attached hereto and incorporated herein by reference.
- C. Second Creek bisects the Property from north to south.
- D. Pursuant to the authority granted to the District by its Service Plan, the District anticipates that it will design, construct and accept operation and maintenance of certain improvements including drainage improvements to Second Creek (“Drainage Improvements”) as well as certain trails along Second Creek (“Trail Improvements”). Together the Drainage Improvements and Trail Improvements may be referred to herein as the “Second Creek Improvements”. The Second Creek Improvements are as depicted on the attached Exhibit B and incorporated by this reference.
- E. The Second Creek Improvements are regional in nature in that they benefit other users outside the District’s Service Area.
- F. The failure to operate and maintain the Drainage Improvements in an acceptable manner could result in serious harm and injury.
- G. Given the regional nature and importance of the Second Creek Improvements, the City and the District desire to enter into this Agreement to govern the operation, maintenance and repair of the Second Creek Improvements.

NOW, THEREFORE, in consideration of the above Recitals, all of which are fully incorporated and made an integral part of this Agreement, the mutual covenants and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

## **Terms and Conditions**

1. Ownership of Second Creek Improvements. The final plats for such Property will create separate tracts ("Tracts") for the Drainage Improvements, utilities and Trail Improvements. The Tracts will be conveyed to the District for perpetual ownership and the District agrees to accept ownership of the Tracts. If the Tracts are conveyed to the District via a final plat, the District agrees to execute such final plat acknowledging acceptance thereof. Alternatively, the Tracts may be conveyed to the District by separate deed. If easements to the City, allowing the City access to the Tracts for the City's access and use (as hereinafter described), are not granted on the final plats, the District agrees to grant separate permanent easements to the City for the same in a form to be mutually agreed upon by the Parties.

2. Design and Construction of Second Creek Improvements. The District, at its sole expense, shall cause the design of the Second Creek Improvements, which design shall be subject to the review of the City and Mile High Flood District ("MHFD") and must be accepted by both ("Accepted Plans"). Following the City's review of Accepted Plans, the District, at its sole cost and expense, shall cause the Second Creek Improvements to be constructed in conformance with the Accepted Plans. The City shall have the right to inspect the Second Creek Improvements at its discretion.

3. Maintenance of Second Creek Improvements. Following completion of the Second Creek Improvements, the District shall be solely responsible for maintaining the Second Creek Improvements. The District agrees that the maintenance shall include, but not be limited to, the work at all applicable intervals as set forth on the "Standard Operation Procedures for Inspection and Maintenance", as may be amended from time to time, and attached hereto as Exhibit C and incorporated herein by this reference ("Maintenance Work"). The City shall have the right, but not the obligation, to periodically inspect the Second Creek Improvements to confirm the District is complying with its obligation to complete the Maintenance Work. If the City determines that the District is not performing the Maintenance Work, the City shall deliver written notice to the District. If the District fails to cure such deficiency within thirty (30) days following receipt of such written notice, or such greater time as may be required to cure so long as the District has commenced to cure within said thirty (30) days and diligently prosecuting the same, then the City shall have the right, but not the obligation, to perform such Maintenance Work and charge the District the actual and reasonable cost of the same.

4. Repairs. The City agrees that it shall be responsible for any and all capital repairs and replacements of the Drainage Improvements as agreed upon after inspection ("Drainage R/R Work"), to the extent the same are not: (a) covered by an existing warranty of a contractor; or (b) a result of the negligence or misconduct of the District, including, but not limited to, the District's failure to perform the Maintenance Work. If the District determines and as agreed upon by the City that any Drainage R/R Work is necessary, the District shall notify the City in writing (except in the event of an emergency, in which event the District shall call Aurora Water's General Manager) identifying the Drainage R/R Work needed. Within ten (10) days following receipt of such written notice, the City shall inspect the Drainage Improvements to confirm or deny the required Drainage R/R Work. The City shall notify the District in writing of its plan to complete the Drainage R/R Work or the reasons for request denial. If the City confirms the need for the Drainage R/R Work, the City shall incorporate the Work in the City's triple bottom line

Stormwater Capital Improvement program prioritization model. Timing of project completion will be dependent on the prioritization model results and available funding. If the District prefers to complete any required Drainage R/R Work ahead of when determined by the Stormwater Capital Improvement program, the District shall have the right to complete the Drainage R/R Work at their own expense and may be eligible for full or partial cost reimbursement. Terms of reimbursement will be documented under a separate reimbursement amendment to this Agreement. All Drainage R/R Work must comply with Standard Operation Procedures for Inspection and Maintenance, as amended from time to time, and set forth in Exhibit C.

5. Limitations on Use. Each Party agrees that it shall not take any action or place or construct any facilities, improvements, or landscape features that would impair the Second Creek Improvements, the Maintenance Work, or the functioning of the regional stormwater drainage system.

6. Term. The term of this Agreement shall commence on the Effective Date and continue until such time as the Parties mutually agree to terminate the same. City may terminate this Agreement when reasonable upon ninety (90) days written notice to District.

7. Restoration. Upon completion of any Drainage R/R Work which disturb the surface of any portion of the Property, the District or the City shall, at its sole cost, restore the disturbed area to the condition it was in immediately prior to the initiation of the activity, except as otherwise provided herein or as agreed to by the Parties in writing.

8. Permits and Licenses. The District will, at its sole cost, obtain all necessary permits, licenses, or other authorization required in performance of the Maintenance Work. The City will, at its sole cost, obtain all necessary permits, licenses or other authorization required in performance of the Drainage R/R Work. Other than the easement required for the overhead power transmission lines connecting the project on PA-4 to the high voltage transmission lines on the west bank of Second Creek, The District may not grant any other easement, license or any other property right affecting Second Creek Improvements, the Maintenance Work, or the functioning of the regional stormwater drainage system without the prior written consent of the City.

9. Insurance. The District shall maintain General liability insurance in amounts of not less than One Million Dollars (\$1,000,000.00) per occurrence and Two Million Dollars (\$2,000,000.00) aggregate, which policy shall include, without limitation, the City as an additional insured. The insurance will protect the District and the City against claims typically covered by such insurance. The City may, but shall not be obligated to, pay the insurance premium if the District fails to do so. The District shall provide certificates of insurance to the City on an annual basis reflecting such coverage.

10. Notices. All notices, demands, requests or other communications to be sent by one Party to the other hereunder or required by law shall be in writing and shall be deemed to have been validly given or served by delivery of same in person to the addressee or by courier delivery via FedEx or other nationally recognized overnight air courier service, by electronically-confirmed email transmission, or by depositing same in the United States mail, postage prepaid, addressed as follows:

To the District: HM Metropolitan District No. 1  
8390 E. Crescent Parkway, Suite 300  
Greenwood Village, CO 80111-2811  
Attn: Matt Urkoski  
Phone: (303) 779-5710 , x-37919  
Email: [Matthew.Urkoski@claconnect.com](mailto:Matthew.Urkoski@claconnect.com)

With a copy to: McGeady Becher P.C.  
450 E. 17th Avenue, Suite 400  
Denver, CO 80203-1254  
Phone: 303-592-4380  
Email: [legalnotices@specialdistrictlaw.com](mailto:legalnotices@specialdistrictlaw.com)

To the City: City of Aurora  
15151 E. Alameda Pkwy., 3rd Floor  
Aurora, CO 80012  
Attn: Engineering Services Manager  
Phone: (303) 739-7370  
Email: [waterengineering@auroragov.org](mailto:waterengineering@auroragov.org)

With Copy to: City of Aurora  
15151 E. Alameda Pkwy., Suite 5300  
Aurora, CO 80012  
Attn: Daniel L. Brotzman, City Attorney  
Phone: (303) 739-7030  
Fax: (303) 739-7042

All notices, demands, requests or other communications shall be effective upon such personal delivery, one (1) business day after being deposited with United Parcel Service or other nationally recognized overnight air courier service, on the date of transmission if sent by confirmed electronic mail, or three business days after deposit in the United States mail. A Party, by written notice so provided, may change the address or contact information to which future notices shall be sent.

11. Miscellaneous.

(a) Assignment. Both Parties shall have the right and authority to assign to any appropriate local governmental entity any and all rights and obligations under this Agreement. Any assigning Party shall provide the other with written notice of any such assignment within five business days following the effective date of the assignment. Any purported assignment or delegation in violation of the provisions hereof shall be void and of no effect.

(b) Severability. If any portion of this Agreement is declared by any court of competent jurisdiction to be void or unenforceable, such decision shall not affect the validity of any remaining portion of this Agreement, which shall remain in full force and effect. If allowed by law, in lieu of such void or unenforceable provision, there shall automatically be added as part of this Agreement a provision similar in terms to such illegal, invalid or unenforceable provision so that the resulting reformed provision is legal, valid and enforceable.

(c) Default/Remedies. If any Party fails to perform any of its responsibilities, obligations or agreements to be performed in accordance with the provisions of this Agreement, and if such failure of performance continues for a period of 30 days following written notice of default from another Party (or such additional period of time as may reasonably be required to cure such default; provided that the curative action is commenced within such thirty (30) day period and is diligently and continuously pursued to completion), then the non-defaulting Party, at its option, shall be entitled to exercise all remedies available at law or in equity.

(d) Instruments of Further Assurance. Each Party covenants it will do, execute, acknowledge, and deliver or cause to be done, executed, acknowledged, and delivered, such acts, instruments, and transfers as may reasonably be required for the performance of their obligations hereunder.

(e) Compliance with Law; Venue. This Agreement is intended to be performed in accordance with and only to the extent permitted by all applicable laws, the Aurora City Charter, City Code, ordinances, and rules and regulations of the of the City of Aurora. Venue for any action taken in the enforcement of this Agreement shall be in the District Court in and for Adams County, Colorado.

(f) Non-Waiver. No waiver of any of the provisions of this Agreement shall be deemed to constitute a waiver of any other provision of this Agreement, nor shall such waiver constitute a continuing waiver unless otherwise expressly provided herein, nor shall the waiver of any default hereunder be deemed to be a waiver of any subsequent default hereunder. Notwithstanding any provision to the contrary in this Agreement, no term or condition of this Agreement shall be construed or interpreted as a waiver, either expressed or implied, of any of the immunities, rights, benefits, or protection provided to the Parties under the Colorado Governmental Immunity Act.

(g) Inurement. This Agreement shall inure to and be binding on the heirs, executors, administrator, successors, and permitted assigns of the Parties hereto.

(h) Counterparts. This Agreement may be executed in one or more counterparts, each of which shall constitute an original and all of which shall constitute one and the same document.

(i) Conflicts. If any term or provision(s) in any Exhibit attached as part of this Agreement conflicts with any term or provision(s) in the body of this Agreement, the term or provision(s) contained in the body of this Agreement shall control.

(j) Sole Obligation of Utility Enterprise. (a) This Agreement does not constitute a general obligation or other indebtedness of the City of Aurora (“Aurora”), or a multiple fiscal year direct or indirect debt or other financial obligation whatsoever of Aurora within the meaning of the Constitution and laws of the State of Colorado or of the Charter and ordinances of Aurora. (b) In the event of a default by the City of any of its obligations under this Agreement, District will have no recourse for any amounts owed to it against any funds or revenues of Aurora except those revenues derived from rates, fees or charges for the services furnished by, or the direct or indirect use of, the Water System and deposited in the Water Enterprise Fund, as the terms “Water System” and “Water Enterprise Fund” are defined in City of Aurora ordinance No. 2003-18, and then only after the payment of all operation and maintenance expenses of the water system and all debt

service and reserve requirements of any bonds, notes or other financial obligations of the City secured by a pledge of the net revenues of the Water Enterprise fund. Notwithstanding any language herein to the contrary, nothing in this Agreement will be construed as creating a lien upon any revenues of the Utility Enterprise or Aurora.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the day and year first set forth above.

*[Signature Pages Follow]*

City of Aurora, Colorado,  
Acting by and through its  
Utility Enterprise

\_\_\_\_\_  
Mike Coffman, Mayor

\_\_\_\_\_  
Date

Attest:

\_\_\_\_\_  
Kadee Rodriguez, City Clerk

\_\_\_\_\_  
Date

Approved as to form for Aurora:

*Ian J Best*  
\_\_\_\_\_  
Ian Best, Assistant City Attorney

4/6/22  
\_\_\_\_\_  
Date

220336807  
\_\_\_\_\_  
ACS #

State of Colorado                    )  
  ) ss  
County of Arapahoe                )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2022, by  
Mike Coffman, Mayor, acting on behalf of the Utility Enterprise of the City of Aurora, Colorado.

Witness my hand and official seal. \_\_\_\_\_  
Notary Public

My commission expires: \_\_\_\_\_

(Seal)



HM Metropolitan District No. 1

\_\_\_\_\_  
Henry Ricky Wells, President

\_\_\_\_\_  
Date

Attest:

\_\_\_\_\_  
Mark Throckmorton, Secretary

\_\_\_\_\_  
Date

State of Colorado                    )  
  ) ss  
County of \_\_\_\_\_ )

The foregoing instrument was acknowledged before me this \_\_\_\_\_ day of \_\_\_\_\_, 2022, by Henry Ricky Wells, President, acting on behalf of HM Metropolitan District No. 1.

Witness my hand and official seal. \_\_\_\_\_  
Notary Public

My commission expires: \_\_\_\_\_

(Seal)

## **Exhibit A**

### Property

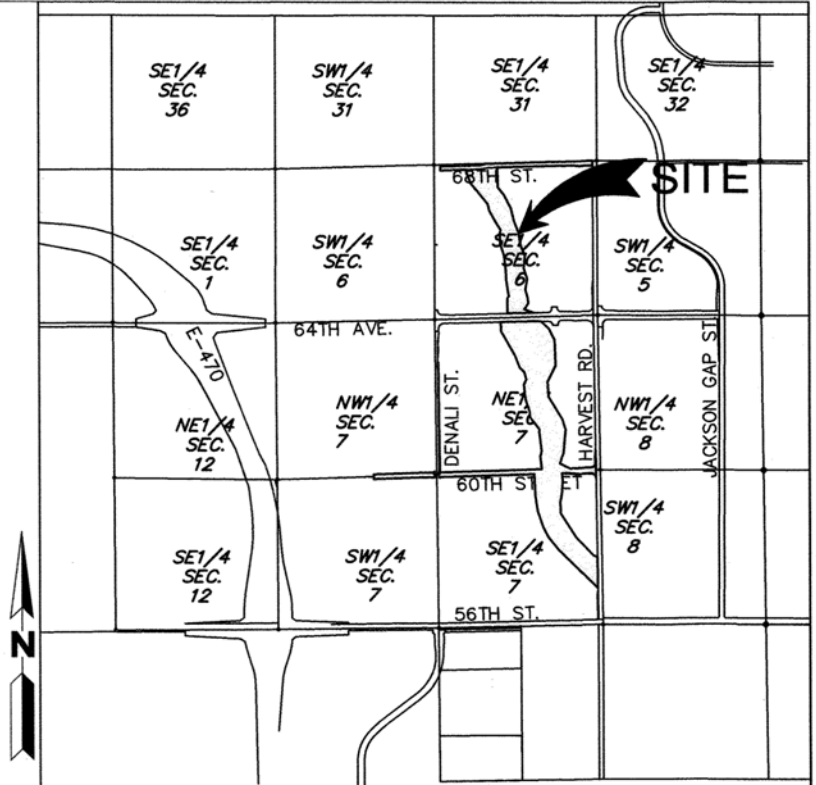


RECEPTION#: 2022000012967,  
2/10/2022 at 12:33 PM, 1 OF 13,  
REC: S133.00  
TD Pgs: 0 Josh Zygielbaum, Adams County, CO.

**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 01 OF 13

**SHEET INDEX**

01	COVER SHEET
02	COVER SHEET (CONT)
03	COVER SHEET (CONT)
04	OVERALL LAYOUT
05-13	PLAT SHEET



**VICINITY MAP**  
1"=3000'

**DEDICATIONS:**

KNOW ALL PEOPLE BY THESE PRESENTS THAT THE UNDERSIGNED WARRANT THEY ARE THE OWNERS OF PARCELS OF LAND LOCATED IN THE SOUTHEAST QUARTER OF SECTION 6 AND SECTION 7, TOWNSHIP 3 SOUTH, RANGE 65 WEST OF THE SIXTH PRINCIPAL MERIDIAN, CITY OF AURORA, COUNTY OF ADAMS, STATE OF COLORADO BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

SEE SHEETS 2 AND 3 OF 13 FOR DESCRIPTIONS

HAVE LAID OUT, PLATTED, AND SUBDIVIDED THE SAME INTO **TRACTS** AS SHOWN ON THIS PLAT UNDER THE NAME AND STYLE OF BOX ELDER SUBDIVISION FILING NO. 1, AND BY THESE PRESENTS DO HEREBY DEDICATE TO THE CITY OF AURORA, COLORADO, FOR THE PERPETUAL USE OF THE PUBLIC, STREETS, AND EASEMENTS AS SHOWN HEREON AND NOT PREVIOUSLY DEDICATED TO THE PUBLIC.

**COVENANTS:**

THE UNDERSIGNED OWNERS, FOR THEMSELVES, THEIR HEIRS, SUCCESSORS AND ASSIGNS, COVENANT AND AGREE WITH THE CITY OF AURORA;

NO STRUCTURE CONSTRUCTED ON ANY PORTION OF THE PLATTED LAND SHOWN HEREIN SHALL BE OCCUPIED OR USED UNLESS AND UNTIL ALL PUBLIC IMPROVEMENTS, AS DEFINED BY CHAPTER 146 OF THE CITY CODE OF AURORA, COLORADO, ARE IN PLACE AND ACCEPTED BY THE CITY OR CASH FUNDS OR OTHER SECURITY FOR THE SAME ARE ESCROWED WITH THE CITY OF AURORA AND A CERTIFICATE OF OCCUPANCY HAS BEEN ISSUED BY THE CITY;

ALL ELECTRICAL, COMMUNITY UTILITY LINES AND SERVICES, AND STREET LIGHTING CIRCUITS, EXCEPT AS PROVIDED IN SECTION 126-505 OF THE CITY CODE AS THE SAME MAY AMENDED FROM TIME TO TIME, SHALL BE INSTALLED UNDERGROUND;

ALL CROSSINGS OR ENCROACHMENTS, INCLUDING BUT NOT LIMITED, TO PRIVATE LANDSCAPE IRRIGATION SYSTEMS, UNDERDRAINS, OR PRIVATE UTILITIES INTO EASEMENTS OWNED BY THE CITY OF AURORA ARE ACKNOWLEDGED BY THE UNDERSIGNED AS BEING SUBJECT TO THE CITY OF AURORA'S USE AND OCCUPANCY OF SAID EASEMENTS AND RIGHTS-OF-WAY. THE UNDERSIGNED, THEIR SUCCESSORS AND ASSIGNS, HEREBY AGREE TO INDEMNIFY AND HOLD HARMLESS THE CITY OF AURORA FOR ANY LOSS, DAMAGE, OR REPAIR TO PRIVATE LANDSCAPE IRRIGATION SYSTEMS, UNDERDRAINS, OR PRIVATE UTILITIES THAT MAY RESULT FROM THE CITY OF AURORA'S USE AND OCCUPANCY OR EXERCISE OF ITS RIGHTS IN SAID EASEMENTS AND RIGHTS OF WAY. THE UNDERSIGNED, ITS SUCCESSORS AND ASSIGNS, FURTHER AGREES TO REMOVE, REPAIR, REPLACE, RELOCATE, MODIFY, OR OTHERWISE ADJUST SAID PRIVATE LANDSCAPE IRRIGATION SYSTEMS, UNDERDRAINS, PRIVATE DETENTION POND AND DRAINAGE FEATURES, OR PRIVATE UTILITIES UPON REQUEST FROM THE CITY OF AURORA AND AT NO EXPENSE TO THE CITY OF AURORA.

**OWNER:**

DIBC 56TH AND E470, LLC. A COLORADO LIMITED LIABILITY COMPANY

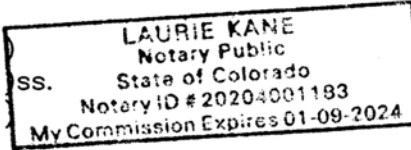
BY: N. Rickey Wells

TITLE: Sr. V.P. & L.C. Fulenwider, Inc. as Manager

NOTARY:

STATE OF COLORADO

COUNTY OF DENVER



THE FOREGOING INSTRUMENT WAS ACKNOWLEDGED BEFORE ME THIS 31st DAY OF December, 2021,

IT WILL BE EXECUTED BY H. Rickey Wells OF DIBC 56TH AND E470, LLC. A COLORADO LIMITED LIABILITY COMPANY

WITNESS MY HAND AND OFFICIAL SEAL.

Laurie Kane  
NOTARY PUBLIC

MY COMMISSION EXPIRES: Jan. 9, 2024

**SURVEYOR'S CERTIFICATE:**

I HEREBY CERTIFY THAT I WAS IN RESPONSIBLE CHARGE OF THE SURVEY WORK USED IN THE PREPARATION OF THIS PLAT; THE POSITIONS OF THE PLATTED POINTS SHOWN HEREON HAVE AN ACCURACY OF NOT LESS THAN ONE (1) FOOT IN TEN THOUSAND (10,000) FEET PRIOR TO ADJUSTMENTS; AND ALL BOUNDARY MONUMENTS AND CONTROL CORNERS SHOWN HEREON WERE IN PLACE AS DESCRIBED ON TO THE BEST OF MY BELIEF, THIS PLAT IS A TRUE AND CORRECT REPRESENTATION OF SAID SURVEY AND IS IN COMPLIANCE WITH CRS 38-51-106. THIS STATEMENT IS NOT A GUARANTY OR WARRANTY, EITHER EXPRESSED OR IMPLIED.

RICHARD A. NOBBE  
PROFESSIONAL L.S. NO. 23899



**CITY OF AURORA APPROVALS:**

THE FOREGOING INSTRUMENT IS APPROVED FOR FILING AND CONVEYANCE OF THE STREETS AND EASEMENTS AS SHOWN HEREON AND IS ACCEPTED BY THE CITY OF AURORA, COLORADO, THIS 1st DAY OF FEBRUARY, 2022 AD, SUBJECT TO THE CONDITION THAT THE CITY SHALL UNDERTAKE MAINTENANCE OF ANY SUCH STREETS ONLY AFTER CONSTRUCTION HAS BEEN COMPLETED BY THE SUBDIVIDER TO CITY OF AURORA SPECIFICATIONS.

CITY ENGINEER: Haley B. Spencer DATE: 2/1/2022

PLANNING DIRECTOR: [Signature] DATE: 1/31/2022

**CLERK AND RECORDER'S CERTIFICATE:**

ACCEPTED FOR FILING IN THE OFFICE OF THE COUNTY CLERK AND RECORDER OF ADAMS COUNTY, COLORADO AT \_\_\_\_\_ O'CLOCK \_\_\_\_\_ M., THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2021 AD.

COUNTY CLERK AND RECORDER

DEPUTY

INSTRUMENT NO.: \_\_\_\_\_

**OWNER:**

ACM HIGH POINT VI, LLC, A DELAWARE LIMITED LIABILITY COMPANY

BY: Andrew R. Klein

TITLE: AUTHORIZED SIGNATORY

NOTARY:

STATE OF COLORADO }  
COUNTY OF Adams } ss.

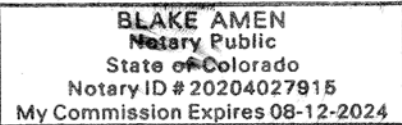
THE FOREGOING INSTRUMENT WAS ACKNOWLEDGED BEFORE ME THIS 13 DAY OF January, 2022,

IT WILL BE EXECUTED BY Andrew R. Klein OF ACM HIGH POINT VI, LLC, A DELAWARE LIMITED LIABILITY COMPANY

WITNESS MY HAND AND OFFICIAL SEAL.

Blake Amen  
NOTARY PUBLIC

MY COMMISSION EXPIRES: 8/12/24



**OWNER:**

DIBC CARGO, LLC. A COLORADO LIMITED LIABILITY COMPANY

BY: N. Rickey Wells

TITLE: Sr. V.P. & L.C. Fulenwider, Inc. as Manager

NOTARY:

STATE OF COLORADO

COUNTY OF DENVER



THE FOREGOING INSTRUMENT WAS ACKNOWLEDGED BEFORE ME THIS 31st DAY OF December, 2021,

IT WILL BE EXECUTED BY H. Rickey Wells OF DIBC CARGO, LLC, A COLORADO LIMITED LIABILITY COMPANY

WITNESS MY HAND AND OFFICIAL SEAL.

Laurie Kane  
NOTARY PUBLIC

MY COMMISSION EXPIRES: Jan. 9, 2024

DECEMBER 09, 2021



ALL SEALS FOR THE PLAT ARE APPLIED TO THE COVER PAGE



BOX ELDER SUBDIVISION FILING NO. 1  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 02 OF 13

NOTES:

- RIGHT-OF-WAY FOR INGRESS AND EGRESS FOR SERVICE AND EMERGENCY VEHICLES IS GRANTED OVER, ACROSS, ON AND THROUGH ANY AND ALL PRIVATE ROADS, WAYS AND FIRE LANES NOW OR HEREAFTER ESTABLISHED ON THE DESCRIBED PROPERTY. THE SAME ARE HEREBY DESIGNATED AS FIRE LANES AND EMERGENCY AND SERVICE VEHICLE ROADS, AND SHALL BE POSTED "NO PARKING - FIRE LANE."
- THIS SURVEY DOES NOT CONSTITUTE A TITLE OR OWNERSHIP SEARCH BY MARTIN/MARTIN ENGINEERING. ALL OWNERSHIP, EASEMENT AND PUBLIC RECORD INFORMATION WAS BASED ON THE TITLE COMMITMENT PREPARED BY OLD REPUBLIC NATIONAL TITLE INSURANCE COMPANY ORDER NO. ABD70735697-4 WITH AN EFFECTIVE DATE OF NOVEMBER 04, 2021 AT 5:00 P.M.
- THE OWNERS OR OCCUPANTS OF THE LANDS HEREIN DESCRIBED SHALL HAVE NO RIGHT OR CAUSE OF ACTION, EITHER IN LAW OR IN EQUITY, FOR DAMAGES OR INJURY TO ANY PERSON OR PROPERTY ARISING OUT OF OR RESULTING DIRECTLY OR INDIRECTLY, FROM THE OVERFLIGHT OF AIRCRAFT, OR FOR DAMAGES OR INJURY TO ANY PERSON OR PROPERTY RESULTING FROM ANY NOISE, NUISANCE, VIBRATIONS OF ANY KIND OR DESCRIPTION RESULTING, DIRECTLY OR INDIRECTLY, FROM AIRCRAFT OVERFLIGHTS PROVIDED, THAT NOTHING CONTAINED IN THE FOREGOING EASEMENT SHALL DIVEST THE OWNERS OR OCCUPANTS, THEIR HEIRS, SUCCESSORS ADMINISTRATORS OR ASSIGNS, OF ANY RIGHT OR CAUSE OF ACTION FOR DAMAGES TO ANY PERSON OR PROPERTY RESULTING FROM THE NEGLIGENT OPERATION OF AIRCRAFT OVERFLIGHTS OVER THE DESCRIBED PREMISES AT ANY ALTITUDE ABOVE GROUND LEVEL.
- ANY PERSON WHO KNOWINGLY REMOVES, ALTERS OR DEFACES ANY PUBLIC LAND SURVEY MONUMENT OR LAND BOUNDARY MONUMENT OR ACCESSORY, COMMITS A CLASS TWO (2) MISDEMEANOR PURSUANT TO STATE STATUTE 18-4-580, C.R.S.
- BEARINGS ARE BASED ON THE NORTHERLY LINE OF THE NORTHWEST QUARTER OF SECTION 7, TOWNSHIP 3 SOUTH, RANGE 65 WEST OF THE 6TH PRINCIPAL MERIDIAN ASSUMED TO BEAR N88°30'42"E BEING MONUMENTED BY A FOUND 2" ALUMINUM CAP IN RANGE BOX PLS #28649 AT THE NORTHWEST CORNER AND A FOUND 3-1/4" ALUMINUM CAP IN RANGE BOX PLS #25379 AT THE NORTH QUARTER CORNER.
- THE EASEMENT AREA WITHIN EACH LOT OR TRACT IS TO BE CONTINUOUSLY MAINTAINED BY THE OWNER OF THE LOT OR TRACT EXCEPTING THE CITY OF AURORA FROM SUCH RESPONSIBILITY. ANY STRUCTURES INCONSISTENT WITH THE USE GRANTED IN THE EASEMENT ARE PROHIBITED.
- ACCORDING TO COLORADO LAW YOU MUST COMMENCE ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS SURVEY WITHIN THREE YEARS AFTER YOU FIRST DISCOVER SUCH DEFECT. IN NO EVENT, MAY ANY ACTION BASED UPON ANY DEFECT IN THIS SURVEY BE COMMENCED MORE THAN TEN YEARS FROM THE DATE OF THE CERTIFICATION SHOWN HEREON.
- ALL LINEAL DIMENSIONS ARE IN U.S. SURVEY FEET.
- TRACT A, B, AND C ARE TO BE DEDICATED FOR DRAINAGE PURPOSES. TRACTS A, B AND C ARE TO BE PRIVATELY OWNED AND MAINTAINED.
- ALL OWNERS OF LOTS ADJACENT TO EAST 56TH AVENUE, 60TH AVENUE, 64TH AVENUE, 68TH AVENUE, DENALI STREET, AND HARVEST ROAD SHALL BE REQUIRED TO COMPLY WITH REQUIREMENTS OF THE AURORA CITY CODE RESTRICTING THE ABILITY TO BUILD A FENCE ALONG THOSE STREETS OR THE TYPES AND SIZES OF FENCES THAT CAN BE BUILT ALONG THOSE STREETS.
- TRACT D IS HEREBY DEDICATED WITH THE PLAT TO THE CITY OF AURORA FOR UTILITY AND DRAINAGE PURPOSES AND WILL BE CONSTRUCTED BY THE DEVELOPER TO CITY OF AURORA STANDARDS.

LEGAL DESCRIPTION:

PARCEL A

A PARCEL OF LAND LOCATED IN THE SOUTHEAST QUARTER OF SECTION 6, TOWNSHIP 3 SOUTH, RANGE 65 WEST OF THE SIXTH PRINCIPAL MERIDIAN, CITY OF AURORA, COUNTY OF ADAMS, STATE OF COLORADO MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE EAST QUARTER CORNER OF SAID SECTION 6, THENCE ALONG THE NORTHERLY LINE OF THE OF SAID SOUTHEAST QUARTER OF SECTION 6, S88°21'34"W A DISTANCE OF 72.03 FEET TO A POINT ON THE WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD RECORDED AT RECEPTION NO. 20060515000496480 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE AND THE POINT OF BEGINNING; THENCE ALONG SAID WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD AND A LINE 72.00 FEET WESTERLY OF AND PARALLEL WITH THE EASTERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 6, S00°06'31"E A DISTANCE OF 108.21 FEET; THENCE 39.94 FEET ALONG THE ARC OF A NON-TANGENT CURVE TO THE LEFT HAVING A RADIUS OF 25.00 FEET, A CENTRAL ANGLE OF 91°31'54", AND A CHORD WHICH BEARS N45°52'29"W A DISTANCE OF 35.82 FEET; THENCE ALONG A LINE 82.50 FEET SOUTHERLY OF AND PARALLEL WITH SAID NORTHERLY LINE OF THE SOUTHEAST QUARTER OF SECTION 6, S88°21'34"W A DISTANCE OF 178.97 FEET; THENCE N85°24'53"W A DISTANCE OF 110.65 FEET; THENCE ALONG A LINE 70.50 FEET SOUTHERLY OF AND PARALLEL WITH SAID NORTHERLY LINE OF THE SOUTHEAST QUARTER OF SECTION 6, S88°21'34"W A DISTANCE OF 1231.13 FEET; THENCE S01°04'10"E A DISTANCE OF 336.28 FEET; THENCE S35°38'13"E A DISTANCE OF 170.89 FEET; THENCE S25°50'35"E A DISTANCE OF 251.95 FEET; THENCE S13°07'36"E A DISTANCE OF 227.44 FEET; THENCE S19°57'22"E A DISTANCE OF 221.50 FEET; THENCE S08°23'05"E A DISTANCE OF 211.94 FEET; THENCE S20°51'37"E A DISTANCE OF 188.58 FEET; THENCE S05°09'32"W A DISTANCE OF 214.00 FEET; THENCE S16°31'39"E A DISTANCE OF 188.87 FEET; THENCE S08°20'39"W A DISTANCE OF 190.58 FEET; THENCE S14°54'35"E A DISTANCE OF 158.26 FEET; THENCE S03°41'48"E A DISTANCE OF 91.01 FEET; THENCE S34°18'43"W A DISTANCE OF 115.57 FEET; THENCE S69°56'25"E A DISTANCE OF 167.35 FEET TO A POINT ON THE NORTHERLY RIGHT-OF-WAY LINE OF EAST 64TH AVENUE PER THE PLAT OF EAST 64TH AVENUE SUBDIVISION FILING NO. 1 RECORDED AT RECEPTION NO. 2021000041023 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE; THENCE ALONG SAID NORTHERLY RIGHT-OF-WAY LINE OF EAST 64TH AVENUE AND ALONG A LINE 72.00 FEET NORTHERLY OF AND PARALLEL WITH THE SOUTHERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 6, S88°21'19"W A DISTANCE OF 377.13 FEET; THENCE N00°07'34"W A DISTANCE OF 243.73 FEET; THENCE N35°03'31"E A DISTANCE OF 45.65 FEET; THENCE N12°00'48"W A DISTANCE OF 96.08 FEET; THENCE N07°24'49"W A DISTANCE OF 212.06 FEET; THENCE N02°10'46"W A DISTANCE OF 169.88 FEET; THENCE N06°11'36"W A DISTANCE OF 255.08 FEET; THENCE N18°05'13"W A DISTANCE OF 205.73 FEET; THENCE N00°16'19"W A DISTANCE OF 144.32 FEET; THENCE N05°12'26"E A DISTANCE OF 102.77 FEET; THENCE N31°12'15"W A DISTANCE OF 112.12 FEET; THENCE N27°54'19"W A DISTANCE OF 266.06 FEET; THENCE N14°03'46"W A DISTANCE OF 121.66 FEET; THENCE N37°12'30"W A DISTANCE OF 443.22 FEET; THENCE N31°10'34"W A DISTANCE OF 250.70 FEET; THENCE ALONG A LINE 96.00 FEET SOUTHERLY OF AND PARALLEL WITH SAID NORTHERLY LINE, OF SECTION 6, S88°21'34"W A DISTANCE OF 411.09 FEET; THENCE N01°38'26"W A DISTANCE OF 96.00 FEET TO A POINT ON SAID NORTHERLY LINE OF SOUTHEAST QUARTER OF SECTION 6; THENCE ALONG SAID NORTHERLY LINE OF SOUTHEAST QUARTER OF SECTION 6, N88°21'34"E A DISTANCE OF 2471.39 FEET TO THE POINT OF BEGINNING.

SAID PARCEL CONTAINS 21.079 ACRES OR 918,186 SQUARE FEET MORE OR LESS.

ALL LINEAL DIMENSIONS ARE IN U.S. SURVEY FEET.

LEGAL DESCRIPTION CONTINUED ON SHEET 3 OF 13

DECEMBER 09, 2021

MARTIN/MARTIN  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE



BOX ELDER SUBDIVISION FILING NO. 1  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 03 OF 13

LEGAL DESCRIPTION (CONT.)

TOGETHER WITH

PARCEL B

A PARCEL OF LAND LOCATED IN SECTION 7, TOWNSHIP 3 SOUTH, RANGE 65 WEST OF THE SIXTH PRINCIPAL MERIDIAN, CITY OF AURORA, COUNTY OF ADAMS, STATE OF COLORADO MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHEAST CORNER OF SAID SECTION 7, THENCE ALONG THE NORTHERLY LINE OF THE NORTHEAST QUARTER OF SAID SECTION 7, S88°21'19"W A DISTANCE OF 916.56 FEET; THENCE S01°38'41"E A DISTANCE OF 80.47 FEET TO A POINT ON THE SOUTHERLY RIGHT-OF-WAY LINE OF EAST 64TH AVENUE PER THE PLAT OF EAST 64TH AVENUE SUBDIVISION FILING NO. 1 RECORDED AT RECEPTION NO. 2021000041023 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE AND THE POINT OF BEGINNING; THENCE S44°16'34"E A DISTANCE OF 168.68 FEET; THENCE S25°25'43"E A DISTANCE OF 220.42 FEET; THENCE S02°03'27"E A DISTANCE OF 443.10 FEET; THENCE S25°24'37"W A DISTANCE OF 307.69 FEET; THENCE S03°42'10"E A DISTANCE OF 253.37 FEET; THENCE S29°49'40"E A DISTANCE OF 450.28 FEET; THENCE S17°06'52"E A DISTANCE OF 184.46 FEET; THENCE S05°45'39"W A DISTANCE OF 282.15 FEET; THENCE S05°44'27"W A DISTANCE OF 113.71 FEET; THENCE S17°18'32"W A DISTANCE OF 193.36 FEET; THENCE S62°45'34"E A DISTANCE OF 183.47 FEET; THENCE N87°03'43" E A DISTANCE OF 189.84 FEET; THENCE ALONG A LINE 46.00 FEET NORTHERLY OF AND PARALLEL WITH THE SOUTHERLY LINE OF SAID NORTHEAST QUARTER OF SECTION 7, N88°04'02"E A DISTANCE OF 147.32 FEET TO A POINT OF CURVATURE; THENCE 116.29 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 75.00 FEET, A CENTRAL ANGLE OF 88°50'22", AND A CHORD WHICH BEARS N43°38'51"E A DISTANCE OF 104.99 FEET; THENCE ALONG A LINE 82.00 FEET WESTERLY OF AND PARALLEL WITH THE EASTERLY LINE OF SAID NORTHEAST QUARTER OF SECTION 7, N00°46'20"W A DISTANCE OF 105.08 FEET; THENCE N04°27'53"E A DISTANCE OF 109.56 FEET TO A POINT ON THE WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD RECORDED AT RECEPTION NO. 20060515000496480 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE; THENCE ALONG SAID WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD AND A LINE 72.00 FEET WESTERLY OF AND PARALLEL WITH SAID EASTERLY LINE OF THE NORTHEAST QUARTER OF SECTION 7, S00°46'20"E A DISTANCE OF 333.49 FEET TO A POINT ON SAID SOUTHERLY LINE OF THE NORTHEAST QUARTER OF SECTION 7; THENCE CONTINUING ALONG SAID WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD AND ALONG A LINE 72.00 FEET WESTERLY OF AND PARALLEL WITH THE EASTERLY LINE OF THE SOUTHEAST QUARTER OF SAID SECTION 7, S00°47'40"E A DISTANCE OF 134.52 FEET; THENCE 119.30 FEET ALONG THE ARC OF A NON-TANGENT CURVE TO THE LEFT HAVING A RADIUS OF 75.00 FEET, A CENTRAL ANGLE OF 91°08'18", AND A CHORD WHICH BEARS N46°21'49"W A DISTANCE OF 107.11 FEET; THENCE ALONG A LINE 58.00 FEET SOUTHERLY OF AND PARALLEL WITH THE NORTHERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 7, S88°04'02"W A DISTANCE OF 184.61 FEET; THENCE N88°19'08"W A DISTANCE OF 285.57 FEET; THENCE ALONG A LINE 40.00 FEET SOUTHERLY OF AND PARALLEL WITH SAID NORTHERLY LINE OF THE SOUTHEAST QUARTER OF SECTION 7, S88°04'02"W A DISTANCE OF 3.05 FEET; THENCE S03°50'10"E A DISTANCE OF 134.83 FEET; THENCE S04°05'25"W A DISTANCE OF 219.17 FEET; THENCE S10°19'05"W A DISTANCE OF 133.10 FEET; THENCE S00°49'01"E A DISTANCE OF 203.52 FEET; THENCE S32°41'41"E A DISTANCE OF 256.22 FEET; THENCE S30°52'03"E A DISTANCE OF 222.84 FEET; THENCE S41°40'56"E A DISTANCE OF 420.46 FEET; THENCE S64°20'40"E A DISTANCE OF 71.71 FEET TO A POINT ON SAID WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD; THENCE ALONG SAID WESTERLY RIGHT-OF-WAY LINE OF HARVEST MILE ROAD AND A LINE 72.00 FEET WESTERLY OF AND PARALLEL WITH SAID EASTERLY LINE OF THE SOUTHEAST QUARTER OF SECTION 7, S00°47'39"E A DISTANCE OF 527.76 FEET; THENCE N44°05'28"W A DISTANCE OF 925.69 FEET; THENCE N36°57'39"W A DISTANCE OF 252.47 FEET; THENCE N26°24'46"W A DISTANCE OF 191.27 FEET; THENCE N17°56'16"W A DISTANCE OF 289.56 FEET; THENCE N09°07'42"W A DISTANCE OF 276.33 FEET; THENCE N01°58'31"W A DISTANCE OF 366.07 FEET; THENCE ALONG A LINE 40.00 FEET SOUTHERLY OF AND PARALLEL WITH THE NORTHERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 7, S88°04'02"W A DISTANCE OF 1584.19 FEET TO A POINT ON THE WESTERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 7; THENCE ALONG A LINE 40.00 FEET SOUTHERLY OF AND PARALLEL WITH THE NORTHERLY LINE OF THE SOUTHWEST QUARTER OF SECTION 7, S88°03'36"W A DISTANCE OF 1026.11 FEET; THENCE N01°56'24"W A DISTANCE OF 80.00 FEET; THENCE ALONG A LINE 40.00 FEET NORTHERLY OF AND PARALLEL WITH THE NORTHWEST QUARTER OF SECTION 7, N88°03'36"E A DISTANCE OF 968.51 FEET TO A POINT OF CURVATURE; THENCE 30.93 FEET ALONG THE ARC OF A CURVE TO THE LEFT HAVING A RADIUS OF 20.00 FEET, A CENTRAL ANGLE OF 88°37'05", AND A CHORD WHICH BEARS N43°45'04"E A DISTANCE OF 27.94 FEET TO A POINT ON THE WESTERLY RIGHT-OF-WAY LINE OF DENALI STREET AS RECORDED AT RECEPTION NO. 2021000018196 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE; THENCE ALONG SAID WESTERLY OF DENALI STREET, S00°33'29"E A DISTANCE OF 59.53 FEET TO A POINT ON THE NORTHERLY LINE OF SAID SOUTHWEST QUARTER OF SECTION 7; THENCE ALONG SAID NORTHERLY LINE, N88°03'36"E A DISTANCE OF 40.01 FEET TO THE CENTER QUARTER CORNER OF SAID SECTION 7; THENCE ALONG THE NORTHERLY LINE OF SAID SOUTHEAST QUARTER OF SECTION 7, N88°04'02"E A DISTANCE OF 40.01 FEET TO A POINT ON EASTERLY RIGHT-OF-WAY LINE OF SAID DENALI STREET AS RECORDED AT RECEPTION NO. 2021000018199 IN THE ADAMS COUNTY CLERK AND RECORDERS OFFICE; THENCE ALONG SAID EASTERLY RIGHT-OF-WAY LINE, N00°33'29"W A DISTANCE OF 65.62 FEET; THENCE 39.87 FEET ALONG THE ARC OF A NON-TANGENT CURVE TO THE LEFT HAVING A RADIUS OF 25.00 FEET, A CENTRAL ANGLE OF 91°22'30", AND A CHORD WHICH BEARS S46°14'43"E A DISTANCE OF 35.78 FEET; THENCE ALONG A LINE 40.00 FEET NORTHERLY OF AND PARALLEL WITH THE NORTHEAST QUARTER OF SAID SECTION 7, N88°04'02"E A DISTANCE OF 1637.29 FEET; THENCE N04°58'28"W A DISTANCE OF 216.59 FEET; THENCE N11°25'29"E A DISTANCE OF 103.32 FEET; THENCE N06°42'04"W A DISTANCE OF 309.33 FEET; THENCE N00°32'11"E A DISTANCE OF 63.01 FEET; THENCE N36°02'20"W A DISTANCE OF 191.76 FEET; THENCE N34°06'34"W A DISTANCE OF 61.13 FEET; THENCE N04°50'22"W A DISTANCE OF 86.85 FEET; THENCE N18°12'44"W A DISTANCE OF 205.62 FEET; THENCE N09°19'42"W A DISTANCE OF 125.45 FEET; THENCE N03°44'02"W A DISTANCE OF 150.52 FEET; THENCE N20°54'45"E A DISTANCE OF 100.20 FEET; THENCE N14°46'49"W A DISTANCE OF 126.81 FEET; THENCE N42°21'58"W A DISTANCE OF 107.00 FEET; THENCE N20°48'45"W A DISTANCE OF 219.12 FEET; THENCE N28°00'03"W A DISTANCE OF 374.46 FEET; THENCE N27°27'12"W A DISTANCE OF 102.36 FEET; THENCE N01°29'46"W A DISTANCE OF 160.22 FEET TO A POINT ON SAID SOUTHERLY RIGHT-OF-WAY LINE OF EAST 64TH AVENUE; THENCE ALONG SAID SOUTHERLY RIGHT-OF-WAY LINE THE FOLLOWING TWO (2) CONSECUTIVE COURSES; 1) N88°21'19"E A DISTANCE OF 543.88 FEET; 2) THENCE S87°27'02"E A DISTANCE OF 115.79 FEET TO THE POINT OF BEGINNING.

SAID PARCEL CONTAINS 53.339 ACRES OR 2,323,453 SQUARE FEET MORE OR LESS.

TOTAL GROSS AREA OF THE SUBDIVISION IS 74.418 ACRES OR 3,241,639 SQUARE FEET MORE OR LESS.

NET AREA OF THE SUBDIVISION IS 63.524 ACRES OR 2,767,132 SQUARE FEET MORE OR LESS.

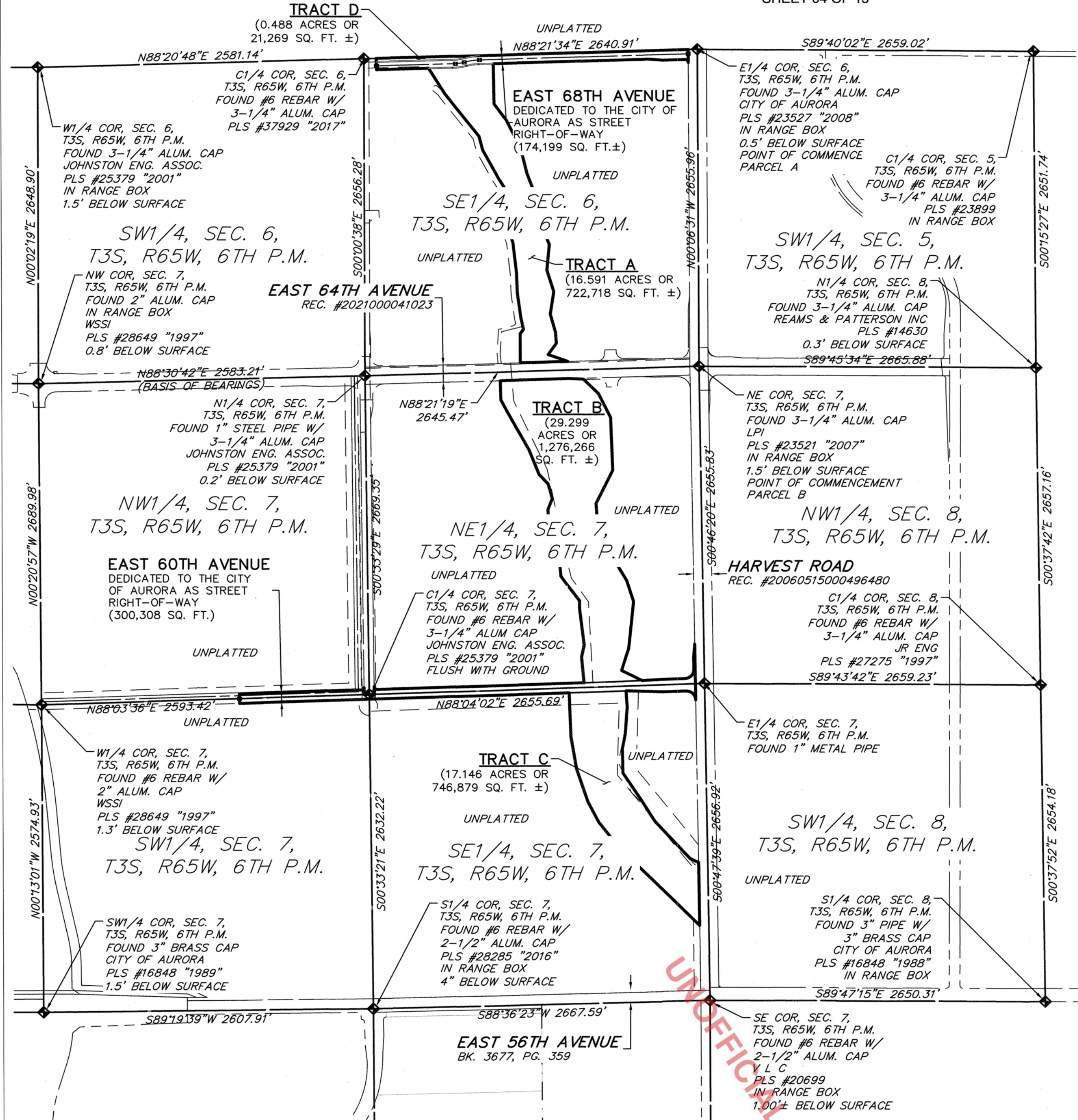
DECEMBER 09, 2021

MARTIN/MARTIN  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE



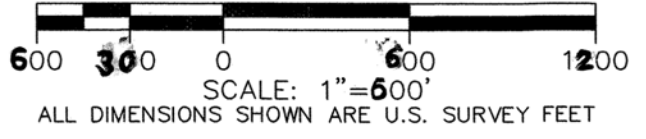
**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 04 OF 13



**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER  
NOT MONUMENTED
- FOUND PROPERTY CORNER  
AS DESCRIBED
- SECTION CORNER  
AS DESCRIBED
- SET 30" #6 REBAR  
W/ 2-1/2" ALUM.  
CAP PLS #23899
- 30" #6 REBAR W/ 2-1/2"  
ALUM. CAP IN RANGE BOX  
TO BE SET BY OTHERS  
AFTER CONSTRUCTION IS  
COMPLETED PER SEC.  
147-47 AURORA CITY  
CODE AND PER SEC.  
38-51-105 (9)(A) & (B)  
COLORADO REVISED  
STATUTES 2017.

TRACT A, B, AND C ARE  
TO BE DEDICATED FOR  
DRAINAGE PURPOSES.



DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE

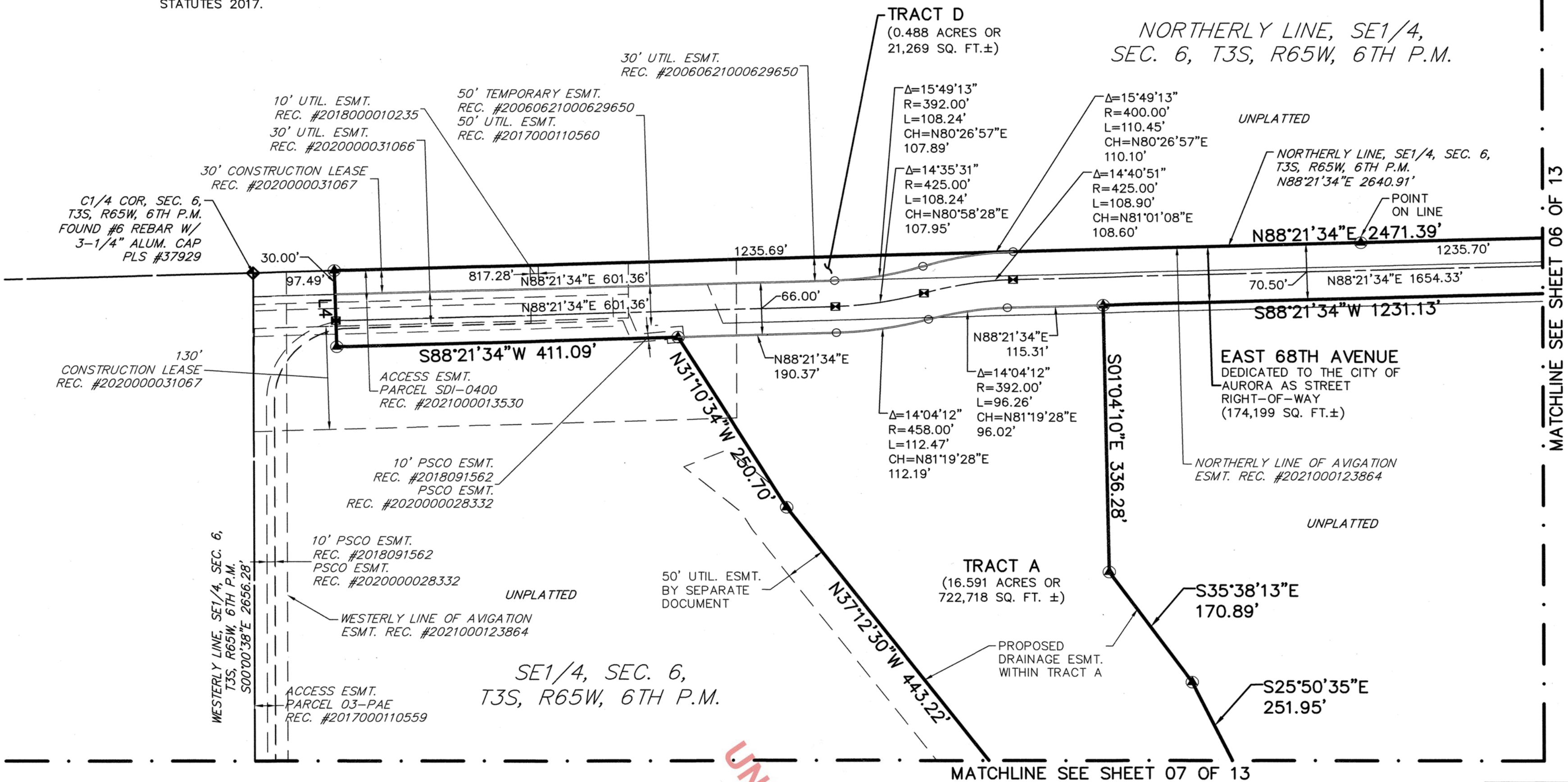
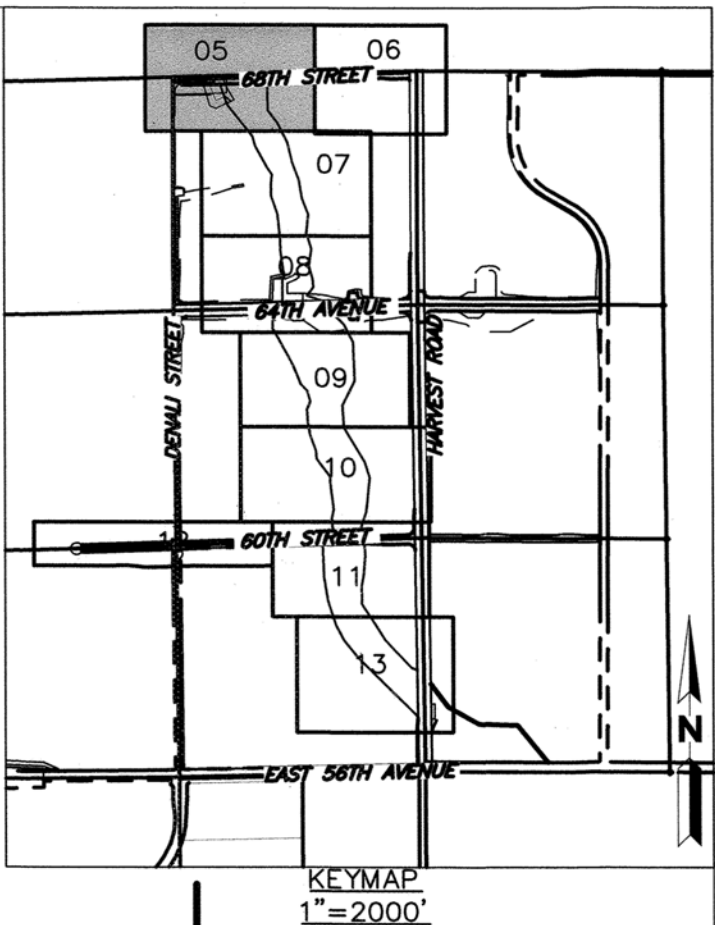
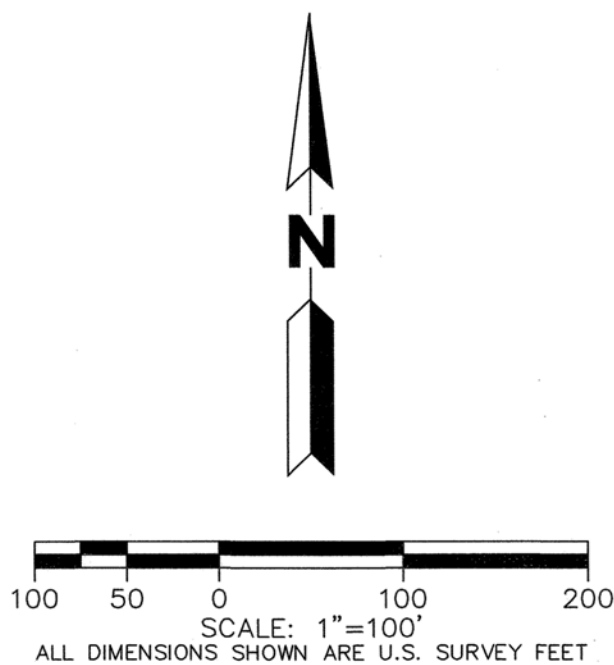


22

LEGEND

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899
- 30" #6 REBAR W/ 2-1/2" ALUM. CAP IN RANGE BOX TO BE SET BY OTHERS AFTER CONSTRUCTION IS COMPLETED PER SEC. 147-47 AURORA CITY CODE AND PER SEC. 38-51-105 (9)(A) & (B) COLORADO REVISED STATUTES 2017.

BOX ELDER SUBDIVISION FILING NO. 1  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 05 OF 13



LINE TABLE		
NUMBER	DIRECTION	DISTANCE
L4	N01°38'26"W	96.00'

UNOFFICIAL COPY

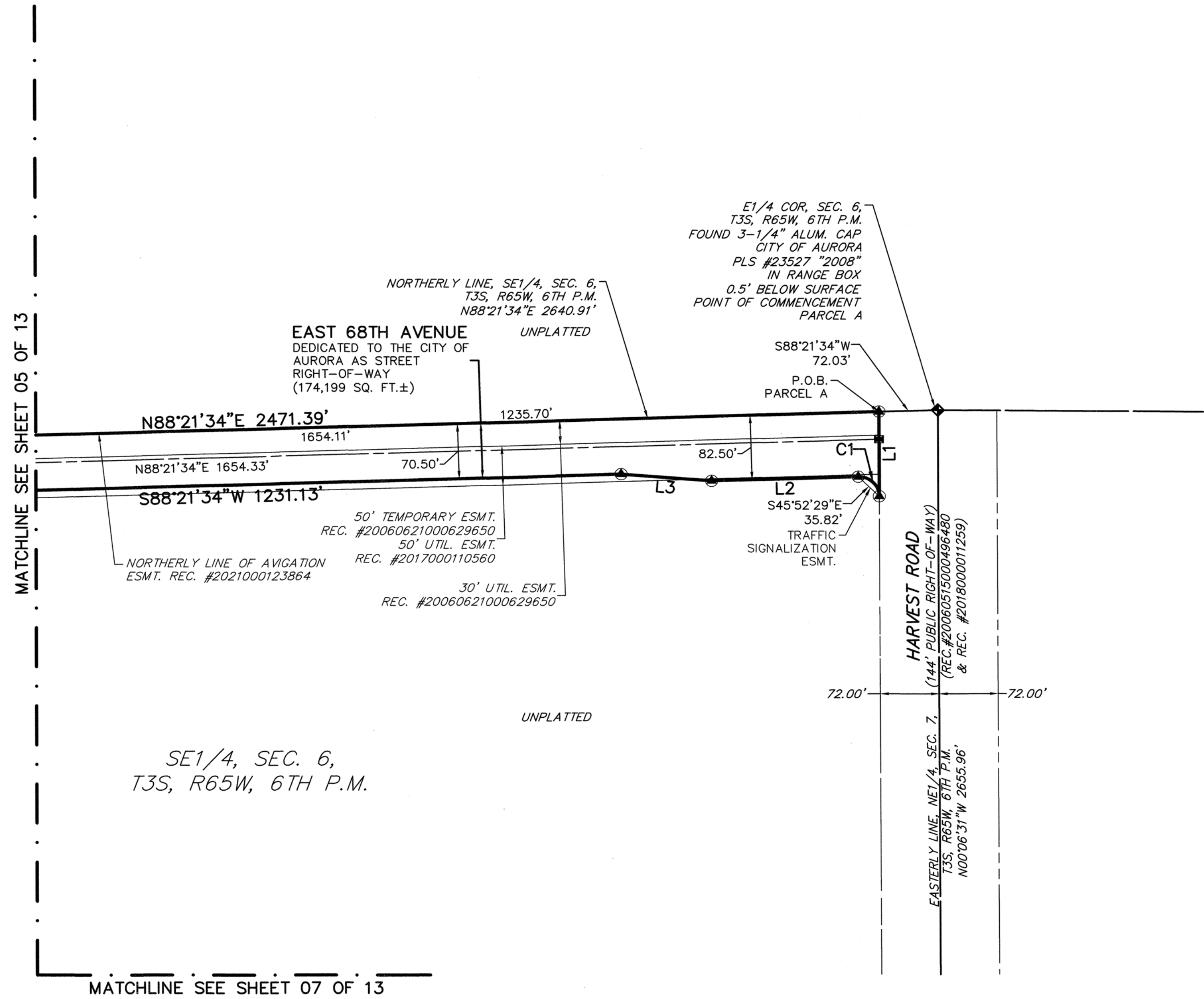
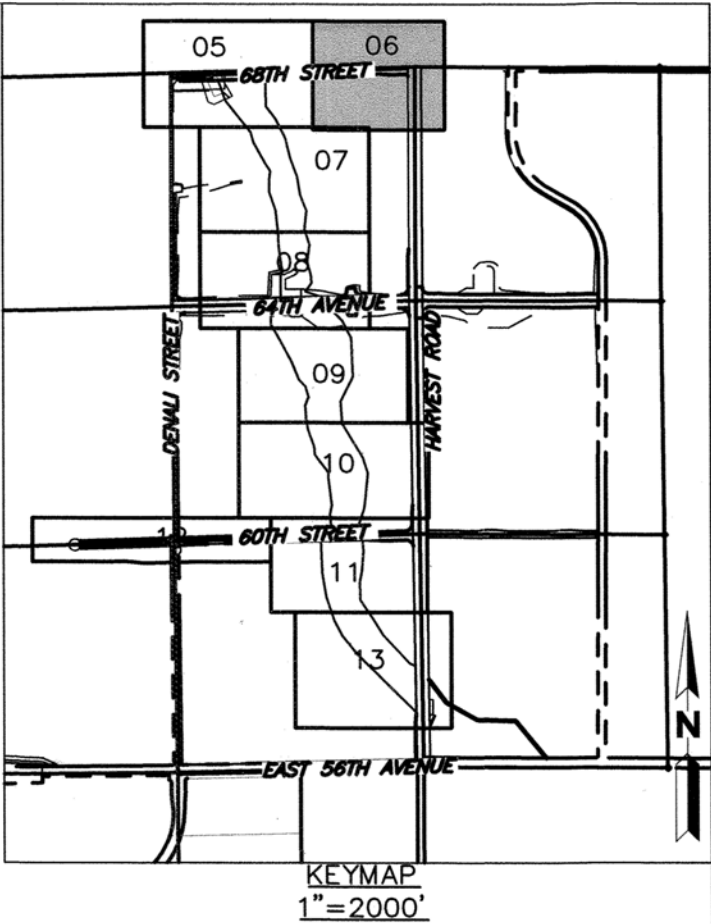
DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE

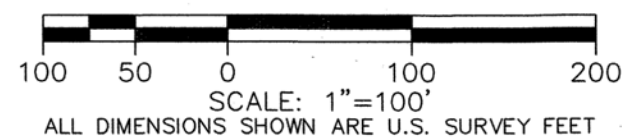


BOX ELDER SUBDIVISION FILING NO. 1  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 06 OF 13



LEGEND

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899
- 30" #6 REBAR W/ 2-1/2" ALUM. CAP IN RANGE BOX TO BE SET BY OTHERS AFTER CONSTRUCTION IS COMPLETED PER SEC. 147-47 AURORA CITY CODE AND PER SEC. 38-51-105 (9)(A) & (B) COLORADO REVISED STATUTES 2017.



LINE TABLE		
NUMBER	DIRECTION	DISTANCE
L1	S00°06'31"E	108.21'
L2	S88°21'34"W	178.97'
L3	N85°24'53"W	110.65'

CURVE TABLE					
NUMBER	DELTA ANGLE	RADIUS	ARC LENGTH	CHORD DIRECTION	CHORD LENGTH
C1	91°31'54"	25.00'	39.94'	N45°52'29"W	35.82'

DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS

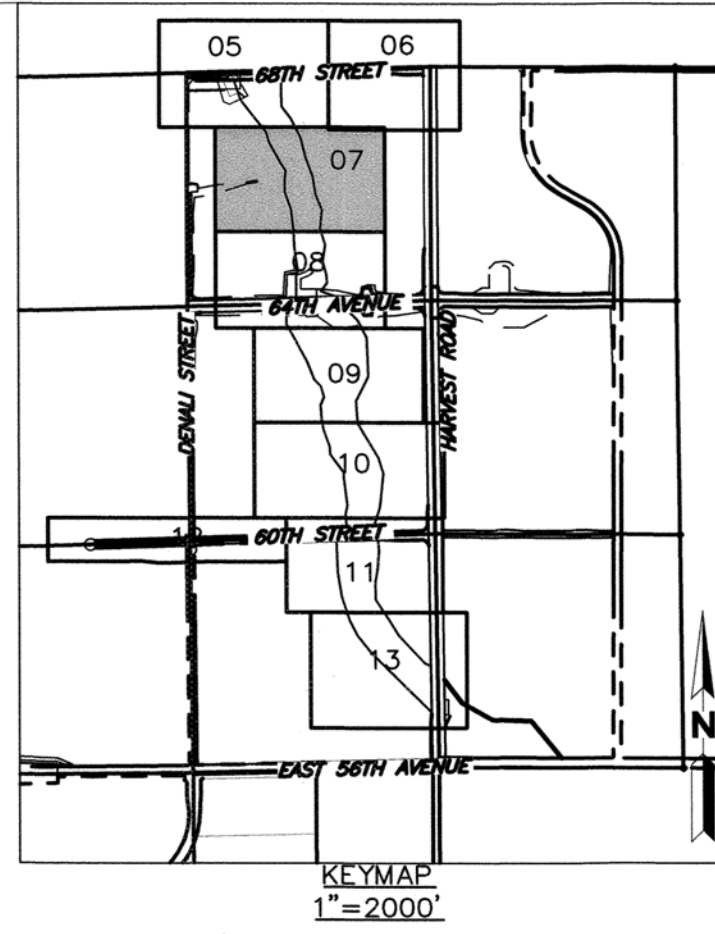
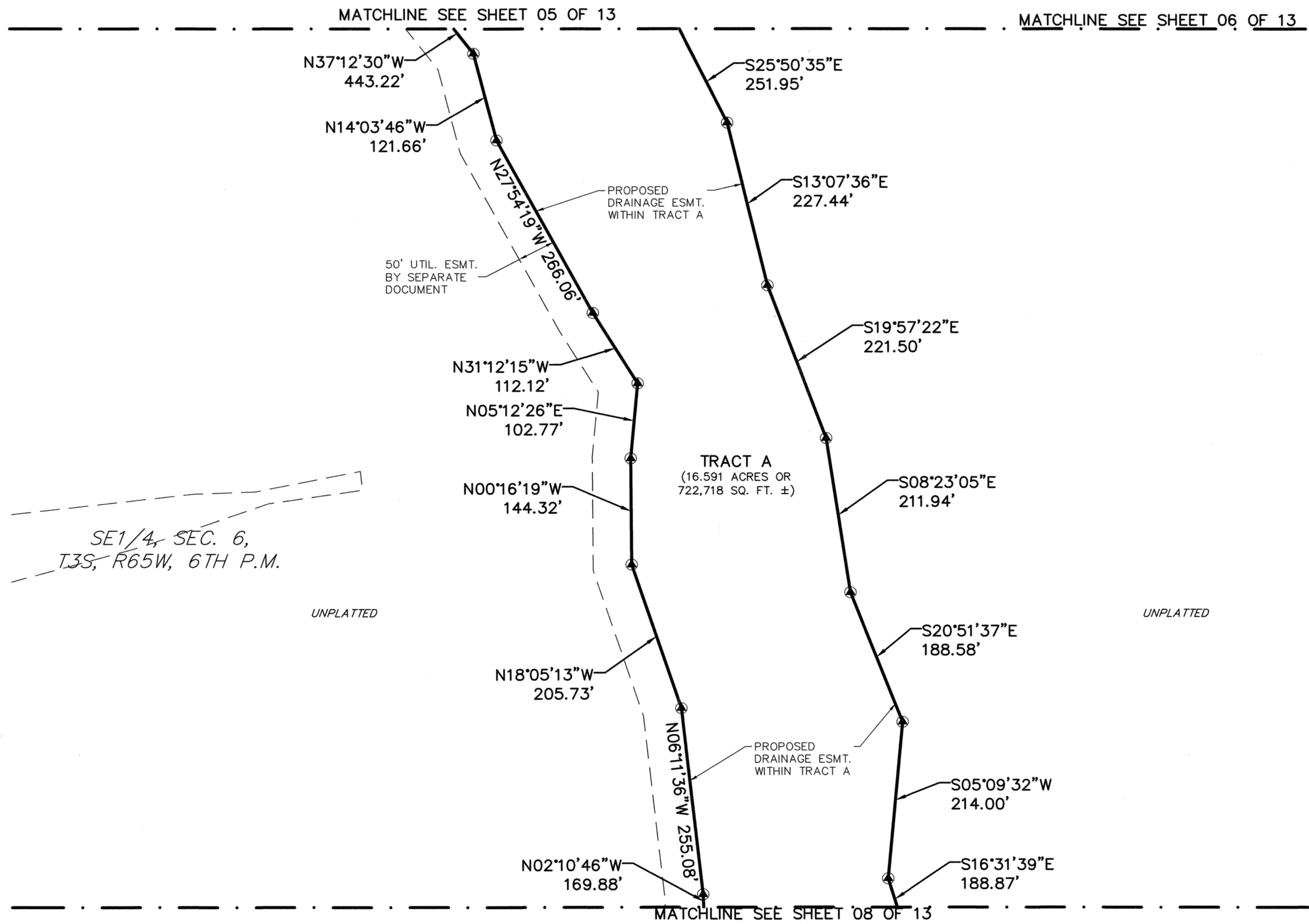
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE



22

**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 07 OF 13



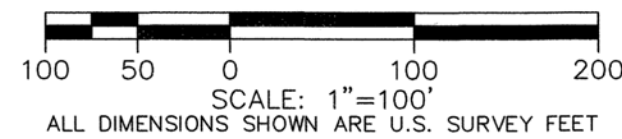
**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899

SE1/4, SEC. 6,  
T3S, R65W, 6TH P.M.

UNPLATTED

UNPLATTED



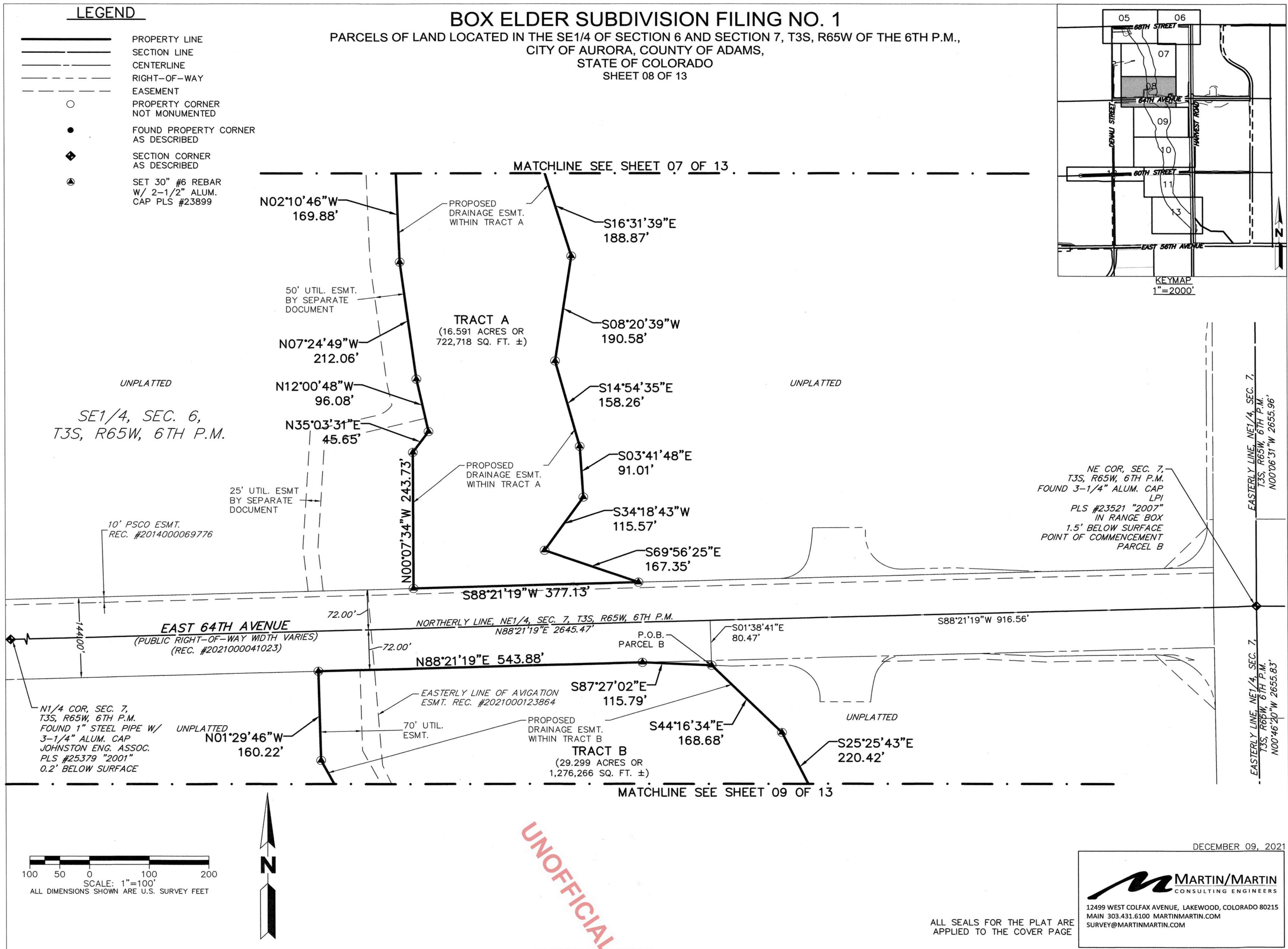
DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE

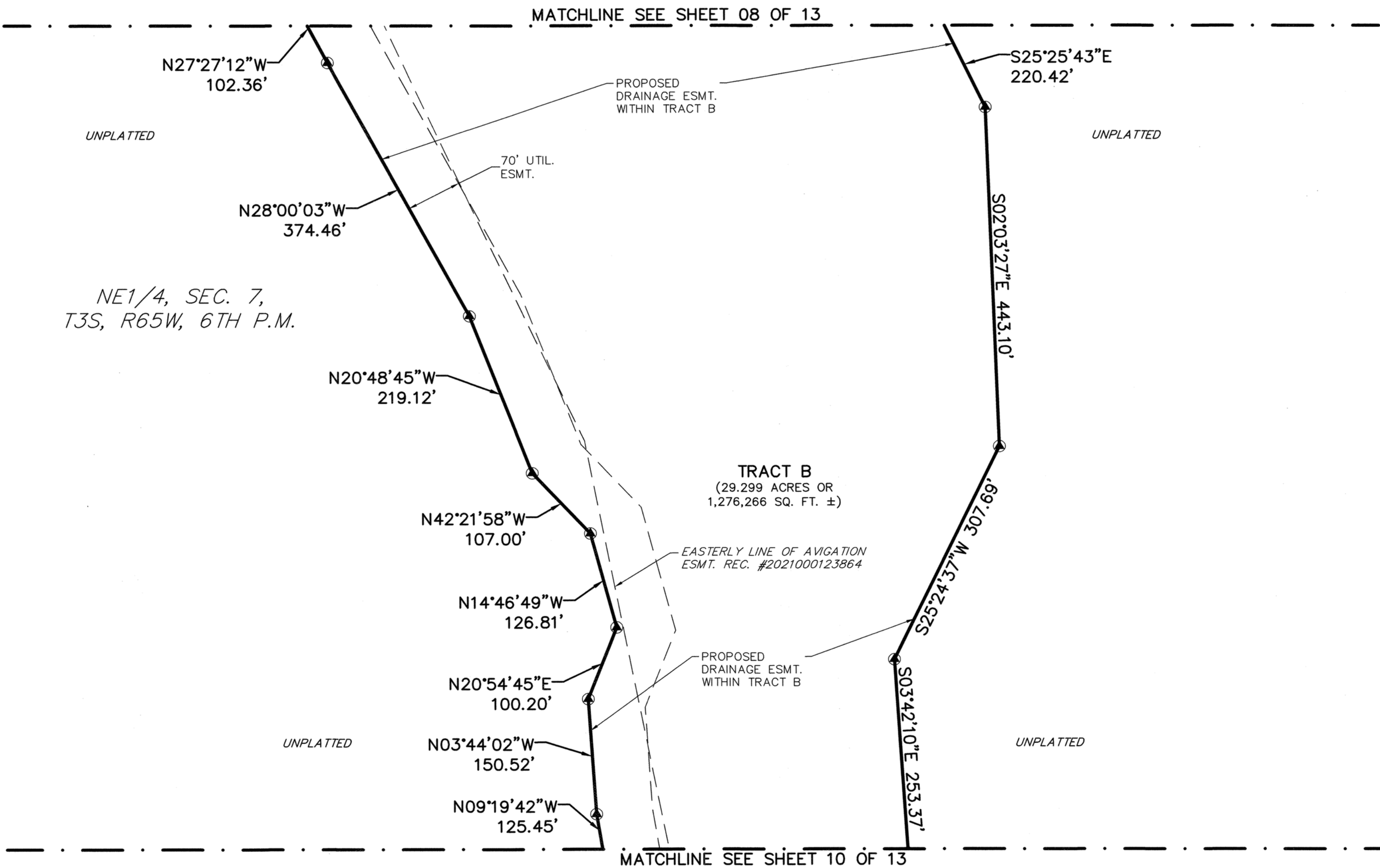
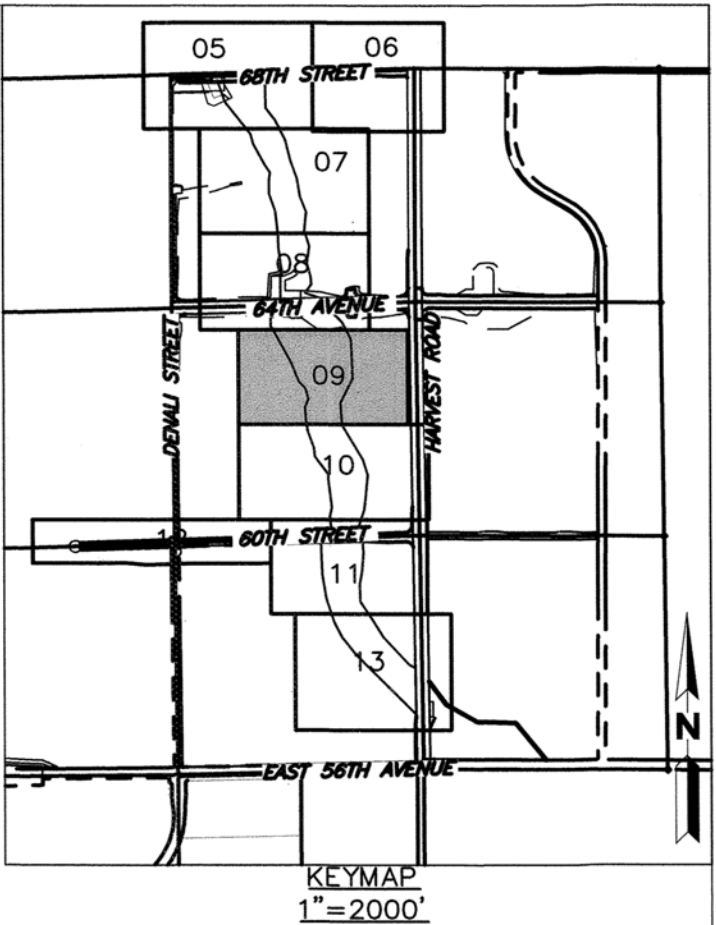
UNOFFICIAL COPY





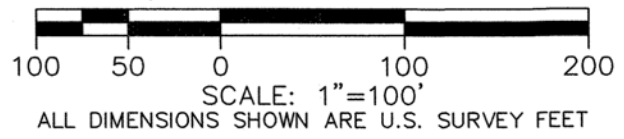


**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 09 OF 13



**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899



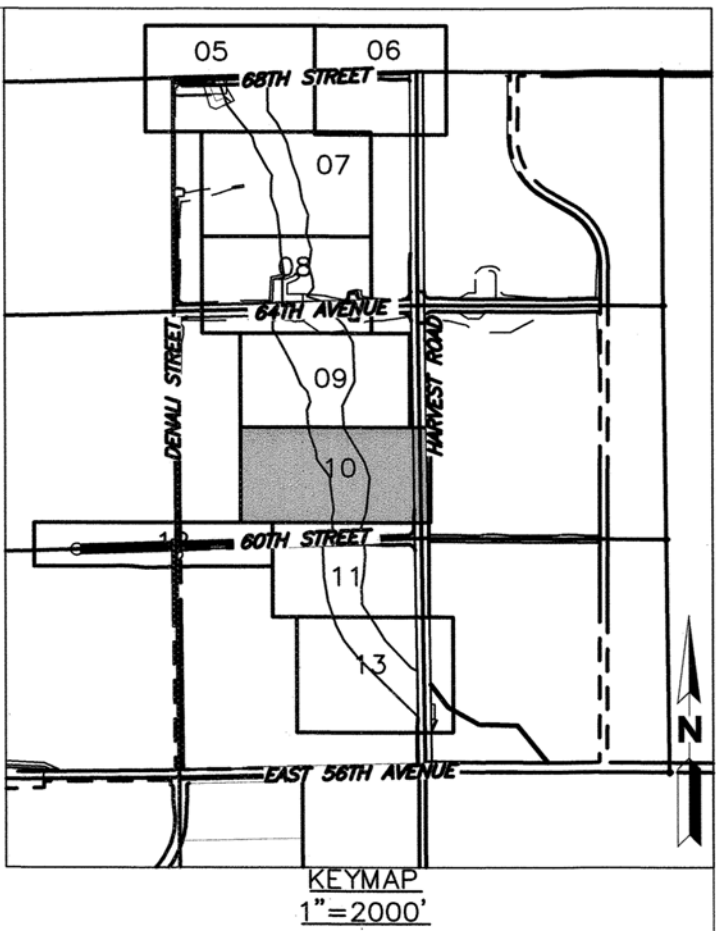
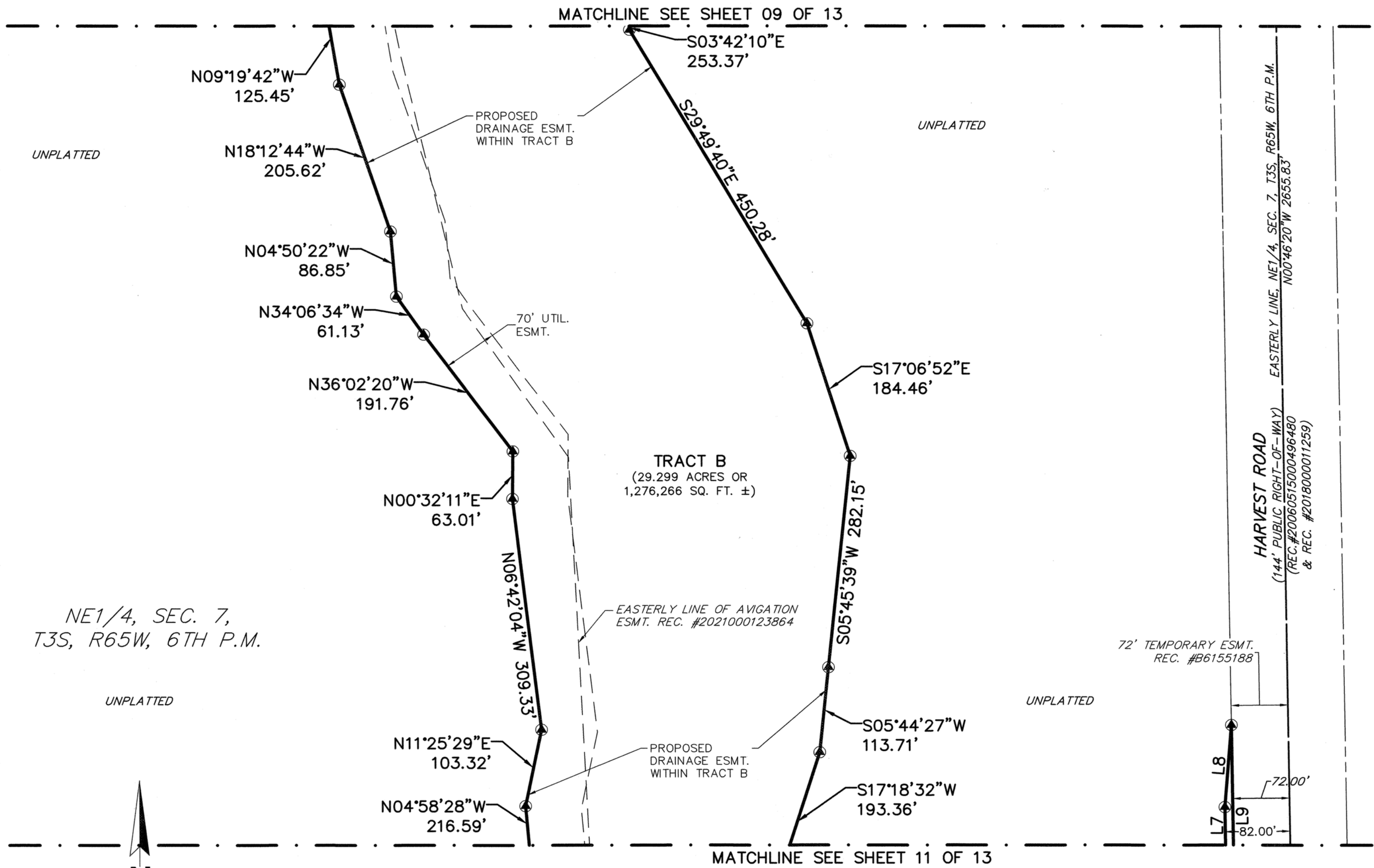
DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE



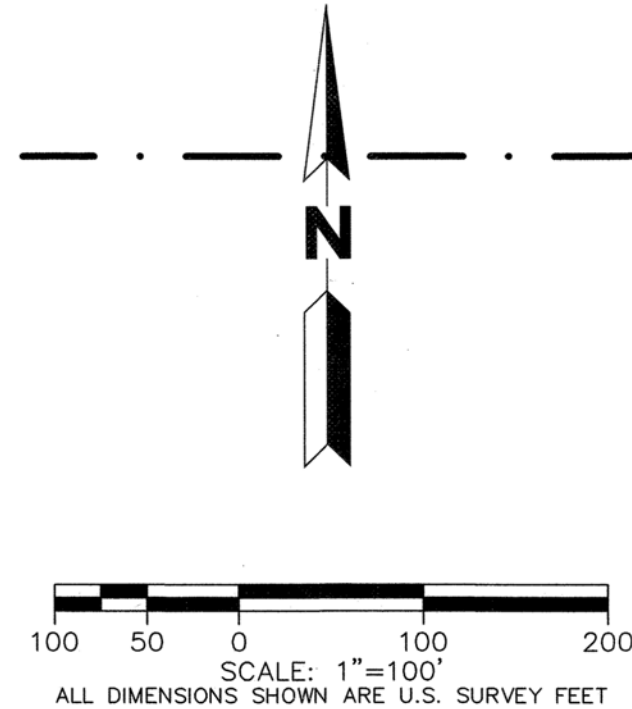
**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 10 OF 13



**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899

LINE TABLE		
NUMBER	DIRECTION	DISTANCE
L7	N00°46'20"W	105.08'
L8	N04°27'53"E	109.56'
L9	S00°46'20"E	333.49'



UNOFFICIAL COPY

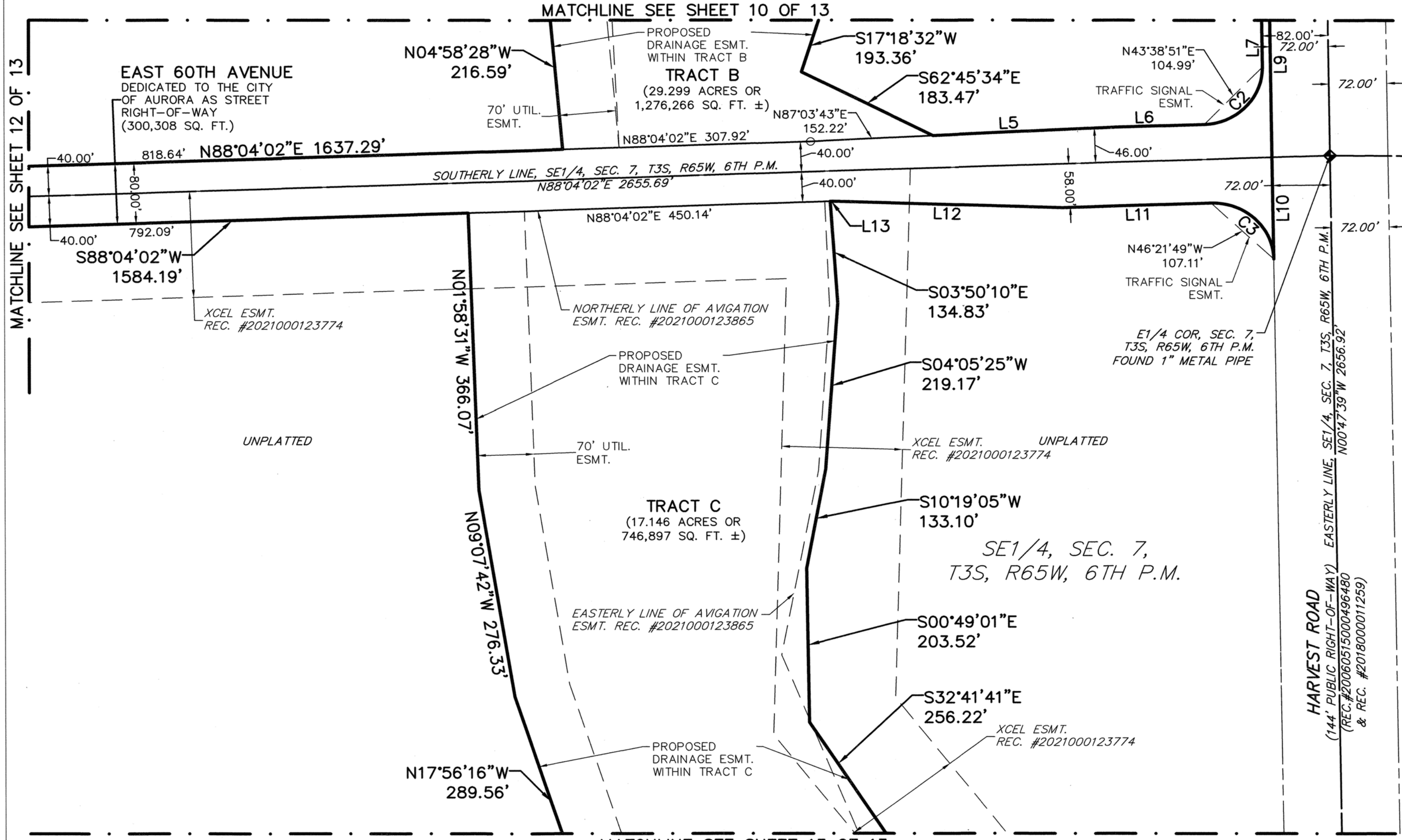
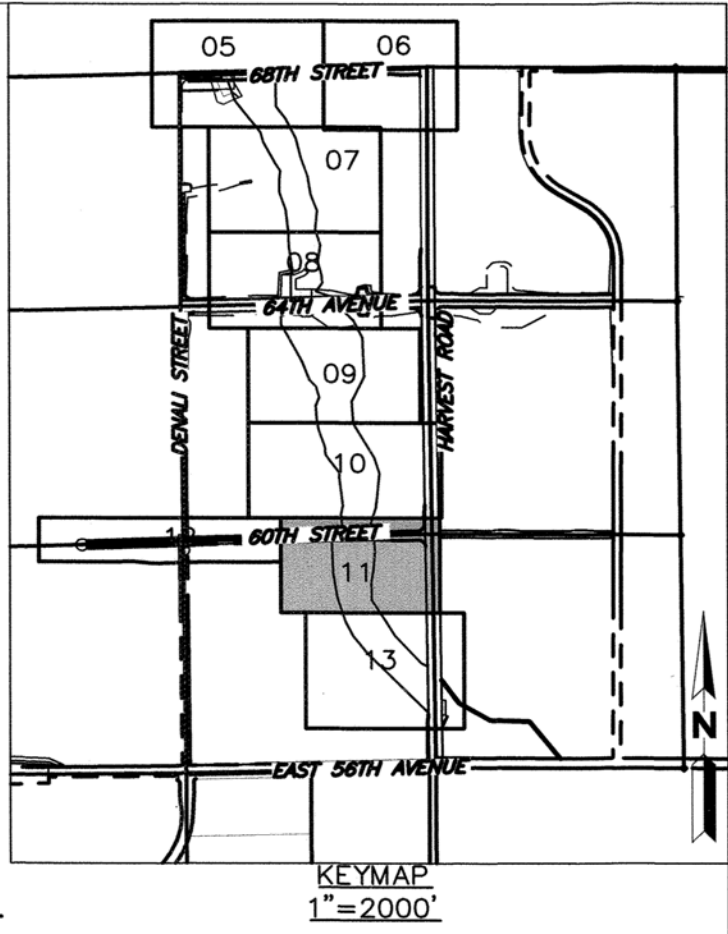
DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE

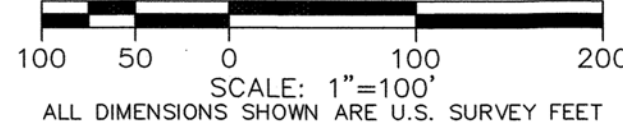


**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 11 OF 13



**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899



CURVE TABLE					
NUMBER	DELTA ANGLE	RADIUS	ARC LENGTH	CHORD DIRECTION	CHORD LENGTH
C2	88°50'22"	75.00'	116.29'	N43°38'51"E	104.99'
C3	91°08'19"	75.00'	119.30'	N46°21'49"W	107.11'

LINE TABLE		
NUMBER	DIRECTION	DISTANCE
L5	N87°03'43"E	189.84'
L6	N88°04'02"E	147.32'
L7	N00°46'20"W	105.08'
L9	S00°46'20"E	333.49'
L10	S00°47'40"E	134.52'
L11	S88°04'02"W	184.61'
L12	N88°19'08"W	285.57'
L13	S88°04'02"W	3.05'

ALL SEALS FOR THE PLAT ARE APPLIED TO THE COVER PAGE

DECEMBER 09, 2021

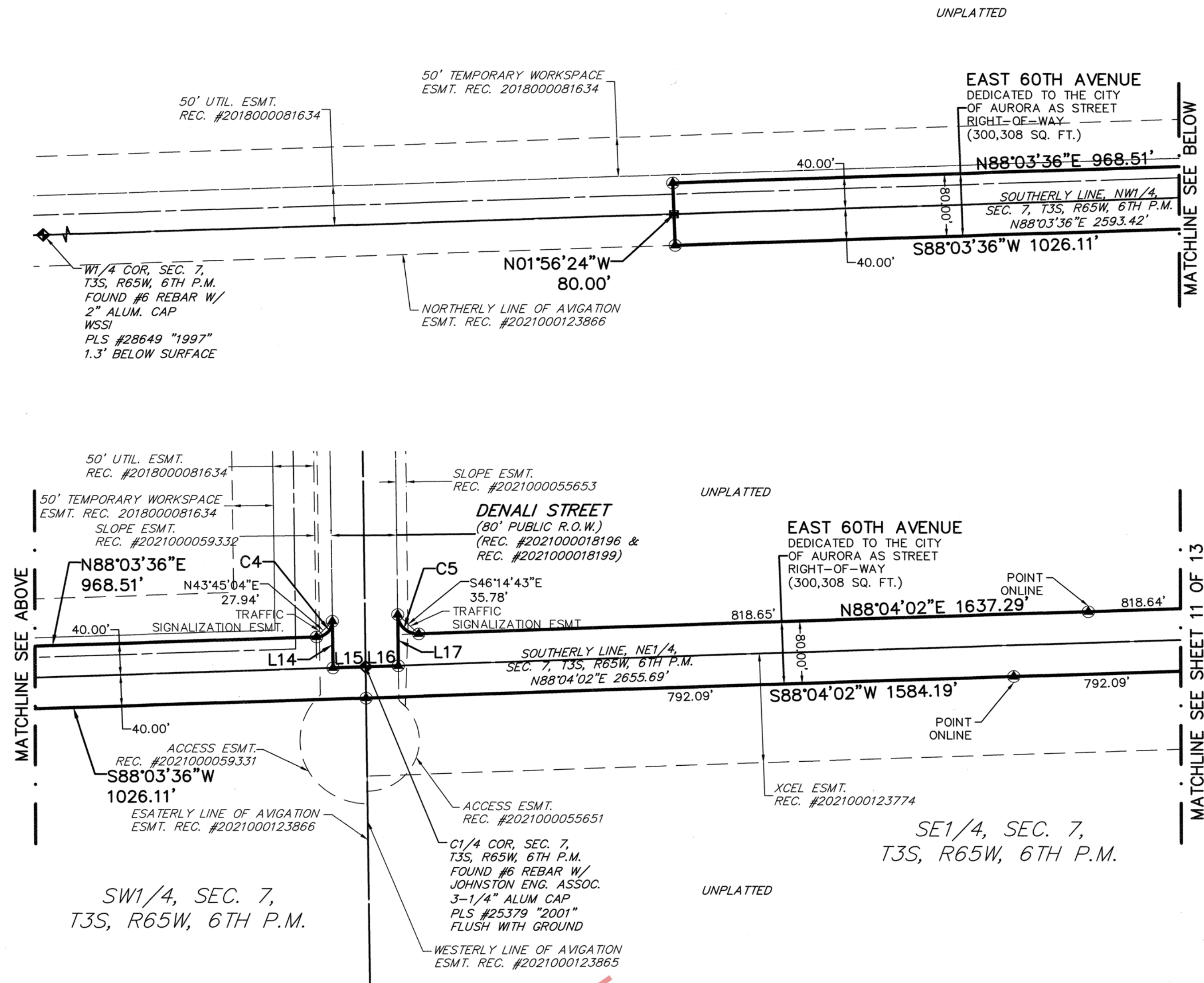
**MARTIN/MARTIN**  
CONSULTING ENGINEERS

12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM



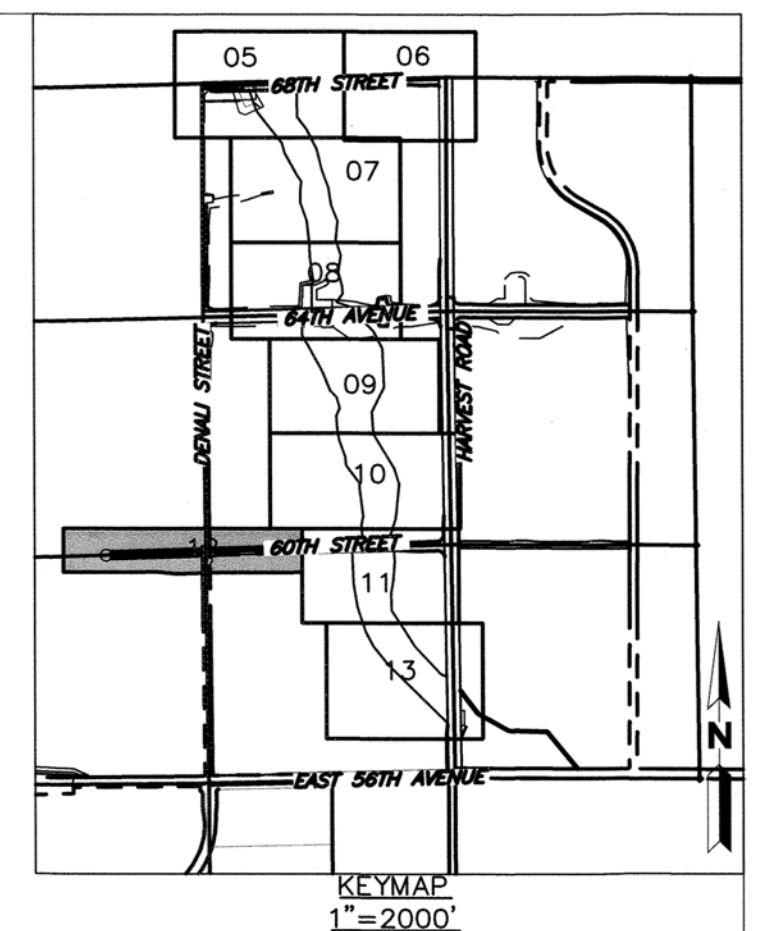
RECEPTION#: 2022000012967,  
2/10/2022 at 12:33 PM, 12 OF 13,  
TD Pgs: 0 Josh Zygielbaum, Adams County, CO.

PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 12 OF 13


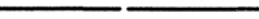










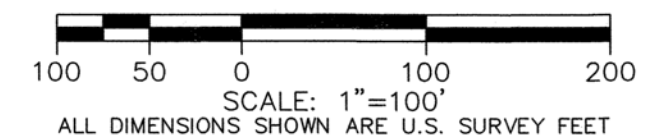
CURVE TABLE					
NUMBER	DELTA ANGLE	RADIUS	ARC LENGTH	CHORD DIRECTION	CHORD LENGTH
C4	88°37'05"	20.00'	30.93'	N43°45'04"E	27.94'
C5	91°22'30"	25.00'	39.87'	S46°14'43"E	35.78'

LINE TABLE		
NUMBER	DIRECTION	DISTANCE
L14	S00°33'29"E	59.53'
L15	N88°03'36"E	40.01'
L16	N88°04'02"E	40.01'
L17	N00°33'29"W	65.62'



### LEGEND

- |   |   |
|---|---|
|    | PROPERTY LINE   |
|    | SECTION LINE  |
|    | CENTERLINE  |
|    | RIGHT-OF-WAY  |
|    | EASEMENT  |
|    | PROPERTY CORNER<br>NOT MONUMENTED   |
|   | FOUND PROPERTY CORNER<br>AS DESCRIBED   |
|  | SECTION CORNER<br>AS DESCRIBED  |
|  | SET 30" #6 REBAR<br>W/ 2-1/2" ALUM.<br>CAP PLS #23899   |
|  | 30" #6 REBAR W/ 2-1/2"<br>ALUM. CAP IN RANGE BOX<br>TO BE SET BY OTHERS<br>AFTER CONSTRUCTION IS<br>COMPLETED PER SEC.<br>147-47 AURORA CITY<br>CODE AND PER SEC.<br>38-51-105 (9)(A) & (B)<br>COLORADO REVISED<br>STATUTES 2017. |



DECEMBER 09, 2021



**MARTIN/MARTIN**  
CONSULTING ENGINEERS

12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

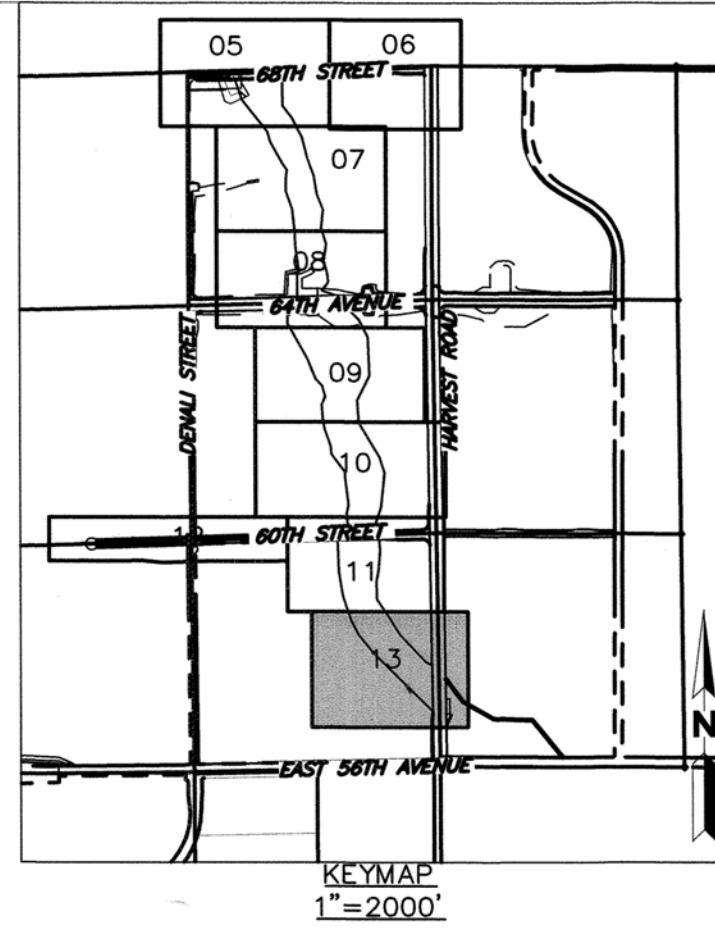
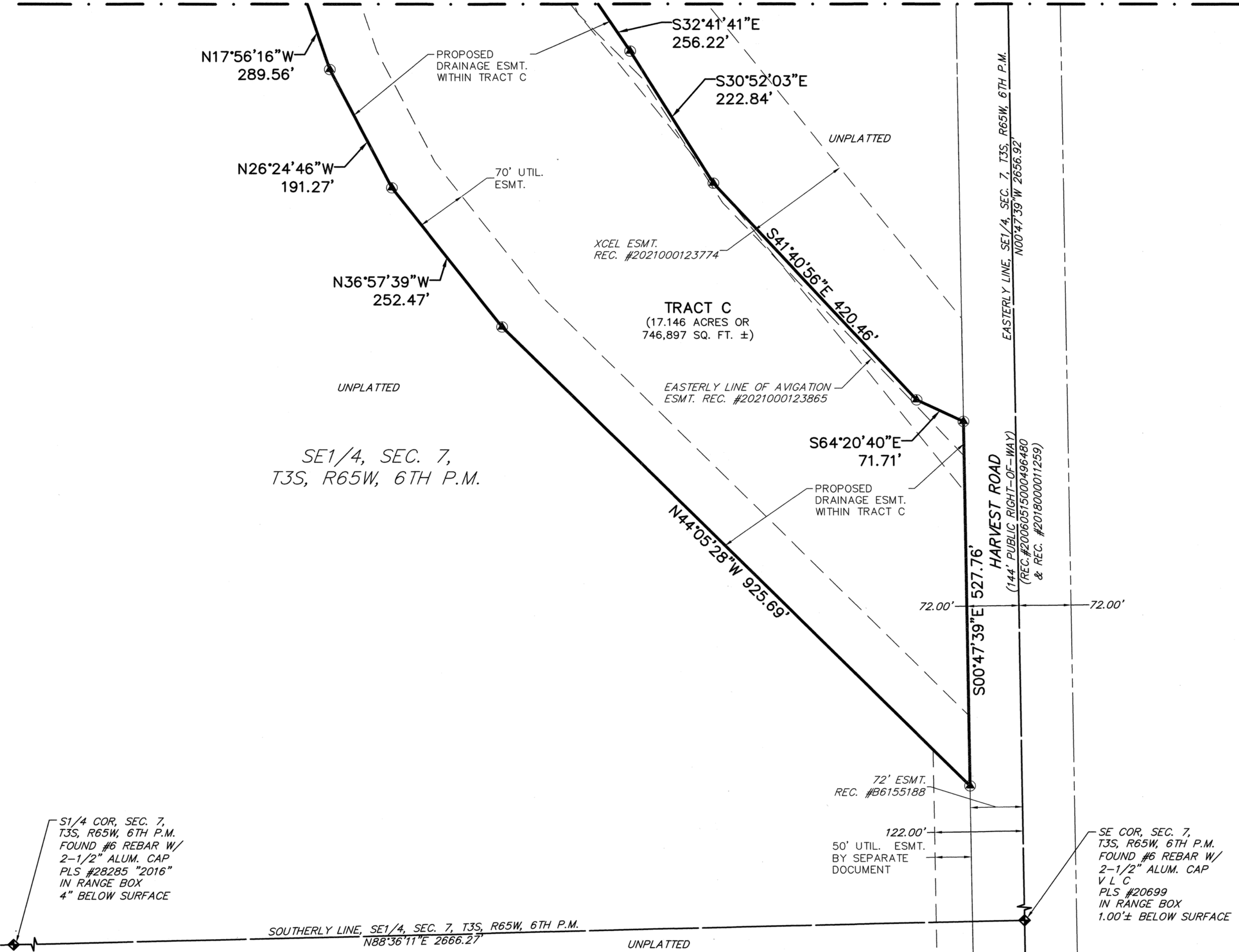
ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE



22

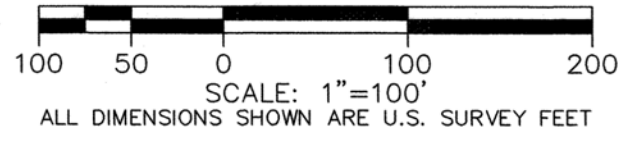
**BOX ELDER SUBDIVISION FILING NO. 1**  
PARCELS OF LAND LOCATED IN THE SE1/4 OF SECTION 6 AND SECTION 7, T3S, R65W OF THE 6TH P.M.,  
CITY OF AURORA, COUNTY OF ADAMS,  
STATE OF COLORADO  
SHEET 13 OF 13

MATCHLINE SEE SHEET 11 OF 13



**LEGEND**

- PROPERTY LINE
- SECTION LINE
- CENTERLINE
- RIGHT-OF-WAY
- EASEMENT
- PROPERTY CORNER NOT MONUMENTED
- FOUND PROPERTY CORNER AS DESCRIBED
- SECTION CORNER AS DESCRIBED
- SET 30" #6 REBAR W/ 2-1/2" ALUM. CAP PLS #23899



S1/4 COR, SEC. 7,  
T3S, R65W, 6TH P.M.  
FOUND #6 REBAR W/  
2-1/2" ALUM. CAP  
PLS #28285 "2016"  
IN RANGE BOX  
4" BELOW SURFACE

72' ESMT.  
REC. #B6155188  
122.00'  
50' UTIL. ESMT.  
BY SEPARATE  
DOCUMENT

SE COR, SEC. 7,  
T3S, R65W, 6TH P.M.  
FOUND #6 REBAR W/  
2-1/2" ALUM. CAP  
V L C  
PLS #20699  
IN RANGE BOX  
1.00'± BELOW SURFACE

DECEMBER 09, 2021

**MARTIN/MARTIN**  
CONSULTING ENGINEERS  
12499 WEST COLFAX AVENUE, LAKEWOOD, COLORADO 80215  
MAIN 303.431.6100 MARTINMARTIN.COM  
SURVEY@MARTINMARTIN.COM

ALL SEALS FOR THE PLAT ARE  
APPLIED TO THE COVER PAGE

## **Exhibit B**

### Second Creek Improvements

## **Exhibit C**

### Maintenance Work

## **Appendix B**

### **General Location and Description of Stormwater Management Facilities Example**

## Appendix B

### General Location and Description of Stormwater Management Facilities Example

#### A. General Site Description

*Insert General Site Description (example below)*

Residential Site, Traditions Subdivision Filing No. 1, is located at the southeast corner of East 6<sup>th</sup> Avenue and Harvest Road approximately one mile east of Gun Club Road. The 81 acre site consists of 250 single-family residential units.

#### B. General Stormwater Management Description

*Insert General Description of stormwater facilities for the site (example below)*

All stormwater is conveyed via curb and gutter and conventional reinforced concrete pipe (RCP) storm sewer to one detention basin that provides detention and water quality treatment. The water quality facility is a constructed wetlands facility. Developed runoff is released at or below historic rates for the ten year, and 100 year storm events.

#### C. Stormwater Facilities Site Plan

Inspection or maintenance personnel may utilize the Stormwater Facilities Map located in Appendix G for locating the stormwater facilities within this development.

#### D. On-Site Stormwater Management Facilities

*List all facilities for each of the types (see examples provided below)*

##### **Volume Reduction Facilities**

Residential Site utilizes Level I MDCIA – All impervious surfaces are routed over grass buffer strips. Gutter downspouts are disconnected from the storm conveyance system and are routed over grassed areas.

##### **Storage Facilities (Detention)**

Detention for Residential Site is provided in a Detention Pond located at the southeast corner of East 6<sup>th</sup> Avenue and Harvest Road.

##### **Water Quality Facilities**

Residential Site utilizes one constructed wetlands basin for providing water quality capture volume for the site.

##### **Source Control Best Management Practices**

Residential Site does not include any nonstructural BMPs.

## **Appendix C**

### **Standard Operating Procedures for Extended Detention Basins (EDBs), Grass Buffers and Grass Swales (GB-GS), Bioretention Cell (BRCs) aka Porous Landscape Detention (PLDs), and Sand Filter Basins (SFBs)**



**Appendix C-1**  
**Extended Detention Basins**

# Standard Operation Procedures for Inspection and Maintenance

## Extended Detention Basins (EDBs)



June 2016

## Table of Contents

EDB-1	Background .....	3
EDB-2	Inspecting Extended Detention Basins (EDBs) .....	3
EDB-2.1	Access and Easements .....	3
EDB-2.2	Stormwater Management Facilities Locations .....	3
EDB-2.3	Extended Detention Basin (EDB) Features.....	3
EDB-2.3.1	Inflow Points.....	4
EDB-2.3.2	Forebay.....	5
EDB-2.3.3	Trickle Channel (Low-Flow) .....	6
EDB-2.3.4	Bottom Stage .....	6
EDB-2.3.5	Micropool .....	7
EDB-2.3.6	Outlet Works .....	8
EDB-2.3.7	Emergency Spillway.....	9
EDB-2.3.8	Upper Stage (Dry Storage) .....	10
EDB-2.3.9	Miscellaneous .....	11
EDB-2.4	Inspection Forms .....	11
EDB-3	Maintaining Extended Detention Basins (EDBS).....	12
EDB-3.1	Maintenance Personnel .....	12
EDB-3.2	Equipment.....	12
EDB-3.3	Safety.....	13
EDB-3.4	Maintenance Forms .....	13
EDB-3.5	Maintenance Categories and Activities .....	13
EDB-3.6	Routine Maintenance Activities .....	13
EDB-3.6.1	Mowing.....	14
EDB-3.6.2	Trash/Debris Removal .....	14
EDB-3.6.3	Outlet Works Cleaning .....	14
EDB-3.6.4	Weed Control .....	15
EDB-3.6.5	Mosquito/Algae Treatment .....	15
EDB-3.7	Minor Maintenance Activities .....	15
EDB-3.7.1	Sediment Removal.....	16
EDB-3.7.2	Erosion Repair .....	16
EDB-3.7.3	Vegetation Removal/Tree Thinning.....	16
EDB-3.7.4	Clearing Drains/Jet-Vac .....	17
EDB-3.8	Major Maintenance Activities .....	17
EDB-3.8.1	Major Sediment Removal.....	17
EDB-3.8.2	Major Erosion Repair .....	18
EDB-3.8.3	Structural Repair .....	18

## **EDB-1 Background**

Extended Detention Basins (EDBs) are one of the most common types of Stormwater Management Facilities utilized within the Front Range of Colorado. An EDB is a sedimentation basin designed to “extend” the runoff detention time, but to drain completely dry sometime after stormwater runoff ends. The EDB’s drain time for the water quality portion of the facility is typically forty (40) hours. The basins are considered to be “dry” because the majority of the basin is designed not to have a significant permanent pool of water remaining between runoff events.

EDBs are an adaptation of a detention basin used for flood control, with the primary difference is the addition of forebays, micro-pools and a slow release outlet design. Forebays are shallow concrete “pans” located at the inflow point to the basin and are provided to facilitate sediment removal within a contained area prior to releasing into the pond. These forebays collect and briefly hold stormwater runoff resulting in a process called sedimentation, dropping sediment out of the stormwater. The stormwater is then routed from the forebay into the concrete trickle channel and upper basin, the large grassy portion of the basin. The EDB uses a much smaller outlet that extends the emptying time of the more frequently occurring runoff events to facilitate pollutant removal. An EDB should have a small micro-pool just upstream of the outlet. This micro-pool is designed to hold a small amount of water to keep sediment and floatables from blocking the outlet orifices.

## **EDB-2 Inspecting Extended Detention Basins (EDBs)**

### **EDB-2.1 Access and Easements**

Inspection or maintenance personnel may utilize the stormwater facility map located in Appendix G containing the location(s) of the access points and maintenance easements of the EDB(s) within this development.

### **EDB-2.2 Stormwater Management Facilities Locations**

Inspection or maintenance personnel may utilize the stormwater facility map located in Appendix G containing the location(s) of the EDB(s) within this development.

### **EDB-2.3 Extended Detention Basin (EDB) Features**

EDBs have a number of features that are designed to serve a particular function. Many times the proper function of one feature depends on another. For example, if a forebay is not properly maintained, it could negatively affect the performance of a feature downstream (trickle channel, micro-pool, etc.). Therefore, it is critical that each feature of the EDB is properly inspected and maintained to ensure the overall facility functions as it was intended. Below is a list and description of the most common features within an EDB and the corresponding maintenance inspection items that can be anticipated:

**Table EDB-1**  
**Typical Inspection and Maintenance Requirements Matrix**

EDB Features	Sediment Removal	Mowing/ Weed control	Trash & Debris Removal	Erosion	Overgrown Vegetation Removal	Standing Water (mosquito/ algae control)	Structure Repair
Inflow Points (outfalls)	X		X				X
Forebay	X		X				X
Low-flow channel	X		X	X	X		X
Bottom Stage	X	X	X	X	X	X	
Micro-pool	X		X		X	X	X
Outlet Works	X		X				X
Emergency Spillway			X	X	X		X
Upper Stage			X	X			
Embankment		X		X	X		

#### EDB-2.3.1 Inflow Points

Inflow Points or Outfalls into EDBs are the point source of the stormwater discharge into the facility. An inflow point is commonly a storm sewer pipe with a flared end section that discharges into the EDB. In some instances, an inflow point could be a drainage channel or ditch that flows into the facility.

An energy dissipater (riprap or hard armor protection) is typically immediately downstream of the discharge point into the EDB to protect from erosion. In some cases, the storm sewer outfall can have a toe-wall or cut-off wall immediately below the structure to prevent undercutting of the outfall from erosion.

*The typical maintenance items found with inflow points are as follows:*

*a. Riprap Displaced* – Many times, because the repeated impact/force of water, the riprap can shift and settle. If any portion of the riprap apron appears to have settled, soil is present between the riprap, or the riprap has shifted, maintenance may be required to ensure future erosion is prevented. Depending on the nature of the maintenance the use of heavy equipment and proper bedding material may be required to repair the riprap. See Section EDB-3.5 – EDB-3.8.

*b. Erosion Present/Outfall Undercut* – In some situations, the energy dissipater may not have been sized, constructed, or maintained appropriately and erosion has occurred. Any erosion within the vicinity of the inflow point will require maintenance to prevent damage to the structure(s) and sediment transport within the facility. If there is any question to whether the original design is inadequate, a qualified engineer should review the situation to avoid chronic maintenance repairs if it is a design issue.

*c. Sediment Accumulation* – Because of the turbulence in the water created by the energy dissipater, sediment often deposits immediately downstream of the inflow point. To prevent a loss in hydraulic performance of the upstream infrastructure, sediment that accumulates in this area must be removed in a timely manner.

*d. Structural Damage* – Structural damage can occur at any time during the life of the facility. Typically, for an inflow, the structural damage occurs to the pipe flared end section (concrete or steel). Structural damage can lead to additional operating problems with the facility, including loss of hydraulic performance.

*e. Woody Growth/Weeds Present* – Undesirable vegetation can grow in and around the inflow area to an EDB that can significantly affect the performance of the drainage facilities discharging into the facility. This type of vegetation includes trees (typically cottonwoods) and dense areas of shrubs (willows). If woody vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate, resulting in blockage of the discharge. Also, tree roots can cause damage to the structural components of the inflow. Routine maintenance is essential for trees (removing a small tree/sapling is much cheaper and “quieter” than a mature tree). In addition, noxious weeds growing in the facility can result in the loss of desirable native vegetation and impact adjacent open spaces/land.

#### EDB-2.3.2 Forebay

A forebay is a solid surface (pad), typically constructed of concrete, immediately downstream of the inflow point. The forebay is designed to capture larger particles and trash to prevent them from entering the main portion of the EDB. The solid surface is designed to facilitate mechanical sediment removal (skid steer). The forebay typically includes a small diameter discharge pipe or v-notch weir on the downstream end and designed to drain the forebay in a specified period of time to promote sedimentation. The forebays vary in size and depth depending on the design and site constraints.

*The typical maintenance items found with forebays are as follows:*

*a. Sediment/Debris Accumulation* – Because this feature of the EDB is designed to provide the initial sedimentation, debris and sediment frequently accumulate in this area. If the sediment and debris is not removed from the forebay on a regular basis, it can significantly affect the function of other features within the EDB. Routine sediment removal from the forebay can **significantly** reduce the need for dredging of the main portion of the EDB using specialized equipment (long reach excavators). Routine removal of sediment from the forebay can **substantially** decrease the long-term sediment removal costs of an EDB.

*b. Concrete Cracking/Failing* – The forebay is primarily constructed of concrete, which cracks, spalls, and settles. Damage to the forebay can result in decreased performance and impact maintenance efforts.

*c. Drain Pipe/Weir Clogged* – Many times the drainpipe or weir can be clogged



with debris, and prevent the forebay from draining properly. If standing water is present in the forebay (and there is not a base flow), the forebay is most likely not draining properly. This can result in a decrease in performance and create potential nuisances with stagnant water (mosquitoes).

*d. Weir/Drain Pipe Damaged* – Routine maintenance activities, vandalism, or age may cause the weir or drain pipe in the forebay to become damaged. Weirs are typically constructed of concrete, which cracks and spalls. The drainpipe is typically smaller in diameter and constructed with plastic, which can fracture.

### EDB-2.3.3 Trickle Channel (Low-Flow)

The trickle channel conveys stormwater from the forebay to the micro-pool of the EDB. The trickle channel is typically made of concrete. However, grass lined (riprap sides protected) is also common and can provide for an additional means of water quality within the EDB. The trickle channel is typically six (6) to nine (9) inches in depth and can vary in width.

*The typical maintenance items found with trickle channels are as follows:*

*a. Sediment/Debris Accumulation* – Trickle channels are typically designed with a relatively flat slope that can promote sedimentation and the collection of debris. Also, if a trickle channel is grass lined it can accumulate sediment and debris at a much quicker rate. Routine removal of accumulated sediment and debris is essential in preventing flows from circumventing the trickle channel and affecting the dry storage portion of the pond.

*b. Concrete/Riprap Damage* – Concrete can crack, spall, and settle and must be repaired to ensure proper function of the trickle channel. Riprap can also shift over time and must be replaced/repared as necessary.

*c. Woody Growth/Weeds Present* – Because of the constant moisture in the area surrounding the trickle channel, woody growth (cottonwoods/willows) can become a problem. Trees and dense shrub type vegetation can affect the capacity of the trickle channel and can allow flows to circumvent the feature.

*d. Erosion Outside of Channel* – In larger precipitation events, the trickle channel capacity will likely be exceeded. This can result in erosion immediately adjacent to the trickle channel and must be repaired to prevent further damage to the structural components of the EDB.

### EDB-2.3.4 Bottom Stage

The bottom stage is at least 1.0 to 2.0 feet deeper than the upper stage and is located in front of the outlet works structure. The bottom stage is designed to store the smaller runoff events, assists in keeping the majority of the basin bottom dry resulting in easier maintenance operations, and enhances the facilities pollutant removal capabilities. This area of the EDB may develop wetland vegetation.

*The typical maintenance items found with the bottom stage are as follows:*

*a. Sediment/Debris Accumulation* – The bottom stage can frequently accumulate sediment and debris. This material must be removed to maintain pond volume and proper function of the outlet structure.

*b. Woody Growth/Weeds Present* - Because of the constant moisture in the soil surrounding the micro-pool, woody growth (cottonwoods/willows) can create operational problems for the EDB. If woody vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate outside of the micro-pool (See EDB 2.3.5), which can cause problems with other EDB features. Also, tree roots can cause damage to the structural components of the outlet works. Routine management is essential for trees (removing a small tree/sapling is much cheaper and “quieter” than a mature tree).

*c. Bank Erosion* – The bottom stage is usually a couple feet deeper than the other areas of the ponds. Erosion can be caused by water dropping into the bottom stage if adequate protection/armor is not present. Erosion in this area must be mitigated to prevent sediment transport and other EDB feature damage.

*d. Mosquitoes/Algae Treatment* – Nuisance created by stagnant water can result from improper maintenance/treatment of the bottom stage. Mosquito larvae can be laid by adult mosquitoes within the permanent pool. Also, aquatic vegetation that grows in shallow pools of water can decompose causing foul odors. Chemical/mechanical treatment of the bottom stage may be necessary to reduce these impacts to adjacent homeowners.

*e. Petroleum/Chemical Sheen* – Many indicators of illicit discharges into the storm sewer systems will be present in the bottom stage area of the EDB. These indicators can include sheens, odors, discolored soil, and dead vegetation. If it is suspected that an illicit discharge has occurred, contact the supervisor immediately. Proper removal/mitigation of contaminated soils and water in the EDB is necessary to minimize any environmental impacts downstream.

#### EDB-2.3.5 Micro-pool

The micro-pool is a concrete or grouted boulder walled structure directly in front of the outlet works. At a minimum, the micro-pool is 2.5 feet deep and is designed to hold water. The micro-pool is critical in the proper function of the EDB; it allows suspended sediment to be deposited at the bottom of the micro-pool and prevents these sediments from being deposited in front of the outlet works causing clogging of the outlet structure, which results in marshy areas within the top and bottom stages.

*The typical maintenance items found with micro-pools are as follows:*

*a. Sediment/Debris Accumulation* – The micro-pool can frequently accumulate sediment and debris. This material must be removed to maintain the micro pool volume, depth, and proper function of the outlet structure.

*b. Woody Growth/Weeds Present* - Because of the constant moisture in the soil surrounding the micro-pool, woody growth (cottonwoods/willows) can create operational problems for the EDB. If woody vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate outside of the micro-pool, which can cause problems with other EDB features. Also, tree roots can cause damage to the structural components of the outlet works. Routine management is essential for trees (removing a small tree/sapling is much cheaper and “quieter” than a mature tree).

*c. Mosquitoes/Algae Treatment* – Nuisance created by stagnant water can result from improper maintenance/treatment of the micro-pool. Mosquito larvae can be laid by adult mosquitoes within the permanent pool. If mosquitoes are breeding within the micro-pool this may also be an indication there is significant sediment build-up that is reducing the depth of the micro-pool. Also, aquatic vegetation that grows in shallow pools of water can decompose causing foul odors. Chemical/mechanical treatment of the micro-pool may be necessary to reduce these impacts to adjacent homeowners.

*d. Petroleum/Chemical Sheen* – Many indicators of illicit discharges into the storm sewer systems will be present in the micro-pool area of the EDB. These indicators can include sheens, odors, discolored soil, and dead vegetation. If it is suspected that an illicit discharge has occurred, contact the supervisor immediately. Proper removal/mitigation of contaminated soils and water in the EDB is necessary to minimize any environmental impacts downstream.

#### EDB-2.3.6 Outlet Works

The outlet works is the feature that drains the EDB in specified quantities and periods of time. The outlet works is typically constructed of reinforced concrete into the embankment of the EDB. The concrete structure typically has steel orifice plates anchored/embedded into it to control stormwater release rates. The larger openings (flood control) on the outlet structure typically have trash racks over them to prevent clogging. The water quality orifice plate (smaller diameter holes) will typically have a well screen covering it to prevent smaller materials from clogging it. The outlet structure is the single most important feature in the EDB operation. Proper inspection and maintenance of the outlet works is essential in ensuring the long-term operation of the EDB.

*The typical maintenance items found with the outlet works are as follows:*

*a. Trash Rack/Well Screen Clogged* – Floatable material entering the EDB will most likely make its way to the outlet structure. This material is trapped against the trash racks and well screens on the outlet structure (which is why they are there). This material must be removed on a routine basis to ensure the outlet structure drains in the specified design period.

*b. Structural Damage* - The outlet structure is primarily constructed of concrete, which can crack, spall, and settle. The steel trash racks and well screens are also

susceptible to damage.

*c. Orifice Plate Missing/Not Secure* – Many times residents, property owners, or maintenance personnel will remove or loosen orifice plates if they believe the pond is not draining properly. Any modification to the orifice plate(s) will significantly affect the designed discharge rates for water quality and/or flood control. Modification of the orifice plates is not allowed without approval from the City of Aurora Public Works Department, Engineering Control Division.

*d. Manhole Access* – Access to the outlet structure is necessary to properly inspect and maintain the facility. If access is difficult or not available to inspect the structure, chances are it will be difficult to maintain as well.

*e. Woody Growth/Weeds Present* - Because of the constant moisture in the soil surrounding the outlet works, woody growth (cottonwoods/willows) can create operational problems for the EDB. If woody vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate around the outlet works, which can cause problems with other EDB features. Also, tree roots can cause damage to the structural components of the outlet works. Routine management is essential for trees (removing a small tree/sapling is much cheaper and “quieter” than a mature tree).

#### EDB-2.3.7 Emergency Spillway

An emergency spillway is typical of all EDBs and designed to serve as the overflow in the event the volume of the pond is exceeded. The emergency spillway is typically armored with riprap (or other hard armor) and is sometimes buried with soil. The emergency spillway is typically a weir (notch) in the pond embankment. Proper function of the emergency spillway is essential to ensure flooding does not affect adjacent properties.

*The typical maintenance items found with emergency spillways are as follows:*

*a. Riprap Displaced* – As mentioned before, the emergency spillway is typically armored with riprap to provide erosion protection. Over the life of an EDB, the riprap may shift or dislodge due to flow. Depending on the nature of the maintenance the use of heavy equipment and proper bedding material may be required to repair the riprap. See Section EDB-3.5 – EDB-3.8.

*b. Erosion Present* – Although the spillway is typically armored, stormwater flowing through the spillway can cause erosion damage. Erosion must be repaired to ensure the integrity of the basin embankment, and proper function of the spillway.

*c. Woody Growth/Weeds Present* – Management of woody vegetation is essential in the proper long-term function of the spillway. Larger trees or dense shrubs can capture larger debris entering the EDB and reduce the capacity of the spillway.

*d. Obstruction Debris* – The spillway must be cleared of any obstruction (man-

made or natural) to ensure the proper design capacity.

#### EDB-2.3.8 Upper Stage (Dry Storage)

The upper stage of the EDB provides the majority of the water quality flood detention volume. This area of the EDB is higher than the bottom stage and typically stays dry, except during storm events. The upper stage is the largest feature/area of the basin. Sometimes, the upper stage can be utilized for park space and other uses in larger EDBs. With proper maintenance of the bottom stage, micro-pool, and forebay(s), the upper stage should not experience much sedimentation; however, bottom elevations should be monitored to ensure adequate volume.

*The typical maintenance items found with upper stages are as follows:*

- a. Vegetation Sparse* – The upper basin is the most visible part of the EDB, and therefore aesthetics is important. Adequate and properly maintained vegetation can greatly increase the overall appearance and acceptance of the EDB by the public. In addition, vegetation can reduce the potential for erosion and subsequent sediment transport to the other areas of the pond.
- b. Woody Growth/Undesirable Vegetation* – Although some trees and woody vegetation may be acceptable in the upper basin, some thinning of cottonwoods and willows may be necessary. Remember, the basin will have to be dredged to ensure volume, and large trees and shrubs will be difficult to protect during that operation.
- c. Standing Water/Boggy Areas* – Standing water or boggy areas in the upper stage is typically a sign that some other feature in the pond is not functioning properly. Routine maintenance (mowing, trash removal, etc.) can be extremely difficult for the upper stage if the ground is saturated. If this inspection item is checked, make sure you have identified the root cause of the problem.
- d. Sediment Accumulation* – Although other features within the EDB are designed to capture sediment, the upper storage area will collect sediment over time. Excessive amounts of sedimentation will result in a loss of storage volume. It may be more difficult to determine if this area has accumulated sediment without conducting a field survey.

Below is a list of indicators:

1. Ground adjacent to the trickle channel appears to be several inches higher than the concrete/riprap trickle channel.
2. Standing water or boggy areas in upper stage.
3. Uneven grades or mounds.
4. Bottom Stage, Micro-pool, or Forebay has excessive amounts of sediment.

*e. Erosion (banks and bottom)* – The bottom grades of the dry storage area are typically flat enough that erosion should not occur. However, inadequate vegetative cover may result in erosion of the upper stage. Erosion that occurs in the upper stage can result in increased dredging/maintenance of the bottom stage/micro-pool.

*f. Trash/Debris* – Trash and debris can accumulate in the upper area after large events, or from illegal dumping. Over time, this material can accumulate and clog the EDB outlet works.

*g. Maintenance Access* – Most EDBs typically have a gravel/concrete maintenance access path to either the upper stage or forebay. This access path should be inspected to ensure the surface is still drivable. Some of the smaller EDBs may not have maintenance access paths; however, the inspector should verify that access is available from adjacent properties.

#### EDB-2.3.9 Miscellaneous

There are a variety of inspection/maintenance issues that may not be attributed to a single feature within the EDB. This category on the inspection form is for maintenance items that are commonly found in the EDB, but may not be attributed to an individual feature.

*a. Encroachment in Easement Area* – Private lots/property can sometimes be located very close to the EDBs, even though they are required to be located in tracts with drainage easements. Property owners may not place landscaping, trash, fencing, or other items within the easement area that may adversely affect maintenance or the operation of the facility.

*b. Graffiti/Vandalism* – Damage to the EDB infrastructure can be caused by vandals. If criminal mischief is evident, the inspector should forward this information to the Aurora Police Department.

*c. Public Hazards* – Public hazards include items such as vertical drops of greater than four (4) feet, containers of unknown/suspicious substances, exposed metal/jagged concrete on structures. **If any hazard is found within the facility area that poses an immediate threat to public safety, call 911 immediately!**

*d. Burrowing Animals/Pests* – Prairie dogs and other burrowing rodents may cause damage to the EDB features and negatively affect the vegetation within the EDB.

*e. Other* – Any miscellaneous inspection/maintenance items not contained on the form should be entered here.

#### **EDB-2.4 Inspection Forms**

EDB Inspection forms are located in Appendix D. Inspection forms shall be completed by the person(s) conducting the inspection activities. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. These inspection forms shall be



kept indefinitely and made available to the City of Aurora upon request.

### **EDB-3 Maintaining Extended Detention Basins (EDBS)**

#### **EDB-3.1 Maintenance Personnel**

Maintenance personnel must be qualified to properly maintain EDBs. Inadequately trained personnel can cause additional problems resulting in additional maintenance costs.

#### **EDB-3.2 Equipment**

It is imperative the appropriate equipment and tools are taken to the field with the operations crew. The types of equipment/tools will vary depending on the task at hand. Below is a basic list of tools, equipment, and material(s) that may be necessary to perform maintenance on an EDB:

1. Loppers/Tree Trimming Tools
2. Mowing Tractors
3. Trimmers (extra string)
4. Shovels
5. Rakes
6. All Surface Vehicle (ASVs)
7. Skid Steer
8. Back Hoe
9. Track Hoe/Long Reach Excavator
10. Dump Truck
11. Jet-Vac Machine
12. Engineers Level (laser)
13. Riprap (Minimum - Type M, or as shown on the approved civil plans)
14. Filter Fabric
15. Erosion Control Blanket(s)
16. Seed Mix (See seed mix in the *Rules and Regulations Regarding Stormwater (Quality) Discharge for Construction Activities*, Std Det. SM, Seeding & Mulching)
17. Illicit Discharge Cleanup Kits
18. Trash Bags
19. Tools (wrenches, screw drivers, hammers, etc)
20. Chain Saw
21. Confined Space Entry Equipment

## 22. Approved Stormwater Facility Inspection and Maintenance Plan

Some of the items identified above may not be needed for every maintenance operation. However, this equipment should be available to the maintenance operations crews should the need arise.

### **EDB-3.3 Safety**

Vertical drops may be encountered in areas located within and around the facility. Avoid walking on top of retaining walls or other structures having a significant vertical drop. If a vertical drop within the EDB is identified as greater than 48" in height, make the appropriate note/comment on the maintenance inspection form.

### **EDB-3.4 Maintenance Forms**

The EDB Maintenance Form provides a record of each maintenance operation performed by maintenance contractors. The EDB Maintenance Form shall be filled out in the field after the completion of the maintenance operation. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. The EDB Maintenance form is located in Appendix E.

### **EDB-3.5 Maintenance Categories and Activities**

A typical EDB Maintenance Program will consist of three broad categories of work. Within each category of work, a variety of maintenance activities can be performed on an EDB. A maintenance activity can be specific to each feature within the EDB, or general to the overall facility. This section of the SOP explains each of the categories and briefly describes the typical maintenance activities for an EDB.

A variety of maintenance activities are typical of EDBs. The maintenance activities range in magnitude from routine trash pickup to the reconstruction of drainage infrastructure. Below is a description of each maintenance activity, the objectives, and frequency of actions:

### **EDB-3.6 Routine Maintenance Activities**

The majority of this work consists of regularly scheduled mowing and trash and debris pickups for stormwater management facilities during the growing season. This includes items such as the removal of debris/material that may be clogging the outlet structure well screens and trash racks. It also includes activities such as weed control, mosquito treatment, and algae treatment. These activities normally will be performed numerous times during the year. These items can be completed without any prior correspondence with the City of Aurora; however, completed inspection and maintenance forms shall be submitted to the City of Aurora for each inspection and maintenance activity in accordance with the Inspection and Maintenance Plan.

The Maintenance Activities are summarized below, and further described in the following sections.

**Table – EDB-2**  
**Summary of Routine Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Mowing</b>	Twice annually	Excessive grass height/aesthetics	Mow grass to a height of 4" to 6"
<b>Trash/Debris Removal</b>	Twice annually	Trash & debris in EDB	Remove and dispose of trash and debris
<b>Outlet Works Cleaning</b>	As needed - after significant rain events – twice annually min.	Clogged outlet structure; ponding water	Remove and dispose of debris/trash/sediment to allow outlet to function properly
<b>Weed control</b>	Minimum twice annually	Noxious weeds; Unwanted vegetation	Treat w/ herbicide or hand pull; Consult the local weed specialist
<b>Mosquito Treatment</b>	As needed	Standing water/mosquito habitat	Treat w/ EPA approved chemicals
<b>Algae Treatment</b>	As needed	Standing water/ Algal growth/green color	Treat w/ EPA approved chemicals

#### EDB-3.6.1 Mowing

Occasional mowing is necessary to limit unwanted vegetation and to improve the overall appearance of the EDB. Native vegetation should be mowed to a height of four (4) to six (6) inches tall. Grass clippings should be collected and disposed of properly.

*Frequency* – Routine - Minimum of twice annually or depending on aesthetics.

#### EDB-3.6.2 Trash/Debris Removal

Trash and debris must be removed from the entire EDB area to minimize outlet clogging and to improve aesthetics. This activity must be performed prior to mowing operations.

*Frequency* – Routine – Prior to mowing operations and minimum of twice annually and should be done after significant storm events.

#### EDB-3.6.3 Outlet Works Cleaning

Debris and other materials can clog the outlet work's well screen, orifice plate(s) and trash rack. This activity must be performed anytime other maintenance activities are conducted to ensure proper operation.

*Frequency* - Routine – After significant rainfall event or concurrently with other maintenance activities.

#### EDB-3.6.4 Weed Control

Noxious weeds and other unwanted vegetation must be treated as needed throughout the EDB. This activity can be performed either through mechanical means (mowing/pulling) or with herbicide. Consultation with the local Weed Inspector is highly recommended prior to the use of an herbicide. All herbicide applications should be applied in accordance with the manufacturer's recommendations.

*Frequency* – Routine – As needed based on inspections.

#### EDB-3.6.5 Mosquito/Algae Treatment

Treatment of permanent pools is necessary to control mosquitoes and undesirable aquatic vegetation that can create nuisances. Only EPA approved chemicals/materials can be used in areas that are warranted.

*Frequency* – As needed.

### **EDB- 3.7 Minor Maintenance Activities**

This work consists of a variety of isolated or small-scale maintenance or operational problems. Most of this work can be completed by a small crew, tools, and small equipment. These items require prior correspondence with the City of Aurora Water Staff, and require completed inspection and maintenance forms to be submitted to the City of Aurora Water Staff for each inspection and maintenance activity.

**Table – EDB-3  
Summary of Minor Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b><u>Sediment Removal*</u></b>	As needed; typically every 1–2 years	Sediment build-up; decrease in pond volume	Remove and dispose of sediment
<b>Erosion Repair</b>	As needed, based upon inspection	Rills/gullies forming on side slopes, trickle channel, other areas	Repair eroded areas Revegetate; address source of erosion
<b>Vegetation Removal/Tree Thinning</b>	As needed, based upon inspection	Large trees/wood vegetation in lower chamber of pond	Remove vegetation; restore grade and surface
<b>Drain Cleaning/Jet Vac</b>	As needed, based upon inspection	Sediment build-up /non draining system	Clean drains; Jet Vac if needed

\*Usually from the forebay, trickle channel, and/or micro-pool

#### EDB-3.7.1 Sediment Removal

Sediment removal is necessary to maintain the original design volume of the EDB and to ensure proper function of the infrastructure. Regular sediment removal (minor) from the forebay, inflow(s), and trickle channel can significantly reduce the frequency of major sediment removal activities (dredging) in the upper and lower stages. The minor sediment removal activities can typically be addressed with shovels and smaller equipment.

Stormwater sediments removed from EDBs do not meet the criteria of “hazardous waste”. However, these sediments are contaminated with a wide array of organic and inorganic pollutants and handling must be done with care. Sediments from permanent pools must be carefully removed to minimize turbidity, further sedimentation, or other adverse water quality impacts. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a landfill for proper disposal. Prompt and thorough cleanup is important should a spill occur during transportation.

*Frequency* – Non-routine – As necessary based upon inspections. Sediment removal in the forebay, trickle channel, and micro-pool may be necessary as frequently as every 1-2 years.

#### EDB-3.7.2 Erosion Repair

The repair of eroded areas is necessary to ensure the proper function of the EDB, minimize sediment transport, and to reduce potential impacts to other features. Erosion can vary in magnitude from minor repairs to trickle channels, energy dissipaters, and rilling to major gullies in the embankments and spillways. The repair of eroded areas may require the use of excavators, earthmoving equipment, riprap, concrete, erosion control blankets, and turf reinforcement mats. Major erosion repair to the pond embankments, spillways, and adjacent to structures will require consultation with the City of Aurora Water, and Engineering Staff.

*Frequency* – Non-routine – As necessary based upon inspections.

#### EDB-3.7.3 Vegetation Removal/Tree Thinning

Dense stands of woody vegetation (willows, shrubs, etc) or trees can create maintenance problems for the infrastructure within an EDB. Tree roots can damage structures and invade pipes/channels thereby blocking flows. Also, trees growing in the upper and lower stages of the EDB will most likely have to be removed when sediment/dredging operations occur. A small tree is easier to remove than a large tree, therefore, regular removal/thinning is imperative. All trees and woody vegetation that is growing in the bottom of the EDB or near structures (inflows, trickle channels, outlet works, emergency spillways, etc.) should be removed. Any trees or woody vegetation in the EDB should be limited to the upper portions of the pond banks.

*Frequency* – Non-routine – As necessary based upon inspections.

#### EDB-3.7.4 Clearing Drains/Jet-Vac

An EDB contains many structures, openings, and pipes that can be frequently clogged with debris. These blockages can result in a decrease of hydraulic capacity and create standing water in areas outside of the micro-pool. Many times the blockage to this infrastructure can be difficult to access and/or clean. Specialized equipment (jet-vac machines) may be necessary to clear debris from these difficult areas.

*Frequency – Non-routine – As necessary based upon inspections.*

#### **EDB-3.8 Major Maintenance Activities**

This work consists of larger maintenance/operational problems and failures within the stormwater management facilities. All of this work requires consultation with the City of Aurora to ensure the proper maintenance is performed. This work requires the City of Aurora Water Staff review the original design before approval of the proposed maintenance. **A public improvements permit shall be required for all major maintenance activities.** This work may also require more specialized maintenance equipment, design/details, submittal of plans to the City of Aurora for review and approval, surveying, or assistance through private contractors and consultants.

**Table – EDB-4  
Summary of Major Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Major Sediment Removal</b>	As needed – based upon scheduled inspections	Large quantities of sediment; reduced pond capacity	Remove and dispose of sediment. Repair vegetation as needed
<b>Major Erosion Repair</b>	As needed – based upon scheduled inspections	Severe erosion including gullies, excessive soil displacement, areas of settlement, holes	Repair erosion – find cause of problem and address to avoid future erosion
<b>Structural Repair</b>	As needed – based upon scheduled inspections	Deterioration and/or damage to structural components – broken concrete, damaged pipes, outlet works	Structural repair to restore the structure to its original design

##### EDB-3.8.1 Major Sediment Removal

Major sediment removal consists of removal of large quantities of sediment or removal of sediment from vegetated areas. Care shall be given when removing large quantities of sediment and sediment deposited in vegetated areas. Large quantities of sediment need to be carefully removed, transported and disposed of. Vegetated areas need special care to ensure design volumes and grades are preserved.

Major sediment removal activities will require larger and more specialized equipment. The major sediment activities will also require surveying with an engineer's level, and consultation with the City of Aurora Water, and Engineering Staff to ensure design



volumes/grades are achieved. Pond volume recertification will be required in accordance with the City of Aurora's drainage criteria manual.

*Frequency – Non-routine – Repair as needed based upon inspections.*

#### EDB-3.8.2 Major Erosion Repair

Major erosion repair consists of filling and revegetating areas of severe erosion. Determining the cause of the erosion as well as correcting the condition that caused the erosion should also be part of the erosion repair. Care should be given to ensure design grades and volumes are preserved. Any condition/repair affecting design grades or pond volumes requires consultation with the City of Aurora Water and Engineering Staff.

*Frequency – Non-routine – Repair as needed based upon inspections.*

#### EDB-3.8.3 Structural Repair

An EDB includes a variety of structures that can deteriorate or be damaged during the course of use and routine maintenance. These structures are constructed of steel and concrete that can degrade or be damaged and may need to be repaired or re-constructed from time to time. These structures include items like outlet works, trickle channels, forebays, inflows and other features. In-house operations staff can perform some of the minor structural repairs. Major repairs to structures may require input from a structural engineer and specialized contractors. Consultation with the City of Aurora, and Engineering Staff shall take place prior to all structural repairs.

*Frequency – Non-routine – Repair as needed based upon inspections.*

#### **Reference:**

**This plan is adapted from Southeast Metro Stormwater Authority, *Operation and Maintenance (O & M) Manual*, and Town of Parker, Colorado, *Stormwater Permanent Best Management Practices (PBMP) Long-Term Operation and Maintenance Manual*, October 2004**

**Appendix C-2**

**Grass Buffers and Grass Swales**

# Standard Operation Procedures for Inspection and Maintenance

## Grass Buffers and Grass Swales (GB-GS)



September 2010

## Table of Contents

<b>GB-GS-1</b>	<b>Background</b>	<b>3</b>
<b>GB-GS-2</b>	<b>Inspecting Grass Buffers and Swales (GB-GS)</b>	<b>3</b>
GB-GS-2.1	Access and Easements	3
GB-GS-2.2	Stormwater Management Facilities Locations	3
GB-GS-2.3	Grass Buffer - Grass Swale (GB-GS) Features	3
GB-GS-2.3.1	Grass Swale Bottom and Side Slopes; Grass Buffer Strips	4
GB-GS-2.3.2	Inflow Points	5
GB-GS-2.3.3	Underdrain System	5
GB-GS-2.3.4	Grade Control Level Spreader	6
GB-GS-2.3.5	Irrigation	6
GB-GS-2.3.6	Miscellaneous	6
GB-GS-2.4	Inspection Forms	7
<b>GB-GS-3</b>	<b>Maintaining Grass Buffers and Grass Swales (GB-GS)</b>	<b>7</b>
GB-GS-3.1	Maintenance Personnel	7
GB-GS-3.2	Equipment	7
GB-GS-3.3	Maintenance Forms	8
GB-GS-3.4	Maintenance Categories and Activities	8
GB-GS-3.5	Routine Maintenance Activities	8
GB-GS-3.5.1	Trash/Debris Removal	9
GB-GS-3.5.2	Mowing	9
GB-GS-3.5.3	Irrigation	10
GB-GS-3.5.4	Weed Control	10
GB-GS-3.5.5	Mosquito Treatment	10
GB-GS-3.5.6	Level Spreader (Grass Buffer only)	10
GB-GS-3.5.7	Rodent Damage	11
GB-GS-3.6	Minor Maintenance Activities	11
GB-GS-3.6.1	Sediment Removal	11
GB-GS-3.6.2	Erosion Repair	12
GB-GS-3.6.3	Vegetation Removal	12
GB-GS-3.6.4	Revegetation	12
GB-GS-3.6.5	Irrigation (Automatic)	12
GB-GS-3.6.6	Level Spreader	12
GB-GS-3.6.7	Fertilization/Soil Amendment	13
GB-GS-3.6.8	Vehicle Tracks	13
GB-GS-3.7	Major Maintenance Activities	13
GB-GS-3.7.1	Major Sediment/Pollutant Removal	14
GB-GS-3.7.2	Major Erosion Repair	15
GB-GS-3.7.3	Structural Repair	15
GB-GS-3.7.4	GB-GS Rebuild	15

### **GB-GS-1 Background**

Grass Buffers and Grass Swales are common types of Stormwater Management Facilities utilized within the Front Range of Colorado. Grass Buffers and Grass Swales promote filtration, infiltration, and settling to reduce runoff volume.

Grass Buffers are uniformly graded and densely vegetated areas of turf grass. They are designed to accommodate sheet flow rather than concentrated or channelized flow. They are typically located adjacent to impervious areas such as parking lots or along roads. Grass Buffers are designed to evenly distribute runoff across the width of the buffer to achieve uniform sheet-flow conditions. A flow spreader may be incorporated for this purpose. In some cases, grass buffers may have underdrain systems.

Grass Swales are densely vegetated drainage ways with low-pitched side slopes that collect and convey runoff. Design of their longitudinal slope and cross section forces the flow to be slow and shallow, thereby facilitating sedimentation while limiting erosion. Berms or check dams may be installed perpendicular to the flow to decrease the slope and slow down the flow. Grass swales are used in open space and landscaped areas to collect and convey overland flows, and can be used as an alternative to curb and gutter (when approved by the City Engineer) to collect and convey street flows. Some grass swales are designed with underdrain systems.

### **GB-GS-2 Inspecting Grass Buffers and Swales (GB-GS)**

#### **GB-GS-2.1 Access and Easements**

Inspection and maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the access points and maintenance easements of the GB-GSs within this development.

#### **GB-GS-2.2 Stormwater Management Facilities Locations**

Inspection and maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the GB-GSs within this development.

#### **GB-GS-2.3 Grass Buffer - Grass Swale (GB-GS) Features**

GB-GSs are unique stormwater quality facilities, in that they are typically viewed as landscaping or ground cover, and are often overlooked as water quality treatment facilities. GB-GSs have a number of features designed to serve a particular function. It is important for maintenance personnel to understand the function of each of these features. Below is a list of the common features of a Grass Swale or Grass Buffer and the corresponding maintenance inspection items anticipated:

**Table GB-GS-1**  
**Typical Inspection & Maintenance Requirements Matrix**

	<b>Sediment Removal</b>	<b>Mowing Weed control</b>	<b>Trash &amp; Debris Removal</b>	<b>Erosion</b>	<b>Removal/ Replacement</b>	<b>Structural Repair</b>
<b>Swale Bottom</b>	X	X	X	X		
<b>Side Slope</b>		X	X	X		
<b>Buffer Strip</b>	X	X	X	X		
<b>Inflows</b>	X	X	X	X	X	X
<b>Underdrain System*</b>					X	
<b>Grade Control/Level Spreader</b>				X		X
<b>Irrigation System</b>					X	

\*If the design and inspection allows, flushing of the system may be all that is needed.

#### GB-GS-2.3.1 Grass Swale Bottom and Side Slopes; Grass Buffer Strips

Grass Swales and Grass Buffers require general maintenance of the turf grass and repair of any rill or gully development. The bottom and side slopes of grass swales and the area of grass buffer strips should be maintained with dense vegetative cover, and should not be eroded or bare. Inspection over the first few years will help to determine if any problems are developing.

*The typical maintenance items required at the side slopes and bottoms of grass swales and within grass buffer areas are as follows:*

- a. Sediment Accumulation* – The purpose of the grass swale or buffer is to slow down flow and allow sedimentation to occur. To prevent a loss in performance of the swale or buffer, sediment that accumulates must be removed on a timely basis.
- b. Vegetation Sparse* – Grass Swales and Buffers rely on a healthy, dense cover of grass to decrease the flow velocities and promote sedimentation and infiltration. Grasses that are diseased, dying or otherwise damaged should be replaced. All bare areas should be reseeded or patched. Causes which contribute to the damaged grass cover, including lack of adequate irrigation, traces of pedestrian or vehicular traffic, uncontrolled weeds, excessive sedimentation accumulation, etc., should be identified and remedied.
- c. Erosion Present* – Lack of adequate vegetative cover or excessive flow velocities may result in rill or gully development, and erosion of the swale or buffer strip. Erosion will require maintenance to prevent further damage to the area and to prevent sediment transport.
- d. Standing Water/Boggy Areas* – Grass swales and buffers are generally intended to drain and be dry in between rain events. If areas of standing water are present,



the swale or buffer may need to be evaluated for proper grade to ensure drainage or the addition of underdrains. In some cases, where underdrains are used, the underdrains should be inspected to ensure that they are not clogged.

#### GB-GS-2.3.2 Inflow Points

Inflow points are the points of stormwater discharge into the swale or buffer. Inflow points are typically pipe outfalls, other grass swales or buffers, or curb cuts from upstream impervious areas, such as parking lots. Some form of energy dissipation is typically provided immediately downstream of the inflow point into the grass swale or buffer. Energy dissipation devices may include riprap aprons, or flow spreader devices.

*The typical maintenance items required at inflow points are as follows:*

*a. Riprap Displaced/Rundown Damaged* – Often, because of, the repeated impact/force of water, the riprap can shift and settle. If any portion of the riprap rundown or apron appears to have settled, if soil is present between the riprap, or if the riprap has shifted, maintenance may be required to ensure future erosion is prevented.

*b. Erosion Present/Outfall Undercut* – In some situations, an energy dissipater may have not been provided, or may not have been sized, constructed, or maintained appropriately and erosion has occurred. Any erosion within the vicinity of the inflow point will require maintenance to prevent damage to the structure(s) and sediment transport within the facility.

*c. Sediment Accumulation* – Because of the turbulence in the water created by the energy dissipater, sediment often deposits immediately downstream of the inflow point. To prevent a loss in performance, sediment that accumulates in this area must be removed on a timely basis.

#### GB-GS-2.3.3 Underdrain System

Some grass swales and buffers that have a flatter slope or soils which do not allow adequate percolation or are in areas with a continuous base flow may have been installed with an underdrain system. Underdrains typically consist of a layer of geotextile fabric, gravel storage area and perforated PVC pipe. The geotextile fabric is utilized to prevent the filter material from entering the underdrain system. The gravel storage area allows for storage of treated stormwater runoff prior to the discharge of the runoff through the perforated PVC pipe.

*The typical maintenance activities required for the underdrain system are as follows:*

With proper maintenance of the grassed areas, there should be a minimum amount of maintenance required on the underdrain system. Generally the only maintenance performed on the underdrain system is jet-vac cleaning in the event it becomes clogged.

#### GB-GS-2.3.4 Grade Control Level Spreader

Grass swales installed in areas with steep longitudinal slopes often necessitate the use of grade control checks or drop structures. Grade control structures are typically either concrete walls or rip rap structures that serve to provide a reinforced drop at specific locations in the channel, reducing the longitudinal slope between the control structures.

Level Spreaders are installed on the upstream of grass buffers to evenly distribute flows along the design length. Level spreaders may consist of slotted curbing, modular block porous pavement, level walls or other spreader devices.

*The typical maintenance activities required for grade control structures and level spreaders are as follows:*

*a. Erosion present* – Grade control structures and level spreaders are provided to reduce the potential for erosion of the grassed swale or buffer areas. Erosion within the vicinity of the control structure or level spreader indicates the structure is not functioning as intended and requires maintenance to prevent future erosion and damage. Or, review the original design if erosion becomes chronic.

*b. Structural damage* – Structural damage can occur at any time along the life of the facility. Typically, structural damage occurs with the deterioration of concrete, including cracking, spalling or settling and the erosion and deterioration of the riprap structures. Level spreaders may settle unevenly creating low areas, which concentrate the flows. Partial or full replacement may be required depending on the extent of the damage.

#### GB-GS-2.3.5 Irrigation

Grass Buffers and Grass Swales depend on healthy, dense turf grass to function, and therefore require an irrigation system, to provide a consistent water supply. Typically, the condition of the grass cover will provide evidence of the effectiveness and maintenance needs of the irrigation system.

*The typical maintenance activities required for irrigation systems are as follows:*

Irrigation systems will generally require routine periodic maintenance and adjustment to ensure proper amounts of water are being applied given the weather conditions, and that they are providing coverage to all areas of the grass to eliminate bare spots.

#### GB-GS-2.3.6 Miscellaneous

There are a variety of inspection/maintenance issues that may not be attributed to a single feature within the GB-GS. This category on the inspection form is for maintenance items commonly found in the GB-GS, but may not be attributed to an individual feature.

*a. Encroachment in Easement Area* – The City of Aurora requires GB-GS be located in tracts or drainage easements. Property owners may not place

landscaping, trash, fencing, or other items within the easement area that may adversely affect maintenance or the operation of the facility.

*b. Public Hazards* – Public hazards include items such as containers of unknown/suspicious substances, and exposed metal/jagged concrete on structures. **If any unknown/suspicious hazard is found within the facility area that poses an immediate threat to public safety, call 911 immediately.**

*c. Burrowing Animals/Pests*– Prairie dogs and other burrowing rodents may cause damage to the GB-GS features and negatively affect the vegetation within the GB-GS.

*d. Other* – Any miscellaneous inspection/maintenance items not contained on the form should be entered here.

#### **GB-GS-2.4 Inspection Forms**

GB-GS Inspection forms are located in Appendix D. Inspection forms shall be completed by the person(s) conducting the inspection activities. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. These inspection forms shall be kept indefinitely and made available to the City of Aurora upon request

#### **GB-GS-3 Maintaining Grass Buffers and Grass Swales (GB-GS)**

##### **GB-GS-3.1 Maintenance Personnel**

Maintenance personnel must be experienced to properly maintain GB-GSs. Inadequately trained personnel can cause additional problems resulting in additional maintenance costs.

##### **GB-GS-3.2 Equipment**

It is imperative the appropriate equipment and tools are taken to the field with the operations crew. The types of equipment/tools will vary depending on the task at hand. Below is a basic list of tools, equipment, and material(s) that may be necessary to perform maintenance on a GB-GS:

1. Mowing Tractors
2. Trimmers (extra string)
3. Shovels
4. Rakes
5. All Surface Vehicle (ASVs)
6. Engineers Level (laser)
7. Erosion Control Blanket(s)
8. Mulch
9. Sod or Seed (See seed mix in the *Rules and Regulations*)

*Regarding Stormwater (Quality) Discharge for Construction Activities, Std Det. SM, Seeding & Mulching)*

10. Illicit Discharge Cleanup Kits
11. Trash Bags
12. Jet-Vac Equipment
13. Stormwater Facility Inspection and Maintenance Plan

Some of the items identified above may not be needed for every maintenance operation. However, this equipment should be available to the maintenance operations crews should the need arise.

### **GB-GS-3.3 Maintenance Forms**

The GB-GS Maintenance Form provides a record of each maintenance operation performed by maintenance contractors. The GB-GS Maintenance Form shall be filled out in the field after the completion of the maintenance operation. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. The GB-GS Maintenance form is located in Appendix E.

### **GB-GS-3.4 Maintenance Categories and Activities**

A typical GB-GS Maintenance Program will consist of three broad categories of work: Routine, Minor and Major. Within each category of work, a variety of maintenance activities can be performed on a GB-GS. A maintenance activity can be specific to each feature within the GB-GS, or general to the overall facility. This section of the SOP explains each of the categories and briefly describes the typical maintenance activities for a GB-GS.

A variety of maintenance activities are typical of GB-GSs. The maintenance activities range in magnitude from routine trash pickup to the reconstruction of the GB-GS or underdrain system. Below is a description of each maintenance activity, the objectives, and frequency of actions.

### **GB-GS-3.5 Routine Maintenance Activities**

The majority of this work consists of scheduled mowing, trash and debris pickups and landscape care for the GB-GS during the growing season. It also includes activities such as weed control. These activities normally will be performed numerous times during the year. These items do not require any prior approval by the City of Aurora, however, completed inspection and maintenance forms shall be submitted to the City of Aurora for each inspection and maintenance activity in accordance with the Inspection and Maintenance plan.

The Routine Maintenance Activities are summarized below, and further described in the following sections.

**Table GB-GS-2  
Summary of Routine Maintenance Activities**

<b>Maintenance Activity</b>	<b>Minimum Frequency</b>	<b>Indication Action is Needed:</b>	<b>Maintenance Action</b>
<b>Trash/Debris Removal</b>	Twice annual and before mowing	Trash & debris in GB-GS	Remove and properly dispose of trash and debris
<b>Mowing</b>	Routine – as necessary to maintain 2" - 4" grass height	Excessive grass height/aesthetics	2" - 4" grass height for turf grass; 4" - 6" for native grass
<b>Irrigation (Automatic)</b>	Three times annually	Areas of insufficient or excess watering; broken or missing parts	SPRING: start up system; test for even coverage and correct timer settings SUMMER: test for even coverage and correct timer settings FALL: drain and winterized system (follow watering regulations)
<b>Irrigation (Not Automatic)</b>	As needed to maintain healthy grass	Areas of insufficient or excess watering	Water as needed to maintain healthy grass; (follow watering regulations)
<b>Weed Control</b>	Minimum twice annually	Noxious weeds; Unwanted vegetation	Treat w/herbicide or hand pull; consult a local Weed Inspector
<b>Mosquito Treatment</b>	As needed, based upon inspections	Standing water/ mosquito habitat	Perform maintenance to eliminate standing water*; Treat w/ EPA approved chemicals
<b>Level Spreader (Grass Buffer only)</b>	As needed, based upon inspections	Evidence of uneven flow/localized erosion	Look for cause; repair, fill or revegetate areas of erosion
<b>Rodent Damage</b>	As needed, based upon inspections	Holes, small piles of dirt, raised burrows	Evaluate damage; contact Parks Dept. or Division of Wildlife for guidance

\*See Section GB-GS-2.3.1d for further discussion

#### GB-GS-3.5.1 Trash/Debris Removal

Trash and debris must be removed from the GB-GS area to allow for proper functioning and to improve aesthetics. This activity must be performed prior to mowing operations.

*Frequency* – Routine – Prior to mowing operations and a minimum of twice annually.

#### GB-GS-3.5.2 Mowing

Routine mowing of the turf grass embankments is necessary to maintain an appropriate grass height and to improve the overall appearance of the GB-GS. Turf grass should be mowed to a height of 2 to 4 inches (4-6 inches for native grass) and shall be bagged to prevent potential contamination of the filter media, especially if there is an underdrain system.

*Frequency* – Routine – as necessary to maintain grass height.

### GB-GS-3.5.3 Irrigation

Irrigation systems should be maintained in proper working order to provide an adequate water supply to support the grass cover. When automatic irrigation systems are not available, alternate methods for providing a water supply during times of drought must be provided.

Automatic irrigation systems should be maintained routinely throughout the growing season to ensure that they are providing the appropriate amounts of water, and are providing complete coverage of the area. Sprinkler heads should be adjusted as necessary, and checked for broken or missing parts.

*Frequency* - Routine as needed throughout the growing season, plus the following:

Spring: Start up the system and test for even coverage and correct timer settings.

Summer: Test for even coverage and correct timer settings.

Fall: Drain and winterize the system.

### GB-GS-3.5.4 Weed Control

Noxious weeds and other unwanted vegetation must be treated as needed throughout the GB-GS. This activity can be performed either through mechanical means (mowing/pulling) or with herbicide. Consultation with a local Weed Inspector is highly recommended prior to the use of herbicide. Herbicides should be utilized sparingly and as a last resort. All herbicide applications should be in accordance with the manufacturer's recommendations.

*Frequency* – Routine – As needed based upon inspections.

### GB-GS-3.5.5 Mosquito Treatment

GB-GS facilities are intended to drain, and should not have areas of standing water which creates mosquito habitat. Causes of the standing water or boggy conditions should be investigated and remediated as necessary to eliminate the standing water. Only EPA approved chemicals should be applied in accordance with the recommendations of the manufacturer. See Section GB-GS-2.3.1d.

*Frequency* – As needed based upon inspections.

### GB-GS-3.5.6 Level Spreader (Grass Buffer only)

Evidence of uneven flow and localized erosion downstream of the level spreader indicates the flow is not evenly distributed along the length of the spreader. Areas of erosion should be repaired, filled and revegetated. Causes for the erosion should be investigated and repaired.

*Frequency* – As needed based upon inspections.



#### GB-GS-3.5.7 Rodent Damage

Small holes, piles of dirt, and raised burrows are evidence of rodent damage. Damaged areas should be repaired and revegetated. Consultation with an animal control specialist or the Division of Wildlife may be required for persistent problems.

*Frequency* – As needed based on inspections.

#### **GB-GS-3.6 Minor Maintenance Activities**

This work consists of a variety of isolated or small-scale maintenance/operational problems. Most of this work can be completed by a small crew, hand tools, and small equipment. These items require approval by the City of Aurora. Completed inspection and maintenance forms shall be submitted to the City of Aurora for each inspection and maintenance activity.

**Table GB-GS-3  
Summary of Minor Maintenance Activities**

<b>Maintenance Activity</b>	<b>Minimum Frequency</b>	<b>Indication Action is Needed:</b>	<b>Maintenance Action</b>
<b>Sediment Removal</b>	As needed.	Sediment build-up.	Remove and properly dispose of sediment.
<b>Erosion Repair</b>	As needed, based upon inspection.	Rills and gullies forming on slopes and other areas.	Repair eroded areas and revegetate; address cause.
<b>Vegetation Removal</b>	As needed, based upon inspection	Trees, willows, shrubs impeding flow.	Remove vegetation; restore correct grade and surface.
<b>Revegetation</b>	As needed, based upon inspection.	Areas without grass.	Replace grass by sodding or seeding.
<b>Irrigation (Automatic)</b>	As needed, based upon inspection.	Evidence of broken or missing parts.	Replace parts and test system.
<b>Level Spreader (Grass Buffer Only)</b>	As needed, based upon inspection.	Evidence of uneven flow; erosion; or rills/gullies.	Repair sections of level spreader and address cause.
<b>Fertilization or Soil Amendment</b>	As needed, minimize fertilization.	Grass with pale color; areas with poor grass growth not due to irrigation problems.	Consult with turf specialist; Test soil.
<b>Vehicle Tracks (Along Roadways)</b>	As needed, based upon inspection.	Depressions from vehicle tracks; vegetation damage.	Repair and fill depressions; sod or seed damaged areas.

#### GB-GS-3.6.1 Sediment Removal

Sediment removal is necessary to ensure proper function of the grass swale or buffer. Care should be taken when removing sediment to prevent damage to the turf grass and surrounding areas. Excessive amounts of sediment are an indication of upstream erosion or lack of adequate BMPs during construction activities. Causes for contributions of excess sediment should be investigated and addressed.

*Frequency* – As needed based upon inspections.

#### GB-GS-3.6.2 Erosion Repair

The repair of eroded areas is necessary to ensure the proper functioning of the GB-GS, to minimize sediment transport, and to reduce potential impacts to other features. Erosion can vary in magnitude from minor repairs to vegetation and embankments, to rills and gullies in the embankments and inflow points. The repair of eroded areas may require the use of excavators, riprap, new poured-in-place concrete, and sod. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system, if present, does not occur. Major erosion in a GS-GB is generally the result of excessive velocities caused by steep slopes. It may be necessary to make design improvements to the swale or buffer when erosion becomes a major maintenance item.

*Frequency* – As necessary, based upon inspections.

#### GB-GS-3.6.3 Vegetation Removal

Weeds, Shrubs, Willows and other unwanted vegetation that develops in the grass swale or buffer area may impede the flow and cause standing water or back flow problems. It is necessary to remove unwanted vegetation as soon as it appears. Remove the unwanted vegetation, and restore the correct grade. Revegetate with seed or sod. Supplement irrigation as needed until new vegetation is sufficiently established.

*Frequency* – As necessary, based upon inspections.

#### GB-GS -3.6.4 Revegetation

Bare areas should be repaired as soon as possible. Repair bare areas with appropriate grass seed or sod. Supplement irrigation as needed until new vegetation is sufficiently established. Causes of the problem, such as inadequate water supply or diseased grasses, should be investigated and resolved.

*Frequency* – As necessary, based upon inspections.

#### GB-GS-3.6.5 Irrigation (Automatic)

Irrigation systems require routine maintenance in accordance with the manufacturer's recommendations (valves, timer, etc.), and maintenance of the pipe and heads to ensure even coverage is being applied, and there are no missing or broken parts. Timing systems should be checked to verify the correct amount of water is being applied to the grassed areas for the seasonal conditions.

*Frequency* – As necessary, based upon inspections.

#### GB-GS-3.6.6 Level Spreader

Level Spreaders that are no longer level, or have developed damaged areas of cracking or spalling, allow flows to concentrate in these depressed areas instead of

being distributed over the length of the structure. Also, buildup of grasses along the edge of the spreader may create an uneven flow distribution. Rills, gullies and other erosion that develop downstream of level spreaders should be repaired and reseeded or sodded. Causes of the erosion should be investigated and addressed.

*Frequency* – As necessary, based upon inspections.

#### GB-GS-3.6.7 Fertilization/Soil Amendment

Grass Buffers and Swales rely on healthy, dense turf in order to function properly. Grasses that appear to be diseased, dying or unhealthy may require amendments. Fertilizers should be applied in the minimum amounts recommended by the manufacturer. Check for insect infestation also.

*Frequency* – As necessary, based upon inspections.

#### GB-GS-3.6.8 Vehicle Tracks

GB-GSs adjacent to roadway sections or drive aisles in parking lots may be damaged by vehicle tracks. Rutted areas should be filled in and revegetated as soon as possible. Frequent problems associated with vehicle traffic (such as around corners) may require a barrier or sign to avoid vehicular traffic within the grassed areas.

*Frequency* – As necessary, based upon inspections.

### **GB-GB-3.7 Major Maintenance Activities**

This work consists of larger maintenance/operational problems and failures within the stormwater management facilities. All of this work requires consultation with the City of Aurora Water Staff to ensure the proper maintenance is performed. This work requires the City of Aurora Water and Engineering Staff review the original design and construction drawings to assess the situation before approval of the proposed maintenance. This work may also require more specialized maintenance equipment, design/details, submittal of plans to the City of Aurora for review and approval, surveying, or assistance through private contractors and consultants.

**Table GB-GS-4  
Summary of Major Maintenance Activities**

<b>Maintenance Activity</b>	<b>Minimum Frequency</b>	<b>Look for:</b>	<b>Maintenance Action</b>
<b>Major Sediment/Pollutant Removal</b>	As needed – based upon scheduled inspections.	Large quantities of sediment.	Remove and dispose of sediment. Repair vegetation as needed.
<b>Major Erosion Repair</b>	As needed – based upon scheduled inspections.	Severe erosion including gullies, excessive soil displacement, areas of settlement, holes	Repair erosion – find cause of problem and address to avoid future erosion.
<b>Structural Repair</b>	As needed – based upon scheduled inspections.	Deterioration and/or damage to structural components – level spreader, grade control structures, irrigation components, and ponding water.	Structural repair to restore the structure to its original design.
<b>GB-GS Rebuild</b>	As needed – due to complete failure of BMP.	Removal of filter media and underdrain system.	Contact City of Aurora Water Staff

#### GB-GS-3.7.1 Major Sediment/Pollutant Removal

Major sediment removal consists of removal of large quantities of pollutants/sediment /landscaping material. Stormwater sediments removed from GB-GSs do not meet the regulatory definition of “hazardous waste”. However, these sediments can be contaminated with a wide array of organic and inorganic pollutants and handling must be done with care to insure proper removal and disposal. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a licensed landfill for proper disposal. Should a spill occur during transportation, prompt and thorough cleanup and disposal is imperative. Vegetated areas need special care to ensure design volumes and grades are preserved or may need to be replaced due to the removal activities.

*Frequency* – Non-routine – Repair as needed, based upon inspections.

#### GB-GS-3.7.2 Major Erosion Repair

Major erosion repair consists of filling and revegetating areas of severe erosion. Determining the cause of the erosion as well as correcting the condition that caused the erosion should also be part of the erosion repair. Care should be given to ensure design grades and volumes are preserved.

*Frequency – Non-routine – Repair as needed, based upon inspections.*

#### GB-GS-3.7.3 Structural Repair

A GB-GS generally includes level spreader and grade control structure that can deteriorate or be damaged during the service life of the facility. These structures are constructed of steel and concrete that can degrade or be damaged and may need to be repaired or re-constructed from time to time. Major repairs to structures may require input from a structural engineer and specialized contractors. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to all structural repairs.

*Frequency – Non-routine – Repair as needed, based upon inspections.*

#### GB-GS-3.7.4 GB-GS Rebuild

In very rare cases, a GB-GS may need to be rebuilt. Generally, the need for a complete rebuild is a result of improper construction, improper maintenance resulting in structural damage to the underdrain system, if present, or extensive contamination of the GB-GS. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to any rebuild project.

*Frequency – Non-routine – As needed based upon inspections.*

#### **Reference:**

**This plan is adapted from Southeast Metro Stormwater Authority, *Operation and Maintenance (O & M) MANUAL*, and the Douglas County, Colorado, *Standard Operating Procedure for Extended Detention Basin (EDB) Inspection and Maintenance*, July 2005**

**Appendix C-3**  
**Bioretention Cell**  
**aka**  
**Porous Landscape Detention**



# Standard Operation Procedures for Inspection and Maintenance

## Bioretention Cell (BRCs) aka Porous Landscape Detention (PLDs)



September 2010

## Table of Contents

<b>BRC/PLD-1</b>	<b>Background .....</b>	<b>3</b>
<b>BRC/PLD-2</b>	<b>Inspecting Bioretention Cell (BRC) aka Porous Landscape Detention (PLD) .....</b>	<b>3</b>
BRC/PLD-2.1	Access and Easements .....	3
BRC/PLD-2.2	Stormwater Management Facilities Locations .....	3
BRC/PLD-2.3	Bioretention Cell aka Porous Landscape Detention (PLD) Features .....	3
BRC/PLD-2.3.1	Inflow Points .....	4
BRC/PLD-2.3.2	Landscaping .....	5
BRC/PLD-2.3.3	Filter Media.....	5
BRC/PLD-2.3.4	Underdrain System.....	7
BRC/PLD-2.3.5	Overflow Outlet Works.....	7
BRC/PLD-2.3.6	Embankments .....	8
BRC/PLD-2.3.7	Miscellaneous.....	8
BRC/PLD-2.4	Inspection Forms .....	8
<b>BRC/PLD-3</b>	<b>Maintaining Bioretention Cells (BRCs) aka Porous Landscape Detentions (PLD) .....</b>	<b>9</b>
BRC/PLD-3.1	Maintenance Personnel.....	9
BRC/PLD-3.2	Equipment .....	9
BRC/PLD-3.3	BRC/PLD Maintenance Forms .....	10
BRC/PLD-3.4	BRC/PLD Maintenance Categories and Activities .....	10
BRC/PLD-3.5	Routine Maintenance Activities .....	10
BRC/PLD-3.5.1	Mowing .....	11
BRC/PLD-3.5.2	Trash/Debris Removal.....	11
BRC/PLD-3.5.3	Overflow Outlet Works Cleaning .....	11
BRC/PLD-3.5.4	Weed Control .....	12
BRC/PLD-3.6	Minor Maintenance Activities.....	12
BRC/PLD-3.6.1	Sediment/Pollutant Removal .....	12
BRC/PLD-3.6.2	Erosion Repair.....	15
BRC/PLD-3.6.3	Jet-Vac/Clearing Drains.....	15
BRC/PLD-3.7	Major Maintenance Activities.....	15
BRC/PLD-3.7.1	Major Sediment/Pollutant Removal .....	16
BRC/PLD-3.7.2	Major Erosion Repair.....	16
BRC/PLD-3.7.3	Structural Repair .....	17
BRC/PLD-3.7.4	BRC/PLD Rebuild.....	17

### **BRC/PLD-1 Background**

Bioretention Cell (BRC) aka Porous Landscape Detention (PLD) is a common type of Stormwater Management Facility utilized within the Front Range of Colorado. BRCs/PLDs consist of a low-lying vegetated area underlain by a sand bed with an underdrain pipe. A shallow surcharge zone exists above the BRC/PLD for temporary storage of the Water Quality Capture Volume (WQCV). During a storm, accumulated runoff ponds in the vegetated zone and gradually infiltrates into the underlying sand bed, filling the void spaces of the sand. The underdrain gradually dewateres the sand bed and discharges the runoff to a nearby channel, swale, or storm sewer. The BRC/PLD provides for filtering, adsorption, and biological uptake of constituents in stormwater<sup>1</sup>. The popularity of BRCs/PLDs has increased because they allow the WQCV to be provided on a site that has little open area available for stormwater management.

### **BRC/PLD-2 Inspecting Bioretention Cell (CELL) aka Porous Landscape Detention (PLD)**

#### **BRC/PLD-2.1 Access and Easements**

Inspection or maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the access points and maintenance easements of the BRCs/PLDs within this development.

#### **BRC/PLD-2.2 Stormwater Management Facilities Locations**

Inspection or maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the BRCs/PLDs within this development.

#### **BRC/PLD-2.3 Bioretention Cell (BRC) aka Porous Landscape Detention (PLD) Features**

BRCs/PLDs have a number of features designed to serve a particular function. Many times the proper function of one feature depends on another. It is important for maintenance personnel to understand the function of each of these features to prevent damage to any feature during maintenance operations. Below is a list and description of the most common features within a BRC/PLD and the corresponding maintenance inspection items anticipated:

---

<sup>1</sup> Design of Stormwater Filtering Systems, Centers for Watershed Protection, December 1996

**Table BRC/PLD-1**  
**Typical Inspection and Maintenance Requirements Matrix**

	Sediment Removal	Mowing Weed control	Trash/ Debris Removal	Erosion	Overgrown Vegetation Removal	Removal/ Replacement	Structure Repair
<b>Inflow Points</b>	X		X				X
<b>Landscaping</b>	X	X	X	X	X		
<b>Filter Media</b>	X	X	X	X	X	X	
<b>Underdrain System</b>						X	
<b>Overflow Outlet Works</b>	X		X				X
<b>Embankment</b>		X	X	X	X		

#### BRC/PLD-2.3.1 Inflow Points

Inflow points or outfalls into BRCs/PLDs are the point of stormwater discharge into the facility. An inflow point is commonly a curb cut with a concrete or riprap rundown. In limited cases, a storm sewer pipe outfall with a flared end section may be the inflow point into the BRC/PLD.

An energy dissipater (riprap or concrete wall) is typically immediately downstream of the discharge point into the BRC/PLD to protect the BRC/PLD from erosion. In some cases, the storm sewer outfall can have a toe-wall or cut-off wall immediately below the structure to prevent undercutting of the outfall from erosion.

*The typical maintenance items required at inflow points are as follows:*

- a. Riprap Displaced* – Many times, because of the repeated impact/force of water, the riprap can shift and settle. If any portion of the riprap rundown or apron appears to have settled, soil is present between the riprap, or the riprap has shifted, maintenance may be required to ensure future erosion is prevented.
- b. Erosion Present/Outfall Undercut* – In some situations, the energy dissipater may not have been sized, constructed, or maintained appropriately and erosion has occurred. Any erosion within the vicinity of the inflow point will require maintenance to prevent damage to the structure(s) and sediment transport within the facility. It is imperative material utilized to correct erosion problems within the filter media meets the requirements for filter media as shown on the approved construction drawings.
- c. Sediment Accumulation* – Because of the turbulence in the water created by the energy dissipater, sediment often deposits immediately downstream of the inflow point. To prevent a loss in performance of the upstream infrastructure, sediment that accumulates in this area must be removed on a timely basis.
- d. Structural Damage* – Structural damage can occur at anytime during the life of the facility. Typically, for an inflow, the structural damage occurs to the concrete

or riprap rundown or pipe flared end section (concrete, HDPE, or steel). Structural damage can lead to additional operating problems with the facility, including loss of hydraulic performance.

#### BRC/PLD-2.3.2 Landscaping

The landscaped area consists of specific plant materials and associated landscaping mulch in the bottom of the BRC/PLD. These plantings provide several functions for the BRC/PLD. Planting not only provides an aesthetic value for the BRC/PLD, but in many cases assists with biological uptake or removal of pollutants.

The plants are carefully selected for use in the BRCs/PLDs. Plants utilized in BRCs/PLDs must be able to grow in dry sandy soils but also be able to withstand frequent inundation by stormwater runoff. These plants also must be able to withstand a variety of pollutants commonly found in stormwater runoff. In addition, plants utilized in BRCs/PLDs cannot have a deep extensive root system that may cause maintenance difficulty or damage to the facility.

*The typical maintenance activities required within the landscape areas are as follows:*

*a. Woody Growth/Weeds Present* – Undesirable vegetation can grow in and around the landscaped area in the BRC/PLD that can significantly affect the performance of the facility. This type of vegetation includes dense areas of shrubs (willows), grasses and noxious weeds. If undesired vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate, resulting in blockage of the filter media. Also, shrub, grass and weed roots can cause damage to the filter media and underdrain system. Routine management is essential to prevent more extensive and costly future maintenance.

*b. General Landscape Care* – The landscape elements of the BRC/PLD are the same as any other landscape area and need to be provided with regular care. Landscape mulch will need to be removed and replaced to ensure the aesthetics of the BRC/PLD.

#### BRC/PLD-2.3.3 Filter Media

The filter media is the main pollutant removal component of the BRC/PLD. The filter media generally consists of eighteen (18) inches of a mixture of washed sand and peat. The filter media removes pollutants through several different processes, including sedimentation, filtration, absorption, infiltration and microbial uptake.

Sedimentation is accomplished by the slow release of stormwater runoff through the filter media. This slow release allows sediment particles to be deposited on the top layer of the filter media where they are easily removed through routine maintenance. Other pollutants are also removed through this process because many pollutants utilize sediment as a transport mechanism.

Filtration is the main pollutant removal mechanism of BRCs/PLDs. When the stormwater runoff migrates down through the filter media, many of the particulate

pollutants are physically strained out as they pass through the filter bed of sand and are trapped on the surface or among the pores of the filter media.<sup>2</sup>

Absorption results from the peat utilized in the filter media. Organic materials have a natural ability to attach to soluble nutrients, metals and organic pollutants. This attachment then prevents these pollutants from leaving the BRC/PLD.

BRCs/PLDs not lined with an impervious liner allow for infiltration into the native soils. This process also allows for additional pollutant removal.

Microbes that naturally occur in the filter media can assist with pollutant removal by breaking down organic pollutants.

*The typical maintenance activities required within the filter media areas are as follows:*

*a. Infiltration Rate Check* – The infiltration rate of the BRC/PLD needs to be checked in order to ensure proper functioning of the BRC/PLD. Generally, a BRC/PLD should drain completely within twelve (12) hours of a storm event. If drain times exceed the twelve (12) hour drain time then maintenance of the filter media shall be required.

*b. Sediment Removal* – Although BRCs/PLDs should not be utilized in areas where large concentrations of sediment may enter the BRC/PLD, it is inevitable that some sediment will enter the BRC/PLD.

*c. Filter Replacement* - The top layers of the filter media are the most susceptible to pollutant loading and therefore may need to be removed and disposed of properly on a semi-regular basis when infiltration rates slow.

---

<sup>2</sup> Design of Stormwater Filtering Systems, Centers for Watershed Protection, December 1996



#### **BRC/PLD-2.3.4 Underdrain System**

The underdrain system consists of a layer of geotextile fabric, gravel storage area and perforated PVC pipes. The geotextile fabric is utilized to prevent the filter media from entering the underdrain system. The gravel storage area allows for storage of treated stormwater runoff prior to the discharge of the runoff through the perforated PVC pipe.

*The typical maintenance activities for the underdrain system are as follows:*

With proper maintenance of the landscape areas and filter media, there should be a minimum amount of maintenance required on the underdrain system. Generally the only maintenance performed on the underdrain system is jet-vac cleaning.

#### **BRC/PLD-2.3.5 Overflow Outlet Works**

Generally, the initial runoff (“first flush”) or WQCV during the storm event contains the majority of the pollutants. BRCs/PLDs are designed to treat only the WQCV and any amount over the WQCV is allowed to go to a detention facility without water quality treatment. The overflow outlet works allows runoff amounts over the WQCV to exit the BRC/PLD to the detention facility. The outlet works is typically constructed of a reinforced concrete box in the embankment of the BRC/PLD. The concrete structure typically has a steel grate to trap litter and other debris from entering the storm sewer system. Proper inspection and maintenance of the outlet works is essential in ensuring the long-term operation of the BRC/PLD.

*The most typical maintenance items found with overflow outlet works are as follows:*

- a. Structural Damage* - The overflow outlet structure is primarily constructed of concrete, which can crack, spall, and settle. The steel grate on the overflow outlet structure is also susceptible to damage.
- b. Woody Growth/Weeds Present* – The presence of plant material not part of the original landscaping, such as wetland plants or other woody growth, can clog the overflow outlet works during a larger storm event, causing flooding damage to adjacent areas. This plant material may indicate a clogging of the filter media and may require additional investigation.
- c. Trash/Debris* – Trash and debris can accumulate in the upper area after large events, or from illegal dumping. Over time, this material can clog the BRC/PLD outlet works.

### **BRC/PLD-2.3.6 Embankments**

Some BRCs/PLDs utilize irrigated turf grass embankment to store the WQCV.

*The typical maintenance activities required with the embankments areas are as follows:*

- a. Vegetation Sparse* – The embankments are one of the most visible parts of the BRC/PLD, and therefore aesthetics is important. Adequate and properly maintained vegetation can greatly increase the overall appearance of the BRC/PLD. Vegetation can reduce the potential for erosion and subsequent sediment transport to the filter media, thereby reducing the need for more costly maintenance.
- b. Erosion* – Inadequate vegetative cover may result in erosion of the embankments. Erosion that occurs on the embankments can cause clogging of the filter media. Repair to these erosion areas including revegetation is required.

### **BRC/PLD-2.3.7 Miscellaneous**

There are a variety of inspection/maintenance issues that may not be attributed to a single feature within the BRC/PLD. This category on the inspection form is for maintenance items that are commonly found in the BRC/PLD, but may not be attributed to an individual feature.

- a. Encroachment in Easement Area* – Private lots/property can sometimes be located very close to the BRCs/PLDs, even though the City of Aurora requires BRCs/PLDs be located, at a minimum, within drainage easements. Property owners may not place landscaping, trash, fencing, or other items within the easement area that may adversely affect maintenance or the operation of the facility.
- b. Graffiti/Vandalism* – Vandals can cause damage to the BRC/PLD infrastructure. If criminal mischief is evident, the inspector should forward this information to the Aurora Police Department.
- c. Public Hazards* – Public hazards include items such as containers of unknown/suspicious substances, and exposed metal/jagged concrete on structures. **If any unknown/suspicious hazard is found within the facility area that poses an immediate threat to public safety, call 911 immediately.**
- d. Other* – Any miscellaneous inspection/maintenance items not contained on the form should be entered here.

### **BRC/PLD-2.4 Inspection Forms**

BRC/PLD Inspection forms are located in Appendix D. Inspection forms shall be completed by the person(s) conducting the inspection activities. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. These inspection forms shall be kept indefinitely and made available to the City of Aurora upon request.

## **BRC/PLD-3 Maintaining Bioretention Cell aka Porous Landscape Detentions (PLD)**

### **BRC/PLD-3.1 Maintenance Personnel**

Maintenance personnel must be experienced to properly maintain BRCs/PLDs. Inadequately trained personnel can cause additional problems resulting in additional maintenance costs.

### **BRC/PLD-3.2 Equipment**

It is imperative the appropriate equipment and tools are taken to the field with the operations crew. The types of equipment/tools will vary depending on the task at hand. Below is a basic list of tools, equipment, and material(s) that may be necessary to perform maintenance on a BRC/PLD:

1. Mowing Tractors
2. Trimmers (extra string)
3. Shovels
4. Rakes
5. All Surface Vehicle (ASVs)
6. Skid Steer
7. Back Hoe
8. Track Hoe/Long Reach Excavator
9. Dump Truck
10. Jet-Vac Machine
11. Engineers Level (laser)
12. Riprap (Minimum - Type M)
13. Geotextile Fabric
14. Erosion Control Blanket(s)
15. Sod
16. Illicit Discharge Cleanup Kits
17. Trash Bags
18. Tools (wrenches, screw drivers, hammers, etc)
19. Confined Space Entry Equipment
20. Approved Stormwater Facility Inspection and Maintenance Plan
21. ASTM C-33 Sand
22. Peat
23. Wood Landscaping Mulch

Some of the items identified above may not be needed for every maintenance operation. However, this equipment should be available to the maintenance operations crews should the need arise.

### **BRC/PLD-3.3 BRC/PLD Maintenance Forms**

The BRC/PLD Maintenance Form provides a record of each maintenance operation performed by maintenance contractors. The BRC/PLD Maintenance Form shall be filled out in the field after the completion of the maintenance operation. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. The BRC/PLD Maintenance form is located in Appendix E.

### **BRC/PLD-3.4 BRC/PLD Maintenance Categories and Activities**

A typical BRC/PLD Maintenance Program will consist of three broad categories of work: Routine, Minor and Major. Within each category of work, a variety of maintenance activities can be performed on a BRC/PLD. A maintenance activity can be specific to each feature within the BRC/PLD, or general to the overall facility. This section of the SOP explains each of the categories and briefly describes the typical maintenance activities for a BRC/PLD.

A variety of maintenance activities is typical of BRCs/PLDs. The maintenance activities range in magnitude from routine trash pickup to the reconstruction of the BRC/PLD filter media or underdrain system. Below is a description of each maintenance activity, the objectives, and frequency of actions:

### **BRC/PLD-3.5 Routine Maintenance Activities**

The majority of this work consists of scheduled mowings, trash and debris pickups and landscape care for the BRC/PLD during the growing season. It also includes activities such as weed control. These activities normally will be performed numerous times during the year. These items do not require any prior approval by the City of Aurora, however, completed inspection and maintenance forms shall be submitted to the City of Aurora for each inspection and maintenance activity in accordance with the Inspection and Maintenance Plan.

The Routine Maintenance Activities are summarized below, and further described in the following sections.

**Table BRC/PLD-2**  
**Summary of Routine Maintenance Activities**

<b>Maintenance Activity</b>	<b>Minimum Frequency</b>	<b>Look for:</b>	<b>Maintenance Action</b>
<b>Mowing</b>	Twice annually	Excessive grass height/aesthetics	2"-4" grass height
<b>Trash/Debris Removal</b>	Twice annually	Trash & debris in BRC/PLD	Remove and dispose of trash/debris
<b>Overflow Outlet Works Cleaning</b>	As needed - after significant rain events – twice annually minimum	Clogged outlet structure; ponding water above outlet elevation	Remove and dispose of debris/trash/sediment to allow outlet to function properly
<b>Weed Control</b>	As needed, based upon inspection	Noxious weeds; Unwanted vegetation	Treat w/herbicide or hand pull; consult a local Weed Inspector

#### BRC/PLD-3.5.1 Mowing

Routine mowing of the turf grass embankments is necessary to improve the overall appearance of the BRC/PLD. Turf grass should be mowed to a height of two (2) to four (4) inches and shall be bagged to prevent potential contamination of the filter media.

*Frequency* – Routine - Minimum of twice annually or depending on aesthetics.

#### BRC/PLD-3.5.2 Trash/Debris Removal

Trash and debris must be removed from the entire BRC/PLD area to minimize outlet clogging and to improve aesthetics. This activity must be performed prior to mowing operations.

*Frequency* – Routine – Prior to mowing operations and minimum of twice annually.

#### BRC/PLD-3.5.3 Overflow Outlet Works Cleaning

Debris and other materials can clog the overflow outlet work's grate. This activity must be performed anytime other maintenance activities are conducted to ensure proper operation.

*Frequency* - Routine – After significant rainfall event or concurrently with other maintenance activities.

#### BRC/PLD-3.5.4 Weed Control

Noxious weeds and other unwanted vegetation must be treated as needed throughout the BRC/PLD. This activity can be performed either through mechanical means (mowing/pulling) or with herbicide. Consultation with a local Weed Inspector is highly recommended prior to the use of herbicide. Herbicides should be utilized sparingly and as a last resort. All herbicide applications should be in accordance with the manufacturer's recommendations.

*Frequency* – Routine – As needed based on inspections.

#### **BRC/PLD-3.6 Minor Maintenance Activities**

This work consists of a variety of isolated or small-scale maintenance/operational problems. Most of this work can be completed by a small crew, hand tools, and small equipment. These items require approval by the City of Aurora Water Staff. Completed inspection and maintenance forms shall be submitted to City of Aurora for each inspection and maintenance period. In the event the BRC/PLD needs to be dewatered, care should be given to ensure sediment, filter material and other pollutants are not discharged. All dewatering activities shall be coordinated with the City of Aurora Water Staff.

**Table BRC/PLD-3  
Summary of Minor Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Sediment/Pollutant Removal</b>	As needed; Based on infiltration test	Sediment build-up; decrease in infiltration rate	Remove and dispose of sediment
<b>Erosion Repair</b>	As needed, based upon inspection	Rills/gullies forming on embankments	Repair eroded areas & revegetate; address cause
<b>Jet Vac/Cleaning underdrain system</b>	As needed, based upon inspection	Sediment build-up /non draining system	Clean drains; Jet-Vac if needed

#### BRC/PLD-3.6.1 Sediment/Pollutant Removal

Sediment/Pollutant removal is necessary to ensure proper function of the filter media. The infiltration rate of the BRC/PLD needs to be checked in order to ensure proper functioning of the BRC/PLD. Generally, a BRC/PLD should drain completely within twelve (12) hours of a storm event. If drain times exceed the twelve (12) hour drain time then maintenance of the filter media shall be required.

Generally, the top three (3) inches of filter media should be removed at each removal period. Additional amounts of filter media may need to be removed if deeper sections of the filter media are contaminated. New filter media will need to replace the removed filter media. It is critical only sand meeting the American Society for Testing and Materials (ASTM) C-33 standard be utilized in the replacement of the filter media



(Note: The update to the UDFCD's Volume III manual, to be released in late 2010, may have new filter media guidelines).

### ASTM C-33 Sand Standard

US Standard Sieve Size (Number)	Total Percent Passing (%)
9.5 mm (3/8 inch)	100
4.75 mm (No. 4)	95-100
2.36 mm (No. 8)	80-100
1.18 mm (No. 16)	50-85
600 • 0085mm (No	25-60
300 • 0060mm (No	10-30
150 • 5030mm (No.	2-10

In addition, only Peat Moss meeting the following specifications shall be utilized with the filter media.

<b>pH (Units)</b>	<b>7.6</b>
<b>Total Salts (MMHOS/CM, 1:5)</b>	<b>2.28</b>
<b>Organic Matter (%)</b>	<b>20.22</b>
<b>Moisture (%)</b>	<b>21.43</b>
<b>Dry Matter Basis:</b>	
<b>Nitrogen - Total (%)</b>	<b>0.780</b>
<b>Nitrogen - Organic (%)</b>	<b>0.773</b>
<b>Nitrogen - Ammonia (PPM)</b>	<b>46.8</b>
<b>Nitrogen - Nitrate (PPM)</b>	<b>31.3</b>
<b>Total Phosphorus (%) as P (%) as P<sub>2</sub>O<sub>5</sub></b>	<b>0.103 0.237</b>
<b>Total Potassium (%) as K (%) as K<sub>2</sub>O</b>	<b>0.138 0.166</b>
<b>Carbon / Nitrogen Ratio</b>	<b>13.6</b>

Other types of sand or soil material may lead to clogging of the BRC/PLD (Note: The update to the UDFCD's Volume III manual, to be released in late 2010, may have new filter media guidelines). The minor sediment removal activities can typically be addressed with shovels, rakes, and smaller equipment. Major sediment removal activities will require larger and more specialized equipment. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur. The major sediment removal activities will also require surveying with an engineer's level, and consultation with the City of Aurora Water and Engineering Staff to ensure design volumes/grades are achieved.

Stormwater sediments removed from BRCs/PLDs do not meet the regulatory definition of "hazardous waste". However, these sediments can be contaminated with a wide array of organic and inorganic pollutants and handling must be done with care. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a licensed landfill for proper disposal. Should a spill occur during transportation, prompt and thorough cleanup and disposal is imperative.

*Frequency* – Non-routine – As necessary, based upon inspections and infiltration tests. Sediment removal in the forebay and trickle channel may be necessary as

frequently as every one (1) to two (2) years.

#### **BRC/PLD-3.6.2 Erosion Repair**

The repair of eroded areas is necessary to ensure the proper functioning of the BRC/PLD, to minimize sediment transport, and to reduce potential impacts to other features. Erosion can vary in magnitude from minor repairs to filter media and embankments, to rills and gullies in the embankments and inflow points. The repair of eroded areas may require the use of excavators, earthmoving equipment, riprap, concrete, and sod. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur. Major erosion repair to the pond embankments, spillways, and adjacent to structures will require consultation with the City of Aurora Water and Engineering Staff.

*Frequency – Non-routine – As necessary, based upon inspections.*

#### **BRC/PLD-3.6.3 Jet-Vac/Clearing Drains**

A BRC/PLD contains an underdrain system that allows treated stormwater runoff to exit the facility. These underdrain systems can develop blockages resulting in a decrease of hydraulic capacity and creating standing water. Many times the blockage to this infrastructure can be difficult to access and/or clean. Specialized equipment (jet-vac machines) may be necessary to clear debris from these difficult areas.

*Frequency – Non-routine – As necessary, based upon inspections.*

### **BRC/PLD-3.7 Major Maintenance Activities**

This work consists of larger maintenance/operational problems and failures within the stormwater management facilities. All of this work requires consultation with the City of Aurora Water and Engineering to ensure the proper maintenance is performed. This work requires Staff review the original design and construction drawings to assess the situation before approval of the proposed maintenance. This work may also require more specialized maintenance equipment, design/details, submittal of plans to the City of Aurora for review and approval, surveying, or assistance through private contractors and consultants.

**Table BRC/PLD-4  
Summary of Major Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Major Sediment/Pollutant Removal</b>	As needed – based upon scheduled inspections	Large quantities of sediment; reduced pond capacity	Remove and dispose of sediment. Repair vegetation as needed
<b>Major Erosion Repair</b>	As needed – based upon scheduled inspections	Severe erosion including gullies forming, excessive soil displacement, areas of settlement, holes	Repair erosion – find cause of problem and address to avoid future erosion
<b>Structural Repair</b>	As needed – based upon scheduled inspections	Deterioration and/or damage to structural components – broken concrete, damaged pipes & outlet works	Structural repair to restore the structure to its original design
<b>BRC/PLD Rebuild</b>	As needed – due to complete failure of BRC/PLD	Removal of filter media and underdrain system	Contact the City of Aurora Water and Engineering Staff

#### BRC/PLD-3.7.1 Major Sediment/Pollutant Removal

Major sediment removal consists of removal of large quantities of pollutants/sediment/filter media/landscaping material. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur. Some BRCs/PLDs also contain an impermeable liner that can be easily damage if care is not taken when removing the filter media. Stormwater sediments removed from BRCs/PLDs do not meet the regulatory definition of “hazardous waste”. However, these sediments can be contaminated with a wide array of organic and inorganic pollutants and handling must be done with care to ensure proper removal and disposal. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a licensed landfill for proper disposal. Should a spill occur during transportation, prompt and thorough cleanup and disposal is imperative. Vegetated areas need special care to ensure design volumes and grades are preserved or may need to be replaced due to the removal activities. Any condition repair affecting design grades or pond volumes requires consultation with the City of Aurora Water and Engineering Staff

*Frequency* – Non-routine – Repair as needed, based upon inspections.

#### BRC/PLD-3.7.2 Major Erosion Repair

Major erosion repair consists of filling and revegetating areas of severe erosion.

Determining the cause of the erosion as well as correcting the condition that caused the erosion should also be part of the erosion repair. Care should be given to ensure design grades and volumes are preserved. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur.

*Frequency – Non-routine – Repair as needed, based upon inspections.*

#### BRC/PLD-3.7.3 Structural Repair

A BRC/PLD generally includes a concrete overflow outlet structure that can deteriorate or be damaged during the service life of the facility. These structures are constructed of steel and concrete that can degrade or be damaged and may need to be repaired or re-constructed from time to time. Major repairs to structures may require input from a structural engineer and specialized contractors. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to all structural repairs.

*Frequency – Non-routine – Repair as needed, based upon inspections.*

#### BRC/PLD-3.7.4 BRC/PLD Rebuild

In very rare cases, a BRC/PLD may need to be rebuilt. Generally, the need for a complete rebuild is a result of improper construction, improper maintenance resulting in structural damage to the underdrain system, or extensive contamination of the BRC/PLD. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to any rebuild project. Recertification of the BRC/PLD in accordance with the City's drainage criteria manual is required.

*Frequency – Non-routine – As needed based upon inspections.*

#### **Reference:**

**This plan is adapted from Southeast Metro Stormwater Authority, *Operation and Maintenance (O & M) Manual*, and the Douglas County, Colorado, *Standard Operating Procedure for Extended Detention Basin (EDB) Inspection and Maintenance*, July 2005**

## **Appendix C-4**

### **Sand Filter Basins**

# Standard Operation Procedures for Inspection and Maintenance

## Sand Filter Basins (SFBs)



June 2016



## Table of Contents

<b>SFB-1</b>	<b>Background .....</b>	<b>21</b>
<b>SFB-2</b>	<b>Inspecting Sand Filter Basins (SFBs) .....</b>	<b>21</b>
SFB-2.1	Access and Easements .....	21
SFB-2.2	Stormwater Management Facilities Locations .....	21
SFB-2.3	Sand Filter Extended Detention Basin (SFB) Features .....	21
SFB-2.3.1	Inflow Points/Splitter Box .....	22
SFB-2.3.2	Sedimentation Chamber .....	23
SFB-2.3.3	Filter Media .....	24
SFB-2.3.4	Underdrain System .....	25
SFB-2.3.5	Overflow Outlet Works .....	25
SFB-2.3.6	Embankments .....	26
SFB-2.3.7	Emergency Overflow .....	27
SFB-2.3.8	Miscellaneous .....	27
SFB-2.4	Inspection Forms .....	28
<b>SFB-3</b>	<b>Maintaining Sand Filter Basins (SFBs) .....</b>	<b>28</b>
SFB-3.1	Maintenance Personnel .....	28
SFB-3.2	Equipment .....	28
SFB-3.3	Safety .....	29
SFB-3.4	SFB Maintenance Forms .....	29
SFB-3.5	SFB Maintenance Categories and Activities .....	29
SFB-3.6	Routine Maintenance Activities .....	29
SFB-3.6.1	Mowing .....	30
SFB-3.6.2	Trash/Debris Removal .....	30
SFB-3.6.3	Splitter Box/Overflow Outlet Works Cleaning .....	30
SFB-3.6.4	Woody Growth Control/Weed Removal .....	31
SFB-3.7	Minor Maintenance Activities .....	31
SFB-3.7.1	Sediment Removal/Pollutant Removal .....	31
SFB-3.7.2	Erosion Repair .....	33
SFB-3.7.3	Jet-Vac/Clearing Drains .....	33
SFB-3.8	Major Maintenance Activities .....	33
SFB-3.8.1	Major Sediment/Pollutant Removal .....	34
SFB-3.8.2	Major Erosion Repair .....	34
SFB-3.8.3	Structural Repair .....	35
SFB-3.8.4	SFB Rebuild .....	35

## **SFB-1 Background**

Sand Filter Basins (SFBs) are a common type of Stormwater Management facility utilized within the Front Range of Colorado. A SFB consists of a sedimentation chamber, a flat surfaced area of sand (sometimes covered with grass or sod), a filtration chamber, and a flat sand filter bed with an underdrain system. A surcharge zone exists within the sedimentation and filtration chambers for temporary storage of the Water Quality Capture Volume (WQCV). During a storm, runoff enters the sedimentation chamber, where the majority of sediments are deposited. The runoff then enters the filtration chamber where it ponds above the sand bed and gradually infiltrates into the underlying sand filter, filling the void spaces of the sand. The underdrain gradually dewateres the sand bed and discharges the runoff to a nearby channel, swale, or storm sewer. SFBs provide for filtering and absorption of pollutants in the stormwater<sup>3</sup>. The popularity of SFBs has grown because they allow the WQCV to be provided on a site that has little open area available for stormwater management. However, there are limitations on their use due to potential clogging from large amounts of sediment.

## **SFB-2 Inspecting Sand Filter Basins (SFBs)**

### **SFB-2.1 Access and Easements**

Inspection and maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the access points and maintenance easements of the SFBs within this development.

### **SFB-2.2 Stormwater Management Facilities Locations**

Inspection and maintenance personnel may utilize the stormwater facility map located in Appendix G containing the locations of the SFBs within this development.

### **SFB-2.3 Sand Filter Extended Detention Basin (SFB) Features**

SFBs have a number of features designed to serve a particular function. Many times the proper function of one feature depends on another. It is important for maintenance personnel to understand the function of each of these features to prevent damage to any feature during maintenance operations. Below is a basic list and description of the most common features within a SFB and the corresponding maintenance inspection items that may be anticipated:

---

<sup>3</sup> Design of Stormwater Filtering Systems, Centers for Watershed Protection, December 1996

**Table SFB-1**  
**Typical Inspection & Maintenance Requirements Matrix**

	Sediment Removal	Mowing Weed control	Trash/ Debris Removal	Erosion	Overgrown Vegetation Removal	Removal/ Replacement	Structure Repair
<b>Inflow Points/Splitter Box</b>	X		X				X
<b>Sedimentation Chamber</b>	X	X	X	X	X		
<b>Filter Media</b>	X	X	X	X	X	X	
<b>Underdrain System</b>						X	
<b>Overflow Outlet Works</b>	X		X				X
<b>Embankment</b>		X	X	X	X		

#### SFB-2.3.1 Inflow Points/Splitter Box

Inflow points or outfalls into SFBs are the point of stormwater discharge into the facility. An inflow point is commonly a curb cut with a concrete or riprap rundown or a storm sewer pipe outfall with a flared end section.

In some instances SFBs are designed to treat only the WQCV. The WQCV is a volume of water that runs off a site during an 80<sup>th</sup> percentile event. Any amount over the WQCV is allowed to go to a detention facility without water quality treatment. The splitter box is generally constructed of reinforced concrete. The splitter box typically has a lower wall height that will trap the required WQCV. Volumes over the WQCV are allowed to spill over the wall and enter a storm sewer system that conveys the runoff to a detention facility. Proper inspection and maintenance of the splitter box is essential in ensuring the long-term operation of the SFB.

An energy dissipater is typically immediately downstream of the splitter box, at the discharge point into the SFB, to protect the sedimentation and filtration chambers from erosion. In some cases, the splitter box outfall can have a toe-wall or cut-off wall immediately below the structure to prevent undercutting of the outfall from erosion.

Where there is detention included with the SFB an energy dissipater (riprap or hard armor protection) is typically immediately downstream of the discharge point into the SFB to protect from erosion. In some cases, the storm sewer outfall can have a toe-wall or cut-off wall immediately below the structure to prevent undercutting of the outfall from erosion.

*The typical maintenance activities required at inflow points are as follows:*

- a. *Riprap Displaced* – Many times, because of the repeated impact/force of water, riprap can shift and settle. If any portion of the riprap apron appears to have settled, soil is present between the riprap, or the riprap has shifted,

maintenance may be required to ensure future erosion is prevented.

- b. *Sediment Accumulation* – Because of the turbulence in the water created by the energy dissipater, sediment often deposits immediately downstream of the inflow point. To prevent a loss in performance of the upstream infrastructure, sediment that accumulates in this area must be removed on a timely basis.
- c. *Structural Damage* – Structural damage can occur at any time during the life of the facility. Typically for an inflow, the structural damage occurs to the pipe flared end section (concrete or steel). Structural damage can lead to additional operating problems with the facility, including loss of hydraulic performance.

#### SFB-2.3.2 Sedimentation Chamber (Forebay)

The sedimentation chamber is located adjacent to the splitter box (inflow point) and generally consists of a flat irrigated turf grass area followed by a water trapping device allowing water to be briefly held in the sedimentation chamber before being released into the filtration chamber. This slowing of the runoff allows sediments/trash to be deposited in the sedimentation chamber (forebay) and not the filtration chamber where they can cause clogging of the filter media.

*The typical maintenance activities required within the sedimentation chamber are as follows:*

- a. *Mowing/woody growth control/weeds present* - Routine mowing of the turf grass within the sediment chamber is necessary to improve the overall appearance and to ensure proper function of the SFB. Turf grass should be mowed to a height of two (2) to four (4) inches and shall be bagged to prevent potential contamination of the filter media. Before mowing any trash/debris should be removed and properly disposed. If undesirable vegetation is not routinely mowed/removed, the growth can cause debris/sediment to accumulate, resulting in blockage of the filter media. Also, shrub, grass and weed roots can cause damage to the filter media and underdrain system. Routine management is essential to prevent more extensive and costly future maintenance.

### SBF-2.3.3 Filter Media

The filter media is the main pollutant removal component of the SFB. The filter media consists of eighteen (18) inches of washed sand. The filter media removes pollutants through several different processes, including sedimentation, filtration, infiltration and microbial uptake.

Sedimentation is accomplished by the slow release of stormwater runoff through the filter media. This slow release allows for sediment particles that were not deposited in the sedimentation chamber to be deposited on the top layer of the filter media where they are easily removed through routine maintenance. Other pollutants are also removed through this process because they are attached to sediment.

Filtration is the main pollutant removal mechanism of SFBs. When the stormwater runoff migrates down through the filter media, many of the particulate pollutants are physically strained out as they pass through the filter bed of sand and are trapped on the surface or among the pores of the filter media.

SFBs not lined with an impervious liner allow for infiltration into the native soils. This process also allows for additional pollutant removal.

Microbes that naturally occur in the filter media can assist with pollutant removal by breaking down organic pollutants.

*The typical maintenance activities required within the filter media areas are as follows:*

- a. *Mowing/woody growth control/weeds present* - Noxious weeds and other unwanted vegetation must be treated as needed throughout the SFB. This activity can be performed either through mechanical means (mowing/pulling) or with herbicide. Consultation with a local Weed Inspector is highly recommended prior to the use of herbicide. Herbicides should be utilized sparingly and as a last resort. All herbicide applications should be in accordance with the manufacturer's recommendations.
- b. *Sediment/Pollutant Removal* – Although SFBs should not be utilized in areas where large concentrations of sediment and other pollutants will enter the SFB, it is inevitable some sediment and other pollutants will enter the SFB. Most sediment will be deposited in the sedimentation chamber (forebay), however finer suspended particles will migrate to the filter media. These sediments need to be removed to ensure proper infiltration rates of the stormwater runoff.
- c. *Filter Replacement* - The top layers of the filter media are the most susceptible to pollutant loading and therefore may need to be removed and disposed of properly on a semi-regular basis when infiltration rates slow.
- d. *Infiltration Rate Test* - An infiltration test may be necessary to ensure proper

functioning of the filter media. The infiltration test can be conducted by filling the sand filter with water to the design elevation shown on the design drawings. The sand filter needs to drain completely within twenty-four (24) hours of the filling. If the drain time for the basin is longer than twenty-four (24) hours, the filter is in need of maintenance.

#### SFB-2.3.4 Underdrain System

The underdrain system consists of a layer of geotextile fabric, gravel storage area and perforated PVC pipes. The geotextile fabric is utilized to prevent the filter media from entering the underdrain system. The gravel storage area allows for storage of treated stormwater runoff prior to the discharge of the runoff through the perforated PVC pipe.

*The typical maintenance activities required for the underdrain system are as follows:*

With proper maintenance of the filter media and sediment chamber, there should be a minimum amount of maintenance required on the underdrain system. Generally, the only maintenance performed on the underdrain system is jet-vac cleaning.

#### SFB-2.3.5 Outlet Works

Where SFBs do not have a detention component the outlet works may take the place of the splitter box. If this is the case the outlet works includes an overflow. The overflow outlet works allows runoff amounts exceeding the WQCV to exit the SFB to the detention facility.

When the SFB does have a detention component the outlet works is typically constructed of reinforced concrete into the embankment of the SFB. The concrete structure typically has steel orifice plates anchored/embedded into it to control stormwater release rates. The larger openings (flood control) on the outlet structure typically have trash racks over them to prevent clogging. Proper inspection and maintenance of the outlet works is essential in ensuring the long-term operation of the SFB.

*The typical maintenance activities required for the overflow outlet works are as follows:*

- a. *Trash Rack/Well Screen Clogged in an SFB with Detention Component* - Floatable material entering the SFB will most likely make its way to the outlet structure. This material is trapped against the trash racks and well screens on the outlet structure (which is why they are there). This material must be removed on a routine basis to ensure the outlet structure drains in the specified design period.
- b. *Structural Damage* - The overflow outlet structure is primarily constructed of concrete, which can crack, spall, and settle. The steel grate on the overflow outlet structure (if so equipped), steel trash racks and well screens (if so equipped) are also susceptible to damage.

- c. *Orifice Plate Missing/Not Secure in an SFB with Detention Component* - Many times residents, property owners, or maintenance personnel will remove or loosen orifice plates if they believe the pond is not draining properly. Any modification to the orifice plate(s) will significantly affect the designed discharge rates for flood control. Modification of the orifice plates is not allowed without approval from the City of Aurora Public Works Department, Engineering Control Division.
- d. *Mowing/woody growth control/weeds present* – SFBs without the detention component the presence of plant material not part of the original landscaping, such as wetland plants or other woody growth, can clog the overflow outlet works during a larger storm event, causing flooding damage to adjacent areas. This plant material may indicate a clogging of the filter media and may require additional investigation.

In SFBs with the detention component woody vegetation not routinely mowed/removed may cause additional sediment/debris to accumulate around the outlet works. Any tree roots present can cause damage to the structural components of the outlet works. Routine management is essential for trees (removing a small tree/sapling is much cheaper and “quieter” than a mature tree).

#### SFB-2.3.6 Embankments

Some SFBs utilize irrigated turf grass embankments to store the required volume.

*The typical maintenance activities required for the embankments areas are as follows:*

- a. *Vegetation Sparse* – The embankments are one of the most visible parts of the SFB and, therefore, aesthetics is important. Adequate and properly maintained vegetation can greatly increase the overall appearance of the SFB. Also, vegetation can reduce the potential for erosion and subsequent sediment transport to the filter media, thereby reducing the need for more costly maintenance.
- b. *Erosion* – Inadequate vegetative cover may result in erosion of the embankments. Erosion that occurs on the embankments can cause clogging of the filter media.
- c. *Trash/Debris* – Trash and debris can accumulate in the upper area after large events, or from illegal dumping. Over time, this material can clog the SFB filter media and outlet works.
- d. *Mowing/woody growth control/weeds present* – The presence of plant material not part of the original landscaping, such as wetland plants or other woody growth, can result in difficulty in performing maintenance activities. These trees and shrubs may also damage the underdrain system of the SFB. This plant material may indicate a clogging of the filter media and may require additional investigation.



#### SFB-2.3.7 Emergency Overflow

An emergency spillway is typical of all SFBs and designed to serve as the overflow in the event the volume of the pond is exceeded. The emergency spillway is typically armored with riprap (or other hard armor), and is sometimes buried with soil or may be a concrete wall or other structure. The emergency spillway is typically a weir (notch) in the basin embankment. Proper function of the emergency spillway is essential to ensure flooding does not affect adjacent properties.

*The typical maintenance activities required for the emergency overflow areas are as follows:*

- a. Riprap Displaced* – As mentioned before, the emergency spillway is typically armored with riprap to provide erosion protection. Over the life of an SFB, the riprap may shift or become dislodged due to flow.
- b. Erosion Present* – Although the spillway is typically armored, stormwater flowing through the spillway can cause erosion damage. Erosion must be repaired to ensure the integrity of the basin embankment, and proper function of the spillway.
- c. Mowing/weed/woody growth control* – Management of woody vegetation is essential in the proper long-term function of the spillway. Larger trees or dense shrubs can capture larger debris entering the SFB and reduce the capacity of the spillway. These trees and shrubs may also damage the underdrain system of the SFB.
- d. Obstruction/Debris* – The spillway must be cleared of any obstruction (man-made or natural) to ensure the proper design capacity.

#### SFB-2.3.8 Miscellaneous

There are a variety of inspection/maintenance issues that may not be attributed to a single feature within the SFB. This category on the inspection form is for maintenance items commonly found in the SFB, but may not be attributed to an individual feature.

- a. Encroachment in Easement Area* – Private lots/property can sometimes be located very close to the SFBs, even though they are required to be located in tracts with drainage easements. Property owners may not place landscaping, trash, fencing, or other items within the easement area that may adversely affect maintenance or the operation of the facility.
- b. Graffiti/Vandalism* – Vandals can cause damage to the SFB infrastructure. If criminal mischief is evident, the inspector should forward this information to the Aurora Police Department.
- c. Public Hazards* – Public hazards include items such as vertical drops of greater than four (4) feet, containers of unknown/suspicious substances, and exposed metal/jagged concrete on structures. **If any unknown/suspicious hazard is**

**found within the facility area that poses an immediate threat to public safety, call 911 immediately.**

- d. Other* – Any miscellaneous inspection/maintenance items not contained on the form should be entered here.

#### **SFB-2.4 Inspection Forms**

SFB Inspection forms are located in Appendix D. Inspection forms shall be completed by the person(s) conducting the inspection activities. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. These inspection forms shall be kept indefinitely and made available to the City of Aurora upon request.

### **SFB-3 Maintaining Sand Filters Basins (SFBs)**

#### **SFB-3.1 Maintenance Personnel**

Maintenance personnel must be qualified to properly maintain SFBs. Inadequately trained personnel can cause additional problems resulting in additional maintenance costs.

#### **SFB-3.2 Equipment**

It is imperative that the appropriate equipment and tools are taken to the field with the operations crew. The types of equipment/tools will vary depending on the task at hand. Below is a basic list of tools, equipment, and material(s) that may be necessary to perform maintenance on a SFB:

- 1.) Mowing Tractors
- 2.) Trimmers (extra string)
- 3.) Shovels
- 4.) Rakes
- 5.) All Surface Vehicle (ASVs)
- 6.) Skid Steer
- 7.) Back Hoe
- 8.) Track Hoe/Long Reach Excavator
- 9.) Dump Truck
- 10.) Jet-Vac Machine
- 11.) Engineers Level (laser)
- 12.) Riprap (Minimum - Type M)
- 13.) Geotextile Fabric
- 14.) Erosion Control Blanket(s)
- 15.) Sod

- 16.) Illicit Discharge Cleanup Kits
- 17.) Trash Bags
- 18.) Tools (wrenches, screw drivers, hammers, etc)
- 19.) Confined Space Entry Equipment
- 20.) Approved Stormwater Facility Inspection and Maintenance Plan
- 21.) ASTM C-33 Sand

Some of the items identified above may not be needed for every maintenance operation. However, this equipment and material should be available to the maintenance operations crews should the need arise.

### **SFB-3.3 Safety**

Vertical drops may be encountered in areas located within and around the SFB. Avoid walking on top of retaining walls or other structures having a significant vertical drop. If a vertical drop within the pond is identified as greater than forty-eight (48) inches in height, make the appropriate note/comment on the maintenance inspection form.

### **SFB-3.4 SFB Maintenance Forms**

The SFB Maintenance Form provides a record of each maintenance operation performed by maintenance contractors. The SFB Maintenance Form shall be filled out in the field after the completion of the maintenance operation. Each form shall be reviewed and submitted by the property owner or property manager to the City of Aurora per the requirements of the Inspection and Maintenance Plan. The SFB Maintenance form is located in Appendix E.

### **SFB-3.5 SFB Maintenance Categories and Activities**

A typical SFB Maintenance Program will consist of three broad categories of work: Routine, Minor and Major. Within each category of work, a variety of maintenance activities can be performed on a SFB. A maintenance activity can be specific to each feature within the SFB, or general to the overall facility. This section of the SOP explains each of the categories and briefly describes the typical maintenance activities for a SFB.

A variety of maintenance activities are typical of SFBs. The maintenance activities range in magnitude from routine trash pickup to the reconstruction of the SFB filter media or underdrain system. Below is a description of each maintenance activity, the objectives, and frequency of actions.

### **SFB-3.6 Routine Maintenance Activities**

The majority of this work consists of scheduled mowings, trash and debris pickups for the SFB during the growing season. It also includes activities such as weed control. These activities normally will be performed numerous times during the year. These items typically do not require any prior correspondence with the City of Aurora, however, completed inspection and maintenance forms shall be submitted to the City of Aurora for each inspection and maintenance in accordance with the Inspection and Maintenance Plan.

The Routine Maintenance Activities are summarized below, and further described in the following sections.

**Table SFB-2**  
**Summary of Routine Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Mowing</b>	Twice annually	Excessive grass height/aesthetics	2"-4" grass height
<b>Trash/Debris Removal</b>	Twice annually	Trash/debris in SFB	Remove and dispose of trash and debris
<b>Splitter Box/Overflow Outlet Works Cleaning</b>	As needed - after significant rain events – twice annually minimum	Clogged outlet structure; ponding water	Remove and dispose of debris/trash/sediment to allow outlet to function properly
<b><u>Woody growth control</u></b> <b><u>/Weed removal</u></b>	Minimum twice annually	Noxious weeds; Unwanted vegetation	Treat w/herbicide or hand pull; consult a local Weed Inspector

#### SFB-3.6.1 Mowing

Routine mowing of the turf grass embankments and turf grass located in the sedimentation chamber (forebay) and embankment is necessary to improve the overall appearance of the SFB, and to ensure proper performance of the sediment chamber. Turf grass should be mowed to a height of two (2) to four (4) inches, and shall be bagged to prevent potential contamination of the filter media.

*Frequency* – Routine - Minimum of twice annually or depending on aesthetics.

#### SFB-3.6.2 Trash/Debris Removal

Trash and debris must be removed from the entire SFB area to minimize outlet clogging and to improve aesthetics. This activity must be performed prior to mowing operations.

*Frequency* – Routine – Prior to mowing operations and minimum of twice annually.

#### SFB-3.6.3 Splitter Box/ Outlet Works Cleaning

Debris and other materials can clog the splitter box/outlet work's grate or orifice plate(s) and trash rack. This activity must be performed anytime other maintenance activities are conducted to ensure proper operation.

*Frequency* - Routine – After significant rainfall event or concurrently with other maintenance activities.

#### SFB- 3.6.4 Woody Growth Control/Weed Removal

Noxious weeds and other unwanted vegetation must be treated as needed throughout the SFB. This activity can be performed either through mechanical means (mowing/pulling) or with herbicide. Consultation with a local Weed Inspector is highly recommended prior to the use of herbicide. Herbicides should be utilized sparingly and as a last resort. All herbicide applications should be in accordance with the manufacturer's recommendations.

*Frequency – Routine – As needed based on inspections.*

#### **SFB-3.7 Minor Maintenance Activities**

This work consists of a variety of isolated or small-scale maintenance/operational problems. Most of this work can be completed by a small crew, hand tools, and small equipment. These items require prior approval from the City of Aurora Water Staff. Completed inspection and maintenance forms shall be submitted to the City of Aurora Water Staff for each inspection and maintenance period. In the event the SFB needs to be dewatered, care should be given to ensure sediment, filter material and other pollutants are not discharged. All dewatering activities shall be coordinated with the City of Aurora Water Staff.

**TABLE SFB-3**  
**Summary of Minor Maintenance Activities**

<b>Maintenance Activity</b>	<b>Minimum Frequency</b>	<b>Look for:</b>	<b>Maintenance Action</b>
<b>Sediment/Pollutant Removal</b>	As needed; typically every 1 –2 years	Sediment build-up in sedimentation chamber and filter media; decrease in infiltration rate	Remove and dispose of sediment
<b>Erosion Repair</b>	As needed, based upon inspection	Rills/gullies on embankments or sedimentation in the forebay	Repair eroded areas & revegetate; address cause
<b>Jet-Vac/Cleaning Underdrains</b>	As needed, based upon inspection	Sediment build-up /non-draining system	Clean drains; Jet-Vac if needed

##### SFB-3.7.1 Sediment Removal/Pollutant Removal

Sediment removal is necessary to ensure proper function of the filter media. The infiltration rate of the SFB needs to be checked in order to ensure proper functioning of the SFB. Generally, a SFB should drain completely within twenty-four (24) hours of a storm event. If drain times exceed the twenty-four (24) hour drain time then maintenance of the filter media shall be required.

At a minimum, the top three (3) inches of filter media should be removed at each removal period. Additional amounts of filter media may need to be removed if deeper sections of the filter media are contaminated. New filter media will need to be placed

back into the SFB when the total amount of sand removed reaches nine (9) inches. This may take multiple maintenance events to accomplish. It is critical only sand meeting the American Society for Testing and Materials (ASTM) C-33 standard be utilized in the replacement of the filter media. (Note: The update to the UDFCD's Volume III manual, to be released in late 2010, may have new filter media guidelines).

#### **ASTM C-33 Sand Standard**

<b>US Standard Sieve Size (Number)</b>	<b>Total Percent Passing (%)</b>
9.5 mm (3/8 inch)	100
4.75 mm (No. 4)	95-100
2.36 mm (No. 8)	80-100
1.18 mm (No. 16)	50-85
600 · 0085mm (No	25-60
300 · 0060mm (No	10-30
150 · 5030mm (No.	2-10

Other types of sand and soil material may lead to clogging of the SFB. (Note: The update to the UDFCD's Volume III manual, to be released in late 2010, may have new filter media guidelines). The minor sediment removal activities can typically be addressed with shovels, rakes and smaller equipment.

Stormwater sediments removed from SFBs do not meet the regulatory definition of "hazardous waste". However, these sediments can be contaminated with a wide array of organic and inorganic pollutants and handling must be done with care to ensure proper removal and disposal. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a licensed landfill for proper disposal. Should a spill occur during transportation, prompt and thorough cleanup and disposal is imperative.

*Frequency* – Non-routine – As necessary, based upon inspections. Sediment removal in the sedimentation chamber (forebay) may be necessary as frequently as every one (1) to two (2) years.

### SFB-3.7.2 Erosion Repair

The repair of eroded areas is necessary to ensure the proper functioning of the SFB, to minimize sediment transport, and to reduce potential impacts to other features. Erosion can vary in magnitude from minor repairs to filter media and embankments, to rills, and gullies in the embankments and inflow points. The repair of eroded areas may require the use of excavators, earthmoving equipment, riprap, concrete, and sod. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur. Major erosion repair to the pond embankments, spillways, and adjacent to structures will require consultation with the City of Aurora Water and Engineering Staff.

*Frequency* – Non-routine – As necessary, based upon inspections.

### SFB-3.7.3 Jet-Vac/Clearing Drains

A SFB contains an underdrain system that allows treated stormwater runoff to exit the facility. These underdrain systems can develop blockages that can result in a decrease of hydraulic capacity and also create standing water. Many times the blockage to this infrastructure can be difficult to access and/or clean. Specialized equipment (jet-vac machines) may be necessary to clear debris from these difficult areas.

*Frequency* – Non-routine – As necessary, based upon inspections.

## **SFB-3.8 Major Maintenance Activities**

This work consists of larger maintenance/operational problems and failures within the stormwater management facilities. All of this work requires approval from the City of Aurora to ensure the proper maintenance is performed. This work requires the City of Aurora Water Staff review the original design and construction drawings to assess the situation before approval of the proposed maintenance activities. This work may also require more specialized maintenance equipment, design/details, submittal of plans to the City of Aurora for review and approval, surveying, or assistance through private contractors and consultants. In the event the facility needs to be dewatered, care should be given to ensure sediment, filter material and other pollutants are not discharged. Consultation with the City of Aurora Water Staff is required prior to any dewatering activity.

**Table SFB-4**  
**Summary of Major Maintenance Activities**

Maintenance Activity	Minimum Frequency	Look for:	Maintenance Action
<b>Major Sediment/Pollutant Removal</b>	As needed – based upon scheduled inspections	Large quantities of sediment in the sedimentation chamber (forebay) and/or filter media; reduced infiltration	Remove and dispose of sediment. Repair vegetation as needed



		rate /capacity	
<b>Major Erosion Repair</b>	As needed – based upon scheduled inspections	Severe erosion including gullies, excessive soil displacement, areas of settlement, holes	Repair erosion – find cause of problem and address to avoid future erosion
<b>Structural Repair</b>	As needed – based upon scheduled inspections	Deterioration and/or damage to structural components – broken concrete, damaged pipes & outlet works	Structural repair to restore the structure to its original design
<b>SFB Rebuild</b>	As needed – due to complete failure of SFB	Removal of filter media and underdrain system	Contact the City of Aurora Water and Engineering Staff

#### SFB-3.8.1 Major Sediment/Pollutant Removal

In very rare cases the filter media of the SFB may be so badly contaminated the entire eighteen (18) inches of the filter media may need to be removed.

Major sediment/pollutant removal consists of removal of large quantities of sediment/filter media. Major sediment removal activities will require larger and more specialized equipment. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur. The sediment/filter media needs to be carefully removed, transported and properly disposed. Vegetated areas need special care to ensure design volumes and grades are preserved or may need to be replaced due to the removal activities. The major sediment removal activities will require surveying with an engineer's level, and consultation with the City of Aurora Water and Engineering Staff to ensure design volumes/grades are achieved. Stormwater sediments removed from SFBs do not meet the regulatory definition of "hazardous waste". However, these sediments can be contaminated with a wide array of organic and inorganic pollutants and handling must be done with care to insure proper removal and disposal. Sediments should be transported by motor vehicle only after they are dewatered. All sediments must be taken to a licensed landfill for proper disposal. Should a spill occur during transportation, prompt and thorough cleanup and disposal is imperative.

*Frequency* – Non-routine – Repair as needed, based upon inspections.

#### SFB-3.8.2 Major Erosion Repair

Major erosion repair consists of filling and revegetating areas of severe erosion. Determining the cause of the erosion as well as correcting the condition that caused the erosion should also be part of the erosion repair. Care should be given to ensure design grades and volumes are preserved. Consult with the City of Aurora Water and Engineering Staff. Extreme care should be taken when utilizing motorized or heavy equipment to ensure damage to the underdrain system does not occur.

*Frequency* – Non-routine – Repair as needed, based upon inspections.

### SFB-3.8.3 Structural Repair

A SFB generally includes a splitter box (if no detention component) or concrete outlet structure that can deteriorate or be damaged during the service life of the facility. These structures are constructed of steel and concrete that can degrade or be damaged and may need to be repaired or re-constructed from time to time. Major repairs to structures may require input from a structural engineer and specialized contractors. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to all structural repairs.

*Frequency – Non-routine – Repair as needed, based upon inspections.*

### SFB-3.8.4 SFB Rebuild

In very rare cases a SFB may need to be rebuilt. Generally, the need for a complete rebuild is a result of improper construction, improper maintenance resulting in structural damage to the underdrain system, or extensive contamination of the SFB. Consultation with the City of Aurora Water and Engineering Staff shall take place prior to any rebuild project.

*Frequency – Non-routine – As needed, based upon inspections.*

#### Reference:

**This plan is adapted from Southeast Metro Stormwater Authority, *Operation and Maintenance (O & M) Manual*, and the Douglas County, Colorado, *Standard Operating Procedure for Extended Detention Basin (EDB) Inspection and Maintenance*, July 2005**

# **Appendix D**

## **Inspection Forms**



## EXTENDED DETENTION BASIN (EDB) INSPECTION FORM

Date: \_\_\_\_\_

Subdivision/Business Name: \_\_\_\_\_ Inspector: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_

Weather: \_\_\_\_\_

Date of Last Rainfall: \_\_\_\_\_ Amount: \_\_\_\_\_ Inches

**Property Classification:** Residential Multi Family Commercial Other: \_\_\_\_\_  
(Circle One)

**Reason for Inspection:** Routine Complaint After Significant Rainfall Event  
(Circle One)

**INSPECTION SCORING** - For each facility inspection item, insert one of the following scores:

0 = No deficiencies identified      2 = Routine maintenance required  
1 = Monitor (potential for future problem)      3 = Immediate repair necessary  
N/A = Not applicable

### FEATURES

#### 1.) Inflow Points

- \_\_\_\_ Riprap Displaced
- \_\_\_\_ Erosion Present/Outfall Undercut
- \_\_\_\_ Sediment Accumulation
- \_\_\_\_ Structural Damage (pipe, end-section, etc.)
- \_\_\_\_ Woody Growth/Weeds Present

#### 2.) Forebay

- \_\_\_\_ Sediment/Debris Accumulation
- \_\_\_\_ Concrete Cracking/Failing
- \_\_\_\_ Drain Pipe/Wier Clogged (not draining)
- \_\_\_\_ Wier/Drain Pipe Damage

#### 3.) Trickle Channel (Low-flow)

- \_\_\_\_ Sediment/Debris Accumulation
- \_\_\_\_ Concrete/Riprap Damage
- \_\_\_\_ Woody Growth/Weeds Present
- \_\_\_\_ Erosion Outside Channel

#### 4.) Bottom Stage (Micro-Pool)

- \_\_\_\_ Sediment/Debris Accumulation
- \_\_\_\_ Woody Growth/Weeds Present
- \_\_\_\_ Bank Erosion
- \_\_\_\_ Mosquitoes/Algae Treatment
- \_\_\_\_ Petroleum/Chemical Sheen

#### 5.) Outlet Works

- \_\_\_\_ Trash Rack/Well Screen Clogged
- \_\_\_\_ Structural Damage (concrete, steel, subgrade)
- \_\_\_\_ Orifice Plate(s) Missing/Not Secure
- \_\_\_\_ Manhole Access (cover, steps, etc.)
- \_\_\_\_ Woody Growth/Weeds Present

#### 6.) Emergency Spillway

- \_\_\_\_ Riprap Displaced
- \_\_\_\_ Erosion Present
- \_\_\_\_ Woody Growth/Weeds Present
- \_\_\_\_ Obstruction/Debris

#### 7.) Upper Stage (Dry Storage)

- \_\_\_\_ Vegetation Sparse
- \_\_\_\_ Woody Growth/Undesirable Vegetation
- \_\_\_\_ Standing Water/Boggy Areas
- \_\_\_\_ Sediment Accumulation
- \_\_\_\_ Erosion (banks and bottom)
- \_\_\_\_ Trash/Debris
- \_\_\_\_ Maintenance Access

#### 8.) Miscellaneous

- \_\_\_\_ Encroachment in Easement Area
- \_\_\_\_ Graffiti/Vandalism
- \_\_\_\_ Public Hazards
- \_\_\_\_ Burrowing Animals/Pests
- \_\_\_\_ Other

Inspection Summary / Additional Comments: \_\_\_\_\_

### OVERALL FACILITY RATING (Circle One)

0 = No Deficiencies Identified      2 = Routine Maintenance Required  
1 = Monitor (potential for future problem exists)      3 = Immediate Repair Necessary

This inspection form shall be kept indefinitely and made available to the City of Aurora upon request.



## GRASS BUFFER-GRASS SWALE INSPECTION FORM

Date: \_\_\_\_\_

Subdivision/Business Name: \_\_\_\_\_ Inspector: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_

Weather: \_\_\_\_\_

Date of Last Rainfall: \_\_\_\_\_ Amount: \_\_\_\_\_ Inches

**Property Classification:** Residential Multi Family Commercial Other: \_\_\_\_\_  
(Circle One)

**Reason for Inspection:** Routine Complaint After Significant Rainfall Event  
(Circle One)

**INSPECTION SCORING** - For each facility inspection item, insert one of the following scores:  
0 = No deficiencies identified 2 = Routine maintenance required  
1 = Monitor (potential for future problem) 3 = Immediate repair necessary  
N/A = Not applicable

### FEATURES

#### 1.) Grass Swale Bottom & Side Slopes

\_\_\_\_ Sediment/Debris Accumulation  
\_\_\_\_ Vegetation Cover  
\_\_\_\_ Erosion Present  
\_\_\_\_ Standing Water/Boggy Areas

#### 2.) Grass Buffer

\_\_\_\_ Sediment/Debris Accumulation  
\_\_\_\_ Vegetation Cover  
\_\_\_\_ Erosion Present  
\_\_\_\_ Standing Water/Boggy Areas

#### 3.) Inflow Points

\_\_\_\_ Rip Rap Displaced/Rundown or Pipe Damage  
\_\_\_\_ Erosion Present/Outfall Undercut  
\_\_\_\_ Sediment Accumulation

#### 4.) Underdrain System

\_\_\_\_ Standing water/Not draining  
\_\_\_\_ Evidence of clogged system

#### 5.) Grade Control

\_\_\_\_ Erosion Present  
\_\_\_\_ Structural Damage

#### 6.) Level Spreader

\_\_\_\_ Erosion Present  
\_\_\_\_ Structural Damage  
\_\_\_\_ Unlevel/Uneven Distribution of flow

#### 7.) Irrigation

\_\_\_\_ General Grass Condition  
\_\_\_\_ Bare Spots  
\_\_\_\_ Broken sprinkler heads

#### 8.) Miscellaneous

\_\_\_\_ Encroachment in Easement Area  
\_\_\_\_ Public Hazards  
\_\_\_\_ Burrowing Animals/Pests  
\_\_\_\_ Other

Inspection Summary / Additional Comments: \_\_\_\_\_

### OVERALL FACILITY RATING (Circle One)

0 = No Deficiencies Identified 2 = Routine Maintenance Required  
1 = Monitor (potential for future problem exists) 3 = Immediate Repair Necessary

This inspection form shall be kept indefinitely and made available to the City of Aurora upon request.



**BIORETENTION CELL (BRC) or POROUS  
LANDSCAPE DETENTION (PLD)  
INSPECTION FORM**

Date: \_\_\_\_\_

Subdivision/Business Name: \_\_\_\_\_ Inspector: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_

Weather: \_\_\_\_\_

Date of Last Rainfall: \_\_\_\_\_ Amount: \_\_\_\_\_ Inches

**Property Classification:** Residential Multi Family Commercial Other: \_\_\_\_\_  
(Circle One)

**Reason for Inspection:** Routine Complaint After Significant Rainfall Event  
(Circle One)

**INSPECTION SCORING** - For each facility inspection item, insert one of the following scores:

0 = No deficiencies identified

2 = Routine maintenance required

1 = Monitor (potential for future problem)

3 = Immediate repair necessary

N/A = Not applicable

**FEATURES**

**1.) Inflow Points**

\_\_\_\_ Rip Rap Displaced/Run-down or Pipe Damage

\_\_\_\_ Erosion Present/Outfall Undercut

\_\_\_\_ Sediment Accumulation

\_\_\_\_ Structural Damage

**2.) Filter Media**

\_\_\_\_ Infiltration Rate Check

\_\_\_\_ Sediment Removal

\_\_\_\_ Filter Replacement

**3.) Landscaping**

\_\_\_\_ Woody Growth/Weeds Present

\_\_\_\_ General Landscape Care

**4.) Underdrain System**

\_\_\_\_ Evidence of clogged system

(jet-vac cleaning required)

**6.) Embankments**

\_\_\_\_ Vegetation Sparse

\_\_\_\_ Erosion Present

**5.) Overflow Outlet Works**

\_\_\_\_ Structural Damage

\_\_\_\_ Woody Growth/Weeds Present

\_\_\_\_ Trash/Debris

**7.) Miscellaneous**

\_\_\_\_ Encroachment in Easement Area

\_\_\_\_ Graffiti/Vandalism

\_\_\_\_ Public Hazards

\_\_\_\_ Other

Inspection Summary / Additional Comments: \_\_\_\_\_

**OVERALL FACILITY RATING (Circle One)**

0 = No Deficiencies Identified

2 = Routine Maintenance Required

1 = Monitor (potential for future problem exists)

3 = Immediate Repair Necessary

This inspection form shall be kept indefinitely and made available to the City of Aurora upon request.



## SAND FILTER BASIN (SFB) INSPECTION FORM

Date: \_\_\_\_\_

Subdivision/Business Name: \_\_\_\_\_ Inspector: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_

Weather: \_\_\_\_\_

Date of Last Rainfall: \_\_\_\_\_ Amount: \_\_\_\_\_ Inches

**Property Classification:** Residential Multi Family Commercial Other: \_\_\_\_\_  
(Circle One)

**Reason for Inspection:** Routine Complaint After Significant Rainfall Event  
(Circle One)

**INSPECTION SCORING** - For each facility inspection item, insert one of the following scores:  
0 = No deficiencies identified 2 = Routine maintenance required  
1 = Monitor (potential for future problem) 3 = Immediate repair necessary  
N/A = Not applicable

### FEATURES

#### 1.) Inflow Points/Splitter Box

- \_\_\_\_ Riprap Displaced
- \_\_\_\_ Sediment Accumulation
- \_\_\_\_ Structural Damage (pipe, end-section, etc.)
- \_\_\_\_ Trash/Debris

#### 2.) Sedimentation Chamber

- \_\_\_\_ Mowing /weed/woody growth control
- \_\_\_\_ Erosion Present
- \_\_\_\_ Trash/Debris
- \_\_\_\_ Sediment Accumulation

#### 3.) Filter Media

- \_\_\_\_ Mowing /weed/woody growth control
- \_\_\_\_ Sediment/Pollutant Removal
- \_\_\_\_ Filter Replacement
- \_\_\_\_ Infiltration Rate Check

#### 4.) Underdrain System

- \_\_\_\_ Evidence of clogged system  
(jet-vac cleaning required)

#### 5.) Outlet Works

- \_\_\_\_ Structural Damage (concrete, steel, subgrade)
- \_\_\_\_ Mowing /weed/woody growth control

#### 6.) Embankments

- \_\_\_\_ Vegetation Sparse
- \_\_\_\_ Erosion Present
- \_\_\_\_ Trash/Debris
- \_\_\_\_ Mowing /weed/woody growth control

#### 7.) Emergency Overflow

- \_\_\_\_ Riprap Displaced
- \_\_\_\_ Erosion Present
- \_\_\_\_ Woody Growth/Weeds Present
- \_\_\_\_ Obstruction/Debris

#### 8.) Miscellaneous

- \_\_\_\_ Encroachment in Easement Area
- \_\_\_\_ Graffiti/Vandalism
- \_\_\_\_ Public Hazards
- \_\_\_\_ Other

Inspection Summary / Additional Comments: \_\_\_\_\_

### OVERALL FACILITY RATING (Circle One)

0 = No Deficiencies Identified 2 = Routine Maintenance Required  
1 = Monitor (potential for future problem exists) 3 = Immediate Repair Necessary

This inspection form shall be kept indefinitely and made available to the City of Aurora upon request.



# **Appendix E**

## **Maintenance Forms**



## EXTENDED DETENTION BASIN (EDB) MAINTENANCE FORM

Subdivision/Business Name: \_\_\_\_\_ Completion Date: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_ Contact Name: \_\_\_\_\_

**Maintenance Category:**                      Routine                      Restoration                      Rehabilitation  
(Circle All That Apply)

### MAINTENANCE ACTIVITIES PERFORMED

#### ROUTINE WORK

- \_\_\_ MOWING
- \_\_\_ TRASH/DEBRIS REMOVAL
- \_\_\_ OUTLET WORKS CLEANING (TRASH RACK/WELL SCREEN)
- \_\_\_ WEED CONTROL (HERBICIDE APPLICATION)
- \_\_\_ MOSQUITO TREATMENT
- \_\_\_ ALGAE TREATMENT

#### RESTORATION WORK

- \_\_\_ SEDIMENT REMOVAL
  - \_\_\_ FOREBAY
  - \_\_\_ TRICKLE CHANNEL
  - \_\_\_ INFLOW
- \_\_\_ EROSION REPAIR
  - \_\_\_ INFLOW POINT
  - \_\_\_ TRICKLE CHANNEL
- \_\_\_ VEGETATION REMOVAL/TREE THINNING
  - \_\_\_ INFLOW(S)
  - \_\_\_ TRICKLE CHANNEL
  - \_\_\_ UPPER STAGE
  - \_\_\_ BOTTOM STAGE
- \_\_\_ REVEGETATION
- \_\_\_ JET-VAC/CLEARING DRAINS
  - \_\_\_ FOREBAY
  - \_\_\_ OUTLET WORKS
  - \_\_\_ INFLOWS

#### REHABILITATION WORK

- \_\_\_ SEDIMENT REMOVAL (DREDGING)
  - \_\_\_ BOTTOM STAGE
  - \_\_\_ UPPER STAGE
- \_\_\_ EROSION REPAIR
  - \_\_\_ OUTLET WORKS
  - \_\_\_ UPPER STAGE
  - \_\_\_ BOTTOM STAGE
  - \_\_\_ SPILLWAY
- \_\_\_ STRUCTURAL REPAIR
  - \_\_\_ INFLOW
  - \_\_\_ OUTLET WORKS
  - \_\_\_ FOREBAY
  - \_\_\_ TRICKLE CHANNEL

OTHER \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ESTIMATED TOTAL MANHOURS: \_\_\_\_\_

EQUIPMENT/MATERIAL USED: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMMENTS/ADDITIONAL INFO: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This Maintenance Activity Form shall be kept indefinitely and made available to the City of Aurora upon request.



**GRASS BUFFERS AND GRASS SWALES  
(GB-GS)  
MAINTENANCE FORM**

Subdivision/Business Name: \_\_\_\_\_ Completion Date: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_ Contact Name: \_\_\_\_\_

**Maintenance Category:**                      Routine                      Restoration                      Rehabilitation  
(Circle all that apply)

**MAINTENANCE ACTIVITIES PERFORMED**

**ROUTINE WORK**

- ☐ MOWING
- ☐ TRASH/DEBRIS REMOVAL
- ☐ OUTLET WORKS CLEANING (TRASH RACK/WELL SCREEN)
- ☐ WEED CONTROL (HERBICIDE APPLICATION)

**RESTORATION WORK**

- ☐ SEDIMENT REMOVAL
  - ☐ INFLOW POINT
  - ☐ SWALE BOTTOM
  - ☐ SIDE SLOPE
  - ☐ BUFFER STRIP
- ☐ EROSION REPAIR
  - ☐ INFLOW POINT
  - ☐ SWALE BOTTOM
  - ☐ SIDE SLOPE
  - ☐ BUFFER STRIP
  - ☐ GRADE CONTROL/LEVEL SPREADER
- ☐ REVEGETATION
  - ☐ SWALE BOTTOM
  - ☐ SIDE SLOPE
  - ☐ BUFFER STRIP

**REHABILITATION WORK**

- ☐ SEDIMENT REMOVAL (DREDGING)
  - ☐ SWALE BOTTOM
  - ☐ INFLOW POINT
- ☐ EROSION REPAIR
  - ☐ INFLOW POINT
  - ☐ SWALE BOTTOM
  - ☐ SIDE SLOPE
  - ☐ BUFFER STRIP
- ☐ STRUCTURAL REPAIR
  - ☐ INFLOW
  - ☐ UNDERDRAIN
  - ☐ LEVEL SPREADER

OTHER \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ESTIMATED TOTAL MANHOURS: \_\_\_\_\_

EQUIPMENT/MATERIAL USED: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMMENTS/ADDITIONAL INFO: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This Maintenance Activity Form shall be kept indefinitely and made available to the City of Aurora upon request.



**BIORETENTION CELL (BRC) or POROUS  
LANDSCAPE DETENTION (PLD)  
MAINTENANCE FORM**

Subdivision/Business Name: \_\_\_\_\_ Completion Date: \_\_\_\_\_  
Subdivision/Business Address: \_\_\_\_\_ Contact Name: \_\_\_\_\_

**Maintenance Category:**                      Routine                      Restoration                      Rehabilitation  
(Circle all that apply)

**MAINTENANCE ACTIVITIES PERFORMED**

**ROUTINE WORK**

- \_\_\_ MOWING
- \_\_\_ TRASH/DEBRIS REMOVAL
- \_\_\_ OUTLET WORKS CLEANING (TRASH RACK/WELL SCREEN)
- \_\_\_ WEED CONTROL (HERBICIDE APPLICATION)

**RESTORATION WORK**

- \_\_\_ SEDIMENT REMOVAL
  - \_\_\_ INFLOW POINT
  - \_\_\_ OUTLET WORKS
  - \_\_\_ FILTER MEDIA
- \_\_\_ EROSION REPAIR
  - \_\_\_ INFLOW POINT
  - \_\_\_ EMBANKMENTS
  - \_\_\_ OUTLET WORKS
- \_\_\_ REVEGETATION
  - \_\_\_ EMBANKMENTS
- \_\_\_ JET-VAC/CLEARING DRAINS
  - \_\_\_ OUTLET WORKS
  - \_\_\_ INFLOWS
  - \_\_\_ UNDERDRAIN SYSTEM

**REHABILITATION WORK**

- \_\_\_ SEDIMENT REMOVAL (DREDGING)
  - \_\_\_ FILTER MEDIA
  - \_\_\_ INFLOW POINT
- \_\_\_ EROSION REPAIR
  - \_\_\_ OUTLET WORKS
  - \_\_\_ EMBANKMENTS
  - \_\_\_ BOTTOM STAGE
- \_\_\_ STRUCTURAL REPAIR
  - \_\_\_ INFLOW
  - \_\_\_ OUTLET WORKS
  - \_\_\_ FILTER MEDIA

OTHER \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ESTIMATED TOTAL MANHOURS: \_\_\_\_\_

EQUIPMENT/MATERIAL USED: \_\_\_\_\_  
\_\_\_\_\_

COMMENTS/ADDITIONAL INFO: \_\_\_\_\_  
\_\_\_\_\_

This Maintenance Activity Form shall be kept indefinitely and made available to the City of Aurora upon request.



## SAND FILTER BASIN (SFB) MAINTENANCE FORM

Subdivision/Business Name: \_\_\_\_\_ Completion Date: \_\_\_\_\_

Subdivision/Business Address: \_\_\_\_\_ Contact Name: \_\_\_\_\_

**Maintenance Category:**                      Routine                      Restoration                      Rehabilitation  
(Circle all that apply)

### MAINTENANCE ACTIVITIES PERFORMED

#### ROUTINE WORK

- ☐ MOWING
- ☐ TRASH/DEBRIS REMOVAL
- ☐ OUTLET WORKS CLEANING (TRASH RACK/WELL SCREEN)
- ☐ WEED CONTROL (HERBICIDE APPLICATION)

#### RESTORATION WORK

- ☐ SEDIMENT REMOVAL
  - ☐ INFLOW POINT/SPLITTER BOX
  - ☐ OUTLET WORKS
  - ☐ FILTER MEDIA
  - ☐ SEDIMENTATION CHAMBER
  - ☐ EMERGENCY OVERFLOW
- ☐ EROSION REPAIR
  - ☐ INFLOW POINT/SPLITTER BOX
  - ☐ OUTLET WORKS
  - ☐ EMBANKMENTS
  - ☐ SEDIMENTATION CHAMBER
  - ☐ EMERGENCY OVERFLOW
  - ☐ FILTER MEDIA
- ☐ REVEGETATION
- ☐ JET-VAC/CLEARING DRAINS
  - ☐ INFLOWS
  - ☐ OUTLET WORKS
  - ☐ UNDERDRAIN

OTHER \_\_\_\_\_

#### REHABILITATION WORK

- ☐ SEDIMENT REMOVAL (DREDGING)
  - ☐ FILTER MEDIA
  - ☐ SEDIMENTATION CHAMBER
- ☐ EROSION REPAIR
  - ☐ INFLOW POINT/SPLITTER BOX
  - ☐ OUTLET WORKS
  - ☐ EMBANKMENTS
  - ☐ SEDIMENTATION CHAMBER
  - ☐ EMERGENCY OVERFLOW
  - ☐ FILTER MEDIA
- ☐ STRUCTURAL REPAIR
  - ☐ INFLOW POINT/SPLITTER BOX
  - ☐ OUTLET WORKS
  - ☐ FILTER MEDIA
  - ☐ SEDIMENTATION CHAMBER
  - ☐ EMERGENCY OVERFLOW

ESTIMATED TOTAL MANHOURS: \_\_\_\_\_

EQUIPMENT/MATERIAL USED: \_\_\_\_\_

COMMENTS/ADDITIONAL INFO: \_\_\_\_\_

This Maintenance Activity Form shall be kept indefinitely and made available to the City of Aurora upon request.

# **Appendix F**

## **Annual Inspection and Maintenance Reporting Form**



Annual Inspection and Maintenance Reporting Form  
for  
Stormwater Facilities

*(This form shall be submitted to the City of Aurora prior to May 31 of each year along with the Inspection Forms and Maintenance Forms as required for the property/subdivision)*

Date: \_\_\_\_\_

To: City of Aurora  
Water Department  
Attn: Operations Compliance Division  
13646 East Ellsworth Avenue  
Aurora, CO 80012

Re: Certification of Inspection and Maintenance; Submittal of forms

Property/Subdivision Name: \_\_\_\_\_

Property Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

I verify that the required stormwater facility inspections and required maintenance have been completed in accordance with the Stormwater Facilities Maintenance Agreement, and the Inspection and Maintenance Plan associated with the above referenced property.

The required Stormwater Facility Inspection and Maintenance forms are hereby provided.

\_\_\_\_\_  
Name of Party Responsible for Inspection  
& Maintenance

\_\_\_\_\_  
Property Owner

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Signature



# **Appendix G**

## **Inspection and Maintenance Site Plan(s)**

### **Check Lists**

#### **Facilities Map Checklist**

##### **EDB Checklist**

##### **GB-GS Checklist**

##### **BRC/PLD Checklist**

##### **SFB Checklist**

**Inspection and Maintenance Site Plans**  
**Stormwater Facilities Map**  
**Checklist for Required Items**

Stormwater facilities map shall include:

- ☐ Labels for all streets (includes line work for edge of street and street name)
- ☐ Line work for right-of-way lines, lot lines, and tracts
- ☐ Line work and labels for all major drainage ways
- ☐ Label roadways, developments, etc. adjacent to project site
- ☐ Labels for all BMPs being constructed on project site including a summary table when multiple BMPs are present
- ☐ Legend for identifying features/line types on drawing (optional)

## **Inspection and Maintenance Site Plans Extended Detention Basin (EDB) Checklist for Required Items**

### **Plan and Profile Sheet**

Plan view shall include:

- ☐ Location and labels for all major features of EDB (inflow structure(s), forebay, micro-pool, trickle channel, access road, outlet work(s), spillway, maintenance access ramps, embankment, etc.)
- ☐ Contours
- ☐ Other utilities in vicinity of EDB
- ☐ Cross-reference to EDB Operation and Maintenance Details sheet
- ☐ Line work for right-of-way lines, lot lines, easements, and tracts
- ☐ Hatch indicating permanent water elevation in micro-pool.

Profile view shall include:

- ☐ Location and labels for all major features of EDB (inflow structure(s), forebay, micro-pool, trickle channel, access road, outlet work(s), spillway, maintenance access ramps, embankment, etc.)
- ☐ Invert elevations at major features of EDB (inflow structure(s), forebay, micro-pool, outlet work(s))
- ☐ Permanent pool elevation of micro-pool
- ☐ Water quality water surface elevation
- ☐ Water surface elevation of all applicable storm events
- ☐ Label for upper and bottom stages for EDB

### **Detail Sheet**

Detail sheet shall include:

- ☐ Volume provided by the EDB forebay and micro-pool, including the WQCV
- ☐ WQCV drain time
- ☐ Seed mix
- ☐ Total mow area including approximate mow boundaries on each side of EDB
- ☐ Duplicate the following tables from the "Standard Operation Procedure for Extended Detention Basin Inspection and Maintenance" document:
  - Inspection and Maintenance Requirements at Specific EDB Features
  - Summary of Routine Maintenance Activities for an EDB
  - Summary of Minor Maintenance Activities for an EDB
  - Summary of Major Maintenance Activities for an EDB

- ☐ Water quality outlet works detail
- ☐ Water quality plate detail
- ☐ Maintenance access road detail
- ☐ Trickle channel typical section
- ☐ Forebay edge detail (or cross section) which includes maximum allowed sediment depth in forebay
- ☐ Forebay release structure detail
- ☐ Spillway detail(s), including cutoff wall

## **Inspection and Maintenance Site Plans Grass Swales/Grass Buffers (GS/GB) Checklist for Required Items**

### **Plan Sheet**

Plan view shall include:

- ☐ Location of grass swale(s) and/or buffer(s)
- ☐ Contours
- ☐ Line work for right-of-way lines, lot lines, easements, and tracts
- ☐ Labels for streets adjacent to grass swale(s)/buffer(s)
- ☐ Line work for all storm sewer structures
- ☐ Cross-reference to Grass Swale/Buffer Operation and Maintenance Details sheet

### **Detail Sheet**

Detail sheet shall include:

- ☐ Duplicate the following tables from the “Standard Operation Procedure for Grass Swales/Grass Buffers Inspection and Maintenance” document:
  - Typical Inspection and Maintenance Requirements Matrix
  - Summary of Routine Maintenance Activities
  - Summary of Minor Maintenance Activities
  - Summary of Major Maintenance Activities
- ☐ Typical grass swale and/or buffer section including typical horizontal and vertical dimensions, side slopes, subgrade material, and underdrain (if applicable).
- ☐ Underdrain details (if applicable) including trench dimensions, perforated PVC dimensions, and trench fill material.

# **Inspection and Maintenance Site Plans Bioretention Cell (BRC)**

aka

## **Porous Landscape Detention (PLD) Checklist for Required Items**

### **Plan Sheet**

Plan view shall include:

- ☐ Location and labels for all major features of BRC/PLD (inlet pipe, overflow outlet structure, outlet pipe, etc.)
- ☐ Line work for underdrains
- ☐ Line work for right-of-way lines, lot lines, easements, and tracts
- ☐ Contours
- ☐ Other utilities in vicinity of BRC/ PLD
- ☐ Cross reference to Bioretention Cell/Porous Landscape Detention Operation and Maintenance Details sheet

### **Detail Sheet**

- ☐ WQCV provided by the BRC/PLD
- ☐ WQCV drain time
- ☐ Duplicate the following tables from the "Standard Operation Procedure for Bioretention/Porous Landscape Detention Inspection and Maintenance" document:
  - Inspection and Maintenance Requirements at Specific BRC/PLD Features
  - Summary of Routine Maintenance Activities for a BRC/PLD
  - Summary of Minor Maintenance Activities for a BRC/PLD
  - Summary of Major Maintenance Activities for a BRC/PLD
- ☐ Overflow outlet box detail/typical cross section
- ☐ Typical BRC/PLD cross section (include label for depth of WQCV)
- ☐ Underdrain detail including labels for the depth and type of fill materials and diameter of perforated pipe
- ☐ Rundown cross section and details (if applicable).

## **Inspection and Maintenance Site Plans Sand Filter Basin (SFB) Checklist for Required Items**

### **Plan Sheet**

Plan sheet shall include:

- ☐ Location and labels for all major features of SFB (inlet pipe, energy dissipation structures, maintenance access road, overflow outlet structure, outlet pipe, spillway, etc.)
- ☐ Line work for underdrains
- ☐ Line work for right-of-way lines, lot lines, easements, and tracts
- ☐ Contours
- ☐ Other utilities in vicinity of SFB
- ☐ Cross reference to Sand Filter Basin Operation and Maintenance Details sheet

### **Detail Sheet**

Detail sheet shall include:

- ☐ WQCV provided by the SFB
- ☐ WQCV drain time
- ☐ Duplicate the following tables from the "Standard Operation Procedure for Sand Filter Basin Inspection and Maintenance" document:
  - Inspection and Maintenance Requirements at Specific SFB Features
  - Summary of Routine Maintenance Activities for a SFB
  - Summary of Minor Maintenance Activities for a SFB
  - Summary of Major Maintenance Activities for a SFB
- ☐ Overflow outlet box detail/typical section
- ☐ Typical SFB cross section (include label for depth of WQCV)
- ☐ Underdrain detail including labels for the depth and type of fill materials and diameter of perforated pipe



## **Inspection and Maintenance Site Plans Grass Swales/Grass Buffers (GS/GB) Checklist for Required Items**

### **Plan Sheet**

Plan view shall include:

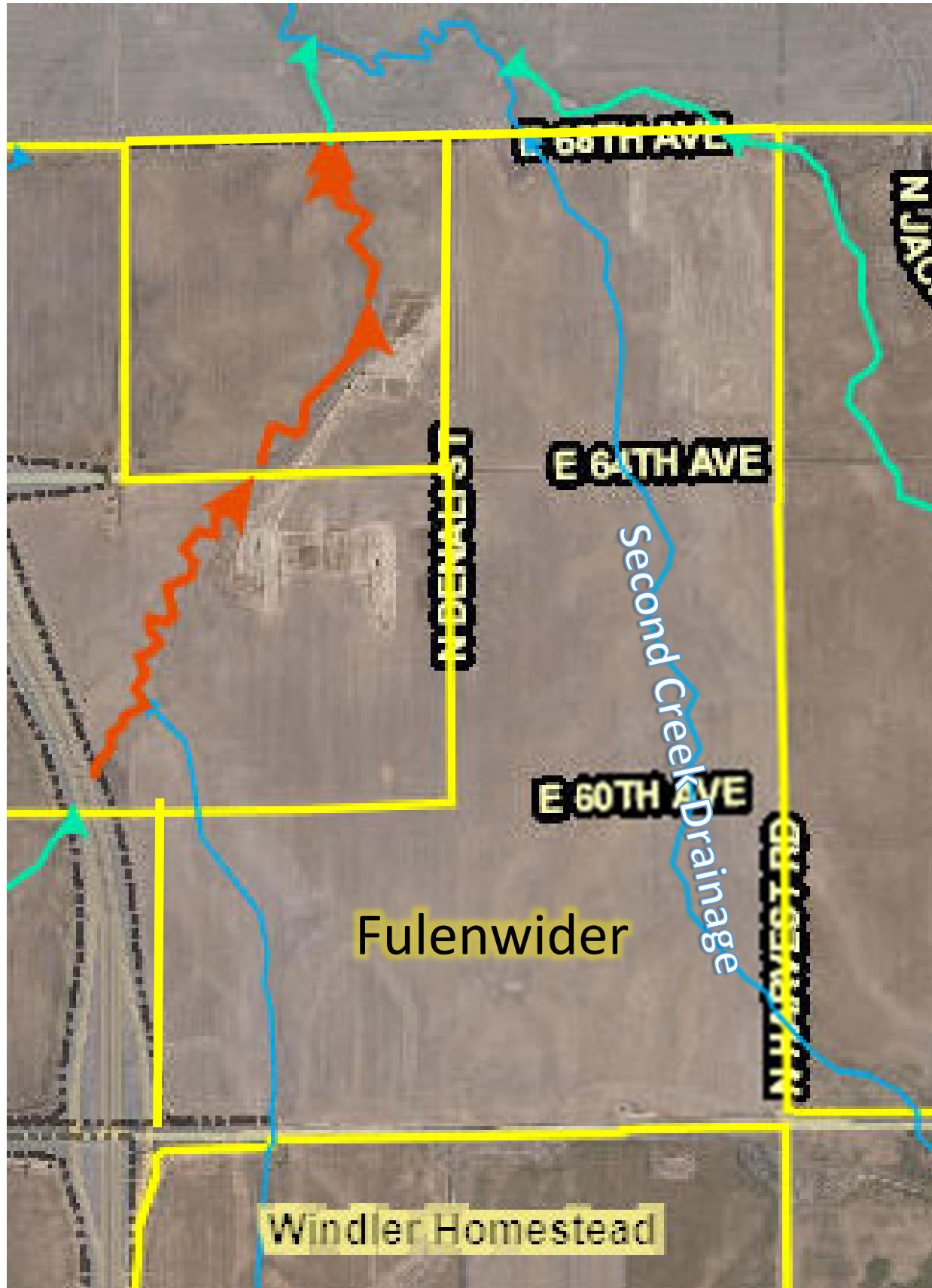
- ☐ Location of grass swale(s) and/or buffer(s)
- ☐ Contours
- ☐ Line work for right-of-way lines, lot lines, easements, and tracts
- ☐ Labels for streets adjacent to grass swale(s)/buffer(s)
- ☐ Line work for all storm sewer structures
- ☐ Cross-reference to Grass Swale/Buffer Operation and Maintenance Details sheet

### **Detail Sheet**

Detail sheet shall include:

- ☐ Duplicate the following tables from the “Standard Operation Procedure for Grass Swales/Grass Buffers Inspection and Maintenance” document:
  - Typical Inspection and Maintenance Requirements Matrix
  - Summary of Routine Maintenance Activities
  - Summary of Minor Maintenance Activities
  - Summary of Major Maintenance Activities
- ☐ Typical grass swale and/or buffer section including typical horizontal and vertical dimensions, side slopes, subgrade material, and underdrain (if applicable).
- ☐ Underdrain details (if applicable) including trench dimensions, perforated PVC dimensions, and trench fill material.

## Fulenwider Second Creek Drainage Map



**Water Policy Committee (WPC) Meeting**  
April 20, 2022

**Members Present:** Council Member Steve Sundberg Chair, Council Member Angela Lawson Vice-Chair, Council Member Curtis Gardner

**Absent:**

**Others Present:** Casey Rossman, Dawn Jewell, John Murphy, Steve Fiori, Leiana Baker, Jo Ann Giddings, Greg Baker, Ian Best, Lauren Maggert, Laura Perry, Marshall Brown, Alex Davis, Rachel Allen, Sarah Young, Fernando Aranda, Dan Brotzman, Chad DiFalco, Rory Franklin, Melina Bourdeau

---

**7. Fulenwider Second Creek Southwest Intergovernmental Agreement (IGA)**

Summary of Issue and Discussion: S. Young gave a presentation.

Council Member Lawson asked, is there a capital improvement pre-assessment done prior to the agreement? S. Young replied, yes, it is part of our asset management plans, related inspections and project funding and prioritization planning.

Outcome: The Committee supports the Fulenwider Second Creek Southwest IGA.

Follow-Up Action: Forward to Study Session for consideration.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Crossroads Offsite Sanitary Reimbursement Agreement
<b>Item Initiator:</b> Sarah Young, Deputy Director of Planning and Engineering, Aurora Water
<b>Staff Source/Legal Source:</b> Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.0--Ensure excellent infrastructure that is well maintained and operated.

### COUNCIL MEETING DATES:

**Study Session** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

Sarah Young, Deputy Director of Planning and Engineering, Aurora Water / Ian Best, Assistant City Attorney

Estimated time: 5 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Water Policy

**Policy Committee Date:** 4/20/2022

**Action Taken/Follow-up:** *(Check all that apply)*

☒ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☒ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

On April 20, 2022 the Water Policy Committee supported moving the Crossroads reimbursement agreement forward to Study session.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

Reimbursement agreements are required when a developer builds regional infrastructure (large infrastructure serving more than one development) ahead of when it is scheduled in Aurora Water's Capital Improvement Plan(s) (CIP). Regional infrastructure locations and sizing are identified in Water, Wastewater and Stormwater Master Plans. If unbuilt regional infrastructure will connect to, or cross, a new development, that developer is required to construct that regional infrastructure as identified in the respective Master Plan.

When a developer builds regional infrastructure, they are eligible for a partial cost reimbursement based on the cost of the regional infrastructure minus the cost of infrastructure required to serve their individual development.

A reimbursement agreement is proposed with Aurora Crossroads Metropolitan District No. 1 located on the southeast corner of I-70 and E-470 (pictured below) for a sewer interceptor as shown by the green dashed line below.



Aurora Crossroads is eligible for partial reimbursement based on the cost difference between the 12" diameter sewer required to serve their development and the 21" sewer required to meet the regional need. The not to exceed reimbursement amount is \$4,497,304.92 with a 10% contingency for the sewer improvements. The terms stated in the agreement are as follows:

- District is responsible for 100% of the improvement costs upfront and will be reimbursed up to the eligible amount plus a 10% contingency for the improvements without additional council approval.

- District used an Aurora Water approved design firm (Martin/Martin) and to-be-determined approved construction contractor.
- Easements will need to be acquired by Aurora Crossroads and dedicated to the City.
- District must submit all applicable invoicing and payment documentation such as detailed pay requests supported by the design firm and contractor invoices for all eligible cost reimbursements.
- Reimbursement costs will be paid from the wastewater fund using connection fees from other connecting developers in the First Creek basin as they develop and reimbursement will be limited to funds collected.
- Infrastructure shall meet all City requirements and standards.
- District is required to submit invoices for completed work to the City for review and approval of constructed Regional Improvements accompanied by supporting documentation.
- Infrastructure shall have a one-year warranty.
- Developer acknowledges that it is still responsible for payment of all fees in accordance with the City's fee schedule.

---

## QUESTIONS FOR COUNCIL

Does the City Council of the City of Aurora APPROVE A RESOLUTION of a regional utility cost reimbursement agreement between the City of Aurora acting by and through its Utility Enterprise and Crossroads Metropolitan District No. 1?

---

## LEGAL COMMENTS

The City is authorized, pursuant to Article XIV of the Colorado Constitution and C.R.S. 29-1-203 to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government. Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services. (Best).

---

## PUBLIC FINANCIAL IMPACT

☒ YES      ☐ NO

**If yes, explain:** Funding for this Reimbursement Agreement will be from the Capital Improvement Program, Wastewater Fund in the not to exceed amount of \$4,497,304.92 with a 10% contingency.

ORG: 52346 (Reimbursement-Collection)

---

## PRIVATE FISCAL IMPACT

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A

RESOLUTION NO. R2022- \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S APPROVAL OF THE REGIONAL UTILITY COST REIMBURSEMENT AGREEMENT BETWEEN THE CITY OF AURORA ACTING BY AND THROUGH ITS UTILITY ENTERPRISE AND CROSSROADS METROPOLITAN DISTRICT NO. 1

WHEREAS, the City of Aurora, acting by and through its Utility Enterprise ("Aurora") and the Crossroads Metropolitan District No. 1, a quasi-municipal corporation and political subdivision of the State of Colorado ("District") have agreed to the regional utility cost reimbursement agreement ("Agreement"); and

WHEREAS, the District is the owner of certain real property ("Property") located within the City of Aurora Colorado; and

WHEREAS, in connection with development of the Property, the District is required to install certain water, sewer or storm drainage lines ("Improvements"). The Improvements may serve both the Property and adjacent properties ("Regional Improvements") and will be sized to serve regional needs as defined in the Aurora's master plan; and

WHEREAS, the Regional Improvements are required to obtain sanitary sewer service for the project; and

WHEREAS, the District is willing to cause the construction of the Regional Improvements prior to the time the City is prepared or obligated to do so and the District will undertake the installation of the Regional Improvements and payment of one hundred percent (100%) of the cost thereof; and

WHEREAS, the City is willing to reimburse the District for up to Four Million Four Hundred and Ninety-Seven Thousand Three Hundred and Four Follars and fifty-Four Cents (\$4,497,304.54) in incremental costs associated with installation of the Regional Improvements limited to revenues generated from the portion of the sanitary sewer connection fees as specified in City Code from adjacent and/or connecting properties benefitting from the Improvements; and

WHEREAS, the City is authorized, pursuant to Article XIV of the Colorado Constitution and Section 29-1-203 of the Colorado Revised Statutes, to cooperate and contract with any political subdivision of the State of Colorado, to provide any function, service, or facility lawfully authorized to each of the contracting or cooperating units of government; and

WHEREAS, Section 10-12 of the City Charter authorizes the City by resolution to enter into contracts or agreements with other governmental units, including special districts, for the joint use of buildings, equipment or facilities or for furnishing or receiving commodities and services.



NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Regional Utility Cost Reimbursement Agreement between Aurora and the District is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Ian J Best* *RLA*  
\_\_\_\_\_  
IAN BEST, Assistant City Attorney

## **Aurora Water Regional Utility Cost Reimbursement Agreement**

This Aurora Water Regional Utility Cost Reimbursement Agreement (“Agreement”) is entered into this \_\_\_\_ day of 2022 (“Effective Date”), by and between the Aurora Crossroads Metropolitan District No. 1, a quasi-municipal corporation and political subdivision of the State of Colorado (“District”), and the City of Aurora, Colorado, a Colorado municipal corporation of the counties of Adams, Arapahoe, and Douglas, acting by and through its Utility Enterprise (“City”), whose address is 15151 East Alameda Parkway, Suite 3600, Aurora, Colorado, 80012. The City and the District shall be referred to herein individually as “Party”, and collectively as “Parties”.

### **Recitals**

WHEREAS, the District is the owner of certain real property (“Property”) located within the City of Aurora Colorado; and

WHEREAS, in connection with development of the Property, the District is required to install certain water, sewer or storm drainage lines (“Improvements”). The Improvements may serve both the Property and adjacent properties (“Regional Improvements”) and will be sized to serve regional needs as defined in the City’s Master Plan; and

WHEREAS, the Regional Improvements are defined as the Crossroads Onsite and Offsite Sanitary Sewer Improvements and as presented in the Exhibit A map attached hereto and incorporated by this reference; and

WHEREAS, the Regional Improvements are required for the property within the Aurora Crossroads development to obtain SANITARY SEWER service for the project; and

WHEREAS, the District is willing to cause the construction of the Regional Improvements (as more specifically defined in this Agreement) prior to the time the City is prepared or obligated to do so and the District will undertake the installation of the Regional Improvements and payment of one hundred percent (100%) of the cost thereof; and

WHEREAS, the City is willing to reimburse the District for certain approved incremental costs associated with installation of the Regional Improvements limited to revenues generated from the portion of the Sanitary Sewer connection fees as specified in City Code from adjacent and/or connecting properties benefitting from the Improvements.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

### **Agreement**

#### **1. Regional Improvements Initial Payment and Reimbursable Costs.**

(a) Initial Payment of Improvements Costs. The District shall be responsible for (subject to partial reimbursement by Aurora Water pursuant to this Agreement) one hundred percent (100%) of the Regional Improvement Costs.

(b) Eligible Reimbursement Amount. Aurora Water will only reimburse the District for the difference in cost between the infrastructure required to serve the Property and the Regional Improvements (“Eligible Reimbursement Amount”). The Eligible Reimbursement Amount will not exceed the estimated cost difference plus a ten percent (10%) contingency without additional approval of the Aurora City Council. The Eligible Reimbursement Amount estimate, as calculated by the District and reviewed and approved by the City, is Four Million Four Hundred Ninety-Seven Thousand Three Hundred Four Thousand Dollars and Fifty-Four Cents (\$4,497,304.54). All reimbursements must be certified by the General Manager of Aurora Water or designee before payment shall be authorized. Upon completion of the Improvements and Initial Acceptance by the City, the Parties shall confirm in writing the final amount owed to the District for reimbursement.

(c) Connection Payment Limitation. The City in no event shall be required to pay any greater amount than the revenues received from the sanitary sewer interceptor development fee as referenced in Section 138-326 of City Code collected from properties adjacent and/or connecting to the Regional Improvements.

## **2. Regional Improvements Engineering and Design.**

(a) Project Engineer. The District selected Martin/Martin Consulting Engineers, inc., a project engineer and/or equally qualified project manager (“Project Engineer”), which is included on the City’s list of pre-qualified engineers, to undertake and supervise the design, engineering, and construction of the Regional Improvements and to provide cost estimating for construction. If the Regional Improvements have been designed by the City, all work necessary to complete the Regional Utility Project is documented in the Contract Documents and the schedule of values attached hereto as **Exhibit B**. The Project Engineer shall review the Contract Documents and shall coordinate contractor submittals required under the Contract Documents and requests for information with the City and the City’s Project Engineer for the Regional Improvements to ensure all materials and product processes meet City standards and the Contract Documents. All submittals shall be uploaded to the City’s Electronic Document Management System, exclusively, currently EADOC. If the Project Engineer or Contractor has never used EADOC, the City offers a two (2) hour training free of charge. At least twenty-one (21) days is to be allowed for review and approval of required contract submittals. The City will advise the Project Manager if larger or more complex submittals require additional review time.

(b) Easements and Engineering Design. If the Regional Improvements are not located in City right-of-way and the Regional Infrastructure requires easements which have not yet been obtained by the City, as part of preliminary design, the District will prepare the legal exhibits and descriptions for the required Regional Infrastructure easements and obtain or dedicate by plat or by separate document for the maintenance and operation of the Regional Improvements. Preliminary design must be at least thirty percent (30%) of the anticipated final design. Upon approval of the preliminary design of the Regional Improvements by the City, the District will begin final design and construction plans and specifications for the Regional Improvements and will coordinate with the City when the design is sixty percent (60%) complete. Upon approval of the sixty percent (60%) design by the City, the District will complete the final design, construction plans, and specifications for the Improvements, and will coordinate with the City to obtain formal and final approval of the plans and specifications from the City through the City’s established plans review process. The District shall be responsible for engineering drawings, specifications,

a Stormwater Management Plan, Geotechnical Report and any other documents or permits required to successfully construct the Regional Improvements (“Contract Documents”). The Regional Improvements shall be built and designed in accordance with all applicable City standards and subject to all applicable ordinances, rules, and regulations of the City.

### **3. Regional Improvements Construction.**

(a) Bids. The District, as a condition for reimbursement, shall comply with the public bidding requirements for Title 32 special districts and the successful bidder shall be pre-qualified and approved through the City’s Project Engineer. The District will submit proposed bid documents to the City for approval before submitting to qualified contractors. Bid documents must include all work to be performed for complete construction of the Regional Improvements within preferred time periods and must identify the bid items eligible for reimbursement as separate line items. District shall disclose all subcontractors it intends to use for all principal trade work related to the Regional Improvements. District will recommend the contractor to the City and after the City approval, the District will execute contracts to perform the work. The City reserves the right to be present at the bid opening, to inspect all bids received by the District and for good cause to reject such bid.

(b) Supervision. The District and Project Engineer will supervise all design, bidding processes and construction of the Regional Improvements through and including completion of construction, dedication to and final acceptance by the City (“Project Completion”). The City will only pay management costs for the Project Engineer.

(c) Pre-Construction Meeting. The District will schedule and participate in a pre-construction meeting with the City and representatives from all utilities and local governing entities to be impacted by the Regional Improvements.

(d) Payment Administration. The District and Project Engineer will review contractor pay requests and submit pay requests to the City for payment of the costs of the Regional Improvements.

(e) Change Order Management. The Project Engineer, the District and the City can request change orders. Project Engineer will prepare, review, and make a recommendation on change orders. Only those change orders approved by the City’s Project Engineer prior to the work being performed will be included in the Eligible Reimbursement Amount. Work performed on any Change Order prior to Aurora Water’s approval will not be subject to reimbursement. At such time as the change order is approved, the Parties will update the Eligible Reimbursement Amount to include the amount of the change order that is to be included in the Eligible Reimbursement Amount. If Change Orders exceed ten percent (10%) of the Reimbursement Amount, then City Council authorization is required.

(f) Inspection. The District will provide notice to the City at least five (5) days prior to installation of Regional Improvements to allow the City to inspect the installation and provide the City at least twenty-four (24) hours for inspection after installation of the Regional Improvements. The District will correct any deficiencies required by the City in a manner satisfactory to the City, in its sole discretion, and within a reasonable time as determined by the City in consultation with

the District prior to backfill. Paving will only be allowed once the improvements have been initially accepted by the City if applicable.

#### **4. Acceptance and Dedication of Regional Improvements.**

(a) Utility Permit Extension Agreement. The District shall apply for and enter into a Utility Permit Extension Agreement (“EA”) after the plans are approved by the City and prior to the start of construction of the Regional Improvements.

(b) Initial Acceptance of Regional Improvements. After fill, compaction and paving, all pipes are subject to testing in accordance to Section 11 (Water) and Section 21 (Sanitary). “**Substantial Completion**” of the Regional Improvements is reached once these tests are passed, as determined by the City in its sole discretion. At that time, if no punch list items are noted (i.e. swapping manhole lids, rotating hydrants, missing 3M markers, etc.) the City will issue “**Initial Acceptance**” of the Regional Improvements.

(c) Final Completion and Project Acceptance. Once the District receives Initial Acceptance of the Regional Improvements, and connection to the Regional Utility Project is fully complete, the Regional Improvements are operating as functionally intended, all as determined by the City in its sole discretion, and the warranty period has passed, the Regional Improvements will have reached “**Final Completion**” and receive “**Final Acceptance**” by the City.

(d) Dedication to and Acceptance of Improvements by City. Upon acceptance of the Improvements by the City (“Initial Acceptance”) the Improvements shall become the property of the City. The responsibility for the operation of the Improvements shall be that of the City. Upon expiration of the warranty period specified in the Utilities Extension Agreement and this agreement whereby this agreement will supersede, the City shall be liable for all repair and maintenance of the Improvements.

(e) Warranty. Upon Substantial Completion, the District will provide a one (1) year warranty that the Regional Improvements are constructed in substantial accordance with Contract Documents. The District’s warranty responsibilities for the Regional Improvements shall be as specified in the extension agreement.

#### **5. Reimbursement Process.**

(a) Documentation. The Eligible Reimbursement Amount shall be reduced by actual costs incurred by the contractor and the actual amount from any change orders requested for the Regional Improvements in writing by the District and accepted by the City. The reimbursement amount shall not exceed the Eligible Reimbursement Amount. The Eligible Reimbursement Amount must be fully supported by invoice and payment documentation which shall be supplied to the City in City approved formats and which may include but not limited to; signed pay applications from the contractor for actual costs incurred, credited costs for the original infrastructure size for an accurate delta for infrastructure upsize, and signed change orders with detailed descriptions of the work performed and line item costs. All reimbursable costs shall be in a line item format per eligible expense (i.e. 24” pipe, 5’ manholes, etc. in lieu of “utility work”).

Documentation should include proof of payment acceptable to the City (i.e. copies of checks, signed lien waiver, etc.).

(b) Payment. The City's obligation to the District for reimbursement shall be limited to fees collected from adjacent or connecting developments. Unless otherwise agreed upon, reimbursement to the District will be paid annually, commencing after initial acceptance of the Improvements. The due date for payment shall be forty-five (45) days after the end of each year.

(c) Connection Fees. The District acknowledges that the owners of property within the Aurora Crossroads development are still responsible for payment of all connection fees in accordance with the City's fee schedule and these fees are not subject to this agreement.

## 6. Claims.

(a) Defined. A "**Claim**" is any demand, contention, or assertion by the District seeking additional reimbursement other than change orders approved pursuant to Subparagraph 3(a), above. Claims by the District must be made in writing as specified herein. Claims from the Districts must contain and are subject to all the following:

(1) A narrative statement referencing and attaching the supporting documentation and specifically describing the legal, factual and contractual basis of the Claim. All Claims shall be identified as made necessary due to specific legal, factual, or contractual circumstances necessary to the orderly completion of the Regional Improvements.

(2) If the Claim is for additional compensation, the Claim must include a detailed calculation of the precise amount claimed with all supporting documentation. All Claims must reference the specific contract provisions relied upon to support the Claim. All Claims must reference that the claim is being submitted under this Agreement. Any writing or other form of notice, however designated, which fails to reference this Agreement shall not be deemed to constitute a valid Claim hereunder.

(3) The City shall not pay any costs for delay.

(4) The City shall not pay any costs for acceleration.

Items (a)(1) through (4) above shall hereinafter be referred to as the "**Final Accounting**".

(b) Notice of Claim. A "**Claim Notice**" must be made in writing within ten (10) business days after the District becomes aware of the occurrence of the legal, factual, or contractual basis of the Claim. Within ten (10) business days of the submission of a Claim Notice, a complete Claim, including Final Accounting, shall be submitted in writing to the City or the right to submit a Claim is waived. The District shall submit all information reasonably available that is otherwise required in the Final Accounting at the time of the claim. Failure to timely provide the Final Accounting shall constitute a waiver of the Claim.

(c) Complete Claim Required. All requests for additional reimbursement by the District shall be considered a separate Claim and shall follow the Claim procedures specified

above. All information required in the Final Accounting must be submitted within the time limits established herein, and no supplementation of the information shall be permitted, unless otherwise agreed to by the City. Any attempted reservation of the right to submit or supplement an earlier-made claim shall be void.

(d) Claim Review. After review of a Claim submitted by the District, the City shall decide whether the District is entitled to a change order for such Claim. The City shall not unreasonably deny a Claim. In the event the City approves a Claim, it shall initiate a written change order addressing the legal, factual, or contractual circumstances giving rise to the Claim. If in the opinion of the City, the District is not entitled to a change order for a Claim, the District shall receive notice of the decision in writing from the City within five (5) business days of receipt of the Claim by the City.

(e) Appeal. In the event the City denies a Claim, the District shall be entitled to appeal said decision within five (5) business days of receipt of the denial from the City. If the District desires to challenge the City's denial, the Parties shall within ten (10) business days engage an independent engineer to review the Claim and make a final determination to approve or deny. If the independent engineer determines that the Claim should be approved, the City shall issue a change order. The District shall not re-submit a Claim following final denial. The costs of such independent engineer shall be equally allocated between the Parties. This will be the final determination with regard to the Claim.

## **7. Term**

The term of this Agreement shall cease ten (10) years after the approved date of this Agreement. The term of this Agreement shall be extended by up to two (2) five (5) year intervals if the District has not been reimbursed the full Eligible Reimbursement Amount, and adjacent or connecting developments are planned or anticipated. If the District has not commenced the Improvements within three (3) years of the Effective Date, the City may revisit the terms of this Agreement.

## **8. Obligation of Aurora Water**

Any and all obligations of Aurora Water under this Agreement will be the sole obligation of Aurora Water and, as such, will not constitute a general obligation or other indebtedness of the City or a multiple-fiscal year direct or indirect debt or other financial obligation whatsoever of the City, within the meaning of any constitutional, statutory or other Charter limitation. In the event of a default by the City on any of its obligations under the terms of this Agreement, the non-Defaulting party will have no recourse against any of the funds of the City except for the Utility Enterprise Wastewater Fund; provided, however, that the non-defaulting party's recourse against said fund will be on a basis subordinate and junior to that of the holders of any bonds, notes, or other obligations issued by the City or Aurora Water payable from the remains of the fund, after the payment of said bonds, notes, or other obligations.

## **9. Non-Appropriation**

The Parties acknowledge and understand that any financial obligations of the respective Parties payable after the current fiscal year are contingent upon funds for that purpose being budgeted and appropriated by their respective governing bodies. Accordingly, should either governing body exercise its right not to appropriate funds for any future fiscal year sufficient for the continued



performance the obligations under this Agreement, this Agreement shall terminate at the close of the fiscal year for which funds were last appropriated without penalty or recourse.

**10. Relationship of Parties.**

Nothing contained herein will be construed or interpreted as (a) creating a joint venture, partnership, or other similar relationship between the Parties; (b) obligating any party to perform any of the terms, covenants or provisions of any Annexation Agreement between the Parties; (c) entitling any person or entity not a party to this Agreement to any of the benefits of this Agreement; (d) appointing a party to this Agreement as agent of the others or authorizing a party to this Agreement to make contracts in the name of the others; or (e) creating, establishing or imposing a fiduciary duty owned by one party to the other hereunder or in any way creating a fiduciary relationship between the parties.

**11. Notices.**

Any notice or Claim provided for or required to be given hereunder will be in writing and will be deemed given (a) the date personally delivered or transmitted by facsimile or email transmission to the recipient of such notice at the facsimile numbers or email addresses hereinafter identified; or (b) three (3) days after the date deposited in the United States mail, postage prepaid, certified mail, return receipt requested, addressed to the recipient of such notice at such place as a Party may designate in writing for such purpose or, in the absence of such designation. Notices shall be provided as follows:

If to the City:	Engineering Services Manager City of Aurora 15151 East Alameda Parkway, Suite 3600 Aurora, CO 80012 Email: <a href="mailto:waterengineering@auroragov.org">waterengineering@auroragov.org</a>
With a copy to:	City of Aurora - City Attorney 15151 East Alameda Parkway, Suite 5300 Aurora, CO 80012
If to the District:	Aurora Crossroads Metropolitan District No. 1 c/o CliftonLarsonAllen LLP 8390 E. Crescent Parkway, Suite 300 Greenwood Village, CO 80111 Attention: Lisa A. Johnson Manager Phone:(303) 439-6029 Email:lisa.johnson@claconnect.com
With a copy to:	WHITE BEAR ANKELE TANAKA & WALDRON 2154 E. Commons Ave., Suite 2000 Centennial, CO 80122 Attention: Jennifer G. Tanaka Phone: (303) 858-1800 E-mail: <a href="mailto:jtanaka@wbapc.com">jtanaka@wbapc.com</a>

**12. Further Acts.**

Each of the Parties hereto shall execute and deliver all such documents and perform all such acts as reasonably necessary, from time to time, to carry out the matters contemplated by this Agreement.

**13. Amendment; Headings for Convenience Only; Not to be Construed Against Drafter; No Implied Waiver.**

No amendment, change or addition is to be made to this Agreement except by written amendment executed by the Parties. The headings, captions and titles contained in this Agreement are intended for convenience of reference only and are of no meaning in the interpretation or effect of this Agreement. This Agreement shall not be construed more strictly against one (1) Party than another merely by virtue of the fact that it may have been initially drafted by one (1) of the Parties or its counsel, since all Parties have contributed substantially and materially to the preparation hereof. No failure by a Party to insist upon the strict performance of any term, covenant or provision contained in this Agreement, no failure by a Party to exercise any right or remedy under this Agreement, and no acceptance of full or partial payment owed to a Party during the continuance of any default by the other Party(ies), shall constitute a waiver of any such term, covenant or provision, or a waiver of any such right or remedy, or a waiver of any such default unless such waiver is made in writing by the Party to be bound thereby. Any waiver of a breach of a term or a condition of this Agreement shall not prevent a subsequent act, which would have originally constituted a default under this Agreement, from having all the force and effect of a default.

**14. Severability.**

If any provision of this Agreement is declared void or unenforceable, such provision shall be severed from this Agreement and shall not affect the enforceability of the remaining provisions of this Agreement.

**15. Computation of Time Periods.**

All time periods referred to in this Agreement shall include all Saturdays, Sundays, and holidays, unless the period of time specifies business days. If the date to perform any act or give a notice with respect to this Agreement shall fall on a Saturday, Sunday or national holiday, the act or notice may be timely performed on the next succeeding day which is not a Saturday, Sunday, or a national holiday.

**16. No Waiver of Governmental Immunity.**

Notwithstanding any provision of this Agreement to the contrary, nothing in this Agreement shall be deemed a waiver of any protections afforded to the Parties pursuant to Colorado law, including, but not limited to, the Colorado Governmental Immunity Act.

**17. Successors and Assigns.**

The District may not assign this Agreement without the consent of the City, which shall not be unreasonably withheld or conditioned. This Agreement is intended by the Parties hereto to be of use and benefit of the Parties and no person or entity not a party to this Agreement will be authorized or entitled to rely on the benefits of this Agreement or seek to enforce any of the terms, provisions or covenants contained herein as a third-party beneficiary hereof.

**18. Governing Law.**

This Agreement is entered into in Colorado and shall be construed and interpreted under the law of the State of Colorado without giving effect to principles of conflicts of law which would result in the application of any law other than the law of the State of Colorado. Any legal dispute arising hereunder shall be tried and heard in the District Court for the County of Arapahoe, State of Colorado. In the event that legal action is instituted to enforce any of the provisions of the Agreement, the prevailing party shall recover from the losing party its reasonable attorneys' fees and court costs.

**19. Counterparts.**

This Agreement may be executed in one or more counterparts, each of which will constitute an original agreement, but all of which together will constitute a single agreement. A facsimile transmitted copy of this Agreement executed by one of the Parties hereto will be accepted as an originally executed copy of this Agreement.

**20. No Personal Liability.**

No elected official, director, officer, agent or employee of either Party shall be charged personally or held contractually liable by or under any term or provision of this Agreement or because of any breach thereof or because of its or their execution, approval or attempted execution of this Agreement.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date. By the signature of its representative below, each Party affirms that it has taken all necessary action to authorize said representative to execute this Agreement.

**Aurora Crossroads Metropolitan District No. 1**

Kevin Smith, President  
Name/Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

State of Colorado                    )  
  ) ss  
County of Arapahoe                )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2022, by Kevin Smith, as President of the Aurora Crossroads Metropolitan District No. 1, a quasi-municipal corporation and political subdivision of the State of Colorado.

Witness my hand and official seal. \_\_\_\_\_  
Notary Public

My commission expires: \_\_\_\_\_

(Seal)

City of Aurora, Colorado,  
Acting by and through its  
Utility Enterprise

\_\_\_\_\_  
Mike Coffman, Mayor

\_\_\_\_\_  
Date

Attest:

\_\_\_\_\_  
Kadee Rodriguez, City Clerk

\_\_\_\_\_  
Date

Approved as to form for Aurora:

*Ian J Best*  
Ian Best, Assistant City Attorney

4/6/22  
Date

22030575  
ACS #

State of Colorado                    )  
  ) ss  
County of Arapahoe                )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2022, by  
Mike Coffman, Mayor, acting on behalf of the Utility Enterprise of the City of Aurora, Colorado.

Witness my hand and official seal. \_\_\_\_\_

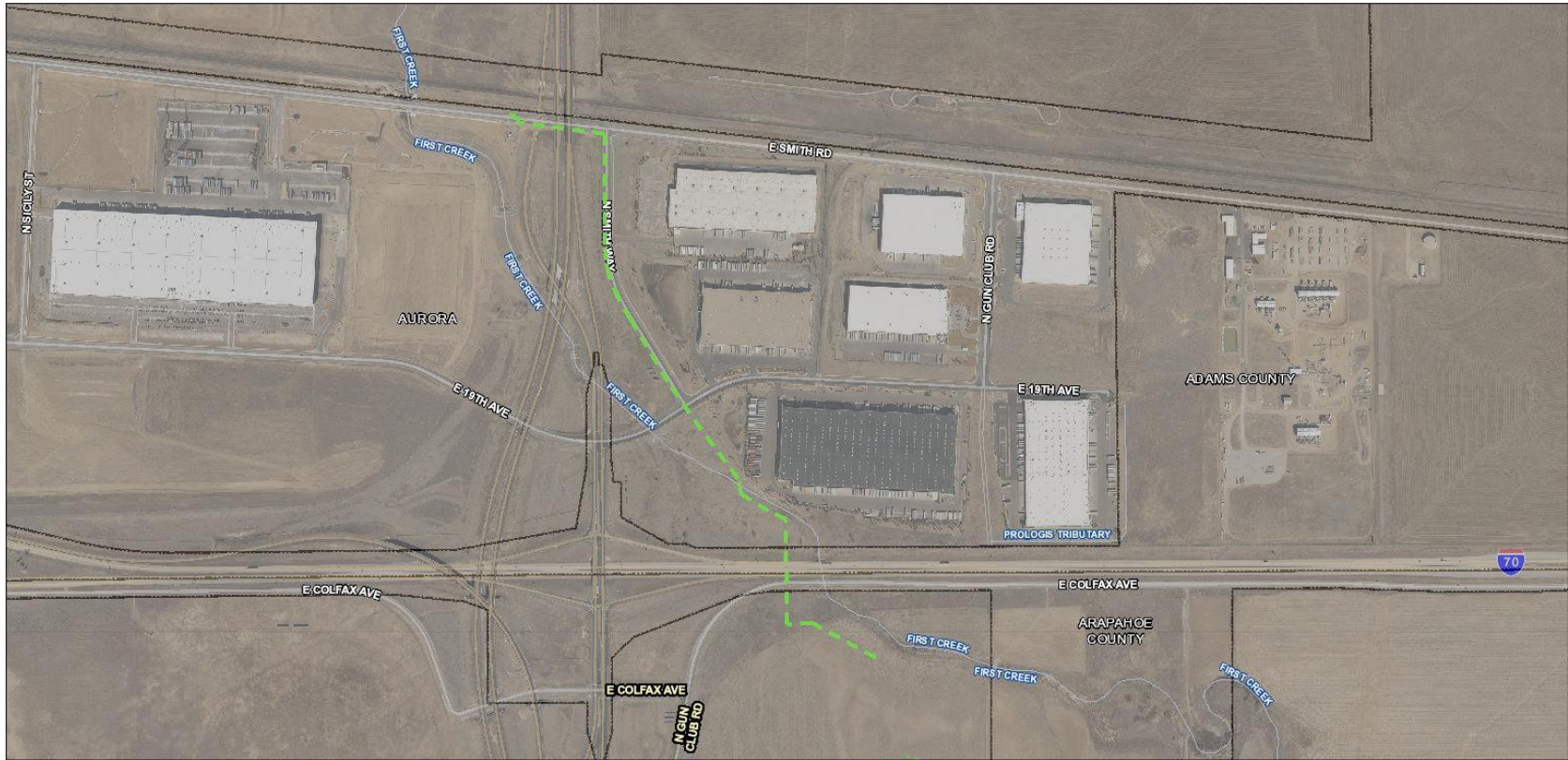
Notary Public

My commission expires: \_\_\_\_\_

(Seal)

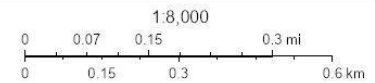
# Exhibit - Overall Site

## Crossroads Offsite Sanitary



4/6/2022, 8:11:36 AM

— Proposed Wastewater Pipe



City of Aurora  
City of Aurora - GIS Editing Group |

**Water Policy Committee (WPC) Meeting**  
April 20, 2022

**Members Present:** Council Member Steve Sundberg Chair, Council Member Angela Lawson Vice-Chair, Council Member Curtis Gardner

**Absent:**

**Others Present:** Casey Rossman, Dawn Jewell, John Murphy, Steve Fiori, Leiana Baker, Jo Ann Giddings, Greg Baker, Ian Best, Lauren Maggert, Laura Perry, Marshall Brown, Alex Davis, Rachel Allen, Sarah Young, Fernando Aranda, Dan Brotzman, Chad DiFalco, Rory Franklin, Melina Bourdeau

---

**6. Crossroads Offsite Sanitary Reimbursement Agreement**

Summary of Issue and Discussion: S. Young gave a presentation.

Outcome: The Committee supports the Crossroads Offsite Sanitary Reimbursement Agreement.

Follow-Up Action: Forward to Study Session for consideration.





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Roadway Maintenance and Funding Options
<b>Item Initiator:</b> Lynne Center, Deputy Director
<b>Staff Source/Legal Source:</b> Lynne Center, Deputy Director / Michelle Gardner, Sr. Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 3.0--Ensure excellent infrastructure that is well maintained and operated.

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

Sponsor: Council Member Dustin Zvonek  
Lynne Center, Deputy Director / Michelle Gardner, Sr. Assistant City Attorney  
Estimated time: 20 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Transportation, Airports & Public Works

**Policy Committee Date:** 4/28/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

During the March, 2022 Transportation, Airports, and Public Works Policy Committee meeting, staff presented the proposed 2022 Roadway Rehabilitation Plan. The Committee supported the plan and Chair Marcano requested staff prepare a map showing roadway maintenance that had been completed during the previous 15 years.

Chair Marcano also requested a plan brought forward in the next agenda to discuss the total cost and timeframe to resolve the pavement deferred maintenance. He added that he would also want Finance on the call to talk about the city's investment strategy and how it would be impacted. Since the TAPS meeting, staff recommends a change in pavement management from the 15-20-25 plan to a Pavement Condition Index (PCI) approach driven by condition data of our roads. It is more achievable based on Finance's input.

The proposed approach was presented to Transportation, Airports and Public Works Policy Committee on April 28, 2022. The Committee supported utilizing the PCI approach, setting a PCI goal of 73, and bringing the information to Study Session on May 16, 2022.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

Staff has been working to develop options for funding roadway maintenance. Previous efforts focused on a paving cycle based approach, also known as the "15-20-25 Plan." The budget required for that approach is daunting, particularly when trying to address deferred maintenance, or backlog, totaling approximately \$60M. Staff has revised the approach to a network pavement condition index (PCI) based approach, also known as the "PCI Plan." Staff believes this approach will result in more favorable outcome for pavement maintenance funding because it is based on analysis of pavement condition data. Another advantage to the "PCI Plan" is that it offers options to address the deferred maintenance. When focused on obtaining a PCI, the amount of deferred maintenance becomes irrelevant because the impact of deferred maintenance (lowered pavement condition) affects the overall PCI. Any plans to increase the current PCI automatically include addressing deferred maintenance.

The network pavement condition index (PCI) is an average PCI for all tested segments of public roadways within City limit (nearly 12,000 segments). The PCI is compiled from field data collected on surface and structural conditions. The data is collected using state-of-the-art equipment and methodology and it is both objective and repeatable. The following table represents pavement condition categories for various PCI ranges:

Category	PCI
Excellent	85-100
Good	70-85
Fair	60-70
Poor	50-60
Very Poor	40-50
Failed	Below 40

The goal of maintenance plans that are based on this approach is to apply the right maintenance strategy at the right time in a pavement sections life-cycle to lengthen that cycle and prolong the life of the pavement. A typical PCI goal using this approach is 75. The current network PCI for the City is 69, just into the "Fair" category. Under historic funding levels, our network PCI has fallen from 77 in 2009 to a 69 in 2022. Staff has evaluated several funding options to raise the network PCI to various levels and maintain those levels.

**One-Time Influx of Funding with Approved Budget**

Under this option, Staff explored the impact of \$35M one-time influx of funding from a certificate of participation (COP), or other mechanism, followed by the 5-year budget approved for 2022. This approach yielded a network PCI in 2027 of 74 and did not result in any difference between approved and ideal budgets. With this option, the deferred maintenance, or backlog, is addressed both by an upfront influx of funding from the COP and approved funding.

### Reach & Maintain PCI of 73

This option explored funding required to reach a PCI of 73 within 5 years and maintain that level. With this option the impact of deferred maintenance is spread throughout the entire 5-yr analysis period. The funding required and the approved funding are:

Budget Type	2023	2024	2025	2026	2027	2028
Approved	\$28,859,956	\$30,645,684	\$31,289,713	\$33,819,992	\$34,496,392	\$34,496,393
Ideal	\$35,520,000	\$37,296,000	\$39,160,800	\$41,118,840	\$43,174,782	\$45,333,521
Difference	\$(6,660,044)	\$(6,650,316)	\$(7,871,087)	\$(7,298,848)	\$(8,678,390)	\$(10,837,128)

Staff's presentation will include additional detail.

### Transportation Maintenance Fund

Staff has been working with CM Dustin Zvonek on a proposal to create the Transportation Maintenance Fund. Under this proposal, five existing funding orgs would be combined into a single fund for transportation maintenance. This would separate the funding for the PCI-related road maintenance orgs from the rest of the Capital Project Fund, thus allowing a better visualization of funds for this purpose.

---

## **QUESTIONS FOR COUNCIL**

Does Council support utilizing the PCI based approach for budget analysis including a PCI target of 73?  
Does Council support staff moving forward in the financial structuring of a COP up to \$35M to support deferred roadway maintenance?  
Does Council support the creation of a Transportation Maintenance Fund as outlined?

---

## **LEGAL COMMENTS**

The City Manager shall be responsible to the Council for the proper administration of all affairs of the City placed in his charge and to make written or verbal reports to the Council concerning the affairs of the City under his supervision (City Charter §7-4(e)). Additionally, the City Manager shall keep the Council advised of the future needs of the city and make such recommendations to the Council for adoption as he may deem necessary or expedient (City Charter §7-4(f)) (M. Gardner)

---

## **PUBLIC FINANCIAL IMPACT**

☐ YES      ☒ NO

**If yes, explain:**

---

## **PRIVATE FISCAL IMPACT**

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:**

# Roadway Maintenance

Study Session

May 16, 2022

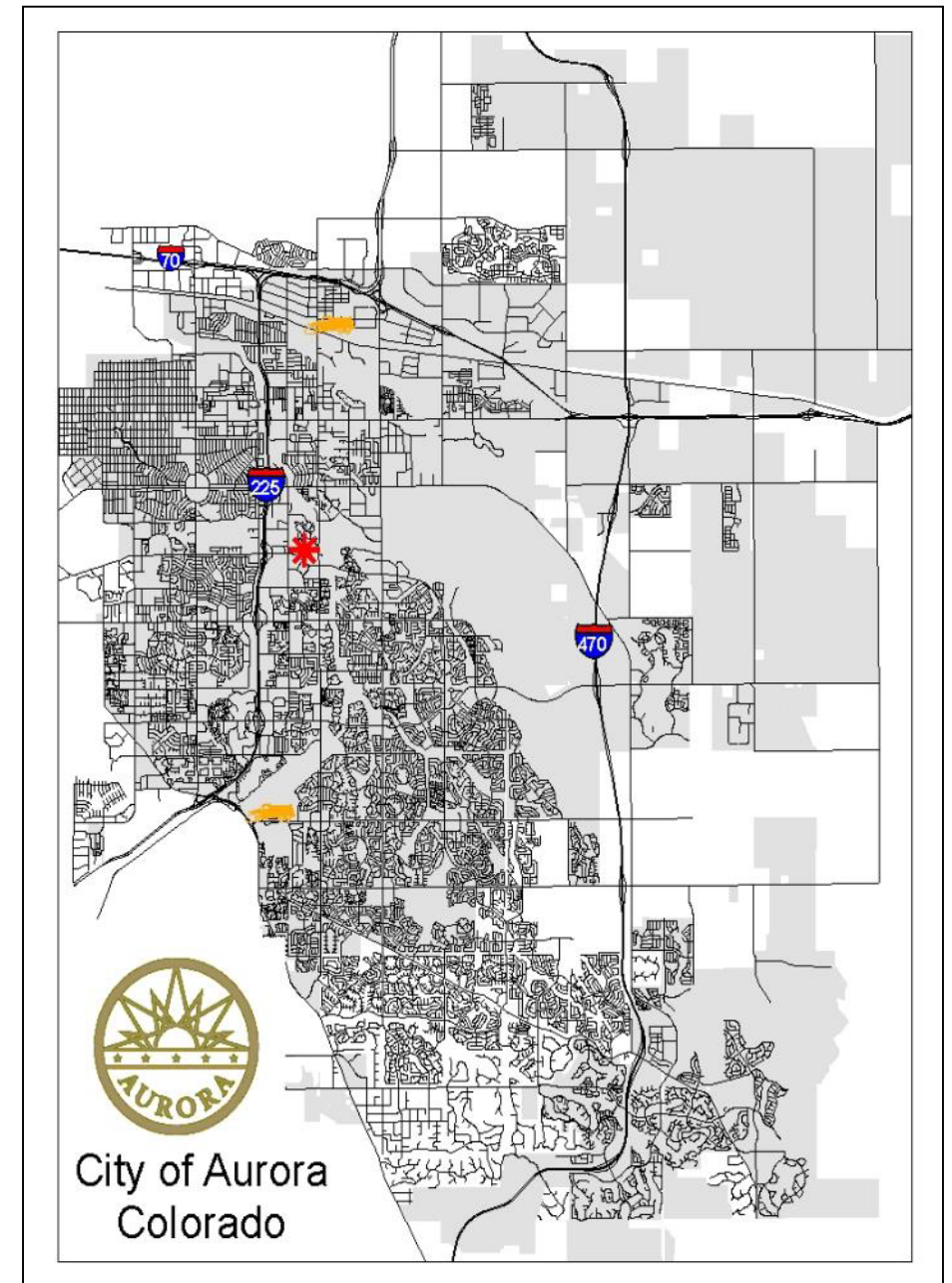


Lynne Center, Deputy Director, Public Works, Operations  
Greg Hays, Budget Officer

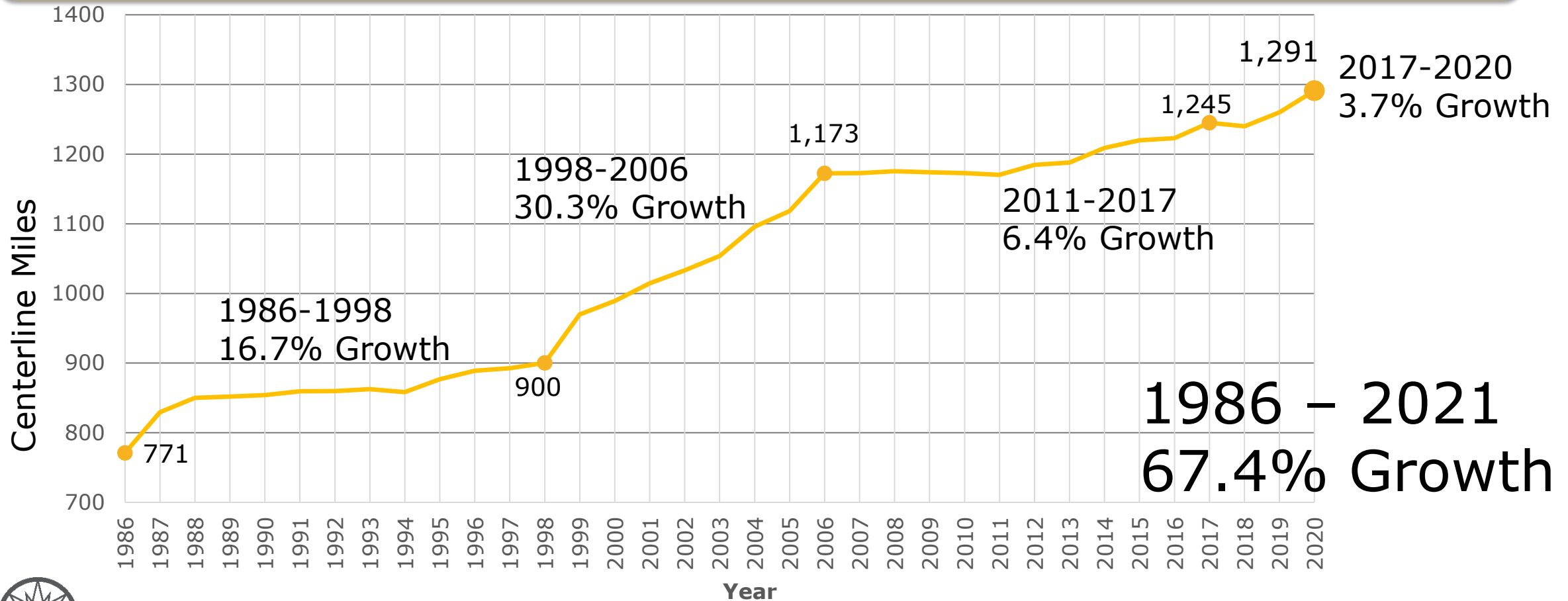
## Quick Facts:

### CITY OF AURORA

- **Population 386,502**  
(2020 Data from Planning Dept.)
- **160 Sq. Miles Area**  
(2020 Data from Information Tech. Dept.)
- **1291 Miles of Roadway Responsibility**  
(2020 Data from Information Tech. Dept.)

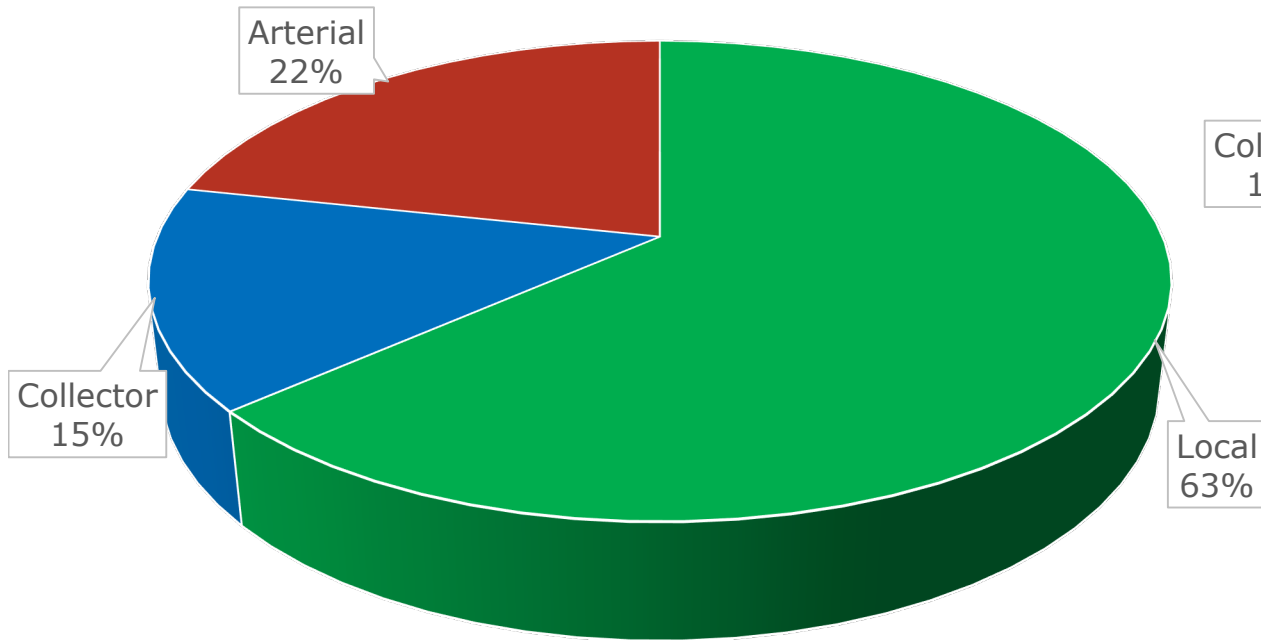


# Network Growth

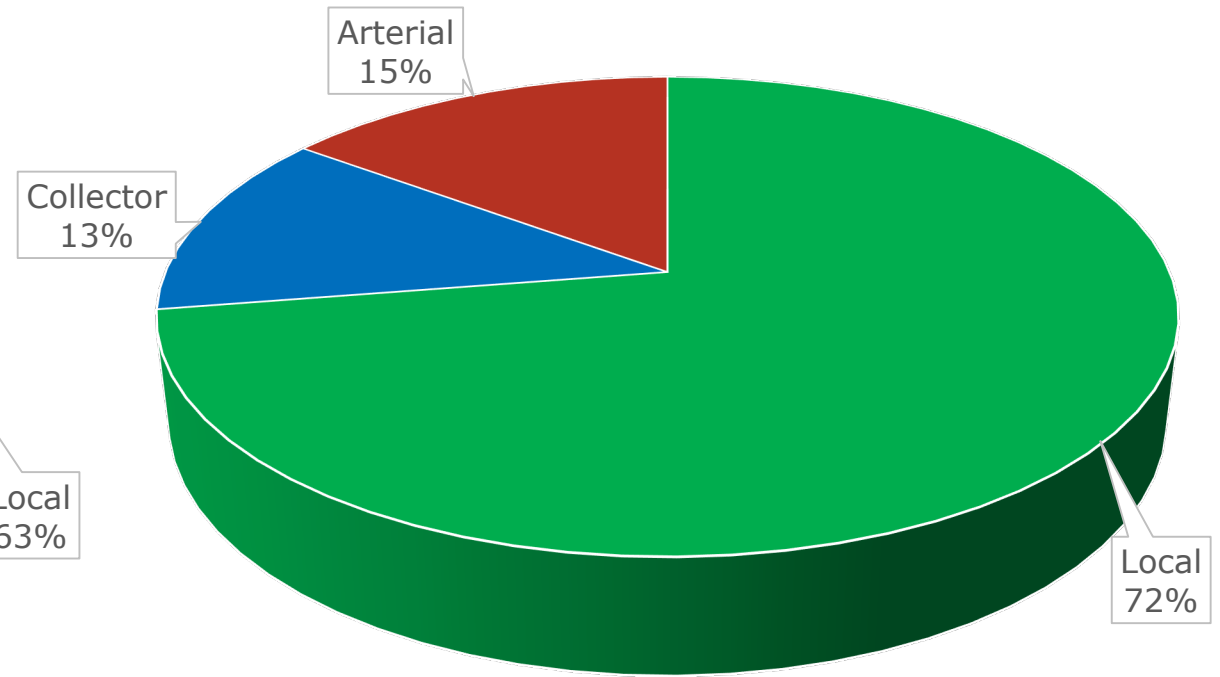


# Classifications

By Area



By Length



■ Local ■ Collector ■ Arterial ■

■ Local ■ Collector ■ Arterial ■

# Pavement Maintenance Management

## Pavement Management

- Process
- Computerized system
- Predictive model
- Data is Objective and Repeatable
  - Surface data collected using laser technology
  - Structural data scaled for actual traffic data

## Maintenance Program

- Apply appropriate strategy at appropriate time
- Modify computer recommendations for budget, utility conflicts, development and other factors



ALL BASED ON PAVEMENT CONDITION INDEX (PCI)





# Pavement Condition Index

## Typical Pavement Section



Pavement Condition Index (PCI) =  
Surface Condition + Structural Condition

0-100 point scale

- **Excellent 85-100**
- **Good 70-85**
- **Fair 60-70**
- **< 60 Poor**

## Calculated from Field Data



# Pavement Condition Index - Examples

PCI  
90



E County Line Rd – S Monaghan Rd  
to east COA limits



PCI  
80



E Otero Pl – S  
Blackstone Pky  
to E Nova Pl

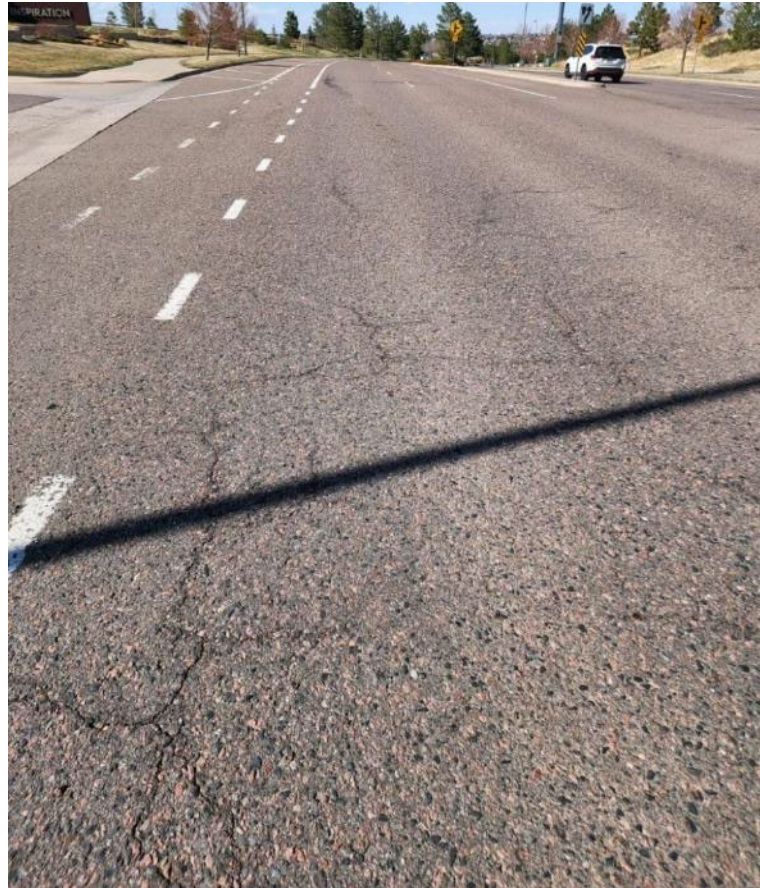


# Pavement Condition Index - Examples

PCI  
75



E Glasgow Dr – S Powhaton Rd  
to E Indore Av



PCI  
70

S Gartrell Rd – E Phillips Pl  
to E Inspiration Ln





# Pavement Condition Index - Examples

PCI  
60



E Inspiration Ln – S Gartrell Rd  
to S Versailles St



PCI  
50

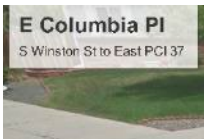


S Riviera Wy–  
S Quemoy Wy  
to E Hoover Dr

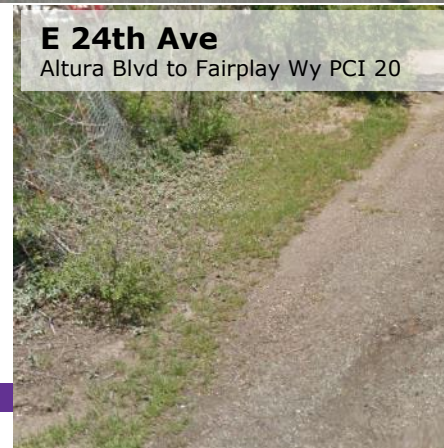


# Pavement Condition Index - Examples

## Meadowood



## Saddle Rock

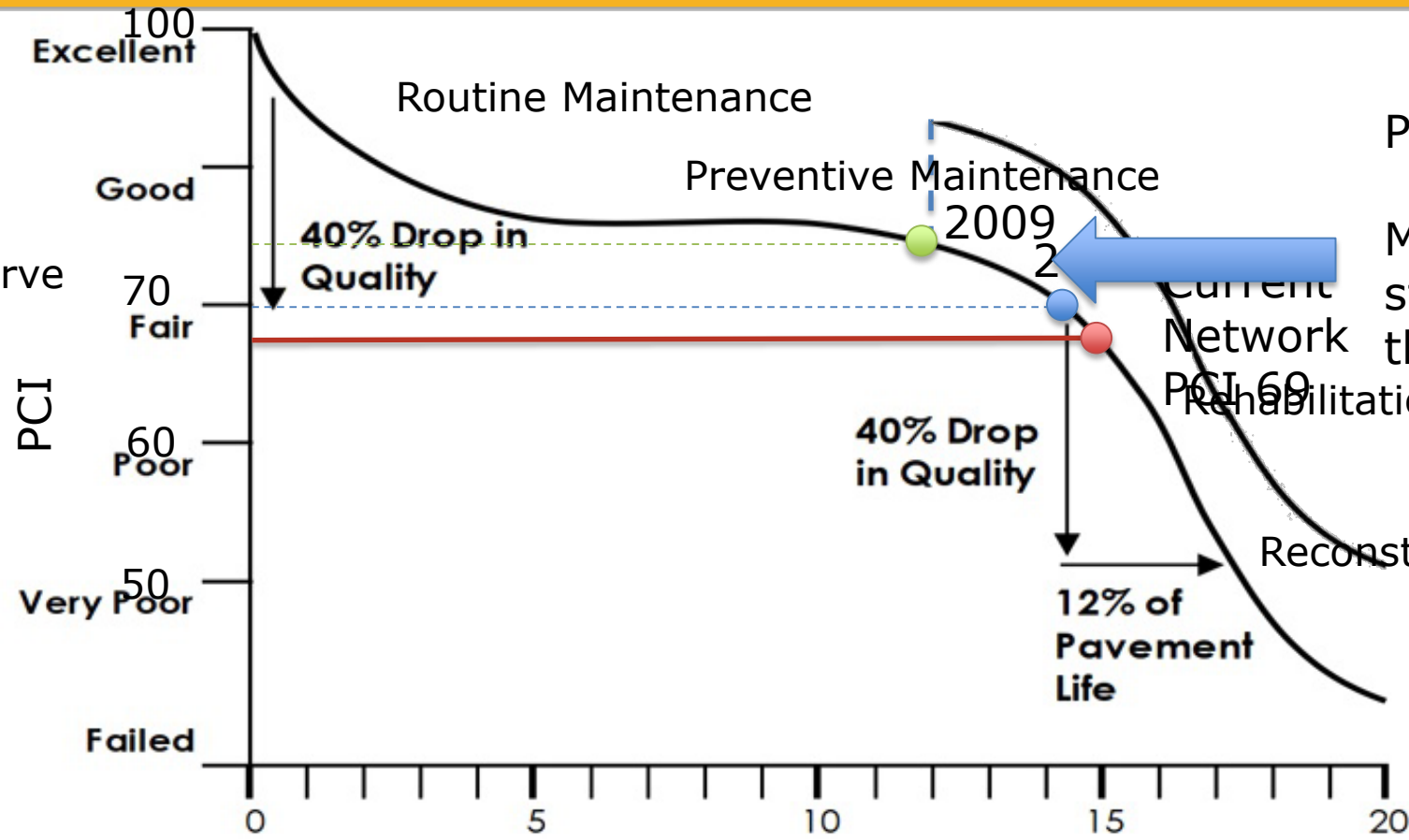


Below 50

Eventual  
Reconstruction

# Pavement Life-Cycle

Cost effective strategies increase pavement condition and elongate the curve

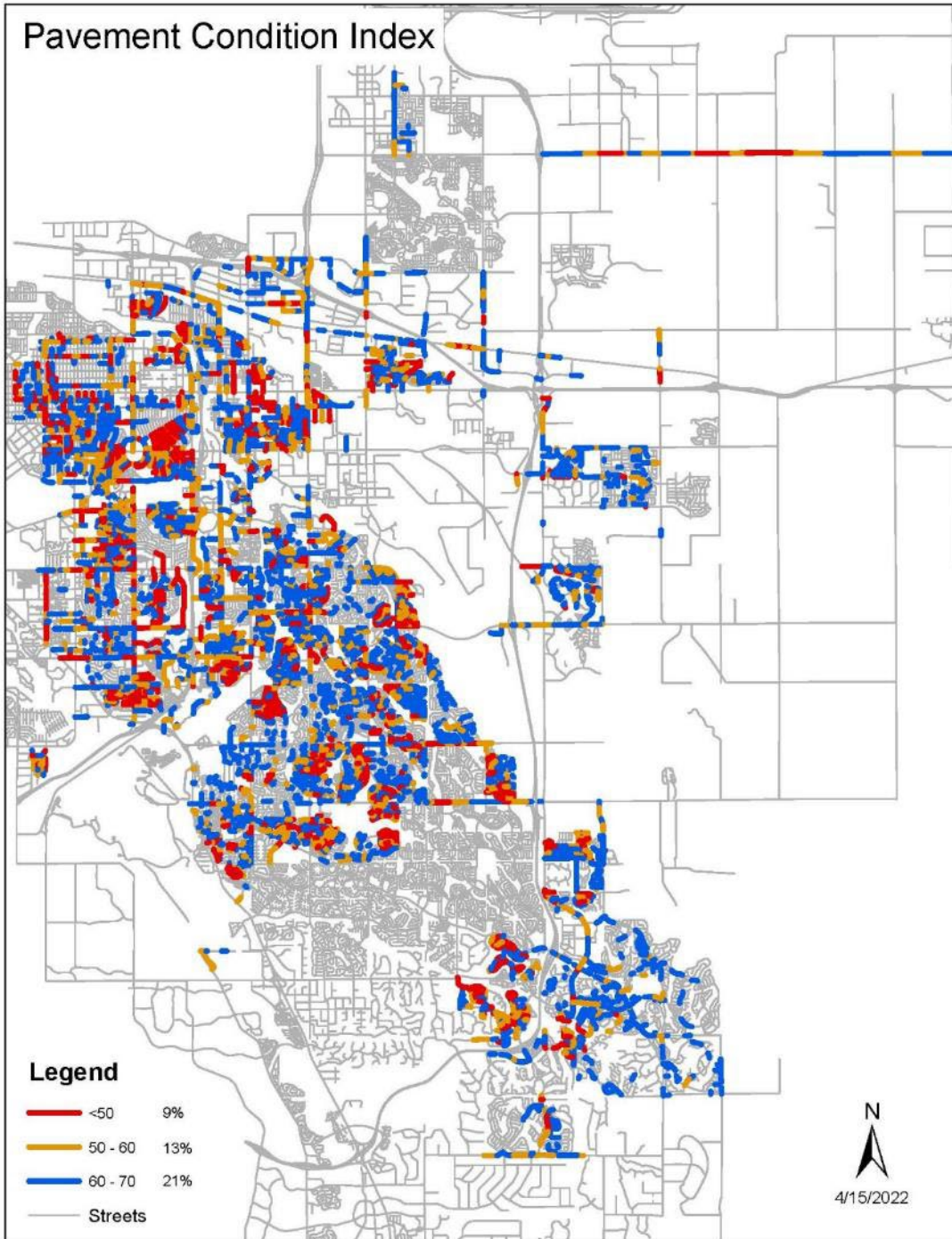


Road Type	PCI
Arterial	71
Collector	71
Local	68





## Pavement Condition Index



## Current PCI

Roadway Segments <70 PCI

**21% of Network PCI 60-70 (Fair)**  
**13% of Network PCI 50-60 (Poor)**  
**9% of Network PCI <50 (Very Poor)**

43% of Network is Fair or less  
15% of Network is near Fair



# Street Maintenance History

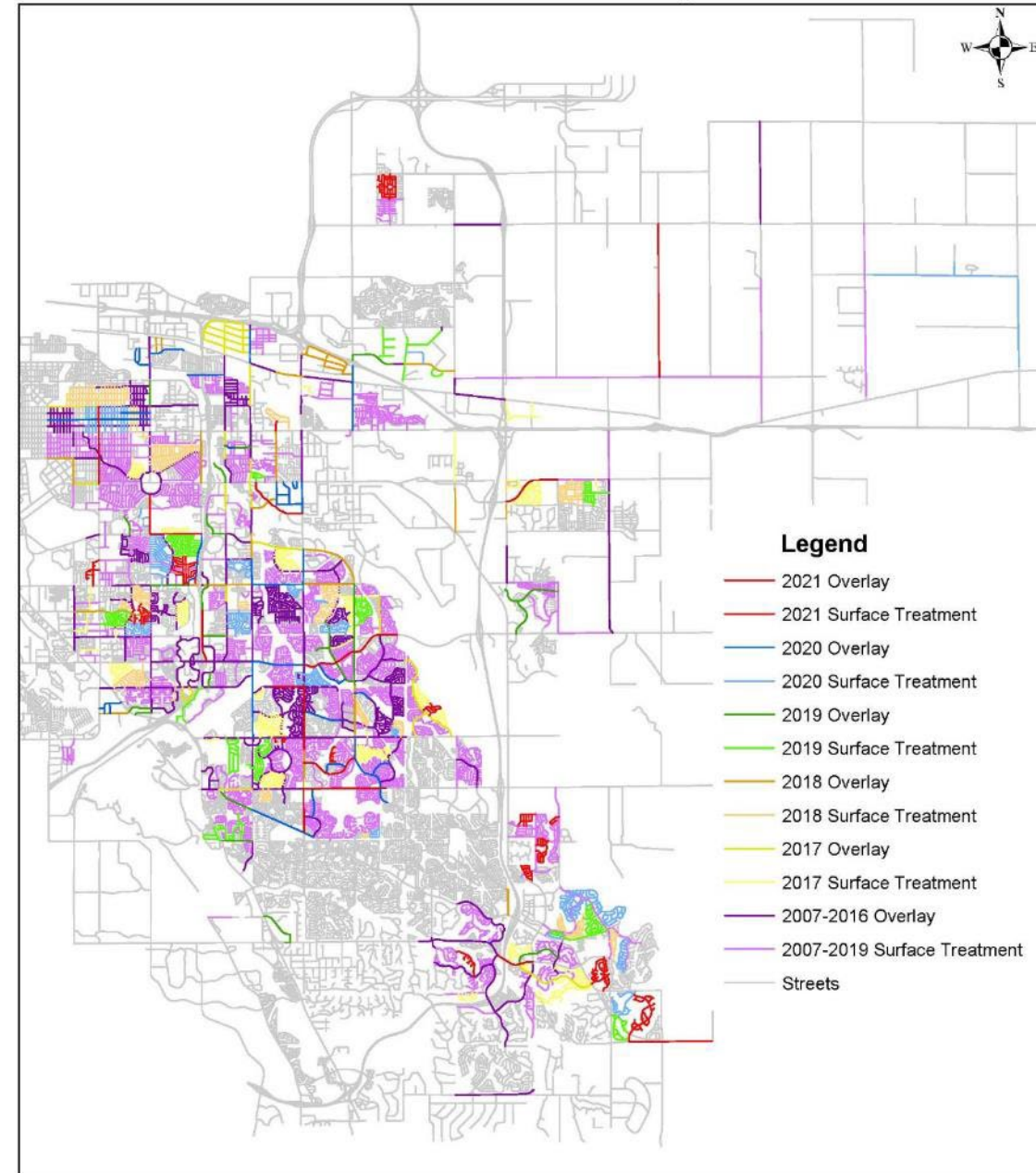
77 Network PCI in 2009

69 Network PCI in 2022

Historic and current funding levels are slowing the decline but are not sufficient to maintain or improve network condition.



## Street Maintenance History 2007-2021





Roadway Source Budgets and Analysis – PCI 73 in 5 Years

Org	Description	2023	2024	2025	2026	2027*	2028*
49712	Street Asphalt Overlay Program	\$27,438,198	\$28,810,108	\$30,250,613	\$31,763,144	\$33,351,301	\$35,018,866
49713	Concrete Repair Program	\$3,520,000	\$3,696,000	\$3,880,800	\$4,074,840	\$4,278,582	\$4,492,511
49721	Street Reconstruction	\$1,396,442	\$1,466,264	\$1,539,577	\$1,616,556	\$1,697,384	\$1,782,253
49793	Street Maintenance – Asphalt Overlay In House	\$1,089,568	\$1,144,047	\$1,201,249	\$1,261,311	\$1,324,377	\$1,390,596
49794	Street Maintenance – Chip Seal/Crack Seal	\$2,075,792	\$2,179,581	\$2,288,561	\$2,402,989	\$2,523,138	\$2,649,295
	Total Ideal	\$35,520,000	\$37,296,000	\$39,160,800	\$41,118,840	\$43,174,782	\$45,333,521
2022 Approved		\$28,859,956	\$30,645,684	\$31,289,713	\$33,819,992	\$34,496,392	\$35,186,320
Difference (budget short)		\$(6,660,044)	\$(6,650,316)	\$(7,871,087)	\$(7,298,848)	\$(8,678,390)	\$(10,147,201)
Classification							
Local		\$16,825,912	\$12,839,981	\$20,012,782	\$14,868,153	\$16,812,620	
Collector		\$5,188,123	\$10,406,913	\$10,308,564	\$6,803,357	\$3,917,998	
Arterial		\$13,505,965	\$14,049,106	\$8,839,454	\$19,447,330	\$22,444,164	
Reconstruct		\$ -	\$5,558,108	\$4,399,640	\$11,082,920	\$14,522,796	

Roadway Source Budgets and Analysis - \$35M w/ 2022 Approved (PCI 74)

Org	Description	2023	2024	2025	2026	2027*	2028*
49712	Street Asphalt Overlay Program	\$49,548,203	\$24,742,867	\$25,359,331	\$27,889,610	\$28,447,402	\$29,016,350
49713	Concrete Repair Program	\$6,074,000	\$2,224,000	\$2,224,000	\$2,224,000	\$2,268,480	\$2,313,850
49721	Street Reconstruction	\$2,521,710	\$1,110,000	\$1,110,000	\$1,110,000	\$1,132,200	\$1,154,844
49793	Street Maintenance – Asphalt Overlay In House	\$1,967,554	\$918,817	\$946,382	\$946,382	\$965,310	\$984,616
49794	Street Maintenance – Chip Seal/Crack Seal	\$3,748,489	\$1,650,000	\$1,650,000	\$1,650,000	\$1,683,000	\$1,716,660
	Total Ideal	\$63,859,956	\$30,645,684	\$31,289,713	\$33,819,992	\$34,496,392	\$35,186,320
2022 Approved		\$28,859,956	\$30,645,684	\$31,289,713	\$33,819,992	\$34,496,392	\$35,186,320
Difference (budget short)		\$(35,000,000)	\$0	\$0	\$0	\$0	\$0

Classification						
Local	\$19,692,007	\$14,899,912	\$16,761,122	\$12,969,874	\$13,598,498	
Collector	\$14,225,417	\$ 4,788,040	\$7,410,847	\$3,982,636	\$5,982,548	
Arterial	\$29,942,532	\$10,957,732	\$7,117,744	\$16,867,482	\$14,915,346	
Reconstruct	\$ 10,671,974	\$5,260,004	\$1,244,572	\$9,618,249	\$13,441,910	301

## Options Summary

Year	2022 Approved	15-20-25 Plan (Prior Plan)		PCI 73 in 5 years		\$35M one-time catch-up Achieves PCI 74	
		Ideal	Difference	Ideal	Difference	Ideal	Difference
2023	\$28,859,956	\$31,938,721	\$(3,078,765)	\$35,520,000	\$(6,660,044)	\$63,859,956	\$35,000,000
2024	\$30,645,684	\$35,843,091	\$(5,197,407)	\$37,296,000	\$(6,650,316)	\$30,645,684	\$0
2025	\$31,289,713	\$39,747,460	\$(8,457,747)	\$39,160,800	\$(7,871,087)	\$31,289,713	\$0
2026	\$33,819,992	\$43,651,830	\$(9,831,838)	\$41,118,840	\$(7,298,848)	\$33,819,992	\$0
2027	\$34,496,392	\$47,556,199	\$(13,059,807)	\$43,174,782	\$(8,678,390)	\$34,496,392	\$0
2028	\$35,186,320	\$51,460,569	\$(16,274,249)	\$45,333,521	\$(10,147,201)	\$35,186,320	\$0

# Financial Options Summary

- Network PCI of 73 is closer to achievable within existing financial resources
  - We can get there, but it requires this to be a priority among a world of competing priorities
- If we choose ongoing pay-go option, we can get close with additional CPF Funds but would need to add some from other sources over time
- If we choose one-time \$35 million catch-up option, we could issue a COP to do so
  - The issuance of COP would entail the pledging of City collateral and appropriation of revenue to support annual payment (estimated to be \$2M-\$3M/year for 15-20 year term)
  - City staff will evaluate COP financial structuring options, including ability to apply additional funding to reduce total amount financed
  - 2022 roadway maintenance annual budgeted amount sufficient to maintain network PCI



# Transportation Maintenance Fund

- Take five ongoing capital lines associated with transportation maintenance and siphon off into separate fund
- Will allow better visualization of funds for this purpose
- Details still TBD
  - Possibly funding through the CPF, and holding no funds available

Org	Description
49712	Street Asphalt Overlay Program
49713	Concrete Repair Program
49721	Street Reconstruction
49793	Street Maintenance – Asphalt Overlay In House
49794	Street Maintenance – Chip Seal/Crack Seal



# Transportation Maintenance Fund

- Start with 2022 Adopted CPF

	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
<b>USES OF FUNDS</b>					
Finance	\$ 631,355	\$ 650,295	\$ 669,804	\$ 689,898	\$ 710,595
Fire	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
General Management	-	-	-	-	-
Information Technology	426,000	426,000	426,000	426,000	426,000
Non-Departmental	6,240,950	6,945,997	7,839,673	10,364,825	7,896,821
Parks & Open Space	951,890	1,294,790	1,294,790	1,294,790	1,294,790
Planning and Development Services	-	-	-	-	-
Public Works	52,094,292	46,371,983	49,410,720	45,374,047	54,721,706
<b>TOTAL USES OF FUNDS</b>	<b>\$ 62,344,487</b>	<b>\$ 57,689,065</b>	<b>\$ 61,640,987</b>	<b>\$ 60,149,560</b>	<b>\$ 67,049,912</b>



# Transportation Maintenance Fund

- Pull out 5 orgs specifically related to PCI
  - Becomes the original starting point for Transportation Maintenance Fund

	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
<b>Street Maintenance</b>					
Surface Treatment - Chip Seal/Crack Seal	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Street Overlay - Asphalt Overlay Contract	21,810,000	22,983,901	24,742,867	25,359,331	27,889,610
Street Overlay - Asphalt Overlay In House	866,073	892,055	918,817	946,382	946,382
Street Reconstruction	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000
Concrete Repair	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000
<b>Street Maintenance Subtotal</b>	<b>27,660,073</b>	<b>28,859,956</b>	<b>30,645,684</b>	<b>31,289,713</b>	<b>33,819,992</b>





# Transportation Maintenance Fund

- Work to increase amounts to 73 PCI level
  - One-time \$35 million option shown here

	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
<b>Street Maintenance</b>					
Surface Treatment - Chip Seal/Crack Seal	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Street Overlay - Asphalt Overlay Contract	21,810,000	22,983,901	24,742,867	25,359,331	27,889,610
Street Overlay - Asphalt Overlay In House	866,073	892,055	918,817	946,382	946,382
Street Reconstruction	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000
Concrete Repair	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000
Additional Amount	-	35,000,000	-	-	-
<b>Street Maintenance Subtotal</b>	<b>27,660,073</b>	<b>63,859,956</b>	<b>30,645,684</b>	<b>31,289,713</b>	<b>33,819,992</b>



# Transportation Maintenance Fund

- Send over enough revenue to cover fund
  - Swapping out \$5 million BMUT for Auto Use Tax

	2022 Adopted	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
<b>BEGINNING BALANCE</b>	-	-	-	-	-
<b>REVENUE</b>					
Transfer from General Fund / CPF	27,660,073	28,859,956	30,645,684	31,289,713	33,819,992
Proceeds From Borrowing		35,000,000			
<b>TOTAL TRANSFERS IN</b>	<b>27,660,073</b>	<b>63,859,956</b>	<b>30,645,684</b>	<b>31,289,713</b>	<b>33,819,992</b>
<b>EXPENDITURE</b>					
<b><i>Street Maintenance</i></b>					
Surface Treatment - Chip Seal/Crack Seal	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000
Street Overlay - Asphalt Overlay Contract	21,810,000	22,983,901	24,742,867	25,359,331	27,889,610
Street Overlay - Asphalt Overlay In House	866,073	892,055	918,817	946,382	946,382
Street Reconstruction	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000
Concrete Repair	2,224,000	2,224,000	2,224,000	2,224,000	2,224,000
Additional Amount	-	35,000,000	-	-	-
<b><i>Street Maintenance Subtotal</i></b>	<b>27,660,073</b>	<b>63,859,956</b>	<b>30,645,684</b>	<b>31,289,713</b>	<b>33,819,992</b>
<b>ENDING BALANCE</b>	-	-	-	-	-



# Transportation Maintenance Fund

- New CPF has less expense and commensurate decrease in General Fund transfer

	2022 Adopted	2023 Planned	2024 Planned	2025 Planned	2026 Planned
<b>USES OF FUNDS</b>					
Finance	\$ 631,355	\$ 650,295	\$ 669,804	\$ 689,898	\$ 710,595
Fire	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
General Management	-	-	-	-	-
Information Technology	426,000	426,000	426,000	426,000	426,000
Non-Departmental	6,240,950	6,945,997	7,839,673	10,364,825	7,896,821
Parks & Open Space	951,890	1,294,790	1,294,790	1,294,790	1,294,790
Planning and Development Services	-	-	-	-	-
Public Works	52,094,292	46,371,983	49,410,720	45,374,047	54,721,706
Less Transportation Maintenance Fund	(27,660,073)	(28,859,956)	(30,645,684)	(31,289,713)	(33,819,992)
Net Public Works	24,434,219	17,512,027	18,765,036	14,084,334	20,901,714
<b>TOTAL USES OF FUNDS</b>	<b>\$ 34,684,414</b>	<b>\$ 28,829,109</b>	<b>\$ 30,995,303</b>	<b>\$ 28,859,847</b>	<b>\$ 33,229,920</b>



# QUESTIONS FOR COUNCIL

1. Does Council support utilizing the PCI approach for pavement management including a target PCI of 73?
  2. Does Council support staff moving forward in the financial structuring of a COP up to \$35M to support deferred roadway maintenance?
  3. Does Council support the creation of a Transportation Maintenance Fund as outlined?
-

# APPENDIX

---



# Capital Project Funding Options

## Pay-As-You-Go

- Annual Capital Projects Fund
- Capital Impact Fees
- Other “one-time” funding



## Multi-Year Financing

- General Obligation Bonds
- Revenue Bonds
- Certifications of Participation and Capital Leases
- Private Placements/Bank Loans
- Special Assessment Obligations



## Grants

- Federal, State, Local
- Infrastructure Bill
- DRCOG TIP



# Condition Data

## Surface Data



- Collected using laser technology to measure surface distresses and ride quality
- Result is a Surface Condition Index that is objective & repeatable

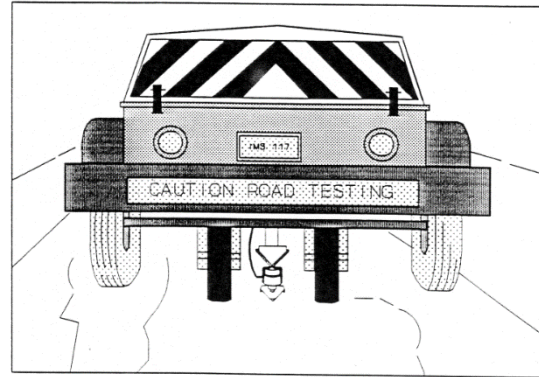
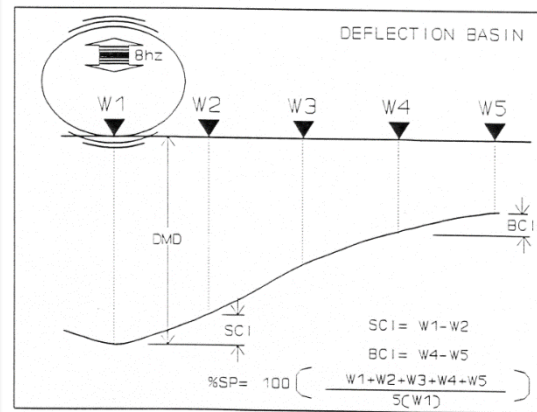


Figure 2



## Structural Data

- Collected by Falling-Weight Deflectometer (FWD)
- Measures ability of pavement to support traffic loads
- During analysis, data is scaled for traffic volumes
- Result is a Structural Condition Index that is objective and repeatable





## Roadway Source Budgets and Analysis – 15-20-25 Plan (Updated)

Org	Description	2023	2024	2025	2026	2027*	2028*
49712	Street Asphalt Overlay Program	\$24,671,761	\$27,687,776	\$30,703,791	\$33,719,807	\$36,735,822	\$39,751,837
49713	Concrete Repair Program	\$3,165,098	\$3,552,018	\$3,938,937	\$4,325,857	\$4,712,776	\$5,099,696
49721	Street Reconstruction	\$1,255,647	\$1,409,144	\$1,562,642	\$1,716,139	\$1,869,636	\$2,023,134
49793	Street Maintenance – Asphalt Overlay In House	\$979,713	\$1,099,479	\$1,219,245	\$1,339,010	\$1,458,776	\$1,578,542
49794	Street Maintenance – Chip Seal/Crack Seal	\$1,866,502	\$2,094,674	\$2,322,845	\$2,551,017	\$2,779,189	\$3,007,360
	Total Ideal	\$31,938,721	\$35,843,091	\$39,747,460	\$43,651,830	\$47,556,199	\$51,460,569
2022 Approved		\$28,859,956	\$30,645,684	\$31,289,713	\$33,819,922	\$34,496,392	\$35,186,320
Difference (budget short)		\$(3,078,765)	\$(5,197,407)	\$(8,457,747)	\$(9,831,838)	\$(13,059,807)	\$(16,274,249)





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> 2022 Heavy Fleet Financing Ordinance
<b>Item Initiator:</b> Teresa Sedmak, City Treasurer
<b>Staff Source/Legal Source:</b> Teresa Sedmak, City Treasurer / Hanosky Hernandez, Sr. Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 6.1--Ensure the delivery of high quality services to residents in an efficient and cost effective manner

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

AN ORDINANCE AUTHORIZING THE USE OF LEASE-PURCHASE FINANCING TO ACQUIRE CERTAIN EQUIPMENT DURING THE 2022 FISCAL YEAR PURSUANT TO THE TERMS OF AN EQUIPMENT LEASE-PURCHASE AGREEMENT BY AND BETWEEN THE AURORA CAPITAL LEASING CORPORATION, AS LESSOR, AND THE CITY OF AURORA, COLORADO, AS LESSEE; AUTHORIZING OFFICIALS OF THE CITY TO TAKE ALL ACTION NECESSARY TO CARRY OUT THE TRANSACTIONS CONTEMPLATED HEREBY; AND OTHER RELATED MATTERS

Teresa Sedmak, City Treasurer / Hanosky Hernandez, Senior Assistant City Attorney

Estimated time: 5 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |  |  |
|--|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session              | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration                 |  |

Reason for waiver is described in the Item Details field.

---

**PREVIOUS ACTIONS OR REVIEWS:**

**Policy Committee Name:** Management & Finance

**Policy Committee Date:** 4/26/2022

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input checked="" type="checkbox"/> Minutes Attached      | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

This is the continuation of a fleet financing program begun in 2012 through the use of the Aurora Capital Leasing Corporation. Financing terms and rates on the most recent fleet financing transactions are as follows:

<u>Year</u>	<u>Amount Borrowed</u>	<u>Term</u>	<u>Rate</u>
2021	\$8.30 million	7.3 years	1.034%
2019	\$3.90 million	6.3 years	1.970%
2018	\$1.75 million	7.5 years	3.130%
2017	\$1.22 million	7.5 years	1.980%
2016	\$2.00 million	7.0 years	1.460%

Due to COVID-related production delays and other issues, no financing was completed in 2020.

Staff seeks to replicate this program in 2022.

This item was presented to the Management and Finance Committee on April 26, 2022. Minutes are attached.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

Beginning in 2012, staff solicited third party financing for annual fleet acquisitions. The results were quite favorable to the City. Given this success and the continued interest among local banks to provide such financing, staff will again solicit financing proposals for 2022 fleet needs. The first step is to seek Council approval of a Lease Purchase and Financing Ordinance followed by a request for financing proposals later this year.

In the approved 2022 budget, Public Works will acquire up to seven vehicles (four dump trucks, a patch truck, a backhoe and a sweeper); Fire will acquire up to six vehicles, all fitted with required equipment (one aerial truck, two brush trucks, a hazmat vehicle an air light truck and a tender); Police will acquire up to two Bear Cat SWAT vehicles and PROS will acquire one dump truck. At this time, the anticipated total cost of the vehicles is expected to total approximately \$7.5 million. A preliminary equipment list is attached.

The Ordinance specifies that the principal amount to be financed will not exceed \$10,000,000, that the term shall not exceed 130 months at that the interest rate shall not be more than 5.00%.

In the event of adverse circumstances such as price escalations, delivery delays, or vendor non-performance, vehicle purchases may be cancelled and/or substituted for similar vehicles scheduled for future acquisition.

Staff recommends approval.

---

## QUESTIONS FOR COUNCIL

Does the Council support soliciting third party financing for the 2022 fleet acquisition and moving this item forward to the next Regular Meeting?

---

## LEGAL COMMENTS

The City is authorized to enter into long-term or short-term rental or leasehold agreements in order to provide necessary land, buildings, equipment, and other property for governmental or proprietary purposes, which agreements may include an option to purchase and acquire title to such leased or rented property, and may have a term, at the discretion of the City, in excess of 30 years. *See*, Sec. 31-15-801, C.R.S.; City Code Sec. 2-683. Any use of lease-purchase financing by the City shall be approved by ordinance. *See also*, City Charter Art. 5-3. (Hernandez)

---

## PUBLIC FINANCIAL IMPACT

☒ YES      ☐ NO

**If yes, explain:** Annual lease payments on the fleet financing must be appropriated from the General Fund.

---

## PRIVATE FISCAL IMPACT

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A

**EXHIBIT B****\*\*\*PRELIMINARY\*\*\*****DESCRIPTION OF EQUIPMENT****LEASE NO. 2022-A****ACLC Fleet Financing Series 2022-A**

<b>Type of Equipment<sup>2</sup></b>	<b>Vehicle Cost</b>	<b>Equipment Cost</b>	<b>Total Cost<sup>1</sup></b>
Fire Aerial Truck & Equipment	\$ 1,110,450.00	\$ 165,000.00	\$ 1,275,450.00
Fire Hazmat Vehicle & Equipment	\$ 879,830.00	\$ 165,000.00	\$ 1,044,830.00
Fire Air Light Vehicle & Equipment	\$ 878,729.00	\$ 165,000.00	\$ 1,032,900.00
Fire Tender Truck & Equipment	\$ 750,000.00	\$ 165,000.00	\$ 915,000.00
Fire Brush Truck & Equipment	\$ 195,819.00	\$ 50,000.00	\$ 195,819.00
Fire Brush Truck & Equipment	\$ 195,819.00	\$ 50,000.00	\$ 195,819.00
Police BearCat G3-1	\$ 326,386.00	\$ -	\$ 326,386.00
Police BearCat G3-2	\$ 326,386.00	\$ -	\$ 326,386.00
Five Dump Trucks	\$ 1,512,943.00	\$ -	\$ 1,512,943.00
Asphalt Patch Truck	\$ 200,220.23	\$ -	\$ 200,220.23
Asphalt/Sidewalk Sweep	\$140,000.00	\$ -	\$ 140,000.00
Backhoe	\$203,683.00	\$ -	\$ 203,683.00
<b><i>Totals</i></b>	<b>\$ 6,720,265.23</b>	<b>\$760,000.00</b>	<b>\$7,369,436.23</b>
		Estimated Costs of Issuance	\$20,000.00
		Title / Reg / Misc Costs	\$1,000.00
		<b>Total Loan amount</b>	<b>\$7,390,436.23</b>

<sup>1</sup> Does not include allocable portion of costs of execution and delivery of the Lease, to be included in the final Exhibit.

## MANAGEMENT AND FINANCE POLICY COMMITTEE MEETING

April 26, 2022

---

### 2022 HEAVY FLEET FINANCING ORDINANCE

#### Summary of Issue and Discussion

Teresa Sedmak, City Treasurer, presented the item. The Fleet Financing Ordinance will allow the city to acquire heavy fleet vehicles through lease-purchase financing. Dump trucks, fire vehicles, public works trucks, and SWAT vehicles are expected to be acquired. The program was started in 2012 and has provided consistently low borrowing rates. However, interest rates are going up. According to the financial advisor, should the City go to the market today, the rate would be 3 to 3.5%, less than the cost of inflation. In 2021, the locked-in rate of financing was 1.98. They were able to advance purchase vehicles that were expected to be 5% more expensive if they waited to acquire the vehicles at a later date.

#### Committee Discussion

Council Member Murillo: Yes. I was wondering if you could explain a little bit more about the need for the SWAT vehicles and what they were?

T. Sedmak: I don't have the expertise on that.

Female Speaker 1: I think John Schneebeck, are you on?

J. Schneebeck: Yes, the Bearcats are a little bit smaller than the Bear that we have right now, which is a 2007 vehicle, so it's reached the end of life and keeps on going in for repair. And there was a presentation, documents sent from SWAT, although I didn't have a copy of that, so I can't really elaborate too much more than just telling you that our current Bear's a 2007, and these two SWAT vehicles are called Bearcats, which is a smaller version.

Council Member Murillo: Okay. Before the Council meeting, can I get more information on what that particular vehicle is used for?

J. Schneebeck: Yes. We would definitely have somebody set up to respond if this goes forward.

Council Member Murillo: Okay. Thank you.

J. Schneebeck: Sure.

Council Member Gardner: And are you both okay with moving this item forward, pending getting the information to Council Member Murillo? All right.

Outcome

The Committee recommended moving the item forward to Study Session once information is sent to CM Murillo.

Follow-up Action

Staff will send more information to CM Murillo on the SWAT vehicles before forwarding this item to Study Session.



ORDINANCE NO. 2022-\_\_\_\_\_

A BILL

FOR AN ORDINANCE AUTHORIZING THE USE OF LEASE-PURCHASE FINANCING TO ACQUIRE CERTAIN EQUIPMENT DURING THE 2022 FISCAL YEAR PURSUANT TO THE TERMS OF AN EQUIPMENT LEASE-PURCHASE AGREEMENT BY AND BETWEEN THE AURORA CAPITAL LEASING CORPORATION, AS LESSOR, AND THE CITY OF AURORA, COLORADO, AS LESSEE; AUTHORIZING OFFICIALS OF THE CITY TO TAKE ALL ACTION NECESSARY TO CARRY OUT THE TRANSACTIONS CONTEMPLATED HEREBY; AND OTHER RELATED MATTERS

WHEREAS, the City of Aurora, Colorado, (the “City”), is a home rule municipality, organized and existing under and by virtue of Article XX, Section 6 of the Colorado Constitution; and

WHEREAS, the City is authorized pursuant to Section 31-15-801, C.R.S., as amended, the City’s home rule powers, and Section 2-683 of the City Code to enter into long-term or short-term rental or leasehold agreements in order to provide necessary land, buildings, equipment, and other property for governmental or proprietary purposes, which agreements may include an option to purchase and acquire title to such leased or rented property, and may have a term, at the discretion of the City, in excess of 30 years; and

WHEREAS, in order to provide for the capital asset needs of the City, the City Council of the City (the “Council”) hereby determines that it is necessary and in the best interests of the City and its citizens that the City undertake lease-purchase financing of equipment for use by the City for governmental or proprietary purposes; and

WHEREAS, the City wishes to obtain lease-purchase financing of certain equipment, to be acquired during the 2022 fiscal year (the "Equipment"), including vehicles for use by the Public Works Department ("Public Works"), the Fire Department ("Fire"), the Police Department (“Police”) and the Parks and Open Space Department (“PROS”) to be completed within 12 months of the date hereof; and

WHEREAS, the Equipment is hereby authorized to be financed by tax exempt municipal lease purchase financing from the Aurora Capital Leasing Corporation ("ACLC") with cash balances made available to ACLC by the City or pursuant to a direct placement of a lease-purchase agreement, or an assignment thereof, as a tax-exempt obligation, with one or more banks or institutional investors selected by the Finance Director through an informal competitive process (a "Financing"); and

WHEREAS, the City previously declared its official intent for federal income tax purposes, pursuant to 26 CFR § 1.150-2, to reimburse the City for any capital expenditures made in connection with the acquisition of all or a portion of the Equipment with the proceeds of the Financing; and

WHEREAS, there has been filed for public inspection with the City Clerk in connection herewith a proposed form of Equipment Lease Purchase Agreement (the "Lease"), to be entered into by and between ACLC, as lessor, and the City, as lessee; and

WHEREAS, as specific items of equipment are acquired by ACLC for the City's use during the 2022 fiscal year, one or more Leases may be executed by and between ACLC and the City in accordance with the parameters set forth in this ordinance (the "Ordinance").

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1.     *Ratification of Actions.* All action heretofore taken, not inconsistent with the provisions of this Ordinance, by the Council or the officers of the City, directed toward the acquisition of the Equipment and the preparation of the form of the Lease are hereby ratified, approved and confirmed.

Section 2.     *The Equipment.* The City is hereby authorized to obtain lease-purchase financing through one or more lease-purchase agreements with ACLC for up to and including eighteen (18) vehicles and other equipment for use by Public Works, Fire, Police and PROS to be acquired during the 2022 fiscal year, including all equipment, software, warranties, and service contracts accessory thereto and/or associated therewith.

Section 3.     *Maximum Principal Amount; Interest Rate; Term.* The principal amount to be financed shall not exceed Ten Million Dollars (\$10,000,000.00), the interest component of rental payments to be made by the City shall accrue at a rate not to exceed five percent (5.00%), and the term of any Lease hereunder shall not exceed one hundred thirty (130) months. Rental payments may be made annually, semi-annually, or at any other convenient interval as determined by the Director of Finance

Section 4.     *Findings; Authorizations.* The Council hereby finds and determines, pursuant to the City's home rule powers and the laws of the State of Colorado, that the acquisition of the Equipment is necessary, convenient, and in furtherance of the governmental purposes of the City and in the best interests of the City and its citizens; and the Council hereby authorizes the acquisition of the Equipment by means of lease-purchase financing.

Section 5.     *Agency Relationship.* Pursuant to the Lease, the City shall act as the agent of ACLC solely for the purpose of acquiring the Equipment. The City will do all things necessary to effect the acquisition of the Equipment free and clear of any encumbrances and subject the same to any security interests as may be contemplated under the Lease.

Section 6.     *Approval and Execution of Documents; Authorized Officers.* The Lease, in substantially the form filed in the office of the City Clerk prior to the final adoption of this Ordinance, is in all respects approved, authorized and confirmed. The Mayor is hereby authorized and directed to execute and deliver, and the City Clerk is hereby authorized and directed to affix the seal of the City to, and attest, each Lease hereunder in substantially the form filed with the City Clerk, with such changes as are not inconsistent with the intent of this Ordinance and as approved by the City Attorney. The Council hereby designates the Director of Public Works, the Chief of the Fire Department, the Chief of the Police Department, the Director of PROS and the Director

of Finance to act as "Authorized Officers" under each Lease (the "Directors"). The Directors shall cause all title to, or other indicia of ownership of, the Equipment to be issued in ACLC's name. Prior to the execution of each Lease, the description and price of the Equipment subject to the Lease and the schedule of rental payments allocated to the Equipment under the Lease shall be approved by a certificate executed by the Director of Finance (the "Final Terms Certificate") and attached as a schedule to the Lease.

Section 7.     *Additional Documents.* The City Clerk is hereby authorized and directed to attest all signatures and acts of any official of the City in connection with the matters authorized by this Ordinance. The Mayor and the Authorized Officers are hereby authorized to execute and deliver for and on behalf of the City any and all additional certificates, documents and other papers and to perform all other acts that they may deem necessary or appropriate in order to implement and carry out the transactions and other matters authorized by this Ordinance.

Section 8.     *No General Obligation or Other Indebtedness.* The obligation of the City to make rental payments under the Lease is subject to annual appropriation by the Council and constitutes an undertaking of the City to make current expenditures. Such payments are subject to termination and nonrenewal by the City in accordance with the provisions of the Lease. No provision of this Ordinance or any Lease hereunder shall be construed as constituting or giving rise to a general obligation or other indebtedness or multiple fiscal year financial obligation of the City within the meaning of any home rule, constitutional or statutory debt limitation nor a mandatory charge or requirement against the City in any ensuing fiscal year beyond the current fiscal year.

Section 9.     *Expression of Need.* The City hereby declares its current need for the Equipment. It is hereby declared to be the present intention and expectation of the Council that each Lease will be renewed annually until title to all of the Equipment is acquired by the City pursuant to the Lease; but this declaration shall not be construed as contractually obligating or otherwise binding the City.

Section 10.   *Reasonable Rentals.* The Council hereby determines and declares that, after execution and delivery of each Lease, the rental payments due thereunder will represent the fair value of the use of the Equipment and the purchase price, as defined therein, will represent, as of any date upon which the City may exercise its option to purchase such Equipment, the fair purchase price of such Equipment. The Council further hereby determines and declares that, after the execution and delivery of each Lease, the rental payments due thereunder will not exceed a reasonable amount so as to place the City under an economic or practical compulsion to renew the Lease or to exercise its option to purchase the Equipment pursuant to the Lease. In making such determinations, the Council has given consideration to the cost of acquiring and installing the Equipment, the uses and purposes for which the Equipment will be employed by the City, the benefit to the citizens of the City by reason of the acquisition and use of the Equipment pursuant to the terms and provisions of each Lease, the City's option to purchase the Equipment, and the expected eventual vesting of title to, or other indicia of ownership of, the Equipment in the City. The Council hereby determines and declares that, after execution and delivery of each Lease, the maximum duration of the portion of the Lease allocable to any item of Equipment separately identified in the payment schedule appended thereto will not exceed the weighted average useful life of such item of Equipment.

Section 11. *Confirmation of Prior Acts.* All prior acts and doings of the officials, agents and employees of the City which are in conformity with the purpose and intent of this Ordinance and in furtherance of the purchase of the Equipment are in all respects ratified, approved and confirmed.

Section 12. *Severability.* The provisions of this Ordinance are hereby declared to be severable. If any section, paragraph, clause, or provision of this Ordinance shall, for any reason, be held to be invalid or unenforceable by a court of competent jurisdiction, the invalidity or unenforceability of such section, paragraph, clause, or provision shall not affect any of the remaining provisions of this Ordinance.

Section 13. *Repealer.* All acts, orders, resolutions, ordinances, or parts thereof, in conflict with this Ordinance or with any of the documents hereby approved, are hereby repealed only to the extent of such conflict. This repealer shall not be construed as reviving any resolution, ordinance, or part thereof, heretofore repealed.

Section 14. *Publication.* Pursuant to Section 5-5 of the City Charter, the second publication of this ordinance shall be by reference, utilizing the ordinance title. Copies of this ordinance are available at the office of the City Clerk.

INTRODUCED, READ AND ORDERED PUBLISHED this \_\_\_\_ day of \_\_\_\_\_, 2022.

PASSED AND ORDERED PUBLISHED BY REFERENCE this \_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
HANOSKY HERNANDEZ,  
Sr. Assistant City Attorney



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> City of Aurora Debt Policy
<b>Item Initiator:</b> Teresa Sedmak, City Treasurer
<b>Staff Source/Legal Source:</b> Teresa Sedmak, City Treasurer/Hanosky Hernandez, Sr. Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 6.0--Provide a well-managed and financially strong City

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Teresa Sedmak, City Treasurer / Hanosky Hernandez, Senior Assistant City Attorney

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Management & Finance

**Policy Committee Date:** 4/26/2022

---

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input checked="" type="checkbox"/> Minutes Attached      | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

The City's Debt Policy was adopted by the City Council in April, 2021.

Minor modifications were presented to the Management and Finance Committee on April 26, 2022. Minutes are attached.

---

**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

The City's Debt Policy (the Policy) was adopted in its current form in April of 2021. The Policy is comprehensive in nature and includes sections related to the issuance and use of debt and/or other financial obligations, alternative financing instruments and post-issuance compliance. It delineates the specific tenets of the City's use of debt or other financing vehicles and the procedures which must be followed to assure continuing compliance with state statutes, IRS regulations, federal securities laws and/or regulations and the satisfaction of post-issuance obligations.

The Policy includes the following statements related to review and modifications:

This Policy will be reviewed at least once every three years or as otherwise required to assure its relevance and coverage of matters related to federal securities laws and/or regulations or tax laws. Such a review may be initiated by the Responsible Party. In connection with such review, the City will consider whether this Policy should be amended or supplemented:

- To address particular requirements associated with any new Obligations, or
- To reflect general changes in federal securities laws and/or regulations, or
- To address modifications to federal tax law related to tax-advantaged obligations.

Any such modifications to Policy will require the review and approval of City Council.

While the Policy is within the three year review period, staff, along with the City's bond counsel, Kutak Rock, reviewed the Policy and made minor revisions, none of which are related to the three categories listed above. Rather, modifications were made to improve the clarity of the Policy and all changes are consistent with the substance and intent of the Policy. In other words, the revisions are a part of the natural evolution of the document and do not change the nature, intent or policy provisions of the original document. For that reason, legal counsel has advised that a resolution is not required in order to apply these revisions.

So that the full City Council may be made aware of the Policy, and the modifications made to it, staff will present it to Council at the next study session.

A blacklined version of the Policy is attached.

---

**QUESTIONS FOR COUNCIL**

N/A

---

**LEGAL COMMENTS**

The city charter requires that the city manager shall keep the council advised of the financial condition, future needs of the city, and the overall general condition of the city, and shall make such recommendations to the council for adoption as deemed necessary or expedient. This item is informational only. (See, Aurora City Charter Art. 7-4 (f)). (Hernandez).

---

**PUBLIC FINANCIAL IMPACT**

☐ YES      ☒ NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A



# **Debt Policy**

## **City of Aurora, Colorado**



# Table of Contents

<b>Section I: Introduction</b>	3
Purpose and Overview	3
<b>Section II: Governing Principles</b>	4
Creditworthiness, Governing Law, Permitted Debt by Type	4
Revenue-Backed Obligations, Purpose for Borrowing	5
<b>Section III: Roles and Responsibilities</b>	5
<b>Section IV: Professional Services</b>	6
<b>Section V: Transaction-Specific Policies</b>	7
Method of Sale	7
Structural Elements of Debt	8
<b>Section VI: Compliance</b>	10
Issuance and Post-Issuance Compliance Procedures, Arbitrage Liability Management	10
<b>Section VII: Miscellaneous</b>	11
Attachment I: Alternative Financing Instruments	12
Attachment II: Disclosure and Post-Issuance Compliance Procedures	18
<b>Appendix: Disclosure and Post-Issuance Compliance Procedures</b>	27

# Debt Policy

## Section I. Introduction

### **Purpose and Overview:**

The following Debt, Disclosure and Post-Issuance Policies (the “Policy”) are established by the City of Aurora, Colorado (the “City”) to help ensure that all debt is issued both prudently and cost effectively. Adherence to the Policy is essential to ensure that the City maintains a sound debt position and protects the credit quality of its obligations. The Policy applies to all general obligation debt issued by the City, lease revenue obligations issued by the City, lease purchase contracts, debt guaranteed by the City, direct bank loans, revenue debt issued by the City’s Enterprise funds, and any other forms of indebtedness (individually and collectively referred to as “Debt”).

Any capital financing proposal to a City Department involving the pledge or other extension of the City's credit through sale of securities, execution of loans or leases, marketing guarantees, or otherwise involving directly or indirectly the lending or pledging of the City's credit, or the City acting as a conduit for the sale of securities, shall be referred to the Finance Department for review. The execution of leases of equipment and other property requires City Council action and may be supervised by a specific City Department; provided, however that the filing of tax documentation in connection with any such financing shall be supervised by the Finance Department.

Exceptions to this Policy may be allowed in extraordinary instances and only when it is deemed to be in the best interest of the City.

### **Policy Review and Revision**

This Policy will be reviewed at least once every three years or as otherwise required to assure its relevance and coverage of matters related to federal securities laws and/or regulations or tax laws. Such a review may be initiated by the Responsible Party. In connection with such review, the City will consider whether this Policy should be amended or supplemented:

- To address particular requirements associated with any new Obligations, or
- To reflect general changes in federal securities laws and/or regulations, or
- To address modifications to federal tax law related to tax-advantaged obligations.

Any such modifications to Policy will require the review and approval of City Council.

Procedures which are outlined in the Disclosure and Post-Issuance Compliance Procedures sections of the Policy may be updated administratively with the approval of the Responsible Party, as necessary provided the changes are consistent with the substance and intent of this Policy.

## **Section II. Governing Principles**

### **Creditworthiness**

The City seeks to maintain the highest practicable credit ratings for all categories of short- and long-term General Obligation and Revenue debt that can be achieved without compromising delivery of City services and achievement of City goals.

The City recognizes that external economic, natural, or other events may from time-to-time affect the creditworthiness of its debt. Nevertheless, the City is committed to ensuring that actions within its control are prudent and responsive.

The City will keep outstanding debt at levels consistent with its creditworthiness objectives as outlined above. In accordance with Section 11-19 of the City Charter, the total outstanding general obligation indebtedness of the City, other than water bonds, shall not at any time exceed three (3) percent of the assessed valuation of the taxable property within the City, as shown by the last preceding assessment for tax purposes. General obligation bonds are sometimes exempted from the three (3) percent limitation by the submission of a Charter amendment.

### **Governing Law**

In issuing and managing Debt, the City shall comply with applicable laws and regulations of the City, state, federal government and regulatory agencies. These include, but are not limited to:

- Internal Revenue Code of 1986, as amended (the “Code”)
- Articles X of the Colorado Constitution
- Article XI, Part 3 of the City Charter
- Securities Act of 1933 and Securities Exchange Act of 1934; applicable state securities law
- Applicable Securities and Exchange Commission regulations

### **Permitted Debt by Type**

**General Obligation Bonds (“GO bonds”)** – The City is authorized to issue bonds or other financial obligations, including obligations negotiated directly with financial institutions, backed by its taxing authority (“General Obligation Bonds”). In accordance with Article X of the Colorado Constitution, no GO bonds shall be issued until approved by a majority of those qualified electors voting, unless the GO bonds are being issued to refund a prior issue.

**Certificates of Participation (COPs)** – The City is authorized to contract lease-purchase/appropriation obligations in accordance with provisions set forth in Colorado Revised Statutes 29-1-103 through 29-1-106, concerning budget issues and term restrictions of lease-purchase agreements. Debt service on COPs is subject to appropriation in the City budget as it is not a multiple fiscal year financial obligation of the City.

### **Revenue-Backed Obligations:**

**Enterprise Funds** – The City, acting by and through its enterprises is authorized to issue revenue bonds or lease-revenue bonds with the approval of City Council, but without the approval of the voters within the City, so long as, after issuance of such obligations, the Enterprise Funds remain in compliance with covenants made under prior debt authorizations and continue to qualify as “Enterprises” within the meaning of Section 20 of Article X of the Constitution of the State of Colorado (“TABOR”).

**Revenue Bonds** – By Charter, the City may issue revenue bonds for any public purpose without first submitting the question of their issuance to the registered electors, and may pledge the revenues therefrom to pay the bonds and interest thereon; provided that if any such bonds pledge the revenue of any other City-owned utility, property or facility, or if the said bonds are in any way made a general obligation of the City, then such bonds shall require the affirmative vote of a majority of the registered electors voting thereon before they may be issued. Under TABOR, only revenue bonds issued by a TABOR Enterprise may be issued without an election.

**Development Revenue Bonds** – The City may issue and sell development revenue bonds at public or private sale for the public purpose of promoting industry and developing trade or other economic activity in such manner as provided in Colorado statute. Such bonds shall not constitute a debt or indebtedness of the City and shall be payable solely out of the revenues derived from the financing sale or leasing of the project with respect to which the bonds were issued.

**Special and Local Improvement District Bonds** – The City shall have the power to construct or install special or local improvements of every character within designated districts by (a) order of the council; or (b) on petition of the majority of the property owners in the designated district, subject in either event to protest by the owners of the frontage or area to be assessed. Such bonds shall not constitute a general obligation of the City and shall be payable solely out of the assessments collected from property owners. While assessments do not require voter approval, the issuance of bonds secured by assessments does require prior approval of the majority of eligible voters in the designated district.

### **Purpose for Borrowing**

The City may issue long-term debt solely for the purpose of financing or refinancing the cost of design, acquisition, maintenance, replacement and/or construction of long-lived capital projects (including land and water rights) or to refund outstanding debt and not for operating capital. The

weighted average maturity of the debt shall not exceed 120% of the weighted average useful life of the project or projects to be financed.

### **Section III. Roles and Responsibilities**

After a favorable review of a project and financing concept by City Council or Council Committee(s), the Finance Department shall, in conjunction with the City's Bond Counsel, Financial Advisor, Office of the City Attorney, and Department benefiting from any financing, produce appropriate ordinance(s) and, if needed, bond sale documents for consideration and approval by the City Council.

**Legislative Authority** – It is the responsibility of the City Council to:

- Approve projects to be financed (as part of a capital plan)
- Adopt an ordinance/resolution authorizing the issuance and sale of debt and determine whether the execution of a sale will be delegated to a designated representative
- Approve and oversee the implementation of this Policy
- Approve budgets sufficient to provide for the timely payment of principal and interest on all debt obligations

**Primary Administrative Authority** – The primary responsibility for debt management rests with the Finance Director or his/her delegee. The Finance Director, or his/her delegee will be responsible for the remaining elements included in this Policy.

Final terms and conditions for a bond sale or other debt obligation will be specified in the enabling legislation, a Supplemental Resolution of Council or a Final Terms Certificate executed by the Finance Director.

### **Section IV. Professional Services**

**Professional Services** – The City shall procure professional services as required to execute financing transactions and to advise on non-transaction related work. Such selections shall be made via competitive means and consistent with procurement processes of the City.

Professional services may be provided by Financial Advisors, Legal Counsel (bond counsel, disclosure counsel and/or tax counsel), Underwriters and other service providers such as rating agencies, trustees, paying agents, trustees or escrow agents, printers, arbitrage rebate calculation firms, bidding agents and credit enhancement providers.

Professional services shall be monitored by the Finance Director or his/her designee, and as to legal services by the City Attorney or his/her designee. Compensation for all such services will be consistent with industry standards.

Professional services providers are outlined below.

**Municipal/Financial Advisor** - The City will select an advisor to assist in the issuance and of all debt. This advisor will provide a range of services in connection with the issuance of debt; must be a duly registered Municipal Advisor under the Securities and Exchange Commission (“SEC”) and Municipal Securities Rulemaking Board (“MSRB”) rules.

If it is deemed appropriate, separate or additional financial advisors may be retained for their particular expertise for a specific transaction or project. The utilization of the financial advisor for particular bond sales will be at the discretion of the Department of Finance on a case-by-case basis and pursuant to the financial advisory services contract.

Upon expiration of a contract, the City may choose to extend the existing contract or undergo a new full professional services selection process.

In general, the City’s Financial Advisor shall not be allowed to participate as an underwriter in the competitive or negotiated sale of any of the City’s securities for which it has acted within the prior six months as the City’s Financial Advisor.

**Bond Counsel** – All debt obligations issued by the City shall be accompanied by a written legal opinion by a nationally recognized legal firm with extensive experience in the public finance and tax law, and with significant operations in Colorado, affirming that the City is authorized to issue the debt, that the debt creates a binding obligation, stating that the City has met all state constitutional and statutory requirements necessary for issuance, and determining the debt’s federal and state income tax status.

**Disclosure Counsel** - Every issuance of securities to the public by the City shall be made pursuant to a disclosure document prepared with the assistance of counsel of the City’s choosing. Opinions of such counsel shall be addressed to the City and to the underwriter/initial purchaser of the securities, whether at negotiated or competitive sale.

**Underwriters** – If a negotiated sale is approved in accordance with Section 11-25 of the City Charter, the Finance Director or his/her designee will be responsible for the competitive selection of the underwriter or underwriters. The primary role for the underwriter in a negotiated sale is to market the debt to investors and purchase debt from the City.

**Underwriter’s Counsel** - The City may pay for underwriter’s counsel as part of the Cost of Issuance or make it part of the underwriter’s discount.

**Arbitrage Rebate Calculation Firm** – The Finance Director (or his/her designee) shall, when deemed necessary, procure the services of an arbitrage rebate calculation firm to provide arbitrage rebate compliance services in accordance with codes of the Internal Revenue Service.

**Other Service Providers** - The Finance Director shall have the authority to periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage consultants, providers of secondary markets disclosure services, etc.) as necessary to meet legal requirements and minimize net City debt costs. These services can include debt restructuring



services and security or escrow purchases. The Finance Director may select firm(s) to provide such financial services related to debt consistent with City purchasing guidelines and applicable law.

## **Section V. Transaction-Specific Policies**

### **Method of Sale**

The method of sale shall be determined based on that method that is most likely to achieve the lowest cost of borrowing, while taking into account the characteristics of the financing related to credit rating, security, structure, market conditions and other factors which may favor one method over the other. Unless otherwise justified and deemed necessary to minimize the cost of borrowing, the issuance and sale of fixed-rate debt shall be achieved by competitive bid. The City Council shall have the option to authorize a private/negotiated sale without advertisement for public sale if the City Manager has certified to the City Council that such sale would be to the best advantage of the city.

**Competitive Bid Method** - If sold through competitive sale, bids will be awarded on a true interest cost basis (TIC), provided other bidding requirements are satisfied and subject to the right of the City to waive defects and irregularities in bids, or to reject any and all bids. For all competitive sales, underwriters will be required to post a good faith deposit upon acceptance of their bid.

**Negotiated Sale Method** – When market conditions or special complexity or other features of a debt issuance may cause the debt issuance to be less suited for sale by competitive bid, the City Manager, in accordance with Section 11-25 of the City Charter, shall certify to the City Council that such sale would be to the best advantage of the City. For all negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance.

The Finance Director shall make all final determinations of selection for underwriters. The determination will be made following review of competitive bids or responses to requests for proposals (RFPs) or requests for qualifications (RFQs).

If the debt is sold on a negotiated basis, the negotiations of terms and conditions shall include, but not be limited to, prices, interest rates, yields, priority of orders, and underwriting or remarketing fees. The City, along with its Municipal Advisor shall evaluate the terms offered by the underwriting team in light of prevailing terms and market conditions for comparable issues. In no instance may debt be issued on a negotiated basis without the participation of the City's Municipal Advisor.

All sales of debt by negotiated sale shall be followed by a post-sale analysis and report summarizing bond pricing compared to comparable market sales on the day of pricing, comparisons to Municipal Market Data indices on the day of sale, and details of orders and allotments.

## **Structural Elements of Debt**

**Maturity** - Debt will generally be structured for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users. The weighted average maturity of the debt shall not exceed 120% of the weighted average reasonably expected economic life of the assets being financed. In accordance with Section 11-19 of the City Charter, general obligation bonds of the City, other than water bonds, shall mature in not more than fifteen (15) years from the date of issue and shall be payable in annual installments commencing not later than five (5) years after the date of issue of the bonds. Water bonds shall mature and be payable as provided by the ordinance authorizing their issuance. Revenue bonds shall mature and be payable as permitted by state law.

**Structure** - Debt will be structured to achieve the lowest possible net cost to the City given market conditions, the urgency or importance of the capital project or asset, and the nature and type of security provided. Moreover, to the extent possible, the City will design the repayment of its overall debt so as to recapture rapidly its debt capacity for future use.

**Backloading** - The City will seek to structure its debt portfolio with overall level principal and interest costs over the life of the debt. "Backloading" of costs (deferring principal and/or interest to later periods) will be considered only when natural disasters or extraordinary or unanticipated external factors make the short-term cost of the debt prohibitive, when the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present, when such structuring is beneficial to the City's overall amortization schedule, or when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

**Coupon Type** – Unless otherwise justified, long-term debt will be sold with maturities paying interest on a periodic basis. If it is determined to be in the best interests of the City, securities may be issued that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities, consistent with state law and covenants of pre-existing bonds, and depending on market conditions.

**Redemption Features** - For each transaction, the City shall evaluate the costs and benefits of call provisions.

**Second Lien (Subordinate) Debt** - The City may issue second lien debt only if it is financially beneficial to the City or consistent with creditworthiness objectives.

**Derivatives** - The City will consider the use of derivative products on a case by case basis and consistent with financial prudence. See Attachment 1, Alternative Financing Instruments.

**Refundings** - Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered (within federal tax law constraints) if and when there is a net economic benefit of the refunding or the refunding is desirable in order to modernize covenants essential to operations and management. In general, a current refunding could occur

if there are any positive savings. For an advance refunding, to the extent allowed by federal tax law, an economic analysis is needed to determine the net present value savings from a conventional fixed rate refunding structure. Factors including the length of time until the call date, the structure of the refunding debt and expectations of future interest rates shall be reviewed in determining if savings are sufficient. Additional potential savings (savings that are subject to tax risk, basis risk, or similar risks) shown from a “synthetic” or “derivative” refunding structure will not be considered in determining the sufficiency of savings. Advance refundings with NPV savings of less than 3% will not be considered unless there is a compelling public policy objective.

**Bond Anticipation Notes (BANs)** - Use of short-term borrowing, such as (but not limited to) BANs, tax-exempt commercial paper and reverse repurchase agreements will be undertaken only if the transaction costs plus interest on the debt are less than the cost of internal financing, or available cash is insufficient to meet both capital improvements and working capital requirements.

**Credit Enhancement** - Credit enhancement (letters of credit, bond insurance, etc.) may be used when debt service on the bonds is reduced by more than the costs of the enhancement as determined on a net present value basis. Credit enhancement may also be considered when there is no net present value advantage if there is a compelling debt structure or public policy objective.

## **Section VI. Compliance**

**Disclosure** - The City is committed to full and complete financial disclosure, and to cooperating fully with rating agencies, underwriters of its securities, institutional and individual investors, City departments and agencies, other levels of government, and the general public to share clear, comprehensible, and accurate financial information. The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis. The Finance Department shall be responsible for ongoing disclosure to established national information repositories and for maintaining compliance with applicable disclosure standards promulgated by state and national regulatory bodies.

### **Issuance and Post-Issuance Compliance Procedures**

The City, in consultation with its bond counsel and other members of the Financing Team, as appropriate, shall adopt comprehensive compliance procedures to ensure that the City complies with requirements of the Code, both at the time of issuance and post-issuance, as necessary to maintain the tax exemption for tax-exempt debt. The compliance procedures shall provide for the periodic monitoring of compliance while the debt is outstanding whether requirements of the federal arbitrage regulations and the restrictions of the federal private activity bond regulations applicable to the investment and use of proceeds of tax-exempt bond issuances, as well as the facilities financed with those proceeds, are being properly observed.

Please refer to attachment 2 for Disclosure and Post-Issuance Compliance Procedures.

### **Arbitrage Liability Management**

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the City shall solicit the advice of bond counsel and other qualified experts about arbitrage rebate calculations. The City shall, when deemed necessary or when required, contract with a qualified third-party for preparation of the arbitrage rebate calculation.

The City shall maintain an internal record-keeping system for tracking investments and expenditures of bond proceeds.

## **Section VII. Miscellaneous**

**Bond Fund** - All payment of general obligation and general fund revenue bond debt service shall be from the City Debt Service Fund. The Finance Department shall make other debt service payments, including payments on Enterprise debt, by transferring the amounts from the appropriate accounts.

**Investment of Bond Proceeds** - Investments will be consistent with those authorized by applicable federal, state and local law and by the City's investment policies.

**Costs and Fees** - All costs and fees related to issuance of bonds will be paid out of bond proceeds or by the benefiting Department. The Finance Department may assess a fee as part of the costs of issuance on all debt instruments issued by the City sufficient to offset the internal costs of issuance and management of debt.

## **Attachment I**

### **Alternative Financing Instruments**

#### **Introduction**

The purpose of this City of Aurora (the “City”) Swap Policy (the “Policy”) is to establish written guidelines for the City’s execution and management of interest rate swaps, forward starting swaps, options, basis swaps, rate locks, total return swaps, interest rate caps, interest rate floors, interest rate collars and other similar products (collectively, “Swap Products”).

#### **Philosophy Regarding Use of Swap Products**

The Aurora City Council (the “Council”) recognizes that Swap Products can be appropriate financial management tools. This Policy sets forth the manner in which the Authority shall enter into, modify, manage and terminate transactions involving Swap Products (“Swap Transactions”). The rationale for the use of Swap Products may include, but is not limited to:

- hedging or managing interest rate, tax, basis, and other risks;
- enhancing the relationship between risk and return with respect to debt or investments;
- changing the City’s capital structure;
- achieving an appropriate match of assets and liabilities;
- achieving savings as compared to products available in the cash market;
- synthetically creating or lessening fixed or variable rate exposure;
- locking in fixed rates for future use;
- accessing the capital markets more rapidly than may be possible with conventional debt instruments;
- providing a higher level of savings, lower level of risk, greater flexibility, or other benefits not available in the cash market;
- managing the City’s exposure to the risk of changes in the legal and regulatory tax treatment of tax-exempt bonds (e.g., income tax rate changes and other changes to the Internal Revenue Code); and
- achieving more flexibility in meeting financial objectives than can be achieved in conventional markets.

The City shall not assume risks through the use of Swap Products that would not be prudent in light of the above-stated rationales. However, the Council recognizes that unforeseen events may

produce circumstances that are not contemplated by this Policy and may require exceptions to achieve the City's goals. In these cases, flexibility is appropriate.

### **Delegation of Authority**

The Council hereby delegates to its Finance Director (the "Authorized Representative") the ability to independently approve, execute and manage Swap Transactions and, accordingly, all matters requiring City notice, consultation, review, consideration, approval, consent or other action hereunder shall be deemed references to notice, consultation, review, consideration, approval, consent or other action by one of the City's Authorized Representatives. The actions of the City's Authorized Representatives shall be deemed binding with respect to the City with respect to Swap Transactions, and the Authorized Representative needs to execute a Swap Transaction for it to be enforceable. Notwithstanding the foregoing, no Authorized Representative shall enter into any Swap Transaction without the Council's prior approval thereof; provided that such Council approval may be in the form of a general parameters resolution leaving as much discretion with the Authorized Representative as the Council deems appropriate.

### **Permitted Instruments**

The City may use the following, or similar, Swap Products:

- **Interest Rate Swaps:** An agreement to exchange periodic payments based upon changes in rates over a period of time. Cash flows are calculated based on a fixed or floating rate against a set "notional" amount and may begin on a current or forward basis.
- **Total Return Swaps ("TRS"):** A fixed to floating or floating to fixed swap relating to certain underlying bonds or other securities or debt. In connection with a TRS, the swap counterparty acquires the underlying securities or debt, and when the TRS is terminated, the City may be required to make the swap counterparty whole with respect to negative changes in the value thereof.
- **Options on Swaps:** An agreement in which one party has the right, but not the obligation, to enter into, cancel or modify a swap with the other party on a future date or dates or during a specific period.
- **Basis Swaps:** A floating-to-floating interest rate swap in which one floating rate is exchanged for another.
- **Rate Locks:** A form of interest rate swap with a single cash flow, which is most often used to hedge, though not necessarily reduce, the interest cost of an upcoming fixed rate issue.
- **Interest Rate Caps, Collars, Floors:** A financial contract under which a swap counterparty, in exchange for charging a set premium, will make payments to the other

swap counterparty insofar as the specified interest rate either exceeds a specified strike rate or, in the case of a floor, is less than a specified strike rate.

## **Execution and Ongoing Management**

All Swap Transactions must be consistent with this Policy. In addition, the City shall manage its risks and benefits associated with Swap Transactions through periodic consultation with its Swap Advisor as defined below to determine if modifications would be beneficial in light of current market conditions. Such modifications may include one or more of the following:

- early termination of a Swap Product;
- partial termination of a Swap Product;
- modification of the risk of a Swap Product;
- a sale or purchase of options; and
- application of basis swaps.

## **Swap Advisor**

The City shall select and retain a consultant (the “Swap Advisor”) to provide guidance with respect to Swap Products.

Selection Criteria: To be eligible to serve as the Swap Advisor, an entity or person must meet the requirements for a “Qualified Independent Representative,” as defined in the regulations of the U.S. Commodities Futures Trading Commission promulgated under the Dodd-Frank Wall Street Reform and Consumer Protection Act (“Dodd-Frank”) and must:

- have substantial experience advising nonprofit entities and/or state and local governments with respect to Swap Products, and sufficient knowledge to evaluate the particular transaction and risks associated therewith;
- be independent from any swap counterparty or proposed swap counterparty, and not be recommended to the City by any swap counterparty or proposed swap counterparty;
- undertake a duty to act in the best interests of the City;
- not be subject to statutory disqualification under the Commodities Exchange Act or the Securities Act of 1933;
- make appropriate and timely disclosures to the City, including disclosing any known material conflicts of interest that could affect its judgment with respect to its duties as the City’s Swap Advisor;



- evaluate, consistent with any guidelines provided by the City, fair pricing and the appropriateness of any particular transaction; and comply with all applicable State and Federal laws with respect to political contributions to public officials.

The Swap Advisor shall present to the City at least annually a comprehensive review of the current status of the City's Swap Transactions. In addition the Swap Advisor shall comply with the requirements with Dodd-Frank, and shall provide representations and enter into agreements consistent with the requirements of Dodd-Frank, including any ongoing requirements, and provide prompt notice to the City and any applicable swap counterparties if any representation becomes incorrect or misleading in any material aspect.

The City will review the performance of the Swap Advisor annually to ensure compliance with this Policy. In connection with such annual review, the City shall obtain a representation from the Swap Advisor that it continues to meet the requirements of a Swap Advisor.

The City will consult with the Swap Advisor with respect to all proposed Swap Transactions. The Swap Advisor shall provide the City with its evaluation of each Swap Transaction unless waived by the City after careful consideration, including:

- **Suitability:** whether the Swap Product meets the City's stated objectives, financial limitations and complies with this Policy.
- **Fair Pricing:** the Swap Advisor shall provide or cause to be provided mid-market pricing or price quotations, and will evaluate the price being offered and obtain quotations from other dealers as necessary.
- **Risks:** evaluate the risks of the Swap Product in accordance with this Policy.

The Swap Advisor shall also consult with the City with respect to the management of the City's Swap Products outside of specific transactions including such matters as recordkeeping and compliance issues.

## Risk Analysis

Prior to entering into any Swap Transaction, the City shall consult with its Swap Advisor and consider the risks presented thereby, including each of the following risks:

- **Market or Interest Rate Risk:** The risk that rates, or the spreads between rates, will increase or decrease, and the effect of such changes on the Swap Product's cash flow and market value.
- **Basis Risk:** The mismatch between the rate received under a Swap Product and the rate paid by the City on any related obligation. For example, the risk in a floating-to-fixed swap that the floating rate received by the City under the Swap Product may not at all times equal the floating rate paid by the City on the variable rate bonds that it is hedging. Basis risk may include the risk on a Swap Product where the basis of variable rates received and paid differs.

- **Tax Risk:** Basis risk stemming from changes in the value or interest cost of the City's tax-exempt bonds, as a result of the occurrence of tax events in respect of the City's bonds or of tax-exempt bonds generally, including changes in marginal income tax rates and other changes in the Federal and state tax systems.
- **Termination Risk:** The risk that a Swap Product could be terminated prior to its scheduled termination date pursuant to its terms as a result of any of several events relating to either the City or its swap counterparty. Upon an early termination, the City could owe a termination payment to the swap counterparty or receive a termination payment from the swap counterparty. Such payment would typically reflect the then-current market value of the Swap Product or Products.
- **Amortization Risk:** The risk of a mismatch between the principal amount of any obligations related to the Swap Product and the notional amount of the Swap Product.
- **Counterparty Risk:** The risk that the swap counterparty will not fulfill its obligations as specified by the terms of the Swap Product.
- **Uncommitted Funding Risk:** The risk that the term of a Swap Product exceeds the term of a letter of credit with respect to hedged variable rate demand bonds or the term of the interest rate period of the related bonds being hedged. Also the risk that related variable rate demand bonds cannot be remarketed.

### **Additional Considerations**

The City shall note each of the following additional considerations:

- **Accounting and Covenants:** The City shall consider how the execution and performance of a Swap Transaction will be reported for accounting purposes and how the terms of the Swap Transaction may affect satisfaction by the City of its financial covenants.
- **Credit:** The Council understands that procurement and negotiation of the appropriate portfolio of Swap Products in accordance with the terms of this Policy may be dependent, in part, on its ability to secure its payments to its swap counterparties. The City may provide credit enhancement to its swap counterparties in the form of collateral, financial guaranty insurance or other credit support.

### **Swap Counterparties**

Prior to entering into any Swap Transaction, the City shall consider the credit worthiness of its swap counterparty and consider whether it is appropriate or advisable to require such swap counterparty to post collateral upon the occurrence of certain events or to provide some form of credit enhancement, and/or for the Swap Transaction to include any ratings based termination events. The City shall have flexibility in such matters as long as it is in compliance with all applicable laws.

## **Compliance with Applicable Laws**

Prior to entering into any Swap Transaction, the City shall consult with its counsel to determine the applicability of Section 11-59.3-103, C.R.S. (the “Colorado Swap Statute”), and any other state or federal laws governing Swap Transactions, and, to the extent applicable, confirm compliance therewith. The Colorado Swap Statute, if applicable, contains, without limitation, provisions that mandate certain ratings requirements for the swap provider, limits the maximum term of certain Swap Products and limits the notional amounts of certain Swap Products. In addition, to the extent applicable, it requires that the City receive certain information relating to the costs, risks and benefits of Swap Products, and that City take certain considerations into account, prior to entering into certain Swap Products.

## **Swap Documentation**

The City shall endeavor to use, where practicable, but is not required to use, standard International Swap Dealers Association (“ISDA”) documentation, including the ISDA Master Agreement, the Schedule to the ISDA Master Agreement, a Confirmation of each Swap Transaction and, as applicable, the ISDA Credit Support Annex.

The Finance Director of the City or their designee shall be responsible for overseeing all records related to any of the City’s Swap Transactions. The Finance Director shall ensure that such records are (i) accessible within 5 days of any request for such records and (ii) maintained for at least 5 years after the termination of each Swap Transaction. At a minimum, the City shall maintain copies of all Swap Transaction agreements, including ISDA agreements, modifications, novations and any related agreements, as well as any correspondence with swap counterparties with respect to such agreements, including collateral demands and price quotations.

## **Attachment 2**

### **Disclosure and Post-Issuance Compliance Procedures**

#### **Section I. Introduction**

##### **Background:**

**Internal Revenue Service (“IRS”).** The IRS is responsible for enforcing compliance with the Internal Revenue Code (the “Code”) and regulations promulgated thereunder (the “Treasury Regulations”), governing certain obligations, including tax-advantaged municipal bonds.

**U.S. Securities and Exchange Commission (“SEC”).** The SEC is responsible for enforcing compliance with SEC Rule 15c2-12 (the “Rule”) which requires underwriters of governmental securities to obtain agreements from government issuers to meet specific continuing disclosure standards set forth in continuing disclosure agreements (“CDAs”) entered into at the time of issuance. The CDA commits the issuer to provide certain annual financial information and material events notices (all as described later in this policy) to the public.

##### **Purpose:**

This Disclosure and Post-Issuance Compliance Procedures section of the Debt Policy provides a framework for the City of Aurora’s compliance with primary and continuing disclosure requirements under federal securities laws and with post-issuance requirements under federal tax laws for bonds, notes and other obligations issued by the City and backed by the City’s taxing authority or system revenues or issued by third parties and secured by City revenues (“Obligations”). This section applies to all such Obligations of the City and its departments (collectively, the “City”).

The section of this document entitled “Provisions Related to Federal Tax Law” applies specifically to tax-exempt and tax-advantaged Obligations issued by the City (referred to herein as “Tax-Advantaged Obligations”). Taxable Obligations issued by the City are exempt from the regulations described therein.

##### **Objective:**

The City desires to monitor its post-issuance obligations to ensure compliance with the Code, Treasury Regulations and the Rule. This section has been issued to: (1) outline applicable federal laws and regulations related to the issuance of municipal debt obligations; (2) commit the City to the filing of accurate, timely and complete financial and operational information and notice of certain events for the benefit of investors in both the primary and secondary markets, as well as citizens, taxpayers and ratepayers; (3) summarize other post-issuance obligations of

the City related to its outstanding Obligations; and (4) define roles and responsibilities of City staff involved in primary and continuing disclosure and the monitoring thereof.

**Primary Responsibility:** Primary responsibility for compliance with this section of the Debt Policy shall reside with the Finance Director or other City officials delegated the authority to approve the issuance of Obligations (in either case, the “Responsible Party”).

## **Section II. Securities Laws and Disclosure**

### **Legal Background:**

**Anti-Fraud Rules:** Statements and information put forth by public issuers, if intended to or likely to reach participants in the securities market, are subject to the anti-fraud provisions set forth in regulations of the Securities and Exchange Commission (the “SEC”). The anti-fraud provisions are included in Section 17(a) of the Securities Act of 1933, Section 10(b) of the Securities and Exchange Act of 1934, and SEC Rule 10b-5 (issued under Section 10(a) of the 34 Act) (referred to herein as the “Anti-Fraud Rules”). At their core, the Anti-Fraud Rules require that all material information relating to the offered obligations be provided to potential investors at the time of the offering and as required under Rule 15c2-12 (discussed below). The information provided to potential investors must not contain any material misstatements, and the City must not omit any material information which would be necessary to provide to investors a complete description of the Obligations and material information related to the security for the Obligations, and a thorough financial, operating, governance and management discussion of the City. In the contexts of the sale of securities and any subsequent continuing disclosure, a fact is considered to be material if there is a substantial likelihood that a reasonable investor would consider it to be important in determining whether or not to purchase or sell the securities. Under Rule 10b-5, “disclosure documents used by municipal issuers, such as official statements, are subject to the prohibition against false or misleading statements of material facts, including the omission of material facts necessary to make the statements made, in light of the circumstances in which they were made, not misleading”.

Inaccurate or incomplete disclosure can lead to adverse outcomes such as:

- Investigation by the SEC, the FBI or the US. Justice Department
- Investigation by state or local authorities, such as the State Attorney General or the County Prosecuting Attorney
- Imposition of civil fines or penalties
- In the most serious situations, criminal liability
- Civil suits for damages
- Orders imposing limits or requirements on future public offerings
- Harm to an issuer’s reputation and investor confidence
- Lack of access to public securities markets
- Rating agency downgrades

The liability for false, misleading, incomplete or fraudulent statements under the federal securities laws can fall to an issuer itself and its directors, governance boards, officers and staff, as well as advisors and other members of the financing team for an obligation.

### **SEC Regulations**

**Rule 15c2-12:** Largely in response to investor complaints about the lack of disclosure following the initial issuance of debt securities, the SEC adopted Rule 15c2-12 (the “Rule”). The Rule prohibits underwriters from offering bonds unless the issuer enters into a written undertaking to provide specified ongoing disclosure (referred to herein as “Continuing Disclosure”) prescribed in the Rule, including annual financial and operating information, audited financial statements and notices of certain listed events.

Not unlike initial disclosure, Continuing Disclosure submissions are also subject to the Anti-Fraud Rules. Continuing Disclosure must be accurate, timely and complete. Additionally, the information must not omit material facts which would be important to investors in making investment decisions.

### **SEC Disclosure Requirements**

**Primary Offering Disclosure:** When the City issues and sells Obligations pursuant to a public offering, it is responsible for preparing disclosure documents including a preliminary official statement which must be made available to all potential purchasers of the Obligations, and a final official statement (collectively, the preliminary official statement and the final official statement, in the remainder of this Policy, are referred to as the “OS”). The Rule requires that an underwriter must review the preliminary OS in a form “deemed final” by the City (meaning that it contains all material information regarding the Obligations to be issued) with the exception of certain pricing information (such as principal amounts, maturities, interest rates, and debt service information) before it is made available to potential investors. If there are material developments after the preliminary OS was published, and before the sale date, it must be supplemented prior to the sale date. Information relating to pricing is included in the final OS and is the only permitted substantive difference between the preliminary OS and the final OS. If the debt is not being issued through a public offering, the disclosure document may be less extensive and may be referred to as an offering circular, a limited offering memorandum or a private placement memorandum, all of which are also subject to the Anti-Fraud Rules. In some circumstances, such as a direct purchase of the Obligations by a bank, a formal disclosure document may not be necessary or required.

The OS serves four major functions:

- It provides a transaction-specific description of the Obligations being issued;
- It discloses information about the issuer which may include current and historic operating and financial information, outstanding debt, key economic and demographic information,

retirement benefits funding, and other information that may be deemed necessary to comply with SEC disclosure requirements;

- It discloses risk factors particular to the Obligations; and
- It serves as a marketing tool to potential investors.

There are three primary sections included in the OS:

Part one: The front of the document generally provides an overview of the transaction which may include: maturity dates, interest rates, the specific type of financing, the purpose of the financing, the structure of the debt, redemption provisions, sources and uses of funds, source of repayment and other matters particular to the financing.

Part two: The main body of the document generally provides detail on the issuer which may include: the issuer's governance structure, financial condition, operating data, revenues, credit ratings, potential litigation concerns and a summary of the Continuing Disclosure undertaking. To the extent there is credit enhancement in the form of bond insurance, a letter of credit or similar credit facility, a detailed description of this credit enhancement is included in the OS along with material information related to the provider of the credit facility which would be necessary to provide investors with complete and accurate information related to the credit.

Part three: The third part of the OS generally consists of appendices and may include:

- Audited financial statements
- Economic/demographic information which may affect the financial condition of the issuer
- A form of opinion to be provided by bond counsel related to the legality and tax-exempt status, if applicable, of the Obligations
- Summaries or copies of legal documents related to the transaction
- Summaries or copies of credit enhancement instruments, such as a municipal bond insurance policy
- Feasibility studies, consultant reports and the like which have been prepared for inclusion in the OS

The OS is intended to provide comprehensive and accurate disclosure with regard to both the issuer and the transaction such that investors may make informed investment decisions based upon the information provided.

An issuer's disclosure obligations in connection with the initial offering do not end with the closing of the financing. Rather, they continue for as long as the underwriter holds unsold bonds which it is continuing to offer. And in a negotiated bond sale, the bond purchase agreement with the underwriter may include a contractual obligation on the part of the issuer to notify the underwriter and supplement the OS for any material developments occurring or becoming known to the issuer for 25 days or more following the closing.



Because the City, as an issuer of municipal securities, is responsible for the completeness and accuracy of the information put forth to investors in the OS, it is critical that the City provide thorough disclosure, without material misstatements or omissions, sufficient to allow a reasonable investor to make an informed investment decision. This information should include, at a minimum, material information related to the security for the Obligations, and a thorough financial, operating, governance and management discussion of the City. The procedures related to disclosure are outlined in the procedures section of this Policy.

**Responsibility:** While primary responsibility for compliance with the Policy shall reside with the Responsible Party, the Financing Team including subject matter experts, appropriate staff throughout the organization, and outside consultants and attorneys as further described in the attached procedures, will share responsibility for drafting, editing and reviewing information contained in the OS.

**Governing Board Notification:** The OS, or a draft in substantially final form, shall be made available to the City Council, or other governing body, as appropriate, prior to publication. Additionally, staff may hold informational briefings at study sessions, committee meetings or other official meetings of the City Council.

**Assistance of Counsel:** The City may retain outside legal counsel with expertise in federal securities laws matters to assist in the preparation of the OS and will also include the assigned Assistant City Attorney.

**Certification:** In connection with the closing of the transaction, the Responsible Party, shall be responsible for the certification of the information included in the OS.

**Governing Principles for Initial Disclosure.** The following principles govern the work of the respective City officials and staff members that contribute, prepare, edit, or, review information contained in the OS:

- City officials and staff involved in the drafting, editing and/or review of the OS are responsible for being familiar with this Policy and with federal securities laws generally as they relate to disclosure.
- City officials and staff involved in the disclosure process should err on the side of raising issues or concerns when preparing or reviewing information for disclosure. City officials and staff are encouraged to consult with Bond Counsel and/or Disclosure Counsel if there are questions regarding whether an issue is material.
- Procedural processes and guidelines related to this Policy, disclosure preparation and review are attached. From time to time, the City will consider revisions to this Policy and attached procedures, as a result of experience during particular financings, because of additional SEC pronouncements or for other reasons.
- The City must take action to ensure that officials involved in the preparation of the disclosure document who have sufficient expertise and authority to, collectively,

compile accurate and complete information to allow a reasonable investor to make an informed investment decision.

**Other Marketing Activities:** Preparation for the marketing of securities may include activities which are separate from the preparation of the OS. For instance, the issuer may have discussions and interactions with credit rating agencies and make presentations to potential investors. The disclosure in these situations is subject to the same due diligence and Anti-Fraud Rules which pertain to the OS. Information given in these situations must be consistent with information provided to all other investors or potential investors.

SEC Rule 10b-5 prohibits the purchase or sale of a security of any issuer on the basis of material nonpublic information about that security or the issuer, often referred to as “insider information.” Thus, third parties should not be provided, orally or in writing, material nonpublic information which is not also available to all investors (or potential investors).

Formal presentations to credit rating agencies and potential investors shall be reviewed by the Responsible Party, as applicable.

**Public Statements:** Public statements by City officials that can reasonably be expected to reach participants in the securities market are also subject to the Anti-Fraud Rules. Thus, public statements, both verbally and in writing, should be avoided that convey inaccurate or misleading material information regarding the City.

**Annual Reports:** Annual reports prepared for general dissemination to the public, which typically include audited financial statements, a management discussion and analysis, statistical and other information, and cover letter, are frequently used in connection with offerings of securities and related secondary markets filings primarily in reliance on the opinion of an auditor.

**Training Required:** Individuals holding responsibility for the issuance of Obligations, the preparation of the OS, the satisfaction of initial and continuing disclosure requirements, and the maintenance of books and records related to the financing shall be provided periodic training related to relevant federal securities and tax laws, either in-house or through third-party conferences, courses, or other programs.

**Continuing Disclosure:** Ongoing (continuing) disclosure is required by Rule 15c2-12 (the “Rule”), which requires the underwriter of an issue of municipal securities to obtain a commitment from the issuer to provide ongoing disclosure.

Continuing Disclosure is intended to reflect the ongoing financial and operating conditions of an issuer as they change over time, as well as specific events occurring after issuance, that can have an impact on both the ability to repay debt obligations and the market value of the City’s debt in the secondary market.

For each new issuance, the Rule requires a written undertaking between the issuer and the underwriter of the obligations which requires the issuer, for the benefit of holders of municipal securities or potential investors, to provide the following to the Municipal Securities Rulemaking Board (“MSRB”):

- Audited financial statements
- Operating data as provided for in the applicable Continuing Disclosure undertaking
- Notice of the occurrence of any of the following events, within 10 business days of the occurrence of the event:
  - Delinquency in the payment of principal of or interest on the issuer’s securities
  - Non-payment related defaults, if material
  - Unscheduled draws on debt service reserves, or on credit facilities, reflecting financial difficulties
  - Substitution of credit or liquidity providers or their failure to perform
  - Adverse tax opinions, the issuance by the IRS of proposed or final determinations of taxability or Notice of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the security, or other material event affecting the tax status of the security
  - Modifications to the rights of security holders, if material
  - Bond calls, if material, and/or tender offers
  - Defeasances
  - Release, substitution, or sale of property securing repayment of the Obligations, if material
  - Ratings Changes
  - Bankruptcy, insolvency, receivership or similar event of an obligated person
  - The consummation of a merger, consolidation, or acquisition involving an obligated person or the sale of all or substantial all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material
  - Appointment of a successor or additional trustee or the change of name of a trustee, if material
  - Incurrence of a financial obligation of the obligated person, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a financial obligation, any of which affect security holders, if material; and
  - Default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a financial obligation of the obligated person, any of which reflect financial difficulties

- Other notices:
  - The failure to provide annual information within the specified time
  - Any change in the accounting principles applied in the preparation of the annual financial statements or in the fiscal year

All submissions will be made in electronic form through the MSRB's web-based system known as Electronic Municipal Market Access ("EMMA"), currently available at <http://www.emma.msrb.org>.

The City shall enroll on the EMMA website for annual email reminders of annual filing deadlines.

**Voluntary Disclosure:** Although the Rule prescribes certain annual information and event-based disclosures which must be filed, issuers may disclose additional information which would be of interest to investors. To this end, the City may choose to voluntarily disclose other information to the MSRB that goes beyond the requirements of the Rule.

### **Section III. IRS Regulations**

Proceeds of Tax-Advantaged Obligations and certain other funds are subject to the arbitrage and rebate restrictions in Section 148 of the Code. Some funds may only be invested at a rate that does not exceed the yield on the Tax-Advantage Obligations. For funds that may be invested at an unrestricted yield, amounts earned by investing above the bond yield must be rebated to the IRS, unless the City qualifies as a small issuer or a spending exception is met. The arbitrage and rebate requirements for each Tax-Advantaged Obligation are detailed in the federal tax certificate issued in conjunction with the Obligations.

The Finance Director, or his/her designee, will monitor the investment and expenditure of the funds and accounts and will determine whether the Tax-Advantaged Obligation meets the requirement for one of the expenditure exceptions to arbitrage rebate. Arbitrage reports may be required to be prepared, and rebate may be due to the IRS.

Each year, the City, or a qualified consultant, will calculate, in accordance with IRS guidelines, rebate requirements on City obligations. Any investment earnings in excess of permitted amounts, must be paid to the U.S. Treasury.

## **Appendix: Disclosure and Post-Issuance Compliance Procedures**

### **Financing Team**

The Financing Team shall consist of City staff as listed below and other public finance professionals including bond counsel, disclosure counsel (discussed below), financial advisors, underwriters, and others providing professional services related to the issuance of Obligations.

City Staff:

- Finance Director
- City Treasurer and staff members
- Controller
- Accounting Supervisor
- Budget Officer
- Assistant City Attorney
- Controller

The Financing Team shall hold primary responsibility for: the plan of finance, the financing schedule (including the identification of critical tasks and responsibilities), document review and compliance with federal law and tax regulations, the structuring and pricing of the Obligations, and the preparation rating agency material and presentations to rating agencies . In addition, members of the Financing Team may be called upon to direct the timing of issuance of Obligations; the solicitation and selection of other members of the Financing team; communication and review of financing plans; the discussion of current regulatory issues; staff training; and advising on other issues related to the issuance of Obligations.

### **Section I. Official Statement Preparation and Review**

The following procedures put forth the steps which will be taken in preparing the Preliminary Official Statement and the Official Statement (collectively referred to herein as the OS):

**Disclosure Counsel:** If it is determined to be in the best interest of the City by the Responsible Party, the City, through the City Attorney or his/her designee, may retain the services of a legal firm (which may be Bond Counsel or other counsel) with a professional understanding of the disclosure requirements under federal securities laws to serve as its disclosure counsel to assist in the coordination and preparation of the OS. Disclosure Counsel has a confidential, attorney-client relationship with officials and staff of the City. Disclosure Counsel typically provides a negative assurance letter as to the disclosure set forth in the OS for each City Obligation. The letter shall be to the effect that, as a matter of fact and not opinion, no information came to the attention of the attorneys working on the transaction which caused them to believe that the OS as of its date and as of the date of their letter (except for any financial, statistical, economic or demographic data or forecasts, charts, tables, graphs, estimates, projections, assumptions or expressions of opinion, and other customary exclusions), contained or contains any untrue

statement of a material fact or omitted or omits to state any material fact necessary to make the statements therein, in light of the circumstances under which they were made, not misleading.

**Data Sources:** The Financing Team, in conjunction with subject matter experts within the City, shall advise on the identification of data and information items within the financial and operating sections of the OS and other information sufficient to allow a reasonable investor to make an informed investment decision. At a minimum, this should include a thorough description of the Obligations, a discussion of financial, operating, governance and management of the City, and risk factors related to the Obligations.

**Establish a Plan and Time Schedule for the Preparation of the OS:** For each financing, a sufficient amount of time shall be scheduled to allow for the City to obtain credit ratings from nationally recognized ratings organizations and the compilation of all requisite information, disclosure review and approval prior to release of the OS to the market.

**Document Review Meetings:** During the initial disclosure development process there shall be a formal meeting or call which includes, but is not limited to, the Financing Team, subject matter experts involved in the preparation of the OS, during which the OS is reviewed for accuracy and to obtain final comments or make other required modifications to the document.

**Final Review:** Prior to release of the OS, the Financing Team, along with subject matter experts, will complete a final review which may include, but not be limited to, comparing and noting any discrepancies between the City's audited financial statements and other source materials and identifying items requiring modification or correction.

**Certification:** In connection with the closing of the transaction, the Responsible Party shall execute a certificate under the Anti-Fraud Rules to the effect that the OS, as of its date and as of the date of closing, does not contain any untrue statement of material fact or omit to state any material fact necessary to make the statements contained in the OS not misleading in light of the circumstances under which they were made. Such certification may exclude information provided by third parties, such as underwriters, securities depositories and credit enhancers.

## **Section II. Continuing Disclosure**

Ongoing (continuing) disclosure is required by Rule 15c2-12 (the "Rule"), which requires the underwriter of an issue of municipal securities to obtain a commitment from the issuer to provide ongoing disclosure.

Continuing Disclosure is intended to reflect the ongoing financial and operating conditions of an issuer as they change over time, as well as specific events occurring after issuance, that can have an impact on both the ability to repay debt obligations and the market value of the City's debt in the secondary market.

For each new issuance, the Rule requires a written undertaking between the issuer and the underwriter of the obligations which requires the issuer, for the benefit of holders of municipal securities or potential investors, to provide the following to the Municipal Securities Rulemaking Board (“MSRB”):

- Audited financial statements
- Operating data as provided for in the applicable Continuing Disclosure undertaking
- Notice of the occurrence of any of the following events, within 10 business days of the occurrence of the event:
  - Delinquency in the payment of principal of or interest on the issuer’s securities
  - Non-payment related defaults, if material
  - Unscheduled draws on debt service reserves, or on credit facilities, reflecting financial difficulties
  - Substitution of credit or liquidity providers or their failure to perform
  - Adverse tax opinions, the issuance by the IRS of proposed or final determinations of taxability or Notice of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the security, or other material event affecting the tax status of the security
  - Modifications to the rights of security holders, if material
  - Bond calls, if material, and/or tender offers
  - Defeasances
  - Release, substitution, or sale of property securing repayment of the Obligations, if material
  - Ratings Changes
  - Bankruptcy, insolvency, receivership or similar event of an obligated person
  - The consummation of a merger, consolidation, or acquisition involving an obligated persona or the sale of all or substantial all of the assets of the obligated person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material
  - Appointment of a successor or additional trustee or the change of name of a trustee, if material
  - Incurrence of a financial obligation of the obligated person, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a financial obligation, any of which affect security holders, if material; and
  - Default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a financial obligation of the obligated person, any of which reflect financial difficulties



- Other notices:
  - The failure to provide annual information within the specified time
  - Any change in the accounting principles applied in the preparation of the annual financial statements or in the fiscal year

All submissions will be made in electronic form through the MSRB's web-based system known as Electronic Municipal Market Access ("EMMA"), currently available at <http://www.emma.msrb.org>.

The City shall enroll on the EMMA website for annual email reminders of annual filing deadlines. The current practice of the City is to rely on a secondary market disclosure services provider for the timely satisfaction of its secondary markets filing requirements.

**Voluntary Disclosure:** Although the Rule prescribes certain annual information and event-based disclosures which must be filed, issuers may disclose additional information which would be of interest to investors. To this end, the City may choose to voluntarily disclose other information to the MSRB that goes beyond the requirements of the Rule.

### **Section III. Provisions Related to Federal Tax Laws**

**Requirements at Closing:** Numerous federal tax requirements must be met in connection with an issue of Tax-Advantaged Obligations. These requirements generally are addressed in documents and certificates included in the transcript completed at closing, including in particular the federal tax certificate, and confirmed in certain respects by the legal opinions included in the transcript.

**Requirements after Closing:** Other federal tax requirements require on-going monitoring after the issuance of Tax-Advantaged Obligations.

**Primary Responsibility.** The Responsible Party will undertake primary post-issuance compliance responsibility relating to the City's Tax-Advantaged Obligations. The Responsible Party shall be generally familiar with the provisions of the Internal Revenue Code of 1986, as amended (the "Code"), and the Treasury Regulations (the "Regulations") governing the tax-exempt/advantaged status of the Obligations. The Responsible Party may delegate tasks to outside attorneys or other consultants with expertise in these areas.

**Investment of Proceeds/Arbitrage Rebate Requirements.** Proceeds of Tax-Advantaged Obligations and certain other funds are subject to the arbitrage and rebate restrictions in Section 148 of the Code. Some funds may only be invested at a rate that does not exceed the yield on the Tax-Advantage Obligations. For funds that may be invested at an unrestricted yield, amounts earned by investing above the bond yield must be rebated to the IRS, unless the City qualifies as a small issuer or a spending exception is met. The arbitrage and rebate requirements for each

Tax-Advantaged Obligation are detailed in the federal tax certificate issued in conjunction with the Obligations.

The Finance Director, or his/her designee, will monitor the investment and expenditure of the funds and accounts and will determine whether the Tax-Advantaged Obligation meets the requirement for one of the expenditure exceptions to arbitrage rebate. Arbitrage reports may be required to be prepared, and rebate may be due to the IRS. The Finance Director or designee shall:

- During construction, monitor expenditures to confirm satisfaction of expected exceptions to rebate (such as six month exception, 18 month exception, 24 month exception)
- Make the first rebate payment, if any, which is due five years after date of issue plus 60 days
- Make succeeding rebate payments, which are due every succeeding five years, if there are unspent gross proceeds of the Tax-Advantaged Obligations
- Make the final rebate payment, which is due 60 days after early redemption or retirement of the Tax-Advantaged Obligations

**Limitations on Type of Investments.** Proceeds of Tax-Advantaged Obligations must be invested as permitted by the Code (as set forth in the federal tax certificate) and under state law and the City's Investment Policy, unless specifically exempted. In addition, the bond ordinance or any bond insurance agreement may further limit permitted investments.

**Use of Proceeds During the Construction Period.** Monitoring the expenditure of proceeds of a Tax-Advantaged Obligation is necessary to assure that the required amount of proceeds are expended for capital expenditures and that not more than 10% (5% if the private use is disproportionate or unrelated to the qualified governmental use to the extent required by the Code) of the proceeds are expended for projects that will be used in a private trade or business (including by the federal government, other governmental entities and nonprofit entities). Proceeds must be allocated to expenditures by 18 months after the later of the date of the expenditure was made or the date the project was placed in service, but not later than the earlier of 5 years after the Tax-Advantaged Obligations were issued or 60 days after the bonds are retired. The City will use a consistent application of the same methodology for all expenditures of proceeds of a particular issue of Tax-Advantaged Obligations and document this allocation.

**Refundings and Defeasances.**

- For refunding escrows, the City shall confirm that any scheduled purchases of State and Local Government Series or open market securities are made as scheduled.
- On the redemption date, the City shall confirm that the refunded or defeased obligations have been redeemed and cancelled.

Promptly following the redemption date, the City shall confirm that all proceeds of the Tax-

Advantaged Obligations and all proceeds of the refunded obligations have been spent. The City shall verify that excess proceeds, if any, of the Tax-Advantaged Obligations do not exceed an amount permitted by the Regulations.

**Use of Bond-Financed Facilities.** Monitoring (and limiting) any private use of the bond-financed facility is important to maintaining the federal tax treatment of Tax-Advantaged Obligations. In general, no more than 10% (5% if the private use is disproportionate or unrelated to the qualified governmental use to the extent required by the Code) of the bond-financed facility can be used in a private trade or business (including by the federal government and nonprofit entities). Private use can arise through any of the following arrangements, either directly or indirectly.

- Selling all or a portion of the facility
- Leasing all or a portion of the facility
- Entering into a management contract or service contracts for the facility (except for qualified management contracts as set forth in the applicable Regulations)
- Use of all or a portion of the facility for research purposes under a research contract (except for qualified research contracts as set forth in the applicable Regulations)
- Entering into contracts giving “special legal entitlement” to the facility (for example, selling advertising space or naming rights)

The Responsible Party may set a schedule for diligence reviews of use of any bond-financed facility and designate the person with primary responsibility for those reviews.

The City will take the following steps to timely correct any noncompliance issues as they arise:

- Consult with bond counsel regarding any private use or proposed change in use with respect to bond-financed property.
- If noncompliance will be remediated under existing IRS remedial action provisions or tax-exempt bond closing agreement programs contained in the Regulations or other published guidance from the IRS, determine the deadline for taking action and proceed with diligence to take the required remedial actions.
- If remedial actions are unavailable, determine whether to make a submission to the IRS’ Tax Exempt Bonds Voluntary Closing Agreement Program (“VCAP”).

**Reissuance.** A significant modification of the bond documents may result in Tax-Advantaged Obligations being deemed refunded or “reissued.” Such an event will require, among other things, the filing of new information returns with the federal government and the execution of a new federal tax certificate. Bond counsel should be consulted in the event of modification of the bond documents.

**Record Retention.** The City shall retain records of accounting and monitoring the City carries out with respect to Tax-Advantaged Obligations. Records relating to the issue shall be retained for the life of the Obligations (including any refundings) plus three years.

## Section IV. General Requirements Applicable to all City Obligations

**Monitoring Post-Issuance Compliance:** The Responsible Party may utilize industry standard compliance checklists as published by the National Association of Bond Lawyers, the Government Finance Officers' Association, or other organizations having specialized knowledge in such matters, as the City's template for monitoring its compliance with disclosure requirements in keeping with SEC requirements as well as the Code and other regulations.

The Responsible Party shall be responsible for monitoring post-issuance compliance issues and shall coordinate procedures for record retention and review of such records. Records relating to the issue shall be retained for the life of the Obligations (including any refundings) plus three years.

Documents and other records relating to Obligations shall be maintained by the City. In maintaining such documents and records, the City shall comply with applicable IRS requirements.

The City shall exercise options, as necessary, for voluntary corrections in the instance that there is a failure to comply with post-issuance compliance requirements and take corrective action when necessary and appropriate. This may include engaging bond counsel or third-party advisors to assist in any remedial actions.

**Closing Transcripts and Records:** Upon the closing of an issuance of Tax-Advantaged Obligations, the Responsible Party shall confirm the filing by bond counsel of applicable tax information (i.e., Form 8038, Form 8038-G or Form 8038-CP) on a timely basis.

The following documents may be maintained in connection with the issuance of each Obligation. The goal is to retain adequate records to substantiate compliance with federal tax, securities law, state law and contractual requirements applicable to the Obligations. Generally, records should be maintained for the term of the Obligations (plus the term of any refunding obligations) plus three years. The records that may be maintained include, but are not limited to, the following:

- Complete bond transcript (provided by bond counsel) in electronic form or hard copy.
- Records of investment of proceeds showing the date and amount of each investment, its interest rate and/or yield, the date any earnings are received, and the amount earned, and the date each investment matures, and if sold prior to maturity, the sale date and sale price.
- Records of expenditure of proceeds in a format showing the amount, timing and the type of expenditure.
- Records of invoices or requisitions, together with supporting documentation showing payee, payment amount and type of expenditure, particularly for projects involving multiple sources of funds.

- Records necessary to document the allocation of bond proceeds and other sources of funds to particular projects or portions of projects.
- Records documenting the final allocation of bond proceeds to expenditures, including any reallocations of bond proceeds, showing the timing and substance of the reallocation, if applicable.
- Records demonstrating compliance with arbitrage and rebate requirements, including arbitrage calculations, documentation of spending exceptions to rebate, rebate reports and related IRS filings and payments.
- Records regarding any guaranteed investment contracts, swaps or hedges with respect to the Obligations.
- Copies of contracts relating to the use of the bond-financed facilities including leases, concession agreements, management agreements and other agreements that give usage rights or legal entitlements with respect to the facility to private parties (e.g., advertising displays, cell tower leases, output contracts, and naming rights agreements).
- Copies of contracts relating to ongoing compliance with respect to the Obligations, such as Calculation Agency Agreements or filings.
- Copies of any filings or correspondence with the IRS, the SEC or other regulatory body with respect to the Obligations.
- Copies of all annual filings and notices of listed events filed with EMMA

## **Section V. Procedure Review and Revision**

Procedures which are outlined in the Disclosure and Post-Issuance Compliance Procedures section of the Policy may be updated administratively with the approval of the Responsible Party, as necessary provided the changes are consistent with the substance and intent of the Policy.

## MANAGEMENT AND FINANCE POLICY COMMITTEE MEETING

April 26, 2022

---

### **CITY OF AURORA DEBT POLICY**

#### Summary of Issue and Discussion

Teresa Sedmak gave a background on the item. Aurora has a Debt Policy that is occasionally reviewed to keep it current regarding IRS regulations and SEC rules. It is required to be reviewed every three years with changes brought to Council for review. The Debt Policy was sent to the City's Bond Council for review and has been found to be current. Bond Council, however, recommended changes to add to the clarity of the document but those modifications do not change the substance of the policy itself. The Policy includes sections regarding issuance of debt, use of derivative vehicles, and post-issuance compliance. This Policy will be modified to reflect any changes in law, IRS regulations, SEC regulations, or the will of the Council. Staff anticipates taking the item to Study Session for further discussion but will not be asking for a resolution on the changes.

#### Committee Discussion

Council Member Gardner: Appreciate that summary. No, I don't think we need to go through it line by line.

Council Member Murillo: You're right. It is a lot to go through. Perhaps I'll have something at Study Session.

T. Sedmak: Okay. Thank you.

#### Outcome

The Committee recommended the changes and move forward to Study Session.

#### Follow-up Action

Staff will forward this item to Study Session.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> City Owned Impound Lot Exploration Resolution
<b>Item Initiator:</b> Council Member Juan Marcano
<b>Staff Source/Legal Source:</b> Council Member Juan Marcano/ Megan Platt, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/a

### ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Council Member Juan Marcano / Megan Platt, Assistant City Attorney  
10 minutes

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service



---

**Policy Committee Date:** 4/14/2022

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

Reviews April 14, 2022 by the Public Safety, Courts and Civil Service Policy Committee. Approved to move forward to Study Session.

---

**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT FOR DIRECTING STAFF TO INVESTIGATE AND EXPLORE THE CREATION OF AN IMPOUND LOT OWNED AND OPERATED BY THE CITY OF AURORA

---

**QUESTIONS FOR COUNCIL**

Does Council Approve the Resolution to move forward to Regular Meeting?

---

**LEGAL COMMENTS**

This is an appropriate item for Council's consideration as, under City Charter §1-3, this is necessary and proper for the administration of local and municipal matters. City Council may make its support known by passing a resolution. (Platt)

---

**PUBLIC FINANCIAL IMPACT**

- ☐ YES      ☒ NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

- ☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** N/A

RESOLUTION NO. R2022- \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT FOR DIRECTING STAFF TO INVESTIGATE AND EXPLORE THE CREATION OF AN IMPOUND LOT OWNED AND OPERATED BY THE CITY OF AURORA

WHEREAS, the City of Aurora contracts towing and impound services through a third-party vendor, M & M Impound & Towing, that set fee rates that are regulated on the Colorado Public Utilities Commission and C.R.S. 42-4-1801-1806. When the Aurora Police Department impounds a vehicle pursuant to A.M.C. 134-37, those costs are passed on to the vehicle owners and;

WHEREAS, when a stolen motor vehicle is located in Aurora, the vehicle is impounded by the City. Currently, victims of motor vehicle theft are responsible for the cost of towing and impound by law, which causes further victimization. The cost for motor vehicle theft victims when a vehicle is recovered is \$125.00 per tow, a notice fee of \$35.00, plus a storage fee of \$30.00 and;

WHEREAS, the Aurora Police Department currently has administrative authority to offer fee waivers on a case-by-case basis; however, to offer fee waivers to all victims of motor vehicle theft is financially not feasible for the City under the current contract with M & M Impound & Towing and;

WHEREAS, the cost for the City to absorb fees for motor vehicle theft victims for a one-year period is estimated to be approximately \$974,883.25 based on figures collected from the Aurora Police Department and M & M Impound & Towing, which operates the impound lot currently used by the City and;

WHEREAS, other large cities in the metro are including Denver and Colorado Springs own and operate their own impound lots as well as other large cities nationwide and;

WHEREAS, the establishment of an impound lot that is owned and operated by the City could better serve victims of motor vehicle theft and all citizens of Aurora by making fee waivers available for crime victims and fees more reasonable and affordable for all other citizens and;

WHEREAS, while upfront costs have historically been an obstacle to the establishment of a city owned impound lot, an appropriately calculated fee schedule would allow the City to recuperate those costs and for the lot to become self-sustaining over time while providing an essential public service.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The City Council finds and determines that it is in the best interests of citizens of Aurora to direct staff to investigate and explore opening an impound lot that is owned and operated by the City.

Section 2. City Council authorizes the City Manager in conjunction with the Aurora Police Department to gather information for the establishment of a City of Aurora impound lot by locating suitable properties, establishing a fee schedule that will cover land and infrastructure costs, and the costs to operate the impound lot at a “net zero” cost to the City, and determining total upfront costs for presentation and consideration by Council.

Section 3. City Council directs staff to prepare and present a report on the findings responsive to this Resolution to the Public Safety, Courts, and Civil Service Committee within 180 days of the date this Resolution.

Section 4. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_. 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

<sup>PS</sup>  
Megan Platt  
MEGAN PLATT, ASSISTANT CITY ATTORNEY



# CITY OF AURORA

## Council Agenda Item Continuation Page

<b>Item Title:</b> Resolution Adopting the Youth Violence Prevention Program 2022 Strategic Plan
<b>Item Initiator:</b> Jessica Prosser, Director of Housing and Community Services
<b>Staff Source:</b> Christina Amparan, Youth Violence Prevention Program Manager
<b>Legal Source:</b> Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Date of Change:</b> 4/28/2022

### COUNCIL MEETING DATES:

**Study Session:** 4/18/2022

**Regular Meeting:** 5/23/2022

---

### ITEM SUMMARY *(Brief description of changes or updates with documents included.)*

This item is a continuation from the April 18, 2022 Study Session with a few updates based on feedback from council. YVPP staff have made changes to the YVPP strategic plan that include:

- 1) A description of steps taken to complete the strategic plan;
- 2) Modifications to ensure the plan aligns with the resolution;
- 3) Overview of the collection of continued data and performance measures; and
- 4) Description of how risk-factors such as use of controlled substances by youth will be addressed by the collective YVPP network.

# MEMORANDUM



City of Aurora

Housing and Community Services  
15151 E Alameda Pkwy, Suite 4500  
Aurora, Colorado 80012  
303.739.7280

*Worth Discovering • auroragov.org*

**TO: Mayor and City Council**

**THROUGH:** Jessica Prosser, Housing and Community Services Department Director

**FROM:** Christina Amparan, Youth Violence Prevention Program Manager

**DATE:** May 03, 2022

**SUBJECT:** YVPP Strategic Plan edits based on Council feedback

---

## Purpose

The purpose of this memo is to outline the changes made to the YVPP Strategic Plan based on the requests and feedback provided by City Council members during the April 18<sup>th</sup> Study Session.

## Modifications

The following modifications were made to the YVPP Strategic Plan:

1. Page 5: Name of Stakeholder Updated
2. Page 9: Further explanations of steps taken to complete the community needs assessment used to help inform the development of the strategic plan were added. In more detail, steps taken were directly taken from the [OJJDP Comprehensive Gang Model Assessment Guide](#) and the [CDC Comprehensive Technical Packet for Prevention of Youth Violence and Associated Risk Behavior](#) to ensure an evidence based approach was taken to assess the impacts of risk-factors and protective-factors to include gang and gun violence and victimization at a local level.

YVPP program staff worked closely with epidemiologists from the Tri-County Health Department, staff from Rocky Mountain Partnership, UC Health and other YVPP stakeholders to create the Data Workgroup that met frequently and took on developing data collections efforts in support of the completion of the assessment. Efforts included reviewing past assessments completed within the city of Aurora to include: 1.) The Interim Report: Juvenile Justice Pre-System and Early Stem Youth, May 2019 report, 2.) The Arapahoe County JCC Visioning Summit Report, 3.) Healthy Kids Colorado Survey data, 4.) Action Report, High-Risk Juvenile Summit, and 5.) Data made available by YVPP stakeholders such as number of individuals taken to emergency rooms for gun shoot wounds and other injuries related to a violent incidents.

Steps taken also included reporting back information collected to the different YVPP workgroups that included the: 1.) Policy Steering Committee, 2.) Intervention Workgroup, 3.) Community Mobilization Team, and 4.) Youth Advisory Council to collect input from a multi-disciplinary group

of stakeholders on the data, and g strategy development and prioritization that lead to the creation of the Aurora YVPP model.

3. Page 10: Mention of on-going evaluation efforts were added. For further clarification, the YVPP program will seek to fund an evaluator to assess the success of performance and outcomes of programming efforts and identify areas of improvement. The YVPP workgroups have provided a list of data sets to gather and assess on an on-going basis that requires partnering with local law enforcement, criminal justice agencies, schools to name a few, to capture violent crime trends to help inform on-going collective responses.

Such data includes collecting and reviewing on-going quantitative and qualitative data such as on-going community perspective of unsafe places and behaviors such as parks overtaken by gangs or having heavy levels of criminal behavior, and number of homicides, #of youth served by the program, recidivism rates, #of victims of gun shot wounds, and so forth. Collaborative evaluation efforts such as those mentioned in the strategic plan will assist with identifying further national level best-practices to support short and long-term efforts to implement within the city to support with violence prevention and reduction efforts.

4. Page 11: In following the public health approach, the Aurora YVPP Model aims to foster and support a collective and collaborative response in order for the city to address the level of need and impact being experienced due to youth violence. YVPP will take the lead on facilitating the intervention and prevention responses, while supporting current suppression efforts and actions in place to address other risk factors such as substance use, human trafficking and mental health needs and impacts to youth. This will reduce the likelihood of duplication of efforts, allow for the leveraging of resources and ensure there is a subject matter response to address each topic, as each are very complex in nature.
5. Page 13: To ensure the YVPP Model is aligned with Resolution 2022-50 adopted in February of 2022, the YVPP strategic plan prioritizes an Intervention Response to address gang violence and in support of the reinstatement of the A-GRIP response that included the duplication of the OJJDP Comprehensive Gang Model locally. Such efforts include: 1.) Providing outreach services, 2.) Developing a critical incident response, 3.) Working closely with the school districts, 4.) Support a regional response, 5.) Creation of a Multi-Disciplinary Team, and 6.) Implementing community mobilization efforts. As outlined by Resolution 2022-50, community funding will be distributed to community organizations to fund 80% of intervention programming and 20% towards prevention efforts.
6. Page 14: The Targeted Population diagram was updated. The YVPP program seeks support a balanced approach to address youth violence that includes serving youth that come from the general population, are at-risk and high-risk which may fall under the primary prevention, secondary prevention and intervention and re-entry categories. Youth are those between the ages of 10 – 24 which based on the public health approach, are the age ranges more frequently impacted by youth violence.

Youth will be engaged by the YVPP program through: 1.) Direct services by the Outreach Specialists, 2.) Referrals to YVPP stakeholders that can best address the needs at hand to include to other city of Aurora departments or to those organizations funded through the NOFO, 3.) Engagement through the Youth Advisory Council, and 4.) Facilitated prevention efforts implemented at the community level. Services will be depended on the need of the youth.

---

**Christina Amparan**

---

**Date**

---

**Jessica Prosser**

---

**Date**





# CITY OF AURORA

## Council Agenda Commentary

**Item Title:** Commentary Page-Resolution Adopting YVPP 2022 Strategic Plan (05.09.2022 Council Mtg) (002).docx

**Item Initiator:** Jessica Prosser, Director of Housing and Community Services

**Staff Source/Legal Source:** Christina Amparan, Youth Violence Prevention Program Manager / Angela Garcia, Senior Assistant City Attorney

**Outside Speaker:** N/A

**Council Goal:** 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** 4/18/2022

**Regular Meeting:** 5/9/2022

### ITEM DETAILS:

Resolution Adopting the Youth Violence Prevention Program 2022 Strategic Plan  
Estimated Presentation/discussion time: 10 minutes

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |   |
|---|---|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session              |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input checked="" type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |   |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |   |

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Housing, Neighborhood Services & Redevelopment

**Policy Committee Date:** 4/7/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |

☐ Minutes Attached

☒ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Youth Violence Prevention Program team completed a Community Assessment in Fall 2021 and has been working to draft a Strategic Plan. On February 28, 2022, Council adopted a resolution sponsored by Council Member Lawson to provide staff with additional direction on the focus of the program. Staff incorporated that feedback and completed the Strategic Plan.

This Strategic Plan incorporates program metrics that will help identify areas of opportunity and successes of the program. To date, staff has implemented activities in support of a balanced approach, inclusive of intervention, secondary prevention and prevention activities to help address the impacts of youth violence, build capacity and implement a collective response with the YVPP network.

Program staff last presented on April 7, 2022 during the HoRNS policy committee meeting, and during the April 18, 2022 Study Session.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

This item is a continuation from the April 18, 2022 Study Session with a few updates based on feedback from council. YVPP staff have made changes to the YVPP strategic plan that include:

- 1) A description of steps taken to complete the strategic plan;
- 2) Modifications to ensure the plan aligns with the resolution;
- 3) Overview of the collection of continued data and performance measures; and
- 4) Description of how risk-factors such as use of controlled substances by youth will be addressed by the collective YVPP network.

---

**QUESTIONS FOR COUNCIL**

Does the City Council approve the Resolution Adopting the Youth Violence Prevention Program 2022 Strategic Plan?

---

**LEGAL COMMENTS**

City Council has the authority to provide for the safety, preserve the health, promote the prosperity, and improve the morals, order, comfort and convenience of the city and its inhabitants. (City Code, Sec. 2-32). Council shall act only by ordinance, resolution or motion. (City Code, Art. 5-1) (Garcia)

---

**PUBLIC FINANCIAL IMPACT**

☐ YES ☒ NO

**If yes, explain:** N/A

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A

RESOLUTION NO. R2022 - \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA,  
COLORADO, ADOPTING THE YOUTH VIOLENCE PREVENTION PROGRAM  
2022 STRATEGIC PLAN

WHEREAS, City Council and City Management recognize that youth violence is a public health crisis that requires a comprehensive response; and

WHEREAS, the Youth Violence Prevention Program (“YVPP”) was established in April 2021 to address the issue of youth violence in the city of Aurora; and

WHEREAS, the mission of the YVPP is to enhance public safety and to reduce the impact of youth violence in Aurora communities through a comprehensive and proactive public health approach inclusive of youth, the community, partner agencies, governmental agencies and city leaders; and

WHEREAS, the YVPP 2022 Strategic Plan serves as the roadmap for how the city approaches youth violence reduction rooted in local and national best practices and evidence-based approaches and collaboration with key stakeholders; and

WHEREAS, the YVPP 2022 Strategic Plan provides an overview of our current state of youth, gang and gun violence, and lays out the strategies and resources needed to make an impact on youth violence in the city of Aurora; and

WHEREAS, City Council approved R2022-50 which reconstituted Aurora’s efforts around gang and gun violence reduction and intervention and youth violence prevention in order to improve the focus on the core goal of reducing youth violence in Aurora.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Aurora City Council hereby adopts the Youth Violence Prevention Program 2022 Strategic Plan.

Section 2. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

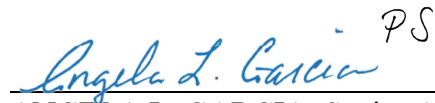
RESOLVED AND PASSED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

\_\_\_\_\_  
KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

 PS  
\_\_\_\_\_  
ANGELA L. GARCIA, Senior Assistant City Attorney

# YOUTH VIOLENCE IN AURORA

# COMMUNITY VOICE & PERSPECTIVE APPENDIX

# 4

JANUARY 2022

PREPARED FOR: City of Aurora Youth  
Violence Prevention Program

PREPARED BY: Rocky Mountain  
Partnership Backbone Team



**YOUTH  
VIOLENCE PREVENTION  
PROGRAM**



**ROCKY MOUNTAIN  
PARTNERSHIP**  
StriveTogether® thrive together

# TABLE OF CONTENTS

## Background and Objectives (3)

Description (3)

Participating Stakeholders (3)

Notes on Data Collection and Analysis (3)

## Overview (4)

## The Current State of Youth Violence in the City (5)

The Aurora Community (6)

Community Conditions Impacting Safety and Well-Being (7)

Where Violence is Happening, and Where Youth Feel Safe (10)

Types of Violence Happening Across the City (11)

Why Youth Violence is on the Rise (15)

The Impact of Violence on Youth and Community Members (20)

## Calls to Action from the Aurora Community (22)

Provide Mental Health Supports, Training, and Guidance (23)

Recognize Community Trauma and Lived Experience (25)

Engage in Culturally Responsive and Relevant Outreach (26)

Improve Operations Across All Systems (29)

Address Gaps In Existing Programming (33)

Build a Sense of Community Within and Across Neighborhoods (35)

End Profiling and Labeling Based on Race, Socioeconomic Status, and Circumstance (36)

Help Youth Understand and Prevent Youth Violence (38)

Improve Areas of the City that Show Visible Neglect (39)

Support Youth to Become Invested in their Community (40)

Leverage Existing Community Stakeholders and Efforts (41)

## Conclusion (45)

### ABOUT THIS APPENDIX:

This appendix provides detailed findings around youth violence garnered through focus groups and one on one interviews with youth, parents, and other community stakeholders across the City of Aurora.

### QUESTIONS ABOUT THE CITY OF AURORA'S YOUTH VIOLENCE PREVENTION EFFORT?

Contact the Aurora Youth Violence Prevention Program at [YVPPProgram@auroragov.org](mailto:YVPPProgram@auroragov.org).

# BACKGROUND AND OBJECTIVES

## DESCRIPTION

In summer and fall of 2021, the Rocky Mountain Partnership Backbone Team garnered voice and perspective from youth, parents, and other community stakeholders to inform the City of Aurora's strategies and actions to reduce and prevent youth violence.

**A total of 63 stakeholders, including youth and parents, provided their voice and perspective through in-depth interviews and focus groups about:**

- What should be done to prevent and reduce youth violence
- What work already underway across the community should be leveraged
- What the role of community stakeholders should be
- The current state of youth violence in the City

This voice and perspective was analyzed to identify themes and calls to action, which are highlighted in this report.

These findings are being utilized alongside data compiled by Tri-County Health Department (specifically community survey data, the Healthy Kids Colorado Survey, and community-level data) to inform and drive the City's Youth Violence Prevention Strategic Plan, and support City and community stakeholders make informed decisions about the action most needed to prevent and reduce youth violence across the City.

## PARTICIPATING STAKEHOLDERS

Voice and perspective was garnered from 63 individuals, including 10 youth, 6 parents, 15 Parks and Recreation Department stakeholders, 10 community-based organization\* stakeholders, 16 systems-based organization\*\* stakeholders, 3 faith-based organization stakeholders, and 3 City Youth Violence Prevention Program staff, through 9 focus groups and 10 in-depth interviews. All responses gathered are anonymous. Specific individuals and the organizations they represent are not identified in this report. Below is a demographic breakdown for the 58 respondents who completed the demographic survey.

\*Community-Based Organizations provide direct programming and resources to community members and include providers and non-profit organizations. They play a critical role mobilizing community members and advocating for improved community conditions.

\*\* Systems-Based Organizations are part of the larger city system and infrastructure and provide critical legal, social, and other community services. They also may play a role in policy development, implementation, and enforcement, allocation of public funding, and improving civic and social infrastructure and systems.

## NOTES ON DATA COLLECTION AND ANALYSIS

Stakeholders were recruited through their affiliation with the Aurora Youth Violence Prevention collective effort, therefore, voices included in these findings may not fully represent the larger City of Aurora community.

Not everyone was interviewed by the same interviewer, and not all respondents were interviewed using the same instrument or data collection methods, therefore, responses may vary between participants.

Outside researchers Emily Clarendon (MSc in Digital Anthropology) and Kassandra Neiss (MA in Social Anthropology) supported the analysis of these interviews and focus groups.

These interviews and focus groups were conducted during the global COVID-19 pandemic, which means many were conducted via Zoom conferencing. All participant groups point to how COVID-19 exacerbated the conditions around youth violence and impacted overall community well-being.

AGE	COUNT
Under 18	8
18-24	2
25-19	3
30-39	17
40-49	17
50-59	7
60-69	3

GENDER	COUNT
Women	34
Men	23
Nonbinary	1

RACE/ ETHNICITY	COUNT
People of Color	31
White	23
Prefer not to say	3



# OVERVIEW

The City of Aurora's Youth Violence Prevention Program enhances public safety and reduces the impact of youth violence in the Aurora community through a comprehensive and public health approach inclusive of youth, the community, partner agencies, and city leaders. This approach includes:



The City conducted a community assessment in 2021 to inform its strategies and actions to reduce and prevent youth violence using this approach. **As part of this community assessment, the Rocky Mountain Partnership Backbone Team talked with 63 individuals across the City of Aurora not normally included in decision making conversations, including youth, parents, and other community stakeholders.**

**This appendix provides detailed findings from these conversations, including:**

- The current state of youth violence in Aurora
- Calls to action to reduce and prevent youth violence

**See the main community voice and perspective report [HERE](#).**



# THE CURRENT STATE OF YOUTH VIOLENCE IN THE CITY

This section dives into community members' perception of the current state of youth violence across the city, including why they believe it is on the rise and its lasting impacts on youth and the community. **Community members validated much of what practitioners say they already know about the current state of youth violence across the City**, including the factors impacting community safety and violence, the types of violence happening across the City, and why youth engage in violence.

**Click on the links below to navigate to specific findings related to the current state:**

[The Aurora Community \(6\)](#)

[Community Conditions Impacting Safety and Well-Being \(7\)](#)

[Where Violence is Happening, and Where Youth Feel Safe \(10\)](#)

[Types of Violence Happening Across the City \(11\)](#)

[Why Youth Violence is on the Rise \(15\)](#)

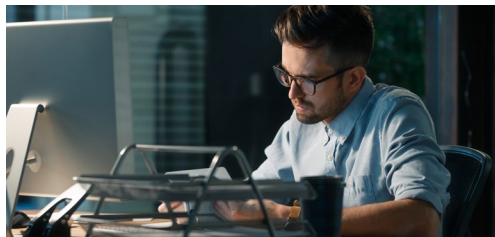
[The Impact of Violence on Youth and Community Members \(20\)](#)

# THE AURORA COMMUNITY

## COMMUNITY STRENGTHS



**MULTICULTURALISM/  
DIVERSITY**



**HARDWORKING**



**MULTIGENERATIONAL**

Getting to know the Aurora community is like trying to get to know everyone from around the world. Youth, parents, and other community stakeholders are really appreciative of the diversity of the City, particularly how it is represented in the over 180 different languages spoken and in the vast array of food and traditions. For stakeholders who have lived in Aurora for most of their lives, they say the level of diversity has always been there, “it’s just a much larger community now, a bigger population and wider geographic sprawl.” **Those who know Aurora’s history point out how uniquely the old military history juxtaposes with the growing diversity of the community and culture present today.** They appreciate that it makes for a very accepting community

“Hardworking” was another common descriptor for Aurora community members. This sometimes is attributed to many of the refugees, asylum seekers, and immigrants who come to Aurora with vocational training from their own countries. Unfortunately, this training doesn’t always translate into work or income here. “You can have a refugee family that has someone that is educated in their country as a doctor but we don’t recognize it here.” However, hardworking isn’t just about work ethic; it also represents the economic reality of parents and older children who hold down multiple jobs or are faced with balancing their employment with their education and family.

The family household composition was noted as shifting toward more multigenerational homes. System-based organization stakeholders attribute this to the economy and COVID-19, and the rise in the cost of living.

## SOCIOECONOMIC AND CULTURAL DIVIDES

Youth, parents, and other community stakeholders say that the multiculturalism in the City and its rapid growth over the last ten years has resulted in clear socioeconomic and cultural divisions.

They specifically point to the division between the West and East sides of town. While some on the West side are “paying upwards of \$2000 per one bedroom apartment with people living right on top of each other, six people or more in a home,” people to the East “are purchasing homes for more than \$500,000.”

Parents and other community stakeholders say the West side of town is perceived to have diminished over the past 10 years. They describe this same area as including lower income households and ethnic enclaves – “Little Tijuana”, “Little Mexico”, whites, Black and African American community members, Middle Eastern Community members – mostly with a high school level education. Parents and community-based organization stakeholders say it’s overpopulated in a lot of areas which causes low and middle



I feel like almost every participant I work with, even if they're in their 20s, [live] with their parents, with their parents and grandparents, with their siblings."

- Community Stakeholder



Some people are very much in the space of opportunity and there's other people who are struggling for access to basic needs as well as just some opportunity in general."

- Community Stakeholder

income community members to clash. One system-based organization talks about additional friction between the aging, predominantly white adult community who live in senior properties and immigrant community members.

**System-based stakeholders believe these divisions have become even more pronounced since the COVID-19 pandemic began.** More people are moving out of Denver into Aurora, following a decades-old pattern of community members moving from other states into Denver. In addition, community members' home lives have shifted dramatically with virtual schooling, working from home, or being laid off.

## RISING HOUSING COSTS AND GENTRIFICATION

Youth, parents, and other community stakeholders believe the high cost of housing and steady flow of people being pushed out through gentrification is impacting the local culture. They see how the neighborhoods are “vastly” and “rapidly” changing as aging adults sell their homes, and educated individuals who are financially well-off move in. And as a result, gentrification is creating what one system-based organization stakeholder called “micro segregation”: people are being pushed out, and the local culture that people love so much ends up diluted. **This experience of gentrification is compounded for the many immigrant and refugee community members who have left their own countries in search of a new home city, only to be faced with the pressure to uproot again due to rent prices and unwelcome urban development.**

**Community and faith-based organization stakeholders believe developers play a role in this gentrification** as they move forward with changing housing and public spaces without involving the community who was there first, and neglecting to expand much needed affordable housing.



Gentrification is big, and it's starting to push some of our families out, families that actually make our community so diverse and beautiful are starting to filter them out, because they can't afford it"

**- System-Based Organization Stakeholder**

## COMMUNITY CONDITIONS IMPACTING SAFETY AND WELL-BEING

### ► AREAS OF THE CITY THAT SHOW VISIBLE NEGLECT

Youth, parents, and other community stakeholders say that areas of the city that show visible neglect, such as poor lighting, degraded asphalt and sidewalks, and empty buildings as a contributing factor to violence and safety concerns. Community-based organization stakeholders specifically explained how the visible neglect of the 80010 neighborhood, especially the Colfax corridor, results in youth coming from other areas to 80010.

**Sidewalks, parks, alleyways, and public transit sites that have poor lighting and are called home by unhoused community members are perceived as unsafe.**

Youth say that they avoid these areas, citing that these are the places where people use drugs and alcohol, race cars, shoot guns, and approach youth with unwanted advances. One youth shared that they have “many instances [where] like men tried to approach me and like – you know, physically like touch me.”

**Youth and parents fear going out after dark and say that a lot of crime**

**happens in these dark streets.** “There isn't enough light, so people have the ability to commit more felonies because those areas are very dark.” (Parent) One parent talked about a small playground behind their apartment where lights were shot out and suspicious activity takes place under the cover of darkness: “We've seen people getting high, having sex, drinking, and sometimes they get a little aggressive.” Another parent says they set time perimeters around crime and violence:

Parents also say that traffic is getting pushed into the neighborhoods as they redo certain strips of Colfax, and as a result, families who live in the areas don't feel comfortable going into their own front yards because of the rise in squatters.



[Areas of the city that show visible neglect are] like a stage to for everybody to come there and, you know, help destroy the community a little bit more"

**- Community-Based Organization Stakeholder**



We as neighbors hang out, but then as soon as 6:00 hits, we're like, 'Nah, we're going back inside. Even though it's light, we're still going back inside.' We just kind of know what's trickling down these alleys, what going to be coming."

**- Parent**



## ▶ HOMELESSNESS

Youth, parents, and other community stakeholders are concerned about the rise in homelessness and how it directly impacts their sense of security. Specifically, youth, parents and system-based organization stakeholders say this has made parks unsafe because “many people moved there. It hurts to see children living under a house made of comforters.” They see more parked cars with people living in them as well, and expressed that they visually assess parks for how run down they are as a result. Spencer Garrett Park on Joliet Street in between 16th and 17th avenues was specifically named.

**Community-based organizations believe the rise in homelessness has to do with the impacts of the COVID-19 pandemic,** and the ‘flight of [unhoused community members] from the Denver area... I think there has been policy change that has made Denver less conducive for those that are experiencing homelessness to be in the city. And so they are looking for shelter and resources further East or West.”

## ▶ SITUATIONAL AND SYSTEMIC POVERTY

Youth, families, and other community stakeholders believe that youth are not seeking out violence because they want to be violent or reckless; instead it’s a matter of survival for some of these families. Community-based organization stakeholders explain that economic strife places people in survival mode, causing them to lose hope, thus shifting their mind set to “what am I going to do next to be able to afford and be able to eat?”



**HOW A TUBE OF TOOTHPASTE TURNED INTO AN \$8,000 PENALTY**  
One Latina community-based organization stakeholder told a story about her own child stealing toothpaste during a time they were experiencing financial hardship, and the store calling the police who then arrested the child. The store would not accept paying back for the toothpaste and it turned into a penalty of \$8,000. When the child was asked why he did this, he explained that he was trying to help his family and thought they needed the \$20 for food.

**They say poverty also puts people at risk of being victimized by violence.** One parent notes that gangs often target low income community members, people living in low income areas, people with lower levels of education, and places where people can’t defend themselves. Parents share their experiences with arson, hate crimes, and “having packages stolen from porches and stolen cars, personal belongings, again, anything theft. It could literally be a girl’s little bicycle theft.”

## ▶ PAYING FOR BASIC NEEDS

Losing already low income during COVID-19 was a huge concern among youth as they watched their older family members struggle with paying for basic needs.

**Youth say that some households struggle with food security when their families don’t have enough cash month-to-month.** They say they utilize food banks and school meals in the community, which alleviate some of the stress, however, point out that the food options available are not culturally relevant for Hispanic or Latino/a/x families and other families of color.

**Youth also shared that some families cannot afford housing.** One youth shared that her family wanted to buy a house but they couldn’t because only one parent was working. Another shared that it has been hard for her family to complete housing applications for a new apartment because of the cost of a rent deposit, income requirements, and citizenship papers.

**Community stakeholders believe this boils down to employment, though they have very different understandings of what a living wage looks like.** System-based organization stakeholders estimate that to own a four bedroom house, someone would need to make \$23 to \$25 per hour, or roughly \$35,000 per year. Community-based and faith-based organization stakeholders believe to pay for the bare essentials in a one bedroom apartment, the number is closer to \$40,000 per year.



You’ve got to work three jobs to try to get that to work.”

**- System-Based  
Organization Stakeholder**



### ► PAYING FOR MUNICIPAL FINES

System-based organizations explain that when youth and their families cannot afford municipal fines, youth often end up with a warrant out for their arrest, which then gets them into the cycle of justice system involvement that is very hard to get out of.

### ► RISING DROPOUT RATES

Dropout rates have also increased as a result of the COVID-19 pandemic, specifically in Arapahoe County. Parents say that some of it has to do with the financial realities they are facing: “the problem with jobs is it is making more [youth] drop out of schools because they rather go work to get money.” System-based organization stakeholders believe this has more to do with how the pandemic has changed schooling:

“Virtually every participant I've worked with in the last few months has dropped out because of COVID-19, which was obviously unexpected, and not having the resources or family support to help them through that transition, or the technology support, not have internet access at home, not having the proper technology, it just absolutely led to diminishing graduation rates.” - ***System-Based Organization Stakeholder***

### ► DOCUMENTATION STATUS AND RACISM ARE DRIVERS OF POVERTY

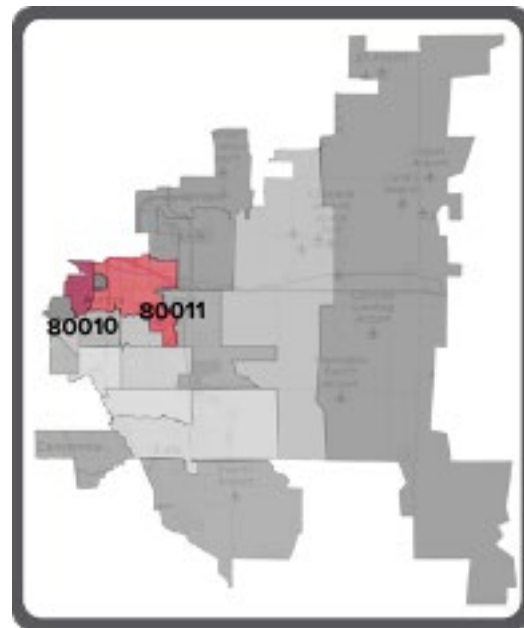
Youth, parents, and other community stakeholders say economic insecurity is further compounded by the barriers that come with being a community member of color or undocumented community member. **Undocumented families say they are ineligible for many financial supports** due to social security or documentation requirements, and struggle to pay rent and bills. They have to cut things to get by month-to-month. **Youth also highlighted the challenges that racism has had on their relatives' ability to find a good job** or their experience with stereotyping when shopping.

**Some community stakeholders say this economic strife exacerbated by ineligibility to get needed supports may force community members to make difficult decisions and get involved with gangs and crime because it will help them provide for themselves and their families.**

# WHERE VIOLENCE IS HAPPENING, AND WHERE YOUTH FEEL SAFE

## ► WHERE VIOLENCE IS HAPPENING IN THE CITY

Youth, parents, and other community stakeholders say that violence happens in all areas of the City, however, **specifically call out “Old Aurora” (summarized as the 80010 zip codes and parts of 80011) as an area where they see it happening regularly.** This area is defined as Colfax North to Montview, and Yosemite on the West side to Peoria on the East side. They call out specific locations where they feel unsafe, including Dayton Street, Nome Street by Central High School, North Middle School, Florence Payless Liquor, Del Mar Park, and Spencer Garrett Park. Interestingly, youth can name the unsafe streets and areas, but don't always know their own street's name. When it comes to locations more broadly, youth believe violence mostly happens near schools, apartment complexes, and residential streets.



## ► WHERE YOUTH FEEL SAFE

Youth say they generally feel safe in libraries, at home, sometimes in their neighborhoods, and at certain parks (but only during the day). School can occasionally feel like a safe place for some, specifically their counselor's office:



There's people, like, in charge to help us feel, like, safe and they're trained to make us feel safe"

- Youth

Parents and community-based organization stakeholders also identified recreation centers as a positive outlet for youth to engage in activities, however youth and Parks and Recreation stakeholders say they have stories of youth violence at those properties.

**Across areas where youth do feel safe, youth, parents, and other community stakeholders point out that some of these places haven't been as readily accessible or attractive as violence spreads across the City**

# TYPES OF VIOLENCE HAPPENING ACROSS THE CITY

Youth, parents, and community stakeholders see many types of violence happening across the City of Aurora. Below is the cumulative ranking of what types of violence they said most impact the City:

TYPE OF VIOLENCE MOST IMPACTING THE CITY As ranked by Youth, Parents, and Community Stakeholders			
1	Gang Violence	6	Psychological Abuse
2	Domestic Violence	7	Bullying
3	Gun Violence	8	Sexual Violence
4	Emotional Abuse	9	Human Trafficking
5	Child Abuse and Neglect	10	Other Types of Violence

## ► GANG VIOLENCE

Gang violence was ranked by youth, parents, and community stakeholders as the type of violence that most impacts the City of Aurora. System-based organization stakeholders explain that **there are more than 400 hybrid gangs in the Aurora area**, resulting in larger pockets of youth engaging in gang activity and carrying handguns.

**Youth echo this, sharing how gangs have become such an overwhelming presence that they are hard to avoid.** One youth talked about how their school was constantly put on a secure perimeter because of threats in the area. They cited a couple of gang members that were going to jump a student at lunch. Another youth described a fight or argument that involved guns, describing how youth were losing their lives.

**For youth who don't see gang activity in their community, they still state it's something they hear about at school**, such as youth dressing in the color of their gang or slitting their eyebrows. One youth mentioned that peers will call themselves gangs, but was doubtful if they actually qualify as one.

**System-based organization stakeholders believe the hybridization of gangs has also altered what gang violence looks like.** They say it doesn't seem to be territorial any longer and appears to be more along the lines of "an unexplainable disregard for life." In addition, they share that there is also another swath of gangs whose behaviors match the generational aspects of gang violence in the 90s – youth who were detained are now on parole and they're coming back into the communities and moving their gangs to and from outlying metro communities.



We can't keep up with the number of gangs. There's a gang coming out every week."

- **System-Based Organization Stakeholder**





## ► DOMESTIC VIOLENCE

Domestic violence was ranked by youth, parents, and community stakeholders as number two on the list of violence that most impacts the City. Youth say domestic violence is on the rise. **System-based organization stakeholders specify youth dating violence in particular.** One system-based organization stakeholder said there is "more strangulation than I think I've ever seen before."

## ► GUN VIOLENCE

Gun violence was ranked by youth, parents, and community stakeholders as number three on the list of violence that most impacts the City. **They say that more youth are carrying weapons, and point to a rise in shootings in the area.** Youth and parents believe youth access guns through their own homes primarily, however also say that youth utilize black market and after-market guns as well. Once youth have gotten access to guns, youth say they carry them in a backpack or in their pocket and usually only carry them outside of school, particularly to parties, because they are clear on the potential consequences of bringing them to school.

**Youth and parents say that gunshots are a regular occurrence in their neighborhoods.** Parents see neighbors harassed in their homes, they hear gunshots nearby, and they witness drive-by shootings in West Aurora. **One parent explained how rising gun violence impacts safety considerations in their home:**



There's a lot of things that people go through at home that no one really sees"

- Youth



### HOW REGULAR GUNSHOTS PERMANENTLY ALTERED ONE HOME

"I taught my daughters -- look how sad this is: I had to teach my daughters to get down to the ground when we hear shots, they know that if they hear shots, we have to get down to the ground. I mean out of bed, I try to teach them something and that makes me sad that I'm teaching those bad things that I don't want to teach them, that I don't think I would have like for them to see now when they're so little, but that's how it's been." -PARENT

## ► BULLYING

Bullying was ranked by youth, parents, and community stakeholders as number seven on the list of violence that most impacts the City. They say that bullying starts as young as elementary school, and then snowballs into other types of violence, emotional abuse and harassment, and even bring guns to school. Parents say that “attacks are made on their house, their place of residence by those same folks.”

**Both community-based and faith-based organization stakeholders feel that Aurora Public Schools has an important role to play in addressing issues of bullying and violence early on.** They believe that the families, holding down multiple jobs, are ill-equipped to handle youth who are acting out and the school should fill that role. They do acknowledge, however, that school capacity to react may be pulled too thin:



I feel like maybe schools don't have the capacity but [bullying and violence] needs to be addressed right at the beginning."

**- Faith-Based Organization Stakeholder**

Youth, parents, and other community stakeholders say that some of the bullying that happens is perpetuated online and through social media. Youth say they see social media posts and whole channels attacking their peers, and these attacks range from petty comments to outright threats. **Youth highlight that addressing cyberbullying is difficult because it's hard to see unless someone points it out, and then it often gets dismissed by the people in charge.**

## ► HUMAN TRAFFICKING

Human trafficking was ranked by youth, parents, and community stakeholders as number nine on the list of violence that most impacts the City. **They say youth who have run away from their homes, particularly those who have left multiple times, are recruited into trafficking.** One parent shared an example where three children were skipping school at one park with a large population of community members experiencing homelessness “and a car pulled over and took them away.” The parent says that “there are men with cars using children as bait for other children and it’s just a park very close to school.

**System-based organizations say human trafficking is more significant now, and that it’s impacting both young men and women:**

One community-based organization stakeholder says there are many young women and men who disappear and after a few years, it is discovered that their disappearance is linked to sex trafficking. The perception is that there are people on the streets and in the parks that prey on vulnerable youth.



[Youth] are taking off because of abuse and neglect and then the community, or the streets just swallow them up. And they get involved and it's hard to break away from what they call 'the life,' a glamorization of quick money and poor family dynamics"

**- System-Based Organization Stakeholder**



## ▶ OTHER TYPES OF VIOLENCE

System-based organization stakeholders believe that youth are engaging in more serious types of violence than they used to: from murder and grand theft auto, to simple assault, robberies, and burglary, felony menacing, drug trafficking, sex trafficking, and abuse. And they say the pandemic has only exacerbated this trend - for example, they call out a rise in serious assaults against parents, and since parents are at their wits end, they are more likely to press charges.

They share that this is having a huge impact on judicial systems who use emergency release lists. If someone came in for a more serious crime and needed to be detained, they say they are struggling to identify youth who can be left off of the list because of the severity of this violence.



We're not even identifying youth that we can put on emergency release because their charges are so high, which is concerning"

**- System-Based  
Organization Stakeholder**



# WHY YOUTH VIOLENCE IS ON THE RISE

## SUBSTANCE USE IS ON THE RISE

Parents say that COVID-19 has triggered a rise in alcoholism. One parent said that in Latino/a/x communities, parties and drinking are the norm, but recently “it’s excessive” and makes it very easy for young children to get alcoholic drinks. Parents also say it leads to a lot of violence at home when parents are using drugs and alcohol, and that youth see everything.

System-based organization stakeholders believe that this doesn’t just apply to parents – they say **youth appear to have a “new and different type of fascination with drugs.”** Parks and Recreation stakeholders echo this, sharing they have to “break up a lot of [youth] who are taking a break from school and coming over to the park to smoke or drink or whatever it is they’re doing.”

System-based organization stakeholders believe the legalization of marijuana has changed the dynamic of the community, and they wish proactive support services had been put in place before legalization.



Parents are fighting or drinking too much..., and then we have them abusing their kids."

- **System-Based Organization Stakeholder**

## NORMALIZATION OF VIOLENCE WITHIN HOMES, THE COMMUNITY, AND THE MEDIA

### ► NORMALIZATION OF VIOLENCE WITHIN HOMES

Youth say that seeing violence and substance abuse in and around the home sets it as a standard and can lead to similar behaviors in youth. **Youth say their relatives downplay gang activity or crime in the neighborhood, normalizing it by saying “it happens here / everywhere.”**

And those who don’t downplay it may “shame” or “bully” other parents whose kids are involved with drugs or crime.

**Youth, parents, and other community stakeholders call out the intergenerational aspects of gang involvement.** Youth say that while peers might “think [being in a gang] is cool, they don’t really think of it that way, rather it’s just they were raised differently. So they claim the gang might be something that relates to their family or something they see.”

Some parents and community-based organization stakeholders believe that there are some parents who are either absent or complacent due to difficult circumstances, and they believe that has also helped perpetuate and normalize violent behavior in the home and community.



Gangs have been around for a long time. I feel like people are like 'oh, well he's in a gang' and like it's not cool, but they don't really do much about it like how they used to do back then. They just "oh, okay. Just like watch out for him."

- **Youth**

## ► NORMALIZATION OF VIOLENCE WITHIN THE COMMUNITY

Parents and other community stakeholders believe that the normalization of violence originates in the home, and that seeing violence in the home normalizes it outside of the home, therefore creating new generations stuck in systems of violence.



### HOW NORMALIZATION OF VIOLENCE SHOWS UP IN THE COMMUNITY

One parent explained how [the normalization of violence] has bled thorough to the community: “I was walking with my children yesterday and it was early, and there were three girls that I could say were college and they had a syringe and they were injecting themselves.” Her ‘mom-side’ wanted to polic ethem. “They’re selling drugs in the park.” She thought of how awful that was for her and how much more awful it must have been for her children to see.

## ► NORMALIZATION OF VIOLENCE WITHIN THE MEDIA AND POPULAR CULTURE

Youth, parents, and other community stakeholders say the overrepresentation of violence in modern media, the news, and popular culture has a normalizing effect on youth:



They have idolized everything with weapons, drugs, and all that, so [youth] don’t know any better, because they don’t get educated.”

- *Parent*

System-based organization stakeholders say that “youth are seeing examples of violence and how adults and other people respond to challenges and that kind of thing, and they’re picking up on that...” and that “people have almost become numb to it... it’s almost no longer this shocking thing to see”. They believe this plants a seed in youth’s minds that it’s okay to be violent and it’s okay to disregard human life and wellbeing.

## THE COVID-19 PANDEMIC

Youth, parents, and other community stakeholders that the COVID-10 pandemic has exacerbated instances of violence within homes and across the community.

## ► INCREASED SCHOOL-RELATED VIOLENCE

Youth say that since the pandemic began, students have been very disrespectful and disregard teacher authority, noting it could be from a lack of supervision in the home. One parent believes it stems from youth and family perceptions about how much school costs per child.

Systems-based organization stakeholders also point to the COVID-19 pandemic for the increase in 911 calls to schools they are receiving, anything from behavioral issues to severe threats of violence towards teachers and other students. They say that COVID-19 has taken a toll on people to the point where they just don’t know how to respond, and echo what youth said about students disregarding authority, adding that bullying has also remained a constant and much of it manifests during school hours.

Community stakeholders say this behavior leads to classroom disruptions, visibly disempowered teachers, and teachers who are fearful for their jobs.



## ► EXACERBATION OF A PRE-EXISTING MENTAL HEALTH CRISIS

Youth, parents, and other community stakeholders also believe the pandemic has exacerbated a pre-existing mental health crisis, and that **a lack of resources to meet these growing mental and behavioral health needs is leading to violence across the community.** System-based organization stakeholders say that youth, parents, “everybody [is] under severe amounts of stress and frustration, not knowing what’s going on in the world” and the waitlists to be seen by a specialist are overwhelming.

## VIOLENCE SPREADS QUICKLY BETWEEN SCHOOLS

Youth and parents explain that as cross over happens between high schools, new youth are introduced to violence, bad influences, and older siblings. They describe violence happening at Hinkley, Central, and West high schools where youth are pulling guns and knives, keeping weapons in backpacks, and having sex and taking drugs in the bathroom.

## YOUTH STRUGGLE WITH HOW TO BEST EXPRESS THEIR FEELINGS

Community stakeholders believe that youth engage in violent behavior because they are struggling with how to best express how they are feeling. They say youth often are not sure how to use their words or understand why picking on someone is not okay. “If another [youth] is mean to them, they just last out.” **System-based organizations stakeholders note that this contributes to the number of elementary and middle school students who are running away.** They say that these youth are unable to express what they really want or need, sometimes due to their family’s cultural background, so they shut down and work to get away.

Youth and other community stakeholders point to how this presents itself through gun violence. **Youth explain that emotions like hate, anger, and fear are often tied into decisions to use a gun.**

One youth shared that she knows the saying ‘think before you do it,’ but often gun violence seems to be a reaction of these emotions. Community stakeholders echo this: “just that automatic response to pull out a gun and shoot somebody, like it’s just there’s no anger management.”

One community-based organization stakeholder states that these youth shootings happen “without empathy, without sympathy. And there is no code on the streets anymore.” System-based organization stakeholders echo this, and believe that youth are also becoming more selfish, self-centered, and incapable of seeing the long-lasting, lifetime effect and impact on their life.

## INTERVENTION EFFORTS ARE NOT REACHING YOUTH EARLY ENOUGH

System-based organization stakeholders believe that intervention efforts are not reaching youth early enough. **They say that youth can get picked up five times before they even go to court and/or receive any type of intervention.** They believe that this trend has been exacerbated by the COVID-19 pandemic and the community’s current relationship with law enforcement, which has led to police not responding to lower level calls and therefore not providing intervention support through those touch points. **Community-based and system-based organization stakeholders say that without these touch points, youth continue to engage in the same kinds of behavior, which is leading to bigger charges and more violence down the road.**



We’re in a mental health crisis. It’s really hard to get in for services right now, and just, it’s breeding a lot of unfortunate behavior and violence in our communities in my opinion”

- **System-Based Organization Stakeholder**



[Youth] think ‘kill or be killed’ and they don’t really understand what they did until afterwards.”

- **Youth**



Before, you would get picked, go into custody, be released on bond and go through a plan; receive a sentence, and ‘get on the right track.’”

- **System-Based Organization Stakeholder**

## EASE OF ACCESS TO FIREARMS

Youth and parents believe that youth violence, specifically gun violence, is on the rise due to the ease of access to firearms. Parents believe that people who own guns legally are not keeping a close enough eye on their guns, which makes it easier for youth to take them from home. **Outside the home, youth and parents say that there is an active black market in lower-income areas that is absent in predominantly white, affluent areas** – youth say you can buy a gun from a neighbor if you want to. Youth and parents believe that a lack of background checks in these markets, or at minimum, questioning youth looking for a gun a little bit more, is contributing to this problem.

## PROTECTING PERSONAL SAFETY

Youth and parents believe that one reason youth carry weapons and engage in violence is to protect their personal safety. One youth said if she is walking around and takes a gun out she knows “nobody is gonna come close to me ‘cause I can defend myself.”

**Parents explain how fear, which is pervasive in the community, “can betray you” in a moment of weakness and that fear is one factor driving youth towards gangs:** “If you don’t belong to my gang, okay, you die or this will happen to you.”

**One system-based organization stakeholder who intimately knows these neighborhoods believes that youth are scared and engage in reactionary decisions as a condition of poverty.** This “condition of hopelessness” strips their capacity to see past tomorrow. And when it comes to violence, they worry that “if they don’t escalate the capacity for violence, they may become the victim.”

## NEED FOR ATTENTION / BELONGING / COMMUNITY

Youth, parents, and other community stakeholders attribute the rise in youth violence to youth’s need for attention, belonging, and a sense of community.

One system-based organization stakeholder says this is why youth are turning to the internet – they can tap into a broader community and “be a star.” Another system-based organization stakeholder described it as youth “demonstrating to you exactly how much more I am about this life than you, how much more capable I am of doing the types of things necessary to demonstrate to my tribe that I’m really serious.”

**Community-based organization stakeholders point to influencer culture on social media as a threat to youth.** They say the need and desire to draw attention to a personal media channel promotes behaviors like “cancelling,” bullying, and demeaning others. Multiple participants, youth, and adults alike discuss how youth are running youtube channels where they organize fights for others to watch, or using TikTok to promote vandalizing property. Youth see gang activity online, other youth touting their guns on social media, peers wearing gang colors. It hits close to home when they see peers who they knew in elementary school who are now “totally different... it’s shocking.”

**Parents and other community stakeholders lament that while the different mobile apps do have policies and safeguards, often the apps don’t get around to shutting down accounts, or censoring posts soon enough.**



I know if you wanted to buy [a gun], I could go down the street, and I know where to go."

- Youth



[Carrying a weapon] is a way to get someone to like go away or like, make them scared of you."

- Youth



They'll do stupid things in public, like random things; nonsense things they do because they think it's fun to get some attention"

- Parent



## LACK OF STRUCTURED ACTIVITIES / BOREDOM

Parents and other community stakeholders believe that a lack of structured activities and boredom are reasons why violence exists in the community. **It's important to note that youth, however, do not believe this is the case and believe other reasons better explain the rise of youth violence.**

**Parents and other community stakeholders say that youth are alone most of the day and may not have food or anything to spend their time with at home.** If they are not at recreation centers or other structured activities, they're being looked after by a cousin or older sibling who may not have the foresight to see the potential consequences of youth's behaviors.

Parks and Recreation stakeholders share that when youth do come to the recreation centers, they will be there for five or six hours; get bored, hungry, and cranky; and their quarrels turn into disagreements and sometimes full-fledged fights.



If [youth] don't have anything to do with their time, they find things to do with their time that usually are not positive to where they need to go."

**- System-Based  
Organization Stakeholder**



# THE IMPACT OF VIOLENCE ON YOUTH AND THE COMMUNITY

Youth, parents, and other community stakeholders say that it's not just direct victims impacted by violence – the whole community is affected, and the impacts on community members is varied.



I have a girl who got mad at McDonald's because they screwed up their order, so she came out and took a rock and threw it through a window. It is senseless, it is impulsivity. It's not just crimes against people. It's crimes against the community in general, businesses. It's everybody"

*- System-Based Organization Stakeholder*

## MENTAL HEALTH AND EMOTIONAL WELL-BEING

Youth say that cyberbullying and bullying wear on their sense of self-worth. **Only some youth think there are adequate resources and support available for those who need it, however, they note that those resources are not always helpful and that the behavior persists.** Counselors were mentioned as people who do a good job intervening, whereas teachers were perceived as unaware – youth say nobody goes to them about their situations unless there is trauma involved and then they can help.

Youth are not the only stakeholder group experiencing impact on their mental health and emotional well-being. **Parents say they have seen teachers crying or running away.** They believe teachers are afraid to lose their jobs if they speak up or try to intervene, and so they don't.

**System-based organization stakeholders stress the impact of trauma on mental health and emotional well-being.**



### THE IMPACT OF TRAUMA ON MENTAL HEALTH

One system-based organization stakeholder described an incident where his own cousin was shot eight times during a gang related situation. They said the cousin wasn't involved with the gang, but sustained significant injuries. There's been a drawn out residual effect on his mental health, and he now consistently carries a gun. His own family doesn't understand the impact of this trauma and the lasting effect on the cousin's mental health.

## COMMUNITY AND BUSINESS REPUTATION

Youth, parents, and other community stakeholders believe there is a social spreading effect as a community hears that somewhere is unsafe, like a shopping mall for instance – word spreads and people stop shopping there. This ripple effect not only affects a business' bottom line, but also spreads fear amongst community members to go near that place at all. And then as a result, that area of the community becomes labeled as a dangerous neighborhood or community.





## VANDALISM AND OTHER PROPERTY CRIMES

Parents and community stakeholders believe that the presence of violent crime in a community invites vandalism and other types of property crimes. Parents specifically cite businesses who have to deal with vandalism. Parks and Recreation stakeholders describe bullet holes, vandalism, stolen equipment, and destroyed property at their facilities.

## MISTRUST IN THE SYSTEM

Youth, parents, and other community stakeholders believe that victimization (direct or indirect) results in growing trepidation and concern around law enforcement in the community. **They shared situations when police involvement exacerbated, rather than improved, situations with domestic violence or mental health.**

**They also point out that community members impacted by violence are not provided with dedicated space or opportunities to heal, and are not seeking this out on their own.** System-based organization stakeholders say that unfortunately they don't always have the chance to have these conversations and to help people understand how the justice system works, so "it just leads to more mistrust and confusion about the system in general."



You're just picking up after the fact, and you're wondering how it all gets to that. It's not just mischief, it's damage - taking property and destroying different things or tagging different things."

**- Parks and Recreation Stakeholder**

## GENERATIONAL TRAUMA

System-based organization stakeholders believe that "generations of things are stacked against you" and say that if you've grown up in trauma, you don't think of it as trauma:



### THE IMPACT OF GENERATIONAL TRAUMA ON YOUTH

"A lot of [youth] don't feel like victims. A lot of our families don't recognize that they've been living in trauma because that's their norm... even the language and behavior is -- while it may be jargon that gets used. The truth is it's only delinquent if it's different from everybody else. So, if that's your group, if that's your culture, if that's what's acceptable in your -- the circles you're running with or how your uncle and dad are behaving, it isn't necessarily delinquent."

**- SYSTEM-BASED ORGANIZATION STAKEHOLDER**

**System-based organization stakeholders say that breaking the cycle is hard, and almost impossible to do solo.** Anyone who has spent time with the system in some way "are at a disadvantage for getting themselves out. That whole American dream thing is a lie if you didn't have that opportunity. It isn't afforded [to] everyone the same way and it matters what zip code you live in and who your parents are."

# CALLS TO ACTION FROM THE AURORA COMMUNITY

This section dives into calls to action identified by youth, parents, and other community stakeholders to prevent and reduce youth violence across the City, including how current community efforts and stakeholders can be leveraged to have the greatest impact.

**Click on the links below to navigate to calls to action from the Aurora community:**

[Provide Mental Health Supports, Training, and Guidance \(23\)](#)

[Recognize Community Trauma and Lived Experience \(25\)](#)

[Engage in Culturally Responsive and Relevant Outreach \(26\)](#)

[Improve Operations Across All Systems \(29\)](#)

[Address Gaps In Existing Programming \(33\)](#)

[Build a Sense of Community Within and Across Neighborhoods \(35\)](#)

[End Profiling and Labeling Based on Race, Socioeconomic Status, and Circumstance \(36\)](#)

[Help Youth Understand and Prevent Youth Violence \(38\)](#)

[Improve Areas of the City that Show Visible Neglect \(39\)](#)

[Support Youth to Become Invested in their Community \(40\)](#)

[Leverage Existing Community Stakeholders and Efforts \(41\)](#)

# PROVIDE MENTAL HEALTH SUPPORTS, TRAINING, AND GUIDANCE

**Youth have clear requests regarding behavioral health.** They are asking for training and guidance that will support them to know how to look for symptoms, how to identify when they need help without anyone telling, or forcing, them to get help, and how to prevent a behavioral health crisis from happening.

## WELLNESS RESOURCES YOUTH ARE REQUESTING



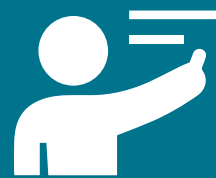
Training to recognize the signs of mental health challenges and drug addiction



Regular/routine access to mental health services in school



Mentors/trusted adults who can check in with youth on a regular basis



Classes and 'ceremonies' where youth can learn about a topic once a month

### ► TEACH YOUTH THE SYMPTOMS OF MENTAL HEALTH CHALLENGES

Youth want to know about the signs of depression, suicidal thoughts, anxiety, eating disorders, and other mental health challenges. They also want to know how to cope and help others to cope with these mental health challenges.

### ► TEACH YOUTH THE SYMPTOMS OF DRUG ADDICTION

Youth want to know how drugs can impact their mental and physical well-being, and how to control urges to use drugs.

### ► PROVIDE YOUTH WITH REGULAR ACCESS TO MENTAL HEALTH SERVICES

Youth would like to see regular mental wellness check-ups become a norm, just like physical wellness check-ups with a physician. Specifically, they would like to see these happen in schools and take the form of "...weekly or monthly appointments to [so they can] check in with an adult, and they see how they're feeling, and even though it seems kinda corny it like those things matter."







## ► PROVIDE YOUTH WITH MORE SOCIAL SUPPORT

Youth are asking for mentorship and time with a person for them to connect with, specifically someone that “understands people, understands kids, and understands peoples’ situations. They should be able to bring kids in, talk, and work things out.” Youth say this person should be a trusted figure in schools, like a campus monitor – someone who is known in classes and amongst youth, rather than the counselor whose name they can’t remember. Youth envision that this person might show up to their advisory class, introduce themselves, schedule individual appointments with them, and ultimately become that person in their lives who would say “oh, let me be your comfort zone. If you don’t have one at home, come to me...”

Youth believe that having trusted adults like these in their lives help them see their potential pathways beyond violence, particularly involvement in gangs. To be most effective, youth say they need to be spoken to in a way that a friend would talk to a friend, rather than how a parent might talk to them.

**For youth who are hesitant and/or resistant to seek help and support, persistence is key.** Youth say that keeping in contact with someone really helps, specifically someone that can “be aware and constantly check up on them, and monitor them, make sure they’re doing alright without support. And if a youth says they’re not doing okay, that’s when you bring in parents, counselors, mental health supporters, etc.”

Confidentiality is also important. Youth say conversations should be kept between youth and their trusted person unless it’s extraordinary measures like domestic violence.

Youth also say they need positive reinforcement and to be reminded that there are many people that care about them and that they can always talk to someone if they don’t feel safe in the community.

## ► HOLD CLASSES AND ‘CEREMONIES’ WHERE YOUTH CAN LEARN ABOUT A TOPIC ONCE A MONTH

Parents suggest holding “events where [youth] can get educated about new things or have the ability for [youth] to be able to call a line and talk to someone, just a free talk.” One youth mentioned that such activities could be on the weekends or after school, and that the speakers should be people who have “been through it.” An example one youth gave was about how a speaker effectively incorporated their lived experience into their presentation about nutrition. The youth went into the lecture thinking ‘oh, nutrition – boring’ and came out learning something interesting about how food can affect people’s mood, citing how “it’s all about the right approach.”

Other community stakeholders shared the same sentiments.

**Community-based organization stakeholders also suggested that de-escalation policies should be implemented within schools and that youth should be taught de-escalation tactics.** They pointed out that bullying and fighting often happen when people are trying to prevent another person from hurting them. **Community-based organization stakeholders also believe more funding is needed for mental health supports, and believe there should be more affordable options readily available, such as “sliding fee scales for mental health services.”**



There’s a lot of people who don’t [have help] and it would be nice to see if those [youth] could get help and know that there is help.”

- Parent

# RECOGNIZE COMMUNITY TRAUMA AND LIVED EXPERIENCE

Community-based organization stakeholders point out that while crime feels like it is on the rise, some families have been living in that reality for a while, so it is not new to them - treating it as a novel development is a disservice to their experience, and it is important to recognize the experience of historical neglect, generational trauma, and be sensitive to lived experiences in solution implementation. One community-based organization stakeholder affirms that “the community has the knowledge, the families and youth, we need to involve them and ask them what they need.” A suggestion was to do a regular pulse survey for high school students in Aurora.

One system-based organization stakeholder reflected on a personal experience that resulted in trauma being inflicted on him and his friend:



[This trauma] creates a mental disconnect between how youth characterize a human life after being a part of, witnessing, or hearing about violence in your community."

*- System-Based Organization Stakeholder*

Youth, parents, and other community stakeholders feel that families need more support to understand Post-Traumatic Stress Disorder (PTSD) and trauma and “dispel some of the myths and stigmas, so that we can better support families if they do become impacted.”

**For youth and families living amongst violence, it can become normalized and part of daily life.** One system-based organization stakeholder remembered a community member in their program who called very calmly and said, “Hey, I need to reschedule the meeting for tomorrow. I was shot in the street, but don’t worry; it was just a case of mistaken identity. They thought I was someone else.” This stakeholder reiterated that “when [violence] lives on your doorstep, it doesn’t seem that strange.”

With historical neglect and generational trauma, one faith-based organization suggested the City of Aurora “consider helping communities mend in practices of reconciliation when a crime is committed.” He explained that when community members are victimized by crime, it creates ripples through the community. **Both community-based organizations and faith-based organizations lifted restorative justice practices as a strategy that could be scaled community-wide to support this.**



# ENGAGE IN CULTURALLY RESPONSIVE AND RELEVANT OUTREACH

Community stakeholders said they could be doing more outreach when it comes to existing resources, and highlighted even more importantly, that whatever outreach they do, it must be culturally responsive and relevant. Youth, parents, and other community stakeholders say they don't feel existing services and resources are responsive to people's circumstances, languages, and cultures.



We're not really communicating in a culturally responsible way knowing how diverse our community is... what does 'free [services]' mean, how do you access the program? Navigating these different systems. We're not showing [community members] how to do those things, so that they can partake in what we have to offer, even community organizations have to offer."

*- System-Based Organization Stakeholder*

## ► RECOGNIZE THE IMPACTS OF ACCULTURATION

Youth highlighted the impacts of acculturation and the feeling of having two worlds in one home. Youth say they want parents to be more involved in school, and activities in general "so that we can both understand each other, and that generational gap could be a little more closer." One community-based organization stakeholder echoed this sentiment, expressing that her "community is struggling, especially youth, when it comes to the acculturation stress we're facing... You have the youth who are United States citizens or US citizens and then you have – and then you have those – the parents who are like no we're going to raise you like we were back home in Mexico. And I face lots of challenges with the acculturation stress."

System-based organization stakeholders think **partnerships with people who are on the ground are critical, and bolstering these efforts could not only restore the community trust that some feel is broken, but also move toward what many youth and parents are asking for: hyper-local level outreach.** System-based organization stakeholders recognize that because of this broken community trust, entities may face resistance from community members. They say persistence is key.

## ► SUPPORT PARENTS TO LEVERAGE EXISTING SYSTEMS OF SUPPORT

Community stakeholders say that there is an opportunity to further support parents to leverage existing systems of support. **They note that parents face a lot of barriers to leveraging these supports, many of which are out of their control.**

“Our parents are in fight or flight mode right now and before, but right now they’re really in flight or flight because some of them as we already talked about are working two or three jobs, so I can’t really supervise my child as much as I normally would... [Youth] are just kind of on their own without that structure” (System-based organization stakeholder)

System-based organization stakeholders explain that the City of Aurora pays for childcare in elementary school, but by the time youth reach middle school, there’s no more support for parents. The options that are available are usually costly which makes it particularly challenging for households that are struggling financially.

**Supporting parents to leverage existing resources, for example those that might be able to help cover the costs for childcare after elementary school, is critical, and system-based organization stakeholders shared they could be doing more in terms of outreach.** Low awareness of resources was mentioned more often than lack of resources.

## PARENTS FACE BARRIERS TO LEVERAGING EXISTING SUPPORTS

- Parents are working multiple jobs to make a livable wage
- Gangs retaliate door-to-door, so seeking support might put familiar in danger
- There is a general mistrust of the system
- Parents are undocumented and fear what could happen if they seek support
- Services/resources are only offered in English, which makes them more difficult to understand for parents who are English Language Learners
- Parents do not know the right questions to ask when seeking support



I always laugh that like, our program is available to anyone who is low-income, but nobody knows about it so nobody knows to come get funding for a program. And so making sure that programs, resources, are marketed properly and are put into the right hands, given to the right people. I think part of it is... not getting the word out, not knowing about it, and then really just not understanding that like hey, really something free?"

- **System-Based Organization Stakeholder**

Community stakeholders also recognize that with increased outreach efforts, **organizations will face limitations related to capacity and funding now and into the future**, especially organizations offering mental health support. Those who are in-the-know and already connected with these programs see the results of their success and give them praise. Yet, the programs have hit their limit on taking more clients, conducting more outreach, or expanding these programs.

## ► DISSEMINATE RESOURCES AND INFORMATION TO THE RIGHT COMMUNITIES, IN THE RIGHT LANGUAGES, THROUGH THE RIGHT CHANNELS

Latino/a/x youth and parents believe the City's resources and information are not being disseminated to the right communities in the right language through the right channels. One youth gave the example that while she can learn about both opportunities and issues in her neighborhood through the mobile app 'NextDoor' (used by the City of Aurora), "[my mom] speaks Spanish so she really can't communicate with people on the app.

All five parents that were interviewed say that while there are lots of resources available, finding them is a huge barrier to accessing support because many people don't know how to look for them, and they are not shared through the channels that reach families the best. They state that it's not easy to search for all the activities happening week by week. They also say that not a lot of people know about the smaller nonprofits and that the City could promote them better. Parents think getting the word out about resources through churches would have a big impact because "they have really big networks and some have after-school daycare." They also suggested beefing up the online presence with QR codes to scan and go, more visibility on the apps where the people are, and more card stock / old school guerilla marketing to help aging adults get the word out to youth.

Other community stakeholders echoed the importance of meeting families and community members where they are. One system-based organization stakeholder admits he himself didn't know about a lot of the resources and services people talked about during the focus group, so how could community members.



We need to meet people where they are... speaking in their language. We can speak all of our jargon and tell them how great things are, but if we can't get the messages across to them, if they don't understand it, then it was all for naught."

- **System-Based Organization Stakeholder**

## ► DEVELOP A COMMUNITY-WIDE RESOURCE HUB

Community-based and faith-based organization stakeholders call for a resource hub, and say this is something that is desperately needed at the city level both to inventory resources and help people find what they need. This is not a new request, however – they shared that this is something service providers in Aurora have been requesting for over a decade.



# IMPROVE OPERATIONS ACROSS ALL CITY SYSTEMS

Youth, parents, and other community stakeholders suggest improving civic and social infrastructures and operations across all systems: justice, civic, schools, and parks and recreational programming, and ensuring these infrastructures and operations are culturally relevant and trauma-informed.

## IDEAS FOR IMPROVING INFRASTRUCTURE AND OPERATIONS ACROSS ALL SYSTEMS



Shift school infrastructure to focus on prevention, restoration, and early intervention



Train Justice and Civic System Staff In Cultural Competence and the Trauma-Informed Approach



Develop a city-wide strategy and sustainability plan for community safety and well-being



Increase the capacity of partner organizations engaged in the work

## SHIFT SCHOOL INFRASTRUCTURES TO FOCUS ON PREVENTION, RESTORATION, AND EARLY INTERVENTION

Youth, parents, and systems-based organization stakeholders see a need to shift school infrastructures to focus on restoration and put staff in place to directly support prevention, restoration, and early intervention programming for youth involved in crime and violence.

One system-based organization stakeholder said that Aurora Public Schools and Cherry Creek schools do not have any coordinators working on restorative justice and they're seeing youth continue to trickle into their office: "They have everybody, including cafeteria staff, doing it. The problem is [youth] are still making it into the District Attorney's Office." For this stakeholder, this was an indicator that relationships aren't being restored and therefore, the trust isn't being restored:



[Youth] are more likely to buy in when they have people that can identify what they've been through. You're trying to be punitive towards kids who have nothing but trauma, and they don't have any intervention programs. We're going to wait 'til after you get in trouble. We're going to wait 'til after you steal five cars. We're going to wait until afterwards."

- **System-Based Organization Stakeholder**



Community stakeholders believe that without designated staff in place to do prevention and restorative, intermediary work with youth directly in schools, they're more likely to be met by someone in the justice system who is not approaching their work from a trauma-informed position, and won't be as considerate of youths' circumstances.

System-based organization stakeholders say that overall law enforcement would much rather help youth uncuffed: "You don't have to be in trouble to find us and we would rather serve our youth, our schools, our neighborhoods in a less conflict situation or low conflict situation." One such stakeholder differentiates between families who are referred by law enforcement versus those referrals from prevention networks. **The families who are referred by prevention networks are much more receptive to the resources and services they receive.**

## **TRAIN PEOPLE IN THE JUSTICE SYSTEM AND CIVIC SYSTEM TO BE CULTURALLY COMPETENT AND APPROACH THEIR WORK FROM A TRAUMA-INFORMED PERSPECTIVE**

Community stakeholders suggest training people in the justice system and civic system to be culturally competent and approach their work from a trauma-informed perspective.

**Youth, parents, and community-based organization stakeholders believe that police could benefit from more training to identify their own implicit bias and navigate it with the community in real-time so that they don't perpetuate situations inadvertently.** This is discussed more in detail in the report on building community relationships and resilience.

**Community-based organizations point to a lack of cultural understanding and/or a disconnect from the general public when it comes to local government as well, and say that training on cultural effectiveness is needed for City employees.** They believe this has a trickle down effect where community-based organizations feel their hands are tied in their ability to make change, and then the community loses faith or trust in outreach workers and in youth as well. One stakeholder said that this trickles down even further to the youth's positionality and has contributed to "shootings without empathy, without sympathy. And there is no code on the streets anymore."

**Parks and Recreation, faith-based organization, and community-based organization stakeholders are willing to take this on as much as they can within their own organizations, but need more support for their teams, more support for teens and youth adults, and more support in providing mental health services to youth and parents.** They want to get creative collaboratively and innovate how they reach, retain, and involve young people and families in programming.

One community-based organization stakeholder recognized the benefit of the Youth Violence Prevention Program's trainings and believes they should continue to train property managers and housing authority employees so they learn how to respond to certain situations.

**Parks and Recreation stakeholders specifically cited a need for more awareness of the impact of and things they can do to prevent bullying.** They want to work toward helping kids with mental health, behavioral and home-life issues, and feel there is a wealth of data and research they haven't tapped into, but could definitely benefit from. One Parks and Recreation stakeholder mentioned the idea of Asset Based Community Development, which could help them locate and connect rich pools of talents and assets in the community and bring them together.

**Parks and Recreation stakeholders added that a lot of what they need to do is educate parents.** They observe parents and relatives who come to sporting events yelling and screaming at the officials, while they very rarely see youth getting into trouble at youth sports events.



# DEVELOP A CITY-WIDE STRATEGY AND SUSTAINABILITY PLAN FOR COMMUNITY SAFETY AND WELL-BEING

## ▶ REBUILD THE COMMUNITY'S TRUST IN LAW ENFORCEMENT

Some system-based organizations say the City of Aurora is still getting prepared to work with at-risk and high-risk youth for violence, but that progress is being hindered by the lack of trust the community has with law enforcement. They say the silver lining is that the lack of trust and all the other issues Aurora is dealing with have led the community to demand and take action.

## ▶ ENSURE THE RIGHT PEOPLE ARE THE RIGHT TABLES TO DRIVE THIS WORK

Community stakeholders recommend that the Youth Violence Prevention Program move to a different department in the City that has the resources and expertise more equipped for deploying violence prevention and intervention work. The fact that the work is currently being led by housing and community services was a major concern for stakeholders.

Since most of the work that is needed is violence prevention and intervention, experts from this sector feel the department is not well equipped to address those specific needs of the community, particularly since their focus has historically been on resource allocation. They also had concerns about who the department is relying on for expertise around their programming related to youth violence. They recommended that the Youth Violence Prevention Program move to a different department in the City that has the resources and expertise more equipped for deploying violence prevention and intervention work.

Community-based and faith-based organization stakeholders also believe that the city government is disconnected and “in disarray” because of the rate at which the administrative offices change or dismantle committees. They say politicians and government officials come to town hall meetings, sit and listen, then leave and nothing is followed up on. Youth did note one plus to seeing leaders like their Mayor out in the community: it makes them feel like they have a pulse on what’s happening in the community – even if other community stakeholders believe that nothing is happening as a result

## ▶ DEVELOP AND IMPLEMENT EFFECTIVE POLICY

Community-based organization stakeholders think beyond getting the right people to the table, Aurora needs to pass different bills and laws. They believe working directly with youth is not enough, and that changing policy will have a longer lasting and deeper impact. The policy change can’t be all talk, it needs to actually result in concrete action – something community stakeholders say continues to happen. They also said it needs to be easier to get involved with city programs and government by reducing the hoops people have to jump through to be engaged.

## ▶ IMPROVE HOW THE CITY DISTRIBUTES FUNDING

Community-based organization stakeholders recognize that policy work isn’t quick and acknowledge that their programmatic work can serve youth while policy change is underway, however, they want the City to also see this value as well by improving how it distributes funding. They say the programmatic funding grants from the City are poorly designed and that may deter them from applying again. Specifically, they share that the application is long, the money is not enough to make a difference in programming, and they do not fund new, innovative programming – only efforts that have traditionally received funding in the past. “I don’t think I would take another grant from the City of Aurora to be honest with you unless it was worth it because the amount that they are giving to try to curb violence in the City of Aurora is not worth it.” (Community-based organization stakeholder) They also believe funding needs to encourage and require collaboration between entities to yield a better impact. Right now, it is a “work solo and ride solo” approach when it comes to funding.

### WHATS NEEDED BY THE CITY TO REDUCE AND PREVENT VIOLENCE

- Rebuild the community’s trust in law enforcement
- Ensure the right people are the right tables to drive this work
- Develop and implement effective policy
- Improve how the City distributes funding
- Engage in community-wide collaboration
- Develop a clear strategy backed by data, evidence-based practices, and a trauma-informed understanding
- Develop a funding sustainability plan
- Increase the capacity of partner organizations engaged in the work



The system is not broke[n], it’s working exactly how it was designed.”

- **Community-Based Organization Stakeholder**



### ► ENGAGE IN COMMUNITY-WIDE COLLABORATION

Community-based organization stakeholders reiterated the power of collaboration, saying that the City of Aurora should not try to respond alone – they should be working in collaboration with other non-governmental organizations and the community members of Aurora. The City should break down the silos that exist community resources, which will better help the community to collectively accomplish its goals and break the cycle of violence.

### ► DEVELOP A CLEAR STRATEGY BACKED BY DATA AND EVIDENCE-BASED PRACTICES

System-based organization stakeholders say that reducing and preventing youth violence starts with decoding these narratives about the City, and then hearing from elected officials and leaders a new narrative about what they are going to do about it, and backing that strategy up with data, evidence-based approaches and best practices, and a trauma-informed understanding.



When I hear electeds arguing with practitioners who are in the field, that worries me... it's an opportunity for us to reshape or refocus and interrogate why folks are having that certain story behind what it is that causes youth violence or the outcomes associated with homelessness or poverty."

- *System-Based Organization Stakeholder*

### ► DEVELOP SUSTAINABILITY PLAN, AND ACCOUNTABILITY AND TRANSPARENCY AROUND WHERE FUNDING IS GOING

System-based organization stakeholders say Aurora needs a sustainability plan, both short- and long-term, for when funding runs out, which they way will inevitably happen. "What is your long-term plan for community well-being and safety?" They also want accountability. "How are we spending money to address this problem? Is it going to the agencies that can actually provide the work?"

### ► INCREASE THE CAPACITY OF PARTNER ORGANIZATIONS ENGAGED IN THE WORK

Community stakeholders want to ensure the City increases already participating organizations' capacity to handle the level of outreach needed, and adding on where there are gaps in the programming, and at the small-town level parents and youth are asking for. They shared that they are understaffed, and unable to build their capacity to handle what is needed.



# ADDRESS GAPS IN EXISTING PROGRAMMING

Youth, parents, and other community stakeholders say there are gaps in existing programming that need to be addressed.

## PROVIDE OUT-OF-SCHOOL TIME PROGRAMMING FOR YOUTH AGES 12 AND ABOVE

Youth, parents, and other community stakeholders see a gap, and need, in programming for youth ages 12 and above. Youth say they would be more receptive to after school programs if they were to offer role models, mentors, and mentorship programs.

Parents specifically highlight recreation and the need for the City and community leaders to meet youth where they are, tell them about opportunities, and show support. **More broadly, parents say the City should provide more youth activities that are monitored or regulated in areas that are designated as safe zones.** Parents cite designated safe zones, like Soccer City, as a positive step in the right direction because they give youth a safe place to play. They also highlight positive changes at the mall, including regulating it so that certain nights of the week are for families only, no teens are allowed.

Parks and Recreation stakeholders echo this need, sharing that youth ages 11 to 16 without structured interests or activities come to recreation centers with a lot of time on their hands and nowhere to go, averaging five to six hours there. They say that youth resist enrolling in programming that is currently offered and instead get into fights at the centers.

## REVAMP SYSTEMS-BASED PROGRAMMING

Systems-based organization stakeholders say they're having to revamp all sorts of programs from the 1990s to meet the varying needs of youth in this day and age. With this, they acknowledge that their system as it exists now is broken.

One system-based organization stakeholder summed up the process: "Youth will come in with five cases, having very little involvement with the system prior to that. They're getting direct files or even worse, charged as adults." They attribute the younger kids they see through their system to these skipped steps in the system. Youth are not receiving interventions in time to prevent recidivism, and unfortunately, transition programs to help them transition back into the community have been stalled due to the COVID-19 pandemic. System-based organization stakeholders say they don't have the correct community capacity to fulfill the current and growing need.



[Youth] are leaping over points in our system, going from municipal court and never being served by judicial level or district level probation, and going straight into being committed into the Division of Youth Services."

- **System-Based Organization Stakeholder**

## REVAMP COMMUNITY SAFETY AND BEHAVIORAL HEALTH SUPPORTS AND PROGRAMMING

Parents and community-based organizations stakeholders cite the need for more community safety and behavioral health support and programming both in schools and through community programs. **Parents call on existing resources to be explicit about where they are and how to reach them**, particularly on social media platforms where they spend much of their time and experience bullying. Parents say Safe2Tell is well advertised, but there are long lead times or a complete lack of follow up and call backs. **Parents also lifted ideas for supporting youth well-being on the internet**, including optimizing media platforms to better support people to report bullying and harassment and filter and flag content more easily and offering a class on internet safety.

**Community-based organization stakeholders specifically call out the need for mental health service providers in the North Aurora area to address the lack of available resources for the LGBTQIA+ community, and the need for substance abuse facilities**, particularly since some have shutdown and/or lost funding.



Maybe these media companies can come out with more resources to help youth understand how to deal with what someone says... like Safe2Tell but for cyber."

- Parent

## INCREASE CULTURALLY RELEVANT OFFERINGS AT FOOD BANKS

Youth and parents identified food drives as one of the most helpful resources for themselves and their families. Youth believe food drive sites are safe places where they feel understood. However, youth and parents believe small tweaks can be made to existing programming to make them even more impactful. **Youth cite school supplies as an additional offering, while parents said they could find ways to make the foods available more culturally relevant**, which would prevent families from throwing these foods away.

## ADDRESS THE IMPACTS OF SCHOOL START TIMES

**Youth suggested surveying parents on the impact of school start times** to help schools make decisions that will lessen the burden on families. One youth explained how difficult it is for families with multiple children in different schools, each with different start times and varying distances from home, to get everyone to school on time.





# BUILD A SENSE OF COMMUNITY WITHIN AND ACROSS NEIGHBORHOODS

Youth and parents yearn for a small town approach to bringing people together. They want neighborhood by neighborhood community integration, and a process for getting to know each other and understand other cultures that make up the Aurora community. More specifically, youth want to know who they can turn to if they don't feel safe and need help. They suggested several ways to bring people together, including barbecues, jam bashes, and pop-up movies. Parents talked about neighborhood date nights for families and youth up to a certain age.

**Youth, parents, and other community stakeholders believe these community building opportunities provide a great opportunity to establish norms and accountability at the local level.** "We're all gonna get to know each other so that we know who's present in our community and who we know we can go to if we're ever in need of anything." (Youth) Parents want neighbors who will look after each other instead of saying "that's not my problem, that's not my family." They want the community to come together more and work together with organizations, police, schools, and businesses to address youth violence.

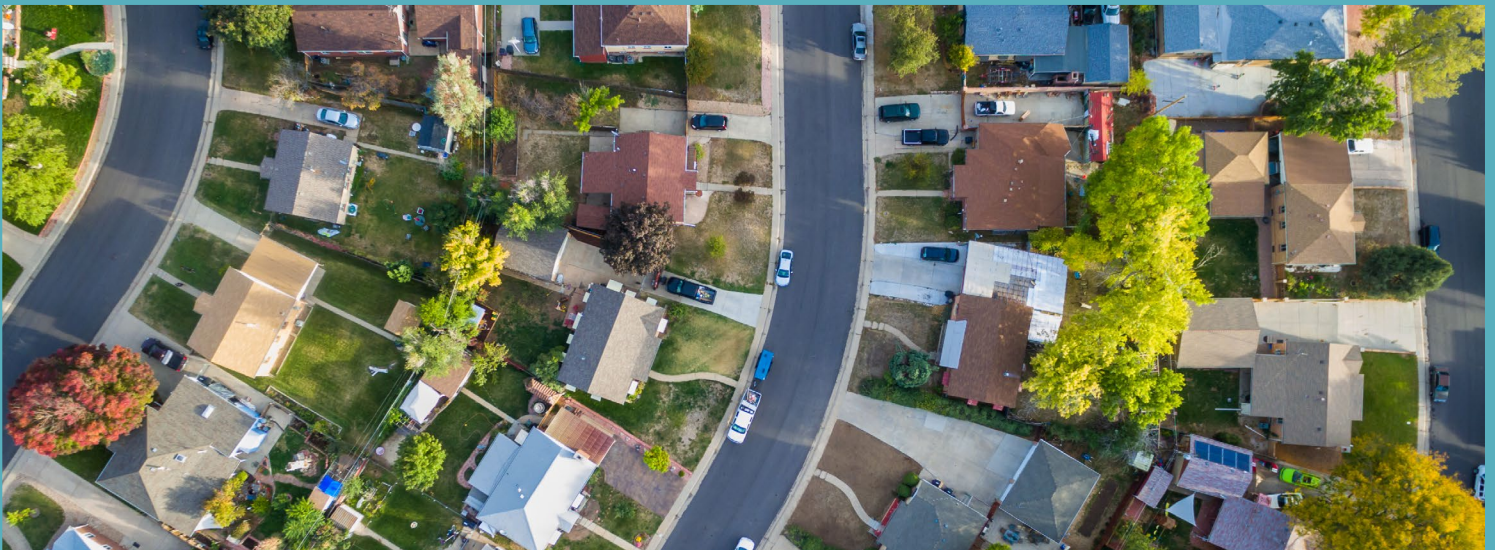
Youth, parents, and other community stakeholders believe there are some potential barriers to developing a more cohesive and attentive community. They believe youth "police one another better than [adults], that whole 'dude, what are you doing', or 'what's wrong with you'", and youth say they feel good knowing they've at least tried to help one another. **System-based organization stakeholders believe that the COVID-19 pandemic has made it more difficult for youth to step into this role** since they do not spend as much time together, and that mask mandates make it hard for youth to pick up on social cues in the classroom.

Parents shared that they didn't feel like they could police youth because they might be attacked. They see opportunities to join forces with the police to protect youth from trafficking and other dangers, and to **bring the community together on some kind of platform that would allow them to share problems they are experiencing anonymously** (as there are many perceived consequences for getting caught snitching).



I feel like our community has not really gelled. Like, there's no feel. There's no love. There's no affinity to that."

- Parent



# END PROFILING AND LABELING BASED ON RACE, SOCIOECONOMIC STATUS, AND CIRCUMSTANCE

People living in struggling households are often labeled as such by their peers and society, and it starts at school age. Youth, parents, and other community stakeholders say that it has a lasting impact and must stop.



[Youth] at the end are the ones who pay for everything in this situation. So, that's why I think they should analyze each case before labeling a kid because that [youth] is already labeled from home, and he comes to school and you continue to label him. He starts working and you continue labeling him; he gets married and you continue labeling him' or sometimes when they're teenagers they say 'I'm fed up with people saying I'm trouble, then I will cause trouble.'"

- **Parent**

Youth highlight the need for more support, where adults are “really listening to them. Not labeling them because of problems they’re having at home.” They say “the schools need to make them feel supported so they fit in and feel like they belong.”

## DECREASE THE CIRCUMSTANCES WHERE COMMUNITIES AND PEOPLE ARE PROFILED BASED ON RACE, SOCIOECONOMIC STATUS, OR CIRCUMSTANCE

Youth, and community-based and system-based organization stakeholders say there are clear geographical differences in who is being picked up for violence and crime. They say they see police watching and targeting certain streets and blocks. One system-based organization stakeholder pointed out that they’re “not getting a lot of kids being arrested in South Aurora... we absolutely have an overrepresentation in this community that needs to be addressed... that if it’s illegal, it is illegal everywhere? Is it only illegal in [a] certain part of the city?”

System-based and community-based organizations say youth are policed differently in affluent areas – more intervention focused and less patrols. “If something does come up, they’re more likely to just let the [youth] go or just talk to the parents and let them go with a warning... and in less affluent areas, for lack of a better term, you know it’s – something goes down, it could be something minor whatever. They’re probably gonna get a harsher treatment.” They also believe that because of this, youth from affluent neighborhoods take advantage of knowing they’re not going to get into as much trouble. Ultimately, they say it goes “back to economics, money, and poverty, and then it breeds crime, and then we’re back in this big old circle.”



We know that you come from a good family so we’re gonna let this one slide. And good means money apparently in most instances.”

- **Community Stakeholder**

**Youth believe that racial profiling plays a role in this.** One youth said he witnesses police and other people with authority being selective with who they pull over: “I just know that there are law enforcement that do choose what side to pick and what to, like, somebody to pull over or arrest them, things like that... I know that racism does have something to do with it in rundown areas. I know for a fact that there’s lots of cops that do pull people over for minor things.”

**Community stakeholders say that often youth who are profiled are those who come from a household experiencing poverty.** A system-based organization stakeholder described, “We had a student, she was in eighth grade, and she was physically helping her siblings online, fifth, fourth, and third grade every day. And in turn, she wasn’t able to participate at the level she needed to. So, then it started to be a challenge with the school. We should be giving youth like her kudos for helping her siblings stay proficient.”

**System-based organization stakeholders say that this is a clear indicator that more prevention and intervention services need to be available while youth are in crisis versus when violence happens:** “Our most recent homicide, both parties were under 21... they had just graduated high school last year.” When they look at the histories for these youth, their records highlight “juvenile victim, juvenile victim, juvenile victim.” Long term, system-based organization stakeholders flag that if too much emphasis is on reacting to crime as it happens and less focused on prevention and intervention, the next decade is going to look really different.

## **START RECOGNIZING YOUTH FOR THEIR POSITIVE CONTRIBUTIONS TO THE COMMUNITY**

Community-based and faith-based organization stakeholders suggest more widely recognizing youth for their positive contributions for the community, sharing that the continued focus on violence contributes to stereotyping, especially for communities of color.



I would argue [there are] probably far more positive occurrences of like youth participating in community, serving, volunteering, helping each other out, standing up for each other, than youth engaging in delinquent behaviors, to the degree that we're interested in exploring what is happening with youth...It invites some stereotyping."

**- Community-Based Organization Stakeholder**

They expressed concern about “poor generational assumptions” and “casting youth in a largely negative light” despite the fact that many youth are doing really positive things for their community. “We have some really powerful, young adult leaders in Aurora that are participating at different levels of engagement... There are [youth] that are deeply engaged in grassroots work, and communities service and advocacy and social justice that are incredible. [They are an] amazing role model right and could be an important part of this work. I am thinking about the [youth] that stood up in defense of Elijah McClain last year when the protests happened at the city council building and with APD. They were absolutely amazing. And they led themselves.” (Faith-based organization stakeholder)

Community-based organization stakeholders say that “there are numerous news outlets that we can use to spread the news of positive youth activity,” and that “schools should be reporting great things happening within their schools.” **They believe that youth talent needs to be “put on display” because otherwise the only message being put out is that youth, particularly youth of color, have a violence problem in Aurora.**



# HELP YOUTH UNDERSTAND YOUTH VIOLENCE, AND THEIR ROLE IN THIS WORK

Youth expressed an eagerness to learn how to identify and understand what criminal activity looks like, and what role that can play to reduce and prevent it from happening. **They suggest that youth should have to go to classes to learn how to solve youth violence**, and suggest a curriculum that teaches them about the issues, gives them concrete examples, and elicits their help to solve a problem. System-based organizations echoed this, saying they should be leveraging 'delinquent' classes and restitution curriculum to lift up community awareness.

Youth say they see some anti-violence communications and programming happening across the community, and have ideas on how to make it even more effective. **They shared that programs where police come to talk, in-school psychologists, and posters that teachers have hung up in their classroom help youth really understand violence and its consequences.** One youth even suggested awareness weeks "around domestic violence or about gun violence just so the students know."

Youth say parents need to be informed through Facebook, TV, or at the grocery store, and that any meetings about community violence or educational materials need to be in Spanish. They don't believe apps are commonly used, but thought they were a good idea to help raise awareness of what's happening in a community. One youth shared that they help people "put a spotlight on the issues in the city, to be in the know about anything suspicious going on." They don't believe apps are commonly used, but thought they were a good idea to help raise awareness of what's happening in a community. One youth shared that they help people "put a spotlight on the issues in the city, to be in the know about anything suspicious going on." They also think that social media can be a great tool for spreading awareness as well.

**Parents say awareness needs to target youth because parents are not always the most successful when communicating with their own children.** They recommended the City hold meetings with food that train youth to talk about violence and lead conversations with adults on how to better talk to youth - they say these trainings should include "awareness, safe numbers, safe zones, safe people, safe environment." They also suggested arranging for intergenerational groups to go into grocery stores to speak with parents and the large community.

## IDEAS FOR HELPING YOUTH UNDERSTAND YOUTH VIOLENCE, AND THEIR ROLE IN THIS WORK

- Offer classes about solving youth violence
- Scale existing anti-violence campaigns and programming in schools
- Host awareness weeks around different youth violence topics
- Use apps, social media, grocery store advertising, community meetings, and educational materials to educate parents
- Train youth to talk about violence and lead conversations with adults on how to better talk to youth

# IMPROVE AREAS OF THE CITY THAT SHOW VISIBLE NEGLIGENCE

Youth and parents also point to the need to improve areas of the City that show visible neglect. Youth notice the improvements being made to the housing and businesses near the hospital on Colfax and perceive them as improving the overall community aesthetic, but they point out the “run down communities are still run down”, and are disparagingly different from neighborhood to neighborhood.

**Youth and parents say that improving the lighting in areas that show visible neglect would reduce the number of crimes in their community**, particularly since they believe crime and violence happen in these blacked-out areas: unlit alleyways, streets, parks and playgrounds, and playgrounds in apartment complexes.

**Youth and parents are asking for the City to also ensure that the foot paths they use to commute to school and other essential activities are clear, safe, and include visible shortcuts to neighborhoods where youth can seek help if they need it.** Specifically they point out feeling unsafe on their current food paths due to people using drugs and alcohol, people cat-calling, and people making obscene gestures.





# SUPPORT YOUTH TO BECOME INVESTED IN THEIR COMMUNITY

**Parents believe that youth could benefit from more civic education that would support them to become more invested in their community.** This includes things like avoiding littering, being thankful for public works, and participating in and looking after their city and world. One community-based organizations stakeholder pointed to a need for other types of education: “[Youth also] need to be educated why picking on someone is not okay. More education right from the get go, or maybe more education about how to treat other people and respect people of different cultures.”

**Parents also feel that some youth express a sense of entitlement and lack of gratitude,** and that instilling a sense of thankfulness when they are young would help everyone, especially teachers who they say are on the receiving end of this behavior.



# LEVERAGE EXISTING COMMUNITY STAKEHOLDERS AND EFFORTS

## WORK ALREADY UNDERWAY ACROSS THE COMMUNITY THAT CAN BE LEVERAGED

Youth, parents, and other community stakeholders lifted initiatives already in place and efforts they want to get underway. As to be expected, there are many on-the-ground organizations and community-held knowledge about local resources that can be leveraged to have the greatest impact.

### ► SCHOOL-BASED PROGRAMMING AND SUPPORTS

Youth acknowledge that the system or powers that be can't really change the circumstance youth face in their homes, "but you [can] change it at school." **They see schools as an existing key resource that can continue to help youth and families access "different funds, different benefits, different healthcare resources."** They also mentioned the value of mentoring and mental health support resources at schools including clubs, counselors, and volunteer opportunities.

**Youth also identify there are key people at school who are making a difference by "connecting with lower and middle class kids, helping them, advocating for them, always being there for them."** People like one campus monitor are remembered for trying to relate to students by telling them he grew up in a 'run-down' area as well.

Parents appreciate the in-school clinics where immigrant children, whose "parents don't have legal status or financial resources are able to receive medical care. **They also credit 'language justice' efforts for increasing the accessibility of supports across the board.** System-based organization and Parks and Recreation stakeholders both noted that Aurora Public Schools has the front page of their website available in ten different languages. They also recognize the community college system as economically responsive and offering affordable education.

**Youth are also excited about emerging programs that aim to support various life, social, and mental health challenges youth face.** One youth in Cherry Creek Schools hopes that their new advisory period will include "more topics to talk about, without holding back any information so that [youth] can be more comfortable talking about [life]."

### ► SYSTEMS-BASED PROGRAMMING AND SUPPORTS

Systems-based organizations provide people with resources and give them the confidence and skills to be successful and financially independent. Youth, parents, and other community stakeholders specifically point to the value of trauma-informed community development, intervention programming, and employment and financial support programs.

One system-based organization stakeholder said they're working to develop a future model to approach this work. The new model, called **trauma-informed community development**, aims at restoring the community's faith and trust in the system by working with community members to identify and heal from communal trauma that has impacted the community.

**System-based organizations provide intervention programming** that helps to decrease the number of violent crimes by ensuring that on-the-ground teams can address violent behaviors without pressing charges. **System-based organization stakeholders believe the Juvenile Assessment Center**

### SCHOOL-BASED PROGRAMMING AND SUPPORTS

- Mentoring
- Mental health resources
- Clubs
- Volunteer opportunities
- Trusted adults
- In-School clinics
- Language justice efforts
- Community College System
- Programs that support various life, social, and mental health challenges youth face

### SYSTEM-BASED PROGRAMMING AND SUPPORTS

- Trauma-informed community development
- Intervention programs
- Juvenile Assessment Center (JAC)
- Employment and financial assistance programs
- WIOA Program
- Adams County Low Wage Workers Fund
- Behavioral health policy

**(JAC)** is underutilized by the Aurora justice system because it is located in Thornton and perceived as too far North for Aurora police. One system-based organization stakeholder feels “this is a miss, because if [police are] releasing [youth] home to pending charges or they aren’t making those referrals, we don’t know that the family has needs or that we could support an intervention.”

The **Workforce Innovation and Opportunity Act (WIOA)** program was lifted as a successful system-based program. The program “is focused on showing young people their value and their skills and, you know, making sure they have the resources and confidence and everything needed to be successful in their own future and to be eventually financially independent.”

Parents brought up how the **Low Wage Worker Fund**, funded by Adams County Government CARES Act dollars, has helped them. This program provides up to \$1,500 in cash payments to households of a certain income level to quarantine upon a positive COVID-19 test result.

System-based organization stakeholders shared that a **Behavioral Health Taskforce** is talking about policies that would promote behavioral health services for youth, ideally positioning them to be available to step in when parents are unable or unwilling to participate. These stakeholders say they are allocating more money to this effort, but likely not enough to meet the ongoing and growing need seen across the community.

► **COMMUNITY-BASED PROGRAMMING AND SUPPORTS**

Parents recognize community-based organizations for always stepping into help, whether it be lobbying for community well-being, providing essential resources to sustain well-being, offering mentoring and tutoring, and providing much needed, safe spaces for youth. Raise Colorado was pointed to as specifically providing assistance in navigating the school systems, such as speaking with teachers or navigating school district red tape.

Youth and parents both mentioned the value of food assistance programs. Youth called out Youth Advisory Council food drives as a great place to hand out information. Food assistance was identified as a need also being fulfilled by Aurora Public Schools and other community-based organizations in the area.

One community-based organization stakeholder shared how the hospital they work at is training staff through a violence intervention program focusing on patients who come in with an intentional violent injury that is not self-inflicted. The hospital is specifically training staff and how to navigate their implicit bias when interacting directly with victims of violence. This stakeholder thinks this approach to **trauma-informed care** has been “really beneficial” and that “we [should] do more training with our providers and our nurses and our hospital staff in general.”

Community-based and system-based organizations mentioned the importance of programs that provide both education and direct funding to youth and families. For example, they mentioned Aurora Generation Wild’s paid internship program for youth in middle and high school. Through this program, youth get paid to work alongside naturalists and learn about nature.

Youth, parents, and other community stakeholders identify that community-based organizations are providing much needed safe spaces for youth to develop a sense of individual and group identity, social skills, emotional coping skills, and more. Soccer Without Borders was specifically mentioned as a safe and healthy space for youth to step into their potential.

**COMMUNITY-BASED PROGRAMMING AND SUPPORTS**

NAVIGATION PROGRAMS

- Raise Colorado

FOOD ASSISTANCE PROGRAMS

- Youth aAdvisory Council Food Drives
- Aurora Public Schools

TRAUMA-INFORMED CARE

DIRECT FUNDING TO YOUTH

- Aurora Generation Wild

YOUTH DEVELOPMENT PROGRAMS

- Soccor Without Borders

► **FAITH-BASED PROGRAMMING AND SUPPORTS**

Faith-based organizations provide a safe place for youth to engage in programming that supports them to work through and build their senses of self and identity. **Faith-based organization stakeholders have pride in their after school programming, including mentoring and tutoring.** One faith-based organization stakeholder shares that “[faith institutions] are uniquely qualified to sort of deal with [youth’s] underlying issues. That’s what we are supposed to be good at.” Another faith-based organization stakeholder echoed this saying that their youth programs work because they have seen youth leave and return to them because of the stability they offer: “We’ve given them long-term tools even to use outside of the [organization]... they’re being contributing members to society.”



## ► PARKS AND RECREATION PROGRAMMING AND SUPPORTS

Parks and Recreation stakeholders are excited about a 12-week parenting class they are launching called 'Incredible Years'. This program provides mental health training for parents and offers them childcare while they attend. They feel confident about their curriculum development and logistics of the program, but they are still working on recruitment. They hope to enroll parents who "know they should be in there, but they're the ones that don't join."

Parks and Recreation stakeholders also provide stress management and other mental health training programming to youth, parents, and teachers to help them work through the emotions they have related to returning to school during the COVID-19 pandemic.

## ► LOCALIZED, UNSTRUCTURED COMMUNITY MOBILIZATION

Youth and parents also shared about the activities they do to supplement gaps in their basic needs, such as selling pastries and burritos. Youth and parents also talked about how community members turn to the internet when these endeavors are not enough, including crowdfunding sites like [GoFundMe](#).

## WHAT THE ROLE OF THE COMMUNITY STAKEHOLDERS CAN BE

Youth, parents, and other community stakeholders believe that there are a number of tried and true organizations who consistently show up and are in the picture, and that these organizations need to be at the table for any collective efforts to reduce and prevent youth violence.

### STAKEHOLDERS NEEDED TO DRIVE THIS WORK



Schools



System-Based Organizations



Community-Based Organizations



Faith-Based Organizations



Youth



Parents



Parks and Recreation Department



The city of Aurora

## ► EXPAND COMMUNITY PROGRAMMING AND SUPPORTS

Community stakeholders specifically pointed to the role they can play to expand community programming. Outside of school, youth said they'd like to see more promotion for things to do at Town Hall and different places around town.

Youth, parents, and other community stakeholders specifically call out the need to expand recreational activities, and are quick to point out that this also means they need to be made more accessible and affordable for low-income families and undocumented families.

Parks and Recreation stakeholders would like to also incorporate more social and emotional training into the programming they do with youth ages five and above. They say this would give youth the tools to better understand and address their own behavior, and set them onto pathways

### IDEAS FOR EXPANDING COMMUNITY PROGRAMMING

- Promote existing programming, resources, and services around town
- Increase the accessibility and affordability of recreational activities
- Incorporate social and emotional learning into existing programming
- Expand programming for older youth
- Establish institutional anchor to provide sustainability in times of change

to support their ongoing development. Parents were quick to point out that while recreational activities are valuable, they need to be made affordable to low-income and undocumented families. Some expressed interest in partnerships with local for-profit gyms because the programs are appealing, but expensive.

**Parks and Recreation stakeholders also have a wealth of ideas for expanding programming for older youth.** They shared about a newer grant fund program focused on getting youth in underserved areas out into nature. The program has had some traction with youth who have already been through it as staff report seeing alumni from the. In addition, Parks and Recreation stakeholders have also started an internship program at the nature centers, where older youth work alongside the naturalist team and learn how to teach youth about nature, how to be a naturalist, and how to interact with the public in a positive way. One Parks and Recreation stakeholder believes “[these] are some of the things that can give [youth] some positive things to do... give them some potential career options to look into, help to lead them away from things that might get them into more violent situations.”

Community stakeholders acknowledge that while the need for expanding existing programming is there, the need is greater than their capacity. **Looking toward the future, community stakeholders hope to establish institutional anchors in the community that offer long-term support and don’t disappear when there is a change in administration, funding is lost, or when there is a drop in attendance.**

## ► EXPAND SYSTEM PROGRAMMING AND SUPPORTS

System-based organization stakeholders called out the role they can play in exploring alternatives to existing violence response methods and providing more multigenerational and wraparound support to youth and families.

## ► EXPAND ALTERNATIVES TO EXISTING VIOLENCE RESPONSE METHODS

One System-based organization stakeholder shared that Denver Public Schools will be implementing the **Habilitation Empowerment Accountability Therapy (HEAT) program** as an alternative to school resource officers. Black Excellence Youth group was also mentioned as successful and requested by youth.

Faith-based and community-based organization stakeholders call for an **expansion to restorative justice programs** in schools where youth are collaborators in facilitating change in their environment and recreating cultural norms around violence to address it. They believe that expanding these efforts could support larger community reconciliation practices.

**High-risk youth collaboration groups have already been running for three to four years through the 18th Judicial District.** This group includes stakeholders from probation, pre-trial, diversion, the Department of Human Services, municipal courts, and the school districts. They say they’ve eliminated some of the barriers that were preventing communication between agencies when it comes to response efforts, and believe they can further expand these efforts and continue to move them in the right direction. “It’s just a slow-moving process.”

**A civilian-centered response to behavioral health calls to 911 is also in the works.** This co-responder model deploys paramedics and mental health workers rather than police to the scene. One system-based organization stakeholder pointed out that with more calls to schools and more young people involved, expanding these efforts makes sense to ensure the best response to behavioral health concerns.

One of the detention and non-detention facilities that Aurora regularly uses says they’ve seen a drastic decline in transports to their facility since the COVID-19 pandemic began. **They hope that Aurora starts to use them more – mostly their prevention-based program** that receives referrals from law enforcement and school districts. They say this will help youth charges related to violence decline drastically.

## ► EXPAND MULTIGENERATIONAL AND WRAPAROUND SUPPORTS

Child protection added a new aspect to their preventative-focused programming for cases that don’t end up getting assigned but maybe need other resources. **Case workers contact families without opening a case and offer them resources and help.** System-based organization stakeholders say that despite parents being wary of child protective services, the approach has been pretty popular.

System-based and community-based organization stakeholders see the benefit of taking a **two-generation approach to ending poverty.** Ideas for expanding programming in alignment with this approach included increasing employment for parents, getting people to pay child support, teaching parenting classes, and budgeting or banking education.

### IDEAS FOR EXPANDING SYSTEM PROGRAMMING

- Implement the Habilitation Empowerment Accountability Therapy (HEAT) program
- Expand restorative justice programs in schools
- Scale high-risk youth collaboration group efforts
- Implement a co-responder model
- Increase the use of existing prevention-based programs
- Provide wraparound services through existing case management relationships
- Expand programming addressing generational poverty

# CONCLUSION

Youth, parents, and other community stakeholders shared their perspectives on what the current state of youth violence looks like in the City. **These perceptions validated much of what practitioners say they already know about the current state of youth violence across the City.**

**Overall, youth, parents, and other community stakeholders believe the City of Aurora is taking the right steps forward to respond to the ongoing public health crisis across the City, but that there is still much to be done. And the City of Aurora shouldn't do it alone.**

These perspectives varied from improving and scaling existing community programming and supports; improving City, civic, and social infrastructure and operations; and equipping youth, parents, and other community stakeholders with the resources and tools needed to lead and drive the work to reduce and prevent youth violence.

**The biggest role youth, parents, and other community stakeholders say can be played is through the expansion and scaling of existing community programming to better support youth and families in all areas of life.** However, in order to make that happen, the relationship between community stakeholders and the City of Aurora needs to improve, and partnership is needed for community stakeholders to co-develop solutions alongside the City in a way that is community-informed, transparent, and sustainable.

These findings and calls to action are being utilized alongside [data compiled by Tri-County Health Department](#) to inform and drive the City's Youth Violence Prevention Strategic Plan (to be released in February 2022).





# **YOUTH VIOLENCE PREVENTION PROGRAM**



# AURORA YOUTH REPORT



*Inside the Issue*

## **Community Survey Data**

APTY and YVPP partnered on a community-based survey to identify local conditions that contribute to youth violence and substance use.

## **Healthy Kids Colorado Survey**

Healthy Kids Colorado Survey is a voluntary, anonymous survey administered to middle school and high school students in Aurora Public Schools every two years.

## **Community level data**

Community-level mortality and crime density maps were created to indicate potential areas of concerns within the City of Aurora.

# AURORA YOUTH VIOLENCE INITIATIVE

During the YVPP Community Forum that is being held virtually on November 4, 2021, participants will be asked to help develop a strategic plan to address youth violence in Aurora.

Aurora Partners for Thriving Youth (APTY) and YVPP have compiled this toolkit to accompany the Community Forum. The goal of the forum is to build comprehensive, community-engaged strategies to address the unique needs of the Aurora community. It is important to understand the nature of youth violence and the related harmful behaviors and to identify those risk and protective factors that influence youth violence, particularly those in areas of high concern. The data included in this toolkit are intended to aid in that understanding.

The Aurora-specific data will be available in an interactive dashboard use by the community and community organizations to identify needs of the people they serve. In addition this tool will be used to evaluate the efforts of this initiative and provide feedback to the community.

As you review these data please note those things that surprised or concerned you, any thought's or any questions that you have regarding the data.

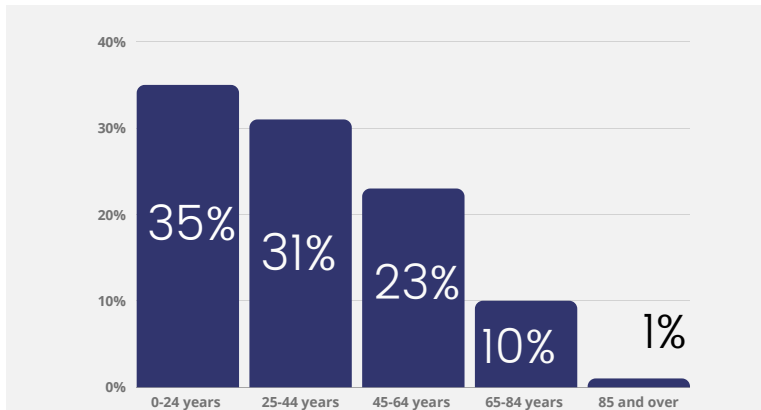
Some question to consider:

- Did anything in this report surprise you?
- Do you feel these data represent the community or population you work with?
- What could be some of the drivers behind these results?
- What additional data you would like to see?
- Where do you see potential opportunities for change?

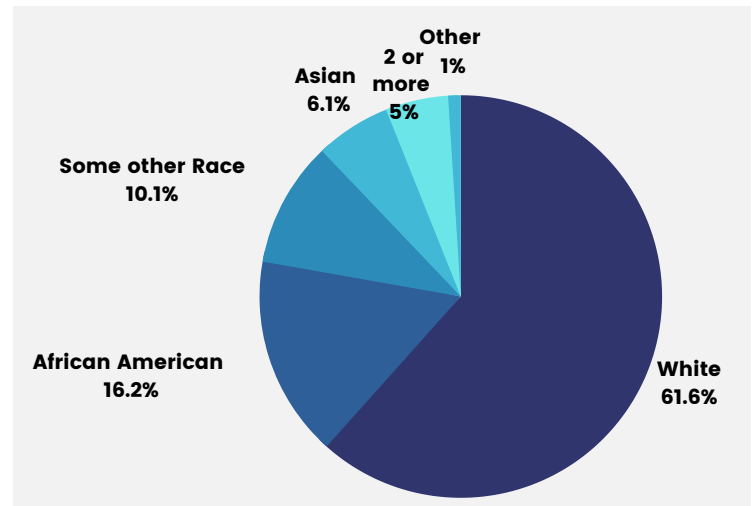
# AURORA IS .....

population: 386,502

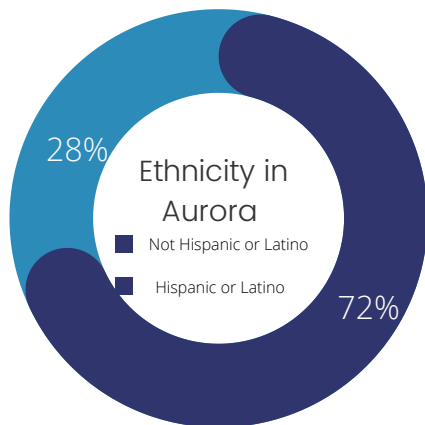
**3rd Largest City in Colorado**



**66% OF THE POPULATION IS UNDER THE AGE OF 44**



Percentage of Population by Race



Ethnicity in Aurora

■ Not Hispanic or Latino  
■ Hispanic or Latino

20% of Aurora Residents were born outside of the US.

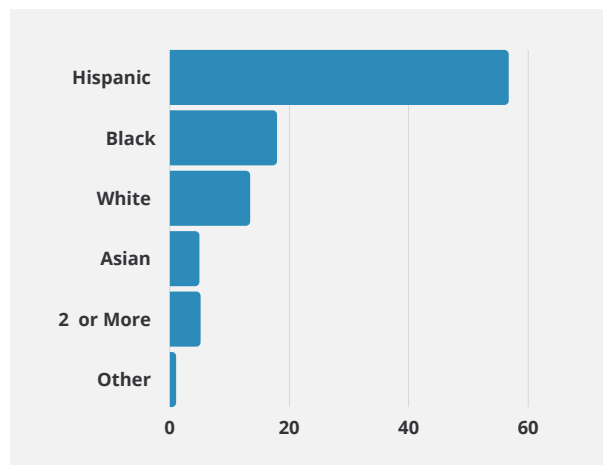
160 Languages Spoken in Aurora

Data Source: [https://www.auroragov.org/city\\_hall/about\\_aurora/data\\_demographics](https://www.auroragov.org/city_hall/about_aurora/data_demographics)

## Aurora Public School Grades K-12 Student Demographics

42% of students speak English as second language

74% of Students receive free or reduced price lunch



Percentage of APS students by Race

Students are from 130 countries and speak 160 Languages

13% of students benefit from Special Education programs

Data Source: <https://aurorak12.org/about-aps/fast-facts/demographics/>

# RISK AND PROTECTIVE FACTORS

Risk and protective factors impact the healthy development of our children and young people. Risk factors are not direct causes of youth violence or substance use but contribute to likelihood of engaging in risky behaviors.

Risk and Protective Factors can be divided into into four domains: peer/individual, family, school, and community. The presence or absence of risk and protective factors influence the risk of substance use, youth violence, and poor mental health. It is important for intervention and prevention efforts to reduce risk factors and strengthen protective factors in our community.

APTY and YVPP used Aurora Public School District's Healthy Kids Colorado 2019 Survey data to tell the nature of youth violence in the Aurora Community. Unless otherwise indicated, data presented are those for APS district only.

## PEER/INDIVIDUAL FACTORS

Involvement in activities with other young people and adults outside the family gives a child a sense of belonging and opportunities to learn appropriate social and leadership skills. Physical activity improves not only the health of a person but also reduces symptoms of anxiety and depression.

53% of HS & 54% of MS students participated in extracurricular activities

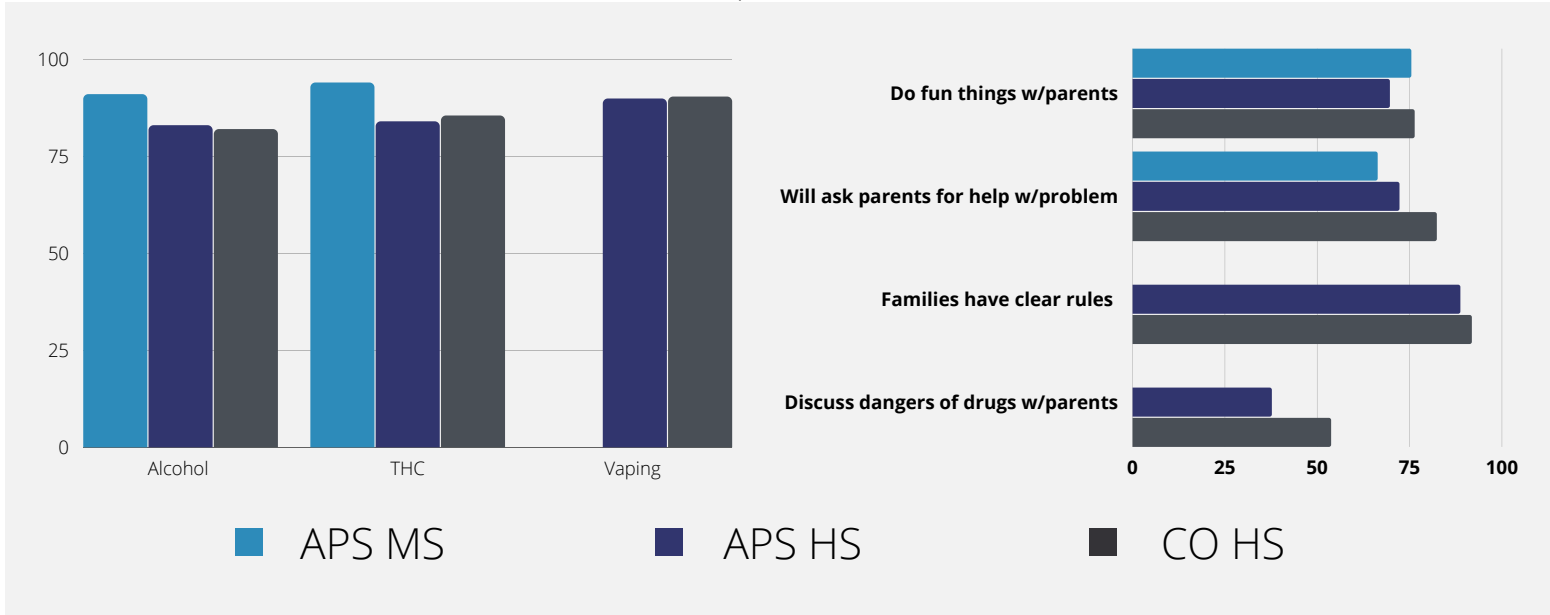
36% of HS students participated in volunteer activities in last 30 day

47% of HS & % 56% of MS students played on sports teams

38% of HS and 44% of MS students were physically active for 60 minutes per day

# Family Factors

The Strengthening Families Approach identifies five protective factors that strengthen the family and promotes an environment of positive youth development. These factors are parental resilience, social connections, support in times of need, knowledge of parenting and child development, and social and emotional competence of children.



% of students who think guardians would feel it was wrong for them to use Alcohol, THC, Vape

% of students reporting selected protective factors within their families.

MS= Middle School

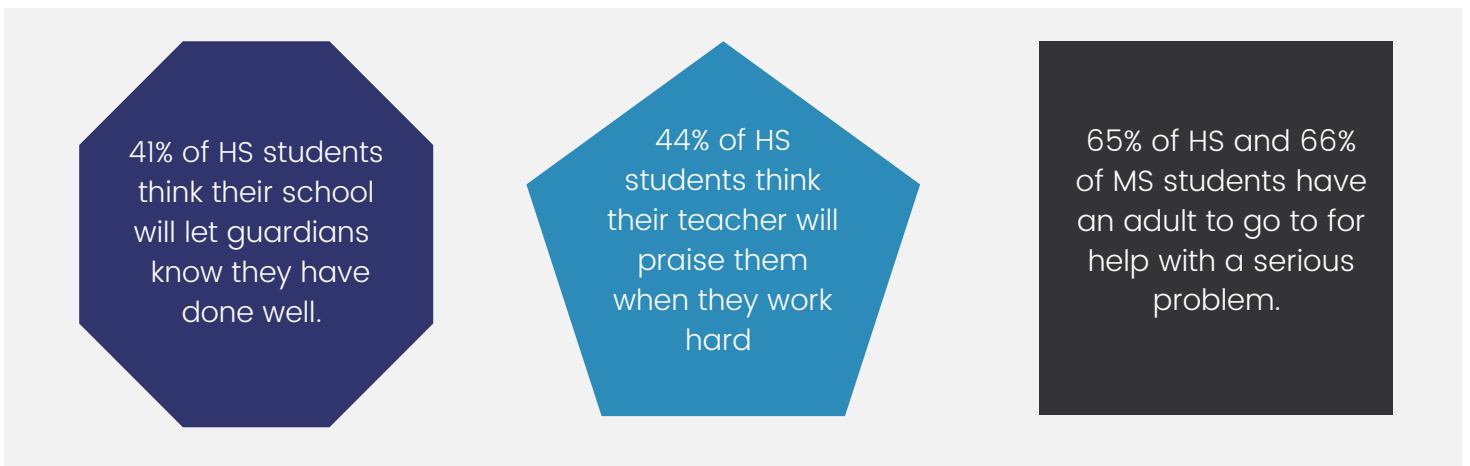
HS=High School

CO HS= Colorado High School Students

MS data is missing where APS MS students were not asked these questions as part of the HKCS

# School

Connection to school is an important factor in academic success and increases likelihood that young people will graduate from high school and pursue higher education and/or a successful career. Students who are connected to school feel safe in school, have better academic achievement and test scores, and have better school attendance.



HS=High School MS= Middle School

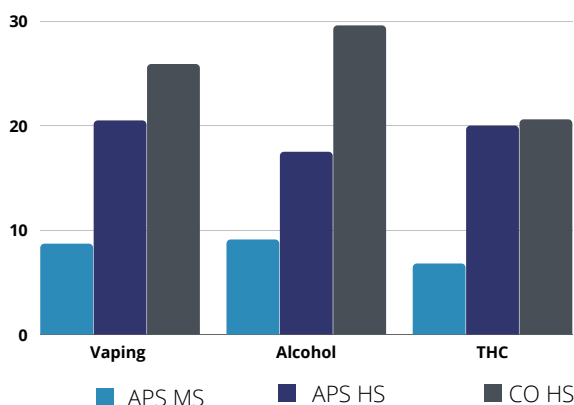
Data Source:CDPHE, Healthy Kids Colorado Survey, 2019

# Risk Factors

## Substance Use

Many factors can increase a young person's likelihood of experimenting with substances and becoming addicted. Drug use and abuse can also be a risk factor for poor mental health, suicide, criminal involvement, and youth violence. Studies show that young people often make poor decisions about substance use without complete information on the risks, and their perception on invincibility makes it more likely to dismiss those risks.

Among HS students who reported current alcohol use, 15.2% usually drank in a public setting, on school property, or riding in a car



Among HS students who drank alcohol in the past 30 days, 47.0% had 3 or more drinks in a row within a couple of hours.

% of Students who used Substances in last 30 days

MS= Middle School

HS=High School

CO HS= Colorado High School Students

## Driving Under the Influence

After using Alcohol

After using THC

0 5 10 15 20

% of HS students who rode in a car or other vehicle driven by someone who had been drinking alcohol

After using Alcohol

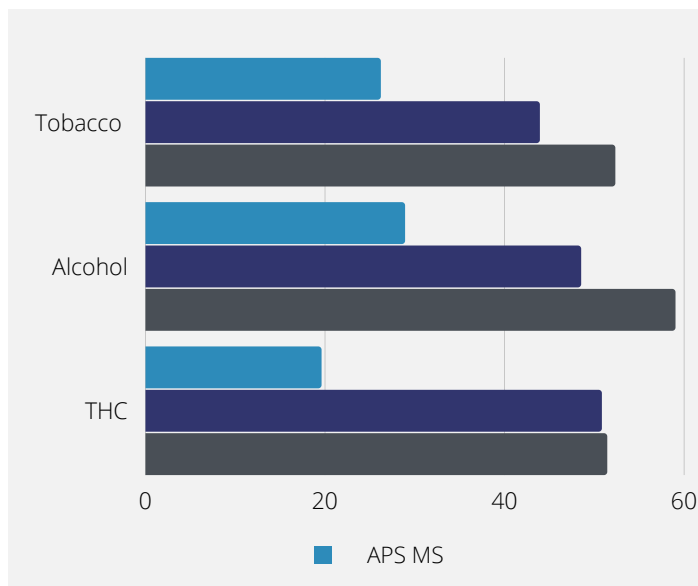
After using THC

0 10 20 30

Of HS students who used alcohol or THC in the last 30 days, the % who reported driving after use.

HS=High School

## Perception of Availability



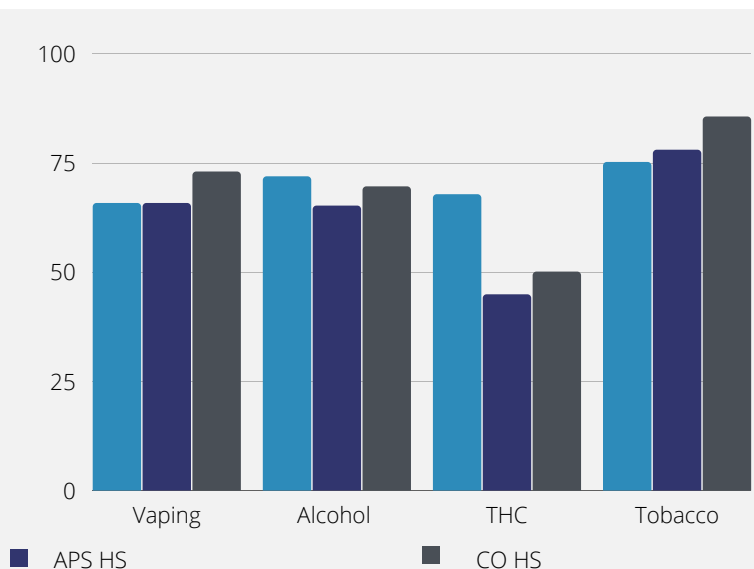
% of students who feel it would be easy/sort of easy to get substance if they wanted

MS= Middle School

HS=High School

CO HS= Colorado High School Students

## Perception of Harm

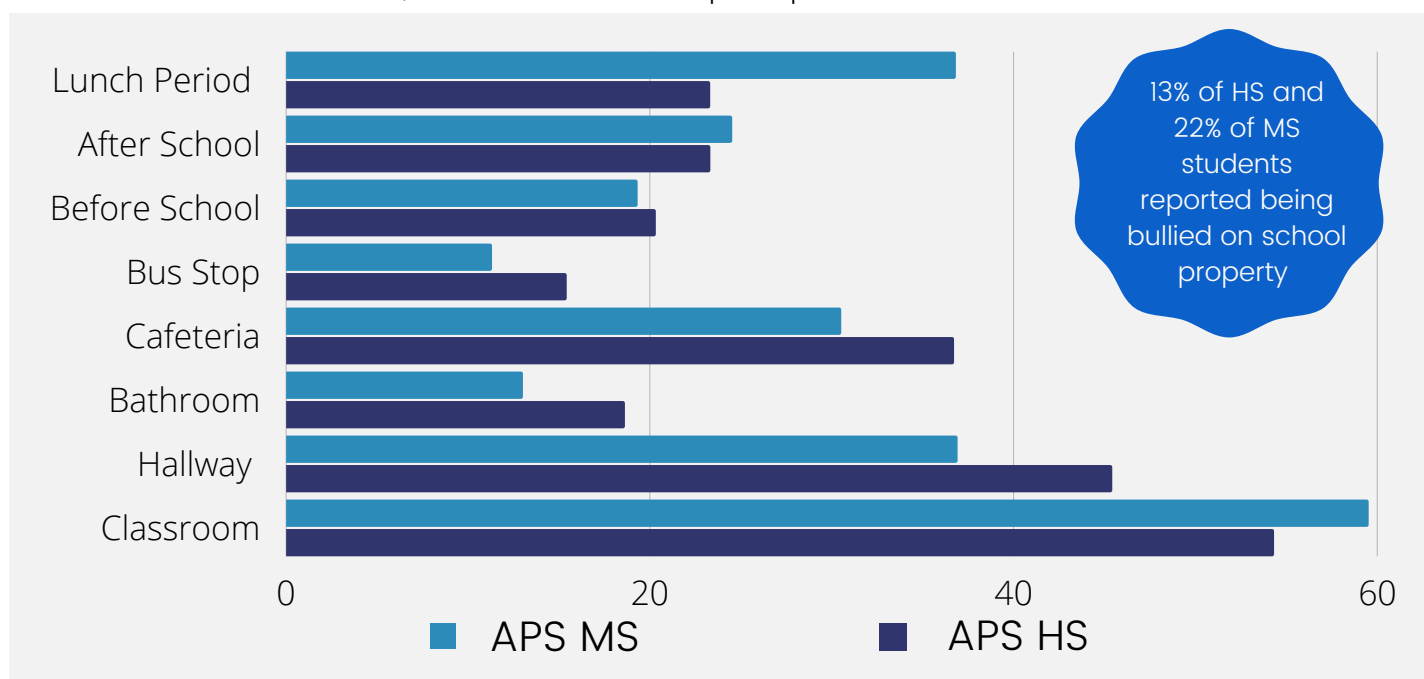


% of students who think regular use of substances has moderate or great risk of harm



# SAFETY

Negative experiences in childhood and in the teenage years increases the risk of health problems, mental illness, substance abuse and participation in violent behavior.



Of those reporting being bullied on school property, the % who reported where and when they were bullied.

MS= Middle School

HS=High School



11% of HS and 22% of MS students did not go to school on one or more of the past 30 days because they felt they would be unsafe at school or on their way to or from school.

22% of HS and 47% of MS students were in a physical fight one or more times during the past 12 months

Among HS students who dated someone during the past 12 months, 11% had been physically hurt on purpose by someone they were dating or going out with one or more times

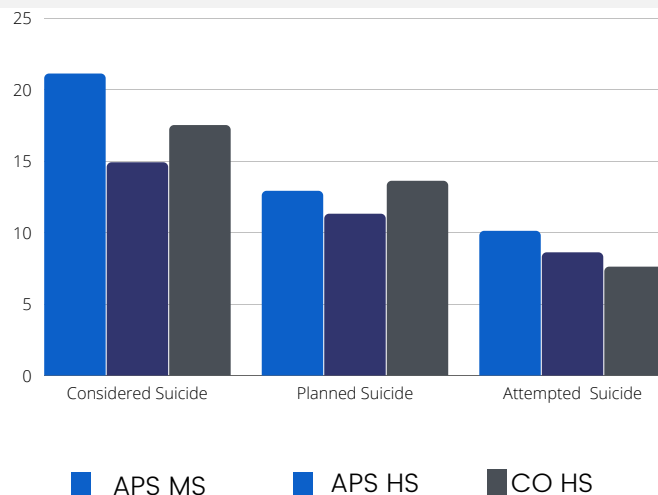
22% of MS students have carried a weapon such as a gun, knife, or club

17 % of HS students felt they could easily/sort of easily get a gun

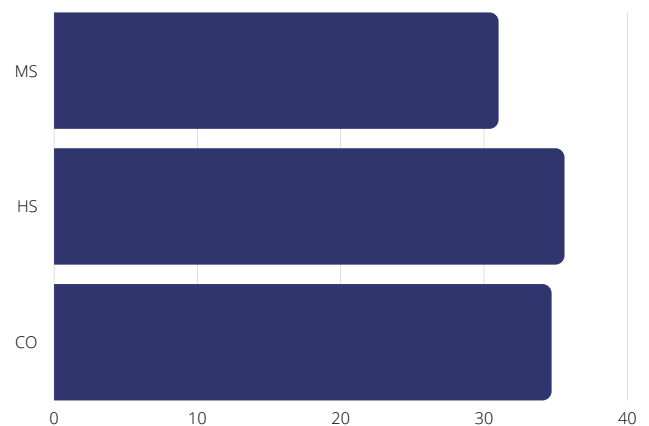
MS= Middle School

HS=High School

## Mental Health



% of students who have considered, planned, and attempted suicide.



% of students who felt so sad or hopeless almost every day for two weeks or more in a row during the past 12 months that they stopped doing some usual activities

MS= Middle School

HS=High School

CO HS= Colorado High School Students

Data Source: CDPHE, Healthy Kids Colorado Survey, 2019

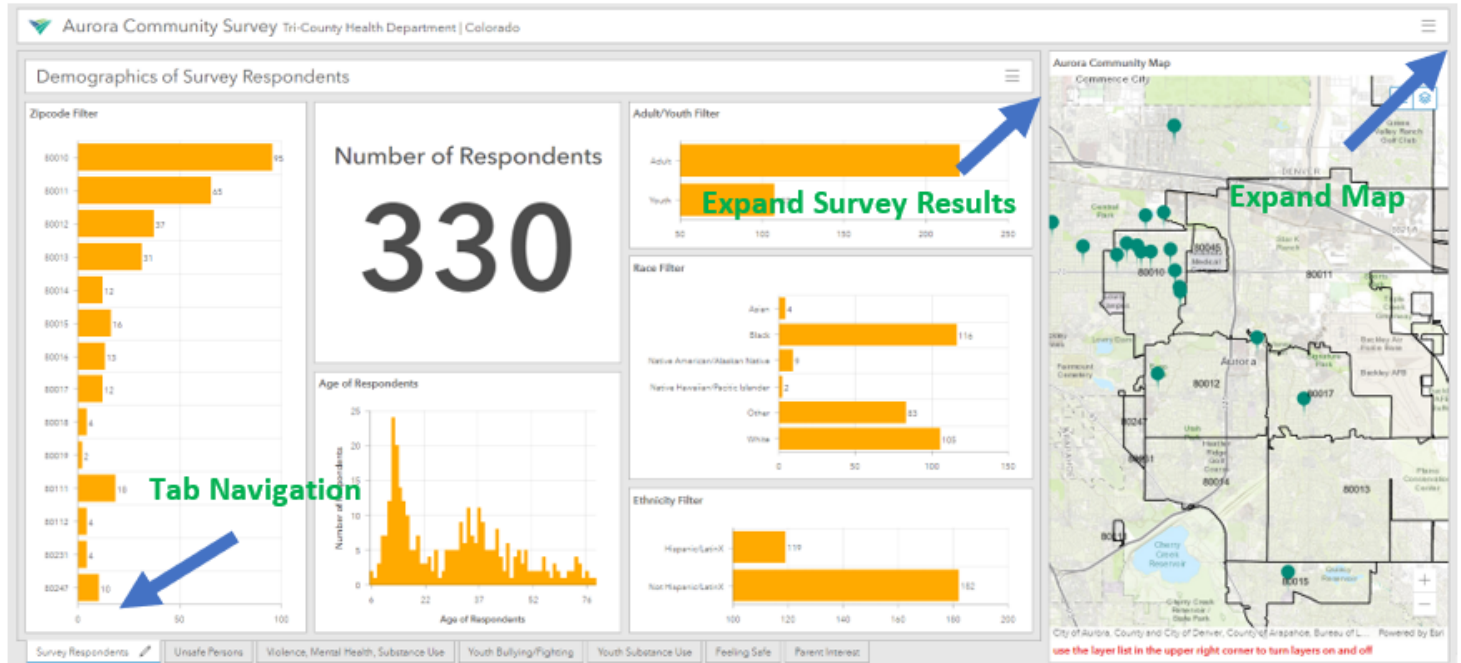
# Aurora Community Survey

Aurora Partners for Thriving Youth and Aurora's Youth Violence Prevention Program developed and administered a survey to capture the voice of the Aurora community. YVPP staff conducted surveys at city-sponsored pop up events, at shopping centers, and at other events between August 1, 2021 through October 22, 2021. This was a voluntary and anonymous survey given to individuals who live or work in the City of Aurora. The participants were asked about their concerns around safety, violence, substance use and mental health.

With the assistance of Tri-County Health Department a dashboard was developed to display the data. These data can be accessed by community members and organizations to explore and learn more about their community. The results can be sorted by different demographic filters. For example, responses can be sorted by youth or adult, race, ethnicity, and zip code to display how that demographic has responded to the survey.

We invite you to visit the dashboard and explore the data collected by the survey by follow the link:

## **Aurora Community Survey**



The survey results are located on the left side of the dashboard. Use the tabs at the bottom of the page to navigate to different sections of the results. The map on the right contains several layers that can be turned on and off using the layer list icon in the right corner. Both sections can be expanded by clicking the rightmost corner.

# Community Factors

Community risk factors include high rates of violence and crime, easy access to drugs and alcohol, and low involvement in the community by the residents. These community-level risk factors are associated with high levels of individual/peer, family, and school risk-level factors. In other words, community with some risk factors have a greater change of experiencing more risk factors and are less likely to have protective factors.

In partnership with Tri-County Health Department, APTY and YVPP mapped selected community-level data to identify potential areas of concern in Aurora. These maps do not include any demographic information aside for age where indicated other than location. These data are incidents of each stated indicator.

## About the Maps

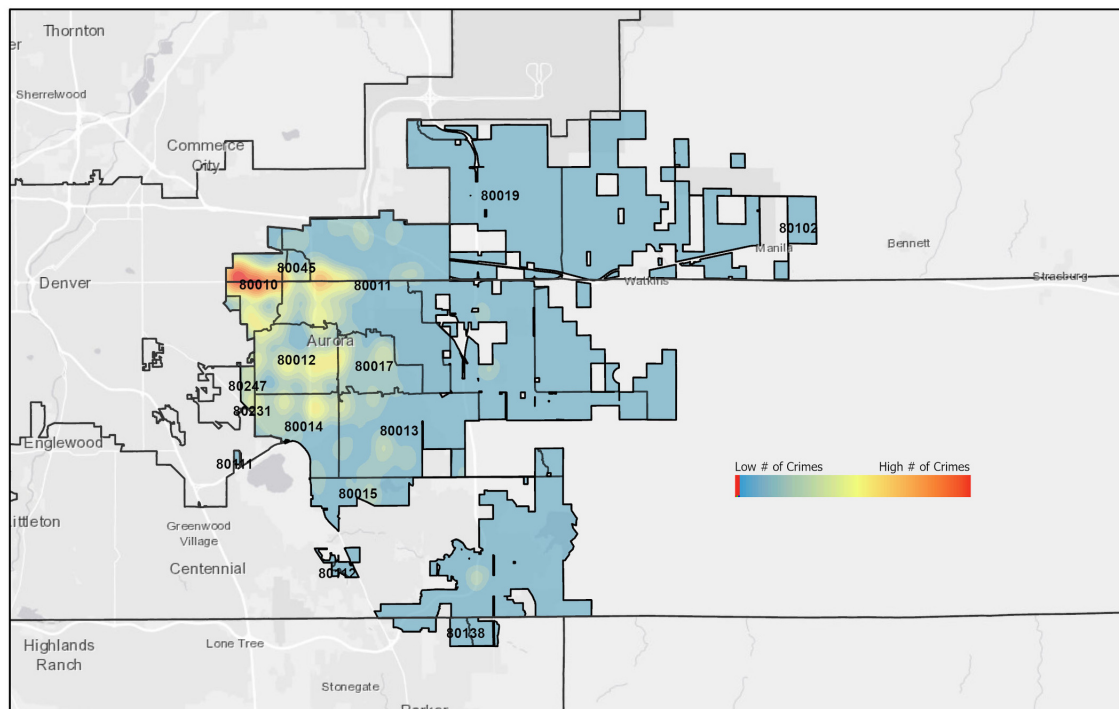
Each point establishes a geocoding of residential addresses of the individual (for mortality) or location of incident (for crime data). Single events are not represented on the map to protect confidentiality. Each point represents a cluster of 3 or more incidents. The darker the color, the higher concentration of events for that point.

# Crime Data

The density maps below display reported crime data in the City of Aurora over the six month period from April to October 2021 .

## Aggravated Assaults

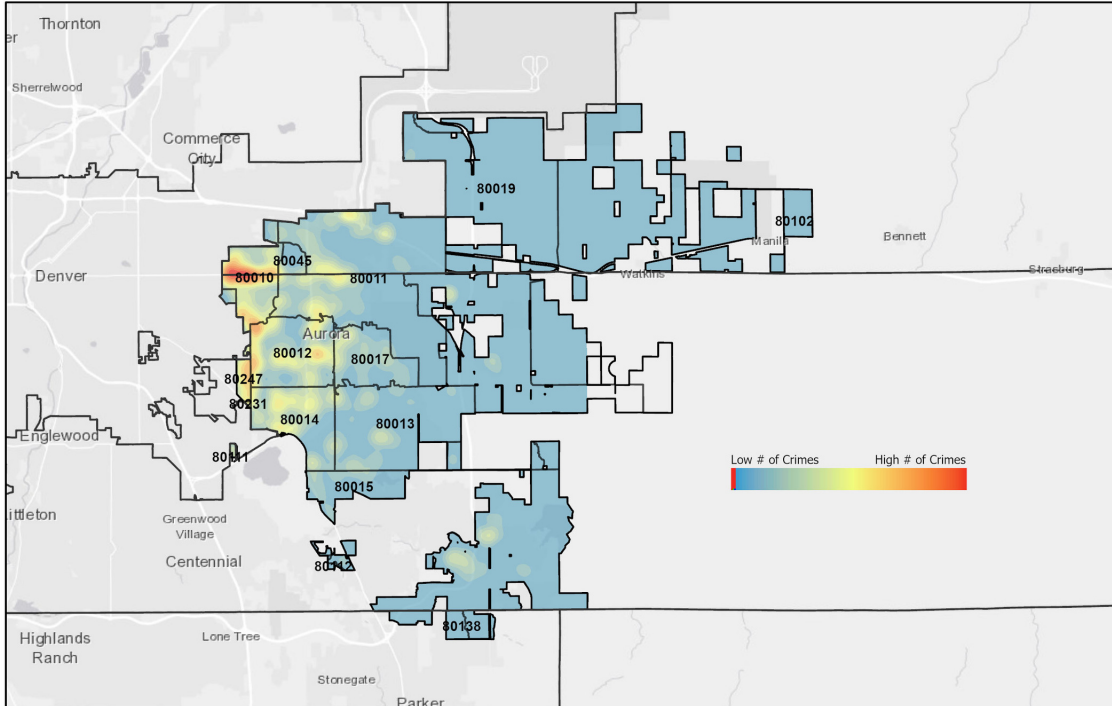
Assault deaths in Aurora, ages 13-24, 2015-2020. 47 total deaths. Includes ICD10 codes U1,U2, X85-X99,Y0-Y9.



Data Source: Aurora Police Department

# Burglary, Larceny, Robbery

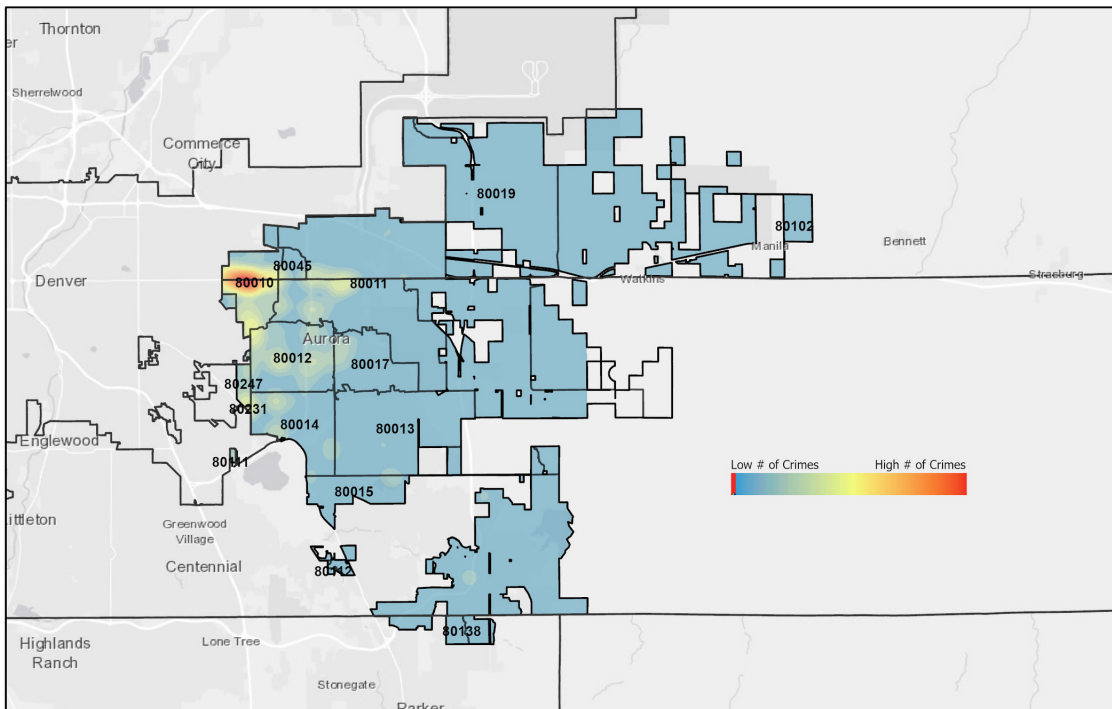
Burglary residential and commercial, larceny and robbery related crimes in Aurora for the past 6 months. Created 10/13/21. 12799 total crimes.



Data Source: Aurora Police Department

## Robbery Only

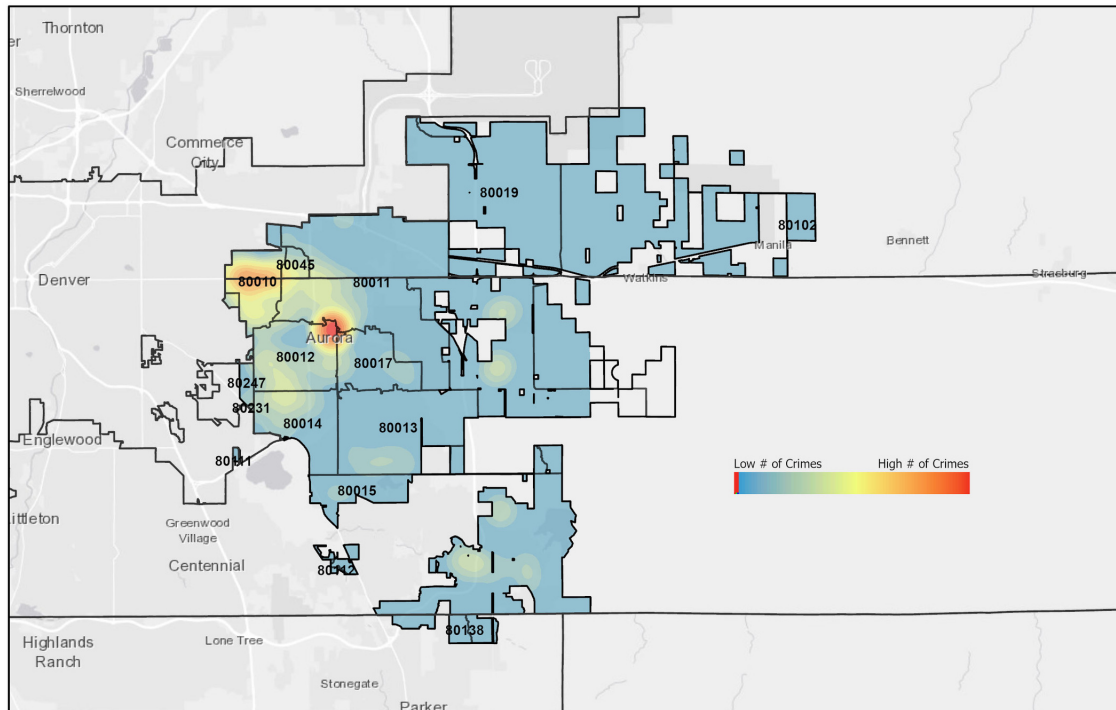
Robbery related crimes in Aurora for the past 6 months. Created 10/13/21. 599 total crimes.



Data Source: Aurora Police Department

# Sex Offense/Sex Assault

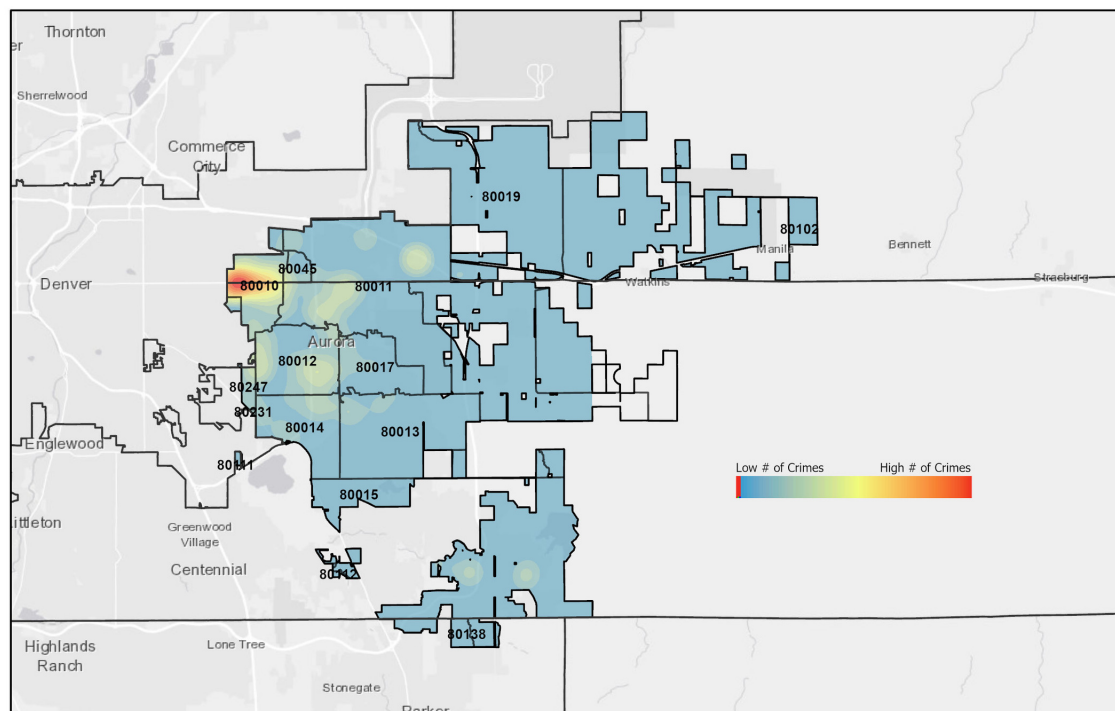
Sex assault and sex offense related crimes in Aurora for the past 6 months. Created 10/13/21. 422 total crimes.



Data Source: Aurora Police Department

# Drug and Alcohol Related Crimes

Drug/narcotic and alcohol related crimes in Aurora for the past 6 months. Created 10/13/21. 466 total crimes.

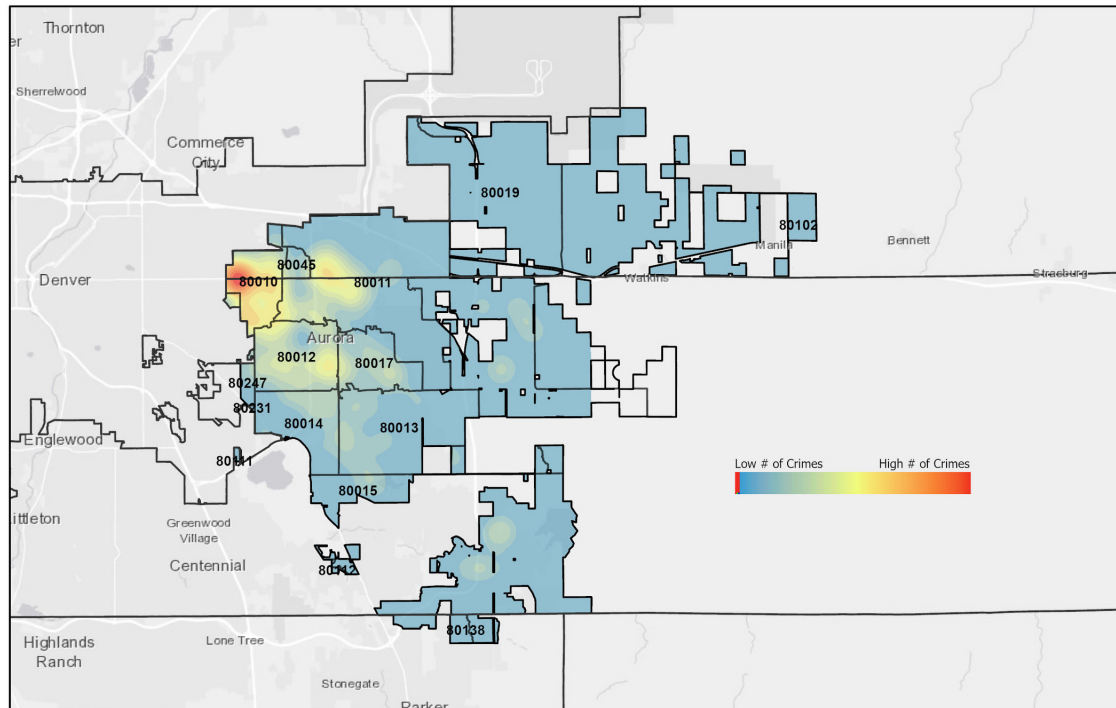


Data Source: Aurora Police Department



# Weapons Crimes

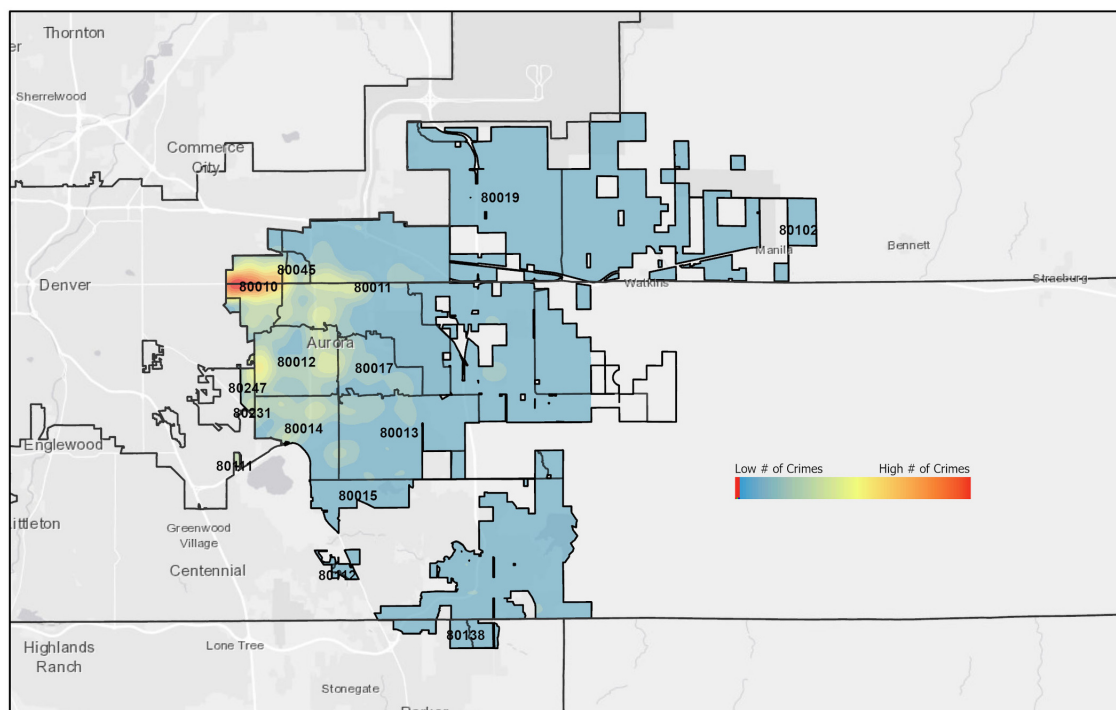
Weapon crimes in Aurora for the past 6 months. Created 10/13/21. 382 total crimes.



Data Source: Aurora Police Department

# Other Crimes

Other crimes in Aurora for the past 6 months. Created 10/13/21. Other crimes include Arson, kidnap False Imprisonment, 'all other criminal'. 1164 total crimes.



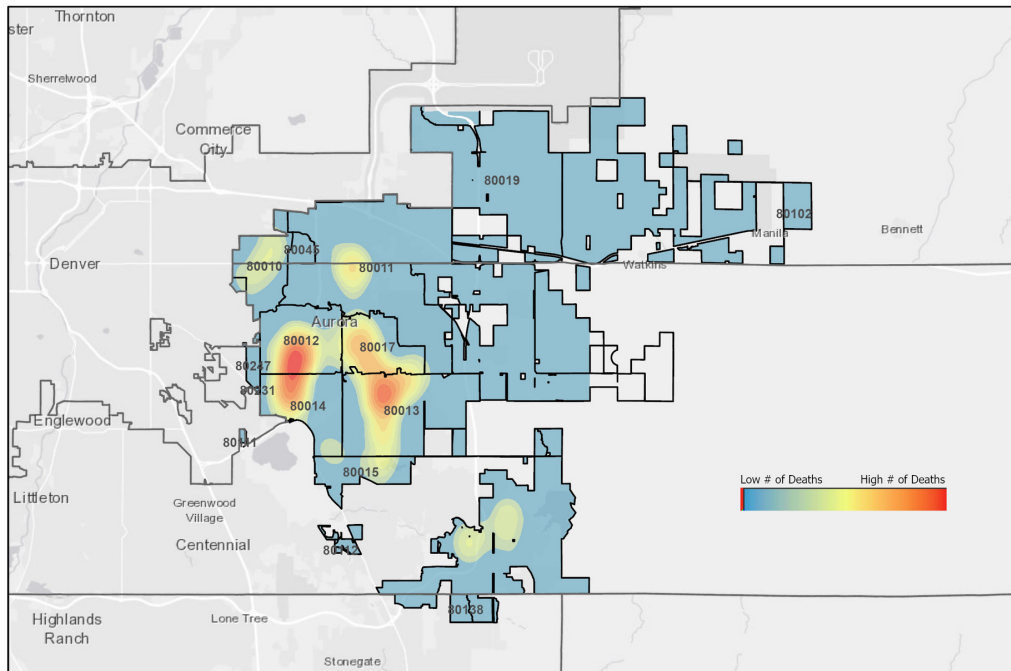
Data Source: Aurora Police Department

# Mortality Data

The density maps below display incidents of mortality among young people ages 13-24 in the City of Aurora in the six-year period 2015-2020.

## Overdose Death for all Drugs, Ages 13-24, 2015-2020

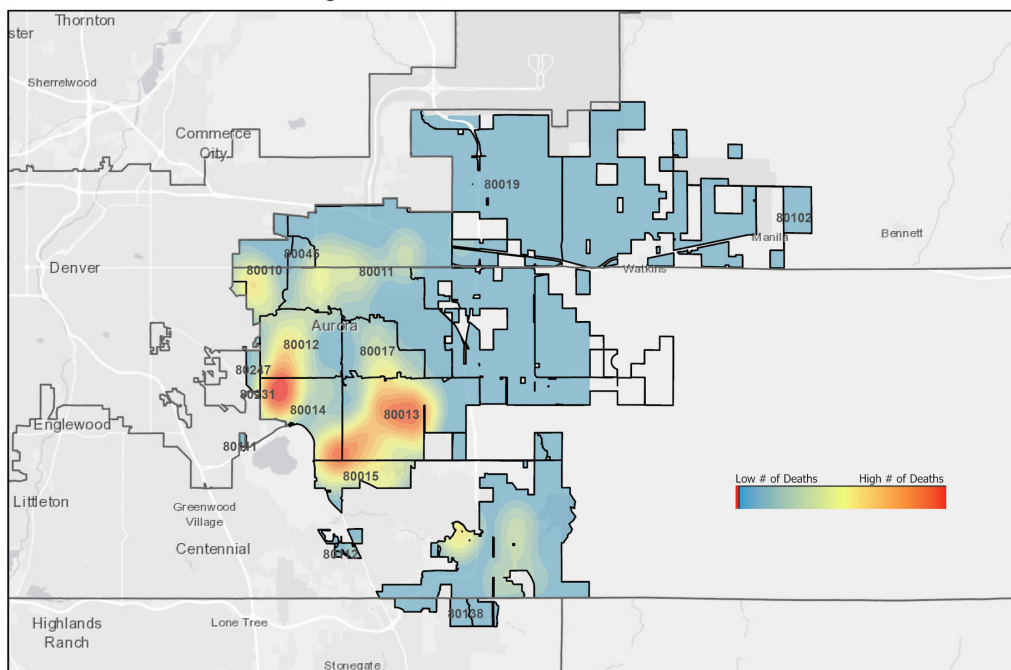
Overdose Deaths in Aurora, Ages 13-24, 2015-2020. 44 Total Deaths.



Source: Colorado Department of Public Health and Environment, Vital Records Program.  
Overdoses are based on ICD10 codes U1,U2, X85-X99,Y0-Y9.

## Suicide Deaths, Ages 13-24, 2015-2020

Suicide Deaths in Aurora, Ages 13-24, 2015-2020. 74 Total Deaths.

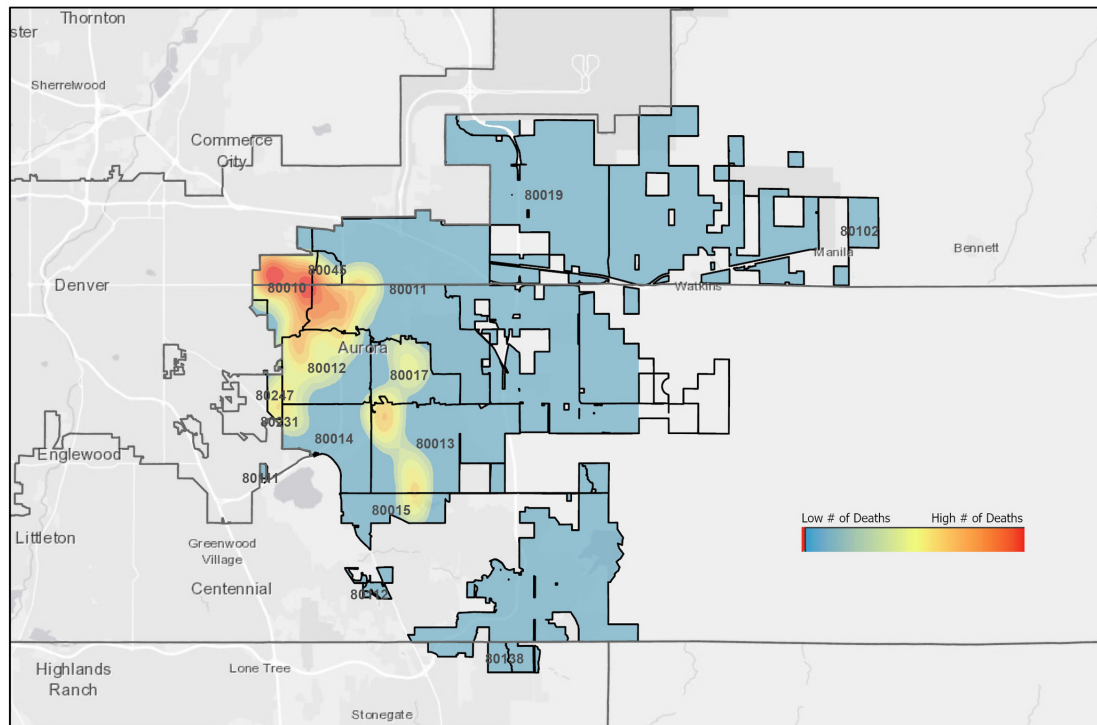


Source: Colorado Department of Public Health and Environment, Vital Records Program.  
Overdoses are based on ICD10 codes U3, X60-X84, Y870.



# Assault Deaths, Ages 13-24, 2015-2020

Assault Deaths in Aurora, Ages 13-24, 2015-2020. 47 Total Deaths.



Source: Colorado Department of Public Health and Environment, Vital Records Program.  
Overdoses are based on ICD10 codes U1,U2, X85-X99,Y0-Y9.

Data Source:: CDPHE, Vital Statistics Section

These data were compiled in partnership with Tri-Country Health Department. Please join us at Aurora's YVPP Community Forum where there will be opportunities to discuss the data presented and how to use these data to address issues of youth violence.



# CITY OF AURORA

## Late Submission Approval for Agenda Item

<b>Item Title:</b> Resolution Adopting the Youth Violence Prevention Program 2022 Strategic Plan
<b>Item Initiator:</b> Jessica Prosser, Director of Housing and Community Services
<b>Staff Source/Legal Source:</b> Christina Amparan, Youth Violence Prevention Program Manager/Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### CRITERIA - PLEASE CONSIDER ITEM FOR LATE SUBMISSION FOR THE FOLLOWING REASON:

- ☒ There is a time-sensitive legal requirement that must be met and cannot be met by a future meeting date
- ☐ The delay will result in an adverse financial impact to the city
- ☐ The item is related to a disaster and must be addressed before the next available meeting

### COUNCIL MEETING DATES FOR LATE SUBMISSION:

**Study Session:** 4/18/2022

**Regular Meeting:** 5/9/2022

### EXPLANATION: (Please provide a detailed explanation as to why the item falls into one or more of the above criteria and why it may not be set for a future meeting date.)

This item is a continuation from the April 18, 2022 Study Session with a few updates based on feedback from council. YVPP staff have made changes to the YVPP strategic plan that include:

- 1) A description of steps taken to complete the strategic plan;
- 2) Modifications to ensure the plan aligns with the resolution;
- 3) Overview of the collection of continued data and performance measures; and
- 4) Description of how risk-factors such as use of controlled substances by youth will be addressed by the collective YVPP network.

I understand the agenda item will not be added to the agenda without submitting this completed form as an attachment in e-Scribe. The agenda item will not be added to the agenda if the workflow is not completed by the WORKFLOW COMPLETED date indicated on the agenda deadline calendar.

Sandra Youngman - Acting Director  
Agenda Item Initiator Name

Roberto Venegas  
Late Submission Approver Name

Sandra Youngman, acting director on behalf J. Prosser Apr 29, 2022  
Agenda Item Initiator Signature Date

Roberto Venegas Apr 29, 2022  
Late Submission Approver Signature Date



**YOUTH  
VIOLENCE PREVENTION  
PROGRAM**

**MARCH 2022**

# STRATEGIC PLAN



# PLAN

# TABLE OF CONTENTS

**Executive Summary & Stakeholder Testimonials (3)**

**Mission Statement, Program Background (4)**

**Youth Violence Prevention Network (5)**

**Youth Violence Prevention Advisory Council (7)**

**Youth Testimonials (8)**

**Community Assessment Efforts (9)**

**Findings (11)**

**Aurora's Gang Reduction Impact Program (12)**

**YVPP Duplication of the Comprehensive Gang Model (13)**

**YVPP Approach (14)**

**Program Goals and Objectives (15)**

**How You Can Help (20)**

**Appendix (21)**

**Other YVPP Duplication of Efforts (22)**

## **QUESTIONS ABOUT THE CITY OF AURORA'S YOUTH VIOLENCE PREVENTION EFFORTS?**

Contact the Aurora Youth Violence Prevention Program at [YVPPProgram@auroragov.org](mailto:YVPPProgram@auroragov.org) or visit [AuroraGov.org/EmpoweringYouth](http://AuroraGov.org/EmpoweringYouth)



# EXECUTIVE SUMMARY

The city of Aurora recognizes the ongoing impacts of youth violence affecting our community. It is committed to addressing the needs of individuals and communities most adversely impacted by youth violence. This important work is city-supported, community-led, and youth “informed.”

As a collective network, we recognize that addressing youth violence cannot be done with a siloed response or with traditional approaches. Instead, we commit to working together and leveraging resources, learning alongside one another, and contributing our expertise to our collective work for a more significant impact in reducing youth violence.

Since April 2021, the Youth Violence Prevention (YVPP) network has built a comprehensive foundation for change, including completing a community needs assessment and developing and engaging partners in program workgroups – all of which helped inform the Aurora Youth Violence Prevention Strategic Plan. This document provides an overview of how we plan to implement a balanced approach to prevent and reduce youth violence.

It is with great pleasure that we provide a clear vision of our goals as we move forward with addressing youth violence as a public health crisis.

## STAKEHOLDER TESTIMONIALS

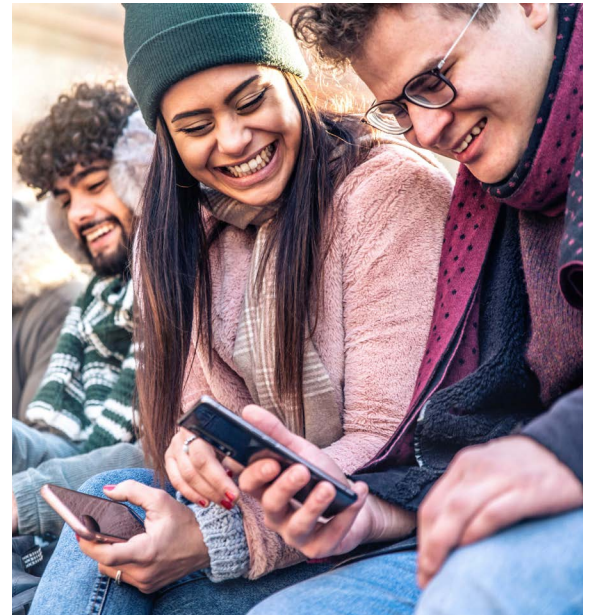
“The YVPP has brought grassroots nonprofits and organizations together in a collaborative effort to best serve and reduce youth violence throughout the city. The YVPP has come alongside organizations that have a heart and passion to reduce violence in youth and their families. The YVPP has also played a huge role in pioneering Safe Haven response an activation to serve the victims and families and provide both the faith-based approach as well as the clinical through mental health services.”

“The YVPP team is so incredibly hard working. I am so impressed with the way that they have been gathering input from partners with very different perspectives and ways of communicating. They keep the focus on doing good work to help reduce youth violence and it shows in their methods and work product.”

“YVPP has brought together partners and ideas for the city of Aurora the way no other collaboration could. We are excited about the new partnerships and supports created for our youth!”

“I feel the program has done well to listen to community and have made impacts in truly engaging youth and adults in a positive manner. I will continue to support and connect the community to this resource. I want to continue to have this dialogue with community and youth voices at the table. We must listen to those who are impacted.”

“YVPP has given us and so many other organizations the opportunity to learn about other community-based organizations and stakeholders. With this learning has come opportunities for collaboration, strategizing, consulting, sharing of resources, and actionable items moving forward. Moreover, funding opportunities have arisen, and new partnerships are taking place. We are so very grateful to be a part of this team and movement and are excited about future partnership.”



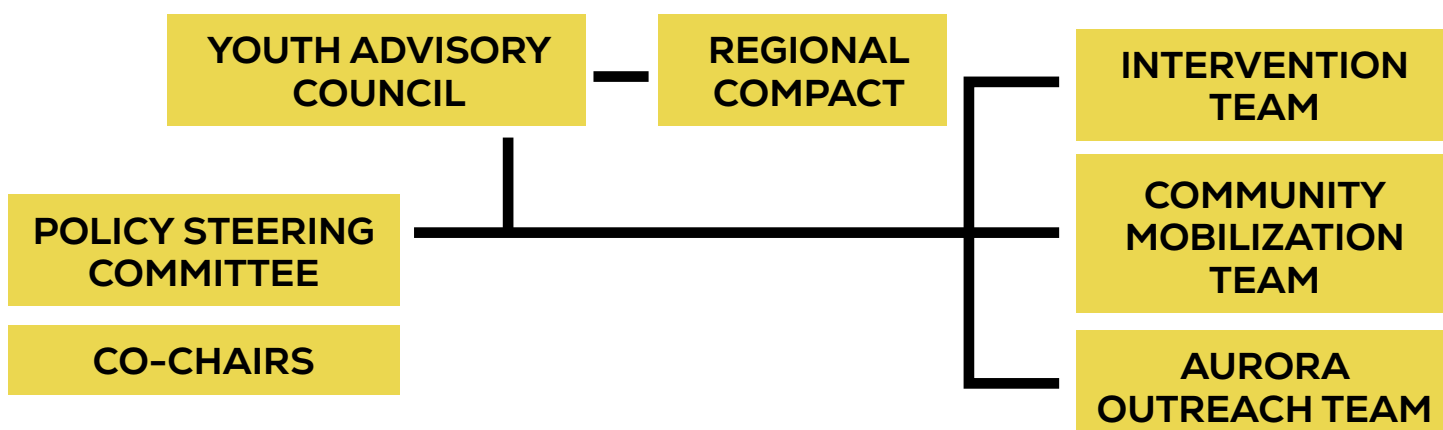
# MISSION STATEMENT

The mission of the Aurora Youth Violence Prevention Program is to enhance public safety to reduce the impact of youth violence in Aurora communities. We do this through a comprehensive and proactive public health approach inclusive of youth, community partners, partner agencies, and city leaders by addressing key risk factors.

## PROGRAM BACKGROUND

Funding for the program was secured in 2020 by Aurora City Council, which has worked collaboratively with key stakeholders to identify the need for developing the Youth Violence Prevention Program. Funding for the program comes from marijuana tax revenue and provides a budget of approximately \$1.1 million that is broken down into two areas; one funds the program's internal structure which includes a team of six staff members and the other seeks to fund external community organizations to provide intervention and prevention efforts within the city. The program is housed under the city of Aurora's Housing and Community Services Department.

A comprehensive, multi-layered, multi-disciplinary approach is required for the city of Aurora to address the rise of youth violence and have a short-and-long-term impact. This requires a collective response that includes internal and external stakeholders, mainly because of the city's standing within several counties that make up the YVPP Network as outlined by the diagram below. To learn more about these workgroups, visit [AuroraGov.org/EmpoweringYouth](https://AuroraGov.org/EmpoweringYouth).



# YVPP NETWORK

## CITY & COUNTY OF DENVER & CITY OF AURORA YOUTH EMPOWERMENT COMPACT

Representatives from Aurora and Denver seek to develop a regional response to reduce violence, develop programs, leverage resources and provide technical assistance that will lead to pathways to justice, increased safety, and opportunities for youth. Both cities commit to work together to identify areas of opportunity to respond in a proactive way to address current risk-factors, implement new policies and identify joint responses.

- 17th District: The LINK
- 18th District: Juvenile Assessment Center
- Adams County Human Services
- Arapahoe County Human Services
- Arapahoe/Douglas WORKS!
- Aurora City Deputy Attorney
- Aurora Mental Health
- Aurora Police Department
- Children's Hospital
- City of Aurora, Communications
- City of Aurora, Housing and Community Services
- City of Aurora, Intergovernmental Affairs
- City of Aurora, Library & Cultural Services
- City of Aurora, Parks, Recreation and Open Spaces
- City of Denver Youth Suicide Prevention
- Colorado Youth Detention Continuum
- Denver Department of Human Services
- Denver District Attorney's Office
- Denver Library
- Denver Mayor's Office Regional Affairs
- Denver Office of Behavioral Health Strategies
- Denver Office of Children's Affairs
- Denver Office of Community Violence
- Denver Parks and Rec
- Denver Police Department
- Denver Public Schools
- DOS Youth Safety/Public Safety Youth Programs
- Mental Health Center of Denver
- My Brother's Keeper Solutions
- Tri-County Health Department
- UC Health

## POLICY STEERING COMMITTEE

The Policy Steering Committee provides general direction to the agencies efforts, identify areas where resources can be leveraged across sectors and opportunities to work collaboratively to implement a comprehensive plan. Representatives of this workgroup are decision makers from agencies and organizations that have an interest in or have a responsibility for addressing the community's impacts around youth violence and other risk-factors. These representatives take responsibility for spearheading efforts in their own organizations to remove barriers to services and will also look to develop social and economic opportunities, effective criminal justice, school, and social agency procedures, and promote policies that will further the goals of the YVVP strategy.

- 17th District: The LINK
- 17th JD CYDC
- 18th District Juvenile Assessment Center
- 18th JD CYDC
- 18TH JD District Attorney's Office
- 18th JD State Probation
- Arapahoe Department of Human Services
- Aurora Housing Authority
- Aurora Police Department
- Aurora Public Libraries
- Aurora Public Schools
- Denver Metro Community Impact
- Department of Youth Services
- UC Health
- Children's Hospital
- Denver Office of Community Violence Solutions
- Future U Young Adult, Arapahoe/Douglas WORKS!
- Tri-County Health Department
- Cherry Creek School District
- 18th District Juvenile Court
- CU Anschutz Campus
- Aurora Mental Health Center
- Adams County Human Services
- Parks, Recreation and Open Spaces
- City of Aurora Housing & Community Services
- Aurora Housing Authority
- Aurora Deputy City Attorney
- Rocky Mountain Partnership



# YVPP NETWORK

## INTERVENTION WORK GROUP

The Intervention work group is composed of a multidisciplinary group of professionals from the fields of law enforcement, probation, outreach, education, and social services, who work together to identify secondary prevention and intervention activities needed to address youth violence and risk-factors. Participation on the Intervention Team can increase the effectiveness of each agency's efforts, reduce duplication of services, increase access for youth and families to needed supports, and review current process and identify areas of improvement. This group will become the Multi-Disciplinary Team for the city of Aurora.

- 17th Judicial District: Colorado Youth Detention Continuum
- 18th Judicial District: Colorado Youth Detention Continuum
- Adams County Department of Human Services
- Adams Juvenile Assessment Center
- Arapahoe County Department of Human Services
- Arapahoe County Diversion
- Arapahoe County Probation
- Arapahoe Juvenile Assessment Center
- Aurora Mental Health
- Aurora Mobile Response Team
- Aurora Police Department
- Aurora Public Schools
- Cherry Creek Public Schools
- City of Aurora Housing and Community Services
- Colorado Department of Youth Services
- Colorado Youth Detention Continuum
- Denver Office of Community Violence Solutions
- Denver Youth Safety Services Administration
- UC Health, Denver Health, Children's Hospitals: At-Risk Intervention and Mentoring Programs (AIM)
- University of Denver's Colorado Resilience Collaborative
- University of Denver's Colorado Resilience Collaborative



## COMMUNITY MOBILIZATION TEAM

The Community Mobilization Team is made up of a multidisciplinary group of individuals ranging from local residents, community organizations and representatives from the city of Aurora who will work collaboratively to mobilize local and city-wide resources to address the communities needs and impacts of youth violence and other risk-factors. This group will aim to mobilize necessary resources, disseminate information, educate and empower the community, generate support and foster cooperation across public and private sectors in the community.

- 18th District Juvenile Assessment Center
- A Promising Future
- African Chamber of Commerce of Colorado
- Apprentice of Peace Youth Organization
- Aurora Housing Authority
- Aurora Public Schools
- Aurora Sister Cities
- City of Aurora Neighborhood Coordinator
- Dallas Street Opportunity Center
- Driven by Our Ambitions
- EC Denver
- Extended Hands of Hope
- Fully Liberated Youth
- Havana Business Improvement District
- Health Equity Consultant
- Local Outreach Colorado Community Church
- Mosaic Church
- Mean Streets Worship Center Street Ministry
- NAACA Aurora Chapter
- Rapids Youth Soccer Club
- Resolute Youth Services
- RISE Colorado
- Salvation Army
- Street Fraternity
- Stride Community Health Services
- Synergy Outpatient
- The Cell
- The Story Tellers Project
- Tri-County Health Department
- True Faith Worship Ministries
- Village Exchange Center
- YFC Mentoring Program
- You Can Profit
- Youth for Christ/Parent Life

# YOUTH VIOLENCE PREVENTION ADVISORY COUNCIL (YAC)

## MISSION:

Members serve as key stakeholders who discuss, provide feedback and assist with program development and implementation to ensure that efforts are youth-informed to improve the delivery of services. Members seek to give a voice to other Aurora youth and offer awareness of real-life challenges, barriers and possible solutions to help support and empower others.

The advisory council is a paid youth volunteer opportunity to help curb youth violence in Aurora by advising city officials on and implementing youth-led strategies such as training, public awareness campaigns, and more. The advisory council comprises youth between the ages of 14 – 24 who live or attend a school in Aurora. Council members commit to attending monthly meetings, participating in program activities and working with others to complete service projects. Responsibilities of the council include providing youth program activity representation, participating in community engagement efforts, supporting stakeholder collaboratives, attending the youth educational series and youth outings.

## CURRENT MEMBERS INCLUDE:

Desire Gee  
Jennifer Avendano  
Hunter Kincai  
Christian Pool  
Issac Garcia  
Estrella Avendano  
Jaime Moreno  
Brenda Avalos  
Jennifer Morales  
Omar De La Rosa  
Jessica Pool  
Kiara Padilla  
Unique Gee  
Alexa Gonzalez



# YOUTH TESTIMONIALS ON YAC PARTICIPATION

*"Since I've been part of the YAC, I've been able to get out of my comfort zone when it comes to talking to people. I've been able to meet professionals and learn of careers that will help me figure out what I want to do since I will be pursuing going to college. I've had a lot of fun and I've been able to help my community!"*

**-Christian Pool**

*"The program has helped me in a lot of ways but mainly it has helped me get my emotions out."*

**-Anonymous**

*"Being part of the YAC has helped me open to new experiences and opportunities in helping my community! I have learned about victim rights, the needs in our communities and how I can create changes a youth,"*

**-Kiara Padilla**

*"Being part of the YAC has empowered me to make a bigger change in my community. The YAC has taught me that acknowledging what needs change is the first step to becoming a more unified community. Through the YAC I have met many people that encourage me to not be silent about the problem our community faces. The YAC also has introduced me to many resources for mental health that I had not known about, these resources have not only helped me but some of my friends as well."*

**-Jennifer Morales**

*"The YAC has helped me improve my ability on how different types of violence there are and how to stop it. I really like that in every meeting I attend, I always learn something new that will help me in the present and in the future."*

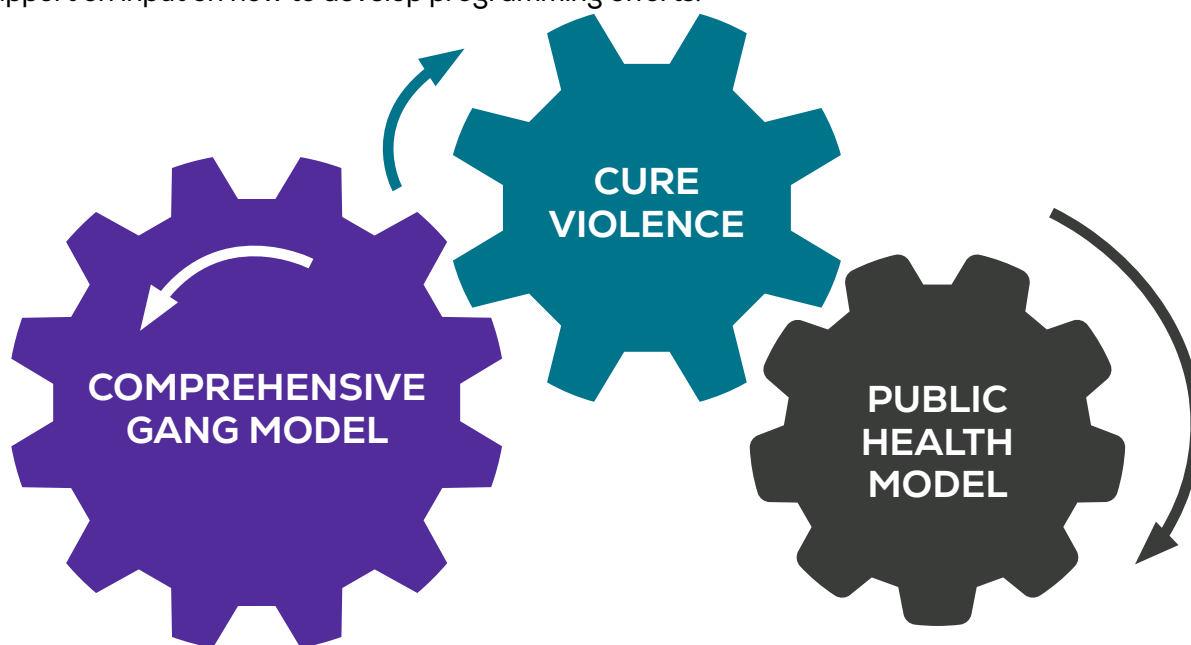
**-Alexa Gonzalez**

*"This program has benefited our family in numerous ways. The Outreach Specialist has had a positive impact on my son who is able to trust the staff. The Outreach Specialist is someone reliable that our family trusts. It gives us a sense of peace of mind knowing someone like him is by there and can provide assistance to better my son's future."*

**-Katherine Schwarting**

# COMMUNITY ASSESSMENT EFFORTS

In 2021, the Youth Violence Prevention Program completed a community needs assessment that included responses from youth, caregivers, community organizations and governmental entities operating in Aurora. The assessment helped us further understand the current state of youth violence in the city and identified and prioritized prevention and intervention strategies to help address the current impacts of youth violence and risk factors affecting Aurora youth and the community. This effort included reviewing and identifying local and national best practices - including the three national models listed below. A total of 10 interviews and nine focus groups with over 63 individuals were conducted; the information captured was used to write the YVPP Community Voice & Perspective Appendix. Assessment efforts also included a survey that collected over 600 responses with over 70% of those responses coming from Aurora youth that were used to create the Aurora Youth Violence Prevention Toolkit. Program staff worked with the YVPP work groups since the spring of 2021 to get support on input on how to develop programming efforts.



Based on national models and the Aurora YVPP community needs assessment, gangs and gun violence continue to be the top violent behaviors that lead to current violent behavior and victimization levels. The YVPP approach seeks to address both violent behaviors and identify upstream prevention efforts that are inclusive of 1.) Community-level norm change, 2.) Awareness and capacity building to understand and address these behaviors, 3.) Organizational Change efforts, 4.) Increase awareness and access to services, 5.) Community-led programming, and 6.) Direct services to at-risk youth that include individualized assessment efforts and wrap-around services to intervene in time and prevent those youth from exhibiting higher level anti-social behaviors and/or other risk factors.

Further, an intervention response is needed to identify those most high-risk that are directly involved in the violent crime occurring in the community and/or show the higher tendency of violent and anti-social behaviors. The implementation of a comprehensive multi-disciplinary response is required to: 1.) Leverage resources among the various systems these youth and families have touchpoints with, 2.) Develop a multi-disciplinary team(s) to identify individual youth and develop individualized wrap-around case plans to support behavior change, 3.) Refer to existing multi-disciplinary teams, 4.) Develop information sharing processes among those agencies involved in the intervention response, 5.) Implement ongoing data collection efforts to identify trends, 6) Implement the use of Outreach and Violence Interrupters, and 7.) Efforts to support suppression responses.

# ONGOING EVALUATION EFFORTS

The program recognizes the importance of having continued evaluation efforts in place to address trending, gaps in services and the identification of needed actions to be taken to address areas of improvement. On-going evaluation actions will take place following the steps below, and as outlined by the Public Health Model in order to implement an informed approach inclusive of qualitative and quantitative data. Efforts will include supporting continued evaluation actions both facilitated by program staff and by program stakeholders. Such efforts include gathering data from key stakeholders and participating in evaluation efforts by U.S. Attorney's Office Project Safe Neighborhoods, Tri-County, and the Public Safety Partnership to name a few. Once the strategic plan is approved by City Council, final metrics will be identified to capture performance and outcomes of programming efforts. Quarterly reports will be written and provided to internal city of Aurora leadership.



# SWOT ANALYSIS

## STRENGTHS

- Levels of engagement, support and willingness to collaborate
- Regional approach
- Amount of technical support available to program
- Program Budget

## WEAKNESSES

- Gaps in provides to serve at-risk and high-risk youth
- Lack of understanding around youth violence
- Siloed Response

## OPPORTUNITIES

- Multi-Disciplinary stakeholder collaboration
- Interest in developing violence reduction efforts
- Innovative approaches
- Organizational change opportunities

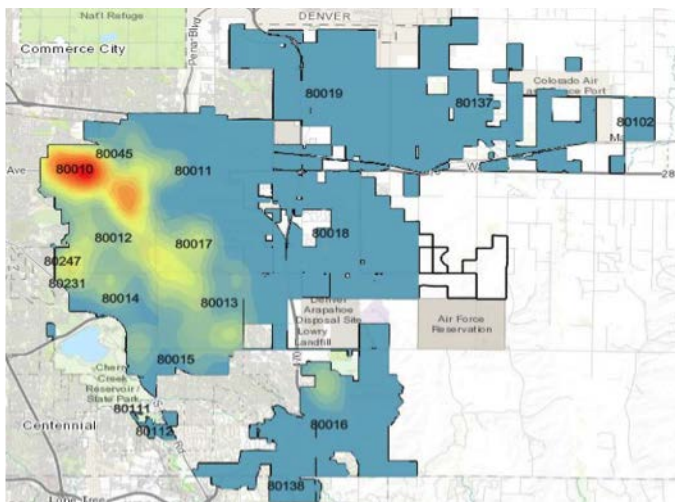
## THREATS

- Lack of data (youth violence and risk-factors and protective factors)
- An initial Emphasis on prevention response; intervention response missing
- Historical partnerships



# FINDINGS

The following are key findings that came from the community assessment. The YVPP program will not be able to address all the listed violent behaviors and risk-factors alone. Rather, the program will work with stakeholders and support a collective response to address the overall impacts through individualized service to those referred, and by participating and supporting stakeholder efforts such as those of Aurora Partners for Thriving Youth that focus on addressing the impacts of drug and alcohol use by youth in the city of Aurora.



## HIGHEST IMPACTED COMMUNITIES

This map shows the areas of the city of Aurora that have the highest rates of community-level risk factors of violence, crime, and easy access to controlled substances and low involvement from the community by residents. These hot-spots also correlate to areas of the city with high levels of other risk-factors impacting youth and communities that may influence crime, violence and use of controlled substances.

## TYPE OF VIOLENCE & RISK FACTORS

The below graphs show both the top violent behaviors and risk-factors impacting Aurora youth. This is not a full list of all behaviors impacting the city currently. All behaviors listed are complex and impact each individual, family and community differently. In order to address these behaviors, an individualized, wrap around approach is needed to reduce risk-factors and increase protective factors. For more information, review the Data Toolkit linked below.

### TYPE OF VIOLENCE MOST IMPACTING THE CITY

As ranked by Youth, Parents, and Community Stakeholders

1	Gang Violence
2	Domestic Violence
3	Gun Violence
4	Emotional Abuse
5	Child Abuse and Neglect
6	Psychological Abuse
7	Bullying
8	Sexual Violence
9	Human Trafficking
10	Other Types of Violence

### TOP RISK-FACTORS IMPACTING YOUTH

Lack of Involvement in Social Activities
Lack of Connectedness: Family or Adults
Low Levels of Commitment to School
Bullying
Substance Use
Racial Tensions
Running Away Behaviors
Mental Health

- [Aurora Youth Violence Prevention Data Toolkit](#)
- [Youth Violence in Aurora Community Voice and Perspective Report](#)
- [Youth Violence in Aurora Community Voice and Perspective Appendix](#)

# AURORA'S GANG REDUCTION IMPACT PROGRAM (A-GRIP)

The Comprehensive Gang Model has been previously implemented within the city of Aurora in the past through the A-GRIP program, which was dissolved due to the loss of funding in 2018. The YVPP program seeks to build on past intervention efforts of A-GRIP that focused on addressing gang violence to tackle broader youth violence as well as prevention efforts. The expansion of programming will address gang violence in addition to the root causes that are leading to violent behaviors by addressing risk factors and increasing protective factors of youth, families and communities most adversely impacted by violent behavior. To date, YVPP has developed in alignment with many of the A-GRIP efforts as outlined below.

<b>A-GRIP: COMPREHENSIVE GANG MODEL STRATEGIES</b>	<b>YVPP: COMPREHENSIVE GANG MODEL STRATEGIES</b>
Community Assessment	Community Assessment: Completed 2021
Steering Committee & Multi-Disciplinary Team (Intervention Group)	Steering Committee & Multi-Disciplinary Team (Intervention Group), Community Mobilization Team: Convened in 2021
<b>PROGRAM INFRASTRUCTURE:</b> <ul style="list-style-type: none"> <li>· Lead Agency</li> <li>· Project Director</li> <li>· Outreach Worker Training</li> <li>· Evaluation &amp; Sustainability</li> <li>· MOU's</li> <li>· Identification of Evidence-Based Programs</li> <li>· Subcontractor Funding &amp; Scope of Work</li> <li>· Safety Protocols</li> <li>· Education</li> </ul>	<b>PROGRAM INFRASTRUCTURE:</b> <ul style="list-style-type: none"> <li>· Lead Agency: Identified in 2020</li> <li>· Project Manager: Hired in 2021</li> <li>· Outreach Worker Training: Developed &amp; In Process 2021 / 2022</li> <li>· Evaluation &amp; Sustainability: In process / Continuous</li> <li>· MOU's: In process</li> <li>· Identification of Evidence-Based Programs: Completed 2021</li> <li>· NOFO &amp; Scope of Work: In process</li> <li>· Safety Protocols: In process</li> <li>· Education Series: In process</li> </ul>



# YVPP DUPLICATION OF THE COMPREHENSIVE GANG MODEL

The Comprehensive Gang Model (CGM) has been instrumental in helping guide the development of the foundation of the Youth Violence Prevention Program's approach to include the completion of the community assessment, stakeholder engagement efforts and specific responses. Below you will find a comparison of both models' strategies. The duplication of the CMG has been a priority as gang violence and gang association and affiliation are identified as top risk factors and violent behaviors impacting the city of Aurora. This model has proven effective in prior and current implementation efforts in the Denver Metro area. The use of this model aligns with Resolution 2022-50 adopted on February 28, 2022 to refocus YVPP's efforts to towards an intervention response to address gang violence.

STRATEGIES: COMPREHENSIVE GANG MODEL	STRATEGIES: AURORA YVPP MODEL
<b>Community Mobilization:</b> Community Engagement & Collaboration	<b>Primary Prevention:</b> Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors. · Youth Advisory Council
<b>Opportunities Provision:</b> Education, Training and Employment Programs	To be part of the Multi-Disciplinary Team response.
<b>Social Intervention:</b> Outreach & access to provision of services for gang-involved youth and their families	<p><b>Intervention &amp; Re-Entry:</b> Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families and communities most adversely impacted by violent crime.</p> <p><b>Secondary Prevention:</b> Activities and services targeting at-risk youth and families.</p> <p>· <b>Community Funding:</b> Fund organizations to provide specific services to youth to address current gaps and address risk factors impacting youth.</p>
<b>Suppression:</b> Community policing with formal and informal social controls and accountability measures	Efforts to be explored and duplicated in the future once the program is more established.
<b>Organizational Change and Development:</b> Development of policy for effective use of resources	<p><b>Program Development:</b> Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.</p> <p><b>Organizational Change:</b> Develop and implement organizational changes to support the Youth Violence Prevention Program network's coordinated response to prevent and intervene in violent behaviors.</p>

# YVPP APPROACH

Below are the initial strategies identified for this work based on this community assessment. Each of these efforts require the involvement of a diverse group of stakeholders in order for a true public health approach to be implemented through a collective response that is inclusive of intervention and prevention efforts to prevent and reduce youth violence for youth ages 10 – 24 and for those communities more adversely impacted by youth violence. **Specific target populations include the below:**

<b>Program Infrastructure</b>	Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.
<b>Organizational Change</b>	Develop and implement organizational changes to support the Youth Violence Prevention Program network's coordinated response to prevent and intervene in violent behaviors.
<b>Intervention &amp; Re-Entry</b>	Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families, and communities most impacted by violent crime.
<b>Secondary Prevention</b>	Deploy activities and services targeting at-risk youth and families.
<b>Primary Prevention</b>	Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors.



# PROGRAM GOALS & OBJECTIVES

## I. STRATEGY ONE:

**Program Development:** Develop the structure of the Youth Violence Prevention Program to ensure the success of a multi-year, multi-level, and multi-sector response to address youth violence.

- **Goal One:** Finalize the community assessment report, strategic plan, and performance measures.
  - *Objective One:* Final draft of strategic plan to be developed by end of quarter one.
  - *Objective Two:* Strategic plan to be presented to council along with resolution during quarter two.
  - *Objective Three:* Finalize and release reports to the public by end of quarter one.
- **Goal Two:** Develop program policies, procedures and training standards for the Youth Violence Prevention Program staff.
  - *Objective One:* A procedural manual to be completed by end of quarter two that includes program procedures and training standards for program staff.
- **Goal Three:** Further develop the Youth Violence Prevention Program's brand in order to instill community visibility, trust, and respect in the city's response.
  - *Objective One:* Finalize the Youth Violence Prevention Program website by the end of quarter two.
  - *Objective Two:* Continue to engage a multi-disciplinary group of stakeholders to support the implementation of a comprehensive and collective response on an on-going basis.
  - *Objective Three:* Continue to provide program presentations, attend community events and complete stakeholder meetings to increase awareness of the program's efforts on on-going basis.



## II. STRATEGY TWO:

**Organizational Change:** Develop and implement organizational changes to support the Youth Violence Prevention Program network's coordinated response to prevent and intervene in violent behaviors.

- **Goal One:** Increase capacity and awareness of available resources, programming, trainings and of risk-factors impacting youth.
  - *Objective One:* Offer quarterly trainings to the YVPP network on risk-factors impacting youth to be facilitated by topic experts.
  - *Objective Two:* Increase awareness of available resources, programming and trainings through bi-monthly newsletters sent out to the YVPP network on an on-going basis.
  - *Objective Three:* Develop and launch a multi-layered response to shift the language the City uses to communicate about and with community members when it comes to youth violence on an on-going basis.
  - *Objective Four:* Work with program stakeholders to host the first annual Aurora for Action Conference that will seek to bring providers and youth together to learn of risk-factors, recognize current efforts taking place and hear youth perspective of possible efforts to implement focused on youth violence reduction during quarter two of 2022.
- **Goal Two:** Identify areas of opportunity to remove barriers to services, and to increase social and economic opportunities. Develop effective criminal justice, school, and social agency procedures. Promote policies that will further the goals of the Youth Violence Prevention Program strategy
  - *Objective One:* Coordinated response to continue through monthly meetings of the YVPP workgroups to continue on-going.
  - *Objective Two:* Complete and collect signatures for an MOU with key stakeholders that participate on the program's Policy Steering Committee by end of quarter two of 2022.
  - *Objective Three:* Convene and facilitate monthly meetings with the Aurora School Response. Collaborative group that will be made up of school district staff, law enforcement, social services and criminal justice partners to discuss current trends and collective responses to implement on-going.
  - *Objective Four:* Continue to participate in regional collaboratives in place to reduce youth violence on an on-going basis.
- **Goal Three:** Release funding opportunity for community-based organizations to seek funding for intervention and prevention efforts.
  - *Objective One:* Release Notice of Funding Opportunity and schedule Q & A sessions for interested parties by end of quarter one of 2022.
  - *Objective Two:* Convene a review panel, review applications and identify recommended organizations to fund.
  - *Objective Three:* Award organizations and capture on-going progress of program implementation efforts on-going.





### III. STRATEGY THREE:

**Intervention & Re-Entry;** Create and support a network of partner agencies that can provide effective and efficient case management intervention and re-entry services to high-risk youth, families, and communities most impacted by violent crime.

- **Goal One:** Convene and facilitate a Multi-Disciplinary Teams (MDT) to leverage resources, create wrap-around supports for identified youth and families, and identify barriers and needed organizational changes to support an efficient, multi-generational, and well-coordinated service response.
  - *Objective One:* Develop criteria of youth to serve, referral and case-management note processes by end of quarter one of 2022.
  - *Objective Two:* Develop case engagement levels, case closer criteria and MDT staffing processes by end of quarter two of 2022.
  - *Objective Three:* Initial kick-off of MDT team to start in quarter three of 2023.
  - *Objective Four:* Continue to staff cases through the MDT team on an on-going basis to develop case plans, opportunities to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.
  - *Objective Five:* Identify an internal case-management system for the program to utilize by the end of 2022.
- **Goal Two:** Develop a process to respond to critical incidents of violent crime at schools in the Aurora community to ensure violence interruption efforts are implemented and supports are provided to primary and secondary victims.
  - *Objective One:* Develop internal notification process by end of quarter two 2022.
  - *Objective Two:* Develop criteria of incidents to respond to in coordination with stakeholders involved by end of quarter three of 2022.
  - *Objective Three:* Develop a school specific critical incident response in coordination with both school districts found in the city of Aurora by the end of quarter three of 2022.
- **Goal Three:** Facilitate Aurora Outreach Team meetings to discuss responses after violent incidents, discuss trends and reduce the likelihood of duplication of services to youth and families. Create a process to identify which schools and parts of the city each entity will focus on to reduce duplication of efforts. Provide training to Aurora Outreach Team members to increase capacity and outreach and violence interruption.
  - *Objective One:* Engage community stakeholders actively implementing Violence Interruption and or Outreach Work within the city of Aurora to develop a coordinated critical incident response.
  - *Objective Two:* Meet with group on a bi-monthly basis to build collaborative and coordinated efforts on an on-going basis.
  - *Objective Three:* Identify area of capacity building opportunities and offer training opportunities to the group on an on-going basis.



## IV. STRATEGY FOUR:

**Secondary Prevention Efforts:** Deploy activities and services targeting at-risk youth and families.

**Goal One:** Provide mentoring, advocacy and system navigation to at-risk youth in coordination with other involved organizations through Youth Violence Prevention Program Outreach Specialists. Build relationships and connections with families who wouldn't otherwise access supports.

- o *Objective One:* Increase awareness of individual supports provided by the program Outreach Specialists and of the referral process on-going.
- o *Objective Two:* Assign each outreach specialist a case load of youth to provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Three:* Refer youth to appropriate outside referrals when youth do not meet YVPP criteria on-going.

**Goal Two:** Work with Aurora Police Department's (APD) Crimes Against Children Unit and Denver's Runaway Outreach Notification and Intervention (RONI) Project to develop a process to identify and serve runaway youth most at risk of becoming victimized and/or engaged in violent or delinquent behavior.

- o *Objective One:* Receive referrals and assign to the Outreach Specialists for individual provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Two:* Track youth that have not returned home and complete monthly check-in's with caregivers and assign and/or respond to any new information received as appropriate ongoing.
- o *Objective Three:* Work in coordination with the program's Multi-Disciplinary Team to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.

**Goal Three:** Work with program stakeholders to identify younger siblings of high-risk youth and adults and provide them supports through the Outreach Specialists to prevent those youth from exhibiting at-risk and/or high-risk behaviors.

- o *Objective One:* Receive referrals and assign to the Outreach Specialists for individual provide individual mentorship, system navigation and case management supports on-going.
- o *Objective Two:* Work in coordination with the program's Multi-Disciplinary Team to leverage resources identify wrap around supports and possible system touch points to reduce the likely hood of duplication of efforts on an on-going basis.





## V. STRATEGY FIVE:

**Primary Prevention:** Deploy targeted responses and focus on the entire population of high-crime, high-risk communities to reduce community risk factors and provide opportunities to increase protective factors.

- **Goal One:** Convene and fund a faith-based organization to facilitate the implementation of the Safe Haven Program where faith and community organizations work together to respond to critical incidents of gang and gun violence and support on-going community activations.
  - *Objective One:* Identify key stakeholders to convene and provide capacity building to learn and build a regional Safe Haven response ongoing.
  - *Objective Two:* Support with the convening of the Safe Haven Council and work collaborative with them with a coordinated response of community activations on-going.
  - *Objective Three:* Seek to fund coordinated Safe Haven efforts on an on-going basis.
- **Goal Two:** Convene the Youth Advisory Council of Aurora youth to ensure the program's efforts are youth informed, support capacity building effort of youth and coordinate youth-led efforts to improve community well-being.
  - *Objective One:* Recruit a diverse group of Aurora to participate in the council on an on-going basis and identify targeted recruitment opportunities with YVPP stakeholders.
  - *Objective Two:* Coordinate youth outings and trainings to expose youth to new opportunities, learn of career paths and of risk-factors impacting Aurora youth on an on-going basis.
  - *Objective Three:* Support youth lead council quarterly service projects to increase the community's resiliency and quality of life in targeted hot spots of the City.
- **Goal Three:** Continue to fund the distribution of Parks and Recreation daily recreational passes and expand efforts to include the distribution of annual recreation memberships to youth as an opportunity to access recreation center and remove admission cost barriers.
  - *Objective One:* Identify YVPP stakeholders to partner to distribute recreation passes and memberships to youth they serve.
  - *Objective Two:* YVPP council and staff to distribute recreation passes at community events on an on-going basis.





# HOW YOU CAN HELP



**Support youth advisory council recruitment**



**Participate in the Community Mobilization Team**



**Visit [AuroraGov.org/EmpoweringYouth](https://AuroraGov.org/EmpoweringYouth) to learn more**



**Refer those in need to us**



**Become knowledgeable of available resources/services**



**Provide us feedback**



**Support youth programming efforts and community engagement activities happening in your community**

# APPENDIX

This appendix contains a complete list of models, practices, resources, and reports that helped drive the development of this strategic plan.

## REGIONAL COMPACT

- [City and County of Denver & City of Aurora Youth Empowerment Compact](#)

## LOCAL MODELS AND BEST PRACTICES

- [Denver Youth Violence Prevention Program](#)
  - o [2020 Comprehensive Plan](#)
- [Gang Reduction Initiative of Denver / Office of Community Violence Solutions](#)
- City and County of Denver: [Public Safety Youth Programs](#)

## NATIONAL MODELS AND BEST PRACTICES

- Centers for Disease Control and Prevention (CDC): [A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors](#)
- Cure Violence Global: [Stopping the Spread of Violence](#)
- National Gang Center: [OJJDP Comprehensive Gang Model](#)
- CDC Violence Prevention: [Risk and Protective Factors](#)
- CDC: [Adverse Childhood Experiences \(ACEs\)](#)

## COMMUNITY ASSESSMENT

- [Aurora Youth Violence Prevention Data Toolkit](#)
- [Youth Violence in Aurora Community Voice and Perspective Report](#)

## ABOUT THIS STRATEGIC PLAN:

This plan outlines the strategic plan for the Aurora Youth Violence Prevention Program (YVPP). This plan was developed utilizing community voice, and perspective findings, and strategy and technical assistance from the [Rocky Mountain Partnership Backbone Team](#). The appendix links the best practices, data sources, and other reports that helped shape this plan.

# OTHER YVPP DUPLICATION OF EFFORTS

The YVPP model aims to duplicate specific efforts from national models and local programs listed below to implement a comprehensive approach. These efforts have been identified to help address Aurora-specific risk factors.

NATIONAL MODELS	YVPP AURORA MODEL STRATEGIES
<u>National Gang Center: Cure Violence</u>	<ul style="list-style-type: none"> <li>• Community Mobilization Team Efforts</li> <li>• Public Awareness Campaigns</li> <li>• Violence Interruption</li> </ul>
<u>The Health Alliance for Violence Prevention</u>	<ul style="list-style-type: none"> <li>• Hospital-Based Intervention Response</li> </ul>
<p><u>Center for Diseases Control (CDC): A Comprehensive Technical Package (2016)</u></p> <ul style="list-style-type: none"> <li>• Promote family environments that support healthy development</li> <li>• Provide quality education in life</li> <li>• Strengthen youth skills</li> <li>• Connect youth to caring adults and activities</li> <li>• Create protective community environments</li> <li>• Intervene to lessen harms and prevent future risks</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on at-risk youth not identified as gang associated/affiliated</li> <li>• Up-Stream Prevention Efforts &amp; Youth Programming:               <ul style="list-style-type: none"> <li>o Pop-Up Event Series</li> <li>o Youth Advisory Council &amp; Service Jobs</li> <li>o PROS Collaborative &amp; Recreation Pass Distribution</li> <li>o Strengthening Families</li> <li>o GREAT Curriculum</li> <li>o Safe Havens</li> <li>o Collaborative with Aurora Libraries &amp; Cultural Services</li> <li>o Efforts of Community Mobilization Teams</li> </ul> </li> </ul>
<u>Denver Youth Violence Prevention Program: 2020 Comprehensive Plan</u>	<ul style="list-style-type: none"> <li>• Regional Compact</li> <li>• Youth Advisory Council</li> </ul>
<u>Gang Reduction Initiative of Denver/ Office of Community Violence Solutions</u>	<ul style="list-style-type: none"> <li>• Outreach Workers</li> <li>• Multi-Disciplinary Team</li> <li>• Critical Incident Response</li> <li>• Safe Haven</li> </ul>
<u>City and County of Denver: Public Safety Youth Programs</u>	<ul style="list-style-type: none"> <li>• RONI Project</li> </ul>



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Youth Violence Prevention Program Community funding recommendations
<b>Item Initiator:</b> Jessica Prosser, Director of Housing and Community Services
<b>Staff Source/Legal Source:</b> Christina Amparan, Youth Violence Prevention Program Manager / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

Christina Amparan, Youth Violence Prevention Program Manager / Angela Garcia, Senior Assistant City Attorney

Estimated time: 30 mins

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |   |
|---|---|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input checked="" type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting          |
| <input type="checkbox"/> Information Only   |   |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |   |

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Housing, Neighborhood Services & Redevelopment

**Policy Committee Date:** 5/5/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Recommends Approval   | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |

☐ Minutes Attached

☒ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Youth Violence Prevention Program team completed a Community Needs Assessment in 2021 and has been working with community members and partners to identify key service gaps to inform a community funding process. On February 28, 2022, Council adopted a resolution sponsored by Council Member Lawson to provide staff with additional direction on the focus and funding of the program. Staff incorporated that feedback and released a \$500,000 Notice of Funding in February 2022 for Aurora-serving agencies to apply.

Eighty percent (\$400,000) was allocated to support intervention activities, and twenty percent (\$100,000) to support prevention activities. The YYPP staff hosted three information sessions where 51 agencies were walked through the process and were assisted with any questions. Additionally, the recording of the information session was made available on the program's website for those unable to attend a scheduled live session.

Program staff last presented on April 7, 2022 during the HoRNS policy committee meeting, and the April 18, 2022 Study Session on the program's proposed Strategic Plan.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

This presentation will include an overview of the Community Funding focus areas, application and review process, and recommendations for awards.

---

**QUESTIONS FOR COUNCIL**

Does Council approve of the Youth Violence Prevention Program Community funding recommendations

---

**LEGAL COMMENTS**

City Council has the authority and power to improve the morals, order, comfort and convenience of the City and its inhabitants. (City Code, Sec. 2-32). Colorado Constitution, Article XIV, Section 18, Subsection 2(c) permits the City to contract with private persons, associations, or corporations for the provision of any legally authorized functions, services, or facilities within or without its boundaries. (Garcia)

---

**PUBLIC FINANCIAL IMPACT**

☒ YES ☐ NO

**If yes, explain:** Selected agencies will be funded from the YVP Program budget through the Marijuana Tax Fund.

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A



**YOUTH  
VIOLENCE PREVENTION  
PROGRAM**

# **NOFO Funding Recommendations**

**May 05, 2022**





# FUNDING OVERVIEW

## Total Grant Amount To Be Allocated:

Intervention Funds	\$ 400,000.00
Prevention Funds	\$ 100,000.00
<b>TOTAL</b>	<b>\$ 500,000.00</b>
<b>Total Number of Agencies that Applied:</b>	25
<b>Total Applications:</b>	30 received
<b>Total Amount Requested:</b>	<b>\$2,104,128.00</b>



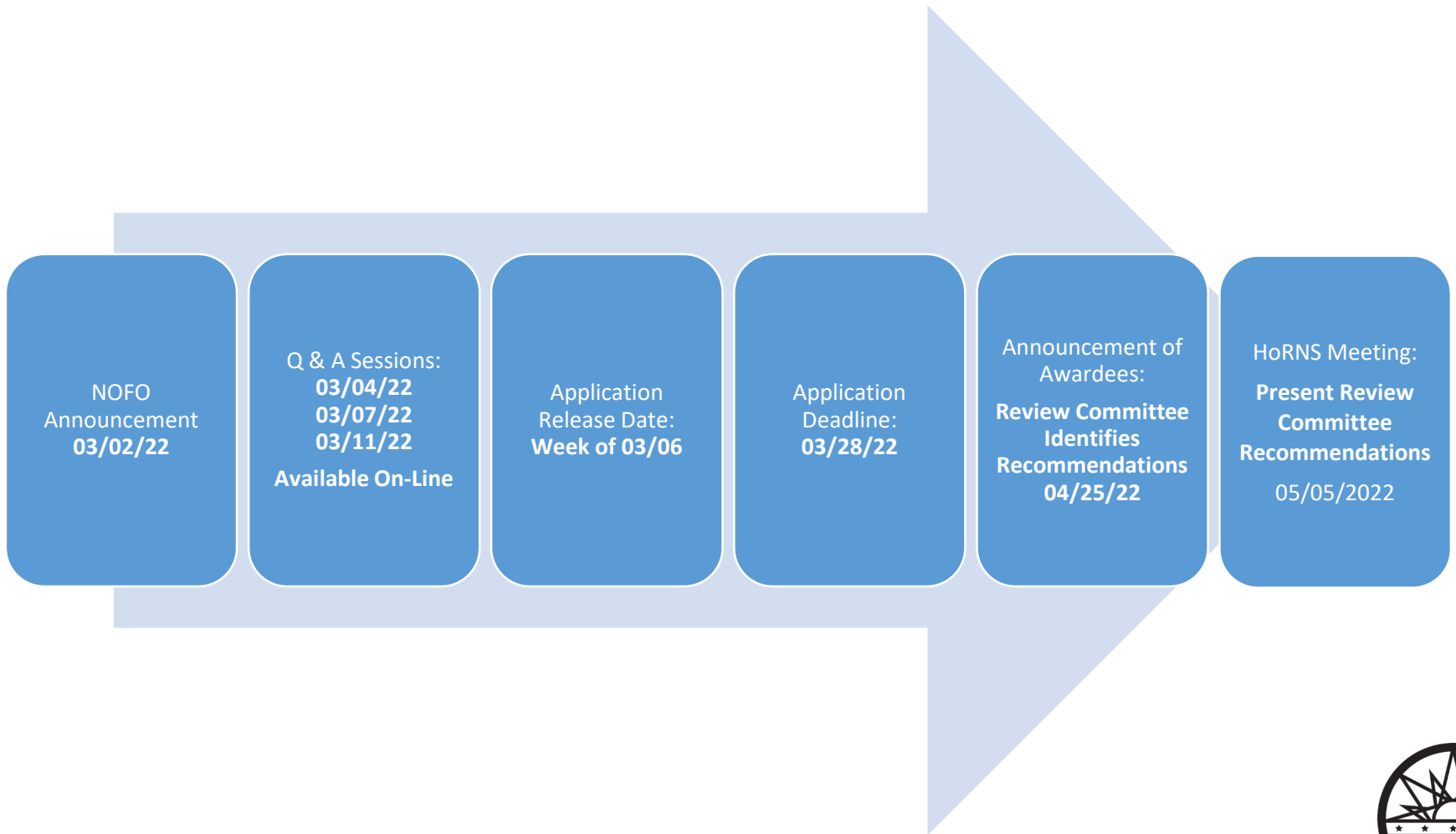
# NOFO REVIEW PANEL

**Review Panel:** Diverse group of stakeholder partners

- APD SRO Unit
- Tri-County Health
- Housing and Community Services
- 18<sup>th</sup> CYDC, Rhonda Riley
- Aurora Mental Health



# NOFO TIMELINE



# EVALUATION FRAMEWORK

- **Community-Informed:** Our funding decision-making is informed by community input and perceptions to support the programming needs of the community that are not duplicative to current programming.
- **Evidence-Based Practice:** We believe in well-researched interventions, programs and services that incorporate ethics, client preferences, and culture to guide and inform the delivery of services.
- **Data-Driven:** YVPP is committed to harnessing the power of data to assess opportunities, measure progress, and evaluate the impact and improve performance.
- **Organizational Structure:** Fiscally and organizationally structured and past success with providing youth programming.
- **Partnerships:** The challenges we face in Aurora and around the country are increasingly complex, and neither the private nor the public sector can solve them alone. That is why the YVPP focuses on building partnerships across sectors to share ideas and resources toward a common purpose to amplify our impact.



# INTERVENTION FUNDING REQUIREMENTS

**Full budget for this category \$400k to be distributed among several applicants.**

- No limit of funding request; panel will review and identify what parts of the application may be approved.
- Funding for a two-year term with the first year being a pilot phase.
- Only one request per organization may be submitted
- Submit the following documentation
  - Organizational flow chart
  - Most recent annual report
  - Copy of bylaws and articles of incorporation
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of current board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



# PREVENTION FUNDING

**Full budget for this category \$100k to be distributed among several applicants.**

- Funding requests can be up to 10k
- Reimbursement Funding
- One time funding
- Only one request per organization may be submitted.
- Organizational budget and program budget
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.





# SCORING CRITERIA: Organizational Information

- The proposer was able to describe how they will use the funding being requested.
- The proposer provided information on their program, organizational structure, and how they have been successful in serving youth in the past.
- The proposer provided information on how their organization ensures diversity, equity and inclusion, and how community voice is included in programming.
- The proposer successfully detailed the policies and practices in place to keep youth emotionally and physically safe.
- The proposer provided a clear picture of how they measure success.
- The proposed funding is based on evidence-based and/or best practices.
- The proposed programming will assist in addressing programming gaps needed within the city of Aurora.
- The proposed programming supports overall violence reduction efforts.
- Verification of required documentation



# SCORING CRITERIA: Budget/Budget Narrative

- The proposer filled out the Overall Organizational budget correctly and you were able to get a clear picture of how the organization is funded. This information helps show that the agency has the ability to receive funds through a payment reimbursement process.
- The proposer had the budget fully filled out to equal the requesting dollars in the Organizational Table
- The proposer provided a clear picture of what they were actually requesting funds for in the specific categories by providing a detailed narrative in the budget.



# INTERVENTION FUNDING RECOMMENDATIONS

Agency	Funding Requests & Award Recommendations	Score	Description
<b>18th JAC</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$75,000.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$48,759.00</b></li> </ul>	<b>148</b>	Bilingual Family Liaison; assessment and case management
<b>Aurora Community Connection</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$39,600.00</b></li> </ul>	<b>151</b>	Mental Health, Spanish/English Individuals Services
<b>Fully Liberated Youth</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$80,000.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$60,000.00</b></li> </ul>	<b>158</b>	Outreach mentorship, therapy, wraparound services
<b>Mosaic Unlimited, Inc.</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$99,300.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$68,141.00</b></li> </ul>	<b>145</b>	Safe Havens / Strengthening Families Curriculum
<b>Step Up Youth Corporation</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$69,168.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$65,000.00</b></li> </ul>	<b>157</b>	Cognitive Groups, APS partnerships
<b>Struggle of Love Foundation</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$224,000.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$56,000.00</b></li> </ul>	<b>148</b>	Violence Interrupter
<b>University of Colorado AIM Project</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$100,300.00</li> <li>Award Recommendation, Lowest Range of Funding Requested: <b>\$62,500.00</b></li> </ul>	<b>153</b>	AIM Program, Bedside & Discharge Outreach Supports
	<b>\$ 400,000.00</b>		



# PREVENTION FUNDING RECOMMENDATIONS

Agency	Funding Requests & Award Recommendations	Score	Description
<b>A1 Boxing</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$113,118.00</li> <li>Awarded Recommendation Based on Prevention Funding Cap: <b>\$10,000.00</b></li> </ul>	<b>122</b>	Scholarships for Boxing; Capacity-building + start-up funding
<b>Aurora Housing Authority - Family Services</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$5,000.00</b></li> </ul>	<b>137</b>	Movie Nights, Resident Engagement
<b>Aurora Public Schools</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$14,933.00</li> <li>Awarded Recommendation Based on Prevention Funding Cap: <b>\$10,000.00</b></li> </ul>		Prevention supports for students and families
<b>Aurora Sister Cities</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$10,000.00</b></li> </ul>	<b>160</b>	Civic Engagement Summer Camp
<b>Denver Area Youth for Christ</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$ 10,000.00</b></li> </ul>	<b>140</b>	Youth Nights (Targeted Youth)
<b>Driven by Our Ambitions (DBOA)</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$10,000.00</b></li> </ul>	<b>137</b>	Basketball Nights / DYS (Targeted Population Intervention - Re-Entry)
<b>Rocky Mountain Welcome Center</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$ 10,000.00</b></li> </ul>	<b>160</b>	Female gender-specific supports for immigrant young girls
<b>RISE 5280</b>	<ul style="list-style-type: none"> <li>Requested Amount: <b>\$ 10,000.00</b></li> <li>Award Recommendation: <b>\$ 7,500.00</b></li> </ul>	<b>144</b>	Partnership with Urban Nature Impact for prevention effort. Capacity-building + start-up funding.
<b>Salvation Army</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$30,000.00</li> <li>Awarded Recommendation Based on Prevention Funding Cap: <b>\$10,000.00</b></li> </ul>	<b>143</b>	Youth Nights (Prevention Programming)
<b>Struggle of Love Foundation</b>	<ul style="list-style-type: none"> <li>Requested &amp; Award Recommendation: <b>\$ 10,000.00</b></li> </ul>	<b>138</b>	Safe Zones, Wrap Around Services (Target Population Intervention)
<b>Urban Nature Impact</b>	<ul style="list-style-type: none"> <li>Requested Amount: \$350,000.00</li> <li>Awarded Recommendation: <b>\$7,500.00</b></li> </ul>	<b>112</b>	Partnership with RISE 5280 for prevention efforts. Capacity-building + start-up funding.
	<b>\$ 100,000.00</b>		



# QUESTION FOR COUNCIL

Does Council support the recommendations provided by the review committee to move this item and all required resolutions and agreements forward?



## 2022 YVPP NOFO SCORES

Prevention Award Nominations	
Organization	Score
Aurora Housing Authority - Family Services	137
Aurora Sister Cities	160
Denver Area Youth for Christ	140
Driven by Our Ambitions (DBOA)	137
RISE 5280	144
Struggle of Love Foundation	138

Intervention to Prevention Award Nominations	
Organization	Score
A1 Boxing	122
Aurora Public Schools	148
Salvation Army	143
Rocky Mountain Welcome Center	160
Urban Nature Impact	112

Prevention Applications Not Funded	
Organization	Score
The Story Tellers Project	104
Walk a Mile in Our Shoes	102
Youth Empowerment Agency	83
Encounter Church	94
Compound of Compassion	112

Intervention Applications	
Organization	Score
18th JAC	148
Aurora Community Connection	151
Fully Liberated Youth	158
Mosaic Unlimited, Inc.	145
Step Up Youth Corporation	157
Struggle of Love Foundation	148
University of Colorado AIM Project	153

Intervention Applications Not Funded	
Organization	Score
Children's Hospital (Services can be billed to Medicare/insurance)	159
Savio House (Services can be billed to Medicare/insurance)	151
Fearfully and Wonderfully Made	78
Compound of Compassion	107
Driven by Our Ambitions (DBOA)	129
Denver Area Youth for Christ	121
Mosaic Unlimited, Inc. & Miel Foundation	122



## CITY OF AURORA

### Late Submission Approval for Agenda Item

<b>Item Title:</b> Youth Violence Prevention Program Community Funding Recommendations
<b>Item Initiator:</b> Jessica Prosser, Director of Housing and Community Services
<b>Staff Source/Legal Source:</b> Christina Amparan, Youth Violence Prevention Program Manager / Angela Garcia, Senior Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

**CRITERIA - PLEASE CONSIDER ITEM FOR LATE SUBMISSION FOR THE FOLLOWING REASON:**

- ☒ There is a time-sensitive legal requirement that must be met and cannot be met by a future meeting date
- ☐ The delay will result in an adverse financial impact to the city
- ☐ The item is related to a disaster and must be addressed before the next available meeting

**COUNCIL MEETING DATES FOR LATE SUBMISSION:**

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

**EXPLANATION:** *(Please provide a detailed explanation as to why the item falls into one or more of the above criteria and why it may not be set for a future meeting date.)*

This item was approved from the May 5, 2022 Housing, Neighborhood Services & Redevelopment policy committee to move forward to study session. This created a short timeframe for response to the funding recommendations.

I understand the agenda item will not be added to the agenda without submitting this completed form as an attachment in e-Scribe. The agenda item will not be added to the agenda if the workflow is not completed by the WORKFLOW COMPLETED date indicated on the agenda deadline calendar.

Jessica Prosser  
Agenda Item Initiator Name

Roberto Venegas  
Late Submission Approver Name

  
\_\_\_\_\_  
Agenda Item Initiator Signature      Date      Apr 28, 2022

Roberto Venegas  
\_\_\_\_\_  
Late Submission Approver Signature      Date      Apr 29, 2022





# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: RISE 5280 Address: 18957 E Randolph Place, Denver CO, 80249 Webpage: www.rise5280.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Michelyn Last Name: Johnson Title: Executive Director Phone Number: 720-299-0989 Email: theriseproject5280@
<b>A3. Agency Mailing Address</b>	18957 E Randolph Place, Denver CO, 80249
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 83-1241959  DUNS Number (Nine Digit Number): 105394609

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Aurora, CO Denver, CO
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	In 2016, RISE 5280 first started programming by offering multi-state tours to Historically Black Colleges and Universities (HBCU), providing access to college exploration and preparation with a cultural lens. During these tours, RISE 5280 recognized a need for continued support in preparing students on their path to higher education. Overtime, the program evolved into a comprehensive
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	HBCU Tours: 40 % Post-Secondary Readiness: 20% Mentoring: 20% Tutoring: 10% Life Skills: 5% Community Service: 5%
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Urban Nature Impact
<b>B8. What role will youth play in advising this application?</b>	RISE 5280 focuses on developing strong relationships, rooted in trust and open communication. These relationships are the key for understanding youths' needs and experiences, and providing appropriate services that support positive growth and outcomes. RISE 5280 bases program development on

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	RISE 5280's board of directors provides governance and financial oversight. The Executive Director must request permission for any expenses that exceed \$3000 or if making any significant change requests to a funder. Additionally, the Executive Director shares a monthly report to the board indicating how/what funds were spent as it relates to different grant requirements. If awarded, the board of directors will request spending details as it relates to the use of funds for this grant within the timeline of the award. Additionally, RISE 5280's CPA provides accounting oversight to ensure that funding is being used for its specified purpose.
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 989"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Colorado Health</td> <td>Foundations</td> <td>General Operating</td> <td>185000</td> </tr> <tr> <td>AJL Foundation</td> <td>Foundations</td> <td>General Operating</td> <td>20000</td> </tr> <tr> <td>Denver</td> <td>Foundations</td> <td>General Operating</td> <td>20000</td> </tr> <tr> <td>Individuals</td> <td>Monetary</td> <td>General Operating</td> <td>125</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Colorado Health	Foundations	General Operating	185000	AJL Foundation	Foundations	General Operating	20000	Denver	Foundations	General Operating	20000	Individuals	Monetary	General Operating	125				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Colorado Health	Foundations	General Operating	185000																						
AJL Foundation	Foundations	General Operating	20000																						
Denver	Foundations	General Operating	20000																						
Individuals	Monetary	General Operating	125																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>RISE 5280 has three grants that can be leveraged with this request. These awards</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>RISE 5280 and Urban Nature Impact are creating a new partnership to provide</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10000			10000
Government Grants (including 21 CCLC, etc. please list)			9500	9500
Foundations (please list)		225000	50,000	275000
Fees/Earned Income				0
Donations/Corporate/Individual Support		125		125
Other (please list)				0
Total	10000	225125	59500	294625

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$3500
Narrative: Executive Director 1.0 FTE @ \$70,000 5% of salary = \$3500 15 hours/week for 4 weeks	
<b>Partners/Specialty Services (detail each example)</b>	\$3500
Narrative: Urban Nature Impact 15 hours/week for 4 weeks = \$58.33/Hour 1-3 personnel to participate in weekly activities	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$500
Narrative: Food Preparation activity for 20 youth	
<b>Food / Beverage</b>	\$500
Narrative: Lunch and water for up to 20 youth and 1-3 staff, 2-3 x per week	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$1000
Narrative: Background checks Program Evaluation Grant Management and reporting	
<b>Other</b>	\$1000
Narrative: Transportation costs	
<b>GRAND TOTAL</b>	<b>\$10000</b>

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	RISE 5280 will partner with Urban Nature Impact to provide summer activities that promote protective factors against violence by increasing supportive networks through mentoring, increasing self-agency through financial literacy.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	RISE 5280 and Urban Nature Impact are finalizing details regarding program specifics. The summer program will run between June 1 and August 15, 2022, for four weeks, approximately 15 hours per week. Registration will be open for up to 20 youth in Aurora to participate in a variety of activities including educational workshops around life skills including financial literacy and nutrition (i.e., healthy eating and food preparation), mentoring, and outdoor physical activities that get youth to experience nature.
<b>D3. What is the age of youth you plan to serve?</b>	Youth in high school, grades 9-12; as a summer program, this service will be open
<b>D4. How will you recruit those you plan to serve?</b>	RISE 5280 will recruit youth by contacting school personnel throughout Aurora Public Schools (ex: school counselors, deans, etc.) to identify prospective participants. Additionally, the opportunity will be announced on RISE 5280's website and social media. Youth will register via RISE 5280's website.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	RISE 5280 will measure feelings of connection to a supportive network, interest in new activities, and likelihood to engage in risk behavior. We will administer pre- and post- evaluation surveys at the beginning and end of the summer program, and monitor attendance at all program activities. Within each program activity, RISE 5280 and Urban Nature Impact will monitor participation and will determine success based on youths' ability to apply what they learn into a final product. This includes: Financial Literacy - being able to accurately complete a personal budget

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

## Submission Details:

**Webpage**

[www.rise5280.org](http://www.rise5280.org)

**Agency's Mailing Address**

18957 E Randolph Place, Denver CO, 80249

**DUNS Number (Nine Digit Number)**

105394609

**county names**

Aurora, CO Denver, CO

**Agency Org Name**

RISE 5280

**Address**

18957 E Randolph Place, Denver CO, 80249

**First Name**



Michelyn

**Last Name**

Johnson

**Title**

Executive Director

**Email**

[theriseproject5280@gmail.com](mailto:theriseproject5280@gmail.com)

**Phone Number**

720-299-0989

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

83-1241959

**What Populations does your agency serve?**

Youth

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

In 2016, RISE 5280 first started programming by offering multi-state tours to Historically Black Colleges and Universities (HBCU), providing access to college exploration and preparation with a cultural lens. During these tours, RISE 5280 recognized a need for continued support in preparing students on their path to higher education. Overtime, the program evolved into a comprehensive academic service, offering year-round activities including in addition to HBCU

tours mentoring, tutoring, community service, life skills, and post-secondary readiness. To date, RISE 5280 has served over 500 BIPOC youth in the Denver-metro area, using a strengths-based approach to inspire high school youth to leverage education as a tool to actualize their dreams and change their immediate circumstances. This work focuses on promoting protective factors for at-risk youth populations, while mitigating risk factors and reducing violence by increasing positive connections with role models who share cultural experiences and inspiring ambitious academic and career goals. Several of our graduates are now enrolled in HBCUs across the country, some are even serving as hosts for our upcoming tours in 2022 – extending the benefits of exposure to college and cultural excellence to the next generation of BIPOC youth.

**Please break down your agency's current service delivery by percentage and programming type.**

HBCU Tours:40 % Post-Secondary Readiness: 20% Mentoring: 20%  
Tutoring: 10% Life Skills: 5% Community Service: 5%

**Does your agency conduct client satisfaction surveys?**

Yes

**What agencies do you partner with that provide services to Aurora residents?**

Urban Nature Impact

**What role will youth play in advising this application?**

RISE 5280 focuses on developing strong relationships, rooted in trust and open communication. These relationships are the key for understanding youths' needs and experiences, and providing appropriate services that support positive growth and outcomes. RISE 5280 bases program development on youth input solicited from mentoring relationships, as well as input gained from surveys. As such, this information also is a guiding source for developing grant applications to fund activities that serve our youths' most salient needs.

**Financial overview**

RISE 5280's board of directors provides governance and financial oversight. The Executive Director must request permission for any expenses that exceed \$3000 or if making any significant change requests to a funder. Additionally, the Executive Director shares a monthly report to the board indicating how/what funds were spent as it relates to different grant requirements. If awarded, the board of directors will request spending details as it relates to the use of funds for this grant within the timeline of the award. Additionally, RISE 5280's CPA provides accounting oversight to ensure that funding is being used for its specified purpose.

**What programming does your organization specialize in?**

Youth Programming

**entity1**

Colorado Health Foundation

**funding1**

Foundations

**funds support\_1**

General Operating

**awards1**

185000

**entity2**

AJL Foundation

**funding2**

Foundations

**funds support\_2=**

General Operating

**awards2**

20000

**entity3**

Denver Foundation: BRIC

**funding3**

Foundations

**funds support\_3**

General Operating

**awards3**

20000

**entity4**

Individuals

**funding4**

Monetary Donations

**funds support\_4**

General Operating

**awards4**

125

**C3 Leverage**

RISE 5280 has three grants that can be leveraged with this request. These awards total \$225,000 are general operating funds from community foundations, which provide compensation for personnel who deliver services, plan programming activities, and provide administrative support.

**C4 Efforts**

RISE 5280 and Urban Nature Impact are creating a new partnership to

provide services specifically to youth in the City of Aurora. Together they will provide mentorship, life-skills education, and exposure to new experiences in nature and physical activity. This programming will be provided exclusively during the summer months and focus on life skills development, as opposed to academics - inspiring an enthusiasm for personal and emotional growth alongside peers and mentors.

### **Receive funding from resources**

Foundations, Monetary Donations

**textarea\_EGg**

10000

**textarea\_EGg**

9500

**textarea\_EGg**

50,000

**textarea\_EGg**

225000

**textarea\_EGg**

125

**textarea\_qdB**

10000

**textarea\_qdB**

9500

**textarea\_qdB**

275000

**textarea\_qdB**

0

**textarea\_qdB**

125

**textarea\_qdB**

0

**textarea\_qdB**

294625

**textarea\_qdB**

59500

**textarea\_qdB**

225125

**textarea\_qdB**

10000

**Narrative**

Executive Director 1.0 FTE @ \$70,000 5% of salary = \$3500 15  
hours/week for 4 weeks

**Narrative\_1**

Urban Nature Impact 15 hours/week for 4 weeks = \$58.33/Hour 1-3  
personnel to participate in weekly activities

**Program Staff**

3500

**Program Staff**

3500

**Program Staff**

500

**Program Staff**

1000

**Program Staff**

1000

**Program Staff**

10000

**Program Staff**

500

**Narrative\_1**

Food Preparation activity for 20 youth

**Narrative\_1**

Lunch and water for up to 20 youth and 1-3 staff, 2-3 x per week

**Narrative\_1**

Background checks Program Evaluation Grant Management and reporting

**Narrative\_1**

Transportation costs

**D1 What is your proposed**

RISE 5280 will partner with Urban Nature Impact to provide summer activities that promote protective factors against violence by increasing supportive networks through mentoring, increasing self-agency through financial literacy and life-skills education, and participation in healthy activities and exposure to nature.

**scope of work**

RISE 5280 and Urban Nature Impact are finalizing details regarding program specifics. The summer program will run between June 1 and August 15, 2022, for four weeks, approximately 15 hours per week. Registration will be open for up to 20 youth in Aurora to participate in a



variety of activities including educational workshops around life skills including financial literacy and nutrition (i.e., healthy eating and food preparation), mentoring, and outdoor physical activities that get youth to experience nature.

**your plan to serve**

Youth in high school, grades 9-12; as a summer program, this service will be open to rising 9th graders through rising 12th graders.

**you plan to serve\_3**

RISE 5280 will recruit youth by contacting school personnel throughout Aurora Public Schools (ex: school counselors, deans, etc.) to identify prospective participants. Additionally, the opportunity will be announced on RISE 5280's website and social media. Youth will register via RISE 5280's website.

**to report**

RISE 5280 will measure feelings of connection to a supportive network, interest in new activities, and likelihood to engage in risk behavior. We will administer pre- and post- evaluation surveys at the beginning and end of the summer program, and monitor attendance at all program activities. Within each program activity, RISE 5280 and Urban Nature Impact will monitor participation and will determine success based on youths' ability to apply what they learn into a final product. This includes: Financial Literacy - being able to accurately complete a personal budget Life Skills - creating a menu for a week and participate in food preparation Mentoring - participating in weekly activities and dialogue, and monitoring progress towards personal goals Exploration - participating in physical activities that get youth outdoors, increased interest in these types of activities

**Attachments:**

W-9 (1).pdf

RISE\_CERT\_GS\_D.pdf

RISE 5280 501c3.pdf

Proof of Insurance-Scope of Work-Op Budget-Program Budget.pdf

View the submission and any attachments by following the link below  
and using this unique access code: leUvLt4JrM3LmHj5

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: 18th Judicial District Juvenile Assessment Center Address: 9700 E. Easter Lane Webpage: Centennial, CO 80112 (main location) www.jac18.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Sarah Last Name: Troy Title: Executive Director Phone Number: 720-213-1323 Email: STroy@arapahoegov.com
<b>A3. Agency Mailing Address</b>	Juvenile Assessment Center 9700 E. Easter Lane Centennial, CO 80112
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 80-0364157  DUNS Number (Nine Digit Number): 037582716

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> <i>(Indicate zip codes or city and county names).</i>	All of Arapahoe, Douglas, Lincoln and Elbert Counties to include the entire city of Aurora, including the portion of the city within Adams County.	
<b>B2. What populations does your agency serve?</b> <i>(Indicate Age Ranges &amp; All That Apply)</i>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	The JAC's Community Assessment Program has become a trusted partner within many sectors including schools, courts, law enforcement, child welfare, and multiple others. Our youth and families continue to have an resource/service engagement rate of over 80% post assessment and report getting connected with vital ongoing intervention services to address	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Our agency is divided into 2 programs: The Law Enforcement Program (LEP) works directly with youth who have been transported by law enforcement, and the Community Assessment Program (CAP) works directly with youth who have been referred by partnering agencies and are currently struggling with concerning behavior. In 2021, the Community Assessment Program worked with 68% of the total youth served between both programs. And as discussed below, in question D2, on average, 40% of the youth and families served by the Community Assessment Program reside in the City of Aurora.	
<b>B6. Please break down your agency's proposed service delivery.</b>	Our focus is to provide connection to resources and services through free, in-depth clinical assessment or triage services. Our clinicians work to understand the barriers youth are facing at home, school and/or in the community and then connect the youth and family to necessary resources and services to create a stable environment where they can thrive. Our internal data shows	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	The Community Assessment Program is aimed at early intervention and	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes, parents complete a survey pre and post assessment. Youth complete a survey post assessment. All surveys are completed electronically and anonymously by clients while at their appointments to ensure we are gathering data from all clients served	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	We receive referrals to our program from school professionals within Aurora Public Schools and Cherry Creek School District, law enforcement and law enforcement crisis response teams within Aurora Police Department and Arapahoe County Sheriff's Office, courts (all levels), Department of Human	
<b>B9. What agencies do you have formal agreements with?</b>	Aurora Public Schools, Cherry Creek School District, Arapahoe County Department of Human Services, Colorado Youth Detention Continuum (CYDC), Arapahoe County Collaborative Management Program (CMP), 18th ID District Attorney's Office, Aurora Police Department, Colorado Access, and	
<b>B10. What role will youth play in advising this application?</b>	We use our youth surveys to modify and evaluate our programming, gauging their results and feedback. We also have one board member who is a previous client and went through our Law Enforcement Program as a youth. One of our goals is to create a youth advisory board in the future.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>Our financials and budget are monitored not only by the Executive Director, but also by our Board of Directors and by an agency we contract with for fiscal reporting and administrative work. This agency is Trestle and their specialty is non-profit administrative work (financial reporting, grant compliance and invoicing, budget and forecasting, accounting and bookkeeping, and human relations support). Our budget is created and monitored by the Executive Director, in conjunction with Trestle, and is presented to our Board of Directors and Executive Team on a monthly basis. Financial oversight within our agency is very strict and has multiple layers to ensure accountability, transparency and responsibility.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>See Attachment</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1240 1016"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input checked="" type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1536 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Signal Behavioral Fundraising</td> <td>Local Grant</td> <td>Both LEP and CAP</td> <td>\$138,000 (fiscal 21-22)</td> </tr> <tr> <td>City of Aurora</td> <td>Monetary</td> <td>Both LEP and CAP</td> <td>\$29,000</td> </tr> <tr> <td>Arapahoe County</td> <td>City of Aurora</td> <td>LEP</td> <td>\$207,596 (calendar year 2021)</td> </tr> <tr> <td>Aurora Public</td> <td>Arapahoe County</td> <td>CAP (.5 FTE)</td> <td>\$37,000 (fiscal 21-22)</td> </tr> <tr> <td></td> <td>Other Government</td> <td>CAP</td> <td>up to \$28,000 (fee for service)</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Signal Behavioral Fundraising	Local Grant	Both LEP and CAP	\$138,000 (fiscal 21-22)	City of Aurora	Monetary	Both LEP and CAP	\$29,000	Arapahoe County	City of Aurora	LEP	\$207,596 (calendar year 2021)	Aurora Public	Arapahoe County	CAP (.5 FTE)	\$37,000 (fiscal 21-22)		Other Government	CAP	up to \$28,000 (fee for service)
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Signal Behavioral Fundraising	Local Grant	Both LEP and CAP	\$138,000 (fiscal 21-22)																						
City of Aurora	Monetary	Both LEP and CAP	\$29,000																						
Arapahoe County	City of Aurora	LEP	\$207,596 (calendar year 2021)																						
Aurora Public	Arapahoe County	CAP (.5 FTE)	\$37,000 (fiscal 21-22)																						
	Other Government	CAP	up to \$28,000 (fee for service)																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>The funds we receive from fundraising, Aurora Public Schools, Arapahoe County of Department of Human Services, and from Signal Behavioral Health can be leveraged with these requested funds to ensure all youth within the City of Aurora have access to assessment services from one of our 5 Clinicians and from our Bilingual Family Liaison. We have 2 Clinicians based in North Aurora, along with our Bilingual Family Liaison, but we also have 3 Clinicians based in our main office in Centennial and they can also assess</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>The request for funds is to meet the increased need and demand from community partners, parents in crisis, and referring entities. These funds will assist in decreasing wait times for families and increasing outreach efforts of our Clinicians and Bilingual Family Liaison who serve Aurora youth and families. Our current programming has been identified as the imminent need.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$75,000.00			75000
Government Grants (including 21 CCLC, etc. please list)		\$319,169	\$0	319169
Foundations (please list)		\$0	\$0	0
Fees/Earned Income		\$1,151,916	\$0	1151916
Donations/Corporate/Individual Support		\$0	\$29,000	29000
Other (please list)		\$0	\$0	0
<b>Total</b>	<b>75000</b>	<b>1471085</b>	<b>29000</b>	<b>1575085</b>



### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$71,334.18
Narrative: This amount covers a portion of the salaries for our Bilingual Family Liaison and our 2 Clinicians based in North Aurora. They cover assessment and case management services for all youth who reside in Aurora. There are also 3 Clinicians based in our main office in Centennial and they help with Aurora referrals for capacity. Their	
<b>Partners/Specialty Services (detail each example)</b>	\$0.00
Narrative: N/A	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$1,000.00
Narrative: We spend a little over \$2,000 a year on promotional supplies (flyers, pens, schwag, etc) and a little more than half of these supplies are used in Aurora specific resource fairs or pop-up events, so we are asking for half.	
<b>Food / Beverage</b>	\$0.00
Narrative: N/A	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$2,665.82
Narrative: This is a portion of our rent, mileage, office supplies and staff development	
<b>Other</b>	\$0.00
Narrative: N/A	
<b>GRAND TOTAL</b>	75000



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Outreach and provide more assessments, case management, and connection to services for youth in Aurora.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	In looking at historical data, 40% of youth and families served by our Community Assessment Program reside in Aurora. If this trend continues in 2022, which we assume it will, if not more, we project to work with approximately 400-425 youth and their families who reside in Aurora.  The need for assessment and referral to resources and services in Aurora has long been established and therefore our current programming will not be changing as we are already established within the community as it relates to our partnerships and referring entities. We will continue to evaluate the needs of the community with input from the community, stakeholders and the youth and families we serve.
<b>D3. What is the age of youth you plan to serve?</b>	Any school-aged youth (kindergarten through senior year or roughly ages 5-19).
<b>D4. How will you recruit those you plan to serve?</b>	By continuing to utilize our current referring partners and agencies, as well as outreaching families directly through resource fairs, parent teacher conferences, back to school nights, parent coffees, community presentations and word of mouth
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Our performance measures/outcomes are detailed in our current Theory of Change or Logic Model and are reported quarterly in our agency Dashboard, along with our standard data collection. This information is gathered through our Parent Pre & Post surveys, our Youth Post Survey, and through our follow-up/acute case management process post-assessment. All surveys are done at the time of assessment to ensure we receive data from all youth and families served. Those specific measure are:

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.


  
 eSigned via SeamlessDocu.com
   
 Key: a8f7753d9e833f5becca5a59dcd089b5



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Sarah Troy

---

### Submission Details:

**Agency Org Name**

18th Judicial District Juvenile Assessment Center

**Webpage**

[www.jac18.org](http://www.jac18.org)

**AgencyMailingAddress**

Juvenile Assessment Center 9700 E. Easter Lane Centennial, CO  
80112

**Federal IdentificationNumber**

80-0364157

**DUNSNumber**

037582716

**Agency Org Address**

9700 E. Easter Lane Centennial, CO 80112 (main location)

**AgencyContactFirstName**

Sarah

**AgencyContactLastName**

Troy

**AgencyContactTitle**

Executive Director

**AgencyContactPhone**

720-213-1323

**AgencyContactEmail**

[STroy@arapahoegov.com](mailto:STroy@arapahoegov.com)

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

All of Arapahoe, Douglas, Lincoln and Elbert Counties to include the entire city of Aurora, including the portion of the city within Adams County.

**B4 How has your organization**

The JAC's Community Assessment Program has become a trusted partner within many sectors including schools, courts, law enforcement, child welfare, and multiple others. Our youth and families continue to have a resource/service engagement rate of over 80% post assessment and report getting connected with vital ongoing intervention services to address escalating behaviors and concerns. Our success is also evidenced by a 101% increase in referrals from our referring partners over the last year.

**programming typePercentage**

Our agency is divided into 2 programs: The Law Enforcement Program (LEP) works directly with youth who have been transported by law enforcement, and the Community Assessment Program (CAP) works directly with youth who have been referred by partnering agencies and are currently struggling with concerning behavior. In 2021, the Community Assessment Program worked with 68% of the total youth served between both programs. And as discussed below, in question D2, on average, 40% of the youth and families served by the Community Assessment Program reside in the City of Aurora. As it relates to our service delivery (which is detailed in question B6), our Clinicians spend on average, 2-4 hours with youth and families completing the assessment. Post-assessment, we are typically involved with families for 3-6 months providing acute case management, however youth and families have access to the Clinician and/or programming for as long as they may need. This is all provided at no-cost to families.

### **delivery**

Our focus is to provide connection to resources and services through free, in-depth clinical assessment or triage services. Our clinicians work to understand the barriers youth are facing at home, school and/or in the community and then connect the youth and family to necessary resources and services to create a stable environment where they can thrive. Our internal data shows the most frequent needs identified by the youth, their family, and our Clinicians are mental health supports, parent education and support, educational resources, mentoring services, and basic needs. Post assessment, families stay connected with Clinicians through case management services to ensure support and connection within their home, school and/or community.

### **OrganizationPhilosophies**

The Community Assessment Program is aimed at early intervention and screening for youth and families in need, in turn, mitigating risks for further system involvement. Our philosophy supports and strives to keep youth out of juvenile justice and child welfare systems by

connecting families with supportive services to promote safe, healthy and happy kids. Our assessment process and screening tools used are evidence based to identify and navigate different levels of care, as well as behavioral health symptoms and family functioning. Performed by a licensed Clinician, with a trauma informed background, our assessments model evidence based approaches and solutions during the entire process.

### **client satisfaction surveys**

Yes, parents complete a survey pre and post assessment. Youth complete a survey post assessment. All surveys are completed electronically and anonymously by clients while at their appointments to ensure we are gathering data from all clients served.

### **PartnerAgency**

We receive referrals to our program from school professionals within Aurora Public Schools and Cherry Creek School District, law enforcement and law enforcement crisis response teams within Aurora Police Department and Arapahoe County Sheriff's Office, courts (all levels), Department of Human Services caseworkers, Medicaid case managers, Pre-Trial release, Probation, youth serving organizations (ex: Aurora Youth Options), mental health agencies and providers (ex: Aurora Mental Health), local hospitals, and Aurora Youth Violence Prevention program. With the Youth Violence Prevention Program, we attend all meetings and are a part of all committees. We also attend all resource fairs and pop-up events and accept and send referrals between our Clinicians and the Outreach Case Managers. We send referrals for service to a countless number of agencies and organizations within the City of Aurora, to include all the above mentioned agencies. Who we refer to depends on family need, availability, insurance and/or funding options, and what community the youth and family live in.

### **FormalAgreements**

Aurora Public Schools, Cherry Creek School District, Arapahoe County Department of Human Services, Colorado Youth Detention

Continuum (CYDC), Arapahoe County Collaborative Management Program (CMP), 18th JD District Attorney's Office, Aurora Police Department, Colorado Access, and Signal Behavioral Health.

### **Advertising**

We use our youth surveys to modify and evaluate our programming, gauging their results and feedback. We also have one board member who is a previous client and went through our Law Enforcement Program as a youth. One of our goals is to create a youth advisory board in the future.

### **TextField\_0**

Our financials and budget are monitored not only by the Executive Director, but also by our Board of Directors and by an agency we contract with for fiscal reporting and administrative work. This agency is Trestle and their specialty is non-profit administrative work (financial reporting, grant compliance and invoicing, budget and forecasting, accounting and bookkeeping, and human relations support). Our budget is created and monitored by the Executive Director, in conjunction with Trestle, and is presented to our Board of Directors and Executive Team on a monthly basis. Financial oversight within our agency is very strict and has multiple layers to ensure accountability, transparency and responsibility. Data collection is done a monthly basis by our Program Directors and evaluated monthly by the Executive Director. This data is presented to our Board of Directors through our agency Dashboard on a quarterly basis. Data reporting is provided to our partners and those we contract with on a schedule they request (monthly, quarterly or annually). This allows us to closely monitor all work associated with contracts and grants and to ensure fidelity to the work required per our grants and contracts.

### **Federal Grants**

See Attachment

### **entity1**

Signal Behavioral Health

**fundingstream1**

Local Grant

**programmingEfforts1**

Both LEP and CAP

**awardAmount1**

\$138,000 (fiscal 21-22)

**entity2**

Fundraising

**fundingstream2**

Monetary Donations

**programmingEfforts2**

Both LEP and CAP

**awardAmount2**

\$29,000 (anticipated for 2022)

**entity3**

City of Aurora

**fundingstream3**

City of Aurora/Aurora Police Department

**programmingEfforts3**

LEP

**awardAmount3**

\$207,596 (calendar 2022)

**entity4**

Arapahoe County Department of Human Services



**fundingstream4**

Arapahoe County

**programmingEfforts4**

CAP (.5 FTE)

**awardAmount4**

\$37,000 (fiscal 21-22)

**entity5**

Aurora Public Schools

**fundingstream5**

Other Government Entity

**programmingEfforts5**

CAP

**awardAmount5**

up to \$28,000 (fee for service and fiscal 21-22)

**LeverageFunds**

The funds we receive from fundraising, Aurora Public Schools, Arapahoe County of Department of Human Services, and from Signal Behavioral Health can be leveraged with these requested funds to ensure all youth within the City of Aurora have access to assessment services from one of our 5 Clinicians and from our Bilingual Family Liaison. We have 2 Clinicians based in North Aurora, along with our Bilingual Family Liaison, but we also have 3 Clinicians based in our main office in Centennial and they can also assess youth referred who reside in Aurora.

**PlannedEfforts**

The request for funds is to meet the increased need and demand from community partners, parents in crisis, and referring entities. These funds will assist in decreasing wait times for families and increasing

outreach efforts of our Clinicians and Bilingual Family Liaison who serve Aurora youth and families. Our current programming has been identified as the imminent need.

**CommittedGovGrants**

\$319,169

**CommittedFoundations**

\$0

**CommittedFees**

\$1,151,916

**CommittedDonations**

\$0

**textarea\_EL1**

\$0

**totalFundsRequested**

75000

**PendingGovGrants**

\$0

**TotalGovGrants**

319169

**PendingFoundations**

\$0

**TotalFoundations**

0

**TotalFees**

1151916

**TotalDonations**

29000

**TotalOther**

0

**TotalTotals**

1575085

**PendingFees**

\$0

**PendingDonations**

\$29,000

**PendingOther**

\$0

**TotalTotals**

29000

**CommittedITotals**

1471085

**FundsRequestedTotal**

75000

**FundsRequested**

\$75,000.00

**StaffSalariesNarrative**

This amount covers a portion of the salaries for our Bilingual Family Liaison and our 2 Clinicians based in North Aurora. They cover assessment and case management services for all youth who reside in Aurora. There are also 3 Clinicians based in our main office in Centennial and they help with Aurora referrals for capacity. Their time

will be considered in-kind. Bilingual Family Liaison (salary: \$44,198 & fringe: \$4,561): \$48,759 Clinician 1 (salary: \$51,758 & fringe: \$12,225 at 17.5% ): \$11,197.03 Clinician 2 (salary: \$51,758 & fringe: \$13,260 at 17.5%): \$11,378.15

**NarrativePartners**

N/A

**Food**

We spend a little over \$2,000 a year on promotional supplies (flyers, pens, schwag, etc) and a little more than half of these supplies are used in Aurora specific resource fairs or pop-up events, so we are asking for half.

**NarrativeFood**

N/A

**Narrative\_3**

This is a portion of our rent, mileage, office supplies and staff development

**NarrativeOther**

N/A

**StaffSalariesTotal**

\$71,334.18

**TotalPartners**

\$0.00

**Popuptotal**

\$1,000.00

**TotalFood**

\$0.00

**TotalOperatingExp**

\$2,665.82

**TotalOther**

\$0.00

**GrandTotal**

75000

**ProposedProgramming**

Outreach and provide more assessments, case management, and connection to services for youth in Aurora.

**Projections**

In looking at historical data, 40% of youth and families served by our Community Assessment Program reside in Aurora. If this trend continues in 2022, which we assume it will, if not more, we project to work with approximately 400-425 youth and their families who reside in Aurora. The need for assessment and referral to resources and services in Aurora has long been established and therefore our current programming will not be changing as we are already established within the community as it relates to our partnerships and referring entities. We will continue to evaluate the needs of the community with input from the community, stakeholders and the youth and families we serve. When looking at the amount of events (resource fairs, pop up events, partnership meetings, presentations, trainings, parent teacher conference, etc) we have attended in previous years, we anticipate attending 3-5 a month or 36-60 a year. This is specific to the City of Aurora.

**YouthAge**

Any school-aged youth (kindergarten through senior year or roughly ages 5-19).

**RecruitPlan**

By continuing to utilize our current referring partners and agencies, as

well as outreaching families directly through resource fairs, parent teacher conferences, back to school nights, parent coffees, community presentations and word of mouth.

### **Performance Measures**

Our performance measures/outcomes are detailed in our current Theory of Change or Logic Model and are reported quarterly in our agency Dashboard, along with our standard data collection. This information is gathered through our Parent Pre & Post surveys, our Youth Post Survey, and through our follow-up/acute case management process post-assessment. All surveys are done at the time of assessment to ensure we receive data from all youth and families served. Those specific measures are: 1: Percentage of Youth reporting JAC Staff made them feel comfortable 2: Percentage of Youth reporting they felt like their thoughts & feelings were taken seriously 3: Average decrease in parents stress and frustration (4pt scale) 4: Percentage of parents reporting a better understanding of the causes of the behavior of their child 5: Percentage of parents expressing hope in their ability to get help 6: Recommended Resource Engagement

**Select a Group Children Add a New Group \*\***

choice0

**Select a Group Children Add a New Group \*\***

choice0

**Population Served**

choice0

**NonBinary Youth**

choice0

**Families**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**Local Grants**

choice0

**MonetaryDonations**

choice0

**Cityof Aurora**

choice0

**Arapahoe County**

choice0

**Other governmentalentities serving the city of Aurora**

choice0

**Attachments:**

Organizational Chart 2022.pdf

2021 PROGRAM DASHBOARD FINAL.pdf

By Laws and Articles of Incorporation.pdf

Budget Overview FY 2022 - FY22 P&L .pdf

Board Member Roster 2022.pdf

3.3.22 Board Meeting Minutes.pdf

W9 and Certificate of Good Standing.pdf

JAC IRS Tax Exempt Letter-ORIGINAL.pdf

Liability Insurance Certificate City of Aurora.pdf

View the submission and any attachments by following the link below  
and using this unique access code: KlwhvozSQ8gCvVMA



**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: A1 Boxing Fitness Academy Outreach Program Address: Town Center, 14200 East Alameda Blvd., #1059, Aurora, Colorado 80012. Webpage: <a href="https://a1boxingfitness.com/outreach-program/">https://a1boxingfitness.com/outreach-program/</a>	
<b>A2. Agency Applicant Contact Information</b>	First Name: Glenn Last Name: Goodson Title: Owner Phone Number: (720) 600-4984 Email: <a href="mailto:a1boxingoutreachprogram@gmail.com">a1boxingoutreachprogram@gmail.com</a>	
<b>A3. Agency Mailing Address</b>	4930 Worchester Street, Denver, CO 80239	
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:	
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-2356249  DUNS Number (Nine Digit Number): 121905669	

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Aurora, Colorado	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	The Glenn Goodson Sports Community Organization (GGSCO) dba "A-Fightingchange.org" a 501c3 non-profit organization was established in 2010 and was geared towards activities specifically for youth fitness, teaching self-defense and time management skills as well as teaching the youth participant to take responsibility for their actions, encouraging self-esteem, discipline and	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	80% Youth Training 20% Adult Training	
<b>B6. Please break down your agency's proposed service delivery.</b>	80% Youth Training 20% Adult Training A1 Boxing Fitness Academy Outreach Program "Put the Guns Down - Put the Gloves On" Initiative will contribute to the City of Aurora's goal of improving	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	The "Put the Guns Down - Put The Gloves On" Initiative will duplicate the "Fighting	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	No	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Aurora Youth Organization, the Aurora Police Department	
<b>B9. What agencies do you have formal agreements with?</b>	None	
<b>B10. What role will youth play in advising this application?</b>	The youth that participate in the "Put The Guns Down - Put The Gloves On" Initiative will tell Glenn Goodson and the coaches what they think the City of Aurora can due to reduce gang violence as well as which City of Aurora programs work and which programs don't work.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>A1Boxing Fitness Outreach Program will comply with its internal oversight policies and procedures and report the money spent under this grant quarterly or more often as required by the City of Aurora.</p> <p>Grant money spent under the "Put The Guns Down - Put The Gloves On" Initiative will properly be accounted for by using the non-profit bank account, grant accounting will be properly recorded and all applicable transactions monthly and reported to the City of Aurora quarterly. The bonded Board Treasurer will countersign all checks related to the grant along with the Chairman to ensure that all grant funds are spent according to the terms of the grant and in a timely manner.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>No audit conducted at this point due to minimum donation and no grant funding activity.</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1242 1018"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Duran Hill</td> <td>N/A - Private</td> <td>Anything related to</td> <td>\$1,660.00</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Duran Hill	N/A - Private	Anything related to	\$1,660.00																
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Duran Hill	N/A - Private	Anything related to	\$1,660.00																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>Donations:            \$1,660.00 Duran Hill            \$1,733.54 Glenn Goodson            Total \$3,393.54</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>Put the Guns Down - Put The Gloves On" Initiative will be a separate and distinct program geared towards at-risk youth in Aurora. This initiative will be separate and distinct from A1 Boxing Fitness' for-profit programming.</p> <p>Project Deliverables will consist of:</p> <ul style="list-style-type: none"> <li>• Up to 30 youth participants will participant in boxing, fitness or kickboxing classes 2-3 times per week for an hour.</li> <li>• Upon completion of the hour-long class, the youth participants will be given healthy snacks and beverages with time to interact with other youth participants for 30 minutes</li> <li>• After the 30 minute hydration/snack time, the youth participants will sit in a</li> </ul>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$113,118.00			113118
Government Grants (including 21 CCLC, etc. please list)		0.00	0.00	0
Foundations (please list)		0.00	0.00	0
Fees/Earned Income		0.00	0.00	0
Donations/Corporate/Individual Support		\$3,393.54	0.00	3393.54
Other (please list)		0.00	0.00	0
<b>Total</b>	<b>113118</b>	<b>3393.54</b>	<b>0</b>	<b>116511.54</b>

## Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	51,250.00
Narrative: Glenn Goodson \$32/hour x 750 hours \$24,000.00 A1 Gym Assistants \$15/hour x 2 x 375 hours \$11,250.00 Two-Four Trainers \$20/hour x 4 x 200 hours \$16,000.00	
<b>Partners/Specialty Services (detail each example)</b>	2,505.00
Narrative: Gym Attire: T-Shirts w/City of Aurora & A1 Logo \$8 x 30 \$240.00 Shorts w/City of Aurora & A1 Logo \$6 x 30 \$180.00 Reusable Water Bottles w/City of Aurora & A1 Logo \$5 x 45 \$225.00	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	6,100.00
Narrative: Admission to Boxing Shows \$20 x 30 x 8 \$4,800.00 Gas to Boxing Shows - Van \$800.00 Local Mileage (\$0.57 per mile) \$500.00	
<b>Food / Beverage</b>	3,144.00
Narrative: Water 30 cases x \$3.00 \$90.00 Jerky 74 x \$1.50 \$111.00 Granola Bars 150 x \$2.00 \$300.00 Gatorade 150 x \$5.00 \$750.00 Natural Juice 63 x \$1.50 \$94.50	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	38,350.00
Narrative: Required Liability Insurance \$2,000,000 Rider (\$500/month x 6) \$3,000.00 Monthly Rent \$7,000/mo x 4months \$28,000.00 Monthly Utilities \$1,225/mo x 6months \$7,350.00	
<b>Other</b>	11,769.00
Narrative: Promotional Materials: Youth Monthly Bus Passes \$34.20 x 30 x 9 months \$9,234.00 Brochures - Hand out at Schools \$6 x 400 \$2,400.00 Cleaning Supplies:	
<b>GRAND TOTAL</b>	113118



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	A1 Boxing Fitness Academy Outreach Program provides a supportive environment for "at-risk" youth through several structured athletic programs
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	<p>The "Put The Guns Down - Put The Gloves On" Initiative will be launched as a pilot program with a one-year duration and renewable upon request by the City of Aurora.</p> <p>Project Deliverables will consist of:</p> <ul style="list-style-type: none"> <li>• Up to 30 youth participants will participant in boxing, fitness or kickboxing classes 2-3 times per week for an hour.</li> <li>• Upon completion of the hour-long class, the youth participants will be given healthy snacks and beverages with time to interact with other youth participants for 30 minutes</li> <li>• After time the 30-minute snack time, the youth participants will sit in a group session with Coach Goodson and his trainers to discuss health, fitness, their</li> </ul>
<b>D3. What is the age of youth you plan to serve?</b>	Youth ages 10-18
<b>D4. How will you recruit those you plan to serve?</b>	A1 Boxing Fitness Outreach Program will hand-out "Put The Guns Down - Put The Gloves On" promotional brochures to middle schools and high schools in Aurora, advertise on social media as well as offer bus passes to come to the A1 Boxing Fitness facility as additional incentive to participate in the program
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Glenn Goodson and coaches will compile weekly evaluations regarding the youth participants as well as any needed improvements in the behavior and physical fitness of the youth participants. This data will be recorded weekly, compiled in reporting format quarterly with graphs and percentages. Weekly milestones will be created and established for each youth participant then achievement of the milestones will be evaluated with the assigned coaches and properly recorded in the quarterly reports.

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDoc.com  
  
Key: a9f7763d9e833f5becca5a56dccc66b15



**From:** [Bayard, Jacquelyn](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: YVPP Prevention Fund Application  
**Date:** Tuesday, May 10, 2022 7:53:14 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)

---

Jacquelyn Bayard  
(She/Her/Hers)  
Administration Division Supervisor  
Housing and Community Services | City of Aurora  
office 303.739.7411



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** Amparan, Christina <camparan@auroragov.org>  
**Sent:** Tuesday, May 10, 2022 7:53 AM  
**To:** Bayard, Jacquelyn <jbayard@auroragov.org>  
**Subject:** RE: YVPP Prevention Fund Application

Attach both email and application. ca

Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <[noreply@seamlessdocs.com](mailto:noreply@seamlessdocs.com)>  
**Sent:** Saturday, March 26, 2022 1:42 PM  
**To:** YVPPProgram <[YVPPProgram@auroragov.org](mailto:YVPPProgram@auroragov.org)>  
**Subject:** YVPP Prevention Fund Application



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

## Submission Details:

### Webpage

[www.youthempowermentagency.com](http://www.youthempowermentagency.com)

### Agency's Mailing Address

1600 N. Downing st Suite 150 Denver, CO 80218

### DUNS Number (Nine Digit Number)

029394901

### county names

Aurora 80011 and Denver 802489,80218, 80224, and 80231

### Agency Org Name

Youth Empowerment Agency

### Address

15960 E. Colfax Ave Aurora, CO 80011

### First Name

Debra

### Last Name

Locke

**Title**

Director

**Email**

[debra.a.locke@gmail.com](mailto:debra.a.locke@gmail.com)

**Phone Number**

7206213295

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

30-0803887

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

We consistently have had activities and events for the youth. We have been successful because we have so many community partnerships. it really provides a different experience for the youth to have so many people care.

**Please break down your agency's current service delivery by percentage and programming type.**

We have 6 different programs that we implement within our After School program. Hope boxes, Community Days, Tutoring with the lounge, Curious about cooking, Youth thrive for Youth, Job training.

**Does your agency conduct client satisfaction surveys?**

Yes we will conduct surveys at the beginning and end to ensure

**What agencies do you partner with that provide services to Aurora residents?**

Soccer City Aurora, compound of Compassion, TrilogE People Group, Illuminate, Fatherhood Support Services, The Lounge

**What role will youth play in advising this application?**

We held youth forums and youth advised us what they would like to see in the community. Also, what their interest are.

**Financial overview**

We have implemented a new software that will help us to monitor and ensure dollars are spent correctly and in a timely manner. We will also have a simplified process with one person that is only overseeing the reporting.

**What programming does your organization specialize in?**

At-Risk Population, Youth Programming

**entity1**

Small Business Owners

**funding1**

Monthly donations

**funds support\_1**

Operational

**awards1**

12,000

**C3 Leverage**

We can use those funds to keep the organization running to make sure at least community days happen.

#### **C4 Efforts**

We traditionally offer programs for our registered youth. We are proposing to open up 2 of our community Days through the summer to include more youth and both take place in aurora. This will offer some sense of concrete support which last year we couldn't establish in only 1 year.

#### **Receive funding from resources**

Private Funds

**textarea\_EGg**

10,000

**textarea\_EGg**

\$54,000

**textarea\_EGg**

\$12,000

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

54000

**textarea\_qdB**

12000

**textarea\_qdB**

0

**textarea\_qdB**

76000

**textarea\_qdB**

66000

**textarea\_qdB**

0

**textarea\_qdB**

10000

**Narrative**

Program Coordinator: Will coordinate the events Compliance

Coordinator: Will ensure reporting is accurate, payment  
reimbursement slips and on time

**Narrative\_1**

Soccer City Aurora full Facility Cost Carnival: Company to come in  
and set up obstacle courses

**Program Staff**

2,000

**Program Staff**

3,000

**Program Staff**

1,000

**Program Staff**

1000

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

3,000

**Narrative\_1**

Camping Gear: sleeping bags, Tents, utensils, first aid kits, swag backpacks, Backpacks: Quality Backpacks and supplies

**Narrative\_1**

food each day in July and during backpack event provided by Lura's Love in Spoonfuls

**Narrative\_1**

Operating cost: Advertising, swag, insurances, background checks, Executive Director: Overseeing events and grant writing

**Narrative\_1**

No additional needs as of now

**D1 What is your proposed**

Community DayZ

**scope of work**

We hope to have this program during the summer and fall of 2022. We look to serve 150 youth total between 2 events. The first event will be July 10th to 14th We are taking our youth out to cherry creek reservoir for our youth to go through different survival workshops. Such as how to safely and properly handle a firearm also what to do if confronted with a firearm, how to build a shelter and a fire, how to safely hike and find directions with out technology. Youth will build self reliant skills which can be input into self regulation skills. The second Event will be August 6th a backpack drive. This is not the ordinary back pack drive. It will start off with the youth going through the state on a scavenger hunt to find all the pieces leading to the back pack drive where we will



have different organizations in the community for them to connect with and receive supplies.

**your plan to serve**

5yrs to 24 yrs old.

**you plan to serve\_3**

Through Social media, website, Afterschool Program, Canvassing and community and school partnerships.

**to report**

We will conduct surveys at the beginning and end on both social emotional and knowledge development. We will administer the survey that our community partner Illuminate produces to gauge where our youth are at.

**Attachments:**

w9 form yea.pdf

Certificate of good standing yea.pdf

Updated tax exemption status.pdf

COI for Colorado Nonprofit Development Center.pdf

View the submission and any attachments by following the link below and using this unique access code: YUmFFsuCohE4HF1R

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Aurora Community Connection Address: 9801 E. Colfax Ave., Ste. 200, Aurora, CO 80010 Webpage: www.auroracommunityconnection.com
<b>A2. Agency Applicant Contact Information</b>	First Name: Sophia Last Name: Oliveira Title: Development Manager Phone Number: (720) 975-0147 ext. 111 Email: sophia.oliveira@auroracommunityconnection.com
<b>A3. Agency Mailing Address</b>	9801 E. Colfax Ave., Ste. 200, Aurora, CO 80010
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 26-2222571 DUNS Number (Nine Digit Number): 9657 46584

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> <i>(Indicate zip codes or city and county names).</i>	Aurora Community Connection (ACC) family resource center is a Colorado-based nonprofit organization serving primarily low-income residents of Adams, Arapahoe and Denver counties.	
<b>B2. What populations does your agency serve?</b> <i>(Indicate Age Ranges &amp; All That Apply)</i>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	ACC has a fourteen year track record of successfully engaging youth in education, health, and wellness programming. Currently, we offer ten programs that are specifically tailored for youth, including Academic Tutoring, Realizing Aptitudes, our Youth Service Learning program and a wide variety of exercise programming. Youth who engage in our Youth Service Learning	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Education Programming - 9.5% Wellness & Mental Health Programming - 3.5% Health Access - 87.002%	
<b>B6. Please break down your agency's proposed service delivery.</b>	This Youth Violence Prevention Program grant will support therapeutic intervention programming for youth located in all three counties that ACC serves. More than 90% of youth come from families living in North Aurora and the East Colfax Corridor, in the 80010 zip code of Adams County, which has observed the highest density of youth violence.	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	At ACC, our vision is to foster healthy, interdependent communities by	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	ACC is a proud member of the Family Resource Center Association of Colorado (FRCA). As an FRCA member, we provide program participants and those who receive services at our center with the Standard of Quality for Family Strengthening & Support Participant Survey. This survey was designed	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	ACC has a strong reciprocal referral partnership with the STRIDE Community Clinic. Our organizations are located in the same building and STRIDE often refers Spanish-speaking individuals seeking mental health support to our one-on-one therapy program, while we refer those in need of health services to	
<b>B9. What agencies do you have formal agreements with?</b>	The Denver Mental Health Center (Voz y Corazon) The STRIDE clinic (for individual mental health therapy, they send us their patients) The Aurora Mental Health Center (they provide their youth/teen Life Skills	
<b>B10. What role will youth play in advising this application?</b>	As program participants, youth and their parents receive participation surveys that ask a series of questions on program space available, capacity of the program of service to meet their needs, and any other qualitative information they are comfortable providing on our staff and their experiences.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	ACC maintains fiduciary transparency by conducting an annual audit, led in partnership with ACC leadership and accountant. All financials, such as balance sheets and profits and losses, are tracked monthly by the Board of Directors and their Finance Committee. Additionally, our Development Lead and accountant reconcile monthly revenue internally. Both will work together to ensure that grant funds are expended for the purpose of this grant project. Included with our organization's attachments is a copy of ACC's Financial Policy.																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	Attached 2020 Financial Audit (2021 not ready)																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input checked="" type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input checked="" type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <div style="margin-bottom: 10px;">           If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:         </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name of funding entity</th> <th style="width: 25%;">Funding stream</th> <th style="width: 25%;">What programming efforts do these funds support?</th> <th style="width: 25%;">Award Amount</th> </tr> </thead> <tbody> <tr> <td>Aurora Mental</td> <td>Connect for Health</td> <td>Health insurance</td> <td>\$80,468.00</td> </tr> <tr> <td>Caring for</td> <td>Working Together</td> <td>General Operating</td> <td>\$60,000.00</td> </tr> <tr> <td>Mile High United</td> <td>Strategic</td> <td>Academic Tutoring,</td> <td>\$40,000.00</td> </tr> <tr> <td>State of Colorado -</td> <td>Expansion of</td> <td>Family</td> <td>\$50,000.00</td> </tr> <tr> <td>The Colorado</td> <td>Multidimensional</td> <td>Manos</td> <td>\$223,954.00 across</td> </tr> </tbody> </table> </div>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Aurora Mental	Connect for Health	Health insurance	\$80,468.00	Caring for	Working Together	General Operating	\$60,000.00	Mile High United	Strategic	Academic Tutoring,	\$40,000.00	State of Colorado -	Expansion of	Family	\$50,000.00	The Colorado	Multidimensional	Manos	\$223,954.00 across
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Aurora Mental	Connect for Health	Health insurance	\$80,468.00																						
Caring for	Working Together	General Operating	\$60,000.00																						
Mile High United	Strategic	Academic Tutoring,	\$40,000.00																						
State of Colorado -	Expansion of	Family	\$50,000.00																						
The Colorado	Multidimensional	Manos	\$223,954.00 across																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	ACC is currently finishing up the first year of a mental-health focused grant provided by The Colorado Health Foundation. This grant supports our multi-dimensional approach to elevating immigrant youth through therapeutic mental health services. Successful completion of this project will help provide further evidence of the importance of this type of work in order to secure a renewal in 2023 and beyond. Moreover, ACC is currently receiving funding from the State's Tony Grammas Youth Services fund in support of our out-of-																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	ACC offers therapeutic services to individuals and families led by our full-time Licensed Clinical Social Workers (LCSW). These two staff members currently have full caseloads of youth and families. Funding for this proposal would support an extension of our therapy services to reach additional youth in the community by hiring an additional full-time therapist.																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$39,600			39600
Government Grants (including 21 CCLC, etc. please list)		92,143	450,757	542900
Foundations (please list)		100,000	310,477	410477
Fees/Earned Income		970	1,430	2400
Donations/Corporate/Individual Support		525	19,475	20000
Other (please list)		75,000	331,000	406000
Total	39600	268638	1113139	1421377

**Budget/Narrative for Funds Requested:**

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	36,000
Narrative: HALF of the Salary expenses for full-time therapist, 8% employee fringe benefits, and health insurance coverage.	
<b>Partners/Specialty Services (detail each example)</b>	0
Narrative: N/A	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: N/A	
<b>Food / Beverage</b>	0
Narrative: N/A	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	3,600
Narrative: Overhead expenses for staff member.	
<b>Other</b>	0
Narrative: N/A	
<b>GRAND TOTAL</b>	39600



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Through this project, ACC proposes to hire an additional on-site bilingual licensed therapist who has experience working with youth. Funding from the
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>Year 1: In an effort to expand access to mental health therapy for low-income Latinx youth, ACC will hire a full-time Spanish/English bilingual mental health therapist that has experience working with youth using trauma-informed, culturally-sensitive frameworks. ACC projects this additional full-time mental health therapist will be able to complete 20 one-on-one therapy sessions with youth per week. ACC projects it will be able to serve an additional 50-65 youth during the course of the first grant year.</p> <p>Year 2: At the end of year one, ACC will evaluate the successes and challenges of the proposed project and make any necessary adjustments to ensure we are delivering effective programming that is responsive to community needs. ACC projects it will be able to serve an additional 60-75 youth during the course of</p>
<b>D3. What is the age of youth you plan to serve?</b>	ACC plans to serve youth ages 12-18 through this project.
<b>D4. How will you recruit those you plan to serve?</b>	As a family resource center, ACC is uniquely positioned to recruit youth to participate in the proposed programming because our center already has a large number of youth participants and is trusted by families in our community. ACC recently hired a full-time Outreach Specialist who attends community
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>For the proposed project ACC will record the number of patients seen, as well as each patient's frequency and duration of treatment and total contact hours with the clinician. Additionally, ACC will track overall client satisfaction using the Participant Survey tool designed by the Family Resource Center Association.</p> <p>In order to gain more detailed and specific insights on the impact of the proposed mental/behavioral health work, ACC would also engage all clients in the completion of standardized self-reporting instruments at first contact. at</p>

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDoc.com  
*Sophia Oliveira*  
Key: a9f7763d9e833f5becca5a56dccc66b35





# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

Form name	2022 YVPP NOFO INTERVENTION APPLICATION
Submitted by	Sophia Oliveira

## Submission Details:

**Agency Org Name**  
Aurora Community Connection

**Webpage**  
[www.auroracommunityconnection.com](http://www.auroracommunityconnection.com)

**AgencyMailingAddress**  
9801 E. Colfax Ave., Ste. 200, Aurora, CO 80010

**Federal IdentificationNumber**  
26-2222571

**DUNSTNumber**  
9657 46584

**Select a GroupChildrenAdd a New Group \*\***  
choice0

**Agency Org Address**

9801 E. Colfax Ave., Ste. 200, Aurora, CO 80010

**AgencyContactFirstName**

Sophia

**AgencyContactLastName**

Oliveira

**AgencyContactTitle**

Development Manager

**AgencyContactPhone**

(720) 975-0147 ext. 111

**AgencyContactEmail**

[sophia.oliveira@auroracommunityconnection.com](mailto:sophia.oliveira@auroracommunityconnection.com)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Aurora Community Connection (ACC) family resource center is a Colorado-based nonprofit organization serving primarily low-income residents of Adams, Arapahoe and Denver counties.

**B4 How has your organization**

ACC has a fourteen year track record of successfully engaging youth in education, health, and wellness programming. Currently, we offer ten programs that are specifically tailored for youth, including Academic Tutoring, Realizing Aptitudes, our Youth Service Learning program and a wide variety of exercise programming. Youth who

engage in our Youth Service Learning program are given meaningful opportunities to volunteer as tutors, exercise coaches, and summer camp instructors. The Realizing Aptitudes program offers a strengths-based, career development program along with a number of standalone workshops that promote youth self-discovery, wellness, and meaningful engaged career decision-making. Participants in these programs consistently report increased confidence in their ability to communicate and manage stress. Participants also report they gain important skills, including time management and patience, that will help them secure and maintain employment in the future.

**programming typePercentage**

Education Programming - 9.5% Wellness & Mental Health

Programming - 3.5% Health Access - 87.002%

**PopulationServed**

choice0

**NonBinaryYouth**

choice0

**Families**

choice0

**Men**

choice0

**Women**

choice0

**NO\_1**

choice0

**At Risk Population\_1**

choice0

## **Youth Programming**

choice0

### **delivery**

This Youth Violence Prevention Program grant will support therapeutic intervention programming for youth located in all three counties that ACC serves. More than 90% of youth come from families living in North Aurora and the East Colfax Corridor, in the 80010 zip code of Adams County, which has observed the highest density of youth violence.

### **OrganizationPhilosophies**

At ACC, our vision is to foster healthy, interdependent communities by recognizing and engaging people's capacities. ACC's mental health programs and services are evidence-based and incorporate the principles of Positive Youth Development. All of our programs help empower and strengthen our community based on direct input from our Community Advisory Board (CAB) and program participants. Because of this, all programs and services are holistically-tailored to meet individual youth needs.

### **client satisfaction surveys**

ACC is a proud member of the Family Resource Center Association of Colorado (FRCA). As an FRCA member, we provide program participants and those who receive services at our center with the Standard of Quality for Family Strengthening & Support Participant Survey. This survey was designed by the FRCA and asks participants to rate our center on a scale of 1-4 on 14 different questions. We also conduct regular qualitative interviews with program participants to ensure we are continuing to be responsive to community needs and opportunities.

### **PartnerAgency**

ACC has a strong reciprocal referral partnership with the STRIDE Community Clinic. Our organizations are located in the same building and STRIDE often refers Spanish-speaking individuals seeking mental

health support to our one-on-one therapy program, while we refer those in need of health services to STRIDE. ACC also partners with Vuela for Health to deliver wellness and mental health programming to parents on-site at our community center.

### **FormalAgreements**

The Denver Mental Health Center (Voz y Corazon) The STRIDE clinic (for individual mental health therapy, they send us their patients) The Aurora Mental Health Center (they provide their youth/teen Life Skills program, they provide us with training and program delivery in the summer) The Center for Trauma and Resiliency/Mi Gente- (They provide trauma-informed yoga and domestic violence prevention groups) Vuela for Health (We partner for support groups and parenting groups) Martin Luther King Library (for summer wellness activities for elementary aged children) Aurora Public Schools (for Girls on the Run)

### **Advertising**

As program participants, youth and their parents receive participation surveys that ask a series of questions on program space available, capacity of the program of service to meet their needs, and any other qualitative information they are comfortable providing on our staff and their experiences.

### **TextField\_0**

ACC maintains fiduciary transparency by conducting an annual audit, led in partnership with ACC leadership and accountant. All financials, such as balance sheets and profits and losses, are tracked monthly by the Board of Directors and their Finance Committee. Additionally, our Development Lead and accountant reconcile monthly revenue internally. Both will work together to ensure that grant funds are expended for the purpose of this grant project. Included with our organization's attachments is a copy of ACC's Financial Policy.

### **Federal Grants**

Attached 2020 Financial Audit (2021 not ready)

**entity1**

Aurora Mental Health Center

**fundingstream1**

Connect for Health Colorado

**programmingEfforts1**

Health insurance navigation

**awardAmount1**

\$80,468.00

**StateGrants**

choice0

**Foundations**

choice0

**Cityof Aurora**

choice0

**Other governmentalentities serving the city of Aurora**

choice0

**entity2**

Caring for Colorado Foundation

**fundingstream2**

Working Together with Latino Immigrant Families to Promote Strength and Resilience

**programmingEfforts2**

General Operating funds that support our family development and support work, Nurturing Parenting Program, Parents as Teachers (PAT), and Voz y Corazon programs.

**awardAmount2**

\$60,000.00

**entity3**

Mile High United Way

**fundingstream3**

Strategic investment grant

**programmingEfforts3**

Academic Tutoring, Emergency Services Program, La Escuelita,  
Realizing Aptitudes, Youth Service Learning,

**awardAmount3**

\$40,000.00

**entity4**

State of Colorado - Office of Early Childhood

**fundingstream4**

Expansion of Family Support Services

**programmingEfforts4**

Family Development and Support

**awardAmount4**

\$50,000.00

**entity5**

The Colorado Health Foundation

**fundingstream5**

Multidimensional Approach to Promoting Youth Resiliency

**programmingEfforts5**

Manos Emprendedoras Program for Teens, One-on-One Therapy,



**awardAmount5**

\$223,954.00 across two years (\$111,977.00 per year).

**LeverageFunds**

ACC is currently finishing up the first year of a mental-health focused grant provided by The Colorado Health Foundation. This grant supports our multi-dimensional approach to elevating immigrant youth through therapeutic mental health services. Successful completion of this project will help provide further evidence of the importance of this type of work in order to secure a renewal in 2023 and beyond. Moreover, ACC is currently receiving funding from the State's Tony Grampsas Youth Services fund in support of our out-of-school time academic tutoring program, which works to remove barriers to high school graduation, college enrollment, and economic strength, with the ultimate goal of preventing youth crime and violence. ACC also receives TGYS funding in support of our early childhood education program, which helps equip families with the knowledge and skills necessary to be their children's first teachers, toward the goal of preventing child abuse and neglect, while also supporting future school engagement and success. Continued growth of our mental health services for youth will allow ACC to focus on an area of need that has been highlighted in the community.

**PlannedEfforts**

ACC offers therapeutic services to individuals and families led by our full-time Licensed Clinical Social Workers (LCSW). These two staff members currently have full caseloads of youth and families. Funding for this proposal would support an extension of our therapy services to reach additional youth in the community by hiring an additional full-time therapist.

**CommittedGovGrants**

92,143

**CommittedFoundations**

100,000

**CommittedFees**

970

**CommittedDonations**

525

**textarea\_EL1**

75,000

**totalFundsRequested**

39600

**PendingGovGrants**

450,757

**TotalGovGrants**

542900

**PendingFoundations**

310,477

**TotalFoundations**

410477

**TotalFees**

2400

**TotalDonations**

20000

**TotalOther**

406000

**TotalTotals**

1421377

**PendingFees**

1,430

**PendingDonations**

19,475

**PendingOther**

331,000

**TotalTotals**

1113139

**CommittedITotals**

268638

**FundsRequestedTotal**

39600

**FundsRequested**

\$39,600

**StaffSalariesNarrative**

HALF of the Salary expenses for full-time therapist, 8% employee fringe benefits, and health insurance coverage.

**NarrativePartners**

N/A

**Food**

N/A

**NarrativeFood**

N/A

**Narrative\_3**

Overhead expenses for staff member.

**NarrativeOther**

N/A

**StaffSalariesTotal**

36,000

**TotalPartners**

0

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

3,600

**TotalOther**

0

**GrandTotal**

39600

**ProposedProgramming**

Through this project, ACC proposes to hire an additional on-site bilingual licensed therapist who has experience working with youth. Funding from the Youth Violence Prevention Program will cover half the cost of onboarding this new full-time therapist.

**Projections**

Year 1: In an effort to expand access to mental health therapy for low-income Latinx youth, ACC will hire a full-time Spanish/English bilingual

mental health therapist that has experience working with youth using trauma-informed, culturally-sensitive frameworks. ACC projects this additional full-time mental health therapist will be able to complete 20 one-on-one therapy sessions with youth per week. ACC projects it will be able to serve an additional 50-65 youth during the course of the first grant year. Year 2: At the end of year one, ACC will evaluate the successes and challenges of the proposed project and make any necessary adjustments to ensure we are delivering effective programming that is responsive to community needs. ACC projects it will be able to serve an additional 60-75 youth during the course of the second grant year.

### **YouthAge**

ACC plans to serve youth ages 12-18 through this project.

### **RecruitPlan**

As a family resource center, ACC is uniquely positioned to recruit youth to participate in the proposed programming because our center already has a large number of youth participants and is trusted by families in our community. ACC recently hired a full-time Outreach Specialist who attends community events at schools and other locations youth frequent to recruit participants. Our Outreach Specialist also conducts outreach efforts via our social media channels.

### **PerformanceMeasures**

For the proposed project ACC will record the number of patients seen, as well as each patient's frequency and duration of treatment and total contact hours with the clinician. Additionally, ACC will track overall client satisfaction using the Participant Survey tool designed by the Family Resource Center Association. In order to gain more detailed and specific insights on the impact of the proposed mental/behavioral health work, ACC would also engage all clients in the completion of standardized self-reporting instruments at first contact, at regular intervals thereafter (the frequency of which would be determined by the individual patient's initial screening) and at closure of service,

using COMPASS Primary Health and Behavioral Health tools, a tool validated and promoted by the state of Colorado for use with behavioral health therapists. ACC would also use evidence-based instruments specific to the field of behavioral health, selected in relation to each individual patient's initial screening, diagnosis and treatment plan. Some options the therapist will choose from include the Patient Health Questionnaire (PHQ-9), Generalized Anxiety Disorder 7-Item Scale (GAD-7), Columbia-Suicide Severity Rating Scale (C-SSRS) and Health Related Quality of Life Scale (HRQOL-4 +3). All outcome data would be reported on an aggregate basis, in order to comply with all relevant Health Insurance Portability and Accountability Act (HIPPA) regulations.

### **Attachments:**

ACC\_OrgChart\_Mar2022.pdf  
ACC\_ProgramsReport\_2020\_Final.pdf  
ACC Articles of Incorporation-merged.pdf  
YVPP Grant Budget.pdf  
ACC BoD\_3.9.22.pdf  
ACC BOARD MEETING Minutes - Feb. 28, 2022.docx.pdf  
2022 W9-signed\_merged.pdf  
IRS determination letter 2020.pdf  
ACORD Form 20211223-100041-2.pdf

View the submission and any attachments by following the link below and using this unique access code: 9VC0K1odG70vekIV

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Aurora Housing Authority- Family Services Address: 2280 S Xanadu Way Webpage: <a href="https://www.aurorahousing.org/family-services/">https://www.aurorahousing.org/family-services/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Jazmin Last Name: Moore Title: Community Engagement Coordinator Phone Number: 7207080749 Email: <a href="mailto:jmoore@aurorahousing.org">jmoore@aurorahousing.org</a>
<b>A3. Agency Mailing Address</b>	2280 S. Xanadu Way Aurora, CO 80014
<b>A4. Is your organization (select one of the following)</b>	<input type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input checked="" type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 741977541 DUNS Number (Nine Digit Number): 0247700189

### **B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	80010, 80012, 80011, 80015, 80247
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:



	<input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Aurora Housing Authority launched a new program within Resident Services called ECHO. ECHO stands for Education, Community, Health and Opportunity. The ECHO staff works to bring the 4 elements of ECHO to communities that AHA serves. In such, we conducted a survey asking residents which type of programming they would like to see in their housing
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Youth Adult Senior Education 20% 5% 5% 30% Community 10% 5% 5% 20% Health 10% 15% 15% 40% Opportunity 0% 5% 5% 10% 40% 30% 30% 100%
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Client satisfactions are a tool that we do not consistently provide. However, this is an area of growth that we are committed to. We are in the research process with the aim of learning the most effective way to reach participants and also use the data provided in order to consistently deliver satisfaction
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	We work with Program Partners such as Generation Wild, DAVA, Mad Science, Science Matters, Horizon Foundation, You Be You Early Education, Rocky Mountain Welcome Center, Reach Out and Read and Colorado Mountain Club to provide afterschool and day programming. Health program partners would be 9 Health, Stride Community Health, Tri-County Health Department,
<b>B8. What role will youth play in advising this application?</b>	Currently, Aurora Housing Authority host regular resident council meetings in which any resident (regardless of age) is able to share their input on programming efforts. At some of our properties, youth engagement outweighs the engagement of adults and they are the youth that we look to in

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	AHA has a finance department that has set structures in place to oversee spending and to make sure that funds are being used properly and effectively. In purchasing you need supervisor approval. Once it is approved and the order is made, purchaser fills out a finance form to make sure that the funds are coming out of the correct account. The events are planned for the summer, funds should be used before September 2022.
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 993"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>We have an annual budget that will help maximize the grant funds, should we</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>These funds will exclusively go toward family programming. This programming will</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	5,000			5000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)				0
Fees/Earned Income				0
Donations/Corporate/Individual Support				0
Other (please list)				0
Total	5000	0	0	5000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$0
Narrative: Staff Salaries covered by Organization budget	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: Program Partners should be free to table	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$4000
Narrative: Event supplies will be bought for this use and future community events	
<b>Food / Beverage</b>	\$1000
Narrative: Food for the events	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$0
Narrative: No operating cost as it is covered by the organization budget	
<b>Other</b>	\$0
Narrative: n/a	
<b>GRAND TOTAL</b>	\$5000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	We are proposing a Family movie night series at 6 of our properties that will be FREE and OPEN to the public. This series will feature a family movie that is culturally relevant and timely to the population of the property and
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	Family Movie Night series will begin in late May and will run until late July. We will host six pop-up events, in a block party setting. We will invite community resources for tabling at these events (Summer youth programs, youth food and clothing resources, etc.). At sunset we will begin the movie. We have 675 youth across all of our properties we are hoping to reach at least 200-300 youth during the pop-up events.
<b>D3. What is the age of youth you plan to serve?</b>	0-18 years old
<b>D4. How will you recruit those you plan to serve?</b>	AHA will flyer properties, add to family property newsletters, email and text residents. AHA will post on our social medias, website and parent portals. AHA will also reach out to our community partners and case managers to share with local youth.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will account for number of families in attendance as well as youth served at each event. We will also distribute an event satisfaction survey at the close of the event.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

## Submission Details:

### Webpage

<https://www.aurorahousing.org/family-services/>

### Agency's Mailing Address

2280 S. Xanadu Way Aurora, CO 80014

### DUNS Number (Nine Digit Number)

0247700189

### county names

80010, 80012, 80011, 80015, 80247

### Agency Org Name

Aurora Housing Authority- Family Services

### Address

2280 S Xanadu Way

### First Name

Jazmin

**Last Name**

Moore

**Title**

Community Engagement Coordinator

**Email**

[jmoore@aurorahousing.org](mailto:jmoore@aurorahousing.org)

**Phone Number**

7207080749

**Government**

Government

**Federal Identification Number (Employer Taxpayer ID#)**

741977541

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families, Men, Women, Non-binary Adults

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Aurora Housing Authority launched a new program within Resident Services called ECHO. ECHO stands for Education, Community, Health and Opportunity. The ECHO staff works to bring the 4 elements of ECHO to communities that AHA serves. In such, we conducted a survey asking residents which type of programming they would like to see in their housing communities. Overwhelmingly the answer



received was youth programming. As a result, we have put significant effort into developing partnerships within the community to serve our youth residents. We partner community agencies such as Generation Wild, DAVA, Mad Science, Science Matters, You Be You Early Education, Rocky Mountain Welcome Center and Colorado Mountain Club to provide afterschool and day programming. We have seen increased participation of youth at housing communities as well as participants of our Housing Voucher programs utilizing the programming offered by ECHO.

**Please break down your agency's current service delivery by percentage and programming type.**

Youth Adult Senior Education 20% 5% 5% 30% Community 10% 5% 5% 20% Health 10% 15% 15% 40% Opportunity 0% 5% 5% 10% 40% 30% 30% 100%%

**Does your agency conduct client satisfaction surveys?**

Client satisfactions are a tool that we do not consistently provide. However, this is an area of growth that we are committed to. We are in the research process with the aim of learning the most effective way to reach participants and also use the data provided in order to consistently deliver satisfaction surveys.

**What agencies do you partner with that provide services to Aurora residents?**

We work with Program Partners such as Generation Wild, DAVA, Mad Science, Science Matters, Horizon Foundation, You Be You Early Education, Rocky Mountain Welcome Center, Reach Out and Read and Colorado Mountain Club to provide afterschool and day programming. Health program partners would be 9 Health, Stride Community Health, Tri-County Health Department, Denver Health, YMCA Diabetes Prevention Program, SCL Health, Bondadosa Foods, Adventure Dental, SECOR Cares, and Food Bank of the Rockies.

**What role will youth play in advising this application?**

Currently, Aurora Housing Authority host regular resident council

meetings in which any resident (regardless of age) is able to share their input on programming efforts. At some of our properties, youth engagement outweighs the engagement of adults and they are the youth that we look to in order to guide our programming efforts.

### **Financial overview**

AHA has a finance department that has set structures in place to oversee spending and to make sure that funds are being used properly and effectively. In purchasing you need supervisor approval. Once it is approved and the order is made, purchaser fills out a finance form to make sure that the funds are coming out of the correct account. The events are planned for the summer, funds should be used before September 2022.

### **What programming does your organization specialize in?**

At-Risk Population, Youth Programming

### **C3 Leverage**

We have an annual budget that will help maximize the grant funds, should we receive that funding.

### **C4 Efforts**

These funds will exclusively go toward family programming. This programming will have the goal of strengthening the family by shared, positive experiences in a safe, comfortable setting. Currently, programming in our office focuses either on youth experience, adult experience or creating community.

**textarea\_EGg**

5,000

**textarea\_qdB**

5000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

5000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

5000

**Narrative**

Staff Salaries covered by Organization budget

**Narrative\_1**

Program Partners should be free to table

**Program Staff**

0

**Program Staff**

0

**Program Staff**

1000

**Program Staff**

0

**Program Staff**

0

**Program Staff**

5000

**Program Staff**

4000

**Narrative\_1**

Event supplies will be bought for this use and future community events

**Narrative\_1**

Food for the events

**Narrative\_1**

No operating cost as it is covered by the organization budget

**Narrative\_1**

n/a

**D1 What is your proposed**

We are proposing a Family movie night series at 6 of our properties that will be FREE and OPEN to the public. This series will feature a family movie that is culturally relevant and timely to the population of the property and neighborhood. Family movie nights are beneficial in the ways of building bonds with family members, creating memories, and build self-esteem among youth. It is hard to carve out time in our busy day-to-day and we spend hours away from our families at work, running errands, and other life callings it is essential to make time for

family and develop and maintain close family relationships. Youth who spend quality time with “love ones” have shown more confidence and are more socialable. Showing youth that adults value their time and attention is a large contributor to youth success.

### **scope of work**

Family Movie Night series will begin in late May and will run until late July. We will host six pop-up events, in a block party setting. We will invite community resources for tabling at these events (Summer youth programs, youth food and clothing resources, etc.). At sunset we will begin the movie. We have 675 youth across all of our properties we are hoping to reach at least 200-300 youth during the pop-up events.

### **your plan to serve**

0-18 years old

### **you plan to serve\_3**

AHA will flyer properties, add to family property newsletters, email and text residents. AHA will post on our social medias, website and parent portals. AHA will also reach out to our community partners and case managers to share with local youth.

### **to report**

We will account for number of families in attendance as well as youth served at each event. We will also distribute an event satisfaction survey at the close of the event.

## **Attachments:**

AHA-W9.pdf

Certificate of Good Standing - Aurora Housing Authority.pdf

echo2022budget.pdf

coaliabcert2022\_ahainsurance.pdf

View the submission and any attachments by following the link below and using this unique access code: h5mQkuLgnCvfDDIP

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

**COA Youth Violence Prevention Program Grant  
March 2022**

**Agency Information:**

**Adams/Arapahoe 28J, Aurora Public Schools  
15701 E. 1<sup>st</sup> Avenue, Suite 106  
Aurora, CO 80011**

**Contact:**

**Brandon Wright  
303.365.5819  
[bvwright@aurorak12.org](mailto:bvwright@aurorak12.org)**

**We are a school district.  
We serve youth and non-binary youth.  
We serve at-risk and high-risk students.  
We do youth programming.**

**How has your organization been successful in working with youth in the past?**

Aurora Public Schools was founded in 1885 and is currently the fifth largest school district in Colorado, with 63 schools serving 38,000 students. Since its inception the district has strived to offer youth in the Aurora community an educational experience that nurtures their academic success while fostering their overall wellness. Under APS' strategic plan, APS 2026: Faces of the Future, the district's mission is described as: "In partnership with the community, we accelerate learning for all students to develop the knowledge, skills and character necessary to shape successful futures." APS 2026 has four strategic goals that every student will have: 1). A plan for the future, 2). A set of skills to implement their plans, 3). Credentials that open doors, and 4). A community of support. Accordingly, APS offers a variety of engaging academic programs for every student, including Innovation schools, International Baccalaureate Programs, 21st Century learning environments with interactive technology, advanced educational software and online courses, gifted and talented programs, concurrent enrollment programs, and free preschool and full-day kindergarten programs. The district also provides social/emotional support through mill levy funds, voted on by Aurora citizens, and a variety of Federal, State, and local funds. APS works with students and families to identify the challenges faced everyday by the population the district serves and the resources needed to address those issues. The recent pandemic has also brought to light equity gaps that could create barriers for students' academic progress and overall success. These equity gaps include access to reliable internet, access to culturally responsive mental health services, and food instability. The district will continue to work with community partners to support the youth and their families by providing Tier III



intervention and prevention resources through the APS Wraparound Services Program outlined in the application below. The Behavior System Support (BSS) Wraparound Services Program's mission is to continue on the APS pathway of student success by intricately integrating fundamental and holistic practices that equitably align social emotional wellness and academic learning into the fabric of the school climate; and to foster safe and supportive learning environments that maximize each student's personal definitions of success as part of their own plan for their future.

**Please breakdown your agency's current service delivery by percentage and program type?**

Aurora Public Schools is a Local Educational Agency (LEA) with a primary function to educate the youth within the boundaries of the district. The district allocates 100% of its effort to providing educational services to the diverse student population it serves. APS also recognizes the importance of supporting students to reach their highest academic potential. In order to achieve this, students need not only to be challenged academically, but also need to be healthy, safe, engaged and supported. Each student enters a classroom with unique needs related to learning, health (physical, social, and emotional wellbeing), safety and support. For this reason the district also provides wrap around services that include mental health support, school-based health clinic services, afterschool services through the allocation of mill levy funds, and targeted wrap around services provided through multiple internal and external partnerships that provide Tier II and Tier III interventions and prevention services. The Behavior System Support (BSS) Wraparound Services Program provides interventions and prevention services to address the specific needs of students referred to the Multidisciplinary Team (MDT). The team supports students who are at risk of engaging in behaviors detrimental to their future and who may end up needing the support of community systems without prevention services.

**Does your agency conduct client satisfaction surveys?**

Each year the district conducts a parent and student climate survey. Studies suggest that a positive school climate correlates with student academic achievement. When students and families view the school climate as safe and supportive, the teaching and learning environment cultivates student success. Building relationships with students and families and positive school environments have been shown to foster greater student achievement when properly cultivated. School climate can even be a protective factor for students with less than ideal family environments, moderating the relationship between possible negative burdens the students have and their academic outcomes. Research also suggests that positive interpersonal relationships and optimal learning opportunities in all demographic environments can increase school achievement levels and reduce maladaptive high-risk behaviors. The American Institutes for Research developed the student climate survey that is currently used by Aurora Public Schools (APS). In their report, Osher, Kendziora, and Chinen (2008) state:

- Students who attend safe schools are more likely to be academically engaged and are less likely to exhibit problem behaviors such as drug use or violence. Students are less likely to drop out of safe schools (Bekuis, 1995; Bryk & Thum, 1989; Greenberg, Skidmore, & Rhodes, 2004; Osher, Dwyer, & Jimerson, 2005).

In 2019-20, 70.3% of the student population responded to the Student Climate Survey (SCS), which assesses four core constructs within schools that have been identified as having a positive impact toward students' academic achievement:

- The Safe & Respectful Climate subscale measures how physically and emotionally safe students feel.
- The High Expectations/Academic Rigor/Challenge subscale measures how much students perceive that teachers and other adults in the school encourage them to think, work hard, do their best, and connect what they are learning in school to life outside of school.
- The Student Support subscale measures how much students feel listened to, cared about, and helped by teachers and other adults in the school.
- The Social and Emotional Learning subscale measures students' perception of their peers' social and problem-solving skills.

One of the most notable results of the 2019-20 survey was the downward trend of the percent of students in agreement with the Social and Emotional Learning subscale measures. The agreement rates for the social/emotional subscale in 2019-20 survey was below 55% for both middle school and high school student responses while agreement with the other three subscales was above 60% at all grade levels. This low level of agreement was also seen universally across the district and not only in the Northwest and Northeast quadrants of the district. The low levels of agreement prior to the pandemic speaks to the need for prevention services and the Behavior System Support (BSS) Wraparound Services Program.

The district will conclude the 2021-22 School Climate Survey in a few weeks. The results of the survey will be reviewed to assess the impact the pandemic has had on the social/emotional state of the district's student population and perhaps speak to the recent increase in high-risk behaviors and student involvement in youth violence.

### **What agencies do you partner with that provide services to Aurora residents?**

APS understands the important role partners play in supporting our school communities. Key community partners include the City of Aurora, Aurora Parks and Recreation, Aurora Mental Health, APS Foundation, Children's Hospital of Aurora, Every Child Pediatrics, Tri-County Health, Anschutz Medical Campus and their Community Campus Partnership, Community College of Aurora, Comcast, Raytheon, Northrop Grumman, and many local businesses. APS also partners with many nonprofit organizations and philanthropic partners that help APS deliver programs and services so every APS student can have a successful future.

APS also engages with external partnerships through the district's long range facilities and programming plan, Blueprint APS, which focuses on providing our children with the necessary resources, schools and learning opportunities to meet the challenges of the future. Blueprint APS has been shaped with community voice and input starting in 2018 with a key component being community and business partnerships centered on the regional specializations.

To address issues around youth violence, the district works closely with many key agencies and collaborates servicing the Aurora community. The recent increase in violent incidents in the community has prompted the district to further support the valued prevention partnerships with the Aurora Police Gang Unit, City of Aurora's Youth Violence Prevention Program, Aurora Police Department, DARE, Commits, Project Voyce, Downtown Aurora Visual Arts, Aurora Community Center, Dayton Opportunity Center, the Boys and Girls Club, and the Salvation Army. The district will look to both external and internal partners to assist with the implementation of the Behavior System Support Wraparound Services Program to build protective factors in Aurora's youth and prevent their involvement in high-risk behaviors detrimental to their futures and to the community.

**What role will youth play in your application?**

The APS Student Engagement Coordinator has worked closely with student groups during the development of the Behavior System Support (BSS) Wraparound Services Program. She has worked with student groups to identify resources that would support the overall work of the Wraparound Services Program. The district also has used information from the parent and student surveys prior to the pandemic to identify gaps in social/emotional supports needed to address the challenges of the students. Since the pandemic, accessing students to get feedback has been challenging outside of the school day. As the district moves forward, the Wraparound Services Program staff will resume meeting with students to guide the work of building out programming to include student voice. The district will look for opportunities to engage with students that honor their busy schedules.

**What funds can you use as leverage with your request - funds can help provide services?**

Our district received grant funding for Bullying Prevention/Intervention and Wraparound Services (Title IV). These funds support the overall framework of the Wraparound Services Program within the district. Additional support through the COA Youth Violence Grant Program and other external funders will strengthen the district's ability to provide targeted support and resources to address the individual needs of students identified through the APS Multidisciplinary Team (MDT). This team is made up of members within the district and the community that will include the Juvenile Assessment Center, Human Services, Aurora Police Department, and other stakeholders that will work collaboratively to support students and families. This work will be guided and facilitated by the Behavioral System Support Program Director. District representatives on the team will include school staff, risk response coaches, Wraparound Program staff, and support teams from the mental health and school counseling departments.

**Please describe how the efforts you are planning to implement with these funds will be separate from the programming traditionally offered by your agency?**

The Wraparound Program Services will be a Tier III support for identified students and families to receive intensive case management to encourage improved engagement in school while addressing challenges that may hinder personal and educational growth. The families that

participate in wraparound services will receive referrals to access community agency support to address needs. However, if there are immediate needs or access to prosocial activities, our goal is to support families in a timely manner. Wraparound Services creates a single care plan that integrates elements from all agencies and providers to prevent students and families from needing to navigate multiple systems and agencies separately. A portion of the requested funding will be used to assist families with access to any of the following:

- Transportation (Bus tickets or gas vouchers)
- Hygiene Items
- Band Instrument Rental
- Activity Fees (Middle and High School)
- Athletic Gear (Cleats, pads, tennis rackets, balls, shin guards, etc.)
- Payment of school fees that normally prevent students from participating in graduation
- Food Bank Items-Non-perishables
- Uniform fees
- School Supplies
- Shoes
- Funding interventions and prevention services that are identified during district level MDT process
- Other identified as needs (through the staffing process)

When there are families that are presented with challenges or a lack of resources, the district wants to be responsive. The students and families who receive these services and timely resources may be able to avoid future challenges and prevent students engaging in high-risk behaviors.

#### **Program Delivery:**

#### **What is your projected timeline, number of your served, number of events and description of programming implementation you are seeking funding for?**

The requested funding will be supplemental funds that will allow the district to support families that are reviewed via the MDT process. Although the district is still building out our MDT process, it will be implemented at the start of the 2022-2023 school year. The funding will be used during the course of the school year as students are referred to and staffed by the MDT. The program and school sites will be staffing students throughout the year that are identified as disengaged, demonstrating early warning signs, and disconnected from their school community. The funding will be used to ensure that the district puts protective factors in place to encourage student success. The program is requesting funds to support up to 122 students across the district. As stated above the Wraparound Program Services will be a Tier III support for identified students and families to receive intensive case management to encourage improved engagement in school while addressing challenges that may hinder personal and educational growth. The families that participate in wraparound services will receive referrals to access community agency support to address needs. The funds will be used to provide

resources to students and families as a prevention measure responsive to their needs in a timely manner.

**What is your proposed programming?**

The Wraparound process is a collaborative, team-based approach that utilizes strength based principles and practices to support students and school based planning. Wraparound services work to create a strong foundation in which engagement processes promote a blending of perspectives along with high-quality problem solving practices. In an effort to support families in addressing their complex needs, a team approach looks to create a plan that will improve students' daily lives. Each Risk Response Coach and identified school based team member(s) will work together to meet the unique needs of the child and family. Wraparound is a collaborative process driven by the perspective of the child with the support of their family. The plan will incorporate the identified strengths and culture of the youth and their family. Incorporating natural supports that build self-efficacy for the student and family will lead to the achievement of their desired goals. APS will be developing a district level Multidisciplinary Team to align with a Wraparound Services Grant that will be used to support school teams with district and community level support to intentionally address student concerns that stifle academic success. The requested funds would allow the team to support the student/family with student access to prosocial programming in the school and/or community. In addition to utilizing community resources to address any identified needs, these funds would allow us to layer in protective factors that could be a barrier to student success.

**What is the age of youth you plan to serve?**

The Behavior System Support Wraparound Services Program assists all students, PreK-12th grade, enrolled in the district. The program will assist any student referred to the MDT and resources provided through the COA Youth Violence Prevention Program Grant funds will support students of all ages.

**How will you recruit those you plan to serve?**

Students and families in the district are referred to the MDT process. A case plan will be created during this process that will capture student risk and protective factors, strengths and weaknesses, challenges that are presented in and out of school and prevention services that have been implemented at the school, home and in the community. The team will collaborate with the goal of identifying additional interventions and prevention to support the student. In addition to academic interventions and prevention services, the team will also work on identifying protective factors that can be implemented to increase student engagement. Any student in the district can be referred to the MDT for engagement support. The MDT team will review students' referral and their case plans to make decisions about how the resources will be allocated. It will be a team decision driven by the needs of the students and families and feedback by supporting stakeholders.

**What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?**

The desired outcome of the Wraparound Services Program is to create a single care case plan. This plan will coordinate efforts to support students and families eliminating the need for additional systems involvement. By integrating resources from all agencies and providers, students and families will be able to navigate multiple systems and agencies through the MDT case plan process. Positive outcomes follow when best practices and standards for the wraparound process are followed closely. By refocusing our attention on the student/family and their community; wraparound programming has proven to help families get their needs met within their respective communities. By providing these wraparound services it will increase the student's ability to remain in their educational environment. Wraparound can be extremely efficient and useful when applied appropriately.

The Behavior System Support (BSS) Wraparound Services Program staff, with the assistance of the APS Family Liaisons and the Risk Response Coaches, will track the students referred to the MDT and receive support and resources from the designated funding provided through the COA Youth Violence Prevention Program Grant. A framework and protocol will be developed by the team to assist with assessing student needs and allocating resources in a timely manner to ensure students receive the support they need to prevent them from entering multiple systems. The data collected will be evaluated along with the outcomes of the Wraparound Services Program to ensure the allocated resources are supporting the goals of the program. The staff will track the number of referrals, the responsiveness of the team and when the resources were received by the students and families, if the students and families needed additional follow up support, and the educational outcomes students experienced through a follow up process. The tracking will begin during the initial MDT process and case plan. The district will also review the services provided to ensure all services and resources allocated through the Youth Violence Prevention grant followed the guidance principles of wraparound services of being:

- Family Choice and Family Voice
- Team-based
- Organic Supports
- Collaboration
- Community-based
- Culturally Aware
- Individualized
- Strengths-based
- Unconditional
- Outcome-based

**Aurora Public School  
Youth Violence Prevention Grant  
Scope of Work (SOW)**

The Aurora Public Schools Behavior System Support (BSS) Wraparound Services Program will provide any student referred by the MDT, PreK-12th grade, and Tier III Intervention and Prevention services. The district Multidisciplinary Team (MDT) will work with students, families, and school staff to identify interventions and prevention services in a timely manner. The district will start providing services July of 2022 through June 2023.

The COA Youth Prevention Program Grant funds will be used to provide resources to support students and families serviced through the MDT process. Student and family Tier III Intervention and Prevention resources will have an average cost of up to \$100 per resource with a total of up to 122 student referrals. The MDT could also take a majority vote to exceed the \$100 limit in cases where students and families are facing a crisis and their needs are greater than the \$100 level of support. The total cost of the resources provided through the MDT process will be \$12,200. The resources provide could include the following:

- Transportation (Bus tickets or gas vouchers)
- Hygiene Items
- Band Instrument Rental
- Activity Fees (Middle and High School)
- Athletic Gear (Cleats, pads, tennis rackets, balls, shin guards, etc.)
- Payment of school fees that normally prevent students from participating in graduation.
- Food Bank Items-Non-perishables
- Uniform fees
- School Supplies
- Shoes
- Funding interventions and prevention services that are identified during district level MDT process
  
- Other resources as needed identified though the MDT case plan process

Funds will also be allocated to support the non-contracted hours for the APS Student Engagement Coordinator's oversight of COA Youth Violence Prevention Program Grant Resources for a total of \$2,733.

Additionally, the district will provide the COA evaluation data on a quarterly basis and follow the COA's invoice process.

The total cost of the SOW for the Aurora Public Schools Behavior System Support (BSS) Wraparound Services Program will be \$14,933.



**Aurora Public School  
Youth Violence Prevention Grant  
501c3 Stout and Budget information**

**501c3 Status**

Aurora Public Schools, Adams/Arapahoe 28, is a public school that can apply for recognition of tax-exempt status under section 501(c)(3) of the Internal Revenue Code (IRC); this step is not required in order for such organizations to qualify for private foundation grants. Generally, the IRS treats public school districts as government instrumentalities. The district does have a current tax -exempt certification issue in June, 2013. The district's tax certificate is attached to this document.

**Aurora Public Schools Organizational Budget**

The Aurora Public Schools Adopted 2021-22 Organizational Budget is a large document that can be viewed at:

<https://budget.aurorak12.org/wp-content/uploads/sites/22/2022/01/APS-Adopted-MYM-Budget-2021-2022-1.pdf>

**Insurance Documents:**

Risk management will coordinate with COA Risk Management staff to address insurance certificates per Christina Amparan.

**Financial Oversight Documents are large documents and can be viewed at the links below:**

**District Policies:**

<https://aurorak12.org/about-aps/district-policies/>

**Standard Operating Procedures:**

<https://sites.google.com/aurorak12.org/oracle-training/standard-operating-business-procedures>

**District Map and Boundaries:**

<https://planning.aurorak12.org/map-gallery/district-maps/>

Aurora Public Schools  
**Behavior System Support (BSS) Wraparound Services Program**  
**Program Budget**

Item	Expenses Description	Cost	Funding Source
Program Oversight, Salary and Benefits	APS staff time for oversight of the Behavior System Support (BSS) Wraparound Services Program - 6 staff x \$5,000 in salary and benefits	\$30,000	APS, General Funds
Program Staff, Salary and Benefits	Wraparound Services Program Coordinator and Support Specialist	\$225,000	APS, Title IV Federal Funds
Students Engagement Coordinator, Salary and Benefits for COA Youth Violence Prevention Program Grant Coordination	Non-contracted hours salary and benefits for APS Students Engagement Coordinator's Oversight of COA Youth Violence Prevention Program Grant Resources – 8 hours per month x 8 months x \$35 per hour, plus benefits @ 22%	\$2,733	Grant Request, COA Youth Violence Prevention Program Grant
Behavior System Support (BSS) Wraparound Services Program, Tier III Intervention and Prevention Resources	Student and Family Tier III Prevention and Intervention Resources – Average cost of resource, up to \$100 per resource x 122 referrals	\$12,200	Grant Request, COA Youth Violence Prevention Program Grant
<b>Total Direct Costs:</b>		<b>\$269,933</b>	
APS Indirect Costs:	Indirect Cost for APS Expenses @ 4.49% (\$255,000 x 4.49%) – no indirect cost allocated to the COA Youth Violence Prevention Program Grant fund expenses	\$11,450	APS, General Funds
<b>Total Program Cost:</b>		<b>\$281,383</b>	

<b>Total Request, COA Youth Violence Prevention Program Grant:</b>		<b>\$14,933</b>	
--	--	-----------------	--

**COA Youth Violence Prevention Program Grant**

**March 2022**

**Aurora Public Schools**

**Budget Information**

Does your agency currently receive funding from any of the listed resources? (select all that apply).

We receive following funds:

Federal

State

Local

Private

Foundation

COA – TGYS

Adams County

Arapahoe County

Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount
Title I, II, III, and IV	Federal	General Education, Language Services and special support programs	\$16,047,174
ESSER	Federal	Programs and services to address impact of COVID 19	\$73,647,248
21 <sup>st</sup> Century	Federal	Afterschool - Compass	\$3208,491
Concurrent Enrollment	CDE State	CE professional development for teachers	\$150,000

Bully Proofing Prevention	CDE State	Bully Proofing Programs	\$200,000
---------------------------	-----------	-------------------------	-----------

Source	Funds Requested	Committed	Pending	Total
Funds requested from the Youth Violence Prevention	\$14,933	N/A	\$14,933	\$14,933
Government Grants(including 21 CCLC, etc. please list)	N/A	\$124,317,749	-0-	\$124,317,749
Foundations	N/A	\$5,877,575	-0-	\$5,877,575
Fees and Earned Income	N/A	-0-	-0-	-0-
Donations/Corporate/Individual	N/A	-0-	-0-	-0-
Other – General Funds	N/A	\$590,800,140	-0-	\$590,800,140
<b>Total:</b>	<b>\$14,933</b>	<b>\$720,995,464</b>	<b>\$14,933</b>	<b>\$721,010,397</b>



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Aurora Sister Cities International Address: 15151 East Alameda Parkway, Suite 5909, Aurora, Colorado 80012 Webpage: <a href="https://aurorasistercities.org/">https://aurorasistercities.org/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Georgia Last Name: Duran Title: Director of Strategy and Storytelling Phone Number: 720-273-4115 Email: <a href="mailto:georgia.duran@aurora.org">georgia.duran@aurora.org</a>
<b>A3. Agency Mailing Address</b>	15151 East Alameda Parkway Suite 5909 Aurora, Colorado 80012
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 46-434-7681  DUNS Number (Nine Digit Number): 006152902

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	The Aurora Sister City International's (ASCI) Global Youth Leaders (GYL) pipeline program primarily serves middle and high school students and families who are refugees, immigrants, or marginalized people in Adams and Arapahoe counties located in the city of Aurora. These service areas are intentional as our goal is to improve inclusion and mutual respect through global awareness.  Aurora neighborhoods include Chambers Heights, Del Mar Parkway, Lyn Knoll
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Aurora Sister Cities International's (ASCI) Global Youth Leaders pipeline program (GYL) provides meaningful regularly scheduled, structured, and supervised opportunities for students to participate in local, national, and global community service and leadership activities. The pipeline starts with a 1-week entryway summer program, which develops students' skills, provides wellness
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Youth Summer Camps 15% Youth Quarterly Leadership Workshops 5% Youth Monthly Service Learning Activities 5% Youth Weekly Check-ins and Communication/Resource Support 2% Youth Scholarship Fund Development & Administration 2% Youth Outreach and Engagement 20% Youth Program Curriculum Development 8% Youth Exchange Programming 7%
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes, before and after each youth activity, we collect close-ended and open-ended feedback from students to assess satisfaction, effectiveness, and impact. We make immediate changes if needed to ensure that our offerings are culturally relevant and engaging.
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Before listing the names of some of our partners or describing the activities we engage in with partners, we want to address our approach to partnerships. Because our work is evidence-based and data-driven, we familiarize our partners with research that indicates students of lower economic means are significantly less likely to participate in activities outside of school. This means
<b>B8. What role will youth play in advising this application?</b>	Feedback from youth involved in our programs is what has motivated us to seek additional funding. Students have informed us that they want more workshop sessions during the school year, more volunteer opportunities, and they have asked us to develop the second summer camp program to help

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	Aurora Sister Cities International (ASCI) budgets annually. The process begins in September with a Board workshop aimed at reviewing the organization's programmatic, organizational, and financial performance. The Board then spends the next three months setting strategic priorities as well as financial and fundraising goals. The Board also reviews and approves financial documents (Balance Sheet, P&L Statements, and Cash Flow) at each monthly Board meeting. ASCI utilizes a bookkeeper to prepare the financial statements monthly together with the CEO and the Board Treasurer. In addition, a separate accounting firm reviews financials yearly as part of the tax review and submission process. In 2022, we have secured funding for a financial audit to ensure transparency and accountability.
--	---



<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1534 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>City of Aurora</td> <td>City of Aurora</td> <td>Grant to provide</td> <td>\$112,000</td> </tr> <tr> <td>Event and</td> <td>Event and</td> <td>Support GenOp,</td> <td>\$35,775</td> </tr> <tr> <td>Daniels Fund</td> <td>Foundations</td> <td>Grant to support</td> <td>\$30,000</td> </tr> <tr> <td>WEND Collective</td> <td>Foundations</td> <td>Grant to Support</td> <td>\$25,000</td> </tr> <tr> <td>Corporate/Institutio</td> <td>Private</td> <td>Supports GenOp</td> <td>\$19,500</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	City of Aurora	City of Aurora	Grant to provide	\$112,000	Event and	Event and	Support GenOp,	\$35,775	Daniels Fund	Foundations	Grant to support	\$30,000	WEND Collective	Foundations	Grant to Support	\$25,000	Corporate/Institutio	Private	Supports GenOp	\$19,500
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
City of Aurora	City of Aurora	Grant to provide	\$112,000																						
Event and	Event and	Support GenOp,	\$35,775																						
Daniels Fund	Foundations	Grant to support	\$30,000																						
WEND Collective	Foundations	Grant to Support	\$25,000																						
Corporate/Institutio	Private	Supports GenOp	\$19,500																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Aurora Sister Cities International (ASCI) is a fiscally responsible organization that</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>Due to feedback from youth participants in our Global Youth Leaders pipeline,</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$10,000			10000
Government Grants (including 21 CCLC, etc. please list)		\$122,000		122000
Foundations (please list)		\$34,000	\$55,000	89000
Fees/Earned Income		\$8,000	\$31,000	39000
Donations/Corporate/Individual Support		\$45,000	\$50,500	95500
Other (please list)				0
Total	10000	209000	136500	355500

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$2,500
Narrative: ASCI has recently hired a full-time youth program manager and requests that a portion of this grant support her salary and benefits. Her total annual salary will be \$48,500, and the organization will contribute an additional \$8,000 annually for health, vision, dental insurance,	
<b>Partners/Specialty Services (detail each example)</b>	\$3,000
Narrative: ASCI will require \$3,000 to engage leadership and education consultants to develop curriculum and/ or lead bi-monthly workshops.	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$1,000
Narrative: \$1,000 will be used to support marketing and outreach supplies that foster youth engagement and participation such as giveaways for outreach events, signs, banners, printing supplies for program registration, etc.	
<b>Food / Beverage</b>	\$3,000
Narrative: \$3,000 will be used to provide lunch, as well as morning and afternoon snacks to youth during 4 weeks of summer programming and an additional \$900 will be used to provide food and beverage during 6 bi-monthly workshops.	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$500
Narrative: ASCI purchases journal and portfolio supplies, as well as some art and other supplies for the summer camp and workshop activities.	
<b>Other</b>	\$0
Narrative: There are no other applicable expenses.	
<b>GRAND TOTAL</b>	<b>\$10000</b>

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Our proposed programming includes continuation of our existing Global Youth Leaders pipeline program. Funds from this grant would be used to expand our offerings based on information from our community--specifically Aurora youth
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>Projected Timeline: The summer camp activities will take place by September 1, 2022, and the spoken word workshop will be completed before February 1, 2023.</p> <p>Specific descriptions of program implementation actions and timelines for the new summer camp include:            -Engaging educators and creating the five-day curriculum - by May 1, 2022            -Creating promotional materials to market the new free camp - by May 1, 2022            -Recruiting students - by June 1, 2022            -Offering at least one session during summer of 2022 - by August 2022            -Collecting feedback from students and revising the daily sessions based on feedback - by August 15, 2022</p>
<b>D3. What is the age of youth you plan to serve?</b>	Middle school and high school students may participate. Generally their ages range
<b>D4. How will you recruit those you plan to serve?</b>	We are committed to recruiting middle and high school students and families who are refugees, immigrants, or marginalized people in Aurora. Our recruitment is strategic and intentional. We recruit by attending key events where youth will be present and "tabling" with information signage and
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>Aurora Sister Cities International worked with an outside evaluation consulting firm to develop metrics to assess our program offerings. We collect qualitative data through open-ended survey questions as well as through conversations with participants before, during, and after events. We also collect quantitative data using surveys after each event.</p> <p>We will measure outcomes in five areas:</p>

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

### Submission Details:

**Webpage**

<https://aurorasistercities.org/>

**Agency's Mailing Address**

15151 East Alameda Parkway Suite 5909 Aurora, Colorado 80012

**DUNS Number (Nine Digit Number)**

006152902

**county names**

The Aurora Sister City International's (ASCI) Global Youth Leaders (GYL) pipeline program primarily serves middle and high school students and families who are refugees, immigrants, or marginalized people in Adams and Arapahoe counties located in the city of Aurora. These service areas are intentional as our goal is to improve inclusion and mutual respect through global awareness. Aurora neighborhoods include Chambers Heights, Del Mar Parkway, Lyn Knoll, North Aurora, and Sunnyvale. We also serve students in the Aurora Public Schools ACTION Zone, and the entire school district, including students who

attend Aurora Central High School, Hinkley High School, North Middle School, and Quest K-8. We also serve students in the Cherry Creek School District, including students who attend Eaglecrest High School, Laredo Middle School, Overland High School, and Prairie Middle School. Zip codes we serve include 80010, 80011, 80012, 80013, and 80015.

**Agency Org Name**

Aurora Sister Cities International

**Address**

15151 East Alameda Parkway, Suite 5909, Aurora, Colorado 80012

**First Name**

Georgia

**Last Name**

Duran

**Title**

Director of Strategy and Storytelling

**Email**

[georgia.duran@aurorasistercities.net](mailto:georgia.duran@aurorasistercities.net)

**Phone Number**

720-273-4115

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

46-434-7681

**What Populations does your agency serve?**

Youth

## **textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

### **How has your organization been successful in working with youth in the past?**

Aurora Sister Cities International's (ASCI) Global Youth Leaders pipeline program (GYL) provides meaningful regularly scheduled, structured, and supervised opportunities for students to participate in local, national, and global community service and leadership activities. The pipeline starts with a 1-week entryway summer program, which develops students' skills, provides wellness support, and fosters competencies in communication, creativity, and civics. Following this summer program, our GYL engagement pipeline then provides meaningful opportunities for students to participate in local, national, and global community service, as well as skill development workshops, throughout the school year. Students also have the opportunity to take leadership roles in the program and serve as peer mentors and facilitators for new participants. Our program was developed in alignment with evidence-based practices for teaching and learning from the Colorado Department of Education. Specifically, we align with civics education standards as well as standards for inclusive and culturally relevant teaching for effectively engaging diverse youth. We also believe we are in alignment with evidence-based practices for youth violence prevention, including the CDC National Center for Injury Prevention and Control's Division of Violence Prevention's recommendations presented in the document, "A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors."\* Specifically, our pipeline program utilizes the CDC's "technical package strategies" of "strengthening youths' skills" and "connecting youth to caring adults and activities" (\*p.12). Additionally, the CDC's "strengthening youth skills" approach is to utilize "universal school-based programs" (\*p.21), and we use an out-of-school model, which we believe fully reaches the outcomes reflected in the CDC's "technical package rationale" for the strategy of strengthening youth skills because we develop youths'



skills in the areas of “communication, problem-solving, conflict resolution and management, empathy, impulse control, and emotional regulation and management” (\*p.21). We believe this is relevant because we agree with the CDC that “building youth’s interpersonal, emotional, and behavioral skills can help reduce both youth violence perpetration and victimization” (\*p.21). After the free 1-week entry camp, the pipeline engages participants over multiple years in monthly service-learning opportunities, such as volunteering at a local food pantry. Students also engage in quarterly workshops that focus on leadership, self-identity development, and civic engagement. Workshop topics vary because we develop sessions based on student requests. With increased funding, we will increase these workshops to bi-monthly, and ideally even monthly. We also check in with our students weekly via emails, texts, and phone calls, providing them with check-ins, resources, and upcoming opportunities. Our program is fully aligned with the CDC’s “connecting youth to caring adults and activities” approach of “mentoring” (\*p. 25). Rather than using a traditional “after-school programs” (\*p. 25) approach, we provide a year-round out-of-school approach. We believe that we fully reach the outcomes reflected in the CDC’s “technical package rationale” for the strategy of “connecting youth to caring adults and activities” because we help students develop skills that “help youth increase their self-awareness, accuracy in understanding social situations ... and capacity to resolve conflict without violence” (\*p. 25). Youth not only develop positive relationships with leaders and facilitators in the program, but they also develop positive relationships with diverse volunteers who support the program and the organization as a whole. We fully agree with the CDC that “relationships with caring adults, in addition to parents or caregivers, can influence young people’s behavioral choices and reduce their risk for involvement in crime and violence, alcohol and other substance use, and high-risk sexual behavior” (\*p. 25). The Global Youth Leaders pipeline program also directly addresses two of the top risk factors impacting Aurora youth, as indicated by the Youth Prevention Program Notice of Funding announcement. Specifically, we provide opportunities for youth to be involved in engaging and inclusive social activities that increase their

skills and develop their voices, which positively affects their choices to stay home rather than running away. In addition, we provide numerous ongoing opportunities for youth to be connected with trusting adults, which positively impacts their choices to avoid substance abuse. Although we do not directly address low levels of commitment to school, students in our program are engaged and active in school, and we provide many opportunities for college and career readiness, which has a positive correlation with mental health. In the GYL pipeline, we empower students to understand that they can create global change by acting locally. The pipeline also provides students with unique national and international learning opportunities. Students may participate in events, including a global art showcase, and they may apply for scholarships to attend youth leadership summits in the U.S. and in our sister cities, including Jaco, Costa Rica and Seongnam City, South Korea. During the global pandemic, we have offered virtual student exchanges. Our organization and youth program is data-driven and community-informed because participant feedback drives what we offer as we are committed to ensuring that our students' voices are developed and heard in our community. Qualitative data comes from conversations with students and open-ended survey responses. In addition, we share qualitative information about student experiences as we advance their engagement in our community. For example, we created a short bilingual video that highlights student experiences, which we distributed on our website, via social media, and through our local TV channel. We also use surveys to collect quantitative data from students, and this pre- and post-test data provides evidence of the pipeline program's effectiveness. Further, this data provides tangible evidence that our program is effective in the areas of "strengthening youths' skills" and "connecting youth to caring adults and activities" (\*p.12), which are part of the CDC's "technical package strategies"\* for reducing youth violence and other at-risk behaviors. To demonstrate this, below is a sample of evidence of our program effectiveness in four program priority areas: Area 1. Create passionate, globally minded youth who embrace the values of equity and inclusion. -100% indicated that being a part of the GYL pipeline has helped them have more appreciation for the cultures of

others. -97% indicated that being a part of the GYL pipeline has helped them commit to equality and the basic rights for all. Area 2. Empower youth to improve social skills and develop self-confidence. -90% indicated that being a part of the GYL pipeline has helped them learn to speak up for people who have been treated unfairly. -85% indicated that being a part of the GYL pipeline has helped them understand their own values as well as recognize their own strengths. Area 3. Prepare youth to effectively present ideas and opinions, communicate across differences, and resolve conflict. -94% are better prepared to work through conflict -90% are better at communicating with people who are different than them as well as with people who disagree with them. Area 4. Develop better community citizens by increasing understanding of civic engagement and community service. -97% indicated that being a part of the GYL pipeline has helped them know-how to be active and engaged citizens in their communities. -97% indicated that being a part of the GYL pipeline has helped them become more interested in community and world problems. We also believe that our program is effective because we are committed to recruiting middle and high school students and families who are refugees, immigrants, or marginalized people in Aurora. In recent programs our students (or their parents) self-identified as: 44% African American or Black, 20% Asian or Pacific Islander, 18% Latinx, 14% White and 4% Arab or Arab American. Global Youth Leaders pipeline program participants have informed our ideas for expanding our offerings. Overall, students would like more workshop sessions and time together during the academic year when they are not in school, and more options for volunteer opportunities. When asked what topics students want to see included in the school year sessions, responses aligned: a) tackling difficult topics such as oppression and teen suicide, b) new opportunities to be creative and engage in the arts; and c) more information about college/career choices. Students also asked for a second summer session that will focus on civics, communication, and leadership. Additional funding will allow us to offer this in 2022. Our goal is to ensure that students from diverse backgrounds are active and engaged citizens who strengthen our schools and our city. Like other pipeline activities, the curriculum will be developed by a

team of educators to ensure that it is evidence-based, engaging, and culturally responsive. Improvements to the new summer session will also be data-driven, and we will make changes based on student feedback. Our recruitment is strategic and intentional, so in our new Global Youth Leaders pipeline program offerings, we will see similar groups of diverse students. They will come from some of the lowest performing schools in the state. Our students will be from homes that do not have the economic means to send their children to private schools or fee-based out-of-school camps or activities. What the youth we serve have in common is that the students themselves and their parents or guardians want more opportunities for educational, emotional, and economic success. Please see our “Partnerships” response for highlights of academic research-based outcomes that drive our work. \*Please note: Content that includes an asterisk is referencing content from the Center for Disease Control - National Center for Injury Prevention and Control’s Division of Violence Prevention’s recommendations presented in the document, “A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors. Please see the document at: <https://www.cdc.gov/violenceprevention/pdf/yv-technicalpackage.pdf>

**Please break down your agency's current service delivery by percentage and programming type.**

Youth Summer Camps 15% Youth Quarterly Leadership Workshops 5% Youth Monthly Service Learning Activities 5% Youth Weekly Check-ins and Communication/Resource Support 2% Youth Scholarship Fund Development & Administration 2% Youth Outreach and Engagement 20% Youth Program Curriculum Development 8% Youth Exchange Programming 7% Adult Exchange Programming 5% Sister City Committee Work 23% Cultural and Other Special Events (youth and family-friendly) 8%

**Does your agency conduct client satisfaction surveys?**

Yes, before and after each youth activity, we collect close-ended and open-ended feedback from students to assess satisfaction, effectiveness, and impact. We make immediate changes if needed to

ensure that our offerings are culturally relevant and engaging. As mentioned in an earlier response, our organization and youth program is data-driven and community-informed because participant feedback drives what we offer as we are committed to ensuring that our students' voices are developed and heard in our community. Qualitative data comes from conversations with students and open-ended survey responses. We also use surveys to collect quantitative data from students, and this pre- and post-test data provides evidence of the pipeline program's effectiveness. We have shared how we are responding to participants by offering a new 1-week free summer camp and more activities during the school year. A new example of how we use satisfaction feedback is seen in our existing 1-week summer camp. At the end of each day, we collect feedback from students on what they want to see more of and what they want to see less of. Before leading the next day's session, facilitators adapt content based on the participant feedback. We then share changes we have made with students, so they see directly how we listened to them and adapted content to be more engaging and inclusive.

**What agencies do you partner with that provide services to Aurora residents?**

Before listing the names of some of our partners or describing the activities we engage in with partners, we want to address our approach to partnerships. Because our work is evidence-based and data-driven, we familiarize our partners with research that indicates students of lower economic means are significantly less likely to participate in activities outside of school. This means that without programs like ours, many youth in our community do not have opportunities to develop new out-of-school skills or caring connections with adults, and they have fewer opportunities to participate in engaging and positive out-of-school activities. We also share with our partners that students from all demographics who engage in activities beyond the classroom, such as our program, are less likely to engage in violence and associated risk behaviors, they have higher school attendance rates and grades, and they are more likely to earn a degree. Furthermore, students who participate in out-of-school

activities gain higher levels of self-concept and self-worth. They also make new positive connections with peers and adults. We know that when students connect beyond a school network, they are more likely to volunteer in the community and engage civically. As a result of this guiding data, ASCI partners with many groups, including the City of Aurora, Visit Aurora, the Aurora Chamber of Commerce, the Anti-Defamation League, the Community College of Aurora, the University of Denver, and Comcast to expose young people to local government, local businesses, civic engagement, the arts, and college and career readiness. With our service-learning volunteer groups, we partner with the Village Exchange Center, the Rotary Club of Aurora, and local nonprofit and health organizations. For example, we worked with health agencies to provide a culturally inclusive COVID services clinic, and we volunteered with local nonprofits and businesses to conduct a culturally responsive food drive for community members in need. Because ASCI helps students understand how they can create global change by acting locally, we also partner with Aurora Sister City Committees that include members of the El Salvadoran, Ethiopian, Korean, and Japanese communities to expose students to different cultures, values, and experiences. Our committees provide another example of how our organization's work is informed by the communities we serve. Collaboration with sister cities occurs through local ambassadors who lead Sister City Committees. Though committees are open to any volunteers, ASCI prioritizes them as a tool for immigrant and refugee engagement. We conduct ongoing strategic outreach in local Central American, Ethiopian, Japanese, Korean, and other immigrant and refugee communities. As a result, committees primarily include immigrants and refugees interested in promoting relations locally and internationally. Adult and youth newcomer members generally have a more positive interaction with and opinion of Aurora because of positive exposure to city, educational, and business leaders and programs. Committees set priorities and fundraise to achieve goals that align with the ASCI mission. Projects vary widely based on committee priorities. For example, due to political turnover in the country, the Ethiopia Committee-- led by an Ethiopian immigrant-- is focused on raising funds to provide

educational and medical supplies for sister city residents. Aware of economic challenges due to the pandemic, the Korea Committee-- led by a group of first generation Korean-Americans-- has turned its focus locally. Members have raised funds to promote small business owners through an innovative branding and marketing campaign. The Central America Committee has raised funds for education and development projects that include providing art supplies to students in San Salvador and creating a park in Aurora that celebrates Central America. Additionally, all of our partnerships provide our students with opportunities to create caring relationships with adults in a safe and inclusive manner.

### **What role will youth play in advising this application?**

Feedback from youth involved in our programs is what has motivated us to seek additional funding. Students have informed us that they want more workshop sessions during the school year, more volunteer opportunities, and they have asked us to develop the second summer camp program to help them further develop their leadership and communication skills so they can be positive change agents in our city. When we develop and offer the new summer camp, which will also be free, we will engage a previous participant who will serve as an intern this year. Further, we will collect feedback from participants and revise the content as needed to ensure that offerings are engaging and inclusive.

### **Financial overview**

Aurora Sister Cities International (ASCI) budgets annually. The process begins in September with a Board workshop aimed at reviewing the organization's programmatic, organizational, and financial performance. The Board then spends the next three months setting strategic priorities as well as financial and fundraising goals. The Board also reviews and approves financial documents (Balance Sheet, P&L Statements, and Cash Flow) at each monthly Board meeting. ASCI utilizes a bookkeeper to prepare the financial statements monthly together with the CEO and the Board Treasurer. In addition, a separate accounting firm reviews financials yearly as



part of the tax review and submission process. In 2022, we have secured funding for a financial audit to ensure transparency and accountability

**What programming does your organization specialize in?**

Youth Programming

**entity1**

City of Aurora

**funding1**

City of Aurora

**funds support\_1**

Grant to provide service of managing Aurora's Sister City relationships

**awards1**

\$112,000

**entity2**

Event and Program Sponsorships, Ticket Sales, and Silent Auction Revenue

**funding2**

Event and Program Sponsorships

**funds support\_2=**

Support GenOp, Global Youth Leaders. and Committees activities/projects

**awards2**

\$35,775

**entity3**

Daniels Fund

**funding3**

Foundations

**funds support\_3**

Grant to support Global Youth Leaders Program

**awards3**

\$30,000

**entity4**

WEND Collective

**funding4**

Foundations

**funds support\_4**

Grant to Support Global Youth Leaders Program

**awards4**

\$25,000

**entity5**

Corporate/Institutional Partners (Aurora Chamber, Community College of Aurora, Comcast, Visit Aurora)

**funding5**

Private Funds/Corporate/Institution Memberships

**funds support\_5**

Supports GenOp

**awards5**

\$19,500

**C3 Leverage**

Aurora Sister Cities International (ASCI) is a fiscally responsible

organization that abides by nonprofit Generally Accepted Accounting Principles (GAAP). Additionally, and also as a best practices measure, ASCI maintains close to 6 months of operating capital in the bank to ensure that our programs will not be impacted or impeded when the organization fails to receive one grant. Currently, to run its Global Youth Leaders (GYL) program, ASCI receives program support from Daniels Fund, WEND Collective, and the Aurora Rotary Foundation, in addition to support from individual donors. ASCI anticipates renewed funding from its two major foundation supporters in 2022 and 2023 and continues to seek additional funding to grow its program offerings. For the current GYL youth diversion program support in 2022, Comcast has agreed to provide a \$5,000 matching grant to the organization to help with a membership/philanthropic giving campaign to encourage more individual support of the organization and specifically to Global Youth Leaders. ASCI will also continue to submit grant requests to additional private Foundations such as the Rose Community Foundation, Virginia W. Hill Foundation, IMA Foundation, and Denver Active 20/30 Youth Foundation. ASCI believes that its existing operating capital, as well as corporate sponsorship support and existing programmatic funds, can be used to leverage our program and growth goals.

#### **C4 Efforts**

Due to feedback from youth participants in our Global Youth Leaders pipeline, ASCI is developing a second summer camp that focuses on Local Leadership in a Global Community. In addition, due to participant interest, ASCI is also developing a set of bi-monthly workshops for students that further develop their voice as local civic leaders, including a spoken word session. Funds will be used to support these additions to the pipeline program.

#### **Receive funding from resources**

Local Grants, Private Funds, Foundations, Monetary Donations, City of Aurora

**textarea\_EGg**

\$10,000

**textarea\_EGg**

\$122,000

**textarea\_EGg**

\$55,000

**textarea\_EGg**

\$34,000

**textarea\_EGg**

\$8,000

**textarea\_EGg**

\$31,000

**textarea\_EGg**

\$50,500

**textarea\_EGg**

\$45,000

**textarea\_qdB**

10000

**textarea\_qdB**

122000

**textarea\_qdB**

89000

**textarea\_qdB**

39000

**textarea\_qdB**

95500

**textarea\_qdB**

0

**textarea\_qdB**

355500

**textarea\_qdB**

136500

**textarea\_qdB**

209000

**textarea\_qdB**

10000

### **Narrative**

ASCI has recently hired a full-time youth program manager and requests that a portion of this grant support her salary and benefits. Her total annual salary will be \$48,500, and the organization will contribute an additional \$8,000 annually for health, vision, dental insurance, retirement and a cell phone stipend. A portion of her salary is already funded by the Daniels Fund and WEND Collective grants.

### **Narrative\_1**

ASCI will require \$3,000 to engage leadership and education consultants to develop curriculum and/ or lead bi-monthly workshops.

### **Program Staff**

2,500

### **Program Staff**

3,000

### **Program Staff**

3,000

**Program Staff**

500

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

1,000

**Narrative\_1**

\$1,000 will be used to support marketing and outreach supplies that foster youth engagement and participation such as giveaways for outreach events, signs, banners, printing supplies for program registration, etc.

**Narrative\_1**

\$3,000 will be used to provide lunch, as well as morning and afternoon snacks to youth during 4 weeks of summer programming and an additional \$900 will be used to provide food and beverage during 6 bi-monthly workshops.

**Narrative\_1**

ASCI purchases journal and portfolio supplies, as well as some art and other supplies for the summer camp and workshop activities.

**Narrative\_1**

There are no other applicable expenses.

**D1 What is your proposed**

Our proposed programming includes continuation of our existing Global Youth Leaders pipeline program. Funds from this grant would

be used to expand our offerings based on information from our community--specifically Aurora youth. So we will offer a second summer camp, and we will offer more frequent workshops during the school year, including a spoken word session. 1. Develop a new free summer camp: Local Leadership in a Global Community - Description of Scope In our new second free summer camp, we will enhance content to provide more focus on civic participation, so students have the tools to tackle difficult topics because participants have shared that they want a follow-up program that will better prepare them for civic participation to improve our communities. Our new session will enhance community conversations about equity, inclusion and how to use one's voice to enhance social justice. This expansion is also informed by the GYL participants who requested more in-depth exposure to civic engagement, government, and advocacy. We will continue to integrate local Aurora government leaders into programs to facilitate conversations with youth. 2. Develop bi-monthly workshops, including a spoken word workshop - Description of Scope Funds from this grant would be used to develop and offer a spoken word workshop during the year with a former Aurora Poet Laureate. This is in response to feedback by existing participants and new families who are interested in our program. In addition to the civics and leadership components, feedback informed us that there is also an interest in developing youth voice through the arts. This would be a 4-6 hour session that will take place outside of the school day-- likely on a weekend or during a school break. Students would develop and deliver their own spoken word pieces as well as other examples of poetry that reflect some of our sister cities, such as writing a haiku

### **scope of work**

Projected Timeline: The summer camp activities will take place by September 1, 2022, and the spoken word workshop will be completed before February 1, 2023. Specific descriptions of program implementation actions and timelines for the new summer camp include: -Engaging educators and creating the five-day curriculum - by May 1, 2022 -Creating promotional materials to market the new free camp - by May 1, 2022 -Recruiting students - by June 1, 2022 -



Offering at least one session during summer of 2022 - by August 2022  
-Collecting feedback from students and revising the daily sessions  
based on feedback - by August 15, 2022 -Videotaping students'  
testimonials about their experiences, so they have copies of their  
work, and so we can share outcomes with our community - By August  
30, 2022 Specific descriptions of program implementation actions and  
timelines for the spoken word workshop include: -Engaging culturally  
responsive educators and creating the session - by September 2022 -  
Engaging the former Aurora Poet Laureate - by September 15, 2022 -  
Creating promotional materials to market the new camp - by October  
2022 -Recruiting students - by November 1, 2022 -Offering the  
session (along with others) - by February 1, 2023 -Collecting feedback  
from students and revising the session based on feedback - On the  
actual day of the workshop -Videotaping students performing their  
spoken word poems, so they have copies of their work, and so we can  
share their art with our community - Videotaping will take place on the  
day of the workshop, and content will be shared within a month after  
the event Number of youth served: Currently, 170 youth are supported  
across the Global Youth Leaders pipeline offerings. Annually, 40 new  
youth are recruited into the existing summer camp. Of all of the youth  
in the GYL program, it is projected that 40 participants will complete  
the new summer camp in 2022. All of the 170 youth are eligible to  
participate in the spoken word workshop, but likely it will serve  
approximately 20 youth.

### **your plan to serve**

Middle school and high school students may participate. Generally  
their ages range from 12-18 years old.

### **you plan to serve\_3**

We are committed to recruiting middle and high school students and  
families who are refugees, immigrants, or marginalized people in  
Aurora. Our recruitment is strategic and intentional. We recruit by  
attending key events where youth will be present and “tabling” with  
information, signage, and freebies to gain interest. Examples of this  
include Aurora Youth Night, end-of-school year events, and events at

local churches and nonprofits. Further, we have partnerships with many nonprofits that serve youth as well as with staff in Aurora Public Schools and Cherry Creek schools, and we share marketing materials with them. Further, we have weekly communication with students in our current pipeline, so we engage them as well. We also utilize our diverse Sister City Committee members to help us get the word out. Finally, we utilize our website and social media to promote offerings.

### **to report**

Aurora Sister Cities International worked with an outside evaluation consulting firm to develop metrics to assess our program offerings. We collect qualitative data through open-ended survey questions as well as through conversations with participants before, during, and after events. We also collect quantitative data using surveys after each event. We will measure outcomes in five areas: 1. Create passionate, globally minded youth who embrace the values of equity and inclusion. 2. Empower youth to improve social skills and develop self-confidence. 3. Prepare youth to effectively present ideas and opinions, communicate across differences, and resolve conflict. 4. Develop better community citizens by increasing understanding of civic engagement and community service. 5. Prepare youth for success in college and career.

### **Attachments:**

W-9.pdf

Colorado\_Secretary\_of\_State\_Proof\_of\_501c3\_Status.PDF

IRS\_Designation\_Letter\_and\_EIN.PDF

2022\_General\_Liability\_Policy.PDF

View the submission and any attachments by following the link below and using this unique access code: s8BIQcwIDISpJ4TN

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

|



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Children's Hospital Colorado Foundation Address: 13123 E. 16th Ave, Box 045 Aurora, CO 80045 Webpage: www.supportchildrenscolorado.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Eric Last Name: Sigel Title: MD Phone Number: 303-947-8289 Email: eric.sigel@childrenscolorado.org
<b>A3. Agency Mailing Address</b>	860 Potomac St B-025 Aurora CO 80045
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-0813462 DUNS Number (Nine Digit Number): 156474611

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	City of Aurora, CO (Arapahoe and Adams Counties) Denver City/County Douglas County Jefferson County (our referral network and specialty clinics serves the whole state of Colorado)	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	The Adolescent Medicine Program at Children's Hospital has existed since 1988. We currently treat adolescents and young adults ages 12-24. Our services consist of 3 different programs. The Adolescent Medicine Clinic serves as our core clinic, having the designation of a primary care medical home, serving approximately 3000 individuals (8000 visits/year), and our two	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Adolescent Medicine Program: Overall 18,700 visits total annually. 1. Adolescent Medicine Clinic (8000 visits per year/42.7% of Total) a. Primary Care Services (5600 visits), or 70% of the Adolescent Medicine Clinic b. Consultative Services (1000 visits) 12.5% of the Adolescent Medicine Clinic c. Integrated Behavioral Health (1400) 17.5% of the Adolescent Medicine Clinic 2. Family Planning: 8200 visits per year (43.8% Total)	
<b>B6. Please break down your agency's proposed service delivery.</b>	This requested position will facilitate the expansion of our integrated behavioral health team to provide a therapist to focus solely on violence related issues- whether clients are perpetrators, victims, or both. The new therapist will provide trauma informed care, particularly providing Trauma -Focused Cognitive Behavioral Therapy, EMDR (Eye Movement Desensitization and	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	See Attachment provided to Christina Amparan	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Aurora Mental Health Healthy Roots Program Medicaid AIM program at UC Health	
<b>B9. What agencies do you have formal agreements with?</b>	Children's Colorado's BC4U Family Planning Clinic has a Memorandum of Understanding with Aurora Public Schools. We collaboratively provide reproductive and sexual health education to APS students and provide families with information in APS schools and in collaboration with APS	
<b>B10. What role will youth play in advising this application?</b>	Children's Hospital Colorado has a youth advisory board that focuses their energy on mental health. We will utilize the youth advisory board as we roll out our comprehensive youth violence prevention initiative to contribute youth perspective to our process.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>Children's Colorado Foundation has developed the philanthropic management systems to ensure award compliance and timely reporting through its Foundation Relations, Donor Relations and Finance teams and maintains a CRM database of all funds coming into the Foundation and tracks activity. Children's Colorado has the programmatic, administrative, and financial management systems that are necessary to ensure timely expenditure of funds, effective performance, and full compliance with grant agreements. Children's Colorado's Legal and Compliance teams provide accessible and timely guidance to ensure oversight of the organization's smooth implementation of policies and procedures. Additionally, the hospital provides overall leadership and support in the areas of clinical quality effectiveness.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>It is attached.</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;"> <input checked="" type="checkbox"/> Federal Grants  <input checked="" type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Name of funding entity</th> <th style="width: 25%;">Funding stream</th> <th style="width: 30%;">What programming efforts do these funds support?</th> <th style="width: 20%;">Award Amount</th> </tr> </thead> <tbody> <tr> <td>Office of Juvenile</td> <td>Federal 9/1/2021-</td> <td>1. Dr. Sigel as</td> <td>\$997,351 X 3</td> </tr> <tr> <td>CDC</td> <td>Federal;</td> <td>Dr. Sigel's</td> <td>\$200,000 Total</td> </tr> <tr> <td>CDC</td> <td>Federal 9/30/2020-</td> <td>Evaluating the</td> <td>\$13,600 Annually</td> </tr> <tr> <td>Colorado- Medicaid</td> <td>State</td> <td>Integrated</td> <td>229,370 Annually</td> </tr> <tr> <td>Private Donations</td> <td>Private</td> <td>Lock Box</td> <td>\$276,000</td> </tr> </tbody> </table> </div>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Office of Juvenile	Federal 9/1/2021-	1. Dr. Sigel as	\$997,351 X 3	CDC	Federal;	Dr. Sigel's	\$200,000 Total	CDC	Federal 9/30/2020-	Evaluating the	\$13,600 Annually	Colorado- Medicaid	State	Integrated	229,370 Annually	Private Donations	Private	Lock Box	\$276,000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Office of Juvenile	Federal 9/1/2021-	1. Dr. Sigel as	\$997,351 X 3																						
CDC	Federal;	Dr. Sigel's	\$200,000 Total																						
CDC	Federal 9/30/2020-	Evaluating the	\$13,600 Annually																						
Colorado- Medicaid	State	Integrated	229,370 Annually																						
Private Donations	Private	Lock Box	\$276,000																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>The primary funding that we will leverage is the OJJDP grant, which is helping to establish the Comprehensive Hospital Based Adolescent Violence Assessment and Treatment at Children's Hospital Colorado (CHAVAT @ CHCO). That grant provides the foundation for our hospital wide violence prevention initiative, including supporting a care coordinator located in our adolescent medicine clinic who will help coordinate assessments, and connect youth to services. The care coordinator will support the Behavioral Health Specialist requested in this grant.</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>Traditionally the adolescent medicine clinic has had 2.5 FTE of behavioral health clinicians/LCSWs to provide therapy for our primary care patients. The majority of their work focuses on treating major depressive disorder and generalized anxiety. One of our clinicians is experienced with EMDR, though there is a long waiting list for any of these services, and we are limited to providing services only for our primary care patients.</p> <p>Funds from this grant will support a full time behavioral health clinician who can deliver trauma informed modalities, including TF-CBT and EMDR. As importantly, this funding will not be limited to only primary care patients from our adolescent clinic, but to any youth referred for evaluation and treatment that resides in the city of Aurora. This includes youth identified through our</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	94,500			94500
Government Grants (including 21 CCLC, etc. please list)		604170	0	604170
Foundations (please list)		0	0	0
Fees/Earned Income		705465	0	705465
Donations/Corporate/Individual Support		276000	0	276000
Other (please list)		0	0	0
<b>Total</b>	<b>94500</b>	<b>1585635</b>	<b>0</b>	<b>1680135</b>



## Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	82,500
Narrative: This requested position will provide a full time (1.0 FTE) therapist to focus solely on violence related issues- whether clients are perpetrators, victims, or both. The new therapist will provide trauma informed care, particularly providing Trauma -Focused Cognitive Behavioral Therapy, EMDR (Eye Movement Desensitization and ...	
<b>Partners/Specialty Services (detail each example)</b>	7000
Narrative: We will partner with the Dayton Street Opportunity Center, who is submitting a proposal to create a Strengthening Families team. We understand they will have some funding to run several cycles, but we are building this into our budget to be able to fund 15 parent/youth dyads so we can assure access to the Strengthening ...	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: NA	
<b>Food / Beverage</b>	0
Narrative: NA	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	4000
Narrative: We are requesting \$4000 to help support the infrastructure of this program, including administrative support, and the purchase of two iPads for patients and parents to use for data collection during the intake process.	
<b>Other</b>	1000
Narrative: The therapist will need a lap top computer to provide telehealth services ( approximately 30% of our current behavioral health visits are done via telehealth) as well as to access and utilize the Electronic Medical Record	
<b>GRAND TOTAL</b>	94500

## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	The proposed programming is to support a full time behavioral health clinician (LCSW, psychologist) who can deliver evidence based interventions, including
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	The CHAVAT @CHCO should be established by May 1st, 2022, with systems in place to assess youth/young adults for appropriate services by June 1st. Realistically, if this grant from Aurora Youth Violence Prevention is funded, it will likely take 3 months to recruit, hire, and begin work for this specific position. If we receive funding by May 1st, then ideally a BHC will be in place by August 1, 2022. However, our processes for assessing youth and referring them to interventions outside our clinic will be available by May 1st. # of youth/young adults served specifically based on this funding: 160-200 annually Programming Implementation: As described above, the BHC will integrate into the already existing CHAVAT, participating in assessments of clients/patients, and then providing direct therapy services to those in need.
<b>D3. What is the age of youth you plan to serve?</b>	12-24
<b>D4. How will you recruit those you plan to serve?</b>	Youth/young adults will come from several sources: 1. Currently, the adolescent medicine clinic screens youth presenting for routine care with the Violence, Injury Protection and Risk Screen. Youth who score in the highest risk range are assessed by the MD/health care provider as well as
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	1. Number of youth screened for violence risk through Adolescent Medicine Primary Care a. Percent screen + for violence risk b. Percent of + risk youth referred for assessment c. Percent of those assessed that receive BHC services 2. Number of youth referred to Ado Med from the AIM program/Community Settings a. Percent Youth who have been referred for assessment from outside primary

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocx.com  
  
 Key: a9f7763d9e833f5becca5a56dccc66b15

# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

Form name	2022 YVPP NOFO INTERVENTION APPLICATION
Submitted by	Eric Sigel

---

## Submission Details:

**Agency Org Name**  
Children’s Hospital Colorado Foundation

**Webpage**  
[www.supportchildrenscolorado.org](http://www.supportchildrenscolorado.org)

**AgencyMailingAddress**  
860 Potomac St B-025 Aurora CO 80045

**Federal IdentificationNumber**  
84-0813462

**DUNSNNumber**  
156474611

**Select a GroupChildrenAdd a New Group \*\***  
choice0

**Agency Org Address**  
13123 E. 16th Ave, Box 045 Aurora, CO 80045

**AgencyContactFirstName**

Eric

**AgencyContactLastName**

Sigel

**AgencyContactTitle**

MD

**AgencyContactPhone**

303-947-8289

**AgencyContactEmail**

[eric.sigel@childrenscolorado.org](mailto:eric.sigel@childrenscolorado.org)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

City of Aurora, CO (Arapahoe and Adams Counties) Denver  
City/County Douglas County Jefferson County (our referral network  
and specialty clinics serves the whole state of Colorado)

**B4 Howhas yourorganization**

The Adolescent Medicine Program at Children's Hospital has existed since 1988. We currently treat adolescents and young adults ages 12-24. Our services consist of 3 different programs. The Adolescent Medicine Clinic serves as our core clinic, having the designation of a primary care medical home, serving approximately 3000 individuals (8000 visits/year), and our two specialty clinics- the Family Planning Clinic ( 8200 visits/year) and our TRUE center for gender diversity (2500visits per year). We are experts in adolescent and young adult

health. The Adolescent Medicine Clinic provides both primary and consultative care treating routine to complex medical, psychiatric, and behavioral issues. Our primary care clinic serves as the medical home to approximately 4500 adolescents and young adults. In terms of demographics, 75% of our patients are publicly insured (Medicaid/Colorado Access) and 20% have commercial insurance. Approximately 45% identify as LatinX, 25% Black, 20% white, 5% Native American. Sixty percent reside in Aurora, 20% Denver, 10% Jefferson County, 10% elsewhere). Within this clinic, we have an integrated behavioral health program with 2.5 LCSWs providing therapy services. We also provide consultative care- youth and young adults referred to us throughout the region. Our specialty clinics address specific needs- contraception and sexual health through our Family Planning Program (offering free birth control options to anyone < 25 years old) and gender affirming care for gender diverse youth. In terms of expertise, we have 9 faculty members (MDs) who are board certified in Adolescent Medicine, 4 adolescent medicine fellows in training, and 6 advanced practice providers. We are the largest adolescent health program within a 500 mile radius of metro Denver. Children's Hospital Colorado overall has consistently been recognized as one of the top 10 Children's hospitals in the country by US News and World Report. In addition to clinical care, faculty have also demonstrated success through research, with our research portfolio focusing on contraceptive success, gynecologic issues, and youth violence prevention, including determining ways to decrease youth access to firearms. We pride ourselves in improving the health and well being for all the patients- and their families- that we work with, demonstrating success as it relates to working with youth.

#### **programing typePercentage**

Adolescent Medicine Program: Overall 18,700 visits total annually. 1. Adolescent Medicine Clinic (8000 visits per year/42.7% of Total) a. Primary Care Services (5600 visits), or 70% of the Adolescent Medicine Clinic b. Consultative Services (1000 visits) 12.5% of the Adolescent Medicine Clinic c. Integrated Behavioral Health (1400) 17.5% of the Adolescent Medicine Clinic 2. Family Planning: 8200

visits per year (43.8% Total) 3. TRUE Center for Gender Diversity  
2500 visits per year (13.3% total)

### **NonBinaryYouth**

choice0

### **Families**

choice0

### **Men**

choice0

### **Women**

choice0

### **NO\_1**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **delivery**

This requested position will facilitate the expansion of our integrated behavioral health team to provide a therapist to focus solely on violence related issues- whether clients are perpetrators, victims, or both. The new therapist will provide trauma informed care, particularly providing Trauma -Focused Cognitive Behavioral Therapy, EMDR (Eye Movement Desensitization and Reprocessing) as well as traditional therapies (CBT, DBT, Motivational Interviewing). We anticipate that the new therapist will be able to serve between 160-200 clients and their families annually. This funded therapist will partner with a newly funded hospital based violence prevention program initiative, with the capacity to provide direct services to clients on site,

in Aurora. This funded therapist will expand the capacity of the violence prevention program to work specifically with youth and their families from Aurora.

### **OrganizationPhilosophies**

See Attachment provided to Christina Amparan

### **client satisfaction surveys**

Yes

### **PartnerAgency**

Aurora Mental Health Healthy Roots Program Medicaid AIM program at UC Health Aurora Public Schools

### **FormalAgreements**

Children's Colorado's BC4U Family Planning Clinic has a Memorandum of Understanding with Aurora Public Schools. We collaboratively provide reproductive and sexual health education to APS students and provide families with information in APS schools and in collaboration with APS

### **Advertising**

Children's Hospital Colorado has a youth advisory board that focuses their energy on mental health. We will utilize the youth advisory board as we roll out our comprehensive youth violence prevention initiative to contribute youth perspective to our process.

### **TextField\_0**

Children's Colorado Foundation has developed the philanthropic management systems to ensure award compliance and timely reporting through its Foundation Relations, Donor Relations and Finance teams and maintains a CRM database of all funds coming into the Foundation and tracks activity. Children's Colorado has the programmatic, administrative, and financial management systems that are necessary to ensure timely expenditure of funds, effective performance, and full compliance with grant agreements. Children's



Colorado's Legal and Compliance teams provide accessible and timely guidance to ensure oversight of the organization's smooth implementation of policies and procedures. Additionally, the hospital provides overall leadership and support in the areas of clinical quality effectiveness, research and evaluation, clinician education, volunteer management, and human resources

### **Federal Grants**

It is attached.

#### **entity1**

Office of Juvenile Justice and Delinquency

#### **fundingstream1**

Federal 9/1/2021- 8/31/2024

#### **programmingEfforts1**

1. Dr. Sigel as project director (17% FTE) for the CHAVAT 2. Care coordinator 3. AIM Outreach Worker 4. FFT therapist

#### **awardAmount1**

\$997, 351 X 3 years allocated to Adolescent Medicine \$332,500 annually X 3 years

#### **entity2**

CDC

#### **fundingstream2**

Federal; /9/30/2021- 9/29/2026

#### **programmingEfforts2**

Dr. Sigel's involvement with the National Center for Excellence in Youth Violence Prevention Grant, in collaboration with the Center for the Study and Prevention of Violence. The work is focused on community strategies in Metro Denver- Far Northeast and Park Hill- to decrease youth violence.

**awardAmount2**

\$200,000 Total (allocated to Adolescent Medicine/Dr. Sigel \$40,000  
Annually (Dr. Sigel 11% FTE) x 5 years

**entity3**

CDC

**fundingstream3**

Federal 9/30/2020- 9/29/2023

**programmingEfforts3**

Evaluating the impact of the statewide Gun Shop Project. The focus of the project is to understand the ways the GSP works to decrease access to firearms in the context of suicide risk

**awardAmount3**

\$13,600 Annually (Dr. Sigel 5% FTE as consultant)

**entity4**

Colorado- Medicaid

**fundingstream4**

State

**programmingEfforts4**

Integrated Behavioral Health focused on Medicaid Patients

**awardAmount4**

229,370 Annually

**entity5**

Private Donations

**fundingstream5**

Private

**programmingEfforts5**

Lock Box Distribution, Vaping Prevention,

**awardAmount5**

\$276,000

**LeverageFunds**

The primary funding that we will leverage is the OJJDP grant, which is helping to establish the Comprehensive Hospital Based Adolescent Violence Assessment and Treatment at Children's Hospital Colorado (CHAVAT @ CHCO). That grant provides the foundation for our hospital wide violence prevention initiative, including supporting a care coordinator located in our adolescent medicine clinic who will help coordinate assessments, and connect youth to services. The care coordinator will support the Behavioral Health Specialist requested in this grant with scheduling appointments, conducting follow-up, and participating in assessments. Similarly, the OJJDP grant will support the majority of Dr. Sigel's time as the primary project director for the hospital based violence prevention program, which will allow him to provide oversight for the requested therapist position through this grant request. The lock box distribution program will also be leveraged to provide lock boxes for youth/families who report access to firearms and are in need of increasing safe storage of firearms. Finally, the therapist hired will likely generate a small amount of revenue that can offset salary. We project that the therapist will generate \$15,000 in revenue.

**PlannedEfforts**

Traditionally the adolescent medicine clinic has had 2.5 FTE of behavioral health clinicians/LCSWs to provide therapy for our primary care patients. The majority of their work focuses on treating major depressive disorder and generalized anxiety. One of our clinicians is experienced with EMDR, though there is a long waiting list for any of these services, and we are limited to providing services only for our primary care patients. Funds from this grant will support a full time behavioral health clinician who can deliver trauma informed

modalities, including TF-CBT and EMDR. As importantly, this funding will not be limited to only primary care patients from our adolescent clinic, but to any youth referred for evaluation and treatment that resides in the city of Aurora. This includes youth identified through our hospital based program working through the Emergency Department (the AIM program)- both Children's ED, as well as UC Hospital ED for anyone < 24 years old. Additionally, agencies throughout Aurora will be able to refer youth for assessment and treatment, regardless of their primary care home.

**CommittedGovGrants**

604170

**CommittedFoundations**

0

**CommittedFees**

705465

**CommittedDonations**

276000

**textarea\_EL1**

0

**totalFundsRequested**

94500

**PendingGovGrants**

0

**TotalGovGrants**

604170

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

705465

**TotalDonations**

276000

**TotalOther**

0

**TotalTotals**

1680135

**PendingFees**

0

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

0

**CommittedITotals**

1585635

**FundsRequestedTotal**

94500

**FundsRequested**

94,500

**StaffSalariesNarrative**

This requested position will provide a full time (1.0 FTE) therapist to focus solely on violence related issues- whether clients are perpetrators, victims, or both. The new therapist will provide trauma informed care, particularly providing Trauma -Focused Cognitive Behavioral Therapy, EMDR (Eye Movement Desensitization and Reprocessing) as well as traditional therapies (CBT, DBT, MI). We anticipate this therapist will be able conduct 1288 visits annually to serve between 160-200 clients and their families (anticipating an average of 6-8 sessions/patient). The therapist will participate in initial evaluations for all the patients referred and provide subsequent therapy interventions as appropriate (outlined above). As part of routine clinical care, the therapist will write a treatment plan, progress notes for each visit, and a summary discharge note once therapy is completed. The therapist will meet weekly with the clinical team providing care in the outpatient setting, and monthly with the entire CHAVAT@ CHCO team. Finally, the therapist will also participate in ongoing education, both for continued licensure as well as to enhance their skills. The targeted salary for a therapist with the defined skill set is \$75,000/year, with 30% benefits. Total cost would be 97,500 The proposed salary request is \$15,000 less, as we anticipate that the therapist will generate some revenue.

**NarrativePartners**

We will partner with the Dayton Street Opportunity Center, who is submitting a proposal to create a Strengthening Families team. We understand they will have some funding to run several cycles, but we are building this into our budget to be able to fund 15 parent/youth dyads so we can assure access to the Strengthening Families program.

**Food**

NA

**NarrativeFood**

NA

**Narrative\_3**

We are requesting \$4000 to help support the infrastructure of this program, including administrative support, and the purchase of two iPads for patients and parents to use for data collection during the intake process.

**NarrativeOther**

The therapist will need a lap top computer to provide telehealth services ( approximately 30% of our current behavioral health visits are done via telehealth) as well as to access and utilize the Electronic Medical Record

**StaffSalariesTotal**

82,500

**TotalPartners**

7000

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

4000

**TotalOther**

1000

**GrandTotal**

94500

**ProposedProgramming**

The proposed programming is to support a full time behavioral health clinician (LCSW, psychologist) who can deliver evidence based



interventions, including TF-CBT and EMDR to youth and young adults who are either already violence involved or at risk for future violence involvement. The BHC clinician will work with the newly developed Comprehensive Hospital Based Adolescent Violence Assessment and Treatment Program at Children's Hospital Colorado (CHAVAT@CHCO) to expand the capacity of services offered to violence involved youth and young adults residing in the city of Aurora. Each patient/client referred to us will undergo a comprehensive assessment of behavioral, mental health, and physical health needs and then linked to appropriate evidence based interventions. The BHC funded by this grant will participate in the comprehensive assessments, and will provide primarily individual therapy – as well as some family therapy- when indicated. We also propose to partner with the Dayton Street Opportunity Center, offering the opportunity for youth/parents to participate in the Strengthening Families Program when indicated. We have added \$7000 in our budget to cover once full cycle/15 patients to participate, though we also anticipate being able to refer youth to Dayton Street if they are funded.

### **Projections**

The CHAVAT @CHCO should be established by May 1st, 2022, with systems in place to assess youth/young adults for appropriate services by June 1st. Realistically, if this grant from Aurora Youth Violence Prevention is funded, it will likely take 3 months to recruit, hire, and begin work for this specific position. If we receive funding by May 1st, then ideally a BHC will be in place by August 1, 2022. However, our processes for assessing youth and referring them to interventions outside our clinic will be available by May 1st. # of youth/young adults served specifically based on this funding: 160-200 annually Programming Implementation: As described above, the BHC will integrate into the already existing CHAVAT, participating in assessments of clients/patients, and then providing direct therapy services to those in need.

### **YouthAge**

12-24

## **RecruitPlan**

Youth/young adults will come from several sources: 1. Currently, the adolescent medicine clinic screens youth presenting for routine care with the Violence, Injury Protection and Risk Screen. Youth who score in the highest risk range are assessed by the MD/health care provider, as well as supporting social work staff. Approximately 200 youth screen positive annually. If deemed high risk, and/or specific behavioral or mental health issues related to their violence experience are identified, they will be referred either directly to the BHC hired by this grant, or for a comprehensive assessment. Once assessed and needs determined, the BHC will deliver evidence based therapy to those youth/young adults in need. 2. Specialty Clinics within Adolescent Services: Youth/young adults attending the TRUE Center for Gender Diversity, and the BC4U (Family Planning Clinic) who are identified as being violence involved, can also be referred for further assessment. 3. Emergency Room/Inpatient setting: any youth presenting to the Children's Hospital Emergency Department, and/or the inpatient setting will be connected to the AIM worker by our social work department. The AIM worker will engage the youth/family, and refer those youth to the Adolescent Clinic for a comprehensive behavioral health assessment. A certain percent of these clients will then receive services by the BHC. 4. Emergency Department UC Hospitals. Similarly, youth/young adults < 24 years old seen by the AIM team will be able to refer Aurora youth for assessment, and potential intervention services. 5. Community: Dr. Sigel has strong working relationships with multiple community based coalitions and youth serving organizations, including Mile Hi Youth Thrive, Project Pave, Dayton Street Opportunity Center. These organizations are aware of the newly evolving CHAVAT and can refer youth for assessment, and potential utilization of services.

## **Performance Measures**

1. Number of youth screened for violence risk through Adolescent Medicine Primary Care a. Percent screen + for violence risk b. Percent of + risk youth referred for assessment c. Percent of those assessed that receive BHC services 2. Number of youth referred to Ado Med

from the AIM program/Community Settings a. Percent Youth who have been referred for assessment from outside primary care who receive services from the BHC For all youth who receive BHC services provided by this grant: 3. Type of evidence based intervention provided by the BHC 4. # of sessions attended by each client/family 5. Baseline and end of treatment assessments ( Violence Risk, past 3 months violence involvement, past 3 months gun carrying, PTSD scale, MDD, ADHD and GAD measures)

### **Federal Grants\_1**

choice0

### **StateGrants**

choice0

### **MonetaryDonations**

choice0

### **Attachments:**

3.11.22\_Children's Colorado Foundation Org Chart.pdf

2020\_Children's Colorado\_Annual Report Link.pdf

2.22 Children's Colorado Foundation Articles of Incorporation and Bylaws Statement.pdf

Sigel OJJDP Grant Award 9\_1\_2021 (002).jpeg

Copy of 2.22\_Children's Colorado Foundation Board of Trustees.pdf

3.24.22 Note on Children's Colorado Foundation Board Meeting Minutes.pdf

3.24.22 Children's Colorado Foundation W9 and Certificate of Good Standing.pdf

11.17\_Children's Colorado Foundation 501c3 Determination Letter.pdf

3.24.22\_Children's Colorado Certificate of Insurance.pdf

View the submission and any attachments by following the link below and using this unique access code: v2pakQJIWJI7an0J

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Compound of Compassion Address: 3819 S Quintero Cir Aurora Webpage: www.compassion4free.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Shana Last Name: Shaw Title: Executive Director Phone Number: 720-989-5463 Email: compassion4free@gmail.com
<b>A3. Agency Mailing Address</b>	3819 S. Quintero Cir Aurora CO 80013
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 82-4631021  DUNS Number ( <i>Nine Digit Number</i> ): 051487894

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Adams, Arapahoe, Denver and parts of Douglas Counties.
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Our organization has been successful in the past by offering a two generation approach. We are addressing the deficiencies of the youth and the family, so they are able to thrive within their own environment. While implementing the tools they have been empowered with for success. We work to engage families, programs, and communities in building the five protective factors.
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	With grant funding we received from Colorado foundation we were able to fund Seven youth to go through our program. All seven are currently working in the field they were certified in and have held the job since July of last year. The Compound of Compassion will offer a six week training program that allows students to earn a certification in six different fields of work.
<b>B6. Please break down your agency's proposed service delivery.</b>	Money My Business is a 6-week initiative that exposes BIPOC youth and young adults to diverse career fields that will incentivize them with certifications and guaranteed job placement. Our goal is to advance economic mobility by changing the trajectory of workforce development and increase access to emerging industries, and
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Our program philosophies and evidence-based practices come from two models.
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes we conduct satisfaction surveys at the completion of the program. Our goal is to gain insight on what worked well and areas where we can approve.
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	We partner with several other organizations and BIPOC business who offer these youth this opportunity to gain knowledge and experience in these fields of work. Emily Griffith Opportunity School, Carter Trucking Company, On The Go Wellness Spa and Lower the Barrier.
<b>B9. What agencies do you have formal agreements with?</b>	Emily Griffith Opportunity School, Carter Trucking Company, On The Go Wellness Spa and Lower the Barrier. RTD, APS, Cherry Creek Public Schools, 18th Judicial District.
<b>B10. What role will youth play in advising this application?</b>	This program was designed by youth. They have identified and orchestrated the fields of interest, and assisted in building the relationships and MOU's to move the vision forward.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>The Director will be in charge of the funding for the Money My Business Program which will be monitored by the board of directors. Funds will be used directly for the Money My Business Program as listed in the scope of work with receipts and invoices turned in weekly to the COO. The board of directors and the executive officer are over all financial decisions and all members will be aware and sign off on all monies spent prior to disbursement. Receipts/Invoices will be turned into the COO who will track funds and prepare documents for reimbursement. Once forms are completed the board will sign off and then submitted to the City of Aurora.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>Compound of Compassion will complete our audit by May 2022.</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1240 1014"> <input type="checkbox"/> Federal Grants  <input checked="" type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1536 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Beacon Foundation</td> <td>Foundation</td> <td>Granny's Garden</td> <td>\$75,000.00</td> </tr> <tr> <td>Private Funders</td> <td>Private Donors</td> <td>Safe Zone</td> <td>\$5,000.00</td> </tr> <tr> <td>Donations</td> <td>Private Donors</td> <td>Generation Drive</td> <td>\$1,000.00</td> </tr> <tr> <td>Donations</td> <td>Private Donors</td> <td>Women's Wellness</td> <td>\$1,500.00</td> </tr> <tr> <td>Fundraising</td> <td>Private Donors</td> <td>Safe Zone</td> <td>\$600.00</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Beacon Foundation	Foundation	Granny's Garden	\$75,000.00	Private Funders	Private Donors	Safe Zone	\$5,000.00	Donations	Private Donors	Generation Drive	\$1,000.00	Donations	Private Donors	Women's Wellness	\$1,500.00	Fundraising	Private Donors	Safe Zone	\$600.00
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Beacon Foundation	Foundation	Granny's Garden	\$75,000.00																						
Private Funders	Private Donors	Safe Zone	\$5,000.00																						
Donations	Private Donors	Generation Drive	\$1,000.00																						
Donations	Private Donors	Women's Wellness	\$1,500.00																						
Fundraising	Private Donors	Safe Zone	\$600.00																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>We have had other organizations sponsor youth for the upcoming cohort. We have also been giving stipends, gas cards and other materials to assist our youth with areas that could pose concern for completion of the program.</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>This program requires its own funding source as an intervention program. This program is strictly for summer youth employment and skill enhancement to advance the youth within our community to gain employment.</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	75159.00			75159
Government Grants (including 21 CCLC, etc. please list)		0.00	0.00	0
Foundations (please list)		75,000.00	0.00	75000
Fees/Earned Income		0.00	0.00	0
Donations/Corporate/Individual Support		8,100.00	0.00	8100
Other (please list)		0.00	0.00	0
<b>Total</b>	<b>75159</b>	<b>83100</b>	<b>0</b>	<b>158259</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	12000.00
Narrative: Director Salary-oversee the program, collect information, and assist students in the program \$10,000 Associate Director Salary- to provide assistance to students with resumes, interviews, job placement, and collect data for students in the program.\$2,000	
<b>Partners/Specialty Services (detail each example)</b>	8000.00
Narrative: Instructor Salaries for each cohort to instruct \$8,000.00	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	27000.00
Narrative: Uniforms for 20 Students attending Program @ 250 each \$5,000 Marketing of program to community/schools/churches \$2,000 General Office Supplies/computers/printers/paper \$8,000 Web/Design for students to enroll/track progress \$2,000 Photography/Videography to track program and upload to webpage/social media	
<b>Food / Beverage</b>	1,000.00
Narrative: Food for AM/PM sessions for 50 people \$1,000	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	2159.00
Narrative: Insurance \$159 PPE Equipment for AM/PM Sessions and Equipment \$2,000	
<b>Other</b>	25000.00
Narrative: Scholarships for students to attend program \$20,000 Facilities/Permits for building \$5,000	
<b>GRAND TOTAL</b>	75159

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	A six week certification program called Money My Business which offers numerous class options so that youth have confidence in the field they choose.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	We serve our students for six weeks with initially. Certify them in a trade and follow them for year after they have gainful employment.
<b>D3. What is the age of youth you plan to serve?</b>	We plan to serve youth ages 16- 24 working age youth and young adults.
<b>D4. How will you recruit those you plan to serve?</b>	We currently have a waiting list for our next cohort. We will also partner with Aurora Public Schools and Cherry Creek Public schools to advertise our program, along with our social media platforms.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Our students complete, two evaluations during the six week program. One at the start of the program and another at the end. We also do a four week and eight week check-in with our students to offer wrap around services that address any barriers to them remaining employed, such as purchase of uniforms or materials and transportation.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

Signed via SeamlessDocx.com  
*Shana Shaw*  
Key: a9f7763d9e833f5becca5a56dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Shana Shaw

---

## Submission Details:

### Agency Org Name

Compound of Compassion

### Webpage

[www.compassion4free.org](http://www.compassion4free.org)

### AgencyMailingAddress

3819 S. Quintero Cir Aurora CO 80013

### Federal IdentificationNumber

82-4631021

### DUNSNNumber

051487894

### Agency Org Address

3819 S Quintero Cir Aurora

**AgencyContactFirstName**

Shana

**AgencyContactLastName**

Shaw

**AgencyContactTitle**

Executive Director

**AgencyContactPhone**

720-989-5463

**AgencyContactEmail**

[compassion4free@gmail.com](mailto:compassion4free@gmail.com)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Adams, Arapahoe, Denver and parts of Douglas Counties.

**B4 Howhas yourorganization**

Our organization has been successful in the past by offering a two generation approach. We are addressing the deficiencies of the youth and the family, so they are able to thrive within their own environment. While implementing the tools they have been empowered with for success. We work to engage families, programs, and communities in building the five protective factors.

**programing typePercentage**

With grant funding we received from Colorado foundation we were able to fund Seven youth to go through our program. All seven are

currently working in the field they were certified in and have held the job since July of last year. The Compound of Compassion will offer a six week training program that allows students to earn a certification in six different fields of work.

### **delivery**

Money My Business is a 6-week initiative that exposes BIPOC youth and young adults to diverse career fields that will incentivize them with certifications and guaranteed job placement. Our goal is to advance economic mobility by changing the trajectory of workforce development and increase access to emerging industries, and reduce violence in our community by offering economic sustainability.

### **OrganizationPhilosophies**

Our program philosophies and evidence-based practices come from two models. 1. Pushes and Pulls of disengagement from gangs within the inventory of gang intervention programs module. (Pyrooz and Decker 2017). One of the key focuses of this framework, is that community-based policy prescriptions are relevant for both gang disengagement and gang-related crime desistance, as many of the well-known programmatic interventions have focused on community-based opportunities provision as provided by jobs programs, mentoring programs, fatherhood support and parenting support programs. The Second one is Strengthening Families frame work which allows us to build the family with wrap around services and promoting the protective factors. Parental resilience, Social connections Knowledge of parenting and child development, concrete support in times of need, social and emotional competence of children.

### **client satisfaction surveys**

Yes we conduct satisfaction surveys at the completion of the program. Our goal is to gain insight on what worked well and areas where we can approve.

### **PartnerAgency**

We partner with several other organizations and BIPOC business who

offer these youth this opportunity to gain knowledge and experience in these fields of work. Emily Griffith Opportunity School, Carter Trucking Company, On The Go Wellness Spa and Lower the Barrier.

### **FormalAgreements**

Emily Griffith Opportunity School, Carter Trucking Company, On The Go Wellness Spa and Lower the Barrier. RTD, APS, Cherry Creek Public Schools, 18th Judicial District.

### **Advertising**

This program was designed by youth. They have identified and orchestrated the fields of interest, and assisted in building the relationships and MOU's to move the vision forward.

### **TextField\_0**

The Director will be in charge of the funding for the Money My Business Program which will be monitored by the board of directors. Funds will used directly for the Money My Business Program as listed in the scope of work with receipts and invoices turned in weekly to the COO. The board of directors and the executive officer are over all financial decisions and all members will be aware and sign off on all monies spent prior to disbursement . Receipts/Invoices will be turned into the COO who will track funds and prepare documents for reimbursement. Once forms are completed the board will sign off and then submitted to the City of Aurora.

### **Federal Grants**

Compound of Compassion will complete our audited by May 2022.

### **entity1**

Beacon Foundation

### **fundingstream1**

Foundation

### **programmingEfforts1**



Granny's Garden

**awardAmount1**

\$75,000.00

**entity2**

Private Funders

**fundingstream2**

Private Donors

**programmingEfforts2**

Safe Zone

**awardAmount2**

\$5,000.00

**entity3**

Donations

**fundingstream3**

Private Donors

**programmingEfforts3**

Generation Drive Thru

**awardAmount3**

\$1,000.00

**entity4**

Donations

**fundingstream4**

Private Donors

**programmingEfforts4**

Women's Wellness

**awardAmount4**

\$1,500.00

**entity5**

Fundraising

**fundingstream5**

Private Donors

**programmingEfforts5**

Safe Zone Program

**awardAmount5**

\$600.00

**LeverageFunds**

We have had other organizations sponsor youth for the upcoming cohort. We have also been giving stipends, gas cards and other materials to assist our youth with areas that could pose concern for completion of the program.

**PlannedEfforts**

This program requires it's own funding source as an intervention program. This program is strictly for summer youth employment and skill enhancement to advance the youth within our community to gain employment.

**CommittedGovGrants**

0.00

**CommittedFoundations**

75,000.00

**CommittedFees**

0.00

**CommittedDonations**

8,100.00

**textarea\_EL1**

0.00

**totalFundsRequested**

75159

**PendingGovGrants**

0.00

**TotalGovGrants**

0

**PendingFoundations**

0.00

**TotalFoundations**

75000

**TotalFees**

0

**TotalDonations**

8100

**TotalOther**

0

**TotalTotals**

158259

**PendingFees**

0.00

**PendingDonations**

0.00

**PendingOther**

0.00

**TotalTotals**

0

**CommittedITotals**

83100

**FundsRequestedTotal**

75159

**FundsRequested**

75159.00

**StaffSalariesNarrative**

Director Salary-oversee the program, collect information, and assist students in the program \$10,000 Associate Director Salary- to provide assistance to students with resumes, interviews, job placement, and collect data for students in the program.\$2,000

**NarrativePartners**

Instructor Salaries for each cohort to instruct \$8,000.00

**Food**

Uniforms for 20 Students attending Program @250 each \$5,000  
Marketing of program to community/schools/churches \$2,000 General  
Office Supplies/computers/printers/paper \$8,000 Web/Design for  
students to enroll/track progress \$2,000 Photography/Videography to  
track program and upload to webpage/social media pages \$2,000  
Transportation (Bus/Gas Vouchers for students) =\$2,000 Incentive for

students to attend program \$300 x 20 Participants \$6,000

**NarrativeFood**

Food for AM/PM sessions for 50 people \$1,000

**Narrative\_3**

Insurance \$159 PPE Equipment for AM/PM Sessions and Equipment  
\$2,000

**NarrativeOther**

Scholarships for students to attend program \$20,000 Facilities/Permits  
for building \$5,000

**StaffSalariesTotal**

12000.00

**TotalPartners**

8000.00

**Popuptotal**

27000.00

**TotalFood**

1,000.00

**TotalOperatingExp**

2159.00

**TotalOther**

25000.00

**GrandTotal**

75159

**ProposedProgramming**

A six week certification program called Money My Business which

offers numerous class options so that youth have confidence in the field they choose. Our students take their choice of Intro to Culinary, CDL, CNA, Esthetician, Entrepreneurship, Flagger ship, and Forklift Certification.

### **Projections**

We serve our students for six weeks with initially. Certify them in a trade and follow them for year after they have gainful employment.

### **YouthAge**

We plan to serve youth ages 16- 24 working age youth and young adults.

### **RecruitPlan**

We currently have a waiting list for our next cohort. We will also partner with Aurora Public Schools and Cherry Creek Public schools to advertise our program, along with our social media platforms.

### **PerformanceMeasures**

Our students complete, two evaluations during the six week program. One at the start of the program and another at the end. We also do a four week and eight week check-in with our students to offer wrap around services that address any barriers to them remaining employed, such as purchase of uniforms or materials and transportation.

### **Select a GroupChildrenAdd a New Group \*\***

choice0

### **PopulationServed**

choice0

### **NonBinaryYouth**

choice0

### **Families**

choice0

**Men**

choice0

**Women**

choice0

**NO\_1**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**Youth Programming**

choice0

**StateGrants**

choice0

**Local Grants**

choice0

**PrivateFunds**

choice0

**MonetaryDonations**

choice0

**City**

choice0

**Cityof Aurora**



choice0

## **Arapahoe County**

choice0

### **Attachments:**

Compound of Compassion Organizational Chart.docx

\_2020 Form 990.pdf

Compound of Compassion\_Bylaws.pdf

grant letter Compound of Compassion\_96898.pdf

Compound of Compassion Board of Directors.docx

COMPOUND MEETING MINUTES.docx

CERT\_GS\_D 4.pdf

IRS Letter.jpg

ACORD Form 20220317-144638.pdf

View the submission and any attachments by following the link below  
and using this unique access code: Sof8M1MBhIujM7KI

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Compound of Compassion Address: 3819 S Quintero Circle Aurora, CO 80013 Webpage: www.compassion4free.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Shana Last Name: Shaw Title: CEO Phone Number: 720-989-5463 Email: compassion4free@g
<b>A3. Agency Mailing Address</b>	3819 S Quintero Circle Aurora CO 80013
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 82-4631021  DUNS Number (Nine Digit Number): 051487894

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Aurora, Arapahoe County Montbello, Denver County
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Compound of Compassion has been successful in working with the youth in the past by creating programs for the youth. Our organizations success is due largely to our youth volunteers. Many youths who have received services desire to give back and offer support within our communities which allows us to continue reaching youth that are in need and help us to expand our programs.
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Women's Wellness- healing program for women, mentorship, 100% women 81% African American, 5% White, 3% Hispanic, 11% Other Generation Drive Thru- provided services such as transportation and meal delivery to elderly community members in return elderly members provide mentorship to youth. 32% Males, 68% Females, 1% Asian, 23% Hispanic, 17% White, 52% African American, 7% Other Safe Zones -provides safe space for youth to hang out without the fear of violence, mentorship, activities, and mental health workshops, 41% Male, 53%
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes, Compound of Compassion conducts client satisfaction surveys at each event. We collect data from the clients to know if the events met their expectation and what would they like to see in future events. Once we receive the surveys, we review them within the organization and implement the
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Compound of Compassion partner 's with numerous agencies that provided services to Aurora residents. Those organizations are Youth Empowerment Agency, Man Up, Illuminate Colorado, ParadigmONE, A Promising Future, On the Go Wellness Spa, Carter Truck Driving Academy, and Emily Griffith Technical College.
<b>B8. What role will youth play in advising this application?</b>	Youth will play a role in advising Compound of Compassion on Safe Zones. During the winter months we held townhall meeting in the community that focused on the increase of youth violence in the community. We asked the youth what was needed from their point of view. We collected the information

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	The COO will be in charge of the funding for the Safe Program which will be monitored by the board of directors. Funds will used directly for the Safe Program as listed in the scope of work. The board of directors and the CEO are over all financial decisions and all members will be aware and sign off on all monies spent. Receipts/Invoices will be turned into the COO who will track funds and prepare documents for reimbursement. Once forms are completed the board will sign off and then submitted to the City of Aurora.
--	---

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="501 720 1539 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Private Funders</td> <td>Private Donors</td> <td>Safe Zone</td> <td>\$5,000.00</td> </tr> <tr> <td>Beacon Foundation</td> <td>Foundation</td> <td>Granny's Garden</td> <td>\$75,000.00</td> </tr> <tr> <td>Donations</td> <td>Private Donors</td> <td>Generation Drive</td> <td>\$1,000.00</td> </tr> <tr> <td>Donations</td> <td>Private Donors</td> <td>Womens Wellness</td> <td>\$1,500.00</td> </tr> <tr> <td>Fundraising</td> <td>Private Donors</td> <td>Safe Zone</td> <td>\$600.00</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Private Funders	Private Donors	Safe Zone	\$5,000.00	Beacon Foundation	Foundation	Granny's Garden	\$75,000.00	Donations	Private Donors	Generation Drive	\$1,000.00	Donations	Private Donors	Womens Wellness	\$1,500.00	Fundraising	Private Donors	Safe Zone	\$600.00
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Private Funders	Private Donors	Safe Zone	\$5,000.00																						
Beacon Foundation	Foundation	Granny's Garden	\$75,000.00																						
Donations	Private Donors	Generation Drive	\$1,000.00																						
Donations	Private Donors	Womens Wellness	\$1,500.00																						
Fundraising	Private Donors	Safe Zone	\$600.00																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Compound of Compassion will be using funds that have been donated to the</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>The COO will be responsible for the funding for the Safe Zone programming.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10,000			10000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)		75,000.00		75000
Fees/Earned Income				0
Donations/Corporate/Individual Support		8,100.00		8100
Other (please list)				0
Total	10000	83100	0	93100

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$3,000.00
Narrative: 1 Program manager responsible for collecting surveys, updating social media, coordinating activities, and enforcing COVID procedures for 3 events. Also responsible for securing venue, volunteers, and supplies. 2 Set Up/Tear down crew, clean equipment prior and after events,	
<b>Partners/Specialty Services (detail each example)</b>	\$2,000.00
Narrative: Mental Health Workshop Instructor and Journals (Youth Thrive Youth) 1 event to give youth tools to help with mental health @ \$500 (Illuminate Colorado+ A Promising Future ParadigmONE Gym Introduction to Boxing 2 events @ \$500 each=\$1,000	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$2,675.00
Narrative: Game Truck for 3 events @ \$600=\$1800 Arts/Crafts Supplies (paint/slime/markers/poster boards/vase/dye for 3 events @ \$55=\$165 Basketball Goal for 3 events @ 70=\$210 DJ at 2 events @ \$250 each =\$500	
<b>Food / Beverage</b>	\$1,200.00
Narrative: Food/Snacks/Beverages for 3 events @ \$400 (Pizza, Taco's in a Bag, Sandwiches, Snacks,Beverages for 75 youth at each event for a total of 225 youth).	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$225.00
Narrative: Cleaning Supplies/Mask/Gloves /Paper towels/Trash Bags \$225	
<b>Other</b>	\$900.00
Narrative: Security for 3 events @ \$300 each	
<b>GRAND TOTAL</b>	\$10000



#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Our proposed program is Safe Zone. Safe Zone is an event that has numerous activities for you to enjoy without the fear of violence, that also provides mentorship, mental health workshops and community connections. During Safe
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	The projected timeline for the Safe Zone Events will be June 24, July 8, and Aug 5. We estimate serving 225 youth. At each event there will be a Youth Thrive Youth instructor that will hold workshops that will give youth tools to help with their mental health. The workshops will teach them how to cope with bullying, peer pressure, and many other mental health issues. There will also be mentorship opportunities to give youth a chance to speak with adults for guidance and share with them things going on in their life. Youth will also have activities such as learning to Box that will teach them discipline, respect for authority, and good sportsmanship. Youth will also have opportunities to participate in basketball tournament, arts and crafts, gaming, and haircuts. The funding will be used to provide the arts and crafts, snacks, and other suggested activities collected from surveys that youth will complete. These funding will be
<b>D3. What is the age of youth you plan to serve?</b>	10-19 year olds
<b>D4. How will you recruit those you plan to serve?</b>	Compound of Compassion will advertise events on social media pages, churches and schools. We will also contact summer school programs, sports programs, and the juvenile justice system so youth are aware of the Safe Zone events that will be held during the summer months.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	The 3 Safe Zone Events will be held during the summer months to give youth a safe place for mentorship and a safe space for fellowship with other youth. We will require youth to fill out surveys about each event to help with increasing events, improving events, and activities that youth want to see at events. We will collect data for the number of youth attending, age, and note times/location of events and compare them to last year to compare. We will also compare this data to the number of crimes committed by youth compared to years without events to compare to years with Safe Zone Events.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocs.com  
  
 Key: 3e4802205f4aa3ea1daacd0a9e3e0e87





# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP PREVENTION NOFO APPLICATION
<b>Submitted by</b>	Shana Shaw

---

## Submission Details:

### Webpage

[www.compassion4free.org](http://www.compassion4free.org)

### Agency's Mailing Address

3819 S Quintero Circle Aurora CO 80013

### DUNS Number (Nine Digit Number)

051487894

### county names

Aurora, Arapahoe County Montbello, Denver County

### Agency Org Name

Compound of Compassion

### Address

3819 S Quintero Circle Aurora, CO 80013

**First Name**

Shana

**Last Name**

Shaw

**Title**

CEO

**Email**

[compassion4free@gmail.com](mailto:compassion4free@gmail.com)

**Phone Number**

720-989-5463

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

82-4631021

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families, Men, Women, Non-binary Adults

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Compound of Compassion has been successful in working with the youth in the past by creating programs for the youth. Our organizations success is due largely to our youth volunteers. Many youths who have received services desire to give back and offer support within our communities which allows us to continue reaching

youth that are in need and help us to expand our programs. We started Safe Zones in January 2020 that gave youth a safe space to hang out with other youth, receive services, mentorship, and mental health care. Our Safe Zones continue to serve the youth throughout the community. We have also had success with our Generation Drive Thru program which bridges the gap between the younger generation and the older generations. Generation Drive Thru has been a success because of our youth who were able to deliver meals, transportation, and fellowship to the older generation. This program also allows for youth to receive mentorship from the older generation. We have also been successful in helping youth earn certification for employment through our Money My Business Program. The Money My Business program exposes youth to diverse career fields that provides career options in economically disadvantaged communities. This program changes the trajectory of the youth and creates an opportunity for them to gain stable employment and be a productive successful community member living above the poverty line. We have also been successful in the past with our Feed the Teen event. At this event we were able to feed over 200 youth. We provided medical checkups, clothing, showers, toiletries, COVID testing, and shoes for our houseless youth. Compound of Compassion continues to create a space where youth can live with dignity, respect, and peace.

**Please break down your agency's current service delivery by percentage and programming type.**

Women's Wellness- healing program for women, mentorship, 100% women 81% African American, 5% White, 3% Hispanic, 11% Other  
 Generation Drive Thru- provided services such as transportation and meal delivery to elderly community members in return elderly members provide mentorship to youth. 32% Males, 68% Females, 1% Asian, 23% Hispanic, 17% White, 52% African American, 7% Other  
 Safe Zones -provides safe space for youth to hang out without the fear of violence, mentorship, activities, and mental health workshops, 41% Male, 53% Female 6% Prefer not to say; 54% African American, 19% Hispanic, 17% White ; 1% Asian, 9% Other  
 Veteran's Advocacy Services- help veterans with needed services such as disability claim

paperwork, housing, and food, 85% African American, 6% White ; 9% Other

**Does your agency conduct client satisfaction surveys?**

Yes, Compound of Compassion conducts client satisfaction surveys at each event. We collect data from the clients to know if the events met their expectation and what would they like to see in future events. Once we receive the surveys, we review them within the organization and implement the suggested changes.

**What agencies do you partner with that provide services to Aurora residents?**

Compound of Compassion partner 's with numerous agencies that provided services to Aurora residents. Those organizations are Youth Empowerment Agency, Man Up, Illuminate Colorado, ParadigmONE, A Promising Future, On the Go Wellness Spa, Carter Truck Driving Academy, and Emily Griffith Technical College.

**What role will youth play in advising this application?**

Youth will play a role in advising Compound of Compassion on Safe Zones. During the winter months we held townhall meeting in the community that focused on the increase of youth violence in the community. We asked the youth what was needed from their point of view. We collected the information to help us provide the services that youth requested. They want a safe space to hang out with friends, have fun, and mentorship. We have a youth advisory board that meets once a month that gives us input on youth concerns in the community. We have taken that information to help us with our Safe Zone Program. We continuously seek input from the youth so that Compound of Compassion can provide the activities that youth would like to see at the Safe Zone Events. We let youth know that the Safe Zone Events are for them, and their input is important for the program to be a success. Our youth and young adults of color have expressed the lack of inclusion and consideration when elected officials are working to decrease gun violence. Therefore, we are intentional about the movement being led by youth and young adults to capture their

voices, ideas, and solutions to end this injustice. Many people act as if they are afraid of teenagers and young adults, but they are the change-makers who will help eradicate this crisis.

### **Financial overview**

The COO will be in charge of the funding for the Safe Program which will be monitored by the board of directors. Funds will be used directly for the Safe Program as listed in the scope of work. The board of directors and the CEO are over all financial decisions and all members will be aware and sign off on all monies spent. Receipts/Invoices will be turned into the COO who will track funds and prepare documents for reimbursement. Once forms are completed the board will sign off and then submitted to the City of Aurora.

### **What programming does your organization specialize in?**

Youth Programming

#### **entity1**

Private Funders

#### **funding1**

Private Donors

#### **funds support\_1**

Safe Zone Program

#### **awards1**

\$5,000.00

#### **entity2**

Beacon Foundation

#### **funding2**

Foundation

#### **funds support\_2=**

Granny's Garden

**awards2**

\$75,000.00

**entity3**

Donations

**funding3**

Private Donors

**funds support\_3**

Generation Drive Thru

**awards3**

\$1,000.00

**entity4**

Donations

**funding4**

Private Donors

**funds support\_4**

Womens Wellness

**awards4**

\$1,500.00

**entity5**

Fundraising

**funding5**

Private Donors

**funds support\_5**

## Safe Zone Program

### **awards5**

\$600.00

### **C3 Leverage**

Compound of Compassion will be using funds that have been donated to the organization for the Safe Zone Program from private donors and community members. We will also use funds that have been raised through fundraising. These funds will help along with the grant funding to provide Safe Zone Events for the youth.

### **C4 Efforts**

The COO will be responsible for the funding for the Safe Zone programming. These funds will be separate from the other programming traditionally offered by Compound of Compassion. The COO will track all the funding and how it is spent for the Safe Zone which will be monitored by the board of directors. This will be different from the other programming because the Director of Programs will monitor all other funding along with the board of directors.

### **Receive funding from resources**

Local Grants, Private Funds, Foundations, Monetary Donations

### **textarea\_EGg**

10,000

### **textarea\_EGg**

75,000.00

### **textarea\_EGg**

8,100.00

### **textarea\_qdB**

10000



**textarea\_qdB**

0

**textarea\_qdB**

75000

**textarea\_qdB**

0

**textarea\_qdB**

8100

**textarea\_qdB**

0

**textarea\_qdB**

93100

**textarea\_qdB**

0

**textarea\_qdB**

83100

**textarea\_qdB**

10000

**Narrative**

1 Program manager responsible for collecting surveys, updating social media, coordinating activities, and enforcing COVID procedures for 3 events. Also responsible for securing venue, volunteers, and supplies.  
2 Set Up/Tear down crew, clean equipment prior and after events, assist with COVID procedures, help collect surveys, return equipment, and assist as needed \$500 per for 3 events \$250 each crew member.

**Narrative\_1**

Mental Health Workshop Instructor and Journals (Youth Thrive Youth)  
1 event to give youth tools to help with mental health @\$500  
(Illuminate Colorado+ A Promising Future ParadigmONE Gym  
Introduction to Boxing 2 events @\$500 each=\$1,000

**Program Staff**

3,000.00

**Program Staff**

2,000.00

**Program Staff**

1,200.00

**Program Staff**

225.00

**Program Staff**

900.00

**Program Staff**

10000

**Program Staff**

2,675.00

**Narrative\_1**

Game Truck for 3 events @\$600=\$1800 Arts/Crafts Supplies  
(paint/slime/markers/poster boards/vase/dye for 3 events @\$55=\$165  
Basketball Goal for 3 events @70=\$210 DJ at 2 events @ \$250 each  
=\$500

**Narrative\_1**

Food/Snacks/Beverages for 3 events @ \$400 (Pizza, Taco's in a Bag,  
Sandwiches, Snacks,Beverages for 75 youth at each event for a total  
of 225 youth).

**Narrative\_1**

Cleaning Supplies/Mask/Gloves /Paper towels/Trash Bags \$225

**Narrative\_1**

Security for 3 events @\$300 each

**D1 What is your proposed**

Our proposed program is Safe Zone. Safe Zone is an event that has numerous activities for you to enjoy without the fear of violence, that also provides mentorship, mental health workshops and community connections. During Safe Zones, our youth have expressed how scared and traumatized they are by losing friends and family members to gun violence. In response, we offer support groups to deal with grief and loss, depression, and suicidal thoughts caused by losing a loved one or friend to violence through our mental health workshops. These workshops are incorporated into our Safe Zones that teach youth the promotive factors that can increase the likelihood that they can develop into healthy, thriving adults. As a result, Safe Zone brings the experience of impacted youth and young adults full circle and allows for community resolve and healing holistically. The Compound's Strategy is to educate the youth and young adults by teaching mindfulness and de-escalation techniques to prevent hostile situations that may lead to violence. These skills will empower them and help everyone to live another day. We also incorporate fun into our Safe Zones so that youth can enjoy their friends, receive education, training, and mentorship. At the Safe Zones there will be a game truck for youth to play with their friends in a safe environment without the fear of violence. Food, snacks, and drinks are provided for the youth while at the events. There will also be mentorship opportunities for youth to engage with adults who have had similar experiences that can give insight and understanding to the youth. Arts and Crafts will also be provided for the youth. Boxing classes will be provided for the youth to teach techniques, discipline, and respect. Safe Zone will be an experience that the entire family can enjoy without the fear of violence in a safe space.

**scope of work**

The projected timeline for the Safe Zone Events will be June 24, July 8, and Aug 5. We estimate serving 225 youth. At each event there will be a Youth Thrive Youth instructor that will hold workshops that will give youth tools to help with their mental health. The workshops will teach them how to cope with bullying, peer pressure, and many other mental health issues. There will also be mentorship opportunities to give youth a chance to speak with adults for guidance and share with them things going on in their life. Youth will also have activities such as learning to Box that will teach them discipline, respect for authority, and good sportsmanship. Youth will also have opportunities to participate in basketball tournament, arts and crafts, gaming, and haircuts. The funding will be used to provide the arts and crafts, snacks, and other suggested activities collected from surveys that youth will complete. These funding will be used directly for these activities to ensure youth have activities in the summer that will provide a safe space for youth to enjoy without the fear of violence. Surveys will be collected before and after each safe zone from all attendees to collect information on activities, improvements, and demographics.

**your plan to serve**

10-19 year olds

**you plan to serve\_3**

Compound of Compassion will advertise events on social media pages, churches and schools. We will also contact summer school programs, sports programs, and the juvenile justice system so youth are aware of the Safe Zone events that will be held during the summer months.

**to report**

The 3 Safe Zone Events will be held during the summer months to give youth a safe place for mentorship and a safe space for fellowship with other youth. We will require youth to fill out surveys about each event to help with increasing events, improving events, and activities

that youth want to see at events. We will collect data for the number of youth attending, age, and note times/location of events and compare them to last year to compare. We will also compare this data to the number of crimes committed by youth compared to years without events to compare to years with Safe Zone Events.

### **Attachments:**

Compound\_of\_Compassion\_W9.pdf

CERT\_GS\_D 4.pdf

IRS Letter 2.jpg

ACORD Form 20220317-144638.pdf

View the submission and any attachments by following the link below and using this unique access code: 3cZoCz0XAqOw9Mm0

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Denver Area Youth for Christ Address: 7670 S. Vaughn Street Englewood, CO 80112 Webpage: www.yfcdenver.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Jedidah Last Name: Frederick Title: Chief Operating Officer Phone Number: 720-317-9567 Email: jfrederick@yfcdenver.org
<b>A3. Agency Mailing Address</b>	P.O. Box 101600 Denver CO 80250-1600
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input checked="" type="radio"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-0481690  DUNS Number (Nine Digit Number): 03-045-5646

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Arapahoe County, Adams, County, Aurora, Denver, Brighton, Jefferson County, Douglas County
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Denver Area Youth for Christ (DAYFC) has been working with youth in Denver since 1954, providing mentoring and faith-based programming to help change outcomes and enrich the lives of teens during pivotal moments in their development. DAYFC has been one of the only non-profit organizations serving youth in detention facilities through mentoring relationships, weekly.
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	In the 2020-2021 school year DAYFC reached 1533 youth. Campus Life served 40.5% of youth (622) through its programming on middle and high school campuses. Our Juvenile Justice Program that works with youth in detention centers served 51% or 781 incarcerated youth. Parent Life served 81 parenting/pregnant teens (81) and our City Life program served 49 youth through community-based programs (3%).
<b>B6. Does your agency conduct client satisfaction surveys?</b>	DAYFC conducts client surveys that track progress toward goals established through mentoring as well as interest. Both surveys are used to help inform future programming.
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	New Legacy Charter School, Moorhead Recreation Center and Marvin Foote Youth Services Center in Arapahoe County.
<b>B8. What role will youth play in advising this application?</b>	DAYFC's desire to expand its services to Aurora (and specifically to youth in the 80110 zip code) is informed by non-parenting youth who have been participating in our Parent Life programming at New Legacy Charter school with parenting and pregnant teens. Many non-parenting youth at the school

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	The Board of Directors is actively involved in advancing DAYFC's mission and overseeing the agency's financial performance, fundraising initiatives and strategic planning process. The board receives weekly updates from the Executive Director and meets quarterly for in-depth financial review, budget oversight and planning. The organization uses Expensewire to track staff expenses and has policies and procedures in place for submitting and approving expenses and has placed spending limits for staff. DAYFC has a full-time bookkeeper to help track deposits and spending and is capable of tracking spending related to grants. Its Chief Operating Officer and Chief Ministry Officer also have previous experience managing State and Federal grant programs. DAYFC also conducts annual audits through an independent third-
--	--



<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input checked="" type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Savio House</td> <td>Federal Grant</td> <td>Juvenile Justice</td> <td>130600</td> </tr> <tr> <td>Business</td> <td>Private Funds</td> <td>General</td> <td>235350</td> </tr> <tr> <td>Everence</td> <td>Foundations</td> <td>General</td> <td>63,700</td> </tr> <tr> <td>Individual donors</td> <td>Monetary</td> <td>General</td> <td>715750</td> </tr> <tr> <td>Other</td> <td>Monetary</td> <td>General</td> <td>319000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Savio House	Federal Grant	Juvenile Justice	130600	Business	Private Funds	General	235350	Everence	Foundations	General	63,700	Individual donors	Monetary	General	715750	Other	Monetary	General	319000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Savio House	Federal Grant	Juvenile Justice	130600																						
Business	Private Funds	General	235350																						
Everence	Foundations	General	63,700																						
Individual donors	Monetary	General	715750																						
Other	Monetary	General	319000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>DAYFC is ready to leverage all monetary donations from individuals to support</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>DAYFC primarily works on school campuses and/or within detention facilities. The</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10,000			10000
Government Grants (including 21 CCLC, etc. please list)		120600	0	120600
Foundations (please list)				0
Fees/Earned Income			26000	26000
Donations/Corporate/Individual Support		1130800		1130800
Other (please list)			177000	177000
Total	10000	1251400	203000	1464400

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$8200
Narrative: City Life Site Director - The staff person who will engage youth in the community to build relationships on a 1:1 or group basis. They will build a team of volunteers to multiply effectiveness as well as conduct Friday Night Clubs as a safe haven for youth.	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: N/A	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$0
Narrative: N/A	
<b>Food / Beverage</b>	\$1800
Narrative: Monthly site expenses for Friday Night Club. \$150/month for 12 months = \$1850	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$0
Narrative: N/A	
<b>Other</b>	\$0
Narrative: N/A	
<b>GRAND TOTAL</b>	\$10000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Host a weekly Friday Night Club as a safe haven for youth at high risk for violence, and conduct other weekly activities such as 1:1 appointments, small groups, and other meetings with the purpose of building relationships with youth.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	May - June: Find, hire and on-board City Life Director. July - August: Begin community investment work. Meet with families of youth already served, connect with community leaders, begin meeting youth and establishing a presence. Start promoting Friday Night Clubs, begin recruiting youth. September: Launch Club October - May: Conduct regular programming. June: Program evaluation
<b>D3. What is the age of youth you plan to serve?</b>	Youth ages 11 - 25
<b>D4. How will you recruit those you plan to serve?</b>	The main work of the City Life Director will be to create relationships with youth in the community served. We believe that it is through relationships that youth are most effectively recruiting into any programming. DAYFC uses the Relational Ministry Actions to help form relationships with youth. These start
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Goals for the City Life Director will be: - To know the names of 100 youth - To have a minimum of two, 1:1 appointments with teens, weekly - To establish collaborative relationships with area schools and other organizations - To create a volunteer team to help facilitate programming and to serve as mentors

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocs.com  
  
 Key: 3e4802205f4aa3ea1daacd0a9e3e0e87

# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

<b>Form name</b>	2022 YVPP PREVENTION NOFO APPLICATION
<b>Submitted by</b>	Jedidah Frederick

## Submission Details:

**Webpage**

[www.yfcdenver.org](http://www.yfcdenver.org)

**Agency's Mailing Address**

P.O. Box 101600 Denver CO 80250-1600

**DUNS Number (Nine Digit Number)**

03-045-5646

**county names**

Arapahoe County, Adams, County, Aurora, Denver, Brighton,  
Jefferson County, Douglas County

**Agency Org Name**

Denver Area Youth for Christ

**Address**

7670 S. Vaughn Street Englewood, CO 80112

**First Name**

Jedidah

**Last Name**

Frederick

**Title**

Chief Operating Officer

**Email**

[jfrederick@yfcdenver.org](mailto:jfrederick@yfcdenver.org)

**Phone Number**

720-317-9567

**Faith-Based**

Faith-Based

**Federal Identification Number (Employer Taxpayer ID#)**

84-0481690

**What Populations does your agency serve?**

Youth, Non-Binary Youth

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Denver Area Youth for Christ (DAYFC) has been working with youth in Denver since 1954, providing mentoring and faith-based programming to help change outcomes and enrich the lives of teens during pivotal moments in their development. DAYFC has been one of the only non-profit organizations serving youth in detention facilities through mentoring relationships, weekly programming and Chaplaincy services. In the late 90s DAYFC began providing services to pregnant and parenting teens in the form of mentoring, parenting classes and the provision of basic needs for teen moms and their children. For

more than 20 years, DAYFC has engaged marginalized youth on middle and high school campuses throughout metro Denver including Aurora. In the 2020-2021 school year DAYFC served over 1500 youth through all its program models. More than half of those youth were engaged 1:1 relationships with staff or volunteers, or took part in small group programming.

**Please break down your agency's current service delivery by percentage and programming type.**

In the 2020-2021 school year DAYFC reached 1533 youth. Campus Life served 40.5% of youth (622) through its programming on middle and high school campuses. Our Juvenile Justice Program that works with youth in detention centers served 51% or 781 incarcerated youth. Parent Life served 81 parenting/pregnant teens (81) and our City Life program served 49 youth through community-based programs (3%).

**Does your agency conduct client satisfaction surveys?**

DAYFC conducts client surveys that track progress toward goals established through mentoring as well as interest. Both surveys are used to help inform future programming.

**What agencies do you partner with that provide services to Aurora residents?**

New Legacy Charter School, Moorhead Recreation Center and Marvin Foote Youth Services Center in Arapahoe County.

**What role will youth play in advising this application?**

DAYFC's desire to expand its services to Aurora (and specifically to youth in the 80110 zip code) is informed by non-parenting youth who have been participating in our Parent Life programming at New Legacy Charter school with parenting and pregnant teens. Many non-parenting youth at the school have been attending programming in the after school hours along with their parenting and pregnant friends. Their desire to connect with the staff and volunteers indicated to us that more resources were needed in order to better serve all teens in this community. Those youth have asked us to provide more



resources and opportunities geared toward them. Funding through the YVPP would allow us to meet this demand, and the organization is committed to listening to youth voices and involving them in the creation and implementation of programming.

### **Financial overview**

The Board of Directors is actively involved in advancing DAYFC's mission and overseeing the agency's financial performance, fundraising initiatives and strategic planning process. The board receives weekly updates from the Executive Director and meets quarterly for in-depth financial review, budget oversight and planning. The organization uses Expensewire to track staff expenses and has policies and procedures in place for submitting and approving expenses and has placed spending limits for staff. DAYFC has a full-time bookkeeper to help track deposits and spending and is capable of tracking spending related to grants. Its Chief Operating Officer and Chief Ministry Officer also have previous experience managing State and Federal grant programs. DAYFC also conducts annual audits through an independent third-party and all finances are overseen by the National Service Center of Youth for Christ.

### **What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

### **entity1**

Savio House

### **funding1**

Federal Grant

### **funds support\_1**

Juvenile Justice

### **awards1**

130600

**entity2**

Business

**funding2**

Private Funds

**funds support\_2=**

General Operating/Program

**awards2**

235350

**entity3**

Everence Foundation

**funding3**

Foundations

**funds support\_3**

General Operating/Program

**awards3**

63,700

**entity4**

Individual donors

**funding4**

Monetary Donations

**funds support\_4**

General Op/Program

**awards4**

715750

**entity5**

Other

**funding5**

Monetary Donations

**funds support\_5**

General Op/Program

**awards5**

319000

**C3 Leverage**

DAYFC is ready to leverage all monetary donations from individuals to support this new endeavor. The organization asks new staff entering employment to engage their own circles of influence to provide monthly financial support as they start their positions. Funding through the City of Aurora and the Youth Violence Prevention Program can be used as an incentive to promote generosity among those individuals.

**C4 Efforts**

DAYFC primarily works on school campuses and/or within detention facilities. The efforts we will undergo with our proposed Friday Night Clubs will be community based. The new City Life Director will spend a majority of their time building relationships with youth in the community through consistent presence, individual meetings, participating in community events and other activities. They will also primarily plan and execute the Friday Night Clubs.

**Receive funding from resources**

Federal Grants, Private Funds, Foundations, Monetary Donations

**textarea\_EGg**

10,000

**textarea\_EGg**

0

**textarea\_EGg**

120600

**textarea\_EGg**

26000

**textarea\_EGg**

1130800

**textarea\_EGg**

177000

**textarea\_qdB**

10000

**textarea\_qdB**

120600

**textarea\_qdB**

0

**textarea\_qdB**

26000

**textarea\_qdB**

1130800

**textarea\_qdB**

177000

**textarea\_qdB**

1464400

**textarea\_qdB**

203000

**textarea\_qdB**

1251400

**textarea\_qdB**

10000

**Narrative**

City Life Site Director - The staff person who will engage youth in the community to build relationships on a 1:1 or group basis. They will build a team of volunteers to multiply effectiveness as well as conduct Friday Night Clubs as a safe haven for youth.

**Narrative\_1**

N/A

**Program Staff**

8200

**Program Staff**

0

**Program Staff**

1800

**Program Staff**

0

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

0

**Narrative\_1**

N/A

**Narrative\_1**

Monthly site expenses for Friday Night Club. \$150/month for 12 months = \$1850

**Narrative\_1**

N/A

**Narrative\_1**

N/A

**D1 What is your proposed**

Host a weekly Friday Night Club as a safe haven for youth at high risk for violence, and conduct other weekly activities such as 1:1 appointments, small groups, and other meetups with the purpose of building relationships with youth in the community.

**scope of work**

May - June: Find, hire and on-board City Life Director. July - August: Begin community investment work. Meet with families of youth already served, connect with community leaders, begin meeting youth and establishing a presence. Start promoting Friday Night Clubs, begin recruiting youth. September: Launch Club October - May: Conduct regular programming. June: Program evaluation

**your plan to serve**

Youth ages 11 - 25

**you plan to serve\_3**

The main work of the City Life Director will be to create relationships with youth in the community served. We believe that it is through relationships that youth are most effectively recruiting into any

programming. DAYFC uses the Relational Ministry Actions to help form relationships with youth. These start with "Contacting" actions that draw youth through large, fun activities to get to know their names. These might be serving breakfast before school, attending sporting events, playing pick-up games, etc. Building times are meant to establish stronger relationships through conversations, and spending time together in smaller groups. Appointments are intentional one-on-one times with a young person. The City Life Director will use all Relational Ministry Actions to recruit youth to program. Not only will the employment of these activities recruit youth to the once/week Club, they are in of of themselves 'programming" for youth as they enter into a relationship with the City life Director and the team of volunteer leaders.

### **to report**

Goals for the City Life Director will be: - To know the names of 100 youth - To have a minimum of two, 1:1 appointments with teens, weekly - To establish collaborative relationships with area schools and other organizations - To create a volunteer team to help facilitate programming and to serve as mentors We will use the following as measures of success: - The number of 1:1 appointments made during the week/month/year. - The number of contacting and building activities engaged in - The number of youth names the City Life Director knows - Attendance at Friday Night Club - The number of youth engaged in a mentoring relationship

### **Nonprofit**

Nonprofit

### **Attachments:**

W9

CERT\_GS\_D.pdf

501Determination

Insurance



View the submission and any attachments by following the link below  
and using this unique access code: Isomspg5ugveEdvE

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Denver Area Youth for Christ Address: 7670 S. Vaughn Ct. Englewood 80112 Webpage: www.YFCDenver.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Jedidah Last Name: Frederick Title: Chief Operating Officer Phone Number: 720-317-9567 Email: jfrederick@yfcdenver.org
<b>A3. Agency Mailing Address</b>	P.O. BOX 101600 Denver, CO 80250
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 84-0481690  DUNS Number ( <i>Nine Digit Number</i> ): 03-045-5646Adams, Arapahoe, Denver, Douglas, Jefferson Counties

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Adams, Arapahoe, Denver, Douglas, Jefferson Counties
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Denver Area Youth for Christ (DAYFC) has been working with youth in Denver since 1954, providing mentoring and faith-based programming to help change outcomes and enrich the lives of teens during pivotal moments in their development. DAYFC has been one of the only non-profit organizations serving youth in detention facilities through mentoring relationships, weekly.
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	In the 2020-2021 school year DAYFC reached 1533 youth. Campus Life served 40.5% of youth (622) through its programming on middle and high school campuses. Our Juvenile Justice Program that works with youth in detention centers served 51% or 781 incarcerated youth. Parent Life served 81 parenting/pregnant teens (81) and our City Life program served 49 youth though community-based programs (3%).
<b>B6. Please break down your agency's proposed service delivery.</b>	DAYFC is seeking funding to support existing programming that our Parent Life team conducts with parenting and expectant youth at New Legacy Charter School. Currently this program provides parenting instruction, small groups and mentoring to 20 youth. The organization would add the Strengthening Families Curriculum to its current out-of-school-time programming.
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	DAYFC intervenes in the lives of parenting and expectant teens to provide
<b>B8. Does your agency conduct client satisfaction surveys?</b>	DAYFC conducts client surveys that track progress toward goals established through mentoring as well as programming interests. Parent Life teens are also assessed during after they have finished the PIPE curriculum. All surveys are used to help inform future programming.
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	New Legacy Charter School, Moorhead Recreation Center and Marvin Foote Youth Services Center in Arapahoe County.
<b>B9. What agencies do you have formal agreements with?</b>	New Legacy Charter School
<b>B10. What role will youth play in advising this application?</b>	DAYFC's desire to expand its services to Aurora (and specifically to youth in the 80110 zip code) is informed by parenting and pregnant youth who have been participating in our Parent Life programming at New Legacy Charter school. They indicated a desire for more training on life skills, caring for

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<p><b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b></p>	<p>The Board of Directors is actively involved in advancing DAYFC's mission and overseeing the agency's financial performance, fundraising initiatives and strategic planning process. The board receives weekly updates from the Executive Director and meets quarterly for in-depth financial review, budget oversight and planning. The organization uses Expensewire to track staff expenses and has policies and procedures in place for submitting and approving expenses and has placed spending limits for staff. DAYFC has a full-time bookkeeper to help track deposits and spending and is capable of tracking spending related to grants. Its Chief Operating Officer and Chief Ministry Officer also have previous experience managing State and Federal grant programs. DAYFC also conducts annual audits through an independent third.</p>																								
<p><b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b></p>	<p>Attachment emailed to YVPP Grant Manager (since there is not a way to attach the audit to this application.)</p>																								
<p><b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 625 1240 1014"> <input checked="" type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1536 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Savio House</td> <td>Federal Grant</td> <td>Juvenile Justice</td> <td>130,600</td> </tr> <tr> <td>Businesses</td> <td>Private Funds</td> <td>General</td> <td>235,350</td> </tr> <tr> <td>Everence</td> <td>Foundations</td> <td>General</td> <td>63,700</td> </tr> <tr> <td>Individual donors</td> <td>Monetary</td> <td>General</td> <td>715,750</td> </tr> <tr> <td>Other</td> <td>Monetary</td> <td>General</td> <td>319,000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Savio House	Federal Grant	Juvenile Justice	130,600	Businesses	Private Funds	General	235,350	Everence	Foundations	General	63,700	Individual donors	Monetary	General	715,750	Other	Monetary	General	319,000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Savio House	Federal Grant	Juvenile Justice	130,600																						
Businesses	Private Funds	General	235,350																						
Everence	Foundations	General	63,700																						
Individual donors	Monetary	General	715,750																						
Other	Monetary	General	319,000																						
<p><b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>DAYFC is ready to leverage all monetary donations from individuals to support this new endeavor. The organization asks new staff entering employment to engage their own circles of influence to provide monthly financial support as they start their positions. Funding through the City of Aurora and the Youth Violence Prevention Program can be used as an incentive to promote generosity among those individuals.</p>																								
<p><b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>DAYFC aims to supplement its current program offerings by adding the Strengthening Families Curriculum to the work it is doing with parenting and expectant teens in its Parent Life program. Each of the Parent Life staff and volunteers have been trained and are utilizing the PIPE Parenting Curriculum. PIPE helps young parents and their young children with the foundation for healthy relationships. The Strengthening Families Curriculum is the logical next step in programming to help support families as children age.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	60,000			60000
Government Grants (including 21 CCLC, etc. please list)		60,600	10,000	70600
Foundations (please list)		0	0	0
Fees/Earned Income		0	26,000	26000
Donations/Corporate/Individual Support		1,130,800	0	1130800
Other (please list)		0	177,000	177000
<b>Total</b>	<b>60000</b>	<b>1191400</b>	<b>213000</b>	<b>1464400</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	55,000
Narrative: Parent Life Site Director - \$30,000. Leads team of volunteers and facilitates program at New Legacy Charter School. Three-quarter salaried position. Parent Life Program Director - \$25,000 - Oversees program quality, assists with recruitment of volunteers, engages with community leaders to build collaborations.	
<b>Partners/Specialty Services (detail each example)</b>	0
Narrative: n/a	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: n/a	
<b>Food / Beverage</b>	2160
Narrative: Weekly food and beverage expenses for students attending programming. $\$180/\text{month} \times 12 \text{ months} = \$2160$	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	0
Narrative: n/a	
<b>Other</b>	2840
Narrative: Miscellaneous celebrations: Mother's Day Porch Pictures (flowers, printing, toy for student) = \$500 Graduation gifts for graduating moms/dads = \$500 Weekend Retreat for moms and babies = \$1200 Baby showers = \$640	
<b>GRAND TOTAL</b>	60000




## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Delivery of Strengthening Families Curriculum in conjunction with current programming to parenting and expectant teens at New Legacy Charter School.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>September - Site Launch</p> <p>September - May - Regular, weekly programming: Once/week small groups. Once/week after-school sports club, weekly 1:1 appointments with teens, impromptu gatherings (ice-cream, stroller walks, lunches, baby showers, etc.)</p> <p>May - Celebration Month: Graduation, Mother's Day, Weekend Retreat.</p> <p>June - Program evaluation and preparing for new season</p> <p>July - August - Continued meetings with students in small groups and/or 1:1 appointments.</p>
<b>D3. What is the age of youth you plan to serve?</b>	11-19
<b>D4. How will you recruit those you plan to serve?</b>	DAYFC is currently offering programming at New Legacy Charter. Our Site Director also serves as a volunteer volleyball coach at the school. Through her interaction with students she is able to build relationships and promote out-of-school time programming. Students also hear through word of mouth. Our Site
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>The Parent Life team plans to use the Strengthening Families Assessment tool to assess parenting related skills (positive parenting, parental involvement, parenting skills, parenting supervision and levels of parenting efficacy). The PIPE curriculum has built-in skills practice. Parents learn a skill and practice that skill in a group setting which allows for immediate feedback. At the end of the instruction, parents are given time to reflect on their experience and share what they learned.</p> <p>DAYFC also looks at relational ministry actions that include: # of 1:1</p>

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.


  
 Key: a9f7763d9e833f5becca5a56dccc66b15





## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Jedidah Frederick

---

### Submission Details:

**Agency Org Name**

Denver Area Youth for Christ

**Webpage**

[www.YFCDenver.org](http://www.YFCDenver.org)

**AgencyMailingAddress**

P.O. BOX 101600 Denver, CO 80250

**Federal IdentificationNumber**

84-0481690

**DUNSNumber**

03-045-5646Adams, Arapahoe, Denver, Douglas, Jefferson Counties

**Select a GroupChildrenAdd a New Group \*\***

choice0

**Agency Org Address**

7670 S. Vaughn Ct. Englewood 80112

**AgencyContactFirstName**

Jedidah

**AgencyContactLastName**

Frederick

**AgencyContactTitle**

Chief Operating Officer

**AgencyContactPhone**

720-317-9567

**AgencyContactEmail**

[jfrederick@yfcdenver.org](mailto:jfrederick@yfcdenver.org)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Adams, Arapahoe, Denver, Douglas, Jefferson Counties

**B4 Howhas yourorganization**

Denver Area Youth for Christ (DAYFC) has been working with youth in Denver since 1954, providing mentoring and faith-based programming to help change outcomes and enrich the lives of teens during pivotal moments in their development. DAYFC has been one of the only non-profit organizations serving youth in detention facilities through mentoring relationships, weekly programming and Chaplaincy services. In the late 90s DAYFC began providing services to pregnant

and parenting teens in the form of mentoring, parenting classes and the provision of basic needs for teen moms and their children. For more than 20 years, DAYFC has engaged marginalized youth on middle and high school campuses throughout metro Denver including Aurora. In the 2020-2021 school year DAYFC served over 1500 youth through all its program models. More than half of those youth were engaged 1:1 relationships with staff or volunteers, or took part in small group programming.

### **programming typePercentage**

In the 2020-2021 school year DAYFC reached 1533 youth. Campus Life served 40.5% of youth (622) through its programming on middle and high school campuses. Our Juvenile Justice Program that works with youth in detention centers served 51% or 781 incarcerated youth. Parent Life served 81 parenting/pregnant teens (81) and our City Life program served 49 youth through community-based programs (3%).

### **NonBinaryYouth**

choice0

### **Families**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **Youth Programming**

choice0

### **delivery**

DAYFC is seeking funding to support existing programming that our Parent Life team conducts with parenting and expectant youth at New Legacy Charter School. Currently this program provides parenting

instruction, small groups and mentoring to 20 youth. The organization would add the Strengthening Families Curriculum to its current out-of-school-time programming.

### **OrganizationPhilosophies**

DAYFC intervenes in the lives of parenting and expectant teens to provide support through programming and relationships. Our philosophy is that programs alone are not effective to change young lives, but rather, the best medium for effective change comes through relationships. DAYFC staff and volunteers are intentional to form healthy, long-term relationships with youth. DAYFC uses the following strategies to prevent youth violence: 1) Promotion of family environments that support healthy development. We do this through parenting skills curriculum that helps young moms/dads learn to interact well with their child/ren. They are given the resources/skills needed to form healthy family relationships if those are lacking. 2) Connecting youth to caring adults and activities. DAYFC has volunteers that mentor young moms/dads. These caring adults not only model healthy relationships, they also serve as a support and resource. These 'trusted guides' are able to come alongside youth during pivotal moments to provide resources, encouragement and hope. DAYFC's Parent Life program also conduct out-of-school time activities.

### **client satisfaction surveys**

DAYFC conducts client surveys that track progress toward goals established through mentoring as well as programming interests. Parent Life teens are also assessed during after they have finished the PIPE curriculum. All surveys are used to help inform future programming.

### **PartnerAgency**

New Legacy Charter School, Moorhead Recreation Center and Marvin Foote Youth Services Center in Arapahoe County.

### **FormalAgreements**

### **Advertising**

DAYFC's desire to expand its services to Aurora (and specifically to youth in the 80110 zip code) is informed by parenting and pregnant youth who have been participating in our Parent Life programming at New Legacy Charter school. They indicated a desire for more training on life skills, caring for themselves and their child/ren, self-defense, as well as doing 'normal' teen activities. Their desire to connect with the staff and volunteers indicated to us that more resources were needed in order to better serve them. Funding through the YVPP would allow us to meet this demand, and the organization is committed to listening to youth voices and involving them in the creation and implementation of programming.

### **TextField\_0**

The Board of Directors is actively involved in advancing DAYFC's mission and overseeing the agency's financial performance, fundraising initiatives and strategic planning process. The board receives weekly updates from the Executive Director and meets quarterly for in-depth financial review, budget oversight and planning. The organization uses Expensewire to track staff expenses and has policies and procedures in place for submitting and approving expenses and has placed spending limits for staff. DAYFC has a full-time bookkeeper to help track deposits and spending and is capable of tracking spending related to grants. Its Chief Operating Officer and Chief Ministry Officer also have previous experience managing State and Federal grant programs. DAYFC also conducts annual audits through an independent third-party and all finances are overseen by the National Service Center of Youth for Christ.

### **Federal Grants**

Attachment emailed to YVPP Grant Manager (since there is not a way to attach the audit to this application.)

**entity1**

Savio House

**fundingstream1**

Federal Grant

**programmingEfforts1**

Juvenile Justice

**awardAmount1**

130,600

**Federal Grants\_1**

choice0

**PrivateFunds**

choice0

**Foundations**

choice0

**MonetaryDonations**

choice0

**entity2**

Businesses

**fundingstream2**

Private Funds

**programmingEfforts2**

General operating/Program

**awardAmount2**

235,350

**entity3**

Everence Foundation

**fundingstream3**

Foundations

**programmingEfforts3**

General operating/Program

**awardAmount3**

63,700

**entity4**

Individual donors

**fundingstream4**

Monetary donations

**programmingEfforts4**

General operating/Program

**awardAmount4**

715,750

**entity5**

Other

**fundingstream5**

Monetary donations

**programmingEfforts5**

General operating/Program

**awardAmount5**

319,000

**LeverageFunds**



DAYFC is ready to leverage all monetary donations from individuals to support this new endeavor. The organization asks new staff entering employment to engage their own circles of influence to provide monthly financial support as they start their positions. Funding through the City of Aurora and the Youth Violence Prevention Program can be used as an incentive to promote generosity among those individuals.

### **PlannedEfforts**

DAYFC aims to supplement its current program offerings by adding the Strengthening Families Curriculum to the work it is doing with parenting and expectant teens in its Parent Life program. Each of the Parent Life staff and volunteers have been trained and are utilizing the PIPE Parenting Curriculum. PIPE helps young parents and their young children with the foundation for healthy relationships. The Strengthening Families Curriculum is the logical next step in programming to help support families as children age.

### **CommittedGovGrants**

60,600

### **CommittedFoundations**

0

### **CommittedFees**

0

### **CommittedDonations**

1,130,800

### **textarea\_EL1**

0

### **totalFundsRequested**

60000

### **PendingGovGrants**

10,000

**TotalGovGrants**

70600

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

26000

**TotalDonations**

1130800

**TotalOther**

177000

**TotalTotals**

1464400

**PendingFees**

26,000

**PendingDonations**

0

**PendingOther**

177,000

**TotalTotals**

213000

**CommittedITotals**

1191400

**FundsRequestedTotal**

60000

**FundsRequested**

60,000

**StaffSalariesNarrative**

Parent Life Site Director - \$30,000. Leads team of volunteers and facilitates program at New Legacy Charter School. Three-quarter salaried position. Parent Life Program Director - \$25,000 - Oversees program quality, assists with recruitment of volunteers, engages with community leaders to build collaborations. Part-time salary.

**NarrativePartners**

n/a

**Food**

n/a

**NarrativeFood**

Weekly food and beverage expenses for students attending programming. \$180/month x 12 months = \$2160

**Narrative\_3**

n/a

**NarrativeOther**

Miscellaneous celebrations: Mother's Day Porch Pictures (flowers, printing, toy for student) = \$500 Graduation gifts for graduating moms/dads = \$500 Weekend Retreat for moms and babies = \$1200 Baby showers = \$640

**StaffSalariesTotal**

55,000

**TotalPartners**

0

**Popuptotal**

0

**TotalFood**

2160

**TotalOperatingExp**

0

**TotalOther**

2840

**GrandTotal**

60000

**ProposedProgramming**

Delivery of Strengthening Families Curriculum in conjunction with current programming to parenting and expectant teens at New Legacy Charter School.

**Projections**

September - Site Launch September - May - Regular, weekly programming: Once/week small groups. Once/week after-school sports club, weekly 1:1 appointments with teens, impromptu gatherings (ice-cream, stroller walks, lunches, baby showers, etc.) May - Celebration Month: Graduation, Mother's Day, Weekend Retreat. June - Program evaluation and preparing for new season July - August - Continued meetings with students in small groups and/or 1:1 appointments.

**YouthAge**

11-19

## **RecruitPlan**

DAYFC is currently offering programming at New Legacy Charter. Our Site Director also serves as a volunteer volleyball coach at the school. Through her interaction with students she is able to build relationships and promote out-of-school time programming. Students also hear through word of mouth. Our Site Director also attends school events in order to engage with youth and is able to recruit youth to programming in that way as well.

## **PerformanceMeasures**

The Parent Life team plans to use the Strengthening Families Assessment tool to assess parenting related skills (positive parenting, parental involvement, parenting skills, parenting supervision and levels of parenting efficacy). The PIPE curriculum has built-in skills practice. Parents learn a skill and practice that skill in a group setting which allows for immediate feedback. At the end of the instruction, parents are given time to reflect on their experience and share what they learned. DAYFC also looks at relational ministry actions that include: # of 1:1 appointments/week, # of youth involved in small groups, # of relationship-building activities.

## **Attachments:**

Org\_Chart.pdf  
AnnualReport.pdf  
ArticlesofINCandBylaws.pdf  
IncomeStatementYVPP.pdf  
Board of Directors List 2022.docx  
Nov 09 BOD Minutes.docx  
W9andCertofGS.pdf  
501Determination.pdf  
YOUFO1-Youth Violence Prevention Program-18361440.pdf

View the submission and any attachments by following the link below and using this unique access code: PuRzFZflHaUeUY4L

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: DBOA, LLC (Driven By Our Ambitions) Address: 8000 E Prentice Ave, Unit B-12, Greenwood Village, CO 80111 Webpage: dboaprep.com
<b>A2. Agency Applicant Contact Information</b>	First Name: Daniel Last Name: Sampson Title: Founder/CEO Phone Number: 720-556-5257 Email: sampsond@dboapre
<b>A3. Agency Mailing Address</b>	16890 E Alameda Pkwy, #473484, Aurora, CO 80047
<b>A4. Is your organization (select one of the following)</b>	<input type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input checked="" type="radio"/> Other: for profit with nonprofit
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 82-0914857 (DBOA); 80-0168705 (MBSKCO)  DUNS Number ( <i>Nine Digit Number</i> ): 095610959 (DBOA); 1120885389 (MBSKCO)

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Counties: Arapahoe, Douglas, Elbert, Lincoln, Adams, Denver, Jefferson
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:



	<input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	DBOA provides youth prosocial options and traditional/non-traditional therapy to combat negative engagements from: peers, social media, family and community environments
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Case Management (5%) Mentoring/Prosocial Engagement (50%) System Navigation (5%) Therapy (25%) Family Reunification (15%)
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes; Both a youth and parent/guardian client satisfaction survey was developed for DBOA by Omni Institute
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	JD18 CYDC; JD18 Probation; CO Division of Youth Services; Arapahoe County Department of Human Services; Adams County Department of Human Services; Aurora Public Schools; Cherry Creek School District; A/DWorks; Adams County Workforce Center; Aurora Municipal Court
<b>B8. What role will youth play in advising this application?</b>	DBOA allows alum and current youth clients share any input to better the outcomes for their communities

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	See attached: MBSKCO_Organization_Governance
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input checked="" type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>CO DYS</td> <td>unknown</td> <td>transition services;</td> <td>30,000</td> </tr> <tr> <td>Arapahoe County</td> <td>core; TANF</td> <td>mentoring; groups</td> <td>42,000</td> </tr> <tr> <td>JD18 CYDC</td> <td>unknown</td> <td>mentoring; groups</td> <td>46,000</td> </tr> <tr> <td>JD18 Probation</td> <td>unknown</td> <td>mentoring</td> <td>7,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	CO DYS	unknown	transition services;	30,000	Arapahoe County	core; TANF	mentoring; groups	42,000	JD18 CYDC	unknown	mentoring; groups	46,000	JD18 Probation	unknown	mentoring	7,000				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
CO DYS	unknown	transition services;	30,000																						
Arapahoe County	core; TANF	mentoring; groups	42,000																						
JD18 CYDC	unknown	mentoring; groups	46,000																						
JD18 Probation	unknown	mentoring	7,000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Funds from entities above can help provide the DBOA services</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>Weekly event during non-school weeks to give a prosocial outlet during times that</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10000			10000
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		0	0	0
Other (please list)		0	0	0
Total	10000	0	0	10000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$2500
Narrative: Program Coordinator: oversee operations of weekly event	
<b>Partners/Specialty Services (detail each example)</b>	\$3000
Narrative: Security and Medical Support: staff to support event needs	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$2000
Narrative: Sporting Goods (basketballs; scoreboard, water coolers, first aid kit): 210 + 450 + 120 + 50 Incentives (gift cards): 1000 Tables (3): 170	
<b>Food / Beverage</b>	\$500
Narrative: Ice Water	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$2000
Narrative: Lights Rental	
<b>Other</b>	\$0
Narrative: n/a	
<b>GRAND TOTAL</b>	\$10000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Friday Night Lights (Hoops Edition): 3-on-3 Basketball Tournaments with an emphasis on high risk youth participation. During summer break (June-August) on each Friday evening from 8-11 pm at Hoops Park / 16300 E 6th Ave
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>May 2022: market program to public and schools  June 2022: begin events on each Friday evening  July 2022: obtain feedback from community and judicial partners via surveys and interviews  August 2022: conclude program and request feedback for potential school year option</p> <p>48-120 youth served  10 Friday night events</p> <p>Within the conclusion of the 2021/22 school year and prior to the summer break</p>
<b>D3. What is the age of youth you plan to serve?</b>	12-20
<b>D4. How will you recruit those you plan to serve?</b>	Judicial departments; Schools; Community based organizations
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Participant surveys; specialized data system via MBSKCO; media posts and interviews

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

### Submission Details:

**Webpage**

dboaprep.com

**Agency's Mailing Address**

16890 E Alameda Pkwy, #473484, Aurora, CO 80047

**DUNS Number (Nine Digit Number)**

095610959 (DBOA); 1120885389 (MBSKCO)

**county names**

Counties: Arapahoe, Douglas, Elbert, Lincoln, Adams, Denver,  
Jefferson

**Agency Org Name**

DBOA, LLC (Driven By Our Ambitions)

**Address**

8000 E Prentice Ave, Unit B-12, Greenwood Village, CO 80111

**First Name**

Daniel

**Last Name**

Sampson

**Title**

Founder/CEO

**Email**

[sampsond@dboaprep.com](mailto:sampsond@dboaprep.com)

**Phone Number**

720-556-5257

**Other**

Other

**Organization Type: Other**

for profit with nonprofit fiscal agent (MBSKCO)

**Federal Identification Number (Employer Taxpayer ID#)**

82-0914857 (DBOA); 80-0168705 (MBSKCO)

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families, Men, Women, Non-binary Adults

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

DBOA provides youth prosocial options and traditional/non-traditional therapy to combat negative engagements from: peers, social media,



family and community environments

**Please break down your agency's current service delivery by percentage and programming type.**

Case Management (5%) Mentoring/Prosocial Engagement (50%)  
System Navigation (5%) Therapy (25%) Family Reunification (15%)

**Does your agency conduct client satisfaction surveys?**

Yes; Both a youth and parent/guardian client satisfaction survey was developed for DBOA by Omni Institute

**What agencies do you partner with that provide services to Aurora residents?**

JD18 CYDC; JD18 Probation; CO Division of Youth Services;  
Arapahoe County Department of Human Services; Adams County  
Department of Human Services; Aurora Public Schools; Cherry Creek  
School District; A/DWorks; Adams County Workforce Center; Aurora  
Municipal Court

**What role will youth play in advising this application?**

DBOA allows alum and current youth clients share any input to better the outcomes for their communities

**Financial overview**

See attached: MBSKCO\_Organization\_Governance

**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

**entity1**

CO DYS

**funding1**

unknown

**funds support\_1**

transition services; therapy

**awards1**

30,000

**entity2**

Arapahoe County DHS

**funding2**

core; TANF

**funds support\_2=**

mentoring; groups

**awards2**

42,000

**entity3**

JD18 CYDC

**funding3**

unknown

**funds support\_3**

mentoring; groups

**awards3**

46,000

**entity4**

JD18 Probation

**funding4**

unknown

**funds support\_4**

mentoring

**awards4**

7,000

**C3 Leverage**

Funds from entities above can help provide the DBOA services

**C4 Efforts**

Weekly event during non-school weeks to give a prosocial outlet during times that have been for disruptive behavior amongst high risk youth

**Receive funding from resources**

Arapahoe County, Other Government entities

**textarea\_EGg**

10000

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_EGg**

0

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**Narrative**

Program Coordinator: oversee operations of weekly event

**Narrative\_1**

Security and Medical Support: staff to support event needs

**Program Staff**

2500

**Program Staff**

3000

**Program Staff**

500

**Program Staff**

2000

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

2000

**Narrative\_1**

Sporting Goods (basketballs; scoreboard, water coolers, first aid kit):

210 + 450 + 120 + 50 Incentives (gift cards): 1000 Tables (3): 170

**Narrative\_1**

Ice Water

**Narrative\_1**

Lights Rental

**Narrative\_1**

n/a

**D1 What is your proposed**

Friday Night Lights (Hoops Edition): 3-on-3 Basketball Tournaments with an emphasis on high risk youth participation. During summer break (June-August) on each Friday evening from 8-11 pm at Hoops Park (16300 E. 6th Ave., Aurora, CO 80011) This program will be utilized to get youth involved in a pro-social activity and encounter law enforcement and judicial officers in a positive setting.

**scope of work**

May 2022: market program to public and schools June 2022: begin events on each Friday evening July 2022: obtain feedback from community and judicial partners via surveys and interviews August 2022: conclude program and request feedback for potential school year option 48-120 youth served 10 Friday night events Within the conclusion of the 2021/22 school year and prior to the summer break there will be a coordinated meeting involving community organizations/agencies, Aurora serving judicial departments, DBOA alum and high risk students, and parents/guardians to discuss best options to implement 3-on-3 basketball tournament throughout summer months.

**your plan to serve**

12-20

**you plan to serve\_3**

Judicial departments; Schools; Community based organizations

**to report**

Participant surveys; specialized data system via MBSKCO; media posts and interviews

**Attachments:**

MBSKCO\_W\_9\_Form.pdf

MBSKCO\_Certificate\_of\_Good\_Standings.pdf

MBSKCO\_tax\_letter.pdf

DBOA - Insurance - Certificate of Liability - 062021\_052022.pdf

View the submission and any attachments by following the link below and using this unique access code: sv5SQBLjOI8F3mNn

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012





# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: DBOA, LLC (Driven By Our Ambitions) Address: 8000 E Prentice Ave, Unit B-12, Greenwood Village, CO 80111 Webpage: dboaprep.com
<b>A2. Agency Applicant Contact Information</b>	First Name: Daniel Last Name: Sampson Title: Founder/CEO Phone Number: 720-556-5257 Email: sampsond@dboaprep.com
<b>A3. Agency Mailing Address</b>	16890 E Alameda Pkwy, #473484, Aurora, CO 80047
<b>A4. Is your organization (select one of the following)</b>	<input type="radio"/> Nonprofit Organization <input checked="" type="radio"/> Faith-Based Organization <input checked="" type="radio"/> Governmental Organization <input checked="" type="radio"/> School(s), School District <input checked="" type="radio"/> Medical Field Organization <input checked="" type="radio"/> Other: for profit with nonprofit fiscal agent (MBSKCO)
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 82-0914857 (DBOA); 80-0168705 (MBSKCO)  DUNS Number ( <i>Nine Digit Number</i> ): 095610959 (DBOA); 1120885389 (MBSKCO)

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> <i>(Indicate zip codes or city and county names).</i>	Counties: Arapahoe, Douglas, Elbert, Lincoln, Adams, Denver, Jefferson, Pueblo, El Paso	
<b>B2. What populations does your agency serve?</b> <i>(Indicate Age Ranges &amp; All That Apply)</i>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	DBOA provides youth prosocial options and traditional/non-traditional therapy to combat negative engagements from: peers, social media, family and community environments	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Case Management (5%) Mentoring/Prosocial Engagement (50%) System Navigation (5%) Therapy (25%) Family Reunification (15%)	
<b>B6. Please break down your agency's proposed service delivery.</b>	Case Management Mentoring/Prosocial Engagement System Navigation Therapy Family Reunification	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	DBOA aims to establish intervention/preventative/mentoring/therapy services for	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes; Both a youth and parent/guardian client satisfaction survey was developed for DBOA by Omni Institute	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	JD18 CYDC; JD18 Probation; CO Division of Youth Services; Arapahoe County Department of Human Services; Adams County Department of Human Services; Aurora Public Schools; Cherry Creek School District; A/DWorks; Adams County Workforce Center; Aurora Municipal Court	
<b>B9. What agencies do you have formal agreements with?</b>	JD18 CYDC; JD18 Probation; CO Division of Youth Services; Arapahoe County Department of Human Services; Adams County Department of Human Services	
<b>B10. What role will youth play in advising this application?</b>	DBOA allows alum and current youth clients share any input to better the outcomes for their communities	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	See attached: MBSKCO_Organization_Governance																											
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	See attached: MBSKCO_2020_Financial_Statements																											
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input checked="" type="checkbox"/> Other governmental entities serving the city of Aurora                 </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>CO DYS</td> <td>unknown</td> <td>transition services;</td> <td>30,000</td> </tr> <tr> <td>Arapahoe County</td> <td>core; TANF</td> <td>mentoring; groups</td> <td>42,000</td> </tr> <tr> <td>JD18 CYDC</td> <td>unknown</td> <td>mentoring; groups</td> <td>46,000</td> </tr> <tr> <td>JD18 Probation</td> <td>unknown</td> <td>mentoring</td> <td>7,000</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	CO DYS	unknown	transition services;	30,000	Arapahoe County	core; TANF	mentoring; groups	42,000	JD18 CYDC	unknown	mentoring; groups	46,000	JD18 Probation	unknown	mentoring	7,000				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																									
CO DYS	unknown	transition services;	30,000																									
Arapahoe County	core; TANF	mentoring; groups	42,000																									
JD18 CYDC	unknown	mentoring; groups	46,000																									
JD18 Probation	unknown	mentoring	7,000																									
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	Funds from entities above can help provide the DBOA services																											
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	DBOA will be contracting with additional service providers and hiring master-level interns with an emphasis on mental health and wellness options to community base organizations and juvenile placement facilities.																											

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	245510			245510
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	125000	125000
Donations/Corporate/Individual Support		0	0	0
Other (please list)		0	0	0
<b>Total</b>	<b>245510</b>	<b>0</b>	<b>125000</b>	<b>370510</b>

## Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	136000
Narrative: 1/3 of position salaries	
Program Director (50000): is responsible for managing operations such as Group Programming, Mentoring, Education, Social Recreation, Arts, and Mental Health &	
<b>Partners/Specialty Services (detail each example)</b>	18800
Narrative: 1/3 of position salaries	
Trauma Informed Care Provider (10400): provides specializes services in grief/trauma informed yoga, mediation, mentoring, individual and group therapy	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	41040
Narrative: All item amounts equal to 240	
Incentives (gift cards, gas cards, recreation/fitness center fees): 12000 + 9600 + 5040	
increase consistent engagement and reward positive individualized growth	
<b>Food / Beverage</b>	6750
Narrative: Prosocial outings for YOUTH OF THE WEEK to take part in dinner and activity each Monday during the school year	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	13760
Narrative: Space rental (5760): barbershop for group programming	
Marketing material (1200): stress balls, stationary, hand sanitizer, lip balm, key chains, water bottles	
Grant support (2500): oversight consulting and execution	
<b>Other</b>	29160
Narrative: Fringe Benefits: maximum nontaxable value per person is limited to: 270 per month for combined commuter highway vehicle transportation and transit passes. Majority of tasks for program staff will consist of using personal transportation to meet with clients at location convenient for clients	
<b>GRAND TOTAL</b>	245510



#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Suited & Booted (Job Readiness & Life Skills) Been There Done That (Gang Activity Disengagement)
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	June 2022: implementation of programming begins Aug. 2022: prioritize areas of focus + develop a tiered action plan Dec. 2022: first round of data tracking reports concluded Feb. 2023: mental health and wellness summit June 2023: second round of data tracking reports concluded  tentatively plan to serve between 60-240 youth  minimum of 12 events  Within the conclusion of the 2021/22 school year and prior to the fall 2022 semester there will be a coordinated meeting involving community
<b>D3. What is the age of youth you plan to serve?</b>	9-25
<b>D4. How will you recruit those you plan to serve?</b>	Community Organizations; Juvenile Judicial Departments; School Districts; Human Services; Word of Mouth advertising
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	DBOA will develop a specialized data system with MBSKCO to track specific quantitative data points and conduct ongoing satisfaction surveys and interviews to share qualitative data

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocu.com  
*Daniel Sampson*  
Key: a9f7763d9e833f5becca5a56dccc66b35

**From:** [Amparan, Christina](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: 2022 YVPP Intervention ApplicationDBOA, LLC (Driven By Our Ambitions)  
**Date:** Tuesday, May 10, 2022 8:06:59 AM  
**Attachments:** [2022\\_YVPP\\_NOFO\\_INTERVENTION\\_APPLICATION\\_1O4y9Fd5i5qkaT.pdf](#)  
[image001.png](#)  
[image002.png](#)

---

Attach both email and application. ca

Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <noreply@seamlessdocs.com>  
**Sent:** Monday, March 28, 2022 2:56 AM  
**To:** YVPPProgram <YVPPProgram@auroragov.org>  
**Subject:** 2022 YVPP Intervention ApplicationDBOA, LLC (Driven By Our Ambitions)



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP NOFO  
INTERVENTION  
APPLICATION

---



## Submission Details:

### Agency Org Name

DBOA, LLC (Driven By Our Ambitions)

### Webpage

dboaprep.com

### AgencyMailingAddress

16890 E Alameda Pkwy, #473484, Aurora, CO 80047

### Federal IdentificationNumber

82-0914857 (DBOA); 80-0168705 (MBSKCO)

### DUNSNumber

095610959 (DBOA); 1120885389 (MBSKCO)

### Select a GroupChildrenAdd a New Group \*\*

choice0

### Agency Org Address

8000 E Prentice Ave, Unit B-12, Greenwood Village, CO 80111

### AgencyContactFirstName

Daniel

### AgencyContactLastName

Sampson

### AgencyContactTitle

Founder/CEO

### AgencyContactPhone

720-556-5257

### AgencyContactEmail

sampsond@dboaprep.com

**OtherOrganizationSpecific**

for profit with nonprofit fiscal agent (MBSKCO)

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Counties: Arapahoe, Douglas, Elbert, Lincoln, Adams, Denver, Jefferson, Pueblo, El Paso

**B4 Howhas yourorganization**

DBOA provides youth prosocial options and traditional/non-traditional therapy to combat negative engagements from: peers, social media, family and community environments

**programing typePercentage**

Case Management (5%) Mentoring/Prosocial Engagement (50%)  
System Navigation (5%) Therapy (25%) Family Reunification (15%)

**PopulationServed**

choice0

**NonBinaryYouth**

choice0

**Families**

choice0

**Men**

choice0

**Women**

choice0

**NO\_1**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**Youth Programming**

choice0

**delivery**

Case Management Mentoring/Prosocial Engagement System  
Navigation Therapy Family Reunification School Resource Juvenile  
Justice Facilities Resource

**OrganizationPhilosophies**

DBOA aims to establish intervention/preventative/mentoring/therapy services for clients and their families that will allow them to receive ample support, guidance, and critical information that will guide them on a path to surpass their goals/ambitions and always work to grow the client(s) towards being productive citizens. These approaches are accomplished by implementing several SAMHSA evidence-based practices and DBOA models a 2Gen approach to services for many clients.

**client satisfaction surveys**

Yes; Both a youth and parent/guardian client satisfaction survey was developed for DBOA by Omni Institute

**PartnerAgency**

JD18 CYDC; JD18 Probation; CO Division of Youth Services;  
Arapahoe County Department of Human Services; Adams County  
Department of Human Services; Aurora Public Schools; Cherry Creek  
School District; A/DWorks; Adams County Workforce Center; Aurora

Municipal Court

**FormalAgreements**

JD18 CYDC; JD18 Probation; CO Division of Youth Services;  
Arapahoe County Department of Human Services; Adams County  
Department of Human Services

**Advertising**

DBOA allows alum and current youth clients share any input to better  
the outcomes for their communities

**TextField\_0**

See attached: MBSKCO\_Organization\_Governance

**Federal Grants**

See attached: MBSKCO\_2020\_Financial\_Statements

**entity1**

CO DYS

**fundingstream1**

unknown

**programmingEfforts1**

transition services; therapy

**awardAmount1**

30,000

**Arapahoe County**

choice0

**Other governmentalentities serving the city of Aurora**

choice0

**entity2**

Arapahoe County DHS

**fundingstream2**

core; TANF

**programmingEfforts2**

mentoring; groups

**awardAmount2**

42,000

**entity3**

JD18 CYDC

**fundingstream3**

unknown

**programmingEfforts3**

mentoring; groups

**awardAmount3**

46,000

**entity4**

JD18 Probation

**fundingstream4**

unknown

**programmingEfforts4**

mentoring

**awardAmount4**

7,000

**LeverageFunds**

Funds from entities above can help provide the DBOA services

**PlannedEfforts**

DBOA will be contracting with additional service providers and hiring master-level interns with an emphasis on mental health and wellness options to community base organizations and juvenile placement facilities.

**CommittedGovGrants**

0

**CommittedFoundations**

0

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

245510

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

125000

**TotalDonations**

0

**TotalOther**

0

**TotalTotals**

370510

**PendingFees**

125000

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

125000

**CommittedITotals**

0

**FundsRequestedTotal**

245510

**FundsRequested**

245510

**StaffSalariesNarrative**



1/3 of position salaries Program Director (50000): is responsible for managing operations such as Group Programming, Mentoring, Education, Social Recreation, Arts, and Mental Health & Wellness. Plan, develop, oversee implement, and supervise programs and program staff, and perform related administrative duties. Mental Health & Wellness Coordinator (25000): duties include implementing programs and treatments, increasing community mental health awareness, and consulting with other professionals about clients cases and therapeutic care. Mental Health & Wellness Interns (4) (29200 | 7300 stipends): provide guidance, information, and some case management for clients and provide treatment on a variety of issues which may include: substance abuse, trauma, social skills, academic underachievement, and family issues. Mentors/Peer Support Specialists (3) (31800 | 10600): services that will focus on role modeling appropriate behavior, exposing clients to pro-social activities, developing their recreational and career interests and helping to create and maintain healthy relationships with others in their community.

### **NarrativePartners**

1/3 of position salaries Trauma Informed Care Provider (10400): provides specializes services in grief/trauma informed yoga, mediation, mentoring, individual and group therapy practices. Clinical Supervisors (2) (8400 | 4200): role is to observe, mentor, coach, evaluate, inspire, and create an atmosphere that promotes self-motivation, learning, and professional development for supervisee.

### **Food**

All item amounts equal to 240 Incentives (gift cards, gas cards, recreation/fitness center fees): 12000 + 9600 + 5040 - increase consistent engagement and reward positive individualized growth Starter Pack (backpacks, phone power supply, wallet): 7200 + 4800 + 2400 - basic needs for clients involved with DBOA

### **NarrativeFood**

Prosocial outings for YOUTH OF THE WEEK to take part in dinner

and activity each Monday during the school year

### **Narrative\_3**

Space rental (5760): barbershop for group programming Marketing material (1200): stress balls, stationary, hand sanitizer, lip balm, key chains, water bottles Grant support (2500): oversight consulting and execution Equipment (4300): laptops, cellular data, yoga mats, software

### **NarrativeOther**

Fringe Benefits: maximum nontaxable value per person is limited to: 270 per month for combined commuter highway vehicle transportation and transit passes. Majority of tasks for program staff will consist of using personal transportation to meet with clients at location convenient for clients

### **StaffSalariesTotal**

136000

### **TotalPartners**

18800

### **Popuptotal**

41040

### **TotalFood**

6750

### **TotalOperatingExp**

13760

### **TotalOther**

29160

### **GrandTotal**

245510

**Proposed Programming**

Suited & Booted (Job Readiness & Life Skills) Been There Done That (Gang Activity Disengagement) Bands (Financial Literacy) Enlightenment (Mental Health & Wellness) Charismatic Movement (Trauma Informed & Grief Yoga Services) Off the Record (Music & Law Programming) B4Community: Broncs, Barbers, Boxers & Broncos (Community Service Outlet)

**Projections**

June 2022: implementation of programming begins Aug. 2022: prioritize areas of focus + develop a tiered action plan Dec. 2022: first round of data tracking reports concluded Feb. 2023: mental health and wellness summit June 2023: second round of data tracking reports concluded tentatively plan to serve between 60-240 youth minimum of 12 events Within the conclusion of the 2021/22 school year and prior to the fall 2022 semester there will be a coordinated meeting involving community organizations/agencies, Aurora serving judicial departments, DBOA alum and high risk students, and parents/guardians to build a coalition of individuals who support DBOA. Key staff will be hired and promoted to take on roles for mental health and wellness coordination, community organization outreach and a specialized data tracking system becoming fine tuned.

**YouthAge**

9-25

**RecruitPlan**

Community Organizations; Juvenile Judicial Departments; School Districts; Human Services; Word of Mouth advertising

**Performance Measures**

DBOA will develop a specialized data system with MBSKCO to track specific quantitative data points and conduct ongoing satisfaction surveys and interviews to share qualitative data

## Attachments:

MBSKCO\_Leadership\_Team.jpeg  
MBSKCO\_2020\_Financial\_Statements.pdf  
MBSKCO\_Organization\_Governance.pdf  
MBSKCO\_2020\_Financial\_Statements.pdf  
MBSKCO\_Board\_of\_Trustees.pdf  
MBSKCO\_Statement\_on\_Board\_Meetings.pdf  
MBSKCO\_W\_9\_Form.pdf  
MBSKCO\_tax\_letter.pdf  
DBOA - Insurance - Certificate of Liability - 062021\_052022.pdf

View the submission and any attachments by following the link below  
and using this unique access code: gy3lnRSJ5g4RAqMj

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

||



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Encounter Church Address: 6825 S. Galena Street, Centennial, CO 80112 Webpage: ecdenver.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Jordan Last Name: Clark Title: Community Outreach Liaison Phone Number: 702.592.4791 Email: jgabrielclark@gmail.com
<b>A3. Agency Mailing Address</b>	6825 S. Galena Street, Centennial, CO 80112
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 81-2619433 DUNS Number (Nine Digit Number): 812619433

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Encounter Church serves families communities across all major Metro Denver Counties including but not limited to Denver, Arapahoe, Jefferson, Adams, Boulder, Douglas, Broomfield and others.  Additionally, Encounter Church provides outreach to communities in impoverished countries and supports various humanitarian and charitable outreach initiatives to diverse global communities.
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	<p>Encounter Church has engaged in a number of youth engagement opportunities in the community for over 40 years. Through its youth and young professionals' programs/ministries, Encounter Church is passionate about serving all demographics across all communities. Encounter Church is passionate about serving our communities' youth and providing service and</p>
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	<p>Encounter Church provides a variety of ministry outreaches and engagement opportunities to various demographics throughout the year. Encounter serves individuals that include children, youth, young adults/professionals, adults, as well as older generations through its various ministry engagements.</p> <p>One of Encounter Church's priorities and missions is to provide intentional and ongoing outreach to at-risk youth and other communities in need. Encounter Church is a non-denominational Christian church which is a diverse community</p>
<b>B6. Does your agency conduct client satisfaction surveys?</b>	<p>Dependent upon the needs of the project or community event, Encounter Church does often provide engagement feedback evaluations. If needed for this grant, Encounter Church would be amenable and happy to provide feedback evaluations on the quality of service and outreach conducted through</p>
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	<p>Encounter Church collaborates various agencies in the Aurora community that includes but not limited to the Aurora Community of Faith, Aurora Police Department, City of Aurora Youth Violence Prevention Program, Aurora Chamber of Commerce and Leadership Aurora, Aurora Mental Health Center, Grand Design, UC Health, Metro Denver Crime Stoppers, Arapahoe County</p>
<b>B8. What role will youth play in advising this application?</b>	<p>The needs of the youth and students across the East Middle School, Lansing Elementary School, and Aurora Public Schools McKinney-Vento students and families that have been expressed by staff and admin play a key role in advising this application and request for funds. We look forward to being able to</p>

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>Encounter Church will ensure it will work with its executive leadership, project coordination, and accounting teams to ensure all purchases are tracked and documented appropriately for accurate reporting for grant eligibility. Once the project is moving forward, the Encounter Church team will meet weekly on project deliverables, timelines, purchase needs and tracking to ensure funds are spent in a timely manner to meet the needs and timeline for the community enrichment event and distribution of resources to students and families.</p>
--	---

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 989"> <thead> <tr> <th data-bbox="500 720 760 814">Name of funding entity</th> <th data-bbox="760 720 1019 814">Funding stream</th> <th data-bbox="1019 720 1279 814">What programming efforts do these funds support?</th> <th data-bbox="1279 720 1539 814">Award Amount</th> </tr> </thead> <tbody> <tr> <td data-bbox="500 814 760 846"></td> <td data-bbox="760 814 1019 846">Private Church</td> <td data-bbox="1019 814 1279 846">Encounter Church</td> <td data-bbox="1279 814 1539 846"></td> </tr> <tr> <td data-bbox="500 846 760 877"></td> <td data-bbox="760 846 1019 877"></td> <td data-bbox="1019 846 1279 877"></td> <td data-bbox="1279 846 1539 877"></td> </tr> <tr> <td data-bbox="500 877 760 909"></td> <td data-bbox="760 877 1019 909"></td> <td data-bbox="1019 877 1279 909"></td> <td data-bbox="1279 877 1539 909"></td> </tr> <tr> <td data-bbox="500 909 760 940"></td> <td data-bbox="760 909 1019 940"></td> <td data-bbox="1019 909 1279 940"></td> <td data-bbox="1279 909 1539 940"></td> </tr> <tr> <td data-bbox="500 940 760 972"></td> <td data-bbox="760 940 1019 972"></td> <td data-bbox="1019 940 1279 972"></td> <td data-bbox="1279 940 1539 972"></td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount		Private Church	Encounter Church																	
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
	Private Church	Encounter Church																							
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p data-bbox="492 1115 1490 1146">Right now, Encounter Church is seeking these funds in this grant application in</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p data-bbox="492 1367 1515 1398">The funds acquired through this application will be directly used to help purchase</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$10,000			10000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)				0
Fees/Earned Income				0
Donations/Corporate/Individual Support				0
Other (please list)				0
Total	10000	0	0	10000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$0
Narrative: N/A All of the funds will be utilized to support the purchase of the necessary supplies. All efforts are being coordinated through volunteer hours.	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: N/A All of the funds will be utilized to support the purchase of the necessary supplies. All efforts are being coordinated through volunteer hours.	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$10,000
Narrative: The usage of these funds will be utilized to help purchase the necessary clothing and items of need that have been identified for the families and approximately 2,200 students of Lansing Elementary, East Middle School, and McKinney-Vento families. These items include but not	
<b>Food / Beverage</b>	\$0
Narrative: N/A All of the funds will be utilized to support the purchase of the necessary supplies. All efforts are being coordinated through volunteer hours.	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$0
Narrative: N/A all funds will be used to support the purchase of the necessary food, clothing and other needs to distribute to the students and families of these communities.	
<b>Other</b>	\$0
Narrative: N/A	
<b>GRAND TOTAL</b>	\$10000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Encounter Church is currently engaged in a service project titled, Living in Love for Aurora Public Schools. This service project is an effort to support Title 1 schools and at-risk youth communities in need. This project currently includes
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>We are actively in the process of confirming the dates/times for the community enrichment events with East and Lansing, but we are anticipating August 3rd and 4th for the back to school events with East and Lansing and early August to serve and conduct outreach for the Aurora Public Schools McKinney-Vento students and families.</p> <p>Through this project, Encounter Church will be honored to help support nearly 2,200 youth across Aurora Public Schools and providing meaningful and lasting service to these families. We are coordinating with each Family Liaison Coordinator with each school to confirm dates of distribution as well as with the McKinney Vento advocates with APS. We will also include administrative staff to confirm the best dates that can work for students and families. Both of these</p>
<b>D3. What is the age of youth you plan to serve?</b>	The ages of the approximately 2,200 students will range from ages K-12 in Aurora
<b>D4. How will you recruit those you plan to serve?</b>	In coordination with the Title 1 Family Liaison and the school administration, Encounter Church will plan and implement the pop-up events for each school to deliver the respective supplies and needs to the students and families of these schools. We will coordinate with the appropriate APS advocates, staff and admin-
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Encounter Church will be amenable if needed to conduct service evaluations to the appropriate APS representatives to distribute to families to gauge quality of services provided through the community enrichment event. Additionally, Encounter Church will obtain any testimonials and feedback from families and APS staff to incorporate into its after action report and provide as needed in completion of this project.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocs.com  
*Jordan Clark*  
 Key: 3e4802205f4aa3ea1daacd0a9e3e0e87

**From:** [SeamlessDocs](#)  
**To:** [YVPPProgram](#)  
**Subject:** YVPP Prevention Fund Application  
**Date:** Tuesday, March 22, 2022 8:41:40 PM  
**Attachments:** [2022\\_YVPP\\_PREVENTION\\_NOFO\\_APPLICATION\\_1O3wvnRzW7plvf.pdf](#)

---



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

Form name	2022 YVPP PREVENTION NOFO APPLICATION
-----------	--

---

### Submission Details:

#### Webpage

ecdenver.org

#### Agency's Mailing Address

6825 S. Galena Street, Centennial, CO 80112

#### DUNS Number (Nine Digit Number)

812619433

#### county names

Encounter Church serves families communities across all major Metro Denver Counties including but not limited to Denver, Arapahoe, Jefferson, Adams, Boulder, Douglas, Broomfield and others. Additionally, Encounter Church provides outreach to communities in impoverished countries and supports various humanitarian and charitable outreach initiatives to diverse global communities.

#### Agency Org Name

Encounter Church

**Address**

6825 S. Galena Street, Centennial, CO 80112

**First Name**

Jordan

**Last Name**

Clark

**Title**

Community Outreach Liaison

**Email**

jgabrielclark@gmail.com

**Phone Number**

702.592.4791

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

81-2619433

**What Populations does your agency serve?**

Children, Youth, Families, Men, Women

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Encounter Church has engaged in a number of youth engagement

opportunities in the community for over 40 years. Through its youth and young professionals' programs/ministries, Encounter Church is passionate about serving all demographics across all communities. Encounter Church is passionate about serving our communities' youth and providing service and love in ways that celebrate diversity across all demographics. Recently, in 2021, Encounter Church partnered with the City of Aurora Youth Violence Prevention Program, Aurora Police Department, SECOR Cares, In-N-Out Burger, Macy's, Impact Exploration & Production, and other community partners to help serve over 600 students and families with Lansing Elementary and Peoria elementary schools to provide valuable resources and service for students coming back to school as well as providing coats, hygiene packs, food, care packages, and other resources for families to help foster a safe and healthy environment for students and families in the Aurora community.

**Please break down your agency's current service delivery by percentage and programming type.**

Encounter Church provides a variety of ministry outreaches and engagement opportunities to various demographics throughout the year. Encounter serves individuals that include children, youth, young adults/professionals, adults, as well as older generations through its various ministry engagements. One of Encounter Church's priorities and missions is to provide intentional and ongoing outreach to at-risk youth and other communities in need. Encounter Church is a non-denominational Christian church which is a diverse community of people who seek God together & share Jesus in love to our city & world. Our goals are to love our community and world with the love of Jesus. We collaborate with diverse communities across the state of Colorado and across the globe to provide areas of service and impact. Encounter Church provides a wide variety of engagement programs throughout the year, such as service days, community barbecues, and other programs to serve local communities. Through feedback of community members, staff, and volunteers, Encounter Church always strives to provide the best experience possible for all ages and participants in its programs and outreaches.

**Does your agency conduct client satisfaction surveys?**

Dependent upon the needs of the project or community event, Encounter Church does often provide engagement feedback evaluations. If needed for this grant, Encounter Church would be amenable and happy to provide feedback evaluations on the quality of service and outreach conducted through the support of this grant.

**What agencies do you partner with that provide services to Aurora residents?**

Encounter Church collaborates various agencies in the Aurora community that includes but not limited to the Aurora Community of Faith, Aurora Police Department, City of Aurora Youth Violence Prevention Program, Aurora Chamber of Commerce and Leadership Aurora, Aurora Mental Health Center, Grand Design, UC Health, Metro Denver Crime Stoppers, Arapahoe County Sheriff's Office, SECOR Cares, WeeCycle, Rodeo Dental, and others.

**What role will youth play in advising this application?**

The needs of the youth and students across the East Middle School, Lansing Elementary School, and Aurora Public Schools McKinney-Vento students and families that have been expressed by staff and admin play a key role in advising this application and request for funds. We look forward to being able to utilize these funds to enrich the lives of the students and families and continue to support a healthy, safe, and compassionate community and family environment

**Financial overview**

Encounter Church will ensure it will work with its executive leadership, project coordination, and accounting teams to ensure all purchases are tracked and documented appropriately for accurate reporting for grant eligibility. Once the project is moving forward, the Encounter Church team will meet weekly on project deliverables, timelines, purchase needs and tracking to ensure funds are spent in a timely manner to meet the needs and timeline for the community enrichment event and distribution of resources to students and families.



**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

**funding1**

Private Church Donations

**funds support\_1**

Encounter Church ministries and current business operations

**C3 Leverage**

Right now, Encounter Church is seeking these funds in this grant application in order provide this vital service and outreach to these communities in need. Encounter Church does not have excess of funds earmarked to support this specific project, and the funds acquired through this grant would be vital to the success of this outreach to these Aurora communities.

**C4 Efforts**

The funds acquired through this application will be directly used to help purchase the necessary items of need that have been identified by Lansing, East, and McKinney-Vento communities. These items include but are not limited to school supplies, backpacks, coats, family bus passes, grocery and clothing store cards, hygiene packs, underwear, socks, food and other items that are identified. These funds through this grant will be used exclusively through this service and outreach to these students and families. The funds acquired through this grant will not be used for other traditional business operations or current ministries Encounter Church is conducting.

**Receive funding from resources**

Monetary Donations

**textarea\_EGg**

\$10,000

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**Narrative**

N/A All of the funds will be utilized to support the purchase of the necessary supplies. All efforts are being coordinated through volunteer hours.

**Narrative\_1**

N/A All of the funds will be utilized to support the purchase of the

necessary supplies. All efforts are being coordinated through volunteer hours.

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

10,000

**Narrative\_1**

The usage of these funds will be utilized to help purchase the necessary clothing and items of need that have been identified for the families and approximately 2,200 students of Lansing Elementary, East Middle School, and McKinney-Vento families. These items include but not limited to school supplies, backpacks, hygiene packs, underwear, socks, winter coats, boots, family bus passes and other supplies for the students and families of these communities

**Narrative\_1**

N/A All of the funds will be utilized to support the purchase of the necessary supplies. All efforts are being coordinated through volunteer

hours.

**Narrative\_1**

N/A all funds will be used to support the purchase of the necessary food, clothing and other needs to distribute to the students and families of these communities.

**Narrative\_1**

N/A

**D1 What is your proposed**

Encounter Church is currently engaged in a service project titled, Living in Love for Aurora Public Schools. This service project is an effort to support Title 1 schools and at-risk youth communities in need. This project currently includes serving Aurora Public Schools McKinney-Vento families (actively experiencing homelessness), East Middle School and Lansing Elementary, Title 1 schools in Aurora. Each of these schools have identified significant needs for food, clothing, financial and other resources support for their students and families. This project is unique to Encounter Church where there is no other outreach like it across the organization. These funds would be used exclusively for providing support to the needs of these students and families. This project is an exciting opportunity to support these schools and their families in need, and this effort will help support and encourage healthy and safe family environments and youth development, promote diversity, equity and inclusion, and help create a caring and protective community environment. Encounter Church is looking to plan community enrichment events with East, Lansing and the McKinney Vento families on August 3rd and early August to collaborate with various community partners to provide resources and distribute these items to these families. These partners will potentially include Aurora Police Department, City of Aurora Youth Violence Prevention Program, Metro Denver Crime Stoppers, Rodeo Dental, In-N-Out Burger, Chic-Fil-A, Impact Exploration & Production, Keller Williams Realty, Advantage Security, Inc., SECOR Cares, Metro Ministries, and others.

**scope of work**

We are actively in the process of confirming the dates/times for the community enrichment events with East and Lansing, but we are anticipating August 3rd and 4th for the back to school events with East and Lansing and early August to serve and conduct outreach for the Aurora Public Schools McKinney-Vento students and families. Through this project, Encounter Church will be honored to help support nearly 2,200 youth across Aurora Public Schools and providing meaningful and lasting service to these families. We are coordinating with each Family Liaison Coordinator with each school to confirm dates of distribution as well as with the McKinney Vento advocates with APS. We will also include administrative staff to confirm the best dates that can work for students and families. Both of these locations will be based in Aurora at each of the school facilities for ease of access for students and families of those communities.

**your plan to serve**

The ages of the approximately 2,200 students will range from ages K-12 in Aurora Public Schools

**you plan to serve\_3**

In coordination with the Title 1 Family Liaison and the school administration, Encounter Church will plan and implement the pop-up events for each school to deliver the respective supplies and needs to the students and families of these schools. We will coordinate with the appropriate APS advocates, staff and admin of each school to recruit youth to arrive on the respective distribution dates so they may receive their necessary clothing, food, and other items in need with their families. We will also put together some impactful marketing materials that APS staff may distribute to their respective networks. For this project, we will work with Encounter Church and their marketing team to assist in the promotion of the fundraising efforts as well as the pop-up events to recruit volunteers and community partners. We will also partner with the City of Aurora, Aurora Police Department, Youth Violence Prevention Program, as well as each school and their communication networks to help promote as well as recruit support

and volunteers for these efforts.

**to report**

Encounter Church will be amenable if needed to conduct service evaluations to the appropriate APS representatives to distribute to families to gauge quality of services provided through the community enrichment event. Additionally, Encounter Church will obtain any testimonials and feedback from families and APS staff to incorporate into its after action report and provide as needed in completion of this project.

**Attachments:**

W-9 FC dba EC (1).pdf

Faith Church DBA Encounter Church Cert of Good Standing.pdf

Encounter Church 501c3 Determination Letter.pdf

Encounter Church COI.pdf

View the submission and any attachments by following the link below and using this unique access code: eRpa6bshI7qBtYl2

**View Submission**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



**YOUTH  
VIOLENCE PREVENTION  
PROGRAM**

**2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

**A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Fearfully and Wonderfully Made Inc. Address: 6746 Fenton St. Arvada Co, 80003 Webpage: kirkramsey947@gmail.com
<b>A2. Agency Applicant Contact Information</b>	First Name: Wiley Kirk Last Name: Ramsey Title: CEO/President Phone Number: 303-257-4188 Email: kirkramsey947@gmail.com
<b>A3. Agency Mailing Address</b>	6746 Fenton St. Arvada CO, 80003
<b>A4. Is your organization</b> (select one of the following)	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 86-2093677 DUNS Number (Nine Digit Number): 86-2093677

**B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Adams, Jefferson, Arapahoe, Douglas
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input type="checkbox"/> Families:



	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	I have for the past 13 years worked with some of Denver's most at risk young men at Lookout Mountain Youth Services. Through mentoring and discipling helping them to realize that there is a plan and purpose for their lives.
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Due to CV-19 in 2021 and lockdown mandates I was unable to reach as many youth as I have in the past. In 2022 I plan on targeting the most at risk youth, who I believe will benefit from our programs.
<b>B6. Does your agency conduct client satisfaction surveys?</b>	We will once we are up and running.
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Aurora Youth Violence, Fully Liberated, and Struggle of Love.
<b>B8. What role will youth play in advising this application?</b>	In the past few years I have spoken to many youth about this vision. It was through their feed back we developed these programs and training and opportunities.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	We have a Board of Directors and consult with Ren Henderson a lawyer with The Foundation Group our non-profit start up who will help us oversee our financial and budget activity.
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="633 409 1104 661"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="592 672 1291 724">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="592 735 1339 913"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>My wife and I have invested approximately \$5000.00 of our own money. We have</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>We want to find a rental or vacant property to renovate for our programming,.</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

Overall Organization Budget/Revenue				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$200,000.00			200000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)				0
Fees/Earned Income				0
Donations/Corporate/Individual Support				0
Other (please list)				0
<b>Total</b>	<b>200000</b>	<b>0</b>	<b>0</b>	<b>200000</b>

Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$120,000.00
Narrative: Our instructors will receive a \$40,000 salary	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: n/a	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$1000.00
Narrative: We plan on having several fundraisers and have reached out to the Denver Broncos to partner with us for these events.	
<b>Food / Beverage</b>	\$1000.00
Narrative: Food, beverages, and supplies.	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$20,000.00
Narrative: Office supplies, Kitchen supplies and tools.	
<b>Other</b>	\$58,000.00
Narrative: Renovations, rent,	
<b>GRAND TOTAL</b>	<b>\$200000</b>

**D. PROGRAM DELIVERY & EVALUATION EFFORTS**

<b>D1. What is your proposed programming?</b>	Automotive, HVAC and Culinary Arts. We plan on adding additional programs in the future
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	These will be 2 year programs with 5 students in each class. We will use funding from Aurora Youth Violence, and will also seek funding from the Koch Foundation who are big supporters of prison reform.
<b>D3. What is the age of youth you plan to serve?</b>	15-18 years of age.
<b>D4. How will you recruit those you plan to serve?</b>	I have a close working relationship with the Division of Youth Corrections and will have access to the network of the case managers. We will also receive referrals from Fully Liberated Youth Services and other agencies as well.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will work with the Division of Youth Corrections on the number of youth who complete our programs and receive certification. Youth who do not complete programming will continue to receive support and mentoring and offered additional resources to assist them.

**E. SUPPORTING DOCUMENTS:**

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Fully Liberated Youth Address: 1312 17th St. #511 Denver, CO 80202 Webpage: fullyliberatedyouth.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Natalie Last Name: Baddour Title: Co-Founder Phone Number: 602-391-6783 Email: natalie@fullyliberatedyouth.org
<b>A3. Agency Mailing Address</b>	1312 17th St. #511, Denver, CO 80202
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 85-4272767  DUNS Number ( <i>Nine Digit Number</i> ): N/A



**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Adams County, Arapahoe County, Denver County, Douglas County, Jefferson County	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	Currently, over 95% of FLY's clients are BIPOC. Furthermore, numerous youth that FLY works with are a part of the LGBTQIA community. FLY prides itself on having a diverse staff that represents the community it serves, in every facet (racial/ethnic identity, sexual identity, gender, life experience, etc.). FLY knows that representation matters, as does cultural humility,	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	-25% School-Based Intervention Services (40% mentorship; 30% restorative justice; 20% afterschool programming; 10% professional development) -75% Juvenile-Justice Intervention Services (55% Therapy; 40% Mentorship; 5% GED services)	
<b>B6. Please break down your agency's proposed service delivery.</b>	Through this grant, the funds would go towards our School-Based Intervention Services. The breakdown of proposed services would be 100% towards this program. Based on the school's needs, the services provided: mentorship, therapy, restorative justice, afterschool programming, and professional development	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Fully Liberated Youth believes in creating deep trusted relationships with the	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Fully Liberated Youth does not currently conduct surveys as one of their data tracking practices. However, FLY has been in discussion with several outside consultants (one being a University of Michigan professor) regarding this as a way to track qualitative data from the clients and families they serve. FLY is	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Fully Liberated Youth is in partnership with Arapahoe County providing mentorship, GED, and therapy to this Judicial District. FLY is also in discussion with many Aurora middle and high schools regarding a partnership for FLY's School-Based Intervention Services. FLY is a part of the Aurora Youth Violence	
<b>B9. What agencies do you have formal agreements with?</b>	As far as those agencies within Aurora, FLY has formal agreements with the Arapahoe County Judicial District (18th JD), as well as, Adams County Judicial District (17th JD).	
<b>B10. What role will youth play in advising this application?</b>	So much of what FLY has learned and built its organization off of has come from the youth within their community. FLY is committed to recognizing that FLY's young people are the ones who need to bring transformation to their communities. It is their experiences, talents, and gift sets that bring	



**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<p><b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b></p>	<p>FLY currently has a treasurer who oversees the organization's accounting and financials. The co-founders provide the development, fundraising, grant tracking, and management oversight for the organization. FLY has received a very similar grant through the city and county of Denver and has created the tracking measures for that grant. Similarly, if FLY were to receive this grant, they would use a tracking system as they have for Denver County.</p> <p>FLY is in the process of purchasing Salesforce so they can have a more specific data tracking system. Lastly, FLY is considering contracting with a CPA consultant, to ensure FLY has the financial procedures to manage their funds with the most consistency, intentionality, and integrity.</p>																								
<p><b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b></p>	<p>Attached</p>																								
<p><b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 625 1240 1014"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input checked="" type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="501 1152 1536 1421"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Denver County</td> <td>YVP and Out of</td> <td>All programs</td> <td>\$100,000</td> </tr> <tr> <td>Denver Police</td> <td>Out of school</td> <td>School-based</td> <td>\$9,900</td> </tr> <tr> <td>The Lawrence</td> <td></td> <td>Operations</td> <td>\$20,000</td> </tr> <tr> <td>Judicial District</td> <td>Pre-Trial, Diversion,</td> <td>Juvenile-Justice</td> <td>Rolling</td> </tr> <tr> <td>Donors/Events</td> <td></td> <td>Operations</td> <td>\$75,000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Denver County	YVP and Out of	All programs	\$100,000	Denver Police	Out of school	School-based	\$9,900	The Lawrence		Operations	\$20,000	Judicial District	Pre-Trial, Diversion,	Juvenile-Justice	Rolling	Donors/Events		Operations	\$75,000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Denver County	YVP and Out of	All programs	\$100,000																						
Denver Police	Out of school	School-based	\$9,900																						
The Lawrence		Operations	\$20,000																						
Judicial District	Pre-Trial, Diversion,	Juvenile-Justice	Rolling																						
Donors/Events		Operations	\$75,000																						
<p><b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>FLY has a diverse revenue stream and never wants to rely on one funding source as its primary source of income. FLY has donor partners, yearly fundraising events, contracts with schools and judicial districts, and other grant and foundation money. FLY would be able to use some of these income sources (some are specific for other counties or schools) to help supplement costs for these services. Moreover, FLY has established monetary contracts with DPS schools and would hope for future funding. FLY would be able to do</p>																								
<p><b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>FLY is not currently providing services to high-risk young people who are being referred by APS. All of FLY's Aurora clients are coming from 17th and 18th JD referrals. Therefore, the organization is wanting to expand much of the school-based opportunities they provide to Denver schools, to Aurora schools.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	80,000			80000
Government Grants (including 21 CCLC, etc. please list)		109,900	50,000	159900
Foundations (please list)		20,000	170,000	190000
Fees/Earned Income		75,000	75,000	150000
Donations/Corporate/Individual Support		80,000	0	80000
Other (please list)		0	0	0
<b>Total</b>	<b>80000</b>	<b>284900</b>	<b>295000</b>	<b>659900</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	40,000
Narrative: To help in the hiring of staff(s) members to provide services to schools, clients, and families. Includes fringe benefits.	
<b>Partners/Specialty Services (detail each example)</b>	30,000
Narrative: To pay for contracted providers who will be providing mentorship or therapy to high-risk clients at the schools	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: N/A	
<b>Food / Beverage</b>	2,500
Narrative: Reimbursement for food and prosocial activities that providers spend while with clients	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	5,000
Narrative: Administrative and operational support for services provided at schools, all in relation to this grant	
<b>Other</b>	2,500
Narrative: Travel reimbursement and equipment for out-of-school programming	
<b>GRAND TOTAL</b>	80000

## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Providing intervention best practices to high-risk youth and their schools.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>-May '22: Make contact with targeted middle schools and high schools in Aurora</p> <p>-May-Fall '22: Begin receiving referrals from targeted schools to provide mentorship, therapy, wraparound services and/or afterschool programming to these targeted youth. Begin building capacity for these services so that they can continue into summer.</p> <p>-Summer '22: Provide services to youth, as well as, weekly prosocial activities (music, sports, art)</p> <p>-Fall '22-Spring '23: Continue providing services (mentorship, therapy, wraparound services, and afterschool programming) to these referred, high-risk youth (and families), both in and out of school. Seek new referrals from schools. Also, provide professional development training opportunities and accountability measures to the schools. to ensure the success of our/their high-</p>
<b>D3. What is the age of youth you plan to serve?</b>	11-21
<b>D4. How will you recruit those you plan to serve?</b>	Build strong partnerships with targeted schools within targeted communities in Aurora. Through these partnerships, key school stakeholders (teachers, admin, counselors, social workers) refer their highest-risk young people (gang-involvement significant trauma justice-involvement significant substance-use
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>We would analyze various data measurements, both school-based, as well as, service-based.</p> <p>School-based data measurements would be: tardies, absences, suspensions, and grades. We would look at before we began servicing, and then periodically measure the growth (monthly, quarterly, semester, etc.).</p> <p>Other data would include: employment (if applicable): prosocial activity</p>

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocx.com  
*Natalie Baddour*  
 Key: a9f7763d9e833f5becca5a56dccc66b15

# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Natalie Baddour

---

## Submission Details:

### Agency Org Name

Fully Liberated Youth

### Webpage

fullyliberatedyouth.org

### AgencyMailingAddress

1312 17th St. #511, Denver, CO 80202

### Federal IdentificationNumber

85-4272767

### DUNSNNumber

N/A

### Agency Org Address

1312 17th St. #511 Denver, CO 80202

### AgencyContactFirstName

Natalie

**AgencyContactLastName**

Baddour

**AgencyContactTitle**

Co-Founder

**AgencyContactPhone**

602-391-6783

**AgencyContactEmail**

[natalie@fullyliberatedyouth.org](mailto:natalie@fullyliberatedyouth.org)

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Adams County, Arapahoe County, Denver County, Douglas County, Jefferson County

**B4 How has your organization**

Currently, over 95% of FLY's clients are BIPOC. Furthermore, numerous youth that FLY works with are a part of the LGBTQIA community. FLY prides itself on having a diverse staff that represents the community it serves, in every facet (racial/ethnic identity, sexual identity, gender, life experience, etc.). FLY knows that representation matters, as does cultural humility, empathy, understanding, and shared life experience. FLY also believes in creating leadership and employment opportunities for former clients, believing they can be the most successful with FLY's current clients. Therefore, FLY seeks to develop former clients into leaders for FLY's future. Currently, FLY has one FTE who is a former client, and FLY is looking to add several more former clients to their staff, within the coming fiscal year. The diverse, qualified, and successful staff of FLY has enabled significant results with their high-risk young people. FLY's core philosophy is for their staff to do all they can to create secure attachments and healthy

relationships with their clients and families. Research around mental health, trauma, and our high-risk young people reveal that secure and healthy relationships aid in the healing journey of those impacted by trauma, mental health, and gun violence. Fully Liberated Youth collects both quantitative and qualitative data to support in sharing the success FLY has had with clients. Through recent data collected from FLY's annual report, 75% of their clients decreased criminogenic behavior; 49% gained employment; 65% increased school engagement; 62% increased prosocial activities, and 72% decreased gang activity. FLY's qualitative data looks at the length of time of the relationship, the depth of the relationship, and how trusting the relationship is, between client and provider. FLY believes and knows that the more trusting and secure their relationships are with clients, the more clients will experience healing in and through trauma. Healthy, safe, and trusting relationships are the greatest protective factor FLY's providers can provide their clients. Because of these trusting and secure relationships, FLY is able to add more protective factors and provide even more assistance to their clients.

#### **programing typePercentage**

-25% School-Based Intervention Services (40% mentorship; 30% restorative justice; 20% afterschool programming; 10% professional development) -75% Juvenile-Justice Intervention Services (55% Therapy; 40% Mentorship; 5% GED services)

#### **delivery**

Through this grant, the funds would go towards our School-Based Intervention Services. The breakdown of proposed services would be 100% towards this program. Based on the school's needs, the services provided: mentorship, therapy, restorative justice, afterschool programming, and professional development percentages will vary. In partnerships with targeted schools in targeted communities, FLY gains referrals from key stakeholders at each school so that FLY can service that school's highest-risk young people (gang-involved, justice-involved, significant trauma, significant behavior struggles, etc.). Once referrals, assessments, and conversations have occurred, FLY can



provide one-on-one mentorship, therapy, wraparound services, and afterschool/out-of-school programming. These services can be provided both at the school and in the community. As stated earlier, FLY also seeks to resource schools with professional development opportunities (trauma-informed/healing-centered approaches, cultural intelligence, gang-involvement, best teaching practices, etc.). These opportunities include restorative practices training and implementation, and long-term staff training, coaching, and accountability. If schools believe they need these additional resources, FLY can provide those as a part of their services to APS/CCSD specific schools, otherwise, FLY will continue to pursue their implementation of specific holistic services to high-risk youth at targeted schools in Aurora.

### **Organization Philosophies**

Fully Liberated Youth believes in creating deep trusted relationships with the clients they serve, and these relationships are established through mentorship and therapeutic services (substance use, EMDR, family, and individual). FLY utilizes evidence-based practices for each of its services but FLY does not provide a singular approach. FLY utilizes the Development Relationship Framework, an evidence-based approach to mentorship that creates secure and healthy relationships. FLY also utilizes clinical evidence-based models based on the specific clients' needs. FLY will continue to use their best judgment on new models and approaches to services as new evidence-based practices are revealed. Finally, so much of who FLY is is replicated after two very successful gang-intervention programs, Homeboy Industries (the world's most successful gang-intervention program) and ROCA. FLY continues to use both organizations as thought partners and co-collaborators in this space of evidence-based practices.

### **client satisfaction surveys**

Fully Liberated Youth does not currently conduct surveys as one of their data tracking practices. However, FLY has been in discussion with several outside consultants (one being a University of Michigan professor) regarding this as a way to track qualitative data from the clients and families they serve. FLY is also working with ROCA (a

similar agency in Boston) to utilize the validated surveys ROCA uses and apply them to the clients FLY serves. Therefore, FLY intends to have a survey they can use and benefit from in the coming months.

### **PartnerAgency**

Fully Liberated Youth is in partnership with Arapahoe County providing mentorship, GED, and therapy to this Judicial District. FLY is also in discussion with many Aurora middle and high schools regarding a partnership for FLY's School-Based Intervention Services. FLY is a part of the Aurora Youth Violence Prevention Committee and consistently seeks to work collaboratively with many of those organizations, churches, and professionals who are a part of that committee as well. FLY refers clients to other agencies if those clients need specific wraparound services. FLY utilizes the food bank at Colorado Community Church for some immediate food-related needs. FLY refers clients to Aurora Mental-Health, for any immediate mental-health related needs. FLY has MOU's and paternships with Community Works, Amazon, and CEO for some of their clients' work-related needs. FLY also has significant partnerships with organizations, agencies, and professionals in Denver who can and do also serve Aurora youth and families.

### **FormalAgreements**

As far as those agencies within Aurora, FLY has formal agreements with the Arapahoe County Judicial District (18th JD), as well as, Adams County Judicial District (17th JD).

### **Advertising**

So much of what FLY has learned and built its organization off of has come from the youth within their community. FLY is committed to recognizing that FLY's young people are the ones who need to bring transformation to their communities. It is their experiences, talents, and gift sets that bring restoration. Therefore, FLY is compelled to listen, learn, and take action within the community. With that, youth will play a large role in advising the program and process regarding this funding. Moreover, FLY is seeking to employ more and more of their

former young people. So, not only will FLY's youth advise in this application, but FLY hopes their former young people will be a part of the implementation of these services.

**TextField\_0**

FLY currently has a treasurer who oversees the organization's accounting and financials. The co-founders provide the development, fundraising, grant tracking, and management oversight for the organization. FLY has received a very similar grant through the city and county of Denver and has created the tracking measures for that grant. Similarly, if FLY were to receive this grant, they would use a tracking system as they have for Denver County. FLY is in the process of purchasing Salesforce so they can have a more specific data tracking system. Lastly, FLY is considering contracting with a CPA consultant, to ensure FLY has the financial procedures to manage their funds with the most consistency, intentionality, and integrity.

**Federal Grants**

Attached

**entity1**

Denver County Office of Children's Affairs

**fundingstream1**

YVP and Out of School Funding

**programmingEfforts1**

All programs

**awardAmount1**

\$100,000

**entity2**

Denver Police Department

**fundingstream2**

Out of school

**programmingEfforts2**

School-based

**awardAmount2**

\$9,900

**entity3**

The Lawrence Foundation

**programmingEfforts3**

Operations

**awardAmount3**

\$20,000

**entity4**

Judicial District Contracts

**fundingstream4**

Pre-Trial, Diversion, Probation

**programmingEfforts4**

Juvenile-Justice

**awardAmount4**

Rolling reimbursement

**entity5**

Donors/Events

**programmingEfforts5**

Operations

**awardAmount5**

\$75,000

**LeverageFunds**

FLY has a diverse revenue stream and never wants to rely on one funding source as its primary source of income. FLY has donor partners, yearly fundraising events, contracts with schools and judicial districts, and other grant and foundation money. FLY would be able to use some of these income sources (some are specific for other counties or schools) to help supplement costs for these services. Moreover, FLY has established monetary contracts with DPS schools and would hope for future funding, FLY would be able to do this with their targeted schools in Aurora. Lastly, FLY has multiple fundraising events and donor dollars that can help offset other costs for these services.

**PlannedEfforts**

FLY is not currently providing services to high-risk young people who are being referred by APS. All of FLY's Aurora clients are coming from 17th and 18th JD referrals. Therefore, the organization is wanting to expand much of the school-based opportunities they provide to Denver schools, to Aurora schools.

**CommittedGovGrants**

109,900

**CommittedFoundations**

20,000

**CommittedFees**

75,000

**CommittedDonations**

80,000

**textarea\_EL1**

0

**totalFundsRequested**

80000

**PendingGovGrants**

50,000

**TotalGovGrants**

159900

**PendingFoundations**

170,000

**TotalFoundations**

190000

**TotalFees**

150000

**TotalDonations**

80000

**TotalOther**

0

**TotalTotals**

659900

**PendingFees**

75,000

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

295000

**CommittedITotals**

284900

**FundsRequestedTotal**

80000

**FundsRequested**

80,000

**StaffSalariesNarrative**

To help in the hiring of staff(s) members to provide services to schools, clients, and families. Includes fringe benefits.

**NarrativePartners**

To pay for contracted providers who will be providing mentorship or therapy to high-risk clients at the schools

**Food**

N/A

**NarrativeFood**

Reimbursement for food and prosocial activities that providers spend while with clients

**Narrative\_3**

Administrative and operational support for services provided at schools, all in relation to this grant

**NarrativeOther**

Travel reimbursement and equipment for out-of-school programming

**StaffSalariesTotal**

40,000



**TotalPartners**

30,000

**Popuptotal**

0

**TotalFood**

2,500

**TotalOperatingExp**

5,000

**TotalOther**

2,500

**GrandTotal**

80000

**ProposedProgramming**

Providing intervention best practices to high-risk youth and their schools.

**Projections**

-May '22: Make contact with targeted middle schools and high schools in Aurora -May-Fall '22: Begin receiving referrals from targeted schools to provide mentorship, therapy, wraparound services and/or afterschool programming to these targeted youth. Begin building capacity for these services so that they can continue into summer. - Summer '22: Provide services to youth, as well as, weekly prosocial activities (music, sports, art) -Fall '22-Spring '23: Continue providing services (mentorship, therapy, wraparound services, and afterschool programming) to these referred, high-risk youth (and families), both in and out of school. Seek new referrals from schools. Also, provide professional development training opportunities and accountability measures to the schools, to ensure the success of our/their high-risk students.

## **YouthAge**

11-21

### **RecruitPlan**

Build strong partnerships with targeted schools within targeted communities in Aurora. Through these partnerships, key school stakeholders (teachers, admin, counselors, social workers) refer their highest-risk young people (gang-involvement, significant trauma, justice-involvement, significant substance-use, etc.). In collaboration with these stakeholders, the team will identify the individual service needs of each referred student (mentorship, therapy, wraparound, or all). FLY staff will begin to make contacts with students at school, providing services, which then carry over into the community and to out-of-school programming. FLY will consistently work in close partnership with each school to ensure the school(s) are serviced with everything they need to serve their high-risk population. If the school(s) requests more formal training and accountability measures, FLY will provide those services. To make sure these students are receiving the most effective and appropriate services, FLY will communicate daily/weekly with each school on what is working for their high-risk students and what added services or changes need to be made.

### **PerformanceMeasures**

We would analyze various data measurements, both school-based, as well as, service-based. School-based data measurements would be: tardies, absences, suspensions, and grades. We would look at before we began servicing, and then periodically measure the growth (monthly, quarterly, semester, etc.). Other data would include: employment (if applicable); prosocial activity participation; decrease in substance use; decrease in gang activity, wraparound services provided, time spent being serviced (mentorship or therapy). Finally, as mentioned above, FLY will seek to have a validated, social-emotional survey (targeted for high-risk youth) that they will use with their students.

**Select a GroupChildrenAdd a New Group \*\***

choice0

**Select a GroupChildrenAdd a New Group \*\***

choice0

**NonBinaryYouth**

choice0

**Families**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**Youth Programming**

choice0

**Local Grants**

choice0

**PrivateFunds**

choice0

**Foundations**

choice0

**MonetaryDonations**

choice0

**City**

choice0

## Adams County

choice0

## Arapahoe County

choice0

### Attachments:

Organization Chart.pdf

2021 Annual Report.pdf

Articles\_bylaws combined.pdf

Funding Used .pdf

Board of Directors.pdf

Board Meeting Notes 2021\_22 Combined.pdf

FLY W9:Certificate.pdf

501c3 Letter.pdf

Cert of Ins - City and County of Aurora.PDF

View the submission and any attachments by following the link below  
and using this unique access code: lgQhG3BJR1PGAFrD

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



## YOUTH VIOLENCE PREVENTION PROGRAM

### 2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS

**A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Mosaic Unlimited, Inc Address: 1797 Geneva Street Aurora, CO 80010 Webpage:
<b>A2. Agency Applicant Contact Information</b>	First Name: Reid Last Name: Hettich Title: Executive Director Phone Number: 303-870-6055 Email: reidhettich@gmail.com
<b>A3. Agency Mailing Address</b>	1797 Geneva Street. Aurora, CO 80010
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 82-3531386 DUNS Number (Nine Digit Number): 847736423

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	We are located in and primarily serve NW Aurora. Although we do not limit participants because of their address, we focus on zip codes 80010, 80011, 80012. The targeted zip codes are in both Arapahoe and Adams counties.	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	Mosaic Unlimited has successfully worked with youth in our community in a variety of ways. We were pleased to work with WHIZ Kids to tutor youth from neighborhood schools. We have also been very active in working with church youth groups providing mentoring, training and supportive services. We learned a great deal and when hosting Youth Violence Prevention Program	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	30% Youth (13-19) 40% young adults (20-29) 30% Adults (parents & grandparents)	
<b>B6. Please break down your agency's proposed service delivery.</b>	As is detailed in section D1, we will design and implement two comprehensive, multi disciplinary programs: Safe Haven - A faith based effort similar to Denver's Safe Havens that organizes faith based groups to systematically respond to violence in the impacted community to provide resources and healing.	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	We understand that we don not have all of the expertise and track record that the	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	The Aurora Salvation Army Compound of Compassion Illuminate Colorado Fatherhood Support Services	
<b>B9. What agencies do you have formal agreements with?</b>	Fatherhood Support Services The Fields Foundation Dayton Street Opportunity Center	
<b>B10. What role will youth play in advising this application?</b>	We believe strongly in youth leadership development and work to have the youth involved in every phase of the work. They have and will be playing important roles in choosing partners, confirming specific programming and actually leading key portions of our work.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>Our Board of Directors in consultation with our CPA firm have adopted financial policies and procedures to insure that finances are properly handled and accounted for. Records are kept and accountability is in place to ensure that restricted funds are used in the time and places agreed upon.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>See attachment</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1242 1018"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Denver Foundation</td> <td>Foundation</td> <td>General Operating</td> <td>10,000</td> </tr> <tr> <td>Individual</td> <td>Monetary</td> <td>General Operating</td> <td>7500</td> </tr> <tr> <td>City of Aurora</td> <td>City of Aurora</td> <td>Housing Navigation</td> <td>55,000</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Denver Foundation	Foundation	General Operating	10,000	Individual	Monetary	General Operating	7500	City of Aurora	City of Aurora	Housing Navigation	55,000								
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Denver Foundation	Foundation	General Operating	10,000																						
Individual	Monetary	General Operating	7500																						
City of Aurora	City of Aurora	Housing Navigation	55,000																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>We are applying for funds from local foundations with our project partners to fully fund our planned programming. Additionally, general operating funds from other program fees and individual donors will support the work described in this application.</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>Both of the programs supported by these funds will be used to start new programming (Safe Haven &amp; Strengthening Families Program). These funds will be held in a separate accounts and will be closely monitored as is our practice with specified or restricted funds. Although this work will be subsidized from other sources the funds will be accounted for separately.</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	99,300			99300
Government Grants (including 21 CCLC, etc. please list)		55,000	0	55000
Foundations (please list)		10,000	0	10000
Fees/Earned Income		2500	5000	7500
Donations/Corporate/Individual Support		5000	5000	10000
Other (please list)		0	0	0
<b>Total</b>	<b>99300</b>	<b>72500</b>	<b>10000</b>	<b>181800</b>

## Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	42,000
Narrative: Safe Haven Outreach & Administrative Staff 24,000 Building network data base, purchasing start up materials, arranging storage & moving, initiating and coordinating an activation, overseeing an activation debrief, outreach to faith groups and leaders	
<b>Partners/Specialty Services (detail each example)</b>	24,200
Narrative: Safe Haven Training 4000 Ongoing training for faith leaders and organizations that are joining or need to be updated on the program. Additional trainings will enable faith groups to incorporate evidence based concepts and principals into their internal programming.	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	15,000
Narrative: Safe Haven Promotional and Activation Supplies 12,000 Printing, Tents, Vests, Shirts, Storage, Transportation, Tables/Chairs, Signage Strengthening Families Program Supplies 3000 Strengthening Families curriculum in English & Spanish, promotional items, flyers	
<b>Food / Beverage</b>	6000
Narrative: Strengthening Families Food 6,000 Meals for the participating families will be provided at each of the seven sessions of the four cycles throughout the year.	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	0
Narrative:	
<b>Other</b>	12,100
Narrative: Strengthening Families Incentives 10,000 Each family participating in the Strengthening Families Program will receive a \$100 incentive for completing the program. The young people participating will also be given prizes for their participation. Families can also qualify for gas cards to enable them to attend the sessions	
<b>GRAND TOTAL</b>	99300

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Our approach is an intentionally comprehensive and multi-disciplinary. The work will crossover between intervention and prevention. Our proposed
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	<p>The initial phases of the Safe Haven program have already begun. We have helped to plan and implement two Safe Haven activations in the community. Since then, we have hosted two introductory sessions for local faith leaders. Immediately as funds are approved we will begin the work</p> <p>Upon approval of funds, we will purchase the Strengthening Families curriculum and schedule the certified training for local program facilitators. As facilitators are being trained we will schedule and begin promoting the first cycle of the Strengthening Families Program.</p>
<b>D3. What is the age of youth you plan to serve?</b>	Youth 10-19 Parents & grandparents
<b>D4. How will you recruit those you plan to serve?</b>	Outreach Workers provide through these funds will promote the trainings throughout the community giving special focus to the 80010, 80011, and 80012 zip codes. The outreach works will distribute flyers, attend event, contact groups and organizations to promote the trainings and the Youth Violence Prevention
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will track and collect the data of numbers of participants in the trainings and the number of participants completing training. Each training module will include client satisfaction and evaluation surveys. We will track the attendance of service providers and community members at our Safe Haven activations.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocu.com  
*Reid Hettich*  
Key: a9f7763d9e833f5becca5a56dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP NOFO  
INTERVENTION  
APPLICATION

---

## Submission Details:

**Agency Org Name**

Mosaic Unlimited, Inc

**AgencyMailingAddress**

1797 Geneva Street. Aurora, CO 80010

**Federal IdentificationNumber**

82-3531386

**DUNSNNumber**

847736423

**Agency Org Address**

1797 Geneva Street Aurora, CO 80010

**AgencyContactFirstName**

Reid

**AgencyContactLastName**

Hettich

**AgencyContactTitle**

Executive Director

**AgencyContactPhone**

303-870-6055

**AgencyContactEmail**

[reidhettich@gmail.com](mailto:reidhettich@gmail.com)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

We are located in and primarily serve NW Aurora. Although we do not limit participants because of their address, we focus on zip codes 80010, 80011, 80012. The targeted zip codes are in both Arapahoe and Adams counties.

**B4 Howhas yourorganization**

Mosaic Unlimited has successfully worked with youth in our community in a variety of ways. We were pleased to work with WHIZ Kids to tutor youth from neighborhood schools. We have also been very active in working with church youth groups providing mentoring, training and supportive services. We learned a great deal and when hosting Youth Violence Prevention Program "Pop Up Events" in 2021 which provided just over 500 connections with youth in our community. Mosaic is currently working with and supporting the Youth Violence Prevention Program's Youth Advisory Council in their 2022 community service projects.

**programing typePercentage**

30% Youth (13-19) 40% young adults (20-29 30% Adults (parents & grandparents)

**PopulationServed**

choice0

**NonBinaryYouth**

choice0

**Families**

choice0

**Men**

choice0

**Women**

choice0

**NO\_1**

choice0

**At Risk Population\_1**

choice0

**Youth Programming**

choice0

**delivery**

As is detailed in section D1, we will design and implement two comprehensive, multi disciplinary programs: Safe Haven - A faith based effort similar to Denver's Safe Havens that organizes faith based groups to systematically respond to violence in the impacted community to provide resources and healing. Strengthening Families - Provide the Strengthening Families Program. The program has made a difference in families in Denver and in thousands of families in all 50

states and in over 25 countries.

### **OrganizationPhilosophies**

We understand that we don not have all of the expertise and track record that the youth and families in our community deserve. We choose to partner with carefully screened, trusted community partners that have the experience, expertise and proven evidence-based practices to assist us in delivering the results that we all seek.

### **client satisfaction surveys**

Yes

### **PartnerAgency**

The Aurora Salvation Army Compound of Compassion Illuminate  
Colorado Fatherhood Support Services The Fields Foundation Dayton  
Street Opportunity Center City of Aurora, Youth Violence Preventi

### **FormalAgreements**

Fatherhood Support Services The Fields Foundation Dayton Street  
Opportunity Center

### **Advertising**

We believe strongly in youth leadership development and work to have the youth involved in every phase of the work. They have and will be playing important roles in choosing partners, confirming specific programming and actually leading key portions of our work.

### **TextField\_0**

Our Board of Directors in consultation with our CPA firm have adopted financial policies and procedures to insure that finances are properly handled and accounted for. Records are kept and accountability is in place to unsure that restricted funds are used in the time and places agreed upon.

### **Federal Grants**

See attachment



**entity1**

Denver Foundation

**fundingstream1**

Foundation

**programmingEfforts1**

General Operating

**awardAmount1**

10,000

**Foundations**

choice0

**MonetaryDonations**

choice0

**Cityof Aurora**

choice0

**entity2**

Individual Contributions

**fundingstream2**

Monetary Donations

**programmingEfforts2**

General Operating

**awardAmount2**

7500

**entity3**

City of Aurora

**fundingstream3**

City of Aurora

**programmingEfforts3**

Housing Navigation

**awardAmount3**

55,000

**LeverageFunds**

We are applying for funds from local foundations with our project partners to fully fund our planned programming. Additionally, general operating funds from other program fees and individual donors will support the work described in this application.

**PlannedEfforts**

Both of the programs supported by these funds will be used to start new programming (Safe Haven & Strengthening Families Program). These funds will be held in a separate accounts and will be closely monitored as is our practice with specified or restricted funds. Although this work will be subsidized from other sources the funds will be accounted for separately.

**CommittedGovGrants**

55,000

**CommittedFoundations**

10,000

**CommittedFees**

2500

**CommittedDonations**

5000

**textarea\_EL1**

0

**totalFundsRequested**

99300

**PendingGovGrants**

0

**TotalGovGrants**

55000

**PendingFoundations**

0

**TotalFoundations**

10000

**TotalFees**

7500

**TotalDonations**

10000

**TotalOther**

0

**TotalTotals**

181800

**PendingFees**

5000

**PendingDonations**

5000

**PendingOther**

0

**TotalTotals**

10000

**CommittedITotals**

72500

**FundsRequestedTotal**

99300

**FundsRequested**

99,300

**StaffSalariesNarrative**

Safe Haven Outreach & Administrative Staff 24,000 Building network data base, purchasing start up materials, arranging storage & moving, initiating and coordinating an activation, overseeing an activation debrief, outreach to faith groups and leaders Strengthening Families Administrative Staff 6,000 Designing and coordinating outreach to the community, scheduling instructor training, scheduling program activities, coordinating meals and child care, coordinating data collection, overseeing accounting/accounts payable. Strengthening Families Outreach Staff 12,000 Representing Strengthening Families at community events, contacting and communicating with partner organizations, following up on referrals, designing and monitoring social media

**NarrativePartners**

Safe Haven Training 4000 Ongoing training for faith leaders and organizations that are joining or need to be updated on the program. Additional trainings will enable faith groups to incorporate evidence based concepts and principals into their internal programming. Strengthening Families Facilitator Training 5,200 An important component will be to develop the communities capacity to train and learn even beyond this specific programming. Qualified local

community organizations and members will be trained by the Strengthening Families National Trainers to facilitate the program. Strengthening Families Facilitators 6000 The trained local facilitators will lead the program sessions. Safe Haven Space Rental 3000 Office and meeting space at the Dayton Street Opportunity Center for Safe Haven administration, training and outreach Strengthening Families Space Rental 6,000 Contracting with the Dayton Street Opportunity Center for the needed space for the Strengthening Families Program.

### **Food**

Safe Haven Promotional and Activation Supplies 12,000 Printing, Tents, Vests, Shirts, Storage, Transportation, Tables/Chairs, Signage Strengthening Families Program Supplies 3000 Strengthening Families curriculum in English & Spanish, promotional items, flyers, posters, banners

### **NarrativeFood**

Strengthening Families Food 6,000 Meals for the participating families will be provided at each of the seven sessions of the four cycles throughout the year.

### **NarrativeOther**

Strengthening Families Incentives 10,000 Each family participating in the Strengthening Families Program will receive a \$100 incentive for completing the program. The young people participating will also be given prizes for their participation. Families can also qualify for gas cards to enable them to attend the sessions. Strengthening Families Childcare 2,100

### **StaffSalariesTotal**

42,000

### **TotalPartners**

24,200

### **Popuptotal**

15,000

**TotalFood**

6000

**TotalOperatingExp**

0

**TotalOther**

12,100

**GrandTotal**

99300

**ProposedProgramming**

Our approach is an intentionally comprehensive and multi-disciplinary. The work will crossover between intervention and prevention. Our proposed programming will have two distinct modules that will build strength and synergy by working side by side. Safe Haven - In collaboration with the Youth Violence Prevention Program, we will be establishing Aurora's Safe Haven program. The program is a faith based program modeled after Denver's successful program but customized to serve Aurora and primarily utilizing Aurora assets. Safe Haven has three primary components: Recruiting, organizing and training a network of local churches and faith groups to serve the community. Aurora is a very diverse City and every effort will be made to have faith groups that reflect Aurora's ethnic and religious diversity. Activating Safe Haven events in response to violent tragedies in Aurora. These events will provide a safe place to seek spiritual and material resources from the community. Resource professionals will be a key part of these activations. The Safe Haven network will also be active in violence prevention strategies such as training for faith groups, Peace/Prayer Rallies and other services requested or needed by our community. Strengthening Families Program - We intend to establish a comprehensive training program that strengthens families ability to (1) intervene (or seek intention from others) when their young

people commit acts of violence or are victims of violence; (2) intervene as their youth exhibit the risk behaviors that tend to lead to actual violence; and (3) understand the proven protective factors that prevent young people from becoming involved in behaviors that often lead to violence. The foundation of the training will be the nationally recognized and evidence based curriculum, "Strengthening Families". The Strengthening Families Program is designed for Parents and Youth 10-14 (SFP 10-14) and is delivered in seven parent, youth, and family sessions using narrated videos portraying typical youth and parent situations with diverse families. The program is taught with 7-10 families over seven weeks. This scientifically tested curriculum: helps parents/caregivers learn nurturing skills that support their children, teaches parents/caregivers how to discipline and guide their youth effectively, gives youth a healthy future orientation and an increased appreciation of their parents/caregivers, and teaches youth skills for dealing with stress and peer pressure. The curriculum will be taught by trusted local community professionals that have been trained and certified. Logistics - The Strengthening Families training will take place Thursdays at the Dayton Street Opportunity Center. The time and space will be blocked for training and support of families Thursday from mid afternoon (after school) and throughout the evening. A thoughtful yearly training schedule will be developed by all partners including the Youth Violence Prevention Program. Four cycles of the seven week Strengthening Families Program will take place in 12 months. Outreach Workers provided through these funds will promote the trainings throughout the community giving special focus to the 80010, 80011, and 80012 zip codes. The outreach works will distribute flyers, attend event, contact groups and organizations to promote the trainings and the Youth Violence Prevention Program in general.

### **Projections**

The initial phases of the Safe Haven program have already begun. We have helped to plan and implement two Safe Haven activations in the community. Since then, we have hosted two introductory sessions for local faith leaders. Immediately as funds are approved we will begin the work Upon approval of funds, we will purchase the Strengthening



Families curriculum and schedule the certified training for local program facilitators. As facilitators are being trained we will schedule and begin promoting the first cycle of the Strengthening Families Program.

### **YouthAge**

Youth 10-19 Parents & grandparents

### **RecruitPlan**

Outreach Workers provide through these funds will promote the trainings throughout the community giving special focus to the 80010, 80011, and 80012 zip codes. The outreach works will distribute flyers, attend event, contact groups and organizations to promote the trainings and the Youth Violence Prevention Program in general. We will also enlist the help of organizations that we work with on an ongoing basis to recruit participants for all of the training components and events.

### **PerformanceMeasures**

We will track and collect the data of numbers of participants in the trainings and the number of participants completing training. Each training module will include client satisfaction and evaluation surveys. We will track the attendance of service providers and community members at our Safe Haven activations.

### **Attachments:**

Mosaic Unlimited 2021 copy.pdf  
2020 MU Form 990 PF FINAL.pdf  
CERT\_GS\_D.pdf  
Mosaic Unlimited In-Kind Contributions.pdf  
Mosaic Unlimited Board of Directors.pdf  
Mosaic Unlimited 2022 Budget.pdf  
W-9 2.pdf  
IRS federal tax-exempt status.pdf  
Certificate of liability.pdf

View the submission and any attachments by following the link below  
and using this unique access code: 5HUhtZVsapSWXVcw

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: MOSAIC Unlimited Inc and MIEL Foundation Address: 16502 E Kepner Place Webpage: www.equallanguagenp.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Ivon Last Name: Romo Title: Founder Phone Number: 7204279454 Email: ieromo@equallangua
<b>A3. Agency Mailing Address</b>	1797 Geneva Street, Aurora, CO 80010
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 82-3531386 DUNS Number (Nine Digit Number): 000031954

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Denver, Aurora, Adams, Montbello, Arapahoe, Centennial, Englewood, Parker
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Providing education to parents on identified early signs of mental illness , drugs and alcohol use . Mindsolutions provides parents therapeutic support in advocacy, parenting skills, and the validation they need to be more proactive and successful in their approaches with their child/ren. Furthermore, parents will become equipped
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	MIEL will cover Zeroground is providing 50% of services. Include 30% parenting psychoeducational workshops 20% mental health workshop for youth at schools' settings and public settings.
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes.
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Zeroground, Vuela por Salud, ACC, Village Exchange, Female Empowerment, Amigos de Mexico, 9 News Health, Centro Humanitario, Denver, Denver Sheriffs office, Arapahoe Sheriff's office, and Denver Rescue Mission.
<b>B8. What role will youth play in advising this application?</b>	Volunteer work, educational, resource connections, learn to make better choices, and second chances through mental health support.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	Workshops \$10800.00 Bilingual Individual mental health- Family and group therapy \$76,500. Case management \$54720.00 Language Services \$16500.00 Youth Programming \$30000.00 Staff \$63000.00 Volunteering \$8700.00 Food \$3600.00 Transportation \$3000.00 Office \$54000.00 PR/Advertising \$10800.00
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 989"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Denver Foundation</td> <td>Strengthening</td> <td>Mental health</td> <td>\$5000</td> </tr> <tr> <td>Arapahoe Sheriff's</td> <td>YESS</td> <td>Mental health and</td> <td>\$6000</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Denver Foundation	Strengthening	Mental health	\$5000	Arapahoe Sheriff's	YESS	Mental health and	\$6000												
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Denver Foundation	Strengthening	Mental health	\$5000																						
Arapahoe Sheriff's	YESS	Mental health and	\$6000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Currently, we have provided the services with support from donations from other</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>We will offer bilingual and language specific counseling, and workshops. Statistic</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$98540.00			98540
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		5000.00	23000.00	28000
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		6000.00	15000.00	21000
Other (please list)		20000	20000	40000
Total	98540	31000	58000	187540

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$31000
Narrative: Executive director, director, and program manager.	
<b>Partners/Specialty Services (detail each example)</b>	\$52140
Narrative: Counselor, Case manager, volunteers and language services.	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$3600
Narrative: Marketing flyers, business cards, workshop supplies	
<b>Food / Beverage</b>	\$1200
Narrative: Snacks for workshops, and light meals for programs.	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$6000
Narrative: Office expenses, internet, phone, copier/scanner, and office supplies.	
<b>Other</b>	\$4600
Narrative: Transportation, and office.	
<b>GRAND TOTAL</b>	<b>\$98540</b>



#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	12 months
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>We plan to do 2 workshops per month about three hours per workshop, we are expecting to offer counseling for group and individual about 100 hours, case management, each workshop will have at least 15 participants [both parents/kids]. We are projecting to impact 500-1000 community members.</p> <p>We will also offer volunteer options, social media and mental health, and work with sheriffs implementing workshops for law violation awareness and repercussions.</p>
<b>D3. What is the age of youth you plan to serve?</b>	7 to 19. and families.
<b>D4. How will you recruit those you plan to serve?</b>	Social media, radio ad, health fairs, resource fairs, schools, referrals, government agencies, word of mouth,
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Will offer surveys and work with sheriffs office for statistical reports as well as school/parent feedback survey.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

## Submission Details:

**Webpage**

[www.equallanguagenp.org](http://www.equallanguagenp.org)

**Agency's Mailing Address**

1797 Geneva Street, Aurora, CO 80010

**DUNS Number (Nine Digit Number)**

000031954

**county names**

Denver, Aurora, Adams, Montbello, Arapahoe, Centennial, Englewood,  
Parker

**Agency Org Name**

MOSAIC Unlimited Inc and MIEL Foundation

**Address**

16502 E Kepner Place

**First Name**

Ivon

**Last Name**

Romo

**Title**

Founder

**Email**

[ieromo@equallanguagenp.org](mailto:ieromo@equallanguagenp.org)

**Phone Number**

7204279454

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

82-3531386

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Providing education to parents on identified early signs of mental illness , drugs and alcohol use . Mindsolutions provides parents therapeutic support in advocacy, parenting skills, and the validation they need to be more proactive and successful in their approaches with their child/ren. Furthermore, parents will become equipped with tools and techniques to manage their child's behaviors in a crisis,

which decreases the likelihood of a child going to the hospital for a psychiatric emergency. Clinicians not only provide therapeutic support but assist with teaching the youth necessary skills for life. The clinicians at Mind solutions have extensive training and experience in adapting various evidence-based approaches to meet the complex needs of the dually diagnosed population.

**Please break down your agency's current service delivery by percentage and programming type.**

MIEL will cover Zeroground is providing 50% of services. Include 30% parenting psychoeducational workshops 20% mental health workshop for youth at schools' settings and public settings.

**Does your agency conduct client satisfaction surveys?**

Yes.

**What agencies do you partner with that provide services to Aurora residents?**

Zeroground, Vuela por Salud, ACC, Village Exchange, Female Empowerment, Amigos de Mexico, 9 News Health, Centro Humanitario, Denver, Denver Sheriffs office, Arapahoe Sheriff's office, and Denver Rescue Mission.

**What role will youth play in advising this application?**

Volunteer work, educational, resource connections, learn to make better choices, and second chances through mental health support.

**Financial overview**

Workshops \$10800.00 Bilingual Individual mental health- Family and group therapy \$76,500. Case management \$54720.00 Language Services \$16500.00 Youth Programming \$30000.00 Staff \$63000.00 Volunteering \$8700.00 Food \$3600.00 Transportation \$3000.00 Office \$54000.00 PR/Advertising \$10800.00 Total Budget \$331,620.00

**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

**entity1**

Denver Foundation

**funding1**

Strengthening Neighborhood

**funds support\_1**

Mental health training

**awards1**

\$5000

**entity2**

Arapahoe Sheriff's office

**funding2**

YESS

**funds support\_2=**

Mental health and social media

**awards2**

\$6000

**C3 Leverage**

Currently, we have provided the services with support from donations from other organizations and fundraising events.

**C4 Efforts**

We will offer bilingual and language specific counseling, and workshops. Statistic show that receiving in your native language is four times more effective. We will provide workshop for both youth and parents, as well as counseling group therapy.

**Receive funding from resources**

Foundations, Arapahoe County

**textarea\_EGg**  
\$98540.00

**textarea\_EGg**  
0

**textarea\_EGg**  
0

**textarea\_EGg**  
23000.00

**textarea\_EGg**  
5000.00

**textarea\_EGg**  
0

**textarea\_EGg**  
0

**textarea\_EGg**  
15000.00

**textarea\_EGg**  
6000.00

**textarea\_EGg**  
20000

**textarea\_EGg**  
20000

**textarea\_qdB**  
98540

**textarea\_qdB**

0

**textarea\_qdB**

28000

**textarea\_qdB**

0

**textarea\_qdB**

21000

**textarea\_qdB**

40000

**textarea\_qdB**

187540

**textarea\_qdB**

58000

**textarea\_qdB**

31000

**textarea\_qdB**

98540

**Narrative**

Executive director, director, and program manager.

**Narrative\_1**

Counselor, Case manager, volunteers and language services.

**Program Staff**

31000



**Program Staff**

52140

**Program Staff**

1200

**Program Staff**

6000

**Program Staff**

4600

**Program Staff**

98540

**Program Staff**

3600

**Narrative\_1**

Marketing flyers, business cards, workshop supplies

**Narrative\_1**

Snacks for workshops, and light meals for programs.

**Narrative\_1**

Office expenses, internet, phone, copier/scanner, and office supplies.

**Narrative\_1**

Transportation, and office.

**D1 What is your proposed**

12 months

**scope of work**

We plan to do 2 workshops per month about three hours per workshop, we are expecting to offer counseling for group and

individual about 100 hours, case management, each workshop will have at least 15 participants [both parents/kids]. We are projecting to impact 500-1000 community members. We will also offer volunteer options, social media and mental health, and work with sheriffs implementing workshops for law violation awareness and repercussions.

**your plan to serve**

7 to 19. and families.

**you plan to serve\_3**

Social media, radio ad, health fairs, resource fairs, schools, referrals, government agencies, word of mouth,

**to report**

Will offer surveys and work with sheriffs office for statistical reports as well as school/parent feedback survey.

**Attachments:**

W-9 2.pdf

CERT\_GS\_D.pdf

IRS federal tax-exempt status.pdf

2020 MU Form 990 PF FINAL.pdf

View the submission and any attachments by following the link below and using this unique access code: UXJ1MmqHmc3M9KeY

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Rocky Mountain Welcome Center Address: 10760 E Iliff Ave Aurora, CO 80014 Webpage: WWW.rockymountainwelcome.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Diana Last Name: Higuera Title: Executive Director Phone Number: 720-338-6510 Email: dhiguera@rockymountainwelcome.org
<b>A3. Agency Mailing Address</b>	10760 E Iliff Ave Aurora, CO 80014
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other: 501c3
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 82-2971551  DUNS Number ( <i>Nine Digit Number</i> ): 055450735

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	80010 80011 80012 80013 80014 80239 80247
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	RMWC has offered youth programming for children and parents since 2017. In 2019, RMWC launched "Girls Rule The World" (GRW), a unique program for young women (ages 14-21) who identify as "first generation" and are the children of refugee and immigrant parents. This program focuses on cultural identity, health and wellness, mental wellness, suicide awareness, bullying
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Youth Programming 50% Direct Services 25% Cultural Navigation 15% Service referral 10%
<b>B6. Please break down your agency's proposed service delivery.</b>	Girls Rule the World addresses the lack of services dedicated to female leadership and empowerment programming among refugee and immigrant youth in the metro area. First generation youth face expectations from parents as well as their new community, but have very little access to or awareness of resources to manage conflict or stress. These youth often live
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	RMWC uses a Positive Youth Development-based curriculum that also
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Yes. RMWC uses observation and client interviews as part of its evaluation strategy. A Youth advisory board will be developed in FY2022.
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Aurora Public Schools/Welcome Center Aurora International and Immigrant Affairs The Village Institute Blueprint to End hunger
<b>B9. What agencies do you have formal agreements with?</b>	RMWC has strong working relationships with the Aurora Public School Welcome Center, the Village Institute, and has recently connected with Aurora Youth Options. RMWC participates in the refugee youth CPST to collaborate with schools and organizations to ensure our programming is non-duplicative and as
<b>B10. What role will youth play in advising this application?</b>	RMWC is in the process of developing a youth advisory council of program graduates to advise and remain connected to the program. RMWC collaborated with the Refugee Youth CPST to discuss this application and avoid duplication of services.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>RMWC maintains records in accordance with Generally Accepted Accounting Principles. RMWC uses an Accrual method and an external bookkeeper is employed who maintains all records of expenditures and revenue. A chart of accounts is used to identify all funds and the Jobs function is used to differentiate program expenses using QuickBooks. Costs and revenues are accumulated in accounts coded for the purpose and type of expense and all costs are required to be supported with detailed documentation. RMWC ensures all expenses are accompanied by receipts, invoices or verification to ensure costs are allowable and allocated to the correct project code. The Executive Director approves expenditures on a weekly basis. All expenditures are reconciled monthly. A board sub-committee also reviews</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>RMWC has not yet had an Audit. A financial review was conducted for 2021 and will be uploaded.</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1242 1018"> <input type="checkbox"/> Federal Grants  <input checked="" type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input checked="" type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Colorado Health</td> <td></td> <td>Girls Rule the World</td> <td>\$96K + 48,000</td> </tr> <tr> <td>CO Dept of public</td> <td></td> <td>COVID Cultural</td> <td>\$100K</td> </tr> <tr> <td>Colorado Trust</td> <td></td> <td>Gen ops</td> <td>\$50K</td> </tr> <tr> <td>City of Aurora-</td> <td></td> <td>Food assistance</td> <td>\$107,000</td> </tr> <tr> <td>Buell Fdn</td> <td></td> <td>Kinder prep</td> <td>\$15K</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Colorado Health		Girls Rule the World	\$96K + 48,000	CO Dept of public		COVID Cultural	\$100K	Colorado Trust		Gen ops	\$50K	City of Aurora-		Food assistance	\$107,000	Buell Fdn		Kinder prep	\$15K
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Colorado Health		Girls Rule the World	\$96K + 48,000																						
CO Dept of public		COVID Cultural	\$100K																						
Colorado Trust		Gen ops	\$50K																						
City of Aurora-		Food assistance	\$107,000																						
Buell Fdn		Kinder prep	\$15K																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>Colorado Health Foundation and Private funds.</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>Funding will be used to hire Group leaders to offer GRW programming at new locations including Aurora Housing Authority, RMWC and Addis Kidane Ethiopian church.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10,000			10000
Government Grants (including 21 CCLC, etc. please list)		100000	10000	110000
Foundations (please list)		253681	53000	306681
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		0	0	0
Other (please list)		0	52000	52000
Total	10000	353681	115000	478681

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	0
Narrative: n/a	
<b>Partners/Specialty Services (detail each example)</b>	4860
Narrative: Contractual- Group Leaders at \$27 / hour X 60 hours per session X 3 sessions of GRW	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	640
Narrative: Workshop materials- art supplies/journals/printing for photo project	
<b>Food / Beverage</b>	500
Narrative: Healthy Snacks for participants and graduation costs	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	1000
Narrative: Indirect/Administration costs at 10%	
<b>Other</b>	3000
Narrative: Incentives for participants @ \$100 X 30 participants	
<b>GRAND TOTAL</b>	10000



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Girls Run the World is a unique program that builds social- emotional skills for first generation refugee and immigrant teen girls in a supportive environment
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	Three 10-week programs of GRW will be offered <b>OUTCOME:</b> A minimum of twenty-four girls will be served in 3 cohorts (Minimum 8 girls per session). Three(3) Ten-week sessions will be offered for a total of 30 workshop hours per session. Field Trips including outdoor activities, cultural and educational facilities will be included as time and additional funding permits. <b>OUTCOME:</b> 90% of twenty four immigrant females will complete 30+ hours of programming. Curriculum will be evaluated within a positive youth development framework that is inclusive of gender and will be evaluated after each session for cultural competency and community impact. <b>OUTCOME:</b> Curriculum will be strengthened with on-going input from focus
<b>D3. What is the age of youth you plan to serve?</b>	Teen and young adult girls/women, ages 14-21
<b>D4. How will you recruit those you plan to serve?</b>	RMWC currently recruits through Aurora Public Schools/Newcomer Welcome Center, as well as community partners like Addis Kidane Ethiopian Evangelical Church, Denver Islamic Center, the Oromo Community of Colorado and the Village Institute etc. RMWC is also a member of the Refugee Youth CST
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	The ultimate measure of success of this program will be the successful implementation of and acceptance of the program curriculum by the teen girls we serve. The Girls Rule the World program addresses will address health inequities related to mental health awareness and culturally competent services. By interviewing and using pre/post testing, we measure levels of self-esteem confidence, self-acceptance and development of a vision of personal success. More importantly, the program develops supportive, culturally-specific peer communities that are augmented by adult interns and volunteers.

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDoc.com  
  
Key: a9f7763d9e833f5becca5a56dccc66b35

**From:** [Amparan, Christina](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: 2022 YVPP Intervention ApplicationRocky Mountain Welcome Center  
**Date:** Tuesday, May 10, 2022 8:06:03 AM  
**Attachments:** [2022\\_YVPP\\_NOFO\\_INTERVENTION\\_APPLICATION\\_1O4vkJM0XoIDW.pdf](#)  
[image001.png](#)  
[image002.png](#)

---

Attach both email and application. ca

Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <noreply@seamlessdocs.com>  
**Sent:** Sunday, March 27, 2022 5:30 PM  
**To:** YVPPProgram <YVPPProgram@auroragov.org>  
**Subject:** 2022 YVPP Intervention ApplicationRocky Mountain Welcome Center



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Jennifer Gueddiche

---

## **Submission Details:**

### **Agency Org Name**

Rocky Mountain Welcome Center

### **Webpage**

[WWW.rockymountainwelcome.org](http://WWW.rockymountainwelcome.org)

### **AgencyMailingAddress**

10760 E Iliff Ave Aurora, CO 80014

### **Federal IdentificationNumber**

82-2971551

### **DUNSNNumber**

055450735

### **Select a GroupChildrenAdd a New Group \*\***

choice0

### **Agency Org Address**

10760 E Iliff Ave Aurora, CO 80014

### **AgencyContactFirstName**

Diana

### **AgencyContactLastName**

Higuera

### **AgencyContactTitle**

Executive Director

### **AgencyContactPhone**

720-338-6510

### **AgencyContactEmail**

dhiguera@rockymountainwelcome.org

**OtherOrganizationSpecific**

501c3

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

80010 80011 80012 80013 80014 80239 80247 Arapahoe, Adams  
and Denver Counties

**B4 Howhas yourorganization**

RMWC has offered youth programming for children and parents since 2017. In 2019, RMWC launched "Girls Rule The World" (GRW), a unique program for young women (ages 14-21) who identify as 'first generation' and are the children of refugee and immigrant parents. This program focuses on cultural identity, health and wellness, mental wellness, suicide awareness, bullying prevention and conflict management. With funding from the CO Health Foundation, GRW has served 30 young women, most who have experienced civil war, violence or loss.

**programing typePercentage**

Youth Programming 50% Direct Services 25% Cultural Navigation  
15% Service referral 10%

**Families**

choice0

**At Risk Population\_1**

choice0

## **Youth Programming**

choice0

### **delivery**

Girls Rule the World addresses the lack of services dedicated to female leadership and empowerment programming among refugee and immigrant youth in the metro area. First generation youth face expectations from parents as well as their new community, but have very little access to or awareness of resources to manage conflict or stress. These youth often live with trauma related to factors or events associated with immigration, or face family conflict due to cultural and gender expectations. These young people are particularly vulnerable to self-harm and suicide ideation. RMWC uses a 10-week curriculum to develop peer groups who are encouraged to develop positive peer relationships while following an positive youth development-based curriculum that includes mental health awareness, self esteem, cultural values identification, and access to resources through navigation. Volunteers from participant language groups are used to develop positive role models and positive adult influence, increasing the ability to cope and thrive despite adversity. Ultimately, positive peer groups are developed, creating social bonds and friendships that positively impact lives

### **OrganizationPhilosophies**

RMWC uses a Positive Youth Development-based curriculum that also emphasizes cultural identity and personal values. Programming includes art-based therapy, mindfulness and outdoor activities that develop personal strength.

### **client satisfaction surveys**

Yes. RMWC uses observation and client interviews as part of its evaluation strategy. A Youth advisory board will be developed in FY2022.

### **PartnerAgency**

Aurora Public Schools/Welcome Center Aurora International and

Immigrant Affairs The Village Institute Blueprint to End hunger Tri  
County Health CDPHE Aurora Housing Authority (in discussions now  
to offer GRW)

### **FormalAgreements**

RMWC has strong working relationships with the Aurora Public School  
Welcome Center, the Village Institute, and has recently connected  
with Aurora Youth Options. RMWC participates in the refugee youth  
CPST to collaborate with schools and organizations to ensure our  
programming is non-duplicative and as a community we are  
brainstorming to meet a wide variety of needs

### **Advertising**

RMWC is in the process of developing a youth advisory council of  
program graduates to advise and remain connected to the program.  
RMWC collaborated with the Refugee Youth CPST to discuss this  
application and avoid duplication of services.

### **TextField\_0**

RMWC maintains records in accordance with Generally Accepted  
Accounting Principles. RMWC uses an Accrual method and an  
external bookkeeper is employed who maintains all records of  
expenditures and revenue. A chart of accounts is used to identify all  
funds and the Jobs function is used to differentiate program expenses  
using QuickBooks. Costs and revenues are accumulated in accounts  
coded for the purpose and type of expense and all costs are required  
to be supported with detailed documentation. RMWC ensures all  
expenses are accompanied by receipts, invoices or verification to  
ensure costs are allowable and allocated to the correct project code.  
The Executive Director approves expenditures on a weekly basis. All  
expenditures are reconciled monthly. A board sub-committee also  
reviews financial reports monthly.

### **Federal Grants**

RMWC has not yet had an Audit. A financial review was conducted for  
2021 and will be uploaded.

**entity1**

Colorado Health Foundation

**programmingEfforts1**

Girls Rule the World

**awardAmount1**

\$96K + 48,000

**StateGrants**

choice0

**Local Grants**

choice0

**PrivateFunds**

choice0

**Foundations**

choice0

**MonetaryDonations**

choice0

**Cityof Aurora**

choice0

**entity2**

CO Dept of public Health & Environement

**programmingEfforts2**

COVID Cultural navigation

**awardAmount2**

\$100K



**entity3**

Colorado Trust

**programmingEfforts3**

Gen ops

**awardAmount3**

\$50K

**entity4**

City of Aurora- CBDG

**programmingEfforts4**

Food assistance

**awardAmount4**

\$107,000

**entity5**

Buell Fdn

**programmingEfforts5**

Kinder prep

**awardAmount5**

\$15K

**LeverageFunds**

Colorado Health Foundation and Private funds.

**PlannedEfforts**

Funding will be used to hire Group leaders to offer GRW programming at new locations including Aurora Housing Authority, RMWC and Addis Kidane Ethiopian church.

**CommittedGovGrants**

100000

**CommittedFoundations**

253681

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

10000

**PendingGovGrants**

10000

**TotalGovGrants**

110000

**PendingFoundations**

53000

**TotalFoundations**

306681

**TotalFees**

0

**TotalDonations**

0

**TotalOther**

52000

**TotalTotals**

478681

**PendingFees**

0

**PendingDonations**

0

**PendingOther**

52000

**TotalTotals**

115000

**CommittedITotals**

353681

**FundsRequestedTotal**

10000

**FundsRequested**

10,000

**StaffSalariesNarrative**

n/a

**NarrativePartners**

Contractual- Group Leaders at \$27 / hour X 60 hours per session X 3 sessions of GRW

**Food**

Workshop materials- art supplies/journals/printing for photo project

**NarrativeFood**

Healthy Snacks for participants and graduation costs

**Narrative\_3**

Indirect/Administration costs at 10%

**NarrativeOther**

Incentives for participants @ \$100 X 30 participants

**StaffSalariesTotal**

0

**TotalPartners**

4860

**Popuptotal**

640

**TotalFood**

500

**TotalOperatingExp**

1000

**TotalOther**

3000

**GrandTotal**

10000

**ProposedProgramming**

Girls Run the World is a unique program that builds social- emotional skills for first generation refugee and immigrant teen girls in a supportive environment that includes positive adult and peer relationships in a culturally sensitive safe space.

## **Projections**

Three 10-week programs of GRW will be offered OUTCOME: A minimum of twenty-four girls will be served in 3 cohorts (Minimum 8 girls per session). Three(3)Ten-week sessions will be offered for a total of 30 workshop hours per session. Field Trips including outdoor activities, cultural and educational facilities will be included as time and additional funding permits. OUTCOME: 90% of twenty four immigrant females will complete 30+ hours of programming.

Curriculum will be evaluated within a positive youth development framework that is inclusive of gender and will be evaluated after each session for cultural competency and community impact. OUTCOME: Curriculum will be strengthened with on-going input from focus groups and participant evaluations. Participants and volunteers will be recruited from the communities being served, as well as culturally competent service providers and resources. OUTCOME: RMWC will develop a robust community of support for young, first generation immigrant women to begin their professional or academic lives with. RMW will evaluate each session and convene focus groups to give feedback and review the impact of curriculum. In addition, RMWC will develop a youth advisory council of program graduates to advise and remain connected to the program.

## **YouthAge**

Teen and young adult girls/women, ages 14-21

## **RecruitPlan**

RMWC currently recruits through Aurora Public Schools/Newcomer Welcome Center, as well as community partners like Addis Kidane Ethiopian Evangelical Church. Denver Islamic Center, the Oromo Community of Colorado and the Village Institute etc. RMWC is also a member of the Refugee Youth CST consortium.

## **PerformanceMeasures**

The ultimate measure of success of this program will be the successful implementation of and acceptance of the program curriculum by the teen girls we serve. The Girls Rule the World

program addresses will address health inequities related to mental health awareness and culturally competent services. By interviewing and using pre/post testing, we measure levels of self-esteem confidence, self-acceptance and development of a vision of personal success. More importantly, the program develops supportive, culturally-specific peer communities that are augmented by adult interns and volunteers. Providing these experiences for young women experiencing life in a manner very different from their parents will contribute to community resiliency and the development of leadership skills. Impact will be measured in the following areas: Empowerment. Twenty-four young women will be exposed to opportunities that will provide education and resources promoting positive mental health and coping skills. 100% of participants are expected to report growth in feelings of personal empowerment. Community. Twenty-four young women will experience positive peer relationships from a common cultural background or language group, contributing to improved resiliency and positive self-image of each participant. 100% of participants will be able to identify a positive relationship in their lives. Social Networks. Twenty-four young women will develop stronger personal networks of people, resources and organizations to build their individual social and professional connections. The development of a professional-based Advisory board that provides leadership and growth opportunities will decrease health inequities and lack of access to important resources. Success will include active and consistent participation, completion of program activities and positive response rate from participant surveys. A pre and post test is implemented in this project. Evaluation also includes Observation and Participant Interviews.

**City**

choice0

**Other governmental entities serving the city of Aurora**

choice0

## Attachments:

ROCKY MOUNTAIN WELCOME CENTER ORGANIZATION CHART  
2022.pdf

12.20 - RMWC Newsletter (1).pdf

Bylaws Articles of Inc combined.pdf

MAJOR CONTRIBUTORS 2021 22.pdf

2022 RMWC Board Roster Updated 02.2022.pdf

Board minutes Dec 21 Jan 22.pdf

W-9 and Cert.pdf

501c3 Determination.pdf

ROCKY MOUNTAIN WELCOME CE\_BridgeCreekLLc\_1-27 (1).pdf

View the submission and any attachments by following the link below  
and using this unique access code: FfbQkAOuylfrxCSn

[View Submission](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

||





## YOUTH VIOLENCE PREVENTION PROGRAM

### 2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS

#### A. AGENCY INFORMATION

<b>A1. Agency Information</b>	Name of Organization: The Salvation Army Aurora Corps Address: 802 Quari Ct. Aurora, CO 80011 Webpage: <a href="https://aurora.salvationarmy.org/aurora_corps/">https://aurora.salvationarmy.org/aurora_corps/</a> <a href="https://www.facebook.com/thesalvationarmyaurora/">https://www.facebook.com/thesalvationarmyaurora/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Lt. Carl and Lt. Melissa Last Name: Esquivel Title: Corps Officers (Pastors/Administrators) Phone Number: 310-986-0017 Email: <a href="mailto:carl.esquivel@usw.salvationarmy.org">carl.esquivel@usw.salvationarmy.org</a>
<b>A3. Agency Mailing Address</b>	
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization *We are both a non-profit and faith-based organization <input checked="" type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 94-1156347  DUNS Number ( <i>Nine Digit Number</i> ): 074629460

#### B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	<b>Cities:</b> Aurora, Parker, and parts of Denver. <b>Counties:</b> Adams, Arapahoe, and parts of Denver County. <b>Zip Codes:</b> 80010-80019, 80045, 80047, 80231, 80239, 80247, 80249
---	---

<p><b>B2. What populations does your agency serve?</b> (Indicate Age Ranges &amp; All That Apply)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Children:</b> ages 7-12</li> <li><input type="checkbox"/> <b>Youth:</b> ages 13-17</li> <li><input type="checkbox"/> <b>Non-binary Youth:</b> all ages up to 17</li> <li><input type="checkbox"/> <b>Families:</b> all ages</li> <li><input type="checkbox"/> <b>Men:</b> all ages</li> <li><input type="checkbox"/> <b>Women:</b> all ages</li> <li><input type="checkbox"/> <b>Non-binary Adults:</b> all ages</li> </ul>
<p><b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. We serve all age ranges.</li> <li><input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. We serve all age ranges.</li> <li><input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities. Ages 7-17, but we provide wrap-around services to the entire family (such as rental assistance, utility assistance, case management, healthy/culturally relevant foods through our food pantry, etc.)</li> </ul>
<p><b>B4. How has your organization been successful in working with youth in the past?</b></p>	<p><b>Summer Camps:</b> The Salvation Army in Aurora has provided life skills and character-building programs to youth. Each summer we send 50 children to our week-long overnight summer camp in Estes Park, where they spend time in a safe place, in nature, making friends and building positive relationships and memories. We plan to send 130 kids this summer in partnership with APD. We have a Youth Retreat for teens ages 13-17 as well, to which we sent 8 teens last year.</p> <p><b>Youth Nights:</b> We have youth nights every Friday night where youth can come to enjoy fun, food, and fellowship in a safe place. At youth nights we engage in conversation with our youth about conflict management, anxiety, and several other relevant topics. We have been working closely with YVVP outreach coordinators who have brought us family cases. As of now, we have been able to help 4 families with utilities assistance, rental assistance, housing intervention, and mental health resources. We provide these wrap-around services to our families/their youth.</p> <p><b>Pop-Up Events:</b> We served youth and families through our successful Block-Party in September that attracted 255 people, a Harvest festival which engaged 85 people, and Thanksgiving and Christmas meals which served 300 people including families with children, youth, and the homeless. We hosted a New Years Eve Lock-In with 25 youth in participation from 8PM-1AM where they enjoyed a fun night of celebration in a safe place.</p> <p><b>High School Student Internship:</b> We participate in the Regis Jesuit High School Immersion and Solidarity program where we have hosted 6 students interns for 1-2 weeks and taught them how we run our operation, including administration, client intake, data entry, and overall program operations. We have also had 5 youth serve their community service hours through our facility.</p> <p><b>Christmas Assistance:</b> We provided toys and clothing to 460 families with children ages 0-12 as well as groceries.</p>

	<p><b>Intervention:</b> We have pioneered the Safe Haven model which is an intervention approach when there is an act of youth violence in the city of Aurora. We activated for the Central High and Hinkley shootings, providing a safe place for the community to receive immediate resources and support. We partner with APD, YVVP, Dayton Street Opportunity Center, Aurora Mental Health, and other local churches.</p>
<p><b>B5. Please break down your agency's current service delivery by percentage and programing type.</b></p>	<p><b>On-site:</b> Food pantry, utility/rental assistance, housing intervention, case management, youth programming, and adult programming. We offer our wrap around services in all our programming. This makes up 80% of our current service delivery.</p> <p><b>Off-site:</b> Outreach and community events. We do homeless outreach in partnership with Aurora Mental Health. We do outreach through our pop-up events for the community as well, making up about 20% of our current service delivery.</p>
<p><b>B6. Please break down your agency's proposed service delivery.</b></p>	<p><b>Pop up Events (Prevention):</b> March 16<sup>th</sup> participated in Aurora Youth Night pop up event at Fieldhouse USA. May 21<sup>st</sup> Safety Event for youth and families in partnership with APS, APD, and YVVP. July-Summer Splash Event. August 8<sup>th</sup> Backpack Giveaway for students. September-Block Party. October-Harvest Festival. November-Thanksgiving Meal. December-Christmas Meal, New Year's Eve Lock-In/Celebration.</p> <p><b>Youth Programming (Prevention and Intervention):</b> Youth Nights every Friday at 6:00 PM Summer Camps. Meals and wrap around services are provided in our Youth Programming.</p> <p><b>Safe Haven (Intervention):</b> Continue our participation in spearheading the development of this program specifically regarding logistics and implementation throughout the city as needed. Our goal with Safe Haven is to continually develop partnerships to expand this program, and to be able to provide the staffing, facilities, and resources needed to host intervention activations as needed.</p>
<p><b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b></p>	<p><b>Case management, intervention practices and prevention.</b> For example, providing a safe place for youth. Giving opportunities to troubled youth for their community service so that they can have the chance to do the right thing and build that positive relationship with them. We use positive reinforcement as well. We also believe in supplying immediate need to then move forward with other needs/resources and prevention/intervention programs. Our aim is to meet human needs in Christ's name without discrimination. Building positive relationships and mentorships with our Youth is one of our best practices in all our youth programming.</p>
<p><b>B8. Does your agency conduct client satisfaction surveys?</b></p>	<p>No; however, we always ask in conversation for feedback from our youth and clients about their experience so that we can improve what we do.</p>
<p><b>B8. What agencies do you partner with that provide services to Aurora residents?</b></p>	<p>Aurora Mental Health, Aurora Police Department, Youth Violence Prevention Program, Veterans Association, Food Bank of the Rockies, Dayton Street Opportunity Center, Aurora Public Schools, SECOR, Weecycle, Rotary Club of Aurora, Cherry Creek Schools, Safe Haven Denver.</p>
<p><b>B9. What agencies do you have formal agreements with?</b></p>	<p>Aurora Mental Health, Food Bank of the Rockies, TEFAP, YVVP.</p>
<p><b>B10. What role will youth play in advising this application?</b></p>	<p>We engage in ongoing, honest conversations with our youth each week about things they are facing in school or life in general. We ask them what types of activities/events</p>

	<p>they have enjoyed with us so far and they give ideas for future activities/events. So far, they have had positive feedback for our pop-up events and Youth Nights. We are here to serve our youth and believe their feedback and input is extremely valuable. We give them volunteer opportunities as well during which we are able to mentor them and get their input on our services that we offer.</p>
--	--

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<p><b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b></p>	<p>The Salvation Army Intermountain Divisional Headquarters provides oversight for the Aurora Salvation Army location. The Salvation Army has financial policies and procedures to which we must adhere. We will monitor our activities to ensure dollars are spent in a timely manner by planning out our events well in advance. We receive a monthly Statement of Activities from Headquarters to track the financial health of our operation. Our accounts payable team at Headquarters oversees expenses and grant monies and has special software, Fund Manager, to properly account for grant fund management, spending, and reporting.</p>
<p><b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b></p>	<p>See attached.</p>
<p><b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p>

	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount
	City of Aurora	YVVP	Youth Programming, Pop-Up Events	\$5,000 From year of 2021
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	We continually run most of our programming through our own financial stewardship, fundraising efforts, and Headquarters allocations.			
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>The efforts we are planning on implementing with these funds are different from our traditional programming in that we typically do not do pop-events like this. However, we have quickly seen the need for these types of events to help intervene with youth violence which is more frequently occurring in our community. The Salvation Army in Aurora is perfectly positioned to provide such events. We care deeply for the youth in our community and are willing to do all we can to help provide them a safe place to come and make friends and get to know our police and fire departments to engage in conversations about solutions to youth violence. It is our hope and goal that some of these young people will attend our aforementioned regular youth programming. We recognize that one single event is not a long-term solution but will aid in attracting young people and in continuing the conversation with them thereafter.</p> <p>We will continue implementing our current efforts with our weekly Youth Nights every Friday, and we already have several pop-up events planned for 2022. We will also continue to pioneer the efforts started with Safe Haven, which is an effort that is quite different from our traditional programming, but something we see as a necessity for our community. What is unique about this is that we are providing all our wrap around services to youth and families through these programs, providing both prevention and intervention efforts, as well as relationship building. These resources will allow us to continue tailoring to the reduction of youth violence in the two zip code hot spots for youth violence in Aurora, 80010 and 80011.</p>			

#### **Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>				
	\$30,000	\$0.00	\$30,000	\$30,000
Government Grants (including 21 CCLC, etc. please list)	\$40,000	\$0.00	\$40,000	\$40,000
Field Support (internal grant) & foundation (external grant)	\$75,000	\$37,500	\$37,500	\$75,000
Fees/Earned Income	\$0 0	\$0.00	\$0.00	\$0.00
Special appeals appropriations	\$488,000	\$244,000	\$244,000	\$488,000
Donations/Corporate/Individual Support	\$286,000	\$143,000	\$143,000	\$286,000
Other (please list) Gifts in Kind	\$156,500	\$156,500	\$156,000	\$313,000
<b>Total</b>	<b>\$1,232,000</b>	<b>\$581,500</b>	<b>\$650,500</b>	<b>\$1,232,000</b>

The Aurora Corps budget is based on the following income streams: individual, foundation, and business monetary donations (much of this via the Red Kettle bell ringing campaign); special appeals appropriations and field support fund distributions (TSA Intermountain Division internal funding allocations), fundraising events, grants, and in-kind donations (individual, corporate and government). The Special Appeals Appropriations are the allocations made to each corps/location within the Denver area from the direct mail appeal contributions that are received in the greater Denver Metro Area. The Aurora Corps has received funds over the last year from the city of Aurora, Arapahoe County, and state of Colorado (much of this Covid Driven) for basic needs ranging from food to a temporary encampment site for the homeless. The Aurora Corps will continue to pursue targeted grant funding as opportunities occur. The Corps's new strategic plan is predicated on these needs sectors: Supporting homeless families; supporting homeless people with food through the mobile canteen and providing daycare and after-school youth programming that support local families.

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	<b>\$ 15,000</b>
<p>Narrative: The three employees will be helping with all events and programming. They will be working during events, prep, and planning. This includes Youth Nights (Prevention/ Intervention), Pop-event (Prevention) and Safe Haven (Intervention)</p> <p>Office Coordinator: \$19/hr.  Social Services Coordinator: \$22/hr.  Social Service Assistant: \$16/hr.  Office aide: \$16/hr</p> <p>We will also heavily rely on community partners and volunteers to help in organizing and executing these events.</p>	
<b>Partners/Specialty Services (detail each example)</b>	<b>\$ 3,000</b>
<p>Narrative:</p> <p>Some events will overlap in the usage of specialty services.</p> <p>DJ: \$135/ hr. 3 hours per event  Porta Potty: 3 Porta Potty per event at \$225 each per event  Bounce House: \$1,200 per event  Heat lamps rental: TSA Will cover cost. 1 event \$450  Power Generator rental: \$200  Canteen usage: \$300 per event  Partners: APD, Fire Rescue Aurora, Rotary, YVPP, Kiwanis, Big Daddy's Restaurants, Falk EMT, and Various community partners.</p>	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	<b>\$ 2,000</b>
<p>Narrative:</p> <p>Supplies will be various, from craft supplies to cooking supplies, plates, napkins, utensils, miscellaneous supplies etc.</p>	
<b>Food / Beverage</b>	<b>\$ 7,000</b>
<p>Narrative:</p> <p>One of our specialties as The Salvation Army is that we thrive in feeding people who are hungry. These funds will help us supplement the cost of food we will expense.</p> <p>We are looking at feeding all the youth and families in attendance free of cost for every event, meeting, or activation.</p>	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	<b>\$ 3,000</b>
<p>Narrative:</p>	



This will cover administrative costs regarding grant paperwork, upkeep, and reporting.	
<b>Other</b>	\$
Narrative:	
<b>GRAND TOTAL</b>	
	\$ 30,000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	<p>Our proposed programming encompasses three facets.</p> <p><b>Youth Nights:</b> Youth Nights started in September of 2021 with the first round of funding. This has proven to be very beneficial to the youth. We provide a safe place for them to spend their Friday nights, talk about important topics and issues they are facing and build positive, supportive relationships with them as well as mentorship. We have worked in partnership with YVVP and have been referred family/youth cases to our programming and wrap-around services. So far, we have served 16 families and 50 youth. This is the prevention aspect of funding.</p> <p><b>Pop-Up Events:</b> We provide fun, safe, and resource-based events that draw in youth and their families. We bring community partners together to make resources available to the Aurora community. This allows youth, families, and the community at large to be aware of resources available throughout the city. These events help facilitate more unity and bridging of relationships between our neighbors and city government departments. One example is our New Years Eve Youth Night. It was a pop-up event which we held on New Years Eve from 8PM-1AM. We had 25 youth in attendance at this safe, fun, and interactive event, keeping them out of the streets. We gave out raffle prizes, did trivia, sang karaoke, and provided a delicious meal and snacks. This was in partnership with YVVP and APD. From September-December 2021, we held 5 pop-up events where we reached 710 people in total.</p>
---	---

	<p><b>Safe Haven:</b> This is a relatively new facet of our overall youth violence prevention efforts. We are in the beginning stages of mobilizing an immediate response to incidents of youth violence in the city. Since November 2021, we have activated 2 Safe Haven responses through our facility. This is in partnership with Safe Haven Denver, YVVP, Dayton Street Opportunity Center, and various faith leaders within the city. Our strength is in the logistics coordination of a Safe Haven activation. Safe Haven brings a faith-based approach, accompanied with mental health resources and intervention outreach.</p>
<p><b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b></p>	<p>Our projected timeline is January 1<sup>st</sup>, 2022-December 31<sup>st</sup>, 2022. This year we have attended 2 Safe Haven trainings as we work together to mobilize an Aurora Safe Haven. We participated in Aurora Youth Night on March 16. We have continued having Youth Nights and plan to continue them every Friday from 6-7:30 pm.</p> <p>We will hold several youth-related outreach events with these projected dates:</p> <ol style="list-style-type: none"> <li>1) May 21<sup>st</sup>- Youth and Family Safety Event. In partnership with APD, YVVP, and various partners. We estimate about 200 youth ages 7-17, as well as their families.</li> <li>2) June 14-17: 4-day Safe Zone Day Camp reaching ages 7-17, hopefully reaching between 30-40 youth.</li> <li>3) August 8<sup>th</sup>- Backpack Giveaway. Ages 5-17. In partnership with Les Schwab and Larry H. Miller, Stride, APD, YVVP, Aurora Mental Health. We aim to assist about 1,000 youth.</li> <li>4) September 2022- Unity in Community Block Party, ages 7-17 as well as their families. Aiming to serve 200 youth/families.</li> <li>5) October 2022- Harvest Festival, youth ages 7-17, aiming to serve 100 youth.</li> <li>6) November 2022- Thanksgiving Meal and Celebration for youth and their families. Ages 7-17, aiming to serve 100.</li> <li>7) December 24<sup>th</sup>, 2022- Christmas Eve Meal and Celebration ages 7-17 for youth/their families, aiming to serve 100.</li> </ol> <p>December 31<sup>st</sup>, 2022- New Years Eve Lock-In, aiming to serve 50 youth ages 7-17.</p>
<p><b>D3. What is the age of youth you plan to serve?</b></p>	<p>We have a target audience of ages 7-17. However, we provide services to the entire family.</p>
<p><b>D4. How will you recruit those you plan to serve?</b></p>	<p>We plan to continue recruiting via social media, word of mouth by our youth (inviting their friends, etc.), through our partners, through our Social Services clients (many of whom have children) and through our pop-up events. We have a summer camp in Estes Park and plan to send 120 youth ages 7-17, and plan to follow up with them as well.</p>
<p><b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b></p>	<p>We register each family at all our events including weekly Youth Nights. We are then able to input them into our Wellsky Database which we use for reporting and case management. When we see the youth return to our programming again and again, we can see that something is working. We have a handful of youth who faithfully attend youth nights and our pop-up events. Several parents have shared with us seeing an improvement in their youth's behavior (ie. Some youth hanging out with the wrong</p>

	crowd at school, getting in trouble, but finding more positive friendships here). To put it simply, we can see the changes in the youth.
--	--

#### **E. SUPPORTING DOCUMENTS:**

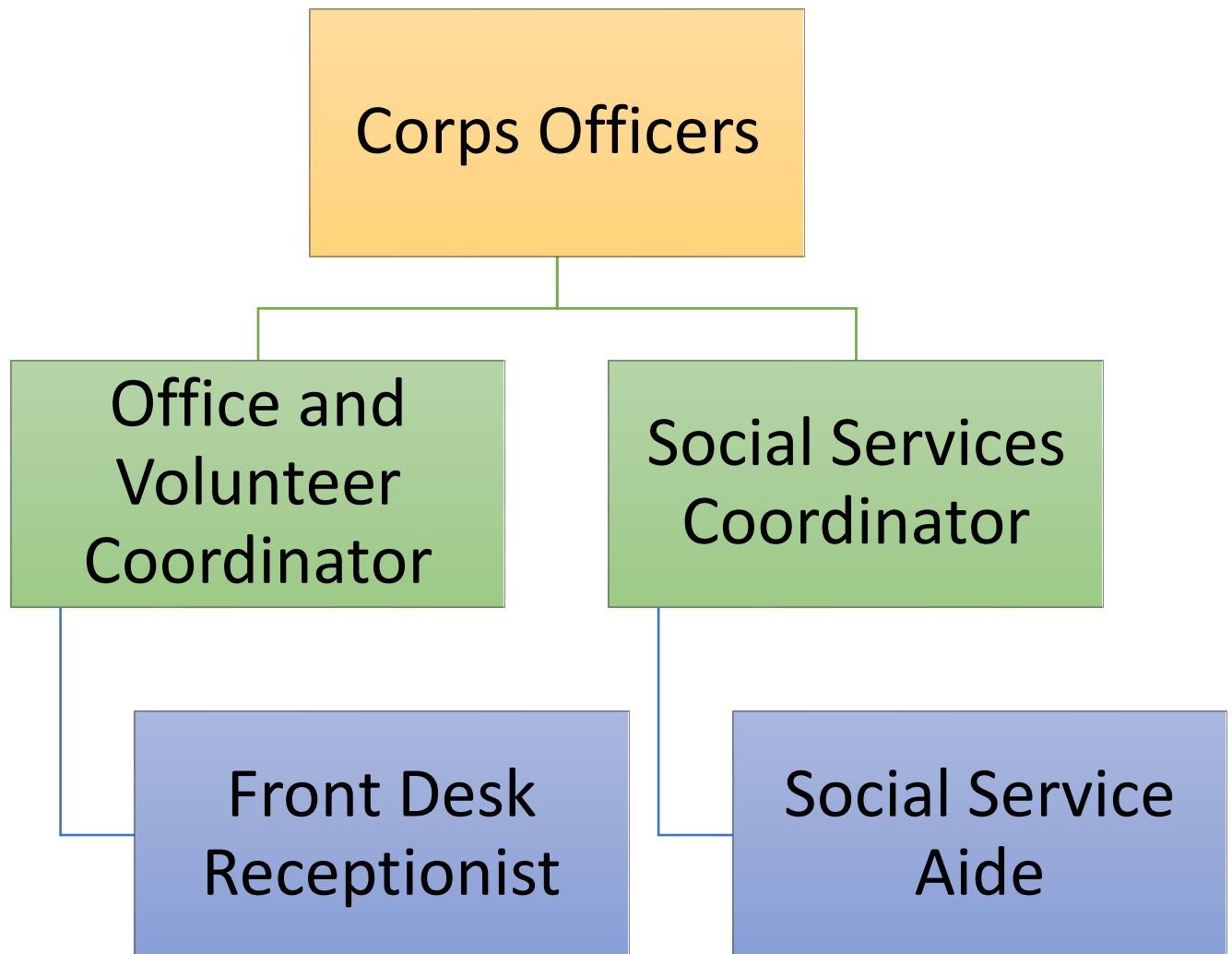
Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



## The Salvation Army Aurora Corps

### Organizational Chart Proposed



Last Update February 18.2020

# HOPE MARCHES ON



---

2021 ANNUAL REPORT  
THE SALVATION ARMY INTERMOUNTAIN DIVISION



On behalf of The Salvation Army Intermountain Division, we want to thank you for your generosity and support over the last year. With your help, we have been able to keep Hope Marching On for our neighbors in need. In a year where there were so many people with financial and housing struggles, The Salvation Army was resolute in our mission to keep people in their homes.

hours of emotional and spiritual care, and the commitment to serve the people in our local community.

Thanks to you, we have continued to work hard, serve tirelessly, and make sure those in need are loved and cared for. We could not provide our numerous services without generous donors like yourself, and we are blessed to work alongside you again in 2022 to continue doing the most good.

“Let us hold tightly without wavering to the hope we affirm, for God can be trusted to keep his promise.” Hebrews 10:23

829

257,264  
PEOPLE SERVED

2,099,826  
MEALS SERVED

525,682  
NIGHTS OF SHELTER

61,972  
TOYS PROVIDED

# COLORADO

*San Juan Mountains, Colorado*

Statistics recorded are for services in the fiscal year:  
October 1, 2020 - September 30, 2021

"I hope that next time we can make this an even bigger event, so we are able to help more kids in our community." - Adriana Erickson, Head of Human Resources for Target

## BUILDING A COMMUNITY

### CENTENNIAL, CO

The Salvation Army Centennial Corps partnered with the Arapahoe County Sheriff's Office to host their first "Shop With a Cop" event that took place at the local Target. Twenty-five police officers came out to shop with fifty-six kids from the community who came with their moms, dads, grandparents and siblings. Most of the kids that participated are involved with The Salvation Army Centennial Corps social services programs.

Deputy Sheriffs from the Arapahoe Community Resources Unit and three of the

ACSO Command Staff were present at the event. "Every one of them was so excited to work with us and jumped right into mingling and getting to know our children and their families," said The Salvation Army Corps Officer Lieutenant Betty Vesikula. She hopes that the event will give families in the community a chance to get to know their local police department.

Each child received a \$100 Target gift card to buy new supplies for school. The Centennial Corps received over \$3,000 in donations from Target for the "Shop With a Cop" event. The in-store Starbucks at Target also provided coffee for the Police department, The Salvation Army staff, and the families.





13,959  
PEOPLE SERVED

77,765  
MEALS SERVED

596  
NIGHTS OF SHELTER

7,166  
TOYS PROVIDED

# MONTANA

Statistics recorded are for services in the fiscal year:  
October 1, 2020 - September 30, 2021

“The Salvation Army made sure I was warm and fed whenever they could.  
They saved my life.” - Nathan

*Rolling Hills, Eastern Montana*

## HOUSING FOR VETERANS

### BILLINGS, MT

Nathan, a homeless, disabled veteran was sleeping outside The Salvation Army Billings Corps, not sure what to do or where to go. Every time the doors were open, the Billings corps officers made sure he was fed, warm, and would pray and encourage him.

Nathan was unable to work, and had no source of financial assistance to put towards a more stable housing situation. Being a veteran, he was unsure if he was able to receive veterans' benefits because he believed he was dishonorably discharged.

After further research and working with the Family Services Director, he found out that he could receive veterans' benefits to help him get back on his feet.

Nathan was able to secure stable housing and is no longer having to worry about where he will sleep at night, or where his next meal will come from. The Salvation Army Billings corps officers and staff were thrilled to be able to help Nathan and get him on a path to better his life and future.

The Salvation Army is here to make sure everyone, including Nathan, is given the chance to find food, shelter, and hope.





45,764  
PEOPLE SERVED

40,937  
MEALS SERVED

94  
NIGHTS OF SHELTER

15,258  
TOYS PROVIDED

Arches National Park, Utah

# UTAH

Statistics recorded are for services in the fiscal year:  
October 1, 2020 - September 30, 2021

“I was so scared to lose my home and fall back into my past, so when The Salvation Army was able to provide help with my rent, I was so thankful.” - Jessica

## A HELPING HAND & AN OPEN DOOR

### SALT LAKE CITY, UT

The Salvation Army Salt Lake City Corps in Utah was able to help their neighbors who were unable to pay their rent and utilities due to the financial strain put on so many families by COVID-19. The Emergency Rental Assistance Program provided thousands of dollars in essential financial support to cover rent, past due rent, utilities, and provide internet access.

The Salvation Army's doors were open at the perfect time for Jessica, who came in to seek utility and rent assistance after being laid off from her job during the pandemic.

Jessica was also a recovering addict who had previously been assisted by The Salvation Army to get clean, and was now in need of help to stay in her home.

Stable housing is an important part of Jessica's recovery, and she needed to make sure she had a consistent housing situation to continue staying on the right path. Jessica was able to get the utility and rent assistance she needed to get back on track.

The Salvation Army aims to help hard working people like Jessica stay on their feet no matter what walk of life they are on. Whether it's addiction recovery or financial crisis, there is always hope at The Salvation Army.



40,778  
PEOPLE SERVED

10,006  
MEALS SERVED

230  
NIGHTS OF SHELTER

6,430  
TOYS PROVIDED

## WYOMING

Statistics recorded are for services in the fiscal year:  
October 1, 2020 - September 30, 2021

"God Bless all of you! I appreciate this so much and I will never forget what you all have done for me. Thank you!" - Maggie

*Grand Teton National Park, Wyoming*

### KEEPING HOPE ALIVE

#### LARAMIE, WY

Before coming to The Salvation Army in Laramie, Wyoming, Maggie was alone after losing her last remaining family members. She had begun giving up on life, and had nowhere to go, and no one to turn to.

Maggie was homeless and had suffered from severe diabetes most of her life. Her lack of stable housing and her medical condition created an unhealthy living situation that she desperately needed to change. But with no family or income, she was out of options. When all seemed lost, she decided it was time to ask

for help, so she reached out to The Salvation Army of Laramie.

The Salvation Army was there to bring her in and provide her with food and shelter. They were also able to provide Maggie with immediate assistance to obtain the insulin needed to treat her diabetes properly. The kindness she received from The Salvation Army of Laramie gave her renewed hope to keep going. She is no longer alone and she thanks God every day for saving her and sending her to The Salvation Army in her time of need.

Maggie is working on getting her diabetes under control so she can be healthy enough to live on her own once she is able to secure stable housing to call home.



# DENVER METRO SOCIAL SERVICES

The Salvation Army Intermountain Division serves communities throughout Colorado, Eastern Montana, Utah and Wyoming.

However, in Denver, as the homeless population increases, tent communities become cities, and the cost of rent rises, we have seen a greater need for our services. In 2021, we not only provided meals, nights of shelter, toys for families in need, but also saw an increase in support for our local Denver programs.

Our Connection Center team expanded in order to respond to the growing number of

calls and inquiries for rental assistance across the division. We relocated Housing Now to a larger space to serve more families looking for stable housing, and continued to strengthen our programs for homeless men at Crossroads and men battling with addiction at Harbor Light.

Because of you, we are there. We are there to meet the many different needs across a wide range of social services. The Salvation Army Intermountain Division focuses a great deal on social services because in order to preach the gospel we first must meet basic human needs.



## DENVER METRO: CONNECTION CENTER

### CONNECTING SERVICES

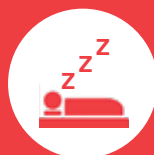
Our connection center is the 'front door' to The Salvation Army's services for every zip code in Colorado, Wyoming, Utah, and Eastern Montana. Designed to give people immediate access to our numerous services, caseworkers are available to provide triage assessment and initial intake for programs. A person can be immediately 'connected' to our services and schedule a time to meet with a caseworker. It provides initial intake and pre-screen services for Housing Now, Lambuth Family Center, and Energy Outreach Colorado utility assistance for all the Metro Corps caseworkers.



9,809  
CALLS RECEIVED



6,936  
CALLERS RECEIVED  
RENTAL ASSISTANCE



107,880  
NIGHTS OF SHELTER



510,173  
MEALS SERVED

## DENVER METRO: CROSSROADS

### FINDING A WAY

Duane became unhoused three years ago when the apartment he was renting was purchased. The new owners drastically increased Duane's rent, and he was unable to pay due to his fixed disability income. During this time, Duane found his way to Crossroads.

Through Crossroads, Duane found the support needed to take the first step toward achieving goals and dreams that he had given up on. Now, Duane has moved into a one-bedroom apartment of his choosing using a voucher that will subsidize his rent in perpetuity.



## DENVER METRO: HARBOR LIGHT

### LIFE CHANGED

Aaron from Colorado Springs suffered severe alcohol use disorder. He had a successful career in finance, but after years of alcohol abuse, he lost it all; his wife, his son, and his job. He graduated from the Harbor Light Program in June 2021 and has been an incredible success.

He returned to work right away and has maintained his sobriety. The Harbor Light Recovery Program changed Aaron's life in a way that he could not have imagined. It brought back his spirituality and gave him a new perspective on life.

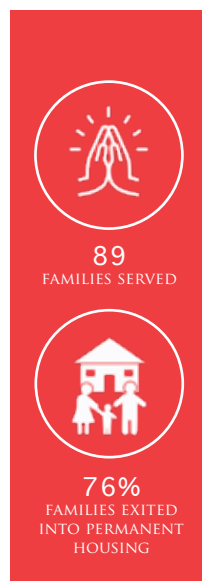


## DENVER METRO: LAMBUTH FAMILY CENTER

### MAKING A BETTER LIFE

Claire and her three boys moved to Denver with high hopes of a fresh start and a boyfriend to stay with. But when they arrived, her boyfriend became abusive, and she and her boys found themselves homeless. She received a voucher to stay at a motel for a few nights and was then referred to The Salvation Army.

They stayed at the Lambuth Family Center for a month, and Claire worked with case managers to secure a job, get a car, and find stable housing for her family. She is once again on a good path filled with hope.



## DENVER METRO: SAFE OUTDOOR SPACE

### CHANGING THE VIEW

The Safe Outdoor Space site in Aurora, Colorado is currently able to accommodate up to 30 individuals or couples that are experiencing homelessness. The goal of these spaces is to provide interim housing to those in need until stable housing solutions are available.

The residents have access to 24-hour services, case managers that are housing focused, and three meals a day. Local partners are providing medical care, showers, and clothing services to the residents. 30 pallet shelters replaced the all-weather tents in November 2021.

# DEVELOPING THE FUTURE

Studies show a lack of housing leads to stress and trauma that can keep people from maintaining steady employment – creating a cycle of homelessness and dependence on charitable and government support. The Salvation Army believes families who are homeless should be returned to permanent housing as quickly as



sufficiency among families experiencing homelessness. It also allows The Salvation Army to serve a greater number of families.

The intensive case management begins as soon as a family is accepted into the program with an assessment that identifies the root causes of homelessness and what skill areas need to be addressed for both the parents and children.

Colorado ranks among the top 10 states with the highest unsheltered homeless populations. COVID-19, coupled with the housing crisis, has exacerbated the issue. The Salvation Army works to support families experiencing homelessness with a proven service model at the Lambuth Family Center. With increased need, and proven success, The Salvation Army

possible and connected to resources necessary to sustain that housing. Issues that may have contributed to a household's homelessness can best be addressed once they are housed.

The Salvation Army is actively working to break this cycle through rapid re-housing and a comprehensive approach to helping families gain self-sufficiency. We have successfully transitioned 76% of families who went through our program to permanent, stable housing. Motivated by the love of God, we aim to serve more families through expanded housing and supportive services.

is scaling efforts to have a substantial impact on the growing problem.

The Salvation Army looks to quadruple the number of families in a new Family Housing Center. With rooms consistently at capacity, and an increase of families in need, expanding housing to serve 85 families at a time will impact one-third of Denver Metro families experiencing homelessness.

Critical to self-sufficiency is support, education, community and fellowship. By expanding case management and family programming, The Salvation Army will use our replicable model to help break the cycle of poverty and support families in accessing stable, permanent housing.

The Lambuth 90-day program addresses the unique situations of each family and identifies the root cause of homelessness. The case manager works with adults on overcoming their individual obstacles while ensuring the needs of children are met. This program includes: guidance for financial literacy and healthy eating, consistency in education for children, family enrichment activities to build supportive, caring family units, tutoring, character development and arts programs, and Christian ministry and fellowship.

The Salvation Army works with families to find stable, permanent housing from the first day they arrive at the Lambuth Family Center. Operating on a 90-day timeline works to minimize trauma while optimizing self-



# HIGH PEAK CAMP

The Salvation Army is dedicated to touching the lives of our youth. One of the ways we accomplish this is through summer camps. The pandemic caused the closure of High Peak Camp in 2020, but this summer, 50 campers were able to attend each session to make sure campers and staff were kept safe.

The Salvation Army's High Peak Camp is nestled at the foot of the beautiful Rocky Mountains in Estes Park, Colorado. The perfect place for summer camp! The camp is designed for kids 7 to 17 years old, with different programs based on their age and

interests. Amazing changes occur after a child has spent a week at camp, and it is an experience treasured for a lifetime. Campers explore nature, play sports, create music, and make memories with their fellow campers. Sixteen-year-old camper Emmanuel, described camp as the "perfect balance", and a place where you learn about Christ, have fun, experience nature and go fishing!

We look forward to having hundreds of kids back at High Peak Camp in the near future to meet new friends and discover new activities in the great outdoors.



## THE CHRONICLE OF PHILANTHROPY

### "AMERICA'S FAVORITE CHARITIES"

We are pleased to share that The Chronicle of Philanthropy ranked The Salvation Army #2 in its 2021 list of "America's Favorite Charities."

The Salvation Army was highlighted multiple times in an accompanying article entitled, "Giving to Top Charities Rose Nearly 3.7% in 2020, Driven by Big Gifts From the Wealthy."

One of the main trends that dominated nonprofit fundraising in 2020, was donors' desire to help people suffering as a result of COVID-19 and

the financial strain and economic downturn it caused. In a year plagued with a public-health emergency, social unrest, natural disasters, and political upheaval, The Salvation Army was one of the few organizations to receive more donations than any other nonprofits, raising nearly 31 percent more in 2020 than in 2019. Donors made a difference for families who were facing tough times and having to decide between putting food on the table or paying the utility bill.

We express profound gratitude and congratulations to all territories, divisions, and local units that have served the mission tirelessly in Christ's name through a tremendous year so that our neighbors could be fed, sheltered, and cared for amid pandemic poverty.



# SERVICE EXTENSION

Christopher was unable to find permanent employment due to an injury in his arm. Because of the pain and type of injury, he was only able to work short periods of time and was therefore unable to pay his rent. This resulted in the vicious cycle of homelessness.

Christopher said “It’s hard to do construction work with only one arm. Every time I found work, I could only withstand the pain for a couple of days. I finally sought medical care and was told I needed to have orthopedic surgery. Due to my housing situation, the doctor refused to do the surgery unless I had

a place to recover, and he referred me to The Salvation Army of Loveland for help.”

The Salvation Army of Loveland, Colorado offers a respite program for medically fragile homeless individuals in the community like Christopher. This program offers the homeless a safe place to recover from an illness or surgery. Beyond a place to recover, the support brings clients peace so they can truly focus on healing.

The respite program provided Christopher the critical necessities of food, shelter, and a means of transportation for follow-up medical care.



## MERRILL

### THE BELL THAT CONTINUES TO RING

For 65 years, Merrill Fie has volunteered as a bell ringer for The Salvation Army. Exchanging the traditional silver bell for his own cow bell, he has made the experience his own! No matter the weather, on a snowy or sunny winter’s day, he rings his bell with a big smile.

Merrill has grown his team of volunteers over the decades thanks to the support of his wife Dorie, children, and grandchildren. Some descendants cannot even remember their first year of bell ringing because they were so young when they started! This tradition has become a

significant opportunity for the family to reunite and begin their Christmas celebrations.

“You haven’t had Christmas until you’ve done this and helped others,” Merrill Fie said.

Unfortunately, during our Christmas season, due to COVID-19 restrictions, the bell ringing tradition had to go online, making this the first time in 65 years that the event hadn’t taken place in person. This setback did not stop the Fie Family from exceeding their goal of \$100,000, raising an incredible \$153,295.17.

Merrill and Dorie Fie’s generosity has created a legacy that will continue to impact generations for years to come.

# EMERGENCY SERVICES

As a relief organization operating in every zip code of the United States, The Salvation Army is on the front lines of responding to natural disasters and emergencies. We aim to meet the short-term needs of survivors and first responders, then focus on long-term recovery and rebuilding.

Emergency Disaster Services is an integral part of who we are. We provide aid for the needs of families in the Intermountain Division area when resources are devastated by unexpected events like the floods, fires, snow storms, or COVID-19.

Salvation Army officers act as a means of expressing God's love in times of disaster, and disaster services are managed locally by volunteers who live and work in those communities. They make sure there is immediate access to food, water, clean-up materials, and support to quickly respond to impacted areas.

Emergency Disaster Services is one of the many services provided by The Salvation Army, and thanks to your support, The Salvation Army is well-equipped to meet the specific needs of each community.



## LISA

### PAYING IT FORWARD

In the 1970's, Lisa found herself alone and penniless in an unfamiliar city.

Right after high school she was offered a job in Utah, in a city across the country from where she grew up and her adventurous spirit made her jump at the opportunity. However, once she arrived, she found out the job had unfortunately fallen through. She didn't know anyone, had only a few dollars left, no job, and no place to stay.

In a moment of desperation, she walked into a women's shelter run by The Salvation Army

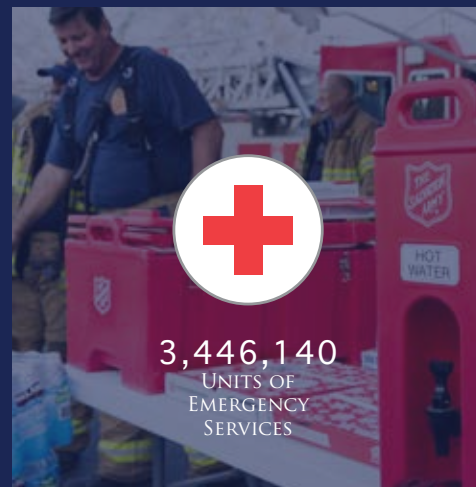
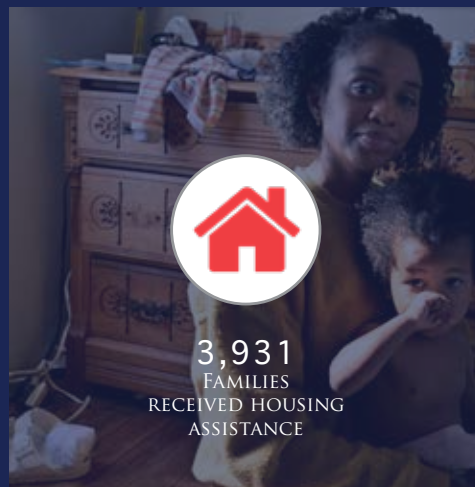
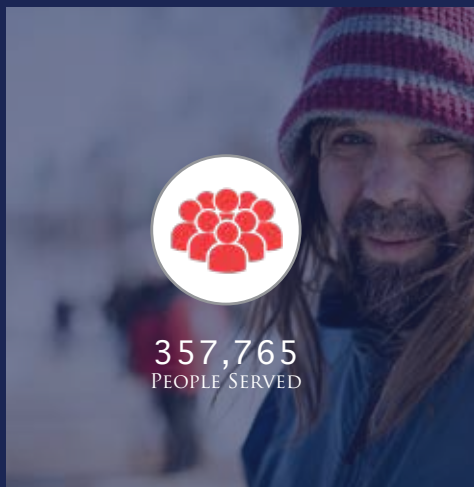
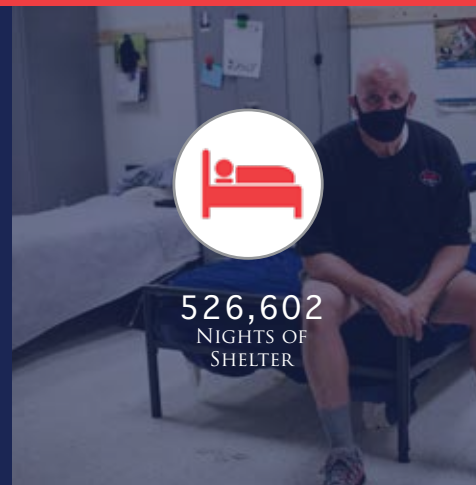
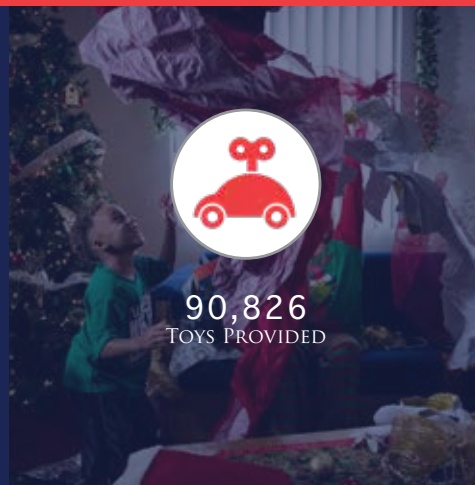
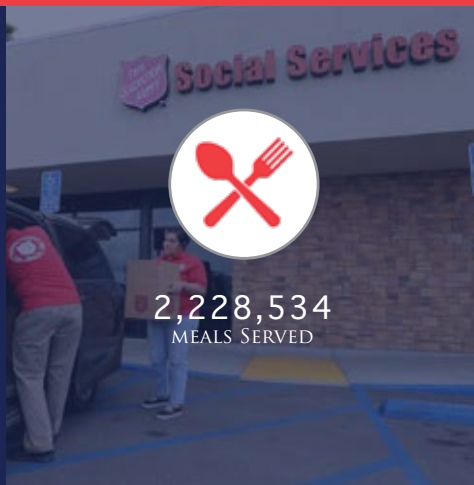
where she was fed and cared for. The officers helped her find a job and get back on her feet.

Lisa always hoped that one day she'd be able to give back to The Salvation Army—to pay forward what they had done for her in a time of great need—and this was the year.

Lisa recently made a significant donation to the Intermountain Division, and is working with Salvation Army staff and her attorney to leave most of her estate to The Salvation Army.

When thanked for this remarkable gift, she said, "This is just money. I can never repay them for the love and compassion they showed a young, scared girl."

# INTERMOUNTAIN DIVISION 2021 AT A GLANCE



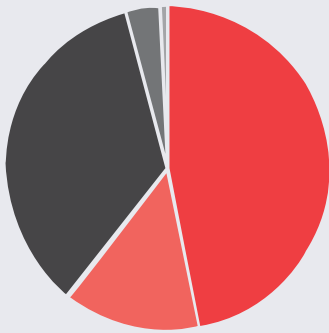
COLORADO, WYOMING, EASTERN MONTANA & UTAH

Statistics recorded are for services in the fiscal year: October 1, 2020 - September 30, 2021



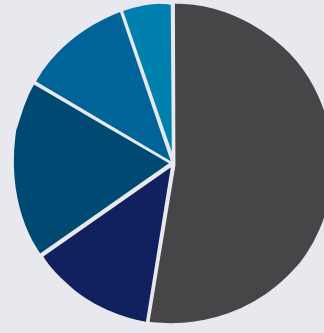
# FINANCIAL SUMMARY

OCTOBER 1, 2020 - SEPTEMBER 30, 2021



- PUBLIC CONTRIBUTIONS  
\$38,212,774
- CAPITAL/ENDOW  
\$11,219,743
- GOVERNMENT  
\$28,718,486
- SALES  
\$2,794,872
- PROGRAM SERVICE FEES  
\$625,531

**TOTAL REVENUE**  
\$81,571,406



- SOCIAL SERVICES  
\$25,882,244
- CORPS COMMUNITY  
\$8,761,014
- RESIDENTIAL  
\$12,373,761
- MANAGEMENT  
\$7,729,022
- FUNDRAISING  
\$3,574,657

**TOTAL EXPENSES**  
\$68,320,697





The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

---

The Salvation Army Intermountain Division  
1370 Pennsylvania Street, Denver, CO 80203  
303.861.4833 | [imsalvationarmy.org](https://imsalvationarmy.org)



@IMSalArmy

**State of California**  
Secretary of State



I, BRUCE McPHERSON, Secretary of State of the State of California, hereby certify:

That the attached transcript of 3 page(s) has been compared with the record on file in this office, of which it purports to be a copy, and that it is full, true and correct.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of

JUL 25 2006

BRUCE McPHERSON  
Secretary of State

A0647971

**ENDORSED - FILED**  
In the office of the Secretary of State  
of the State of California

JUL 14 2006

**CERTIFICATE OF RESTATEMENT  
OF ARTICLES OF INCORPORATION  
OF THE SALVATION ARMY**

Donald C. Bell and Michael J. Woodruff hereby certify that:

1. They are the Vice-President and the Secretary, respectively, of The Salvation Army, a California nonprofit religious corporation.
2. This restatement of the Articles of Incorporation, with amendments, has been approved by the Board of Directors, and the Articles shall be amended to read as set forth herein in full:

**FIRST:** The name of the corporation is THE SALVATION ARMY.

**SECOND:** This corporation is a religious corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Religious Corporation Law exclusively for religious purposes. This corporation shall be irrevocably dedicated to and operated in accordance with the rules, regulations and discipline, as stated from time to time, of the Salvation Army, an international movement, that is an evangelical part of the universal Christian Church; its message is based on the bible; its ministry is motivated by love for God; its mission is to preach the gospel of Jesus Christ and meet human needs in his name without discrimination.

This corporation is organized exclusively for religious purposes within the meaning of Internal Revenue Code section 501(c)(3) (or the corresponding section of any future federal internal revenue law). Notwithstanding any other provision of these Articles, the corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation, and the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Internal Revenue Code 501(c)(3) (or the corresponding provision of any future federal internal revenue law), or (b) by a corporation, contributions to which are deductible under Internal Revenue Code section 170(c)(2) (or the corresponding provision of any future federal internal revenue law).

Specifically, but without limitation, this corporation is authorized to receive, hold, sell, and distribute property, and have the custody, control, management and administration



of all the temporalities and property, real and personal, of every kind and nature, and the revenues therefrom, of that branch of the universal Christian Church known as The Salvation Army, in the Western Territory of the United States of America, as the same shall be designated from time to time by the General of The Salvation Army; to administer the said Western Territory in accordance with the discipline, rules and usages of The Salvation Army; to further the mission of The Salvation Army throughout the said Western Territory, the United States of America, and the world, by engaging in charitable, educational, missionary, philanthropic and religious work of the character that has been and is being conducted by that branch of the universal Christian Church known as The Salvation Army; and to do everything, and to act and carry on every kind of operation necessary and incidental to the maintenance and furtherance of such beneficial, educational, charitable, missionary, philanthropic and religious work, all without profit to this corporation.

This corporation, in order to carry on its nonprofit work, is authorized to receive and hold both real and personal property, of every kind and nature, and to execute trusts on behalf of its component parts, including subsidiaries, divisions, corps and other related entities or operations throughout the said Western Territory; to transact any business to carry on any work or operations in connection with and for the purposes of the foregoing; to enter into, make, perform and carry out contracts of any kind and for any lawful purpose; to take and hold, by lease, gift, purchase, grant, devise or bequest, any property, real or personal, for the purposes of said corporation herein stated; to receive and receipt for any devise or bequest made to this corporation or to that branch of the Christian Church known as The Salvation Army or any of its subdivisions or parts thereof, however they may be designated or named; to accept appointments as trustee, to contract and discharge indebtedness, to issue bonds and promissory notes therefore, and to secure the same by trust deed, mortgage, pledge or otherwise; to rent, lease, exchange, mortgage, encumber, transfer upon trust, sell and convey, or otherwise dispose of both real and personal property for the uses and benefits of the corporation, all without profit. The corporation shall and may exercise all of the powers now or hereafter granted by the laws of the State of California to corporations organized under the provisions of Division 2 of the California Corporations Code.

**THIRD:** This Corporation shall have neither shareholders nor capital stock, nor issue any certificate thereof.

**FOURTH:** The number of directors of this corporation shall not be less than six (6) and not more than eleven (11), the exact number within these limits to be fixed in the Bylaws of the corporation, but in the absence of such bylaw provision providing for a number within these limits, the number shall be nine (9).

**FIFTH:** (a) No substantial part of the activities of this corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation, and this corporation shall not participate or intervene in (including the publishing or distributing statements) any political campaign on behalf of any candidate or public office.

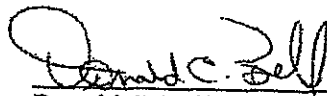
(b) The property of this corporation is irrevocably dedicated to religious and charitable purposes, as set forth in Article SECOND. No part of the net earnings of this

corporation shall inure to the benefit of its directors, trustees, officers, private shareholders or members or to any individual.

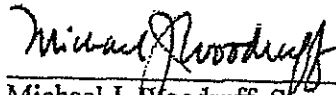
(c) On the winding up and dissolution of this corporation, after paying or adequately providing for the debts and obligations of the corporation, the remaining corporate assets shall be distributed to a religious corporation that is organized and operated exclusively for religious purposes and that is tax exempt under Internal revenue Code section 501(c)(3) and which satisfies the requirements of California Revenue and Taxation Code section 214, and if so qualified as a distributee under this Article FIFTH, that organization shall be the one responsible for the coordination of the national work of The Salvation Army, otherwise to a religious corporation of a similar kind, purpose, and tradition that is tax exempt under Internal revenue Code section 501(c)(3) and satisfies the requirements of California Revenue and Taxation Code section 214.

**SIXTH:** This Corporation shall have perpetual existence.

3. The Corporation has no members.



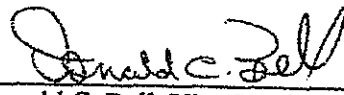
Donald C. Bell, Vice President



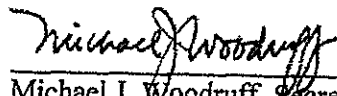
Michael J. Woodruff, Secretary

#### VERIFICATION

Each of the undersigned declares under penalty of perjury under the laws of the State of California that the statements in the foregoing certificate are true and correct of his own knowledge, and that this declaration was executed on July 10, 2006, at Long Beach, California.



Donald C. Bell, Vice President



Michael J. Woodruff, Secretary



BYLAWS  
OF  
THE SALVATION ARMY  
(a California Corporation)

Amended through July 26, 2000

BYLAWS  
OF  
THE SALVATION ARMY

TABLE OF CONTENTS

ARTICLE I THE CORPORATION.....	1
Section 1.01 Name and Location.....	1
Section 1.02 Objects.....	1
Section 1.03 Powers of the Corporation.....	1
ARTICLE II DIRECTORS.....	1
Section 2.01 Selection.....	1
Section 2.02 Removal.....	2
Section 2.03 Resignation.....	2
Section 2.04 Powers.....	2
Section 2.05 Regular Meetings.....	3
Section 2.06 Special Meetings.....	3
Section 2.07 Quorum.....	3
Section 2.08 Action by Unanimous Written Consent.....	4
Section 2.09 Compensation.....	4
ARTICLE III COMMITTEES.....	4
Section 3.01 Committees.....	4
ARTICLE IV OFFICERS.....	4
Section 4.01 Officers.....	4
Section 4.02 Ex Officio Officers.....	4
Section 4.03 Elective Officers.....	5
Section 4.04 Additional Officers.....	5
Section 4.05 Chairman of the Board.....	5
Section 4.06 President.....	5
Section 4.07 Vice President.....	5
Section 4.08 Secretary.....	5
Section 4.09 Treasurer.....	6
ARTICLE V REMOVAL AND FILLING VACANCIES.....	6
Section 5.01 Removal and Appointment.....	6
Section 5.02 Vacancies – How Filled.....	7
ARTICLE VI INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES AND OTHER AGENTS.....	7
Section 6.01 Indemnification of Directors, Officers, Employees and Other Agents.....	7
ARTICLE VII INDEBTEDNESS.....	7

Section 7.01	Indebtedness.....	7
ARTICLE VIII MISCELLANEOUS.....		8
Section 8.01	Seal.....	8
Section 8.02	Fiscal Year.....	8
Section 8.03	Notices.....	8
Section 8.04	Waiver of Notice.....	8
Section 8.05	Gender Neutral.....	8
ARTICLE IX AMENDMENT AND REPEAL OF BYLAWS.....		8
Section 9.01	Amendment and Repeal of Bylaws.....	8

BYLAWS  
OF  
THE SALVATION ARMY  
(a California Corporation)

ARTICLE I  
THE CORPORATION

Section 1.01 Name and Location

The name of this Corporation shall be THE SALVATION ARMY, and its principal office and place of business shall be in the City of Long Beach, County of Los Angeles, State of California. The Corporation may have offices in such other places for the business of the Corporation and for the keeping of the books thereof as its Board of Directors may from time to time determine or the business of the Corporation may require.

Section 1.02 Objects

The general objects and purposes of this Corporation are those stated in its Articles of Incorporation and amendments thereto, including the custody, control, management and administration of all of the temporalities and property, real and personal, located in the Western Territory belonging to that branch of the Christian Church known as The Salvation Army, and the revenues therefrom, and administration of the same in accordance with the discipline, rules, regulations and usages of that branch of the Christian Church known as The Salvation Army.

Section 1.03 Powers of the Corporation

Consistent with state law, this Corporation has the power to serve as a trustee of a trust of which it is a beneficiary, either income or remainder. Nothing contained in this Section 1.03 shall be construed to limit any of the powers of the Corporation set forth in its Articles of Incorporation, as amended from time to time.

ARTICLE II  
DIRECTORS

Section 2.01 Selection

The Board of Directors shall consist of the National Commander of The Salvation Army in the United States, the Territorial Commander of the Western Territory of The Salvation Army in the United States, and the Territorial Chief Secretary of the Western Territory of The Salvation Army in the United States, and four (4) other directors selected by the National Commander, Territorial Commander and Territorial Chief Secretary. Directors selected by the National Commander, Territorial Commander and Territorial Chief Secretary shall serve as

directors until they are removed by the Chairman of the Board or resign pursuant to the provisions of these Bylaws.

#### Section 2.02 Removal

The Chairman of the Board may remove those directors that are selected by the ex officio directors (National Commander, Territorial Commander, and Territorial Chief Secretary) under Section 2.01 above, at any time, with or without cause, pursuant to Section 5.01 of these Bylaws.

#### Section 2.03 Resignation

A director of this Corporation may resign at any time by causing to be delivered to the Board of Directors his written resignation, which resignation may be received by, acted upon, and accepted by the remaining directors at any regular or special meeting of the Board of Directors of this Corporation.

#### Section 2.04 Powers

Without Prejudice to the general powers conferred by statute, by the Articles of Incorporation and amendments thereto, and by these Bylaws, the Board of Directors shall have the custody, control, management and administration of all of the temporalities and property, real and personal, belonging to the Corporation, and the revenues therefrom, and shall administer the same in accordance with the discipline, rules and usages of that branch of the Christian Church known as The Salvation Army or the governing body thereof. However this Section does not give to said directors any control over the policy of or control of the religion or ecclesiastical membership of that branch of the Christian Church known as The Salvation Army, or power to dismiss or remove any of the officers or members thereof, or power over any of the spiritual offices thereof. The directors shall be subject to the rules and discipline of said branch of the Christian Church known as The Salvation Army laid down by the General thereof or his successor in office. In addition to the above powers, it is hereby expressly declared that the Board of Directors shall have the following powers:

- A. from time to time to make and change rules and regulations, not inconsistent with law or these Bylaws, for the management of the Corporation's business and affairs;
- B. to lease, purchase, or otherwise acquire in any lawful manner for and in the name of the Corporation any and all real or personal property, rights, or privileges whatsoever deemed necessary or convenient for the prosecution of its activities, and which the Corporation is authorized to acquire, at such price or consideration and generally on such terms and conditions as they think fit, and at their discretion to pay therefor either wholly or partly in money, bonds, debentures, or other securities of this Corporation;



- C. to lease, sell or otherwise dispose of any real or personal property, rights or privileges belonging to the Corporation whenever in their opinion its interests would be promoted thereby, at such price or consideration and on such terms and conditions as they think fit;
- D. to contract and discharge indebtedness, and to create, issue and make mortgages, promissory notes, bonds, deeds of trust, trust agreements, and negotiable or transferable instruments and securities, secured by mortgage or otherwise, and to do every other act and thing necessary to effectuate the same;
- E. to appoint any person or corporation to accept and hold in trust for the Corporation any property belonging to the Corporation, or in which it is interested, or for any other purpose, and to execute and do all such deeds and things as may be requisite in relation to any such trust; and
- F. to delegate any of the powers of the Board of Directors in the course of the current and usual business of the Corporation to any standing or special committee (subject to Article III hereof), or to any officer or agent, and to appoint any person to be the agent of the Corporation with such powers (including the power to subdelegate), upon such terms as the Board of Directors sees fit.

#### Section 2.05 Regular Meetings

Regular meetings of the Board of Directors may be held without notice, at such time and place as shall be determined from time to time by the Board of Directors.

#### Section 2.06 Special Meetings

Special meetings of the Board of Directors may be called by the Chairman of the Board, the President or the Secretary on five (5) days' notice to each director, either personally, by mail, or by telegram. Special meetings shall be called by the Secretary in like manner on the written request of four (4) directors. Special meetings of the Board of Directors may be held at any time or place, without notice, upon all of the members of the Board of Directors being present.

#### Section 2.07 Quorum

At all meetings of the Board of Directors a majority thereof shall be necessary and sufficient to constitute a quorum for the transaction of business, provided that either the President or the Vice President attends the meeting. If neither the President nor Vice President is counted towards the quorum, then a due quorum for purposes of this Section shall not exist. The act of the majority of such directors present at any meeting at which there is a duly constituted quorum shall be the act of the Board of Directors, except as may be otherwise specifically

provided by statute, by the Articles of Incorporation and amendments thereto, or by these Bylaws.

Section 2.08 Action by Unanimous Written Consent

If and when the Board of Directors shall severally or collectively consent in writing to any action to be taken by the Corporation, such action shall be valid corporate action as though it had been authorized at a meeting of the Board of Directors.

Section 2.09 Compensation

Directors, as such, shall receive no stated salary for their services, but by resolution of the Board of Directors the expenses of the attendance, if any, may be allowed for attendance at each regular and special meeting of the Board of Directors. Nothing herein contained shall be construed as precluding any director from serving the Corporation in any other capacity and receiving compensation therefor.

ARTICLE III  
COMMITTEES

Section 3.01 Committees

The Corporation shall have such committees as are authorized by The Salvation Army Orders and Regulations for Territorial Councils and Corporations in the United States of America, as amended from time to time ("Orders and Regulations"). Such committees shall be organized and governed pursuant to the provisions of the Orders and Regulations.

ARTICLE IV  
OFFICERS

Section 4.01 Officers

The officers of this Corporation shall be a Chairman of the Board, a President, a Vice President, a Secretary, and a Treasurer. Any number of offices may be held by the same person except that neither the Secretary nor the Treasurer may serve concurrently as the Chairman of the Board or the President.

Section 4.02 Ex Officio Officers

Whoever shall be National Commander of The Salvation Army in the United States of America, Territorial Commander of The Salvation Army in the Western Territory of the United States, and Chief Secretary of The Salvation Army in the Western Territory of the United States, shall be ex officio Chairman of the Board, President, and Vice President, respectively, of this Corporation.

#### Section 4.03 Elective Officers

The Board of Directors shall choose a Secretary and a Treasurer, who need not be members of the Board of Directors.

#### Section 4.04 Additional Officers

The Board of Directors may appoint such other officers and agents as it shall deem necessary, who shall have such authority, perform such duties, and serve for such period as may from time to time be determined by the Board of Directors.

#### Section 4.05 Chairman of the Board

The National Commander of The Salvation Army in the United States of America shall be ex officio the Chairman of the Board of the Corporation. He shall preside, if present, at all meetings of the Board of Directors, but shall not be under necessity to attend. He shall have general and active management of the business of this Corporation. He shall execute, on behalf of the Corporation, all mortgages, deeds, conveyances, bonds, notes, other contracts and documents requiring a seal, under the seal of the Corporation, and any and all documents, instruments, agreements and papers of every kind that may be or become necessary to be executed on behalf of this Corporation. He shall have the general powers of supervision and management usually vested in the office of the chairman of the board of a corporation. The Chairman of the Board may delegate any or all of his duties and powers to the President for such term and under such conditions as he shall consider advisable.

#### Section 4.06 President

In the absence or disability of the Chairman of the Board, the President shall have all of the rights, privileges and authority and shall perform all of the duties of the Chairman of the Board, with the following exception: only the Chairman of the Board shall have the power to appoint or remove officers or directors as provided in Section 5.01.

#### Section 4.07 Vice President

In the absence or disability of the President, the Vice President shall have all of the rights, privileges and authority and shall perform all of the duties of the President.

#### Section 4.08 Secretary

The Secretary shall attend all sessions of the Board of Directors, and act as clerk thereof, and record all votes and the minutes of the proceedings in a book to be kept for that purpose; and shall perform like duties for the committees when required. He shall give or cause to be given all notices of meetings of the Board of Directors and perform such other duties as may be prescribed by the Board of Directors or by the President, under whose supervision he shall be. He shall have custody of the corporate seal, and, when required to do so, shall affix the same to any instrument requiring the same, and attest the same by his signature as Secretary. A

duplicate set of all books by him or in his custody, including all entries therein, shall be made by him and filed with the President of the Corporation.

#### Section 4.09 Treasurer

The Treasurer shall have custody of the corporate funds and securities, and shall keep full and accurate accounts of all receipts and disbursements in books belonging to the Corporation, and shall deposit all monies and valuable effects in the name of and to the credit of the Corporation, in such depositories as may be designated by the President or by the Board of Directors. He shall disburse the funds of the Corporation as may be ordered by either the President or the Board of Directors, taking proper vouchers for such disbursements, and shall render to the President and to the Board of Directors, at the regular meetings of the Board of Directors, or whenever the Board of Directors may require it, an account of all of his transactions as Treasurer and of the financial condition of the Corporation. He shall give to the Corporation a bond, if required by the President or the Board of Directors, in a sum and with one or more sureties as may be required by and satisfactory to the President or the Board of Directors, for the faithful performance of the duties of his office and for the restoration to the Corporation, in the event of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind, in his possession or under his control, belonging to the Corporation.

### ARTICLE V REMOVAL AND FILLING OF VACANCIES

#### Section 5.01 Removal and Appointment

There shall be vested in the Chairman of the Board the power and authority and without the necessity to assign any cause (1) to remove or suspend any elected or appointed officer, agent or employee of the Corporation, either permanently or temporarily; and (2) to remove or suspend any director thereof. Such removal or suspension shall be in writing and shall take effect immediately upon the Chairman of the Board of this Corporation causing notice thereof to be served upon the Secretary of this Corporation. Such notice may also be given by telegram. Notice of such removal or suspension may also be mailed to or served upon the individual to whom it is applicable, but the giving of notice to the individual to whom it is applicable shall not be prerequisite to the taking effect, in the manner hereinabove provided, of such removal or suspension. Should this power of removal or suspension be exercised by the Chairman of the Board, then authority is hereby vested in the Chairman of the Board to fill any vacancy that is occasioned thereby, by appointment in writing, in which event the individual so appointed shall exercise all the powers and is hereby expressly given all of the power and authority vested by these Bylaws in the office to which he is so appointed, and he shall hold office until a successor to the person so appointed shall have been elected or appointed and shall have qualified. Such appointment shall take effect from the moment a notice in writing to that effect is signed by the Chairman of the Board of this Corporation. Such appointment may be by telegram. Notice of such appointment may also be mailed to or served upon the Secretary of this Corporation, but the giving of notice to the individual to whom it is applicable, or the service of

notice upon the Secretary shall not be prerequisite to the taking effect, in the manner herein provided, of such appointment.

Section 5.02 Vacancies -- How Filled

If the office of any director (other than a designated ex officio directorship) or of any elected or appointed officer or agent becomes vacant for any reason other than by removal by the Chairman of the Board (in which event the vacancy shall be filled as hereinbefore provided), the Board of Directors may choose a successor or successors, who shall hold office for the unexpired term in respect of which such vacancy occurred. No individual shall be so chosen by the Board of Directors who has not been previously nominated or approved in writing by the Chairman of the Board of this Corporation.

ARTICLE VI  
INDEMNIFICATION OF DIRECTORS, OFFICERS,  
EMPLOYEES AND OTHER AGENTS

Section 6.01 Indemnification of Directors, Officers, Employees and  
Other Agents

To the extent permitted under, and in accordance with California law, any person who is or was director, officer, employee, or other agent of this Corporation shall be entitled to indemnification by the Corporation for any expenses, judgments, fines, and settlements incurred as a result of any claims or proceedings against such person by reason of his or her position or relationship as an agent of the Corporation.

ARTICLE VII  
INDEBTEDNESS

Section 7.01 Indebtedness

No indebtedness obligating the Corporation in any one transaction of business in excess of the amount stipulated by the General of that branch of the Christian Church known as The Salvation Army in the memorandum of appointment to the Territorial Commander of The Salvation Army in the Western Territory of the United States of America shall be incurred without the written approval thereof of the Chairman of the Board having been first procured, and which written approval shall be placed on file in the record book of this Corporation and preserved among the records.

**ARTICLE VIII**  
**MISCELLANEOUS**

**Section 8.01   Seal**

The Corporation shall have a corporate seal of which the impression set opposite this Section shall be an identification.

/seal/

**Section 8.02   Fiscal Year**

The Corporation's fiscal year shall begin on the first day in October in each year.

**Section 8.03   Notices**

Whenever under provisions of these Bylaws notice is required to be given to any director or officer (including notices of removal or suspension) it shall not be construed to mean personal notice, but such notice may be given in writing by depositing the same in the post office or letter box, in a postpaid, sealed wrapper, addressed to such director or officer, at such address as appears on the books of the Corporation, or in default of such address then to such officer or director at the general post office located in the city of the principal office and place of business of the Corporation, and such notice shall be deemed to have been given and served at the time when it is mailed.

**Section 8.04   Waiver of Notice**

Any director or officer may waive any notice required to be given under these Bylaws.

**Section 8.05   Gender Neutral**

Whenever the masculine gender is used herein it shall include the feminine.

**ARTICLE IX**  
**AMENDMENT AND REPEAL OF BYLAWS**

**Section 9.01   Amendment and Repeal of Bylaws**

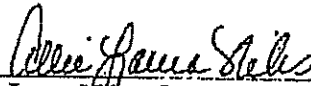
The Board of Directors, by the affirmative vote of all of its members, including the Chairman of the Board of the Corporation, may alter or amend these bylaws at any regular or special meeting of the Board of Directors.

CERTIFICATE

I, Allie Laura Niles, do hereby certify that I am the duly elected, qualified and acting Secretary of The Salvation Army, a California corporation (the "Corporation"), that the foregoing copy of Bylaws is a true and correct copy of the Bylaws of the Corporation, as amended by resolution of the Board of Directors of the Corporation, and such Bylaws have not been further amended or modified and are, on the date hereof, in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and attached the official seal of the Corporation this 26<sup>th</sup> day of July, 2000, at the office of the Corporation in Long Beach, California.

/seal/

  
Allie Laura Niles, Secretary



*The Salvation Army Western Territory Intermountain Division*

## Balance Sheet Aurora Corps

	<u>January</u> <u>2022</u>
<b>ASSETS</b>	
Cash	190,275
<b>TOTAL ASSETS</b>	<u>190,275</u>
<b>LIABILITIES</b>	
Accounts Payable Non SA	1,602
Other Current Liabilities	<u>(3,757)</u>
<b>TOTAL LIABILITIES</b>	<u>(2,155)</u>
<b>NET ASSETS</b>	
Current Surplus / Deficit	44,741
<u>Prior Year Surplus / Deficit</u>	
General Operating	135,153
Temporarily Restricted	<u>12,536</u>
Total Prior Year Surplus / Deficit	<u>147,690</u>
Total Accumulated Surplus / Deficit	192,430
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>190,275</u>
Current Assets	190,275
Current Liabilities	(2,155)
<b>WORKING CAPITAL</b>	(88.30)

Aurora Corps  
Statement of Activities  
January 31, 2022

	CURRENT MONTH			YEAR TO DATE		
	Actual Last Year 2021	Actual This Year 2022	Budget This Year 2022	Actual This Year 2022	Budget This Year 2022	Fav/(Unfav) Budget Variance
	26,947	7,334	8,488	91,729	98,832	214,343
	238	859	311	779	2,265	1,377
	0	0	13	0	0	888
	13,660	575	8,280	200,126	185,678	4,550
	40,630	48,037	34,292	162,518	150,912	250,680
	18	23	15	73	92	137,167
	6,250	6,667	6,667	25,000	26,667	13,745
	0	0	0	12,206	5,150	33
	143,374	5,000	0	143,510	5,000	0
	11,179	3,879	828	23,238	29,124	5,150
	0	0	83	0	0	0
	176	0	0	1,221	803	0
	4,000	0	0	14,000	0	0
	1,500	0	0	5,250	0	0
	247,972	72,373	58,975	679,650	504,522	642,243
						(137,721)
REVENUE:						
4100 Contributions						
4003/4 Meeting Collections						
4121/4200 Special Fund Raising Events						
405X Gifts-In-Kind						
4609 Special Appeals Appropriations						
4695 Income Res Distributions						
4696 Field Support Fund Distributions						
699X UWay & Other Release from Restrictior						
5000 Fees & Grants - Government Agencies						
5909-452 GIK: Government Agencies						
6000 Membership Dues - Net						
6200 Program Service Fees						
6919 Rent Income						
6900 Miscellaneous Revenue						
TOTAL REVENUE						
EXPENSE:						
7000 Salaries & Allowances						
7100 Officer & Employee Benefits						
7200 Employment Taxes						
8000 Professional Fees						
8100 Supplies						
8200 Telecommunications						
8300 Postage & Shipping						
8400 Occupancy						
8500 Equipment/Furnishings						
8600 Printing and Publications						
8700 Transportation/Meals						
8800 Conf/Councils/Special Meetings						
8900 Specific Assistance To Individuals						
89X9 GIK Specific Assistance To Individuals						
9000 Membership Dues						
9100 Awards & Grants						
9400 Miscellaneous Expense						
9605 World Service Expense						
9697 Indirect/Agency Support Service						
Expenses Before Admin Allocation						
TOTAL EXPENSE:						
Current Surplus / (Deficit)						
Prior Year Surplus / Deficit						
Accumulated Surplus / (Deficit)						

*The Salvation Army Western Territory Intermountain Division*

## Balance Sheet Aurora Corps

	<u>September</u> 2021
<b>ASSETS</b>	
Cash	159,429
Accounts Receivable, Non SA	451
<b>TOTAL ASSETS</b>	<u>159,880</u>
<b>LIABILITIES</b>	
Accounts Payable Non SA	15,904
Other Current Liabilities	<u>(3,714)</u>
<b>TOTAL LIABILITIES</b>	12,191
<b>NET ASSETS</b>	
Current Surplus / Deficit	151,175
<u>Prior Year Surplus / Deficit</u>	
General Operating	(22,598)
Temporarily Restricted	<u>19,112</u>
Total Prior Year Surplus / Deficit	<u>(3,485)</u>
Total Accumulated Surplus / Deficit	147,690
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>159,880</u>
Current Assets	159,880
Current Liabilities	12,191
<b>WORKING CAPITAL</b>	13.11

862

## Aurora Salvation Army Advisory Council Meeting

Tuesday Feb 10 2022 1-200pm

Hybrid meeting: in person and online (MS Teams)

Attending

Lt. Carl

Lt. Melissa

Phil

Deb (online)

Kimberly (online)

Rich (online)

Dave Belue (Council candidate)

Patti

Annie

Tyler Intern from Regis

Victoria

Kristi ? (was she there at the table on your right, Lt. Carl?)

Phil opened the meeting at 103PM. Minutes from Feb 10 approved.

Lt. Carl: No **Finance Report**. Will have one next month,  
Projecting \$40K surplus so far.

Lt. Melissa: **Social Service**

Aurora Corps handled 157 cases composed of 502 human beings.

Helped 12 families with utilities assistance.

Beth in [Housing Now](#) refers clients to us for faith based counseling.

We now have Toni at the front desk, thank goodness!

## Old Business

Lt. Carl: **Staffing Reorganization:**

Putting together staffing package to be approved by HR, Finance and business offices

- Social Service Director at \$22 an hour (no longer Food pantry and EOC Coordinator)
- Office Manager and community relations at \$19 an hour
- Front Desk staffer (now Toni), the first face of the Aurora Corps. Must be friendly, helpful and warm and make a good first impression.
- Kettle management under officers.
- Asking for \$10K more per year in staffing expenses.

Lt. Carl: **Corps Review schedule for April 5**

Lt. Carl: **Water leak from improperly installed roof.**

- Cost to repair all the damage: \$124K
- Installer, CentiMark Commercial Roofers less than 10 years ago will honor its 20 year warranty, we believe
- Ceiling damage should also be covered either by warranty or insurance. In process of negotiation.

Lt. Carl: **Fieldhouse event: Aurora Youth Night at Aurora Town Center (Aurora Mall) March 16 from 4pm to 8pm**

- Almost 500 registered
- Will have a table with faith (Gideons International will be there along with Bad Daddies Burgers)
- Buckley Space Force will provide support
- Major Pease from DHQ should be there.
- Promoting youth enrichment, faith, services, food

### **New Business**

Lt. Melissa: [AARP Senior Community Service Employment Program \(SCSEP\)](#) is paying for Toni at the front desk. We recently found out about this AARP program.

Food Pantry service Monday through Thursday.

Lt. Carl: [Aurora Youth Violence Prevention Program](#) . Applying to it for \$20K to support youth programs. Focus will be prevention of violence and intervention programs (like Safe Haven after shootings). Our youth programs support those goals

Lt. Carl: **Day Care opportunity.** Working with [Springboard Child Care](#) to bring day care to Aurora Corps Daycare. Not having them as just a tenant, but a partner. Providing case management and wrap around care and utilizing our kitchen. Working this through Kristy. Negotiating contract to utilize our facility, \$7200 to \$7600. **Also negotiating with food truck caterers** for use of kitchen. Be there to help with services and spread the gospel.

Lt. Carl and Tyler. **Mentoring Regis Jesuit High School juniors**, like Tyler. Helping them learn business and public interaction hands on. Internships more than physical labor but also developing the mind and character of youth. This is also more than heavy lifting. It's learning interpersonal and business relations. It's investment in youth. Tyler very enthusiastic to be part of immersion program. He even volunteered to lead Wednesday Bible study. Thanks to Phil for helping to bring in this program.

Lt. Melissa: **Music competition between divisions.** We have 2 girls helping them practice their creative arts. Bible study up to 8 people and Church has 22 and growing in attendance.

Lt. Carl: **Walk In freezer broken.** Will take \$12K to completely replace. Initially installed improperly. Refrigeration needed to support community. Repairs will come out of maintenance reserve. Several smaller things to be repaired. Property person will be evaluating and fixing those small things

Lt. Carl: **Applying to Arapahoe County for \$30K in food grant for maintenance, food pantry operations.**

Lt. Carl: **Fundraising**

- Council brainstorming strategy and implementation needed.
- Phil: Maybe focus a program on youth. Get people into facility to see the great opportunities here.
- Kimberly: Might be better to have outdoor even with activity, like golf.
- Dave: Grandview has a grand music program and so do other schools. Maybe show off those music programs. People come to dinner. Listen to the music. Share how these programs/Salvation Army help community.
- Kettle kickoff would have to coordinated with other 4 Corps.
- Annie will investigate what other Corps are doing
- Annie/Patti: Can Community College of Aurora be brought in to promote youth education
- Mariana is creative in topics like this. See if we can pick her brain.
- Dave, Victoria, Deb will present preliminary ideas to council. **Did Kristi join them???**

Phil: **Council will be voting by email to accept Dave into council.**

Lt. Carl: **Closed the meeting with a prayer at 2:05PM.**

.





THE SALVATION ARMY  
Intermountain Division

Aurora Corps Officer  
Lt. Carl & Melissa Esquivel

WILLIAM BOOTH  
Founder

Brian Peddle  
General

Kenneth Hodder  
Territorial Commander

MIKE DICKINSON  
Divisional Commander

3/28/2022

To whom it may concern,

As of today, March 28<sup>th</sup>, 2022 our Advisory Council members are as follows:

**Advisory Council**

***Phill Gibson***  
Chairman

***Kimberly Armitage***  
YMCA Aurora Vice President

***Patti Bateman***  
SA Council Member

***Cookie Hansen***  
APS Liason

***Mariana Amorosai-Ledezma***  
The Fax Partnership

***Rich Mclean***  
Aurora Health Alliance

***Debra Neely***  
Citywide Banks Vice President

***Victoria Wildhaber***  
Edward Jones Financial Advisor

Respectfully,

Lt. Carl Esquivel

Carl.esquivel@usw.salvationarmy.org

Cell: (310) 986-0017

OFFICE OF THE SECRETARY OF STATE  
OF THE STATE OF COLORADO

**CERTIFICATE OF FACT OF GOOD STANDING**

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that,  
according to the records of this office,

THE SALVATION ARMY

is an entity formed or registered under the law of California , has complied with all  
applicable requirements of this office, and is in good standing with this office. This entity has  
been assigned entity identification number 19871032522 .

This certificate reflects facts established or disclosed by documents delivered to this office on  
paper through 02/23/2022 that have been posted, and by documents delivered to this office  
electronically through 02/25/2022 @ 09:06:24 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this  
official certificate at Denver, Colorado on 02/25/2022 @ 09:06:24 in accordance with applicable law.  
This certificate is assigned Confirmation Number 13822554 .



*Jena Griswold*

Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*

*Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."*

# Request for Taxpayer Identification Number and Certification

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give Form to the  
requester. Do not  
send to the IRS.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

THE SALVATION ARMY

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☒ Other (see instructions) ►

NON PROFIT RELIGIOUS CORPORATION

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) 1

Exemption from FATCA reporting code (if any) A

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

30840 HAWTHORNE BLVD

6 City, state, and ZIP code

RANCHO PALOS VERDES, CA 90275

7 List account number(s) here (optional)

Requester's name and address (optional)

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

9 4 - 1 1 5 6 3 4 7

or

Employer identification number

9 4 - 1 1 5 6 3 4 7

## Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign  
Here

Signature of  
U.S. person ►

*[Signature]*

Date ►

FEB - 4 2022

## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



CINCINNATI OH 45999-0038

In reply refer to: 0248164799

Mar. 15, 2018 LTR 4168C 0

94-1156347 000000 00

00016027

BODC: TE

THE SALVATION ARMY  
TERRITORIAL HEADQUARTERS  
% TERRY O HUGHES  
180 E OCEAN BLVD  
LONG BEACH CA 90802

29538

Employer ID Number: 94-1156347

Form 990 required: NO

Dear Taxpayer:

This is in response to your request dated Mar. 06, 2018, regarding your tax-exempt status.

We issued you a determination letter in June 2011, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(i).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit [www.irs.gov](http://www.irs.gov) or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

0248164799  
Mar. 15, 2018 LTR 4168C 0  
94-1156347 000000 00  
00016028

THE SALVATION ARMY  
TERRITORIAL HEADQUARTERS  
% TERRY O HUGHES  
180 E OCEAN BLVD  
LONG BEACH CA 90802

Sincerely yours,



Kim A. Billups, Operations Manager  
Accounts Management Operations 1



# CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 2

DATE (MM/DD/YYYY)  
10/13/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Willis Towers Watson Insurance Services West, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	<b>CONTACT NAME:</b> Willis Towers Watson Certificate Center	
	<b>PHONE (A/C, No, Ext):</b> 1-877-945-7378	<b>FAX (A/C, No):</b> 1-888-467-2378
<b>INSURED</b> The Salvation Army - Division 7 30840 Hawthorne Blvd., Bldg D Rancho Palos Verdes, CA 90275	<b>E-MAIL ADDRESS:</b> certificates@willis.com	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A:</b> Westchester Surplus Lines Insurance Compan	
	<b>INSURER B:</b> Greenwich Insurance Company	
	<b>INSURER C:</b> XL Insurance America Inc	
	<b>INSURER D:</b> XL Specialty Insurance Company	
	<b>INSURER E:</b> Allied World National Assurance Company	
<b>INSURER F:</b>		

**COVERAGES****CERTIFICATE NUMBER:** W22456470**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>Self Insured Retention:</b> <input checked="" type="checkbox"/> \$1,000,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	G7183119A002	10/01/2021	10/01/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 0 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY	Y	RAD500021911	10/01/2021	10/01/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		US00064229L121A	10/01/2021	10/01/2022	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N No	N/A	RWD500021711	10/01/2021	10/01/2022
D	<b>Workers Compensation &amp; Employers Liability</b> WC - Per Statute		RWR300094406	10/01/2021	10/01/2022	E.L. Each Accident \$1,000,000 E.L. Disease Pol Lim \$1,000,000 E.L. Disease - Ea Emp \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)


Division: 07-081

Workers Compensation Policy No. RWD500021711 provides coverage in the states of HI, ID, MT, NM, NV, UT

Workers Compensation Policy No. RWR300094406 provides coverage in the state of AK

SEE ATTACHED

**CERTIFICATE HOLDER****CANCELLATION**

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

© 1988-2016 ACORD CORPORATION. All rights reserved.

AGENCY CUSTOMER ID: \_\_\_\_\_

LOC #: \_\_\_\_\_



## ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

<b>AGENCY</b> Willis Towers Watson Insurance Services West, Inc.		<b>NAMED INSURED</b> The Salvation Army - Division 7 30840 Hawthorne Blvd., Bldg D Rancho Palos Verdes, CA 90275	
<b>POLICY NUMBER</b> See Page 1		<b>EFFECTIVE DATE:</b> See Page 1	
<b>CARRIER</b> See Page 1	<b>NAIC CODE</b> See Page 1		

### ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

City and County of Denver, it's elected and appointed officials, employees and volunteers are included as Additional Insureds as respect to General Liability and Auto Liability as required by written contract or agreement.

City and County of Denver, it's elected and appointed officials, employees and volunteers are included as Additional Insureds as respect to Pollution Liability.

INSURER AFFORDING COVERAGE: XL Specialty Insurance Company

NAIC#: 37885

POLICY NUMBER: RWE500021611    EFF DATE: 10/01/2021    EXP DATE: 10/01/2022

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Work Comp-	EL Each Accident	\$1,000,000
AZ/CO/OR	EL Each Disease	\$1,000,000
	Retention	\$750,000

**ADDITIONAL REMARKS:**

Excess Workers Compensation Policy No. RWE500021611 provides coverage in the states of AZ, CO, OR

INSURER AFFORDING COVERAGE: Allied World National Assurance Company

NAIC#: 10690

POLICY NUMBER: 0309-8076    EFF DATE: 10/01/2021    EXP DATE: 10/01/2024

ADDITIONAL INSURED:    Y

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Pollution Legal Liability	Each Incident	\$5,000,000
	Aggregate:	\$5,000,000





# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Savio House Address: 325 King Street Denver CO 80219 Webpage: <a href="https://www.saviohouse.org/">https://www.saviohouse.org/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Courtney Last Name: Fiedler Title: MST Coordinator Phone Number: 720-480-6803 Email: cfiedler@saviohouse.org
<b>A3. Agency Mailing Address</b>	325 King Street Denver CO 80219
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-0570279 DUNS Number (Nine Digit Number): 07-037-7460

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> <i>(Indicate zip codes or city and county names).</i>	Savio serves the entire front range and some rural communities. As it pertains to this programming, Savio intends to continue serving Aurora Colorado, specifically Arapahoe County and Adams County.	
<b>B2. What populations does your agency serve?</b> <i>(Indicate Age Ranges &amp; All That Apply)</i>	<input type="checkbox"/> Children: <input type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	Savio's long and successful history of over 50 years of serving families throughout Colorado sets the agency apart and establishes an institutional knowledge that drives service development and delivery at every level of the organization. This institutional knowledge provides a solid foundation from which programs operate. Savio has the resources, policy, and procedures to	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Savio currently has 20 MST staff servicing the Denver metro area, 4 of which are bilingual. On average, these 20 staff can service 100 families at a given time or 300 a year. Savio has a team of 6 FFT therapists servicing the Denver metro area. We do not currently have any bilingual staff. On average these staff can service 48 cases at a given time or 144 a year. Savio's trauma services team that provides EMDR and TFCBT services is made up of 11 therapists who can serve 55 cases at a given time or 220 cases	
<b>B6. Please break down your agency's proposed service delivery.</b>	Savio currently offers services to Aurora and all Denver Metro cities. Savio intends to continue to service Aurora. Savio proposes to deliver Multisystemic Therapy (MST- including MST-CM) Functional Family Therapy (FFT - including FFT-CM and FFT-G), Trauma Focused	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Savio primarily offers evidenced based models. Many of these models are	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Savio conducts satisfaction surveys biannually. Two surveys are distributed in the months of May and November, one survey to families/youth and another to professionals involved on the cases. Surveys are distributed electronically and are submitted anonymously. Data is aggregated, analyzed and shared	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Arapahoe and Adams Human Service, Arapahoe and Adams Juvenile Assessment Centers, Family Resource Pavilion, Gang Reduction Initiative of Denver (GRID)	
<b>B9. What agencies do you have formal agreements with?</b>	Arapahoe County Human Services, 18th JD CYDC Adams County Human Services, 17th JD CYDC	
<b>B10. What role will youth play in advising this application?</b>	Though youth are not directly involved in advising this application, youth are engaged from time of referral and throughout services as participants in their treatment planning in any given model. Additionally, youth feedback from client satisfaction surveys is utilized in program development and quality	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	Our agency follows GAAP and utilizes Microsoft Dynamics Business Central software for all accounting needs. We have a detailed general ledger account structure to help us monitor all spending by type and area. We are large enough to have sufficient internal controls and follow segregation of duties for all major functions. Financials are managed with monthly reporting and comparison to budgets that are presented to our board monthly as well as an annual audit. Grant funding and spending is also tracked and monitored on a monthly basis by senior management.																										
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	See attached																										
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input checked="" type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input checked="" type="checkbox"/> Adams County  <input checked="" type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <div style="margin-bottom: 10px;">           If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:         </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d9e1f2;"> <th style="padding: 5px;">Name of funding entity</th> <th style="padding: 5px;">Funding stream</th> <th style="padding: 5px;">What programming efforts do these funds support?</th> <th style="padding: 5px;">Award Amount</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Adams County</td> <td style="padding: 5px;">services</td> <td style="padding: 5px;">all programs</td> <td style="padding: 5px;">open based on</td> </tr> <tr> <td style="padding: 5px;">Arapahoe County</td> <td style="padding: 5px;">services</td> <td style="padding: 5px;">all programs</td> <td style="padding: 5px;">open based on</td> </tr> <tr> <td style="padding: 5px;">City and county of</td> <td style="padding: 5px;">services</td> <td style="padding: 5px;">all programs</td> <td style="padding: 5px;">open based on</td> </tr> <tr> <td style="padding: 5px;">State grants</td> <td style="padding: 5px;">multiple counties</td> <td style="padding: 5px;">all programs</td> <td style="padding: 5px;">open based on</td> </tr> <tr> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> </tr> </tbody> </table> </div>			Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Adams County	services	all programs	open based on	Arapahoe County	services	all programs	open based on	City and county of	services	all programs	open based on	State grants	multiple counties	all programs	open based on				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																								
Adams County	services	all programs	open based on																								
Arapahoe County	services	all programs	open based on																								
City and county of	services	all programs	open based on																								
State grants	multiple counties	all programs	open based on																								
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	Will bill Medicaid if covered by youth & families served, otherwise would use these funds to cover uninsured youth & families.																										
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	Historically, Savio has been unable to offer these services to families who have funding barriers. This could include families who have private insurance, youth who are not system involved, and families who cannot afford to pay out of pocket. These funds will allow us to serve all families in need regardless of funding.																										

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$200,000			200000
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		\$230,159	\$401,351	631510
Fees/Earned Income		\$1,465,390	\$10,776,510	12241900
Donations/Corporate/Individual Support		\$5,798	\$72,202	78000
Other (please list)		0	0	0
<b>Total</b>	<b>200000</b>	<b>1701347</b>	<b>11250063</b>	<b>13151410</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	0
Narrative: NA	
<b>Partners/Specialty Services (detail each example)</b>	\$200,000
Narrative: Specialty services of FFT, MST, EMDR and TFCBT will be provided for youth and families as needed. We believe we could serve 22-27 families with these funds dependent on the type of services and duration. Monthly service fees would be FFT - \$1,074, MST - \$1,946, and EMDR & TFCBT - \$996	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: NA	
<b>Food / Beverage</b>	0
Narrative: NA	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	0
Narrative: NA	
<b>Other</b>	0
Narrative: NA	
<b>GRAND TOTAL</b>	200000



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Savio proposes to offer MST, FFT and trauma therapy services, specifically EMDR and TFCBT. This includes all adaptations of the models including MST-CM, FFT-CM, and TFCBT-CM.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	Savio is able to begin taking referrals immediately as we already have teams established and able to serve clients. We believe we could serve 22-27 families with these funds depending on the type of services and duration. This does not include the additional referrals that Savio would be able to serve through Medicaid funding.
<b>D3. What is the age of youth you plan to serve?</b>	12-18
<b>D4. How will you recruit those you plan to serve?</b>	Savio will collaborate with partners and other grant recipients in Aurora who have contact with at risk teens and their families, including schools, juvenile justice continuum, mental health clinics, spiritual communities and mentorship organizations. With the support of this grant Savio will be able to offer the
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Both MST and FFT have evaluation metrics built into the models which measure fidelity and effectiveness of the intervention. Trauma services utilize clinical trauma tools including the Child and Adolescent Trauma Screen (CATS) to evaluate change in symptoms throughout the model. Savio measures outcomes in FFT and MST to reduce out of home placement. A successful outcome is defined as the youth remaining at home, engaged in a full time program and the family met at least 85% of treatment goals. Partial success includes the above criteria but the family met at least 50% of

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocx.com  
  
Key: a9f7763d9e83f5becca5a56dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP NOFO  
INTERVENTION  
APPLICATION

---

## Submission Details:

**Agency Org Name**

Savio House

**Webpage**

<https://www.saviohouse.org/>

**AgencyMailingAddress**

325 King Street Denver CO 80219

**Federal IdentificationNumber**

84-0570279

**DUNSTNumber**

07-037-7460

**Agency Org Address**

325 King Street Denver CO 80219

**AgencyContactFirstName**



Courtney

**AgencyContactLastName**

Fiedler

**AgencyContactTitle**

MST Coordinator

**AgencyContactPhone**

720-480-6803

**AgencyContactEmail**

[cfiedler@saviohouse.org](mailto:cfiedler@saviohouse.org)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Savio serves the entire front range and some rural communities. As it pertains to this programming, Savio intends to continue serving Aurora Colorado, specifically Arapahoe County and Adams County.

**B4 How has your organization**

Savio's long and successful history of over 50 years of serving families throughout Colorado sets the agency apart and establishes an institutional knowledge that drives service development and delivery at every level of the organization. This institutional knowledge provides a solid foundation from which programs operate. Savio has the resources, policy, and procedures to manage an effective and accountable workforce that spends most of its time in the community. Savio maintains high expectations for staff performance and is consistently cited for the quality of its service delivery and client

records when monitored by state and local agencies and national accrediting bodies. Savio Directors represent combined experience of over 100 years in the child welfare and youth corrections fields and are recognized as national experts for their skills in managing these services. Savio primarily utilizes evidenced based models to ensure success with high risk populations. All Savio services are provided in home to families. This has helped eliminate barriers for families and increased successful engagement. Savio has successfully provided MST for 23 years, growing from 1 team to 10 across the state and FFT for over 20 years, growing to 3 teams across the front range. In 2021, MST and FFT serviced more than 400 families and helped 75% of families remain at home with no further juvenile justice involvement.

### **programing typePercentage**

Savio currently has 20 MST staff servicing the Denver metro area, 4 of which are bilingual. On average, these 20 staff can service 100 families at a given time or 300 a year. Savio has a team of 6 FFT therapists servicing the Denver metro area. We do not currently have any bilingual staff. On average these staff can service 48 cases at a given time or 144 a year. Savio's trauma services team that provides EMDR and TFCBT services is made up of 11 therapists who can serve 55 cases at a given time or 220 cases per year.

### **NonBinaryYouth**

choice0

### **Families**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **delivery**

Savio currently offers services to Aurora and all Denver Metro cities. Savio intends to continue to service Aurora. Savio proposes to deliver Multisystemic Therapy (MST- including MST-CM) Functional Family Therapy (FFT - including FFT-CM and FFT-G), Trauma Focused Cognitive Behavior Therapy (TF-CBT) and Eye Movement Desensitization and Reprocessing (EMDR) as interventions to youth and families in Aurora. Multisystemic Therapy (MST) is an evidence-based program that empowers youth and their families. MST reduces delinquent and antisocial behavior by addressing the core causes of such conduct and views the client as a network of systems including family, peers, school, and neighborhood. Program goals include keeping the youth in the home, empowering parents, creating sustainable changes, building natural support systems, and decreasing delinquent behaviors. Multisystemic Therapy-Contingency Management (MST-CM) is an adaptation of Multisystemic Therapy that was developed in order to offer a model specifically focused on addressing substance abuse problems. MST-CM builds upon the “standard” MST model, which is used to treat serious juvenile offenders, by including a contingency management protocol and focusing treatment more specifically on the youth’s substance use in cases where such an approach is warranted. MST draws from social-ecological and family systems theories of behavior. The model views the youth as embedded within a number of interrelated systems (e.g., family, peers, community, neighborhood, school, and individual), each of which has an influence on the youth through both protective and risk factors. MST creates change by identifying the here-and-now factors that “drive” a problem behavior and intervening to modify those factors. The MST therapist may meet with the caregiver, the youth, or the entire family, as well as with relevant staff in schools and community agencies who are involved with the youth and family. MST draws from a range of research-supported techniques such as cognitive-behavioral, behavioral, behavioral parent training, and strategic and structural family therapy approaches. MST-CM includes as standard certain treatment protocols to address youth substance use, such as functional analysis of the substance use, self-management plans to help the youth avoid substance use, teaching of

drug refusal skills, providing incentives or rewards for not using drugs, and random drug screens. Savio has been providing FFT (Functional Family Therapy) to the community for over 20 years. FFT is a Blueprints Evidence Based Model that provides intensive therapeutic interventions for youth and their families in the home. FFT uses a battery of highly validated and reliable assessment tools both pre- and post-test to determine needs and progress in treatment. FFT is used for youths age 11-18 and their families demonstrating maladaptive behaviors including drug use, truancy, violence, parent-child conflict, youth who have had previous or current episodes of abuse or neglect and youth who are facing out of home placement or are reunifying home. Adaptations of the FFT model including FFT-CM (Functional Family Therapy-Contingency Management) and FFT-G (Functional Family Therapy - Gangs) will also be provided. These interventions pull from the foundation of the FFT model and are enhanced to address specific behaviors concerns. FFT-CM is used to specifically reduce substance use among adolescents and family members and to sustain sobriety. This model continues to focus on other risk factors or referring behaviors to the substance use. FFT-CM is a brief intervention with an average of 12-20 sessions over a 3-4 month period. FFT-G is a family intervention designed to help youth that are gang-involved or at risk for becoming gang involved. FFT-G is effective because it specifically targets risk factors relevant to gang-involved youth (conflictual family relationships, antisocial behaviors, impulsivity, substance use, lack of supervision). Savio proposes to provide trauma specific services to the Aurora community through the use of TF-CBT and EMDR. Savio has been providing TF-CBT (Trauma Focused Cognitive Behavioral Therapy) for over 10 years. TF-CBT is a conjoint child and parent psychotherapy model for youth who are experiencing significant emotional and behavioral difficulties related to traumatic life events. It is a components-based hybrid treatment model that incorporates trauma-sensitive interventions with cognitive behavioral, family, and humanistic principles. Savio has added EMDR (Eye Movement Desensitization and Reprocessing Therapy) to its menu of services in the last year. EMDR therapy focuses directly on traumatic memories and is intended to change the

way those memories are stored in the brain, thus reducing and eliminating the problematic symptoms.

### **OrganizationPhilosophies**

Savio primarily offers evidenced based models. Many of these models are recognized by notable entities such as Families First Clearing House, Blue Prints, and Office of Juvenile Justice and Delinquency Prevention. These models include MST, FFT, TFCBT and EMDR. Savio's mission is to eliminate violence, crime, drug and alcohol abuse, child abuse and neglect, and other destructive behaviors in families through care, support and education. Savio is centered on hearing, believing, and honoring people's lived experiences. From that comes an opportunity to facilitate communication and make resources accessible for our clients, our employees, and the systems with which we interface. Through an ongoing culture of accountability, conversation, learning opportunities, and action, Savio is committed to equity at every level.

### **client satisfaction surveys**

Savio conducts satisfaction surveys biannually. Two surveys are distributed in the months of May and November, one survey to families/youth and another to professionals involved on the cases. Surveys are distributed electronically and are submitted anonymously. Data is aggregated, analyzed and shared with the organization to enhance the quality of services.

### **PartnerAgency**

Arapahoe and Adams Human Service, Arapahoe and Adams Juvenile Assessment Centers, Family Resource Pavilion, Gang Reduction Initiative of Denver (GRID)

### **FormalAgreements**

Arapahoe County Human Services, 18th JD CYDC Adams County Human Services, 17th JD CYDC

### **Advertising**

Though youth are not directly involved in advising this application, youth are engaged from time of referral and throughout services as participants in their treatment planning in any given model. Additionally, youth feedback from client satisfaction surveys is utilized in program development and quality assurance.

#### **TextField\_0**

Our agency follows GAAP and utilizes Microsoft Dynamics Business Central software for all accounting needs. We have a detailed general ledger account structure to help us monitor all spending by type and area. We are large enough to have sufficient internal controls and follow segregation of duties for all major functions. Financials are managed with monthly reporting and comparison to budgets that are presented to our board monthly as well as an annual audit. Grant funding and spending is also tracked and monitored on a monthly basis by senior management.

#### **Federal Grants**

See attached

#### **entity1**

Adams County

#### **fundingstream1**

services

#### **programmingEfforts1**

all programs

#### **awardAmount1**

open based on services

#### **StateGrants**

choice0

#### **City**

choice0

**Adams County**

choice0

**Arapahoe County**

choice0

**entity2**

Arapahoe County

**fundingstream2**

services

**programmingEfforts2**

all programs

**awardAmount2**

open based on services

**entity3**

City and county of Denver

**fundingstream3**

services

**programmingEfforts3**

all programs

**awardAmount3**

open based on services

**entity4**

State grants

**fundingstream4**



multiple counties

**programmingEfforts4**

all programs

**awardAmount4**

open based on services

**LeverageFunds**

Will bill Medicaid if covered by youth & families served, otherwise would use these funds to cover uninsured youth & families.

**PlannedEfforts**

Historically, Savio has been unable to offer these services to families who have funding barriers. This could include families who have private insurance, youth who are not system involved, and families who cannot afford to pay out of pocket. These funds will allow us to serve all families in need regardless of funding.

**CommittedGovGrants**

0

**CommittedFoundations**

\$230,159

**CommittedFees**

\$1,465,390

**CommittedDonations**

\$5,798

**textarea\_EL1**

0

**totalFundsRequested**

200000

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

\$401,351

**TotalFoundations**

631510

**TotalFees**

12241900

**TotalDonations**

78000

**TotalOther**

0

**TotalTotals**

13151410

**PendingFees**

\$10,776,510

**PendingDonations**

\$72,202

**PendingOther**

0

**TotalTotals**

11250063

**CommittedITotals**

1701347

**FundsRequestedTotal**

200000

**FundsRequested**

\$200,000

**StaffSalariesNarrative**

NA

**NarrativePartners**

Specialty services of FFT, MST, EMDR and TFCBT will be provided for youth and families as needed. We believe we could serve 22-27 families with these funds dependent on the type of services and duration. Monthly service fees would be FFT - \$1,074, MST - \$1,946, and EMDR & TFCBT - \$996

**Food**

NA

**NarrativeFood**

NA

**Narrative\_3**

NA

**NarrativeOther**

NA

**StaffSalariesTotal**

0

**TotalPartners**

\$200,000

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

0

**TotalOther**

0

**GrandTotal**

200000

**ProposedProgramming**

Savio proposes to offer MST, FFT and trauma therapy services, specifically EMDR and TFCBT. This includes all adaptations of the models including MST-CM, FFT-CM, and FFT-G.

**Projections**

Savio is able to begin taking referrals immediately as we already have teams established and able to serve clients. We believe we could serve 22-27 families with these funds depending on the type of services and duration. This does not include the additional referrals that Savio would be able to serve through Medicaid funding.

**YouthAge**

12-18

**RecruitPlan**

Savio will collaborate with partners and other grant recipients in Aurora who have contact with at risk teens and their families, including schools, juvenile justice continuum, mental health clinics, spiritual communities and mentorship organizations. With the support of this grant, Savio will be able to offer the proposed programing to any

youth/family that can benefit regardless of funding barriers. Additionally, providing services in home and at non-traditional hours, such as evenings and weekends, will ensure every family who wants services can access them.

### **Performance Measures**

Both MST and FFT have evaluation metrics built into the models which measure fidelity and effectiveness of the intervention. Trauma services utilize clinical trauma tools including the Child and Adolescent Trauma Screen (CATS) to evaluate change in symptoms throughout the model. Savio measures outcomes in FFT and MST to reduce out of home placement. A successful outcome is defined as the youth remaining at home, engaged in a full time program and the family met at least 85% of treatment goals. Partial success includes the above criteria but the family met at least 50% of treatment goals. An unsuccessful outcome means the youth was placed out of home or the family did not meet at least 50% of treatment goals. Follow ups are also done one year after services end to ensure youth have remained at home.

### **Attachments:**

Savio Org chart June 2021- AD and CP 04282021.pdf  
Savio Annual Gratitude Report 2020.pdf  
Bylaws and Articles of Incorporation .pdf  
Savio House Audited Financial Statements 2020.pdf  
D-3 SAVIO BOARD OF TRUSTEES-2021 - with terms.pdf  
02-09-22 Board Minutes RV.pdf  
W9 and Cert of GS.pdf  
501c3 letter.pdf  
Savio Certificate of Insurance 5.21.pdf

View the submission and any attachments by following the link below and using this unique access code: 2EPkxQp0l4im4nWk

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



## YOUTH VIOLENCE PREVENTION PROGRAM

### 2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS

**A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Step Up Youth Corporation Address: 4195 S. Vincennes Ct Denver CO 80237 Webpage: stepupyouth.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Tracy Last Name: Durant Title: President Phone Number: 7202613380 Email: tjdurant@msn.com, tracy@stepupyouth.org
<b>A3. Agency Mailing Address</b>	4195 S. Vincennes Ct Denver CO 80237
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 83-3461998  DUNS Number (Nine Digit Number): 833461998



**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	denver, adams, Arapahoe counties El Paso and Douglas on limited basis
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Step Up was incorporated in 2019 to support its sister agent, Step By Step Youth Services to fill in gaps for funding educational, pro-social, and employment for youth that may have obstacles to funding. Step Up has provided services to over 150 Division of Youth Services youth in the way of scholarships and gift cards. Step By Step Youth Services has worked with
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Step Up contracts with Aramark to operate concession stands at multiple sports parks in the Denver-Metro area. The venues we primarily participate at are Coors Field, Mile High Stadium, Pepsi Center, Dick's Sporting Goods Park, and Bandimere Speedway. Our volunteers staff these concession stands and work shifts ranging from 6-8 hours depending on the sport, event, and venue. Aramark then provides donations to Step Up for their mission. In turn, Step Up then makes these funds available for educational and activity scholarships
<b>B6. Please break down your agency's proposed service delivery.</b>	Weekly groups at 4 satellite schools ; total of 8 groups per week East and Mrachek and Hinkley and Rangeview- could change based on needs identified by schools
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Delivery of services by qualified and diverse staff, fulfilled in a timely manner with
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Surveys will be conducted before each group starts and at the conclusion of group or when a student graduates , if funding is given in subsequent years, students can be tracked on an annual basis
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Step By Step Youth Services, R.O.Y.A.L. Growth & Development At Risk Youth Music Program, and Aurora Public Schools, Aurora Mental Health, Adams and Arapahoe diversion, probation and Division of Youth Services
<b>B9. What agencies do you have formal agreements with?</b>	Step By Step Youth Services, R.O.Y.A.L, and Aurora Public Schools.
<b>B10. What role will youth play in advising this application?</b>	Planning of pro-social activities and help at High School level with peer run evidence-based groups.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	Services will be a fee for service billed monthly with attendance sheets and receipts for any item that is approved that is not fee for service. All moneys will be reconciled by treasurer.																										
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	We will attach latest taxes in the documents section of this application. I do not have a financial audit.																										
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Starbucks</td> <td>donation</td> <td>assistance for high</td> <td>3500.00</td> </tr> <tr> <td>Armark,</td> <td>concession stands</td> <td>scholarships for</td> <td>338,000</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Starbucks	donation	assistance for high	3500.00	Armark,	concession stands	scholarships for	338,000												
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																								
Starbucks	donation	assistance for high	3500.00																								
Armark,	concession stands	scholarships for	338,000																								
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	Step Up will purchase incentives for youth in the form of gift cards- this will be to fast food, movie tickets, zoo, botanic gardens, king soopers and others Step Up may be able to tap into funds for rental assistance, educational assistance, prosocial fees such as gyms, sports, art classes ect.																										
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	They will be paid fee for service and receipts will be turned in by contractor and reimbursed after approval. These funds will be for different service modality from other services offered by step up.																										

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	69168			69168
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	300000	300000
Donations/Corporate/Individual Support		0	5000.00	5000
Other (please list)		0	0	0
<b>Total</b>	<b>69168</b>	<b>0</b>	<b>305000</b>	<b>374168</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	24250
Narrative: Step By Step Youth Services fee for service of 250.00 @ 97 sessions for one facilitator	
<b>Partners/Specialty Services (detail each example)</b>	24250
Narrative: ROYAL 150.00 per session plus 100.00 for co-facilitator through Step By Step Youth Services for 97 sessions	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	3500
Narrative: High School MRT books and other materials; Books 25.00 per client 100 youth - 2500.00 Middle school life skills group materials 1000	
<b>Food / Beverage</b>	6880
Narrative: Food for groups 3880- snacks for chips/granola bars, juice and water (20.00 per group for snacks) Pizza for graduations 3000 (75.00 for 40 graduations)	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	6288
Narrative: Mileage, staffing expenses, taxes	
<b>Other</b>	4000
Narrative: Prosocial Activities 200 youth at 20.00 per youth ; 4000.00	
<b>GRAND TOTAL</b>	69168

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Step Up is proposing to partner with Aurora Public Schools by running 8 weekly groups at 4 satellite schools. We will work with leaders at Aurora Public schools
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	Start ASAP this school year, through out summer school and at beginning of next school year, 180-200 youth at a minimum
<b>D3. What is the age of youth you plan to serve?</b>	11-20 yrs old
<b>D4. How will you recruit those you plan to serve?</b>	School personnel will identify students for groups
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will rely on schools for performance measures such as reduced number of absences at school, less physical altercations, willingness to mediate; attend 80% of weekly groups We will also use data gathered through start and end surveys

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

Signed via SeamlessDocx.com  
*Tracy Jo Durant*  
Key: a9f7763d5e833f5becca5a56dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP NOFO  
INTERVENTION  
APPLICATION

---

## Submission Details:

**Agency Org Name**

Step Up Youth Corporation

**Webpage**

stepupyouth.org

**AgencyMailingAddress**

4195 S. Vincennes Ct Denver CO 80237

**Federal IdentificationNumber**

83-3461998

**DUNSTNumber**

833461998

**Agency Org Address**

4195 S. Vincennes Ct Denver CO 80237

**AgencyContactFirstName**

Tracy

**AgencyContactLastName**

Durant

**AgencyContactTitle**

President

**AgencyContactPhone**

7202613380

**AgencyContactEmail**

[tjdurant@msn.com](mailto:tjdurant@msn.com), [tracy@stepupyouth.org](mailto:tracy@stepupyouth.org)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

denver, adams, Arapahoe counties El Paso and Douglas on limited basis

**B4 Howhas yourorganization**

Step Up was incorporated in 2019 to support its sister agent, Step By Step Youth Services to fill in gaps for funding educational, pro-social, and employment for youth that may have obstacles to funding. Step Up has provided services to over 150 Division of Youth Services youth in the way of scholarships and gift cards. Step By Step Youth Services has worked with hundreds of Division of Youth Services youth over 14 yrs to provide equitable, evidence based mentoring, life coaching, transitional and therapeutic services to underserved populations across Colorado.



**programing typePercentage**

Step Up contracts with Aramark to operate concession stands at multiple sports parks in the Denver-Metro area. The venues we primarily participate at are Coors Field, Mile High Stadium, Pepsi Center, Dick's Sporting Goods Park, and Bandimere Speedway. Our volunteers staff these concession stands and work shifts ranging from 6-8 hours depending on the sport, event, and venue. Aramark then provides donations to Step Up for their mission. In turn, Step Up then makes these funds available for educational and activity scholarships

**PopulationServed**

choice0

**NonBinaryYouth**

choice0

**Families**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**delivery**

Weekly groups at 4 satellite schools ; total of 8 groups per week East and Mrachek and Hinkley and Rangeview- could change based on needs identified by schools

**OrganizationPhilosophies**

Delivery of services by qualified and diverse staff, fulfilled in a timely manner with high level of communication between Step Up, partner schools and Fiscal agent. Groups will be evidence based or best practice in model

**client satisfaction surveys**

Surveys will be conducted before each group starts and at the conclusion of group or when a student graduates , if funding is given in subsequent years, students can be tracked on an annual basis

**PartnerAgency**

Step By Step Youth Services, R.O.Y.A.L. Growth & Development At Risk Youth Music Program, and Aurora Public Schools, Aurora Mental Health, Adams and Arapahoe diversion, probation and Division of Youth Services

**FormalAgreements**

Step By Step Youth Services, R.O.Y.A.L, and Aurora Public Schools.

**Advertising**

Planning of pro-social activities and help at High School level with peer run evidence-based groups.

**TextField\_0**

Services will be a fee for service billed monthly with attendance sheets and receipts for any item that is approved that is not fee for service. All moneys will be reconciled by treasurer.

**Federal Grants**

We will attach latest taxes in the documents section of this application. I do not have a financial audit.

**entity1**

Starbucks foundation

**fundingstream1**

donation

**programmingEfforts1**

assistance for high risk youth in educational, housing and pro social activites

**awardAmount1**

3500.00

**Local Grants**

choice0

**PrivateFunds**

choice0

**MonetaryDonations**

choice0

**entity2**

Armark, Bandamire, Legends, Spectra, Rosenbergs

**fundingstream2**

concession stands

**programmingEfforts2**

scholarships for families and youth

**awardAmount2**

338,000

**LeverageFunds**

Step Up will purchase incentives for youth in the form of gift cards- this will be to fast food, movie tickets, zoo, botanic gardens, king soopers and others Step Up may be able to tap into funds for rental assistance, educational assistance, prosocial fees such as gyms, sports, art classes ect.

**PlannedEfforts**

They will be paid fee for service and receipts will be turned in by contractor and reimbursed after approval. These funds will be for different service modality from other services offered by step up.

**CommittedGovGrants**

0

**CommittedFoundations**

0

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

69168

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

300000

**TotalDonations**

5000

**TotalOther**

0

**TotalTotals**

374168

**PendingFees**

300000

**PendingDonations**

5000.00

**PendingOther**

0

**TotalTotals**

305000

**CommittedITotals**

0

**FundsRequestedTotal**

69168

**FundsRequested**

69168

**StaffSalariesNarrative**

Step By Step Youth Services fee for service of 250.00 @ 97 sessions  
for one facilitator

**NarrativePartners**

ROYAL 150.00 per session plus 100.00 for co-facilitator through Step  
By Step Youth Services for 97 sessions

**Food**

High School MRT books and other materials; Books 25.00 per client  
100 youth – 2500.00 Middle school life skills group materials 1000

**NarrativeFood**

Food for groups 3880- snacks for chips/granola bars, juice and water  
(20.00 per group for snacks) Pizza for graduations 3000 (75.00 for 40  
graduations)

**Narrative\_3**

Mileage, staffing expenses, taxes

**NarrativeOther**

Prosocial Activities 200 youth at 20.00 per youth ; 4000.00

**StaffSalariesTotal**

24250

**TotalPartners**

24250

**Popuptotal**

3500

**TotalFood**

6880

**TotalOperatingExp**

6288

**TotalOther**

4000

**GrandTotal**

69168

**ProposedProgramming**

Step Up is proposing to partner with Aurora Public Schools by running 8 weekly groups at 4 satellite schools. We will work with leaders at Aurora Public schools to identify two middle schools and their respective high schools to start cognitive behavioral groups and skills based groups one hour each session at each school. We are also proposing to run a music group at each location that will be one and a half hours long at each school. The music group and other groups will service the same youth, identified by school personnel. The High school aged groups will be a minimum of 12 weeks long and the middle school groups will be 8 weeks long. After discussion with APS we would like to start at East and Mrajeh Middle schools and Hinkley and Rangeview High Schools. We will work with staff involved in wrap around services and the graduation coaches. Step Up is proposing to facilitate weekly evidence based, best practice cognitive behavioral and skill based groups to provide intervention services to high risk youth identified by Aurora Public Schools personnel. We are proposing to start in two middle schools and two high schools, identified in the early stages as East and Mrajeh middle schools and Hinkley and Rangeview high school. These locations may be subject to change if data shows we would be better suited in other locations. High School groups will use the Moral Reconnection Therapy curriculum and will be a once weekly group, this group is self paced with the earliest graduation being in 12 weeks from the start of group. Once a student graduates another student can start in that student's place, this allows a tiered step program described within the Scope of Work. We are anticipating providing services to at least 10 clients at a time for a total of at least 194 clients.. Middle school groups will be life skills groups with an emphasis on cognitive behavioral therapy models including but not limited to emotional regulation, healthy relationships, communication, goal setting and leadership skills. Step is proposing to run the groups using contractors from two agencies that are currently working with high risk populations in Adams and Arapahoe county through Division of Youth Services, Pre-Trial, Diversion and Probation. Step By Step Youth Services has provided contracted non-residential services for DYC youth since 2008. We believe a system must be in place to deliver quality services to all levels of involvement for youth in



DYC. We are a community-based organization that takes a holistic approach to working with clients and families while balancing community safety. SBSYS' caseload consists largely of gang involved youth and violent offenders. We offer services to males and females ages 10 through 21. SBSYS provides transitional services which includes, but is not limited to, employment, education, clearing warrants, applying for housing through Family Unification Program, Cognitive Behavioral Therapy, independent living skills, in home family sessions, and Global Positioning Systems(GPS)/ankle monitors. These services give us a unique ability to gather and document relevant information on youth who may be already known to the juvenile justice system, though that will not be a requirement for referral. We have experienced, committed staff that is knowledgeable about DYC as a whole and strives to have positive collaborations with community organizations, families, and the facilities that serve our clients. We have the proven ability to continue to operate all services at a high level with DYC clients and their families. Recently SBSYS was the only community provider given the opportunity to sit on an interview panel for prospective Central Region Client Managers. SBSYS has also presented to parole board regarding best practices in working with gang affiliated and violent offenders. SBSYS has also presented to National Partnership for Juvenile Services DYC conference in Vail. So many of our high risk youth are interested in music and through this program they learn the ins and out of music productions and tapping into the creative side of themselves.

R.O.Y.A.L was established in 2019 ROYAL has mainly partnered with Driven By Our Ambitions and is going into numerous facilities to bring the program into the youth there , Roundtable of Young Aspiring Leaders is a complete music program that focuses on mentoring at risk youth through and by means of music theory, song writing, production, stage performance and music business accompanied with music technology. Our program first and foremost focuses on the mentoring aspect and the building of self confidence towards every individual. We provide portable recording studios that consist of: MacBook Pro laptop 2- Yamaha speakers H-5 monitors Audio interface Blu Mic Microphone misc cables All of which can be

transported and set up on small tables in every school. With over 30 plus years of experience in the music business and over 10 years in mentoring at risk youth, ROYAL's music program goes hand in hand with today's generation and is a very therapeutic program that catches the attention of its students and gives them various avenues to explore in the music industry. Success is measured using surveys and communication with school personnel. The high school groups will be Moral Reconation (MRT) The term "moral" refers to moral reasoning based on Kohlberg's levels of cognitive reasoning. The word "reconation" comes from the psychological terms "conative" and "conation," both of which refer to the process of making conscious decisions. MRT is a cognitive-behavioral treatment system that leads to enhanced moral reasoning, better decision making, and more appropriate behavior. MRT was initially developed in the 1980s as the cognitive-behavioral component in a prison-based therapeutic community. Because of its remarkable success (notably with minority participants), the program was then tested and widely implemented in general inmate populations, with juvenile offenders, in parole and probation settings, community corrections, hospital and outpatient programs, educational settings, and in drug courts. Measured objective outcomes were consistent in all settings. The program leads to increased participation and completion rates, decreased disciplinary infractions, beneficial changes in personality characteristics, and significantly lower recidivism rates. Unlike other program outcomes, MRT research shows that participation and program completion by minority groups can significantly lower long-term recidivism rates—for more than 20 years after treatment. No other cognitive-behavioral treatment for offenders or substance abuse has shown such results. Middle school groups will be cognitive behavioral therapy programs to prevent depression and anxiety symptoms. School-based cognitive behavioral therapy programs help students develop strategies to solve problems, regulate emotions, and establish helpful patterns of thought and behavior. Trained staff (e.g., school mental health professionals, trained teachers, nurses) or external mental health professionals (e.g., non-school psychologists, social workers) use therapeutic approaches outlined in an intervention protocol to engage with students in

individual or group settings. Depression and anxiety are common among children and adolescents, and they can persist into adulthood, increasing risks for suicide, risk-taking behavior (e.g., substance abuse, sexual experimentation), teenage pregnancy, conduct disorder, delinquency, and poor academic outcomes.<sup>1-3</sup> Among children aged 3-17 years, 3.2% have diagnosed depression and 7.1% have diagnosed anxiety.<sup>4</sup>

### **Projections**

Start ASAP this school year, through out summer school and at beginning of next school year, 180-200 youth at a minimum

### **YouthAge**

11-20 yrs old

### **RecruitPlan**

School personnel will identify students for groups

### **PerformanceMeasures**

We will rely on schools for performance measures such as reduced number of absences at school, less physical altercations, willingness to mediate; attend 80% of weekly groups We will also use data gathered through start and end surveys

## **Attachments:**

EXECUTIVE AND OTHER COMMITTEES..pdf

Return of Organization Exempt From Income Tax.pdf

BY-LAWS OF STEP UP YOUTH CORPORATION.pdf

Return of Organization Exempt From Income Tax.pdf

for independence for education for success.pdf

STEP UP.pdf

OFFICE OF THE SECRETARY OF STATE.pdf

INTERNAL REVENUE SERVICE.pdf

insurance .pdf

View the submission and any attachments by following the link below  
and using this unique access code: pusG2KOWFhHpCtoW

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Struggle of Love Foundation Address: 12000 East 47th Ave. Denver, CO 80239 Ste 403 Webpage: <a href="https://struggleoflovefoundation.org/">https://struggleoflovefoundation.org/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Lakeshia Last Name: Hodge Title: Executive Director Phone Number: 720-353-3399 Email: <a href="mailto:lakeshia@struggleofl">lakeshia@struggleofl</a>
<b>A3. Agency Mailing Address</b>	12000 East 47th Ave. Denver, Co 80239 Ste 403
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-1566888  DUNS Number (Nine Digit Number): 09-190-7639

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Denver County; City of Aurora
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Struggle of Love Foundation (SOLF) is a 501c3 organization located in Far Northeast Denver. SOLF was created to provide community awareness, involvement, educational, and enrichment activities for at-risk children and youth. SOLF addresses academic gaps, youth mental health, youth violence prevention, gang intervention, and promotes healthy lifestyles. Through our
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Virtually all services provided by SOLF fall within the categories of intervention and prevention. It is difficult to separate one form of programming from the other as all are intended to break the cycle of risk factors that lead to gang participation, youth violence, all forms of abuse, etc. Through our prevention activities, more children and youth are served but the services aimed at intervention are more intensive and incorporate a deeper level of involvement. It is probably accurate from a funding standpoint to characterize the percentage of our programming as 50:50.
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	None currently.
<b>B8. What role will youth play in advising this application?</b>	Today's youth are crying out for help. Normally kids experience various types of emotional distress as they develop and mature. Sometimes stressors go beyond normal. Even before a global pandemic shut our children and youth out of their schools, isolated them from their social groups, and confined them

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>The Executive Director maintains daily management of the financial records and monitors the entering of data, reconciles the bank accounts, and oversees payments, invoicing, and reimbursements. She ensures that all activities are delivered and that all dollars are spent in accord with the terms of all grants and contracts. The Treasurer of the Board has final oversight and provides quarterly reports to the Finance Committee which reviews the reports and clarifies any questions. The Finance Committee submits the quarterly reports to the entire board.</p> <p>In some cases, SOLF works with Montbello Organizing Committee as a fiscal agent. MOC provides an additional layer of oversight in these cases.</p>
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input checked="" type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>City of Denver</td> <td>GRID</td> <td>YVP Intervention</td> <td>136000</td> </tr> <tr> <td>City of Denver</td> <td>Human Together</td> <td>Food Security</td> <td>45000</td> </tr> <tr> <td>City of Denver</td> <td>Caring for Denver</td> <td>Mental Health</td> <td>155800</td> </tr> <tr> <td>Grants</td> <td>Foundations</td> <td>Mental Health and</td> <td>132000</td> </tr> <tr> <td>Donations</td> <td>Colorado Gives and</td> <td>Operating</td> <td>35000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	City of Denver	GRID	YVP Intervention	136000	City of Denver	Human Together	Food Security	45000	City of Denver	Caring for Denver	Mental Health	155800	Grants	Foundations	Mental Health and	132000	Donations	Colorado Gives and	Operating	35000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
City of Denver	GRID	YVP Intervention	136000																						
City of Denver	Human Together	Food Security	45000																						
City of Denver	Caring for Denver	Mental Health	155800																						
Grants	Foundations	Mental Health and	132000																						
Donations	Colorado Gives and	Operating	35000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Colorado Gives and Individual Donations, Caring for Colorado</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>The difference is that SOLF will be replicating in Aurora successful youth violence</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10000			10000
Government Grants (including 21 CCLC, etc. please list)		336800		336800
Foundations (please list)		132000		132000
Fees/Earned Income				0
Donations/Corporate/Individual Support		35000		35000
Other (please list)				0
Total	10000	503800	0	513800

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$0
Narrative: n/a	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: n/a	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$10000
Narrative: The prevention project will include 2 - 4 pop-up events designed to offer supervised games, community resources, entertainment, healthy food, etc for 50 - 100 kids each event	
<b>Food / Beverage</b>	\$0
Narrative: n/a	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$0
Narrative: n/a	
<b>Other</b>	\$0
Narrative: n/a	
<b>GRAND TOTAL</b>	\$10000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	The proposed programming is a series of summer safe zone events.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	The proposed prevention project will be implemented over a 6-month timeframe. Two - four safe zone events will be held during the summer months reaching between 50 and 100 youth at each event. The events will be planned in conjunction with Aurora partners. Data as to the numbers of youth participating and their reactions and feedback to the events will be captured. That feedback will be utilized in planning for subsequent safe zone events.
<b>D3. What is the age of youth you plan to serve?</b>	We anticipate serving children and youth ages 10 - 24 years. For purposes of this
<b>D4. How will you recruit those you plan to serve?</b>	The Aurora partners are central to the recruitment process. Partners will reach out to their constituents via social media to advertise the events and the rules of participation.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>Ultimately, all of SOLF's prevention programs will be focused on ensuring that youth are developing wellness and resilience in a way that includes emotional well-being, psychological well-being, social well-being and involves being able to</p> <ul style="list-style-type: none"> <li>• navigate successfully the complexities of life,</li> <li>• develop fulfilling relationships,</li> <li>• adapt to change,</li> <li>• utilize appropriate coping mechanisms to achieve well-being without</li> </ul>

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocs.com  
*Lakeshia Hodges*  
Key: 3e4802205f4aa3ea1daacd0a9e3e0e87

**From:** [Amparan, Christina](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: YVPP Prevention Fund Application  
**Date:** Tuesday, May 10, 2022 1:37:26 PM  
**Attachments:** [2022\\_YVPP\\_PREVENTION\\_NOFO\\_APPLICATION\\_1054ydXi6mVujW.pdf](#)  
[image001.png](#)  
[image002.png](#)

---

Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <noreply@seamlessdocs.com>  
**Sent:** Monday, March 28, 2022 7:55 PM  
**To:** YVPPProgram <YVPPProgram@auroragov.org>  
**Subject:** YVPP Prevention Fund Application



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP PREVENTION NOFO APPLICATION
------------------	--

---

### Submission Details:

**Webpage**

<https://struggleoflovefoundation.org/>

**Agency's Mailing Address**

12000 East 47th Ave. Denver, Co 80239 Ste 403

**DUNS Number (Nine Digit Number)**

09-190-7639

**county names**

Denver County; City of Aurora

**Agency Org Name**

Struggle of Love Foundation

**Address**

12000 East 47th Ave. Denver, CO 80239 Ste 403

**First Name**

Lakeshia

**Last Name**

Hodge

**Title**

Executive Director

**Email**

lakeshia@struggleoflovefoundation.org

**Phone Number**

720-353-3399

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

84-1566888

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Struggle of Love Foundation (SOLF) is a 501c3 organization located in Far Northeast Denver. SOLF was created to provide community awareness, involvement, educational, and enrichment activities for at-risk children and youth. SOLF addresses academic gaps, youth mental health, youth violence prevention, gang intervention, and promotes healthy lifestyles. Through our Boots on the Ground program, SOLF offers outlets for children and youth 5 – 24 years of age to participate in activities that help them grow socially, mentally, emotionally, and physically. SOLF's mission is to offer alternatives to those with limited opportunities, especially to those who may not qualify for any other assistance programs. SOLF has been actively changing outcomes for children and youth in the Montbello community since 2007. Literally thousands of young people and their families have participated in the program activities and events sponsored by SOLF. We reach out to and work with those children and youth who are extremely vulnerable to the trauma and those whose families often don't have the resources to support their most basic of needs. The COVID-19 pandemic has exposed the deep needs of our most vulnerable families which means that even more children and youth are at risk of youth violence and other negative outcomes. In October, 2019 the number of youth violent acts occurring in and around the Far Northeast schools reached an alarming level. The number of youth who were literally walking the streets late at night was so concerning that Struggle of Love Foundation with an army of volunteers and

community leaders activated a “boots on the ground” effort to move around the neighborhood until the wee hours of morning interacting with kids. In November 2019, many of Montbello’s community leaders and eight middle and high school principals met to discuss the problems youth were experiencing and the impact on the community and the schools. As a response, these leaders held a community circle in early December where over 300 people showed up for a three-hour heart-wrenching discussion with youth. The young people shared with us stories of trauma, bullying, domestic violence, suicides (attempted and completed), drug and alcohol misuse, access to weapons, and just their over-arching hopelessness about their family circumstances, lack of job possibilities, and their educational experiences. The occurrence and ramifications of the pandemic have only served to exacerbate the situations youth find themselves in that set the stage for trauma, isolation, and violence. Throughout the epidemic, youth have continued to tell us what they need. Above all, they said they wanted/needed a safe, trusted place to go where there are people who can help them and who look like them and may even have lived experiences like theirs. Consequently, those aspects are deeply embedded in the activities we will implement.

ACTIVITIES

- \* Provide programs and services through SOLF's LOVE Center
- \* Create safe zone events for youth to participate in during the summer months
- \* Increase access to therapists and peer counselors and assist youth in getting connected to appropriate services
- \* Provide culturally responsive non-traditional, creative programs that support youth
- \* Connect peer counselors, mentors, and community responders to training, guidance, and mental health supports
- \* Recruit and train Youth Ambassadors to reach out to peers
- \* Conduct Youth Leadership Training to Lead Youth Support Groups
- \* Launch messages to stress the importance of mental health and wellness
- \* Recruit new community partners to expand prevention and intervention programming
- \* Community partners meet at least monthly to debrief around program challenges and successes and to evaluate progress.

**Please break down your agency's current service delivery by percentage and programming type.**



Virtually all services provided by SOLF fall within the categories of intervention and prevention. It is difficult to separate one form of programming from the other as all are intended to break the cycle of risk factors that lead to gang participation, youth violence, all forms of abuse, etc. Through our prevention activities, more children and youth are served but the services aimed at intervention are more intensive and incorporate a deeper level of involvement. It is probably accurate from a funding standpoint to characterize the percentage of our programming as 50:50.

**Does your agency conduct client satisfaction surveys?**

Yes

**What agencies do you partner with that provide services to Aurora residents?**

None currently.

**What role will youth play in advising this application?**

Today's youth are crying out for help. Normally kids experience various types of emotional distress as they develop and mature. Sometimes stressors go beyond normal. Even before a global pandemic shut our children and youth out of their schools, isolated them from their social groups, and confined them to their homes, many were exhibiting increased anxiety, trauma, and depression in the youth of all ages (even the very young). Our children and youth have told us through their words, actions, and their pleas that they need help from their community. SOLF and our partners have listened – now we must do more – we must take action. The voices of our youth will continue to drive our project and they will be the change agents for the Montbello community. In our prevention, intervention, and secondary prevention programs, youth participate in discussions regarding what works, what doesn't, and what children and youth need. From the outset of our mental health work, we convened youth of a variety of ages to hear about their lives and what they hoped for, and where they needed help for themselves, their peers, their siblings. The youth inspire us, inform us, and hold us accountable.

**Financial overview**

The Executive Director maintains daily management of the financial records and monitors the entering of data, reconciles the bank accounts, and oversees payments, invoicing, and reimbursements. She ensures that all activities are delivered and that all dollars are spent in accord with the terms of all grants and contracts. The Treasurer of the Board has final oversight and provides quarterly reports to the Finance Committee which reviews the reports and clarifies any questions. The Finance Committee submits the quarterly reports to the entire board. In some cases, SOLF works with Montbello Organizing Committee as a fiscal agent. MOC provides an additional layer of oversight in these cases.

**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

**entity1**

City of Denver

**funding1**

GRID

**funds support\_1**

YVP Intervention

**awards1**

136000

**entity2**

City of Denver

**funding2**

Human Together

**funds support\_2=**

Food Security

**awards2**

45000

**entity3**

City of Denver

**funding3**

Caring for Denver

**funds support\_3**

Mental Health

**awards3**

155800

**entity4**

Grants

**funding4**

Foundations

**funds support\_4**

Mental Health and Food Security

**awards4**

132000

**entity5**

Donations

**funding5**

Colorado Gives and Indiv Donations

**funds support\_5**

Operating

**awards5**

35000

**C3 Leverage**

Colorado Gives and Individual Donations, Caring for Colorado

**C4 Efforts**

The difference is that SOLF will be replicating in Aurora successful youth violence intervention and prevention programming that we have been implementing over the last 14 years in Denver. Additionally, we will be building a YVPP network with the City of Aurora and local community-based partners in the spirit of Denver's R.I.S.E. Network.

**Receive funding from resources**

Local Grants, Foundations, City & County of Denver

**textarea\_EGg**

10000

**textarea\_EGg**

336800

**textarea\_EGg**

132000

**textarea\_EGg**

35000

**textarea\_qdB**

10000

**textarea\_qdB**

336800

**textarea\_qdB**

132000

**textarea\_qdB**

0

**textarea\_qdB**

35000

**textarea\_qdB**

0

**textarea\_qdB**

513800

**textarea\_qdB**

0

**textarea\_qdB**

503800

**textarea\_qdB**

10000

**Narrative**

n/a

**Narrative\_1**

n/a

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

10000

**Narrative\_1**

The prevention project will include 2 - 4 pop-up events designed to offer supervised games, community resources, entertainment, healthy food, etc for 50 - 100 kids each event

**Narrative\_1**

n/a

**Narrative\_1**

n/a

**Narrative\_1**

n/a

**D1 What is your proposed**

The proposed programming is a series of summer safe zone events.

**scope of work**

The proposed prevention project will be implemented over a 6-month timeframe. Two - four safe zone events will be held during the summer months reaching between 50 and 100 youth at each event. The events will be planned in conjunction with Aurora partners. Data as to the numbers of youth participating and their reactions and feedback to the events will be captured. That feedback will be utilized in planning for

subsequent safe zone events.

### **your plan to serve**

We anticipate serving children and youth ages 10 - 24 years. For purposes of this prevention project, we most likely will serve youth ages 10 - 18 years.

### **you plan to serve\_3**

The Aurora partners are central to the recruitment process. Partners will reach out to their constituents via social media to advertise the events and the rules of participation.

### **to report**

Ultimately, all of SOLF's prevention programs will be focused on ensuring that youth are developing wellness and resilience in a way that includes emotional well-being, psychological well-being, social well-being and involves being able to • navigate successfully the complexities of life, • develop fulfilling relationships, • adapt to change, • utilize appropriate coping mechanisms to achieve well-being without discrimination, • realize their potential, • have their needs met, and • develop skills that help them navigate the different environments they inhabit. The impacts we seek are: · Reduced harm to self and others through addressing trauma, mental health, and substance misuse. · Increased ability to demonstrate healthy resilience for coping with challenges and stresses in life. · Increased awareness and involvement by family and allies in ways that help youth address trauma, mental health, and substance misuse. · Improved mental health and/or reduced substance misuse by youth.

### **Attachments:**

12.2021 W9.pdf

CERT\_GS\_D.pdf

SOLF 501c3 Letter of Determination.pdf

Cert of Ins - City and County of Denver-2.PDF



View the submission and any attachments by following the link below  
and using this unique access code: IYFU6pOfDUHO5JVw

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

||



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Struggle of Love Foundation Address: 12000 East 47th Ave. Denver, CO 80239 Ste 403 Webpage: <a href="https://struggleoflovefoundation.org/">https://struggleoflovefoundation.org/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Lakeshia Last Name: Hodge Title: Executive Director Phone Number: 720-353-3399 Email: lakeshia@struggleoflovefoundation.org
<b>A3. Agency Mailing Address</b>	12000 East 47th Ave. Denver, Co 80239 Ste 403
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 84-1566888  DUNS Number ( <i>Nine Digit Number</i> ): 09-190-7639

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Denver County, City of Aurora
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	In constant service to our mission, Struggle of Love Foundation (SOLF) offers alternatives to those with limited opportunities, that may not qualify for any other community-based assistance programs. SOLF's purpose is to inspire and educate our future generation so that they can make a positive difference in the world's future. Our goal is to give back to the community in areas of
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Virtually all services provided by SOLF fall within the categories of intervention and prevention. It is difficult to separate one form of programming from the other as all are intended to break the cycle of risk factors that lead to gang participation, youth violence, all forms of abuse, etc. Through our prevention activities, more children and youth are served but the services aimed at intervention are more intensive and incorporate a deeper level of involvement. It is probably accurate from a funding standpoint to characterize the percentage of our programming as 50:50.
<b>B6. Please break down your agency's proposed service delivery.</b>	Youth violence continues to have a significant adverse impact on youth, families, and communities across America - and Aurora and Denver are no exception. A growing number of communities have adopted multi-strategy, multidisciplinary approaches to reducing and preventing gang activity.
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	See the description of the CURE Violence Model in B4 for description of our
<b>B8. Does your agency conduct client satisfaction surveys?</b>	SOLF conducts client satisfaction surveys in all of our program areas.
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Youth Violence Prevention in Housing and Community Services
<b>B9. What agencies do you have formal agreements with?</b>	None currently
<b>B10. What role will youth play in advising this application?</b>	SOLF's work is focused on providing support to children and youth who are impacted by circumstances every day of their lives making them vulnerable to influences that literally endanger them in every way. They inform us, inspire us, and partner with us on practically every decision we make. Because we

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>The Executive Director maintains daily management of the financial records and monitors the entering of data, reconciles the bank accounts, and oversees payments, invoicing, and reimbursements. She ensures that all activities are delivered and that all dollars are spent in accord with the terms of all grants and contracts. The Treasurer of the Board has final oversight and provides quarterly reports to the Finance Committee which reviews the reports and clarifies any questions. The Finance Committee submits the quarterly reports to the entire board.</p> <p>In some cases, SOLF works with Montbello Organizing Committee as a fiscal agent. MOC provides an additional layer of oversight in these cases.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>SOLF reached the level of fiscal revenues in 2021 that requires a financial audit. That audit will not be ready until late Spring, 2022.</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1240 1016"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1536 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>City of Denver</td> <td>GRID</td> <td>YVP Intervention</td> <td>136,000</td> </tr> <tr> <td>City of Denver</td> <td>Human Together</td> <td>Food Security</td> <td>45,000</td> </tr> <tr> <td>City of Denver</td> <td>Caring 4 Denver</td> <td>Mental Health</td> <td>155,800</td> </tr> <tr> <td>Grants</td> <td>Foundations</td> <td>Mental Health</td> <td>132,000</td> </tr> <tr> <td>Donations</td> <td>Colorado Gives &amp;</td> <td>Operating</td> <td>35,000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	City of Denver	GRID	YVP Intervention	136,000	City of Denver	Human Together	Food Security	45,000	City of Denver	Caring 4 Denver	Mental Health	155,800	Grants	Foundations	Mental Health	132,000	Donations	Colorado Gives &	Operating	35,000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
City of Denver	GRID	YVP Intervention	136,000																						
City of Denver	Human Together	Food Security	45,000																						
City of Denver	Caring 4 Denver	Mental Health	155,800																						
Grants	Foundations	Mental Health	132,000																						
Donations	Colorado Gives &	Operating	35,000																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>Colorado Gives and Individual Donations, Caring for Colorado</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>The difference is that SOLF will be replicating in Aurora successful youth violence intervention and prevention programming that we have been implementing over the last 14 years in Denver. Additionally, we will be building a YVPP network with the City of Aurora and local community-based partners in the spirit of Denver's R.I.S.E. Network.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	\$224,000			224000
Government Grants (including 21 CCLC, etc. please list)		336,800	0	336800
Foundations (please list)		132,000	0	132000
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		35,000	0	35000
Other (please list)		0	0	0
<b>Total</b>	<b>224000</b>	<b>503800</b>	<b>0</b>	<b>727800</b>

**Budget/Narrative for Funds Requested:**

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	224,000
Narrative: 2 FTE for Violence Interruption Specialists @ \$56,000 each 2 FTE for Secondary Prevention Specialists @ \$56,000 each	
<b>Partners/Specialty Services (detail each example)</b>	0
Narrative: n/a	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: n/a	
<b>Food / Beverage</b>	0
Narrative: n/a	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	0
Narrative: n/a	
<b>Other</b>	0
Narrative: n/a	
<b>GRAND TOTAL</b>	224000



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	SOLF will provide programming similar to that described above in B7.
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>SOLF is proposing programming consistent with one year of funding in the area of Violence Interruption and Secondary Prevention. The services provided under SOLF's current model in Far Northeast Denver reach approximately 1400 children and youth over the course of a year. We anticipate that the first 3 - 6 months will be devoted to establishing relationships with partners in Aurora and getting a sense of the magnitude of numbers of youth in Aurora impacted by youth violence. We might expect to provide services to about 250 children and youth in that timeframe.</p> <p>Within the first year of services, we anticipate providing a continuum of services to at least 500 children, youth, and young adults.</p>
<b>D3. What is the age of youth you plan to serve?</b>	We will serve children, youth, and young adults ages 10 -- 24 years and their families.
<b>D4. How will you recruit those you plan to serve?</b>	SOLF has provided comprehensive youth violence prevention programming for more than a decade. In alignment with the Center for Disease Control's Youth Violence Prevention best practices, Boots on the Ground (BOTG) provides mentoring and after-school programs that connect youth to caring adults and
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	SOLF is the most experienced entity working with families involved in the gang culture in Far Northeast Denver. However, we recognize that a collaborative effort is most effective within community work. We have conducted this work for 14 yrs in the community. The risk factors listed below directly affect our youth. Our performance measures tie directly to these risk factors as we seek to provide programming and connections to supportive services offered by others in the Aurora community.

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDoc.com  
  
Key: a9f7763d9e833f5becca5a56dccc66b5

**From:** [Amparan, Christina](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: 2022 YVPP Intervention Application Struggle of Love Foundation  
**Date:** Tuesday, May 10, 2022 1:37:12 PM  
**Attachments:** [2022 YVPP NOFO INTERVENTION APPLICATION DsopJcTvZQ6NtU.pdf](#)  
[image001.png](#)  
[image002.png](#)

---

Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <noreply@seamlessdocs.com>  
**Sent:** Monday, March 28, 2022 8:42 PM  
**To:** YVPPProgram <YVPPProgram@auroragov.org>  
**Subject:** 2022 YVPP Intervention Application Struggle of Love Foundation



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
------------------	---

---

### Submission Details:



**Agency Org Name**

Struggle of Love Foundation

**Webpage**

<https://struggleoflovefoundation.org/>

**AgencyMailingAddress**

12000 East 47th Ave. Denver, Co 80239 Ste 403

**Federal IdentificationNumber**

84-1566888

**DUNSNNumber**

09-190-7639

**Agency Org Address**

12000 East 47th Ave. Denver, CO 80239 Ste 403

**AgencyContactFirstName**

Lakeshia

**AgencyContactLastName**

Hodge

**AgencyContactTitle**

Executive Director

**AgencyContactPhone**

720-353-3399

**AgencyContactEmail**

lakeshia@struggleoflovefoundation.org

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Denver County, City of Aurora

**B4 How has your organization**

In constant service to our mission, Struggle of Love Foundation (SOLF) offers alternatives to those with limited opportunities, that may not qualify for any other community-based assistance programs. SOLF's purpose is to inspire and educate our future generation so that they can make a positive difference in the world's future. Our goal is to give back to the community in areas of struggle – "Showing our Love to Save Our Lives". Through community engagement, dedication, and commitment the Vision to provide community awareness, through collaborative alliances, community involvement, education, and social activities for disadvantaged youth and their families, is realized. The Struggle of Love Foundation is a 501(c) 3 Colorado community-based non-profit organization created to provide community awareness, involvement, and social activities, for underprivileged youth, adults, and families. The SOLF addresses youth mental health, gang intervention, sexual behavior, and promoting healthy lifestyles. We offer an outlet for youth to participate in sports activities and mentor sessions that help them grow athletically, mentally, and physically into responsible young adults. The SOLF foundation has been active in Denver's Far Northeast neighborhood since 2007. By utilizing the CURE Violence Model which utilizes the same three steps used to reverse epidemic disease outbreaks. The SOLF has proven effective in this modality by following this method. Step 1. Interrupting the transmission of the disease. In this case, the disease is violence. The SOLF's involvement with Denver's District V police department, GRID, The R.I.S.E. Network, Schools, the community, and the relationships created by and through our intentional programming have proven effective in the Prevention of Retaliations by Mediating Conflicts and Keeping Conflicts 'Cool' by establishing relationships with gang-

involved youth. Step 2. Reducing the risk of the highest risk, SOLF, is through involvement with Denver Public Schools, probation/parole officers, and others in key positions. Those at the highest risk are identified. The SOLF staff have the skills necessary to contact and develop genuine relationships and build enough trust to begin working with those most at risk of becoming violence involved. Founder Joel Hodge uses his life's experiences of early childhood trauma, troubled home life, and becoming gang-involved to lead and facilitate open, honest discussions. Through intentional conversations, the causes, costs, and consequences of violence are explored, and alternatives suggested. Through the Reduction. Intervention. Support. Educate. (R.I.S.E.) Network and SOLF's Love Center, case management, counseling, mentoring, mental health, and family counseling are just a few of the programs offered. Offender Notification Meetings and reentry programs are also provided. The SOLF in conjunction with the R.I.S.E. network is regarded as a leader in the effort to interrupt violence. Step 3. Changing community norms, SOLF in collaboration with DPD District 5, GRID, and community connections are alerted whenever a shooting occurs. They show-up on the crime scene, at the victim's home, and attend the vigils. They organize the community and hold monthly community meetings where District 5 Police department, GRID, R.I.S.E. Network, educators, clergy, community-based nonprofits, and community members meet to discuss methods to reduce gang violence, share stories and provide resources. (CURE Violence, 2019) The SOLF has been providing these essential valuable services in the far Northeast Denver area for over 14 years. We propose to replicate the programming and the results by working with partners in the City of Aurora, local nonprofits, schools, and many others.

### **programming typePercentage**

Virtually all services provided by SOLF fall within the categories of intervention and prevention. It is difficult to separate one form of programming from the other as all are intended to break the cycle of risk factors that lead to gang participation, youth violence, all forms of abuse, etc. Through our prevention activities, more children and youth

are served but the services aimed at intervention are more intensive and incorporate a deeper level of involvement. It is probably accurate from a funding standpoint to characterize the percentage of our programming as 50:50.

### **PopulationServed**

choice0

### **NonBinaryYouth**

choice0

### **Families**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **Youth Programming**

choice0

### **delivery**

Youth violence continues to have a significant adverse impact on youth, families, and communities across America – and Aurora and Denver are no exception. A growing number of communities have adopted multi-strategy, multidisciplinary approaches to reducing and preventing gang activity. Youth violence is a complex social phenomenon that varies by age, degree of gang involvement, and severity of offending. Risk factors associated with the probability of participating in violent behavior cross family, school, peer, and community lines. Accordingly, no single program or strategy operating independently is likely to have a lasting effect on reducing gang activity. Comprehensive anti-youth violence initiatives, however, coordinate multiple approaches, recognizing that each strategy plays a

role in the overall effort. SOLF employs a menu of programs and services intended to decrease the likelihood of joining a gang among youth who have already displayed early signs of problem behavior or who are exposed to multiple known risk factors for violent activity. These services typically include some form of individual risk assessment and often focus on youth aged 10 to 24 and their families. Younger siblings and family members of gang-involved youth are particularly suitable for these services. The Struggle of Love Foundation (SOLF) will employ multiple strategies and services, including:

- Addressing elevated risk factors for joining a gang
- Strengthening families
- Reducing youth conflicts
- Improving community-level supervision of youth
- Ensuring that punitive sanctions target delinquent gang behaviors, not gang apparel, signs, and symbols
- Providing tutoring for students who are performing poorly in school
- Increasing adult supervision of students after school
- Providing interpersonal skills training to students to help resolve conflicts
- Providing a center for youth recreation and referrals for services
- Providing gang awareness training for school personnel, parents, and students
- Teaching students that gangs can be dangerous

SOLF utilizes a balance of prevention, intervention, and suppression strategies which is important for success in any community. Prevention programs will target youth at risk of youth violence and gang involvement and help reduce the number of youths who join gangs. Intervention programs and strategies provide sanctions and services for younger youth who are actively involved in gangs to push them away from gangs. Law enforcement suppression strategies and intensive services target and rehabilitate the most violent gangs and older, criminally active gang members.

### **Organization Philosophies**

See the description of the CURE Violence Model in B4 for description of our approach to the issues associated with youth violence. Listed below are the types of programs SOLF currently offers in Far Northeast Denver that are currently serving high-risk youth and are tailored to serve our target population. As the Aurora project unfolds and as we collaborate with partners in this work, we will look toward

developing a system of services that might include the programs described below.

**Alternative Violence Project (AVP):** Core program in this field category is a 10 week 30-hour cognitive–behavioral program administered to groups of 8 to 12 adolescents three times per week. During these 10 weeks, participating youth typically attend three 1-hour sessions per week, one session each of skill streaming, anger control, and moral reasoning training. Skill streaming addresses the social skill needs of students who display aggression, immaturity, withdrawal, or other problem behaviors.

**Behavioral Health Programs:** Core programming in this category is designed to provide mental health services to individuals who are at high risk for developing behavioral health problems. The program encompasses a wide variety of therapeutic settings and intervention modalities and may provide services to those suffering from trauma related backgrounds.

**Youth Internship Program:** Core program in this field is designed to address the following for youth at risk:

1. Prevention: At risk youth living in the identified zip code with low educational, economic, and social outcomes
2. Intervention: At risk youth who have failing grade, truancy, repeat disciplinary actions and behavioral / social issues
3. Rehabilitation: Adjudicated youth who are in the court system and at risk of becoming repeat offender or career criminals

**Community Programs:** Provide after school, athletic, art and/or science programming that reinforce prosocial behaviors and norms within an educational, interactive, social safe intentional environment.

**Referral Process:** Currently we have many individuals working together from different sectors: Denver Public Schools, Denver Police Department, Youth Probation Services, Denver Parks and Recreation, Faith-Based, Social Services, and Community Organizations. We will work to develop this type of network in the City of Aurora. We will engage potential clients and families through ongoing communication within network partners. Aside from monthly scheduled meetings, the Aurora Network can meet multiple times a month if the community is experiencing heavy gang activity or other youth violence. Partners share information and referrals via phone and email. We are currently working on a more formal way to exchange referrals and practice qualitative and quantitative data collection.

**Intake Process:** Through

our community discussions we can identify the concerns of the community and youth in the community, that's how we are able to prioritize the services needed. SOLF has an internal intake form that collects data on youth involved in programs. Our goal is to share the intake form amongst community partners to have a uniform method of tracking clients. Service navigation is provided through warm hand-offs and a joint effort to support clients and families in the community.

### **client satisfaction surveys**

SOLF conducts client satisfaction surveys in all of our program areas.

### **PartnerAgency**

Youth Violence Prevention in Housing and Community Services

### **FormalAgreements**

None currently

### **Advertising**

SOLF's work is focused on providing support to children and youth who are impacted by circumstances every day of their lives making them vulnerable to influences that literally endanger them in every way. They inform us, inspire us, and partner with us on practically every decision we make. Because we interact with community members every day, we hear from them about their experiences, their challenges, their ideas for improving the work we are doing. These insights impact all aspects of our programming and serve to inform our partners as well. We hire youth as interns, mental health ambassadors, and incorporate them into staff meetings and board meetings.

### **TextField\_0**

The Executive Director maintains daily management of the financial records and monitors the entering of data, reconciles the bank accounts, and oversees payments, invoicing, and reimbursements. She ensures that all activities are delivered and that all dollars are spent in accord with the terms of all grants and contracts. The

Treasurer of the Board has final oversight and provides quarterly reports to the Finance Committee which reviews the reports and clarifies any questions. The Finance Committee submits the quarterly reports to the entire board. In some cases, SOLF works with Montbello Organizing Committee as a fiscal agent. MOC provides an additional layer of oversight in these cases.

### **Federal Grants**

SOLF reached the level of fiscal revenues in 2021 that requires a financial audit. That audit will not be ready until late Spring, 2022.

### **entity1**

City of Denver

### **fundingstream1**

GRID

### **programmingEfforts1**

YVP Intervention

### **awardAmount1**

136,000

### **Foundations**

choice0

### **MonetaryDonations**

choice0

### **City**

choice0

### **entity2**

City of Denver

### **fundingstream2**



Human Together

**programmingEfforts2**

Food Security

**awardAmount2**

45,000

**entity3**

City of Denver

**fundingstream3**

Caring 4 Denver

**programmingEfforts3**

Mental Health

**awardAmount3**

155,800

**entity4**

Grants

**fundingstream4**

Foundations

**programmingEfforts4**

Mental Health & Food Security

**awardAmount4**

132,000

**entity5**

Donations

**fundingstream5**

Colorado Gives & Individuals

**programmingEfforts5**

Operating

**awardAmount5**

35,000

**LeverageFunds**

Colorado Gives and Individual Donations, Caring for Colorado

**PlannedEfforts**

The difference is that SOLF will be replicating in Aurora successful youth violence intervention and prevention programming that we have been implementing over the last 14 years in Denver. Additionally, we will be building a YVPP network with the City of Aurora and local community-based partners in the spirit of Denver's R.I.S.E. Network.

**CommittedGovGrants**

336,800

**CommittedFoundations**

132,000

**CommittedFees**

0

**CommittedDonations**

35,000

**textarea\_EL1**

0

**totalFundsRequested**

224000

**PendingGovGrants**

0

**TotalGovGrants**

336800

**PendingFoundations**

0

**TotalFoundations**

132000

**TotalFees**

0

**TotalDonations**

35000

**TotalOther**

0

**TotalTotals**

727800

**PendingFees**

0

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

0

**CommittedITotals**

503800

**FundsRequestedTotal**

224000

**FundsRequested**

\$224,000

**StaffSalariesNarrative**

2 FTE for Violence Interruption Specialists @ \$56,000 each 2 FTE for  
Secondary Prevention Specialists @ \$56,000 each

**NarrativePartners**

n/a

**Food**

n/a

**NarrativeFood**

n/a

**Narrative\_3**

n/a

**NarrativeOther**

n/a

**StaffSalariesTotal**

224,000

**TotalPartners**

0

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

0

**TotalOther**

0

**GrandTotal**

224000

**ProposedProgramming**

SOLF will provide programming similar to that described above in B7. Listed below are the types of programs offered that are currently serving high-risk youth and are tailored to serve our target population.

Alternative Violence Project (AVP): Core program in this field category is a 10 week 30-hour cognitive–behavioral program administered to groups of 8 to 12 adolescents three times per week. During these 10 weeks, participating youth typically attend three 1-hour sessions per week, one session each of skill streaming, anger control, and moral reasoning training. Skill streaming addresses the social skill needs of students who display aggression, immaturity, withdrawal, or other problem behaviors.

Behavioral Health Programs: Core program in this field category are designed to provide mental health services to individuals who are at high risk for developing behavioral health problems. The program encompasses a wide variety of therapeutic settings and intervention modalities and may provide services to those suffering from trauma related backgrounds.

Youth Internship Program: Core program in this field is designed to address the following for youth at risk:

1. Prevention: At risk youth living in the identified zip code with low educational, economic, and social outcomes
2. Intervention: At risk youth who have failing grade, truancy, repeat disciplinary actions and behavioral / social issues
3. Rehabilitation: Adjudicated youth who are in the court system and at risk of becoming repeat offender or career criminals

Community Programs: Provide

after school, athletic, art and/or science programming that reinforce prosocial behaviors and norms within an educational, interactive, social safe intentional environment. a. Referral Process: Currently we have many individuals working together from different sectors: Denver Public Schools, Denver Police Department, Youth Probation Services, Denver Parks and Recreation, Faith-Based, Social Services, and Community Organizations. We engage potential clients and families through ongoing communication within the network. Aside from monthly scheduled meetings, the RISE Network can meet multiple times a month if the community is experiencing heavy gang activity. Partners share information and referrals via phone and email. We are currently working on a more formal way to exchange referrals and practice qualitative and quantitative data collection. b. Intake Process: Through our community discussions we are able to identify the concerns of the community and youth in the community, that's how we are able to prioritize the services needed. SOLF has an internal intake form that collects data on youth involved in programs. Our goal is to share the intake form amongst community partners to have a uniform method of tracking clients. Service navigation is provided through warm hand-offs and a joint effort to support clients and families in the community.

### **Projections**

SOLF is proposing programming consistent with one year of funding in the area of Violence Interruption and Secondary Prevention. The services provided under SOLF's current model in Far Northeast Denver reach approximately 1400 children and youth over the course of a year. We anticipate that the first 3 - 6 months will be devoted to establishing relationships with partners in Aurora and getting a sense of the magnitude of numbers of youth in Aurora impacted by youth violence. We might expect to provide services to about 250 children and youth in that timeframe. Within the first year of services, we anticipate providing a continuum of services to at least 500 children, youth, and young adults.

### **YouthAge**

We will serve children, youth, and young adults ages 10 -- 24 years and their families.

### **RecruitPlan**

SOLF has provided comprehensive youth violence prevention programming for more than a decade. In alignment with the Center for Disease Control's Youth Violence Prevention best practices, Boots on the Ground (BOTG) provides mentoring and after-school programs that connect youth to caring adults and positive activities and works with schools to provide programs and outreach to elementary, middle, and high-school students. BOTG has developed a network of community volunteers and nonprofit organizations who outreach to kids by going to where the kids are. During vulnerable times (holidays, evenings and weekends, etc.), BOTG staff and advocates literally travel the streets of the neighborhood outreaching to youth susceptible to being harmed by violence and/or who are at risk for perpetrating violence.

### **PerformanceMeasures**

SOLF is the most experienced entity working with families involved in the gang culture in Far Northeast Denver. However, we recognize that a collaborative effort is most effective within community work. We have conducted this work for 14 yrs in the community. The risk factors listed below directly affect our youth. Our performance measures tie directly to these risk factors as we seek to provide programming and connections to supportive services offered by others in the Aurora community. 1. Identify early and persistent problem behaviors and provide programming that will reduce or prevent these from worsening. 2. Identify Family/Conflict family management problems and refer participants to clinical and non-clinical services in the community that are shown to improve conflict resolution and intervene in abusive and violent behaviors. 3. Provide alternative solutions to engaging with friends who participate in problem behavior/weak social ties. 4. Refer youth and families to programs that address basic needs and instill ways to improve financial and economic status in poverty stricken households. 5. Ensure that participants have access to

healthy and nutritional food. 6. Work with community-providers and stakeholders to increase access to community-based, culturally-responsive mental health support (especially involving trauma). Many of our youth face multiple risk factors and the cumulative effect of risk factors is what lead them to gang involved and violent activities. We will focus on youth with medium to high-risk factors for adolescent gang membership. SOLF seeks funding to provide secondary prevention services to high-risk youth and their families by combining community resources through a collaborative partnership with Aurora partners. We will continue to serve youth at high-risk for gang involvement or currently active gang members. The programs listed above in B7 are specifically designed to recruit and intervene with high-risk youth prior to joining a gang. SOLF will work with law enforcement, parole / probation officers of those justice involved to promote and encourage positive choices and environments. We will identify youth ages 10-24 yrs of age who display antisocial behavior, stop attending school, hanging out with identified gang members or have family members in gangs and/or are justice involved, are behind academically, food insecure, or left unattended without an advocate.

### **Attachments:**

Chart.pdf

STRUGGLE OF LOVE ANNUAL REPORT.docx

Articles and Bylaws.pdf

SOLF -2022 Organization Budget.xlsx

Board of Directors.pdf

Board Minutes.pdf

Cert of Good Standing and W9.pdf

SOLF 501c3 Letter of Determination.pdf

Cert of Ins - City and County of Denver.pdf

View the submission and any attachments by following the link below and using this unique access code: DvPrsafaXViQOini

**[View Submission](#)**



[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: HadaNou Collective (DBA: The Storytellers Project) Address: 4094 S. Crystal Circle #203 Aurora, CO 80014 Webpage: www.storytellersprojectart.org
<b>A2. Agency Applicant Contact Information</b>	First Name: Aubrey Last Name: Valencia Title: Executive Director Phone Number: 720-984-0219 Email: aubreyvalencia@stor
<b>A3. Agency Mailing Address</b>	4094 S. Crystal Circle #203 Aurora, CO 80014
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 47-5606568 DUNS Number (Nine Digit Number): 066521342

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Arapahoe, Denver, Adams
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	The Storytellers Project was created to reduce and mitigate the negative effects of family violence and trauma in youth, especially youth of color and their families/caregivers. Many of our youth have been doing the Social Emotional Learning curriculum for 3 years, those students regularly demonstrate their learning through changes in their behavior, including
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Storytellers Social Emotional Learning - 100% Prevention Voices for Peace - 100% Prevention Breaking Chains Building Bonds - 100% Prevention
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Storytellers Project partners with the COMPASS after-school program. We will be connecting with the schools that have been impacted by the violence in Aurora Public Schools and Cherry Creek Schools especially Central, Rangeview, Gateway, and Hinkley in APS and Overland in Cherry Creek.
<b>B8. What role will youth play in advising this application?</b>	Though youth do not have a direct role in advising this application, we encourage them to own the programming for themselves becoming peer leaders in the program and schools.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>In accordance with our fiscal sponsorship agreement, all funding for The Storytellers Project is deposited in a restricted fund approved by the Board of Directors of the HadaNou Collective (fiscal agent), earmarked for support of The Storytellers Project.</p> <p>The Executive Director of Storytellers Project approves all invoices for payment.</p> <p>The HadaNou Collective monitors Storytellers Project bookkeeping with Quickbooks and conducts fiscal audits of all accounts.</p>
--	---

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input checked="" type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 987"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Rose Community</td> <td>Foundation</td> <td>BCBB</td> <td>25,000</td> </tr> <tr> <td>Caring for Denver</td> <td>Foundation</td> <td>BCBB</td> <td>80,000</td> </tr> <tr> <td>Colorado Health</td> <td>Foundation</td> <td>BCBB</td> <td>100,000</td> </tr> <tr> <td>Office of Children's</td> <td>City of Denver</td> <td>SEL</td> <td>60,000</td> </tr> <tr> <td>Colorado Trust</td> <td>Foundation</td> <td>SEL</td> <td>19,000</td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Rose Community	Foundation	BCBB	25,000	Caring for Denver	Foundation	BCBB	80,000	Colorado Health	Foundation	BCBB	100,000	Office of Children's	City of Denver	SEL	60,000	Colorado Trust	Foundation	SEL	19,000
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Rose Community	Foundation	BCBB	25,000																						
Caring for Denver	Foundation	BCBB	80,000																						
Colorado Health	Foundation	BCBB	100,000																						
Office of Children's	City of Denver	SEL	60,000																						
Colorado Trust	Foundation	SEL	19,000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>Funds from the City of Denver Office of Children's Affaris and the Colorado Trust</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>Our Voices for Peace programming is a new expansion from our traditional social</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	30000			30000
Government Grants (including 21 CCLC, etc. please list)		60000		60000
Foundations (please list)		247500	60000	307500
Fees/Earned Income		75000		75000
Donations/Corporate/Individual Support				0
Other (please list)				0
Total	30000	382500	60000	472500

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$22250
Narrative: Instructor - Teaches therapeutic coping skills, anger management techniques, and social/emotional learning through art projects and activities. Program Director - Oversees programs, communicates with partner organizations,	
<b>Partners/Specialty Services (detail each example)</b>	\$0
Narrative: N/A	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$3750
Narrative: Art Supplies - \$2,500 Printing - \$1,250	
<b>Food / Beverage</b>	\$0
Narrative: N/A	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$500
Narrative: Software Licenses - \$500	
<b>Other</b>	\$3500
Narrative: Evaluation - \$1,250 Hardware - \$1,250 Travel - \$1,000 @ \$0.58/mile	
<b>GRAND TOTAL</b>	\$30000

## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Voices for Peace
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	<p>The Voices for Peace Program will utilize Social/Emotional Learning concepts from our traditional SEL curriculum as well as a focus on empathy-building and violence prevention using a bystander intervention model. The program will focus on uplifting the stories of youth survivors of gun violence to create compassion and compel youth and adults to move to action to prevent youth violence. Youth will become peace ambassadors in their schools and communities and guide their peers in non-violent conflict resolution as well as bystander intervention/prevention techniques.</p> <p>Youth will participate in the Voices for Peace program 2 to 4 times a week for one hour for 8 to 10 weeks following the partner schools' electives schedule. The youth will receive 16 to 40 hours of programming depending on what the school</p>
<b>D3. What is the age of youth you plan to serve?</b>	12-18
<b>D4. How will you recruit those you plan to serve?</b>	Youth will be recruited and enrolled based on student interest and potentially teacher/school staff recommendations. We are interested in working with youth considered most at risk based on past victimization, history of disciplinary actions, and/or demonstration of leadership potential. We want youth who have
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	<p>Goal 1: Improve use of healthy coping skills and non-violent conflict resolution</p> <p>Objective 1a: By end of grant period, 60 students will participate in Voices for Peace programming, and 70% of participants will report an increase in identification and use of healthy coping skills.</p> <p>Objective 1b: 70% of youth participating in Voices for Peace will demonstrate an increase in non-violent conflict resolution, and 70% of students will show a decrease in school discipline referrals from the previous semester.</p>

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP PREVENTION NOFO APPLICATION
<b>Submitted by</b>	Nick Ashmore

---

## Submission Details:

### Webpage

[www.storytellersprojectart.org](http://www.storytellersprojectart.org)

### Agency's Mailing Address

4094 S. Crystal Circle #203 Aurora, CO 80014

### DUNS Number (Nine Digit Number)

066521342

### county names

Arapahoe, Denver, Adams

### Agency Org Name

HadaNou Collective (DBA: The Storytellers Project)

### Address

4094 S. Crystal Circle #203 Aurora, CO 80014



**First Name**

Aubrey

**Last Name**

Valencia

**Title**

Executive Director

**Email**

[aubreyvalencia@storytellersprojectart.org](mailto:aubreyvalencia@storytellersprojectart.org)

**Phone Number**

720-984-0219

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

47-5606568

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

The Storytellers Project was created to reduce and mitigate the negative effects of family violence and trauma in youth, especially youth of color and their families/caregivers. Many of our youth have been doing the Social Emotional Learning curriculum for 3 years, those students regularly demonstrate their learning through changes in their behavior, including increased emotional regulation and use of

healthy coping skills.

**Please break down your agency's current service delivery by percentage and programming type.**

Storytellers Social Emotional Learning - 100% Prevention Voices for Peace - 100% Prevention Breaking Chains Building Bonds - 100% Prevention

**Does your agency conduct client satisfaction surveys?**

Yes

**What agencies do you partner with that provide services to Aurora residents?**

Storytellers Project partners with the COMPASS after-school program. We will be connecting with the schools that have been impacted by the violence in Aurora Public Schools and Cherry Creek Schools especially Central, Rangeview, Gateway, and Hinkley in APS and Overland in Cherry Creek.

**What role will youth play in advising this application?**

Though youth do not have a direct role in advising this application, we encourage them to own the programming for themselves becoming peer leaders in the program and schools.

**Financial overview**

In accordance with our fiscal sponsorship agreement, all funding for The Storytellers Project is deposited in a restricted fund approved by the Board of Directors of the HadaNou Collective (fiscal agent), earmarked for support of The Storytellers Project. The Executive Director of Storytellers Project approves all invoices for payment. The HadaNou Collective monitors Storytellers Project bookkeeping with Quickbooks and conducts fiscal audits of all accounts.

**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population

**entity1**

Rose Community Foundation

**funding1**

Foundation

**funds support\_1**

BCBB

**awards1**

25,000

**entity2**

Caring for Denver

**funding2**

Foundation

**funds support\_2=**

BCBB

**awards2**

80,000

**entity3**

Colorado Health Foundation

**funding3**

Foundation

**funds support\_3**

BCBB

**awards3**

100,000

**entity4**

Office of Children's

**funding4**

City of Denver

**funds support\_4**

SEL

**awards4**

60,000

**entity5**

Colorado Trust

**funding5**

Foundation

**funds support\_5**

SEL

**awards5**

19,000

**C3 Leverage**

Funds from the City of Denver Office of Children's Affaris and the Colorado Trust will also be used for this program.

**C4 Efforts**

Our Voices for Peace programming is a new expansion from our traditional social emotional learning programming that focus on middle and high schoolers.

**Receive funding from resources**

Foundations, City & County of Denver

**textarea\_EGg**

30000

**textarea\_EGg**

60000

**textarea\_EGg**

60000

**textarea\_EGg**

247500

**textarea\_EGg**

75000

**textarea\_qdB**

30000

**textarea\_qdB**

60000

**textarea\_qdB**

307500

**textarea\_qdB**

75000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

472500

**textarea\_qdB**

60000

**textarea\_qdB**

382500

**textarea\_qdB**

30000

**Narrative**

Instructor - Teaches therapeutic coping skills, anger management techniques, and social/emotional learning through art projects and activities. Program Director - Oversees programs, communicates with partner organizations, community outreach, supervision of instructors, and payroll. Executive Director - Program administration, curriculum, and program design, program instruction, grant writing, creating community partnerships

**Narrative\_1**

N/A

**Program Staff**

22250

**Program Staff**

0

**Program Staff**

0

**Program Staff**

500

**Program Staff**

3500

**Program Staff**

30000

**Program Staff**

3750

**Narrative\_1**

Art Supplies - \$2,500 Printing - \$1,250

**Narrative\_1**

N/A

**Narrative\_1**

Software Licenses - \$500

**Narrative\_1**

Evaluation - \$1,250 Hardware - \$1,250 Travel - \$1,000 @\$0.58/mile

**D1 What is your proposed**

Voices for Peace

**scope of work**

The Voices for Peace Program will utilize Social/Emotional Learning concepts from our traditional SEL curriculum as well as a focus on empathy-building and violence prevention using a bystander intervention model. The program will focus on uplifting the stories of youth survivors of gun violence to create compassion and compel youth and adults to move to action to prevent youth violence. Youth will become peace ambassadors in their schools and communities and guide their peers in non-violent conflict resolution as well as bystander intervention/prevention techniques. Youth will participate in the Voices for Peace program 2 to 4 times a week for one hour for 8 to 10 weeks following the partner schools' electives schedule. The youth will receive 16 to 40 hours of programming depending on what the school schedule allows. Youth will also participate in evening or weekend hours telling their stories and sharing their empathy museum with the

public and in their communities. The youth we will serve are a diverse population a majority of whom are youth of color, low-income youth, English Language Learners and immigrant and refugee youth, ages 12 to 18. We will attempt to serve 60 youth at 2 different schools. Those youth will then become peer leaders and train their peers in their school and community. Voices for Peace will address 3 risk factors for violence, substance use, family conflict and behavioral/mental health problems. The program will help youth learn healthy coping skills that will curb or reduce substance abuse. Workshops also teach young people to express their feelings and advocate for their needs with the goal of reducing family conflict. When students learn healthy coping skills such as deep breathing, mindfulness, and art as meditation, they will reduce symptoms of depression, anxiety and PTSD. The 3 protective factors the program will address are skills and opportunities for nonviolent conflict resolution, family support and connectedness and self-regulation. Youth will participate in violence prevention and parent/child workshops where they learn skills to become prosocial bystanders who intervene in situations that may lead to violence, and create family coping skills and a family communication plan. Students will learn healthy coping skills including deep breathing, journaling, mindfulness.

### **your plan to serve**

12-18

### **you plan to serve\_3**

Youth will be recruited and enrolled based on student interest and potentially teacher/school staff recommendations. We are interested in working with youth considered most at risk based on past victimization, history of disciplinary actions, and/or demonstration of leadership potential. We want youth who have been affected by trauma as Storytelling will be a large component of the program.

### **to report**

Goal 1: Improve use of healthy coping skills and non-violent conflict



resolution Objective 1a: By end of grant period, 60 students will participate in Voices for Peace programming, and 70% of participants will report an increase in identification and use of healthy coping skills. Objective 1b: 70% of youth participating in Voices for Peace will demonstrate an increase in non-violent conflict resolution, and 70% of students will show a decrease in school discipline referrals from the previous semester.

### **Attachments:**

HNC W-9.pdf

Cert of Good Standing.pdf

501c3 Letter & Fiscal Sponsorship.pdf

Cert of Liability Insurance.pdf

View the submission and any attachments by following the link below and using this unique access code: kwvvuTt09sKp1vM8

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: University of Colorado Hospital - At-Risk Intervention Address: 12605 E 16th Ave, Aurora, CO 80045 Webpage: <a href="https://www.uchealth.org/services/community-health/">https://www.uchealth.org/services/community-health/</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Laurie Last Name: Lovedale Title: Program Manager for Injury Prevention Phone Number: 720-848-5165 Email: laurie.lovedale@uchealth.org
<b>A3. Agency Mailing Address</b>	University of Colorado Hospital 12401 E 17th Ave Mail Stop F756 Aurora, CO 80045
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 84-1179794  DUNS Number (Nine Digit Number): 884758467

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Aurora, CO; Denver, CO (primarily Montbello, Park Hill, Green Valley Ranch; 80238, 80239, 80240, 80249, 80207, 80220, 80230, 80246, 80247, 80231)	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	As a level 1 trauma center we serve all patients aged 14 and older who present to our hospital. Most violently injured youth aged 14-18 are cared for at our hospital, with the rest cared for at the Children's Hospital, who we are collaborating with. OUR Program utilizes the "teachable moment" after injury when youth are most likely to engage. We have successfully implemented our	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Of the new and previous clients who received case management services in one Quarter, 56 individuals received services in the following categories: Information and Referral, Emotional Support and Safety Services, Personal Advocacy, Criminal/Civil Justice System Assistance (note that clients use multiple services): · 28.6% (16) Information about the criminal justice process · 32% (18) Information about victim rights, how to obtain notifications, etc. · 3.6% (2) Referral to other services, supports, and resources	
<b>B6. Please break down your agency's proposed service delivery.</b>	We plan to continue the above activities for service delivery. See scope of work	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	The Centers for Disease Control and Prevention has established guidelines for	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	We conduct frequent focus groups and semi-structured interviews of participants and outreach workers to assess client engagement, and to assess for programmatic changes from the client perspective. We utilize the Plan-Do-Study-Act Model to evaluate effectiveness and to improve further iterations of	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	We currently work with the City of Aurora, FireEMS, and our partnering UCHHealth Clinics to provide services. We have recently begun a collaboration with Children's Hospital and are in the process of securing a partnership with the Therapists of Color Collaborative for Mental Health Services. We partner	
<b>B9. What agencies do you have formal agreements with?</b>	GRASP, University of Colorado SOM; soon to be Therapists of Color Collaborative	
<b>B10. What role will youth play in advising this application?</b>	Client perspectives are critical to the implementation and design of this programming. Semi-structured interviews were conducted prior to expanding to the UCHHealth site. We periodically re-assess and make changes to the program based on client feedback.	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	<p>Currently we provide regular itemized invoices and quarterly reports to the City of Aurora, outlining our expenditures and our quality/outcome measures, including number of clients served, and services provided. We will continue to do so under this proposal.</p>																								
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	<p>Please see attached quarterly reports</p>																								
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div data-bbox="548 625 1242 1018"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input checked="" type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <p>If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 1150 1534 1423"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>City of Aurora</td> <td>Discretionary</td> <td>All efforts - age 14-</td> <td>\$186,344 divided</td> </tr> <tr> <td>UC Health</td> <td>Foundation funds</td> <td>All efforts - all ages</td> <td>\$186,344 divided</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	City of Aurora	Discretionary	All efforts - age 14-	\$186,344 divided	UC Health	Foundation funds	All efforts - all ages	\$186,344 divided												
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
City of Aurora	Discretionary	All efforts - age 14-	\$186,344 divided																						
UC Health	Foundation funds	All efforts - all ages	\$186,344 divided																						
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	<p>We will be using hospital funds and have applied for federal funding through Representative Crow's office. We are also applying for local and foundation grants for sustainability as all funding streams at this time are for one year only.</p>																								
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	<p>While UC Health addresses social determinants of health and health care delivery, and our trauma services division has committed it's Level 1 programming to treatment, this program (AIM) is new in capitalizing on the teachable moment and addressing the whole person in breaking the cycle of violence.</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	100300			100300
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		0	183050	183050
Other (please list)		0	0	0
<b>Total</b>	<b>100300</b>	<b>0</b>	<b>183050</b>	<b>283350</b>

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	62500
Narrative: 1 Outreach Worker for University of Colorado Hospital - At-Risk Intervention and Mentoring. Includes base salary of \$50,000 + Fringe \$12,500	
<b>Partners/Specialty Services (detail each example)</b>	31200
Narrative: Therapists of Color Collaborative - Monthly Retainer \$900 x 12 Therapists of Color Collaborative session fees x 20 patients (\$85/pt x 12 sessions)	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: NA	
<b>Food / Beverage</b>	0
Narrative: NA	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	5000
Narrative: Mileage and Computer/IT	
<b>Other</b>	1600
Narrative: Quarterly Trauma Informed Care Training for Hospital Staff - \$400 x 4	
<b>GRAND TOTAL</b>	100300



## D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	The Centers for Disease Control and Prevention has established guidelines for Academic Centers of Excellence for Violence Prevention and uses the ecological
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	Program is in place, so timeline for program enrollment is immediate and ongoing. In the past year we served 151 clients with bedside interventions, most of whom were between the ages of 18-24. 111 engaged for 3 or more times, ranging in longevity for 1 month to 12 months. This was with only 2 Outreach Workers expected to carry a caseload of about 20, so we have already outstripped our capacity. We anticipate enrolling at least 125 clients this year, which increases the number of Outreach Workers needed, so the bulk of the budget request is for an additional Outreach Worker.
<b>D3. What is the age of youth you plan to serve?</b>	14-24
<b>D4. How will you recruit those you plan to serve?</b>	In our current HIVIP, patients are approached in the hospital during the "teachable moment" after a consult is placed to the program by social work, nursing staff, or other providers working with the patient. Those who desire to continue are assigned an Outreach Worker, a credible messenger/culturally
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	Performance measures include: # patients approached compared to # at risk or injured; # bedside interventions; # and type of services provided; hospital recidivism rate; Client-based outcomes such as education, jobs, housing, connection to medical care, self-efficacy, resiliency. We have a dedicated team to evaluate and report outcomes, that are then used to refine the program.

## E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocu.com  
*Laurie Lovedale*  
Key: a9f7763d9e833f5becca5a5d9dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Laurie Lovedale

---

## Submission Details:

### Agency Org Name

University of Colorado Hospital - At-Risk Intervention and Mentoring Program

### Webpage

<https://www.uchealth.org/services/community-health/>

### AgencyMailingAddress

University of Colorado Hospital 12401 E 17th Ave Mail Stop F756  
Aurora, CO 80045

### Federal IdentificationNumber

84-1179794

### DUNSTNumber

884758467

Select a GroupChildrenAdd a New Group \*\*



choice0

**Agency Org Address**

12605 E 16th Ave, Aurora, CO 80045

**AgencyContactFirstName**

Laurie

**AgencyContactLastName**

Lovedale

**AgencyContactTitle**

Program Manager for Injury Prevention

**AgencyContactPhone**

720-848-5165

**AgencyContactEmail**

[laurie.lovedale@uchealth.org](mailto:laurie.lovedale@uchealth.org)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Aurora, CO; Denver, CO (primarily Montbello, Park Hill, Green Valley Ranch; 80238, 80239, 80240, 80249, 80207, 80220, 80230, 80246, 80247, 80231)

**B4 Howhas yourorganization**

As a level 1 trauma center we serve all patients aged 14 and older who present to our hospital. Most violently injured youth aged 14-18 are cared for at our hospital, with the rest cared for at the Children's

Hospital, who we are collaborating with. Our Program utilizes the "teachable moment" after injury when youth are most likely to engage. We have successfully implemented our Program over the last year, and have a high level of engagement (74%). Our AIM and Trauma Survivor's Network Program Coordinator (Erin Hart-Rodriguez) currently serves on the YVPP Outreach Collaborative. Our Program Manager for Injury Prevention (Laurie Lovedale) currently serves on the YVPP Steering Committee, and the Aurora/Denver Regional Collaboration.

### **programing typePercentage**

Of the new and previous clients who received case management services in one Quarter, 56 individuals received services in the following categories: Information and Referral, Emotional Support and Safety Services, Personal Advocacy, Criminal/Civil Justice System Assistance (note that clients use multiple services): · 28.6% (16) Information about the criminal justice process · 32% (18) Information about victim rights, how to obtain notifications, etc. · 3.6% (2) Referral to other services, supports, and resources · 1.8% (1) Information about substance abuse treatment and supportive available to crime victims · 46.4% (26) Victim Advocacy/accompaniment to emergency medical care · 1.8% (1) Interpreter assistance · 14.3% (8) Victim advocacy/accompaniment to emergency medical care · 1.8% (1) Victim advocacy/accompaniment to medical forensic exam · (42) Individual Advocacy · 1.8% (1) Child or dependent care assistance · 3.6% (2) Transportation Assistance · 76.8% (43) Crisis Intervention · 1.8% (1) On-scene crisis response (in community) · 83.9% (47) Individual Counseling · 10.7 % (6) Other Therapy · 1.8% (1) Emergency Financial assistance · 3.6% (2) Emergency shelter or safe house Most of the clients received crisis intervention services, individual counseling, and companionship during their emergency medical care at bedside following a traumatic injury. Our outreach workers provide a lot of support to patients at bedside to build a trusting relationship so they can continue to engage clients in mentorship and services throughout our program. Through their relationship, they also address any issues of retaliation or violence in

the community.

### **NonBinaryYouth**

choice0

### **Families**

choice0

### **Men**

choice0

### **Women**

choice0

### **NO\_1**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **delivery**

We plan to continue the above activities for service delivery. See scope of work

### **OrganizationPhilosophies**

The Centers for Disease Control and Prevention has established guidelines for Academic Centers of Excellence for Violence Prevention and uses the ecological model to outline the targeted domains of community, relationship, and individual interventions.<sup>1</sup> HVIPs address all levels of the ecological model and are thus an ideal mechanism to address individual and community mental health as well. We follow the best-practices guidelines for HVIPs from The Health Alliance for Violence. The key components of the best-practices wraparound

model for HVIPs are the following:<sup>4</sup> 1) A bedside crisis intervention at the “teachable moment” by an Intervention Specialist, usually a community member with training in trauma informed care and case management or human services related fields, called Outreach Workers in our program. These individuals meet the National Uniform Claims Committee’s health provider taxonomy for Violence Prevention Specialist (405300000X, subspecialty in violence). 2) Connection to post-discharge services in the community, including housing, education, medical care and mental health services, job training and resources, and assistance with the criminal justice system. 3) Home visits and long-term case management as needed, often 12-18 months, including assistance for family members. 4) Mentoring and life skills. The intent of HVIPs is to address the individual, relational, community, and societal determinants of health through careful assessment of the barriers, mitigating factors, and positive attributes in an individual’s life in the context of their community. Intervention (HAVI), and we are a member organization. Our HVIP, At-Risk Intervention and Mentoring (AIM – University of Aurora), is an expansion site of AIM – Denver. AIM – University at Aurora is the focus of this proposal. In our current HVIP, patients are approached in the hospital during the “teachable moment.” Those who desire to continue are assigned an Outreach Worker, a credible messenger/culturally competent case manager/mentor/healthcare worker who comes alongside the participant for 12-18 months based on need and attempts to address the barriers to exiting a cycle of violence.

### **client satisfaction surveys**

We conduct frequent focus groups and semi-structured interviews of participants and outreach workers to assess client engagement, and to assess for programmatic changes from the client perspective. We utilize the Plan-Do-Study-Act Model to evaluate effectiveness and to improve further iterations of the program from the perspective of the clients and outreach workers.

### **PartnerAgency**

We currently work with the City of Aurora, FireEMS, and our partnering UCHealth Clinics to provide services. We have recently begun a collaboration with Children's Hospital and are in the process of securing a partnership with the Therapists of Color Collaborative for Mental Health Services. We partner with GRASP to contract our Outreach Workers.

### **FormalAgreements**

GRASP, University of Colorado SOM; soon to be Therapists of Color Collaborative

### **Advertising**

Client perspectives are critical to the implementation and design of this programming. Semi-structured interviews were conducted prior to expanding to the UCHealth site. We periodically re-assess and make changes to the program based on client feedback.

### **TextField\_0**

Currently we provide regular itemized invoices and quarterly reports to the City of Aurora, outlining our expenditures and our quality/outcome measures, including number of clients served, and services provided. We will continue to do so under this proposal.

### **Federal Grants**

Please see attached quarterly reports

### **entity1**

City of Aurora

### **fundingstream1**

Discretionary

### **programmingEfforts1**

All efforts - age 14-24

### **awardAmount1**

\$186,344 divided over 2 years, to end 6/30/2022

**Foundations**

choice0

**Cityof Aurora**

choice0

**entity2**

UC Health

**fundingstream2**

Foundation funds

**programmingEfforts2**

All efforts - all ages

**awardAmount2**

\$186,344 divided over 2 years, to end 6/30/2022

**LeverageFunds**

We will be using hospital funds and have applied for federal funding through Representative Crow's office. We are also applying for local and foundation grants for sustainability as all funding streams at this time are for one year only.

**PlannedEfforts**

While UC Health addresses social determinants of health and health care delivery, and our trauma services division has committed it's Level 1 programming to treatment, this program (AIM) is new in capitalizing on the teachable moment and addressing the whole person in breaking the cycle of violence.

**CommittedGovGrants**

0

**CommittedFoundations**

0

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

100300

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

0

**TotalDonations**

183050

**TotalOther**

0

**TotalTotals**

283350

**PendingFees**

0

**PendingDonations**

183050

**PendingOther**

0

**TotalTotals**

183050

**CommittedITotals**

0

**FundsRequestedTotal**

100300

**FundsRequested**

100300

**StaffSalariesNarrative**

1 Outreach Worker for University of Colorado Hospital - At-Risk Intervention and Mentoring. Includes base salary of \$50,000 + Fringe \$12,500

**NarrativePartners**

Therapists of Color Collaborative - Monthly Retainer \$900 x 12  
Therapists of Color Collaborative session fees x 20 patients (\$85/pt x 12 sessions)

**Food**

NA



**NarrativeFood**

NA

**Narrative\_3**

Mileage and Computer/IT

**NarrativeOther**

Quarterly Trauma Informed Care Training for Hospital Staff - \$400 x 4

**StaffSalariesTotal**

62500

**TotalPartners**

31200

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

5000

**TotalOther**

1600

**GrandTotal**

100300

**ProposedProgramming**

The Centers for Disease Control and Prevention has established guidelines for Academic Centers of Excellence for Violence Prevention and uses the ecological model to outline the targeted domains of community, relationship, and individual interventions. HVIPs address all levels of the ecological model and are thus an ideal mechanism to

address individual and community mental health as well. Hospitals play a key role not only in treating the physical injuries inflicted by firearm violence but treating the emotional and mental injuries inflicted as well, particularly in regard to pre-existing emotional and mental injury. Just as medical co-morbidities amplify illness and worsen outcomes, so too does present and pre-existing trauma affect the ability to heal and break a cycle of violence in our communities. We follow the best-practices guidelines for HVIPs from The Health Alliance for Violence Intervention (HAVI), and we are a member organization. Our HVIP, At-Risk Intervention and Mentoring (AIM – University of Aurora), is an expansion site of AIM – Denver. AIM – University at Aurora is the focus of this proposal. In our current HVIP, patients are approached in the hospital during the “teachable moment.” Those who desire to continue are assigned an Outreach Worker, a credible messenger/culturally competent case manager/mentor/healthcare worker who comes alongside the participant for 12-18 months based on need and attempts to address the barriers to exiting a cycle of violence. The key components of the best-practices wraparound model for HVIPs are the following:<sup>4</sup> 1) A bedside crisis intervention at the “teachable moment” by an Intervention Specialist, usually a community member with training in trauma informed care and case management or human services related fields, called Outreach Workers in our program. These individuals meet the National Uniform Claims Committee’s health provider taxonomy for Violence Prevention Specialist (405300000X, subspecialty in violence). 2) Connection to post-discharge services in the community, including housing, education, medical care and mental health services, job training and resources, and assistance with the criminal justice system. 3) Home visits and long-term case management as needed, often 12-18 months, including assistance for family members. 4) Mentoring and life skills. The intent of HVIPs is to address the individual, relational, community, and societal determinants of health through careful assessment of the barriers, mitigating factors, and positive attributes in an individual’s life in the context of their community. Scope of Work: To address the public health and public safety crisis due to increasing number of intentional

violent injuries, The University of Colorado Hospital has a Hospital-Based Violence Intervention Program (HVIP) through expansion of Denver Health's At Risk Intervention and Mentoring (AIM) program to Aurora. This program uses an evidence-based trauma-informed care approach to address the risk factors correlated with repeat violent injury, and is part of The Health Alliance for Violence Intervention. HVIP's combine a brief intervention at the bedside with intensive community-based case management, providing targeted services to at-risk populations through trained Outreach Workers. The goal is to reduce risk factors for re-injury and retaliation while increasing protective factors for those patients. The program serves victims of violence, their families, and the community at large to promote effective healing. Outreach Workers are hired through the Gang Resistance and Support Program (GRASP) and are contracted employees at the University of Colorado Hospital. While they work for GRASP, their primary responsibility is to the hospital-based program. This proposal requests one Outreach Worker as the others are being funded through other resources. The Outreach Workers capitalize on the teachable moment by responding to bedside when a patient is admitted with an intentional traumatic injury (gunshot wound, stabbing, assault). At this moment, patients need trauma-informed advocates to help them navigate their hospital stay and are more open to seeking help in avoiding risky life choices and changing the trajectory of their future. During a bedside visit, Outreach Workers connect with the patient and help them process their traumatic event. Outreach Workers identify any concern for retaliatory violence and work to de-escalate the patient while also providing support. The Outreach Workers partner with the hospital social worker and case manager to help guide patients through mental health care and risk reduction resources offered through the hospital, city and community.

**Deliverables** The short-term deliverables we can expect to see are: 1. Increased health services connection and uptake of insurance coverage for hospital 2. Increased community connection with hospital and city government 3. Improved relationship with law enforcement and the community 4. Interim reports with effectiveness and cost-utility analysis at each fiscal year interval The long-term deliverables we can

expect to see are: 1. Decreased violent injury recidivism 2. Cost savings to UCH and the City of Aurora

### **Projections**

Program is in place, so timeline for program enrollment is immediate and ongoing. In the past year we served 151 clients with bedside interventions, most of whom were between the ages of 18-24. 111 engaged for 3 or more times, ranging in longevity for 1 month to 12 months. This was with only 2 Outreach Workers expected to carry a caseload of about 20, so we have already outstripped our capacity. We anticipate enrolling at least 125 clients this year, which increases the number of Outreach Workers needed, so the bulk of the budget request is for an additional Outreach Worker.

### **YouthAge**

14-24

### **RecruitPlan**

In our current HIVIP, patients are approached in the hospital during the “teachable moment” after a consult is placed to the program by social work, nursing staff, or other providers working with the patient. Those who desire to continue are assigned an Outreach Worker, a credible messenger/culturally competent case manager/mentor/healthcare worker who comes alongside the participant for 12-18 months based on need and attempts to address the barriers to exiting a cycle of violence.

### **PerformanceMeasures**

Performance measures include: # patients approached compared to # at risk or injured; # bedside interventions; # and type of services provided; hospital recidivism rate; Client-based outcomes such as education, jobs, housing, connection to medical care, self-efficacy, resiliency. We have a dedicated team to evaluate and report outcomes, that are then used to refine the program.

## Attachments:

Organizational Chart.pdf

EMAILONLY\_21-TRAUMA-4204 Metro Trauma and Burn Annual  
Report 2021-8.5x11-FINALEMAIL.pdf

Amended and Restated Bylaws of Univ of Colo Hospital Authority\_4-1-  
16.pdf

InKindContributions.pdf

Copy of UCHA board contact info\_03\_23\_2022.xlsx

UCHA Bd Minutes\_1-18-2022\_final with signature.pdf

UCHA W9 (17th Ave) 6-7-19.pdf

IRS Determination Letter-UCHA.pdf

Evidence of Coverage GL UMB.PDF

View the submission and any attachments by following the link below  
and using this unique access code: JcMnDPvePrh9x0wW

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS**

### **A. AGENCY INFORMATION**(Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Urban Nature Impact Address: 650 Billings Street, Aurora, CO 80011 Webpage:
<b>A2. Agency Applicant Contact Information</b>	First Name: Yoseph Last Name: Bennett Title: President Phone Number: 720-808-4809 Email: urbannatureimpact848@gmail.com
<b>A3. Agency Mailing Address</b>	650 Billings Street, Aurora, CO 80111
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number ( <i>Employer Taxpayer ID#</i> ): 86-3763394 DUNS Number ( <i>Nine Digit Number</i> ): TBD

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Aurora, Colorado - Counties of Adams and Arapahoe Denver, Colorado - Denver County
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Urban Nature Impact is a new non-profit organization seeking to begin implementing services this year.
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Urban Nature Impact will be using 100% of the funds to provide intervention by providing various programs including A.S.H. - Aurora Safe House Nature Trips and Outdoor Activities Feel Good Music Program Golden Triangle Program EFF That Grass - Urban Agricultural Apprenticeship Program
<b>B6. Please break down your agency's proposed service delivery.</b>	Urban Nature Impact will be providing the above programs to the youth and families of Aurora and Denver, with the initial focus on nature trips and outdoor activities for high risk and at-risk youth. As we grow, we will be implementing the additional programs, which will include music, writing, growing food, and lastly working to develop a safe house for youth in Aurora.
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Our philosophy is focused and dedicated to providing services for at-risk and high-
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Our agency will conduct client satisfaction surveys in order to measure success and give youth and families a voice about what services are most effective.
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Aurora Middle and High Schools; Endeavor Alternative School; Open Door Youth Gang Alternatives, Liota, Universal One International Academy
<b>B9. What agencies do you have formal agreements with?</b>	Endeavor Alternative High School, Ashley Hertzog Counseling, LLC
<b>B10. What role will youth play in advising this application?</b>	As we progress and begin to recruit youth into our programs, we will utilize our youth and client surveys to provide additional ideas about the effectiveness of our programs and any other programs they might like to see in the future

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	See business plan																											
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	N/A																											
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <div style="margin-bottom: 10px;">           If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:         </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 25%;">Name of funding entity</th> <th style="width: 25%;">Funding stream</th> <th style="width: 25%;">What programming efforts do these funds support?</th> <th style="width: 25%;">Award Amount</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> </div>				Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																									
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	Urban Nature Impact is currently working on raising funds and applying for Grants in order to launch operations.																											
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	These funds will be used to launch operations this year.																											



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	350,000			350000
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		0	0	0
Other (please list)		0	0	0
Total	350000	0	0	350000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	0
Narrative: See business pl	
<b>Partners/Specialty Services (detail each example)</b>	0
Narrative: See business plan	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	0
Narrative: See business plan	
<b>Food / Beverage</b>	0
Narrative: See business plan	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	0
Narrative: See business plan	
<b>Other</b>	0
Narrative: See business plan	
<b>GRAND TOTAL</b>	0

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Urban Nature Impact will be providing various programs including: A.S.H. - Aurora Safe House
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	We would like to begin with the nature trips and outdoor activities, as well as music and writing programs within the next two months or less. Towards the mid-part of the year, we would like to establish the ASH Safe House, providing programs and a safe place for youth. Our goal is to service at least 70+ youth to begin. Additional scope of work is detailed in the attached business plan.
<b>D3. What is the age of youth you plan to serve?</b>	Ages 12 - 21
<b>D4. How will you recruit those you plan to serve?</b>	We will be recruiting youth through Aurora Middle and High Schools; Endeavor Alternative School; Open Door Youth Gang Alternatives and Boys and Girls Clubs
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will be utilizing client surveys, as well as providing statistical data of outcomes from our programs

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocu.com  
*Yoseph Bennett*  
Key: a9f7763d9e833f5becca5a56dccc66b35



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Yoseph Bennett

---

### Submission Details:

**Agency Org Name**

Urban Nature Impact

**AgencyMailingAddress**

650 Billings Street, Aurora, CO 80111

**Federal IdentificationNumber**

86-3763394

**DUNSNumber**

TBD

**Select a GroupChildrenAdd a New Group \*\***

choice0

**Agency Org Address**

650 Billings Street, Aurora, CO 80011

**AgencyContactFirstName**

Yoseph

**AgencyContactLastName**

Bennett

**AgencyContactTitle**

President

**AgencyContactPhone**

720-808-4809

**AgencyContactEmail**

[urbannatureimpact848@gmail.com](mailto:urbannatureimpact848@gmail.com)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Aurora, Colorado - Counties of Adams and Arapahoe Denver,  
Colorado - Denver County

**B4 How has your organization**

Urban Nature Impact is a new non-profit organization seeking to begin implementing services this year.

**programming typePercentage**

Urban Nature Impact will be using 100% of the funds to provide intervention by providing various programs including A.S.H. - Aurora Safe House Nature Trips and Outdoor Activities Feel Good Music Program Golden Triangle Program EFF That Grass - Urban Agricultural Apprenticeship Program

**PopulationServed**

choice0

**Families**

choice0

**At Risk Population\_1**

choice0

**High Risk Population**

choice0

**Youth Programming**

choice0

**delivery**

Urban Nature Impact will be providing the above programs to the youth and families of Aurora and Denver, with the initial focus on nature trips and outdoor activities for high risk and at-risk youth. As we grow, we will be implementing the additional programs, which will include music, writing, growing food, and lastly working to develop a safe house for youth in Aurora.

**OrganizationPhilosophies**

Our philosophy is focused and dedicated to providing services for at-risk and high-risk youth by providing and fostering experiences that will enrich their lives. These experiences include spending time in nature, taking time to write and create music, as well as offering safe spaces for the youth to become empowered, in touch with their feelings, and in some cases, begin healing processes. We will be addressing trauma and mental health through these programs as well. Our philosophy is that with change in environments, engaging with the natural environment, expressing feelings through music and writing, and providing safe spaces for youth, we can give them an alternative to joining gangs and engaging in other high-risk behaviors.

**client satisfaction surveys**

Our agency will conduct client satisfaction surveys in order to measure success and give youth and families a voice about what services are most effective.

**PartnerAgency**

Aurora Middle and High Schools; Endeavor Alternative School; Open Door Youth Gang Alternatives, Liota, Universal One International Academy

**FormalAgreements**

Endeavor Alternative High School, Ashley Hertzog Counseling, LLC

**Advertising**

As we progress and begin to recruit youth into our programs, we will utilize our youth and client surveys to provide additional ideas about the effectiveness of our programs and any other programs they might like to see in the future

**TextField\_0**

See business plan

**Federal Grants**

N/A

**LeverageFunds**

Urban Nature Impact is currently working on raising funds and applying for Grants in order to launch operations.

**PlannedEfforts**

These funds will be used to launch operations this year.

**CommittedGovGrants**

0

**CommittedFoundations**

0

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

350000

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

0

**TotalDonations**

0

**TotalOther**

0

**TotalTotals**



350000

**PendingFees**

0

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

0

**CommittedITotals**

0

**FundsRequestedTotal**

350000

**FundsRequested**

350,000

**StaffSalariesNarrative**

See business pl

**NarrativePartners**

See business plan

**Food**

See business plan

**NarrativeFood**

See business plan

**Narrative\_3**

See business plan

**NarrativeOther**

See business plan

**StaffSalariesTotal**

0

**TotalPartners**

0

**Popuptotal**

0

**TotalFood**

0

**TotalOperatingExp**

0

**TotalOther**

0

**GrandTotal**

0

**ProposedProgramming**

Urban Nature Impact will be providing various programs including:  
A.S.H. - Aurora Safe House Nature Trips and Outdoor Activities Feel  
Good Music Program Golden Triangle Program EFF That Grass -  
Urban Agricultural Apprenticeship Program

**Projections**

We would like to begin with the nature trips and outdoor activities, as well as music and writing programs within the next two months or less. Towards the mid-part of the year, we would like to establish the ASH

Safe House, providing programs and a safe place for youth. Our goal is to service at least 70+ youth to begin. Additional scope of work is detailed in the attached business plan.

### **YouthAge**

Ages 12 - 21

### **RecruitPlan**

We will be recruiting youth through Aurora Middle and High Schools; Endeavor Alternative School; Open Door Youth Gang Alternatives and Boys and Girls Clubs

### **PerformanceMeasures**

We will be utilizing client surveys, as well as providing statistical data of outcomes from our programs

### **Attachments:**

Scope of Work, Business Plan and Organizational Chart.pdf

TBD.docx

Articles of Amendment, Incorporation, Draft of Bylaws.pdf

TBD.docx

Board of Directors and Affiliates.pdf

TBD.docx

Certificate of Good Standing and W9.pdf

501C3 Determination Letter.pdf

TBD.docx

View the submission and any attachments by following the link below and using this unique access code: 5Erk1xSvWJ5r60Fb

[\*\*View Submission\*\*](#)

[Log in to view in Submission Manager](#)





## YOUTH VIOLENCE PREVENTION PROGRAM

### 2022 NOTICE OF FUNDING APPLICATION: INTERVENTION FUNDS

**A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Urban Nature Impact Address: 905 S Joliet Street, Aurora, CO 80012 Webpage:
<b>A2. Agency Applicant Contact Information</b>	First Name: Yoseph Last Name: Bennett Title: President Phone Number: 720-808-4809 Email: urbannatureimpact@gmail.com
<b>A3. Agency Mailing Address</b>	905 S Joliet Street, Aurora, CO 80012
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="radio"/> Nonprofit Organization <input type="radio"/> Faith-Based Organization <input type="radio"/> Governmental Organization <input type="radio"/> School(s), School District <input type="radio"/> Medical Field Organization <input type="radio"/> Other:
<b>A5. Agency's Identification Number:</b>	Federal Identification Number (Employer Taxpayer ID#): 86-3763394  DUNS Number (Nine Digit Number): N/A

**B. AGENCY INFORMATION (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>B1. What geographic location(s) does your agency serve?</b> (Indicate zip codes or city and county names).	Urban Nature Impact will be serving the Aurora and Denver areas. These areas include the counties of Arapahoe, Adams and Denver.	
<b>B2. What populations does your agency serve?</b> (Indicate Age Ranges & All That Apply)	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families: <input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults	
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.	
<b>B4. How has your organization been successful in working with youth in the past?</b>	Urban Nature Impact began it's organizing towards the end of 2021 and are at the stage of seeking funding in order to launch our programs. In 2022 we will begin working with youth once we have obtained the funding.	
<b>B5. Please break down your agency's current service delivery by percentage and programing type.</b>	Urban Nature Impact has developed several programs in order to intervene in high-risk behaviors. The programs include the ASH Safe House, which will be a location in Aurora, CO where youth can go for daily programs each day of the week. The other programs will take place several times per year and include nature trips and outdoor activities, the Feel Good Music Program, the Golden Triangle Program and the EFF That Grass - Urban Agricultural Apprenticeship Program. Each program will be ongoing, ASH Safe House being daily on weekdays serving at-risk and high-risk youth, with the other programs being	
<b>B6. Please break down your agency's proposed service delivery.</b>	Urban Nature Impact will be providing the above programs to the youth and families of Aurora and Denver, with the initial focus on nature trips and outdoor activities for high risk and at-risk youth and developing the ASH Safe House. The ASH Safe House will have a temporary location at 650 Billings St in Aurora until a more permanent location is secured. The other programs will be	
<b>B7. What are your organization's program philosophies, evidence-based practices and/or models you aim to duplicate?</b>	Our philosophy is focused and dedicated to providing services for at-risk and high-	
<b>B8. Does your agency conduct client satisfaction surveys?</b>	Urban Nature Impact will develop and collect client satisfaction surveys at the end of each nature trip or activity.	
<b>B8. What agencies do you partner with that provide services to Aurora residents?</b>	Urban Nature Impact partners with Aurora Middle and High Schools, Endeavor Alternative High School and Open Door Youth Gang Alternatives, Boys and Girls Clubs	
<b>B9. What agencies do you have formal agreements with?</b>	Ashley Hertzog Counseling, LLC Endeavor Alternative High School	
<b>B10. What role will youth play in advising this application?</b>	In the future and for funding next year, we will take the client surveys filled out by Youth and begin incorporating their suggested ideas into our application. We will ask them about favorite programs and their effectiveness and take their suggestions to formulate additional programs to be utilized at the ASH Safe	

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	Urban Nature Impact will have a Treasurer and an Accountant, which will advise at each Board Meeting. Purchases and program budgets will be discussed by the Board to ensure they fit the philosophy of Urban Nature Impact. Once funding is obtained, the Board will set a timeline to begin making purchases to deliver the services.																											
<b>C2. Please attach your most recent financial audit and include any management letter comments or findings from your audit.</b>	Urban Nature Impact has not gone through any audits at this time as this is a new non-profit organization.																											
<b>C3. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b>	<div style="display: flex; flex-direction: column;"> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora         </div> <div style="margin-bottom: 10px;">           If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:         </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 25%;">Name of funding entity</th> <th style="width: 25%;">Funding stream</th> <th style="width: 30%;">What programming efforts do these funds support?</th> <th style="width: 20%;">Award Amount</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> </div>				Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																				
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																									
<b>C4. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b>	This is the first time that Urban Nature Impact is seeking to obtain funds in order to launch its programs and begin delivering them to youth and families.																											
<b>C5. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b>	100% of these funds obtained here will be used to begin the program in its entirety, including organizing and executing nature trips outside of the city and setting up the ASH Safe House, as well as purchasing supplies for the programs to be included at these places.																											

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	350,000			350000
Government Grants (including 21 CCLC, etc. please list)		0	0	0
Foundations (please list)		0	0	0
Fees/Earned Income		0	0	0
Donations/Corporate/Individual Support		0	0	0
Other (please list)		0	0	0
Total	350000	0	0	350000



## Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	150,000
Narrative: Executive Director (part time position) 30,000 Administrative Director (part time position) 30,000 Marketing Director (part time salaried position) 20,000 Program Director (part time position) 30,000	
<b>Partners/Specialty Services (detail each example)</b>	40000
Narrative: Licensed Mental Health Counselor - 2 contracted position	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	45000
Narrative: This will include Aurora Safe House family nights and game nights. We would like to purchase games, crafts, movies and projector, PS4 for these pop-up events. These items will be used at pop up events and also regularly at the Aurora Safe House. We anticipate weekly family nights.	
<b>Food / Beverage</b>	30,000
Narrative: Food and beverages will be needed for the Aurora Safe House, as well as for nature trips and outdoor activities on a daily and weekly basis	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	35,000
Narrative: We anticipate operating expenses such as rent for the Aurora Safe House until we can possibly purchase or receive a donated building, gasoline for travel, rented or donated transportation for trips, lodging for trips	
<b>Other</b>	50,000
Narrative: We will need to purchase camping gear, computers, music equipment for Safe House, writing materials, gardening materials for agricultural program	
<b>GRAND TOTAL</b>	350000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	As described above, Urban Nature Impact will have a safe house for youth in Aurora. Youth can come here and participate in activities. Urban Nature will also
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for?</b> <i>(More detailed metrics and data to collect will be requested in the scope of work.)</i>	As soon as funding is obtained, we will begin planning the first nature trip. We anticipate this will take place within the next two months after recruiting youth. We anticipate recruiting 70 (plus) youth for this first nature trip. We plan to have monthly nature trips to locations outside the city. We will begin the ASH Safe House right away as well with a temporary location at 650 Billings St in Aurora, CO but will begin looking to rent a more permanent space for this program. We will begin by opening the safe house immediately and begin to educate our community partners of its existence to obtain referrals for youth to come to the safe house. We anticipate the Safe House to be open 5 days per week.
<b>D3. What is the age of youth you plan to serve?</b>	We plan to serve children and young adults with age ranges 12 to 21.
<b>D4. How will you recruit those you plan to serve?</b>	Urban Nature Impact will recruit youth from Aurora and Denver Middle and High Schools, Endeavor Alternative High School, Open Door Youth Gang Alternatives, and Boys and Girls Clubs
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will be obtaining client surveys from youth and families in order to measure performance and success. This will include an assessment in which youth and families can measure their own progress with a rating system. This data will be compiled and tracked for as long as the youth are in the program and will be measurable as we compare initial assessments to later assessments taken by youth as they have more experience in the program.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Chart of your organization
  - Most recent annual report
  - Copy of By-laws and Articles of Incorporations
  - Documentation of the cash, grants and/or in-kind funding used for the match
  - Board Roster (complete with titles, contact information and affiliates)
  - A copy of Current Board meeting minutes
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocu.com  
*Yoseph Bennett*  
Key: a9f7763d9e833f5becca5a56dccc66b5



# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP NOFO INTERVENTION APPLICATION
<b>Submitted by</b>	Yoseph Bennett

---

## Submission Details:

### Agency Org Name

Urban Nature Impact

### AgencyMailingAddress

905 S Joliet Street, Aurora, CO 80012

### Federal IdentificationNumber

86-3763394

### DUNSNumber

N/A

### Select a GroupChildrenAdd a New Group \*\*

choice0

### Agency Org Address

905 S Joliet Street, Aurora, CO 80012

**AgencyContactFirstName**

Yoseph

**AgencyContactLastName**

Bennett

**AgencyContactTitle**

President

**AgencyContactPhone**

720-808-4809

**AgencyContactEmail**

[urbannatureimpact@gmail.com](mailto:urbannatureimpact@gmail.com)

**Select a GroupChildrenAdd a New Group \*\***

choice0

**textarea\_dGb**

(Please add N/A to the questions if it does not apply to your application.)

**LocationServed**

Urban Nature Impact will be serving the Aurora and Denver areas. These areas include the counties of Arapahoe, Adams and Denver.

**B4 How has your organization**

Urban Nature Impact began it's organizing towards the end of 2021 and are at the stage of seeking funding in order to launch our programs. In 2022 we will begin working with youth once we have obtained the funding.

**programing typePercentage**

Urban Nature Impact has developed several programs in order to intervene in high-risk behaviors. The programs include the ASH Safe House, which will be a location in Aurora, CO where youth can go for

daily programs each day of the week. The other programs will take place several times per year and include nature trips and outdoor activities, the Feel Good Music Program, the Golden Triangle Program and the EFF That Grass - Urban Agricultural Apprenticeship Program. Each program will be ongoing, ASH Safe House being daily on weekdays serving at-risk and high-risk youth, with the other programs being incorporated daily or several times per year. We will be working simultaneously with both at-risk populations and high-risk populations, The age ranges include youth and young adults ages 12 - 21. The percentage breakdown will be approximately 50% of attention given to each population and will include pro-social engagement in each.

### **PopulationServed**

choice0

### **Families**

choice0

### **At Risk Population\_1**

choice0

### **High Risk Population**

choice0

### **Youth Programming**

choice0

### **delivery**

Urban Nature Impact will be providing the above programs to the youth and families of Aurora and Denver, with the initial focus on nature trips and outdoor activities for high risk and at-risk youth and developing the ASH Safe House. The ASH Safe House will have a temporary location at 650 Billings St in Aurora until a more permanent location is secured. The other programs will be delivered during the nature trips, outdoor activites and at the ASH Safe House, which include writing, music, agriculture activities in order for youth to

experience new and safe environments, experience nature as part of their healing. These activities will also allow the youth to express and process their feelings and emotions.

### **OrganizationPhilosophies**

Our philosophy is focused and dedicated to providing services for at-risk and high-risk youth by providing and fostering experiences that will enrich their lives. These experiences include spending time in nature, taking time to write and create music, as well as offering safe spaces for the youth to become empowered, in touch with their feelings, and in some cases, begin healing processes. We will be addressing trauma and mental health through these programs as well. Our philosophy is that with change in environments, engaging with the natural environment, expressing feelings through music and writing, and providing safe spaces for youth, we can give them an alternative to joining gangs and engaging in other high-risk behaviors. We will be including the entire family in many of these events as well. We will be contracting with a Licensed Mental Health Counselor, Ashley Hertzog, in order to ensure we are delivering trauma informed care to our families and youth. In some cases, if there is a need for additional services for trauma counseling, referrals for extra resources and referrals can be provided to families. As we address trauma in families and youth, we may be able to provide short-term counseling through Accelerated Resolution Therapy by having Licensed Mental Health Counselors present at events. Accelerated Resolution Therapy is an evidence-based therapy that treats trauma for people of all ages.

### **client satisfaction surveys**

Urban Nature Impact will develop and collect client satisfaction surveys at the end of each nature trip or activity.

### **PartnerAgency**

Urban Nature Impact partners with Aurora Middle and High Schools, Endeavor Alternative High School and Open Door Youth Gang Alternatives, Boys and Girls Clubs

**FormalAgreements**

Ashley Hertzog Counseling, LLC Endeavor Alternative High School

**Advertising**

In the future and for funding next year, we will take the client surveys filled out by Youth and begin incorporating their suggested ideas into our application. We will ask them about favorite programs and their effectiveness and take their suggestions to formulate additional programs to be utilized at the ASH Safe House and during trips.

**TextField\_0**

Urban Nature Impact will have a Treasurer and an Accountant, which will advise at each Board Meeting. Purchases and program budgets will be discussed by the Board to ensure they fit the philosophy of Urban Nature Impact. Once funding is obtained, the Board will set a timeline to begin making purchases to deliver the services.

**Federal Grants**

Urban Nature Impact has not gone through any audits at this time as this is a new non-profit organization.

**LeverageFunds**

This is the first time that Urban Nature Impact is seeking to obtain funds in order to launch its programs and begin delivering them to youth and families.

**PlannedEfforts**

100% of these funds obtained here will be used to begin the program in its entirety, including organizing and executing nature trips outside of the city and setting up the ASH Safe House, as well as purchasing supplies for the programs to be included at these places.

**CommittedGovGrants**

0

**CommittedFoundations**

0

**CommittedFees**

0

**CommittedDonations**

0

**textarea\_EL1**

0

**totalFundsRequested**

350000

**PendingGovGrants**

0

**TotalGovGrants**

0

**PendingFoundations**

0

**TotalFoundations**

0

**TotalFees**

0

**TotalDonations**

0

**TotalOther**

0

**TotalTotals**



350000

**PendingFees**

0

**PendingDonations**

0

**PendingOther**

0

**TotalTotals**

0

**CommittedITotals**

0

**FundsRequestedTotal**

350000

**FundsRequested**

350,000

**StaffSalariesNarrative**

Executive Director (part time position) 30,000 Administrative Director (part time position) 30,000 Marketing Director (part time salaried position) 20,000 Program Director (part time position) 30,000 Accountant (part time salaried position) 15,000 Life Coaches (part time salaried position) 15,000 Trip Organizers (part time position) 10,000 At some point we will be adding a secretary position, fundraising position and volunteer coordinator position)

**NarrativePartners**

Licensed Mental Health Counselor - 2 contracted position

**Food**

This will include Aurora Safe House family nights and game nights. We would like to purchase games, crafts, movies and projector, PS4 for these pop-up events. These items will be used at pop up events and also regularly at the Aurora Safe House. We anticipate weekly family nights.

#### **NarrativeFood**

Food and beverages will be needed for the Aurora Safe House, as well as for nature trips and outdoor activities on a daily and weekly basis

#### **Narrative\_3**

We anticipate operating expenses such as rent for the Aurora Safe House until we can possibly purchase or receive a donated building, gasoline for travel, rented or donated transportation for trips, lodging for trips

#### **NarrativeOther**

We will need to purchase camping gear, computers, music equipment for Safe House, writing materials, gardening materials for agricultural program

#### **StaffSalariesTotal**

150,000

#### **TotalPartners**

40000

#### **Popuptotal**

45000

#### **TotalFood**

30,000

#### **TotalOperatingExp**

35,000

**TotalOther**

50,000

**GrandTotal**

350000

**ProposedProgramming**

As described above, Urban Nature Impact will have a safe house for youth in Aurora. Youth can come here and participate in activities. Urban Nature will also be taking the youth on trips outside of the city to explore nature. During these events, youth will be participating in the other programs discussed, ASH Safe House: a safe place for youth where they can go and speak with a life coach, safe adult or counselor. At the safe house, a plan will be devised in order to intervene in high-risk behaviors. Nature trips and outdoor activities: we will be escaping the city to the mountains frequently, and providing activities that encourage youth to engage in their natural environment, connect with nature, write, share and work through any struggles or difficulties they are dealing with. EFF That Grass Urban Agricultural Apprenticeship: developing underutilized park space into sustainable gardens managed by the youth, learn about and provide locally organic food options. Once a location is secured for the ASH Safe House, a garden may be planted there as well. Golden Triangle Program: This will be a writing program where youth can write to heal, utilizing narrative therapy to write their own stories, and then rewrite their stories the way they would like. Feel Good Music Program: Music equipment will be purchased and youth may utilize this equipment at the ASH Safe House to create their own music, expressing their feelings and learning new skills

**Projections**

As soon as funding is obtained, we will begin planning the first nature trip. We anticipate this will take place within the next two months after recruiting youth. We anticipate recruiting 70 (plus) youth for this first nature trip. We plan to have monthly nature trips to locations outside the city. We will begin the ASH Safe House right away as well with a

temporary location at 650 Billings St in Aurora, CO but will begin looking to rent a more permanent space for this program. We will begin by opening the safe house immediately and begin to educate our community partners of its existence to obtain referrals for youth to come to the safe house. We anticipate the Safe House to be open 5 days per week.

### **YouthAge**

We plan to serve children and young adults with age ranges 12 to 21.

### **RecruitPlan**

Urban Nature Impact will recruit youth from Aurora and Denver Middle and High Schools, Endeavor Alternative High School, Open Door Youth Gang Alternatives, and Boys and Girls Clubs

### **PerformanceMeasures**

We will be obtaining client surveys from youth and families in order to measure performance and success. This will include an assessment in which youth and families can measure their own progress with a rating system. This data will be compiled and tracked for as long as the youth are in the program and will be measurable as we compare initial assessments to later assessments taken by youth as they have more experience in the program.

### **Attachments:**

Chart of Organization Structure.pdf

Annual Periodic Report for Urban Nature Impact.pdf

Articles of Amendment, Incorporation, Draft of Bylaws.pdf

Fundraising.pdf

Board of Directors and Affiliates.pdf

Board Meeting - April 9th.pdf

Certificate of Good Standing and W9.pdf

501C3 Determination Letter.pdf

proof of

insurance\_g40GW35p8Ot2A8mx\_Urban\_Nature\_Impact\_POI\_-

\_8873384.pdf

View the submission and any attachments by following the link below  
and using this unique access code: aDcuwloOjUjzxT9

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

|



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Walk a Mile in Our Shoes Address: PO Box 440232 Aurora, CO 80044 Webpage: <a href="http://www.chozen22art.com/wamos-foundation.html">http://www.chozen22art.com/wamos-foundation.html</a>
<b>A2. Agency Applicant Contact Information</b>	First Name: Jerard Last Name: Chapman Title: Founder Phone Number: 720-464-4491 Email: <a href="mailto:jerard.chapman@gmail.com">jerard.chapman@gmail.com</a>
<b>A3. Agency Mailing Address</b>	PO Box 440232 Aurora, CO 80044
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 833038659 DUNS Number (Nine Digit Number): 833038659

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	We serve the Aurora community, specifically Aurora Public Schools. We have also served a small network of youth in Delta, CO. We have also reached a small population of Tempe Union District in Tempe, AZ.
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input checked="" type="checkbox"/> Men: <input checked="" type="checkbox"/> Women: <input checked="" type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	Our organization has been successful in the past with providing a virtual engagement that had not been present prior to COVID. We offer online initiatives that create engagement, conversation, learning, and of course creativity. With our platform we also focus on self empowerment, social competencies, and constructive use of time.
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	Arts and Creativity - 40% Prevention Mentorship - 25% Virtual display and social awareness - 25% In-person display - 10%
<b>B6. Does your agency conduct client satisfaction surveys?</b>	No
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	ReACT Committee, Boys and Girls Club, DAVA (Downtown Aurora Visual Arts)
<b>B8. What role will youth play in advising this application?</b>	Youth are our main focus, they play a major role as we desire to invest in them.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	This is the first grant received. We received small donations in the past, but no grants. Our expenses are reported in an excel sheet and reviewed with every expense or donation.
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input checked="" type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input checked="" type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 989"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>City of Aurora</td> <td>one-time donation</td> <td>Arts and Creativity</td> <td>\$500.00</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	City of Aurora	one-time donation	Arts and Creativity	\$500.00																
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
City of Aurora	one-time donation	Arts and Creativity	\$500.00																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>We currently do not have other consistent streams of funding. We do receive</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>The new programming will consist of our newly developed in-person after-school</p>																								



**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10,000.00			10000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)				0
Fees/Earned Income				0
Donations/Corporate/Individual Support				0
Other (please list)				0
Total	10000	0	0	10000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	<b>\$4,800</b>
Narrative: Supporting Staff Salaries	
<b>Partners/Specialty Services (detail each example)</b>	<b>\$0</b>
Narrative: N/A	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	<b>\$2,000</b>
Narrative: Student display shows held at the Town Center at Aurora. Materials for custom Pop-up display	
<b>Food / Beverage</b>	<b>\$500</b>
Narrative: Team meetings, and events	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	<b>\$1,000</b>
Narrative: Overhead, materials, supplies	
<b>Other</b>	<b>\$1,700</b>
Narrative: Other expenses	
<b>GRAND TOTAL</b>	<b>\$10000</b>

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Create an after-school program that specializes in supporting mental health and offers a platform for students to creatively express themselves. To offer equal focus across the different cultures as all experience are unique. The focus will
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	We are looking to provide our programming at the beginning of the 2022-2023 School Year. Our goal is to reach 100 youth/families.
<b>D3. What is the age of youth you plan to serve?</b>	Ages we plan to serve are 5th grade (10-11 yrs) to High School.
<b>D4. How will you recruit those you plan to serve?</b>	Our focus for recruiting will be marketing online and using social media platforms. Also, since we are official partners of Aurora Public Schools, we plan on visiting schools in person to recruit.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	To measure our performance we plan to use an online satisfaction survey for both participants and parents. We also plan to work with Teachers to analyze cases of students that struggle with attendance or positive identity, to put together a case plan of improvement.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

eSigned via SeamlessDocs.com  
*Terard Chapman*  
 Key: 3e4802205f4aa3ea1daacd0a9e3e0e87

# New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

<b>Form name</b>	2022 YVPP PREVENTION NOFO APPLICATION
<b>Submitted by</b>	Jerard Chapman

---

## Submission Details:

### Webpage

<http://www.chozen22art.com/wamos-foundation.html>

### Agency's Mailing Address

PO Box 440232 Aurora, CO 80044

### DUNS Number (Nine Digit Number)

833038659

### county names

We serve the Aurora community, specifically Aurora Public Schools. We have also served a small network of youth in Delta, CO. We have also reached a small population of Tempe Union District in Tempe, AZ.

### Agency Org Name

Walk a Mile in Our Shoes

### Address

PO Box 440232 Aurora, CO 80044

### First Name

Jerard

**Last Name**

Chapman

**Title**

Founder

**Email**

[jerard.chapman@gmail.com](mailto:jerard.chapman@gmail.com)

**Phone Number**

720-464-4491

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

833038659

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families, Men, Women, Non-binary Adults

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

Our organization has been successful in the past with providing a virtual engagement that had not been present prior to COVID. We offer online initiatives that create engagement, conversation, learning, and of course creativity. With our platform we also focus on self empowerment, social competencies, and constructive use of time.

**Please break down your agency's current service delivery by percentage and programming type.**

Arts and Creativity - 40% Prevention Mentorship - 25% Virtual display and social awareness - 25% In-person display - 10%

**Does your agency conduct client satisfaction surveys?**

No

**What agencies do you partner with that provide services to Aurora residents?**

ReACT Committee, Boys and Girls Club, DAVA (Downtown Aurora Visual Arts)

**What role will youth play in advising this application?**

Youth are our main focus, they play a major role as we desire to invest in them.

**Financial overview**

This is the first grant received. We received small donations in the past, but no grants. Our expenses are reported in an excel sheet and reviewed with every expense or donation.

**What programming does your organization specialize in?**

At-Risk Population, High-Risk Population, Youth Programming

**entity1**

City of Aurora AKCRT

**funding1**

one-time donation

**funds support\_1**

Arts and Creativity

**awards1**

\$500.00

### **C3 Leverage**

We currently do not have other consistent streams of funding. We do receive donations occasionally, but not on a sponsor basis.

### **C4 Efforts**

The new programming will consist of our newly developed in-person after-school program. For our existing program, we would like to expand our marketing to offer more online initiatives to reach a more diverse audience. Our initiatives consist of cultural celebrations (Mexican Heritage Month, Black History Month,) and bringing awareness to equality (Women's History Month, Women in Sports Day, PrideFest, etc) and Mental Health awareness.

### **Receive funding from resources**

Monetary Donations, City of Aurora

**textarea\_EGg**

10,000.00

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

10000

**Narrative**

Supporting Staff Salaries

**Narrative\_1**

N/A

**Program Staff**

4,800

**Program Staff**

0

**Program Staff**

500

**Program Staff**

1,000

**Program Staff**

1,700

**Program Staff**

10000



**Program Staff**

2,000

**Narrative\_1**

Student display shows held at the Town Center at Aurora. Materials for custom Pop-up display

**Narrative\_1**

Team meetings, and events

**Narrative\_1**

Overhead, materials, supplies

**Narrative\_1**

Other expenses

**D1 What is your proposed**

Create an after-school program that specializes in supporting mental health and offers a platform for students to creatively express themselves. To offer equal focus across the different cultures as all experience are unique. The focus will be: - Violence Prevention - Suicide Prevention - Victims of Trauma - Anti-bullying - Anger - Depression

**scope of work**

We are looking to provide our programming at the beginning of the 2022-2023 School Year. Our goal is to reach 100 youth/families.

**your plan to serve**

Ages we plan to serve are 5th grade (10-11 yrs) to High School.

**you plan to serve\_3**

Our focus for recruiting will be marketing online and using social media platforms. Also, since we are official partners of Aurora Public Schools, we plan on visiting schools in person to recruit.

## to report

To measure our performance we plan to use an online satisfaction survey for both participants and parents. We also plan to work with Teachers to analyze cases of students that struggle with attendance or positive identity, to put together a case plan of improvement.

### Attachments:

W9.pdf

CERT\_GS\_D (1).pdf

IRS\_990NPostcard.JPG

Chozen Creativity COI.pdf

View the submission and any attachments by following the link below and using this unique access code: PdFZuLoF1RXX2ooK

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

|



# **YOUTH VIOLENCE PREVENTION PROGRAM**

## **2022 NOTICE OF FUNDING APPLICATION: PREVENTION FUNDS**

### **A. AGENCY INFORMATION** (Please add N/A to the questions if it does not apply to your application.)

<b>A1. Agency Information</b>	Name of Organization: Youth Empowerment Agency Address: 15960 E. Colfax Ave Aurora, CO 80011 Webpage: www.youthempowermentagency.com
<b>A2. Agency Applicant Contact Information</b>	First Name: Debra Last Name: Locke Title: Director Phone Number: 7206213295 Email: debra.a.locke@gmail.com
<b>A3. Agency Mailing Address</b>	1600 N. Downing st Suite 150 Denver, CO 80218
<b>A4. Is your organization (select one of the following)</b>	<input checked="" type="checkbox"/> Nonprofit Organization <input type="checkbox"/> Faith-Based Organization <input type="checkbox"/> Governmental Organization <input type="checkbox"/> School(s), School District <input type="checkbox"/> Medical Field Organization <input type="checkbox"/> Other:
<b>A5. Agency's Identification Numbers:</b>	Federal Identification Number (Employer Taxpayer ID#): 30-0803887 DUNS Number (Nine Digit Number): 029394901

### **B. AGENCY INFORMATION** (PLEASE PROVIDE THE FOLLOWING INFORMATION)

<b>B1. What geographic location(s) does your agency serve? (Indicate zip codes or city and county names).</b>	Aurora 80011 and Denver 802489, 80218, 80224, and 80231
<b>B2. What populations does your agency serve? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> Children: <input checked="" type="checkbox"/> Youth: <input checked="" type="checkbox"/> Non-binary Youth <input checked="" type="checkbox"/> Families:

	<input type="checkbox"/> Men: <input type="checkbox"/> Women: <input type="checkbox"/> Non-binary Adults
<b>B3. What type of programming does your organization specialize in? (Indicate Age Ranges &amp; All That Apply)</b>	<input checked="" type="checkbox"/> <b>At-Risk Population:</b> Work with youth and families exhibiting at-risk behaviors and service delivery of targeted efforts. <input type="checkbox"/> <b>High-Risk Population:</b> Work with youth and families exhibiting high-risk behaviors and service delivery of targeted efforts. <input checked="" type="checkbox"/> <b>Youth Programming:</b> General pro-social and community engagement activities.
<b>B4. How has your organization been successful in working with youth in the past?</b>	We consistently have had activities and events for the youth. We have been successful because we have so many community partnerships. it really provides a different experience for the youth to have so many people care.
<b>B5. Please break down your agency's current service delivery by percentage and programming type.</b>	We have 6 different programs that we implement within our After School program. Hope boxes, Community Days, Tutoring with the lounge, Curious about cooking, Youth thrive for Youth, Job training.
<b>B6. Does your agency conduct client satisfaction surveys?</b>	Yes we will conduct surveys at the beginning and end to ensure
<b>B7. What agencies do you partner with that provide services to Aurora residents?</b>	Soccer City Aurora, compound of Compassion, TrilogE People Group, Illuminate, Fatherhood Support Services, The Lounge
<b>B8. What role will youth play in advising this application?</b>	We held youth forums and youth advised us what they would like to see in the community. Also, what their interest are.

**C. FINANCIAL OVERVIEW: (PLEASE PROVIDE THE FOLLOWING INFORMATION)**

<b>C1. Provide an overview of your agency's financial oversight, policies and procedures, and how your agency will monitor its activities to ensure that dollars are spent in a timely manner.</b>	We have implemented a new software that will help us to monitor and ensure dollars are spent correctly and in a timely manner. We will also have a simplified process with one person that is only overseeing the reporting.
--	--

<p><b>C2. Does your agency currently receive funding from any of the listed resources? (select all that apply).</b></p>	<div data-bbox="548 195 1242 583"> <input type="checkbox"/> Federal Grants  <input type="checkbox"/> State Grants  <input type="checkbox"/> Local Grants  <input checked="" type="checkbox"/> Private Funds  <input type="checkbox"/> Foundations  <input type="checkbox"/> Monetary Donations  <input type="checkbox"/> City &amp; County of Denver  <input type="checkbox"/> City of Aurora  <input type="checkbox"/> Adams County  <input type="checkbox"/> Arapahoe County  <input type="checkbox"/> Other governmental entities serving the city of Aurora </div> <p data-bbox="500 625 1502 688">If yes, please list what type of funding your organization receives, from which entity, for what and the dollar amount:</p> <table border="1" data-bbox="500 720 1539 989"> <thead> <tr> <th>Name of funding entity</th> <th>Funding stream</th> <th>What programming efforts do these funds support?</th> <th>Award Amount</th> </tr> </thead> <tbody> <tr> <td>Small Business</td> <td>Monthly donations</td> <td>Operational</td> <td>12,000</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount	Small Business	Monthly donations	Operational	12,000																
Name of funding entity	Funding stream	What programming efforts do these funds support?	Award Amount																						
Small Business	Monthly donations	Operational	12,000																						
<p><b>C3. What funds can you use as leverage with your request (funds that can help provide the services you are applying for)?</b></p>	<p>We can use those funds to keep the organization running to make sure at least</p>																								
<p><b>C4. Please describe how the efforts you are planning on implementing with these funds will be separate from the programming traditionally offered by your agency.</b></p>	<p>We traditionally offer programs for our registered youth. We are proposing to open</p>																								

**Budget/Budget Narrative:**

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant. This helps the Youth Violence Prevention Program see the overall picture of your organization and funding streams.

<i>Overall Organization Budget/Revenue</i>				
Source	Funds Requested	Committed	Pending	Total
<b>Funds requested from the Youth Violence Prevention Program</b>	10,000			10000
Government Grants (including 21 CCLC, etc. please list)				0
Foundations (please list)				0
Fees/Earned Income			\$54,000	54000
Donations/Corporate/Individual Support			\$12,000	12000
Other (please list)				0
Total	10000	0	66000	76000

### Budget/Narrative for Funds Requested:

<b>Program Staff Salaries/Fringe Benefits (detail each position)</b>	\$2,000
Narrative: Program Coordinator: Will coordinate the events Compliance Coordinator: Will ensure reporting is accurate, payment reimbursement slips and on time	
<b>Partners/Specialty Services (detail each example)</b>	\$3,000
Narrative: Soccer City Aurora full Facility Cost Carnival: Company to come in and set up obstacle courses	
<b>Pop-up Event Supplies/Materials (provide a moderate level of explanation)</b>	\$3,000
Narrative: Camping Gear: sleeping bags, Tents, utensils, first aid kits, swag backpacks, Backpacks: Quality Backpacks and supplies	
<b>Food / Beverage</b>	\$1,000
Narrative: food each day in July and during backpack event provided by Lura's Love in Spoonfuls	
<b>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</b>	\$1000
Narrative: Operating cost: Advertising, swag, insurances, background checks, Executive Director: Overseeing events and grant writing	
<b>Other</b>	\$0
Narrative: No additional needs as of now	
<b>GRAND TOTAL</b>	\$10000

#### D. PROGRAM DELIVERY & EVALUATION EFFORTS

<b>D1. What is your proposed programming?</b>	Community DayZ
<b>D2. What is your projected timeline, # of youth served, # of events and description of programming implementation you are seeking funding for? (More detailed metrics and data to collect will be requested in the scope of work.)</b>	We hope to have this program during the summer and fall of 2022. We look to serve 150 youth total between 2 events. The first event will be July 10th to 14th We are taking our youth out to cherry creek reservoir for our youth to go through different survival workshops. Such as how to safely and properly handle a firearm also what to do if confronted with a firearm, how to build a shelter and a fire, how to safely hike and find directions with out technology. Youth will build self reliant skills which can be input into self regulation skills. The second Event will be August 6th a backpack drive. This is not the ordinary back pack drive. It will start off with the youth going through the state on a scavenger hunt to find all the pieces leading to the back pack drive where we will have different organizations in the community for them to connect with and receive supplies.
<b>D3. What is the age of youth you plan to serve?</b>	5yrs to 24 yrs old.
<b>D4. How will you recruit those you plan to serve?</b>	Through Social media, website, Afterschool Program, Canvassing and community and school partnerships.
<b>D5. What performance measures will you plan to use to evaluate your efforts and support the collection of data to report?</b>	We will conduct surveys at the beginning and end on both social emotional and knowledge development. We will administer the survey that our community partner Illuminate produces to gauge where our youth are at.

#### E. SUPPORTING DOCUMENTS:

Applications must include all documentation requested regardless of whether any of these items have been submitted in prior years.

- Submit one (1) application
- Only one request per organization
- Organizational budget and program budget
- Scope of Work
- Submit the following organizational documentation:
  - Copy of the organization's W9 and Certificate of Good Standing.
  - Copy of 501(c)(3) Ruling
  - All organizations must meet and maintain the Minimum Insurance Requirements; copy of insurance documentation to be submitted.

 eSigned via SeamlessDocs.com  
Key: 3e4802205f4aa3ea1daacd0a9e3e0e87



**From:** [Amparan, Christina](#)  
**To:** [Sisk, Mattye](#)  
**Subject:** FW: YVPP Prevention Fund Application  
**Date:** Tuesday, May 10, 2022 8:07:49 AM  
**Attachments:** [2022\\_YVPP\\_PREVENTION\\_NOFO\\_APPLICATION\\_104mExZs5pRPB1.pdf](#)  
[image001.png](#)  
[image002.png](#)

---

Attach both email and application. ca

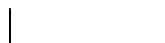
Christina Amparan, MBA  
(She/Her/Hers)  
Youth Violence Prevention Program Manager  
Housing and Community Services | City of Aurora  
cell: 303-563-9447



[Facebook](#) | [Twitter](#) | [Instagram](#) | [Nextdoor](#) | [AuroraTV.org](#)

---

**From:** SeamlessDocs <noreply@seamlessdocs.com>  
**Sent:** Saturday, March 26, 2022 1:42 PM  
**To:** YVPPProgram <YVPPProgram@auroragov.org>  
**Subject:** YVPP Prevention Fund Application



## New Submission

A new submission was received for the form below. Log into your Submission Manager to review and process it.

---

**Form name**

2022 YVPP PREVENTION  
NOFO APPLICATION

---

### Submission Details:

**Webpage**

[www.youthempowermentagency.com](http://www.youthempowermentagency.com)

**Agency's Mailing Address**

1600 N. Downing st Suite 150 Denver, CO 80218

**DUNS Number (Nine Digit Number)**

029394901

**county names**

Aurora 80011 and Denver 802489,80218, 80224, and 80231

**Agency Org Name**

Youth Empowerment Agency

**Address**

15960 E. Colfax Ave Aurora, CO 80011

**First Name**

Debra

**Last Name**

Locke

**Title**

Director

**Email**

debra.a.locke@gmail.com

**Phone Number**

7206213295

**Nonprofit**

Nonprofit

**Federal Identification Number (Employer Taxpayer ID#)**

30-0803887

**What Populations does your agency serve?**

Children, Youth, Non-Binary Youth, Families

**textarea\_PBE**

(Please add N/A to the questions if it does not apply to your application.)

**How has your organization been successful in working with youth in the past?**

We consistently have had activities and events for the youth. We have been successful because we have so many community partnerships. it really provides a different experience for the youth to have so many people care.

**Please break down your agency's current service delivery by percentage and programming type.**

We have 6 different programs that we implement within our After School program. Hope boxes, Community Days, Tutoring with the lounge, Curious about cooking, Youth thrive for Youth, Job training.

**Does your agency conduct client satisfaction surveys?**

Yes we will conduct surveys at the beginning and end to ensure

**What agencies do you partner with that provide services to Aurora residents?**

Soccer City Aurora, compound of Compassion, TrilogE People Group, Illuminate, Fatherhood Support Services, The Lounge

**What role will youth play in advising this application?**

We held youth forums and youth advised us what they would like to see in the community. Also, what their interest are.

**Financial overview**

We have implemented a new software that will help us to monitor and ensure dollars are spent correctly and in a timely manner. We will also have a simplified process with one person that is only overseeing the reporting.

**What programming does your organization specialize in?**

At-Risk Population, Youth Programming

**entity1**

Small Business Owners

**funding1**

Monthly donations

**funds support\_1**

Operational

**awards1**

12,000

**C3 Leverage**

We can use those funds to keep the organization running to make sure at least community days happen.

**C4 Efforts**

We traditionally offer programs for our registered youth. We are proposing to open up 2 of our community Days through the summer to include more youth and both take place in aurora. This will offer some sense of concrete support which last year we couldn't establish in only 1 year.

**Receive funding from resources**

Private Funds

**textarea\_EGg**

10,000

**textarea\_EGg**

\$54,000

**textarea\_EGg**

\$12,000

**textarea\_qdB**

10000

**textarea\_qdB**

0

**textarea\_qdB**

0

**textarea\_qdB**

54000

**textarea\_qdB**

12000

**textarea\_qdB**

0

**textarea\_qdB**

76000

**textarea\_qdB**

66000

**textarea\_qdB**

0

**textarea\_qdB**

10000

**Narrative**

Program Coordinator: Will coordinate the events Compliance  
Coordinator: Will ensure reporting is accurate, payment  
reimbursement slips and on time

**Narrative\_1**

Soccer City Aurora full Facility Cost Carnival: Company to come in  
and set up obstacle courses

**Program Staff**

2,000

**Program Staff**

3,000

**Program Staff**

1,000

**Program Staff**

1000

**Program Staff**

0

**Program Staff**

10000

**Program Staff**

3,000

**Narrative\_1**

Camping Gear: sleeping bags, Tents, utensils, first aid kits, swag  
backpacks, Backpacks: Quality Backpacks and supplies

**Narrative\_1**

food each day in July and during backpack event provided by Lura's

Love in Spoonfuls

**Narrative\_1**

Operating cost: Advertising, swag, insurances, background checks,  
Executive Director: Overseeing events and grant writing

**Narrative\_1**

No additional needs as of now

**D1 What is your proposed**

Community DayZ

**scope of work**

We hope to have this program during the summer and fall of 2022. We look to serve 150 youth total between 2 events. The first event will be July 10th to 14th We are taking our youth out to cherry creek reservoir for our youth to go through different survival workshops. Such as how to safely and properly handle a firearm also what to do if confronted with a firearm, how to build a shelter and a fire, how to safely hike and find directions with out technology. Youth will build self reliant skills which can be input into self regulation skills. The second Event will be August 6th a backpack drive. This is not the ordinary back pack drive. It will start off with the youth going through the state on a scavenger hunt to find all the pieces leading to the back pack drive where we will have different organizations in the community for them to connect with and receive supplies.

**your plan to serve**

5yrs to 24 yrs old.

**you plan to serve\_3**

Through Social media, website, Afterschool Program, Canvassing and community and school partnerships.

**to report**

We will conduct surveys at the beginning and end on both social

emotional and knowledge development. We will administer the survey that our community partner Illuminate produces to gauge where our youth are at.

### **Attachments:**

w9 form yea.pdf

Certificate of good standing yea.pdf

Updated tax exemption status.pdf

COI for Colorado Nonprofit Development Center.pdf

View the submission and any attachments by following the link below and using this unique access code: YUmFFsuCohE4HF1R

**[View Submission](#)**

[Log in to view in Submission Manager](#)

City of Aurora | 15151 E Alameda Pkwy, Aurora, CO 80012

||





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Shelter Options in Safe Outdoor Spaces
<b>Item Initiator:</b> Mayor Pro Tem Bergan
<b>Staff Source/Legal Source:</b> Jessica Prosser, Director of Housing and Community Services / Tim Joyce, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 5.6--Continue to plan for high quality neighborhoods with a balanced housing stock

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

Sponsor: Mayor Pro Tem Bergan

Jessica Prosser, Director of Housing and Community Services/Tim Joyce, Assistant City Attorney

Estimated time: 20 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only  |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- |  |  |
|--|--|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
|--|--|

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

On February 28, 2022 City Council passed A RESOLUTION EXPRESSING THE AURORA CITY COUNCIL'S SUPPORT TO HAVE SUFFICIENT SHELTER OPTIONS FOR INDIVIDUALS AND FAMILIES IN AN UNAUTHORIZED CAMP.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

Mayor Pro Tem Bergan asked staff for additional information related to providing shelter beds utilizing the safe outdoor space model either by creating a new space or expanding one of the two existing spaces in Aurora.

---

**QUESTIONS FOR COUNCIL**

Does Council support exploration of additional shelter options to include utilizing safe outdoor spaces?

---

**LEGAL COMMENTS**

The City has the powers which are necessary, requisite, or proper for the government and administration of its local and municipal matters. (City Charter, art. I, sec. 1-3) Council has the authority to do what is deemed necessary and proper to promote the prosperity, improve the order, comfort and convenience of the City and its inhabitants. (City Code sec. 2-32) No formal action is required. (TJoyce)

---

**PUBLIC FINANCIAL IMPACT**

☒ YES ☐ NO

**If yes, explain:** Depending on the options selected a fiscal impact will be generated. Estimated amounts are included in the back-up.

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable ☐ Significant ☐ Nominal

**If Significant or Nominal, explain:** N/A



# **Shelter Options in Safe Outdoor Space Study Session 5.16.2022**

---

# Utilization of Safe Outdoor Spaces for additional shelter space

- Expand existing sites or create a new SOS with Pallet shelters



# Total Costs

	Pallet Shelters- New Site (30 Pallets)	Pallet Shelters- Add 15 Additional to RCM Site	Pallet Shelters- Add 15 to SA Site***	ADRC Open 24/7 Year Around
Initial Cost to Become Operational	\$1,150,000.00	\$150,000*	\$150,000*	\$2,656,000.00
Annual Staffing/Supply Cost (on-going per year cost)	\$1,450,000.00	\$225,000**	\$225,000**	\$700,000.00
How many people does this shelter	30-60	15-30	15-30	108
Cost Per Person, Per Day for 1 year	\$158.00	\$158.00	\$158.00	\$76.71
Congregate or Non-Congregate	Non-Congregate	Non-Congregate	Non-Congregate	Congregate
How long does it take to become operational?	3-4 Months	3-4Months	3-4 Months	
Is there the opportunity to leverage other resources?	No	No	No	No
Total Cost for 1 Year	\$2,600,000.00	\$375,000	\$375,000	\$3,356,000.00

\*Additional cost estimates on top of what we are already paying SA. To include additional shelters, electrical/infrastructure. Previous funding not included.

\*\*Additional staffing/supply cost estimates on top of what we are already paying SA. To include additional 2 FTE and additional food costs. Previous funding not included.

\*\*\*If feasible to expand site



# What Happens at Safe Outdoor Spaces?

## Programming

- Basic needs
- Comprehensive case management services
  - Housing
  - Employment
  - Benefit navigation
- Community-based partnerships
- Outreach services

## How does it work?

- Housing and diversion solutions for clients and community members
- Guests actively engaged in case management
- Qualifying guests enrolled in OneHome
- Decrease average time guests spend in shelter through linkage to community resources including employment, medical and housing



# Pallet Shelter Outcomes

In the first six months the Salvation Army SOS sheltered 109 people. The Chambers SOS opened at the end of December and currently has 35 clients. A rotating schedule of partner organizations visit the sites each week to help us meet client needs. This is in addition to the full time case management services offered by Salvation Army.

## Employment Connections

26%

SOS clients who have obtained employment through their work with case management

## Housing Interventions

14

People moved into transitional housing, recovery programs, and independent housing

## Benefit Navigation

47%

Received benefits through navigation services at SOS

\*numbers are from January 2022



# Pallet Shelters (Safe Outdoor Space)

<b>Initial Cost to Become Operational (new site)</b>	\$1,150,000.00
<b>Annual Staffing/Supply Cost (on-going per year cost)</b>	\$1,450,000.00
<b>How many people does this shelter</b>	30-60
<b>Cost Per Person, Per Day for 1 year</b>	\$158.00
<b>Congregate or Non-Congregate</b>	Non-Congregate
<b>How long does it take to become operational?</b>	2-3 Months
<b>Is there the opportunity to leverage other resources?</b>	No





# Staffing/Supply Costs for Pallet Shelters (new site)

<b>Manager, Shower Trailer Programming, Case Management Staff, Housing Navigators</b>	\$1,280,000.00
<b>Food</b>	\$50,000.00
<b>Supplies/Restroom Rentals/Trash/Utilities</b>	\$120,000.00
<b>Annual Staffing/Supply Cost (on-going per year cost)</b>	\$1,450,000.00



# Ice Fishing Tents

\*Not recommended based upon reimbursement issues related to not meeting the HUD definition of shelter, high heating costs, durability, hot in the summer, and insurance issues.

<b>Initial Cost to Become Operational</b>	\$500,000.00
<b>Annual Staffing/ Supply Cost (on-going per year cost)</b>	\$1,450,000.00
<b>How many people does this shelter</b>	30-60
<b>Cost Per Person, Per Day for 1 year</b>	\$118.72
<b>Congregate or Non-Congregate</b>	Non-Congregate
<b>How long does it take to become operational?</b>	2 Months
<b>Is there the opportunity to leverage other resources?</b>	No



# Staffing/Supply Costs for Ice Fishing Tents

<b>Manager, Shower Trailer Programming, Case Management Staff, Housing Navigators (including fringe)</b>	\$1,280,000.00
<b>Food</b>	\$50,000.00
<b>Supplies/Restroom Rentals/Trash/Utilities</b>	\$120,000.00
<b>Annual Staffing/Supply Cost (on-going per year cost)</b>	\$1,450,000.00



# Land for Sites

Staff will identify use of existing SOS or identify locations for a new site, based on feasibility and Council feedback.



**Does Council wish to proceed  
with adding additional shelter  
beds at a safe outdoor space?**





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> MOU with Adams County regarding homelessness (Resolution)
<b>Item Initiator:</b> Jessica Prosser, Director of Housing and Community Services
<b>Staff Source/Legal Source:</b> Jessica Prosser, Director of Housing and Community Services/Tim Joyce, Assistant City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

Jessica Prosser, Director of Housing and Community Services / Tim Joyce, Assistant City Attorney

Estimated time: 5 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Housing, Neighborhood Services & Redevelopment

**Policy Committee Date:** 5/5/2022

### Action Taken/Follow-up: *(Check all that apply)*

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
|---|--|

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The coordination of homelessness services, data sharing, and determining roles and responsibilities between the County and its Municipalities has been a consistent challenge. As a county, Adams County provides public benefits and other resources; however, policies related to staffing, housing services, and resident responses lie independently within its Municipalities. Our 2020 Point-in-Time (PIT) Count states that there are 483 individuals experiencing unsheltered homelessness in Adams County; however, data from the 2020-21 Severe Weather Activation Plan (SWAP) season shows that we have at least 800 unsheltered individuals experiencing homelessness. The data also shows that homelessness in Adams County is a homegrown issue, as 67% of residents that accessed the hotel/motel vouchers listed Adams County as their last permanent residence. With three of the top four large evicting cities either fully or partially in Adams County, we recognize that homelessness is a shared problem. It is essential for the Parties to coordinate services and investments countywide so we can reach people experiencing homelessness in their community.

We also strive to ensure our investments in homelessness are making the biggest impact for our most vulnerable residents. This ensures that our resources are continuing to improve outcomes for people experiencing or at risk of homelessness. Adams County and its Municipalities have made progress in funding and serving people experiencing homelessness (PEH) through initiatives such as the Severe Weather Action Plan (SWAP), Adams County Day Works, Homelessness Outreach, Mobile Showers and Mobile Laundry Services, Mobile Home Initiative, Housing Navigation and Mediation, Respite Housing, and Next Step. However, there are countywide gaps in services indicating that coordination on shared priorities is needed.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The purpose of this MOU is to further strengthen regional coordination and improve outcomes for people experiencing or at risk of homelessness through a shared vision. Through a commitment to share and utilize available data, the Parties agree to identify resource and service needs for people experiencing or at risk of homelessness and potential locations and properties that can best provide those resources and services. This work is intended to be multi-faceted and a long-term commitment resulting in solutions to addressing current challenges for PEH access to services and housing.

---

## QUESTIONS FOR COUNCIL

Does Council recommend moving this MOU with Adams County regarding homelessness forward to a regular meeting?

---

## LEGAL COMMENTS

Governments may cooperate with one another to provide any function, service, or facility lawfully authorized to each of the cooperating or contracting units only if such cooperation is authorized by each party with the approval

of its legislative body or other authority having the power to so approve. (C.R.S. § 29-1-203(1)). City Council has the authority and power to promote the prosperity, comfort and convenience of the city and its inhabitants. (City Code § 2-32) (TJoyce)

---

**PUBLIC FINANCIAL IMPACT**

☐ YES      ☒ NO

**If yes, explain:** Type explanation here or enter N/A if no public financial impact.

---

**PRIVATE FISCAL IMPACT**

☒ Not Applicable      ☐ Significant      ☐ Nominal

**If Significant or Nominal, explain:** Type explanation here or enter N/A if no private fiscal impact.



**MEMORANDUM OF UNDERSTANDING BETWEEN ADAMS COUNTY, COLORADO AND THE CITIES OF AURORA, BRIGHTON, COMMERCE CITY, FEDERAL HEIGHTS, NORTHGLEN, THORNTON, WESTMINSTER, THE TOWN OF BENNETT, AND THE CITY AND COUNTY OF BROOMFIELD REGARDING HOMELESSNESS SERVICES.**

THIS MEMORANDUM OF UNDERSTANDING (“MOU”) is entered this \_\_\_ day of \_\_\_\_\_, 2022, between Adams County, located at 4430 S. Adams County Parkway, Brighton, CO 80601 hereinafter referred to as “County”; the City of Aurora, Colorado located at 15151 East Alameda Parkway, Aurora, Colorado 80012; the City of Brighton, Colorado, located at 500 South 4th Avenue, Brighton, Colorado 80601; the City of Commerce City, Colorado, located at 7887 East 60th Avenue, Commerce City, Colorado 80022; the City of Federal Heights, Colorado, located at 2380 West 90th Avenue, Federal Heights, Colorado, 80260; the City of Northglenn, Colorado, located at 11701 Community Center Drive, Northglenn, Colorado 80233; the City of Thornton, Colorado, located at 9500 Civic Center Drive, Thornton, Colorado 80229; the City of Westminster, Colorado, located at 4800 West 92nd Avenue, Westminster, Colorado 80031; the Town of Bennett, located at 207 Muegge Way, Bennett, Colorado 80102, and the City and County of Broomfield, located at 1 DesCombes Drive, Broomfield, Colorado 80020; collectively referred to herein as “Municipalities”. The County and Municipalities may be collectively referred to herein as the “Parties”.

**Background**

The coordination of homelessness services, data sharing, and determining roles and responsibilities between the County and its Municipalities has been a consistent challenge. As a county, Adams County provides public benefits and other resources; however, policies related to staffing, housing services, and resident responses lie independently within its Municipalities. Our 2020 Point-in-Time (PIT) Count states that there are 483 individuals experiencing unsheltered homelessness in Adams County; however, data from the 2020-21 Severe Weather Activation Plan (SWAP) season shows that we have at least 800 unsheltered individuals experiencing homelessness. The data also shows that homelessness in Adams County is a homegrown issue, as 67% of residents that accessed the hotel/motel vouchers listed Adams County as their last permanent residence. With three of the top four large evicting cities either fully or partially in Adams County, we recognize that homelessness is a shared problem. It is essential for the Parties to coordinate services and investments countywide so we can reach people experiencing homelessness in their community.

We also strive to ensure our investments in homelessness are making the biggest impact for our most vulnerable residents. This ensures that our resources are continuing to improve outcomes for people experiencing or at risk of homelessness. Adams County and its Municipalities have made progress in funding and serving people experiencing homelessness (PEH) through initiatives such as the Severe Weather Action Plan (SWAP), Adams County Day Works, Homelessness Outreach, Mobile Showers and Mobile Laundry Services, Mobile Home Initiative, Housing Navigation and Mediation, Respite Housing, and Next Step. However, there are countywide gaps in services indicating that coordination on shared priorities is needed.

## Purpose

The purpose of this MOU is to further strengthen regional coordination and improve outcomes for people experiencing or at risk of homelessness through a shared vision. Through a commitment to share and utilize available data, the Parties agree to identify resource and service needs for people experiencing or at risk of homelessness and potential locations and properties that can best provide those resources and services. This work is intended to be multi-faceted and a long-term commitment resulting in solutions to addressing current challenges for PEH access to services and housing.

## Project Goals and Outcomes

The Parties support the following goals and outcomes:

**VISION:** To provide a regionally coordinated, aligned, and evidence-based approach to providing services in Adams County and Broomfield County so that homelessness is a rare, brief, and one-time experience for our residents.

**GOAL:** To align municipal and county efforts and resources towards evidence-based homelessness solutions and housing services and to address the gaps in service provision for PEH.

### ACTIVITIES:

- Identify what data is readily available and can easily be shared, as well as what limitations exist in the data.
- Share available homelessness-related data with Adams County and with all of the Parties to create a central hub, hosted on Adams County servers, to analyze root causes and best solutions to reduce homelessness. This may include, but is not limited to, Homelessness Management Information Systems (HMIS) data, as well as programmatic, police, health, and citizen complaint data, as available, at the jurisdictional level.
- Utilize data to identify:
  - How to take the work to the next level culminating in an implementation plan for providing facilities for service provision as well as transitional and permanent supportive housing.
  - Areas of opportunity to provide a comprehensive system of services and housing for PEH based on existing mapping of facilities, an inventory of current services being provided, and development of a single navigation and entry system.
  - Objective criteria and ideal locations, available properties, and opportunities to provide the identified resources and services which may include:
    - Day shelter and/or housing navigation services.
    - Filling in gaps in the shelter/housing continuum including, but not limited to:
      - Safe parking

- Tiny home villages
- Pallet shelter communities
- Transitional housing
- Permanent supportive housing
- Identify potential state and federal grant programs, or partnerships with nonprofit organizations to secure endowments and to leverage funding between the Parties and other entities.
- Identify other challenges related to services for PEH and housing continuum such as transportation, mental, behavioral, or other health support, and/or employment.
- Identify needed adjustments to zoning regulations or design standards that might impose impediments to the placement of shelters, transitional and permanent housing, or require additional time to resolve.
- Collaborate on issues pertaining to housing regulations.
- Identify development partners and real estate partnerships/lease opportunities to maximize delivery of housing projects along the continuum of care.

#### **OUTPUTS:**

- An objective, evidence-based document that outlines the need for day shelter or types of short- and long-term housing/shelter and recommendations on potential locations and properties (Report) that would be most suitable for these efforts.
  - Recommendations could also include measures that address root causes, systems and/or policy changes, and preventative programs, among others.
  - This Report will be used to guide discussion and decisions for the Parties.
- A secure, central, electronic warehouse for homelessness-related data in Adams County so that we can understand the full landscape and life cycle of homelessness, root causes of housing instability, and the best ways to reduce homelessness in Adams and Broomfield Counties.

#### **OUTCOME:**

- More collaboration between municipalities in making homelessness rare, brief, and one-time.
- Improved service provision and infrastructure so that homelessness is a rare, brief, and one-time experience.

#### **Commitment**

This MOU does not irrevocably bind or commit any Party to any financial obligation; however, it implies the Parties will strive to perform the Roles and Responsibilities, identified herein to the best of their abilities.

#### **Effective Date and Term**

This MOU will take effect on January 1, 2022 and remain in effect through December 31, 2024, subject to the Parties' right to terminate under this MOU.

This MOU will automatically renew for up to three consecutive one-year terms, subject to the Parties' right to terminate this MOU.

This MOU, or any Party's participation in this MOU, may be terminated by providing 60 days written notice to all Parties.

Nothing in this MOU shall be construed to create a multiple fiscal-year obligation for any Party.

## **Roles and Responsibilities**

Adams County is responsible for the following:

- Driving the work prescribed in the MOU that shows commitment in aligning efforts including coordinating the development of the Report with input from the Parties.
- Coordinate with the Municipalities on the signing and execution of the MOU and any other Intergovernmental Agreements required to develop the Outputs.
- Convene meetings with Municipalities, Elected Officials, and Core Team that move the work ahead.
- Share data with the rest of the Parties for efficient, effective, and consistent use to help facilitate program planning, policymaking, and project delivery.
- Provide updates on the progress in partnership with Municipalities.
- Facilitate conversations on data sharing with Core Team and municipal departments.
- Assign a member from Adams County to the Core Team who can speak on behalf of the county subject to approval by the elected officials or executive management with respect to Activities identified in this MOU.

Municipalities are responsible for the following:

- Commitment in aligning efforts.
- Participate in meetings with the Parties that drive the work forward.
- Actively share data with Adams County for efficient, effective, and consistent use to help facilitate program planning, policymaking, and project delivery.
- Assign a member from the participating entity to the Core Team who can speak on behalf of the municipalities subject to approval by the elected officials or executive management with respect to Activities identified in this MOU.

Core Team

- Commit to working with Adams County staff delivering the scope of work, data needs, data evaluation, service gaps, and individual municipal interests, among others.

- Work with the Parties to help identify policy changes within Municipalities and the Counties to meet homelessness services needs.
- Report out to the Parties on the progress of the work.
- Make informed, regionally oriented decisions based on available data to reduce homelessness.

**SIGNATURE PAGES**

**ADAMS COUNTY**

\_\_\_\_\_  
Chair

Approved to Form:

\_\_\_\_\_  
Adams County Attorney's Office

**CITY OF AURORA**

\_\_\_\_\_  
Mayor

Approved to Form:

\_\_\_\_\_  
City Attorney's Office

**CITY OF BRIGHTON**

\_\_\_\_\_  
Mayor

Approved to Form:

---

City Attorney's Office

**CITY OF COMMERCE CITY**

---

Mayor

Approved to Form:

---

City Attorney's Office

**CITY OF FEDERAL HEIGHTS**

---

Mayor

Approved to Form:

---

City Attorney's Office

**CITY OF NORTHGLENN**

---

Mayor

Approved to Form:

---

City Attorney's Office

**CITY OF THORNTON**

---

Mayor

Approved to Form:

---

City Attorney's Office

**CITY OF WESTMINSTER**

---

Mayor



Approved to Form:

---

City Attorney's Office

**TOWN OF BENNETT**

---

Mayor

Approved to Form:

---

Town Attorney's Office

**CITY AND COUNTY OF BROOMFIELD**

---

Mayor

Approved to Form:

---

County Attorney's Office

RESOLUTION NO. R2022- \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL'S APPROVAL OF THE INTERGOVERNMENTAL AGREEMENT BETWEEN ADAMS COUNTY, THE CITIES OF AURORA, BRIGHTON, COMMERCE CITY, FEDERAL HEIGHTS, NORTHGLENN, THORNTON, WESTMINSTER, THE TOWN OF BENNETT, AND THE CITY AND COUNTY OF BROOMFIELD REGARDING COORDINATING HOMELESSNESS SERVICES.

WHEREAS, there may be between 500 and 800 unsheltered individuals experiencing homelessness in Adams County; and

WHEREAS, 67% of the individuals that accessed the hotel/motel voucher program list Adams County as their past permanent residence; and

WHEREAS, homelessness is a multi-jurisdictional problem; and

WHEREAS, it is essential to coordinate services and investments across Adams County so the jurisdictions in Adams County can more effectively provide services to individuals experiencing homelessness or at risk of experiencing homelessness in their community; and

WHEREAS, the purpose of the Intergovernmental Agreement is to further strengthen regional coordination and improve outcomes by identifying resources and service needs for individuals experiencing homelessness or at risk of experiencing homelessness.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT

Section 1. The Intergovernmental Agreement between Adams County, the cities of Aurora, Brighton, Commerce City, Federal Heights, Northglenn, Thornton, Westminster, the town of Bennett, and the City and County of Broomfield regarding coordinating homelessness services is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_, 2022.

---

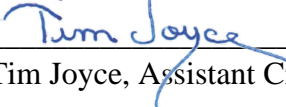
MIKE COFFMAN, Mayor

ATTEST:

---

KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

 GK

---

Tim Joyce, Assistant City Attorney



# CITY OF AURORA

## Late Submission Approval for Agenda Item

**Item Title:** INTERGOVERNMENTAL AGREEMENT BETWEEN ADAMS COUNTY, COLORADO AND THE CITIES OF AURORA, BRIGHTON, COMMERCE CITY, FEDERAL HEIGHTS, NORTHGLENN, THORNTON, WESTMINSTER, THE TOWN OF BENNETT, AND THE CITY AND COUNTY OF BROOMFIELD REGARDING HOMELESSNESS SERVICES.

**Item Initiator:** Jessica Prosser, Director of Housing and Community Services

**Staff Source/Legal Source:** Jessica Prosser, Director of Housing and Community Services

**Outside Speaker:** N/A

**Council Goal:** 2012: 1.0--Assure a safe community for people

### CRITERIA - PLEASE CONSIDER ITEM FOR LATE SUBMISSION FOR THE FOLLOWING REASON:

- ☒ There is a time-sensitive legal requirement that must be met and cannot be met by a future meeting date
- ☐ The delay will result in an adverse financial impact to the city
- ☐ The item is related to a disaster and must be addressed before the next available meeting

### COUNCIL MEETING DATES FOR LATE SUBMISSION:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

**EXPLANATION:** *(Please provide a detailed explanation as to why the item falls into one or more of the above criteria and why it may not be set for a future meeting date.)*

This item was approved from the May 5, 2022 Housing, Neighborhood Services & Redevelopment policy committee to move forward to study session. This created a short timeframe for response to the agreement.

I understand the agenda item will not be added to the agenda without submitting this completed form as an attachment in e-Scribe. The agenda item will not be added to the agenda if the workflow is not completed by the WORKFLOW COMPLETED date indicated on the agenda deadline calendar.

Jessica Prosser

Agenda Item Initiator Name

Roberto Venegas

Late Submission Approver Name

May 5, 2022

Agenda Item Initiator Signature

Date

Roberto Venegas (May 6, 2022 07:32 MDT)

May 6, 2022

Late Submission Approver Signature

Date



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> ARPA - Safety and Security Grant Program Update
<b>Item Initiator:</b> Roberto Venegas, DCM
<b>Staff Source/Legal Source:</b> Christina McClelland, Grant Development Manager / Hanosky Hernandez, Sr Assistant City Attorney
<b>Outside Speaker:</b> None
<b>Council Goal:</b> 2012: 1.1--Reduce crime rates

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** 5/23/2022

### ITEM DETAILS:

- Agenda long title: ARPA Safety and Security Grant Program Update
- Waiver of reconsideration requested, and if so, why: N/A
- Sponsor name: Councilmember Gardner
- Staff source name and title / Legal source name and title: Christina McClelland, Grant Development Manager / Hanosky Hernandez, Sr Assistant City Attorney
- Outside speaker name and organization: N/A
- Estimated Presentation/discussion time: 10/10

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |  |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input type="checkbox"/> Approve Item as proposed at Study Session   |
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Regular Meeting  | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only   |  |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |  |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Action Taken/Follow-up: (Check all that apply)**

- |   |   |
|---|---|
| <input type="checkbox"/> Recommends Approval              | <input type="checkbox"/> Does Not Recommend Approval    |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached                 | <input type="checkbox"/> Minutes Not Available          |

---

**HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)**

The city of Aurora is making available \$3.0 million in funding from the American Rescue Plan Act for the Aurora Business and Nonprofit Safety and Security Upgrade Grant Program. Grant funding is available on a first-come, first-served basis, until June 30, 2023, or earlier if funds are exhausted.

The grant program is being promoted via broadcast, print, social media, AuroraTV, website and other sources and staff are reaching out to key stakeholders to help spread the word among Aurora's small businesses, nonprofits, and community groups.

Funds of up to \$10,000 per eligible applicant may be used to make physical changes related to lighting, alarms, cameras, windows, entrance doors and mirrors, allowing law enforcement to more efficiently and effectively respond to public safety issues. The installation work will be awarded to city-approved, local contractors that can answer a call to service that has been posted.

---

**ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)**

Staff has been working with an Aurora based contractor to obtain pricing and product specifications for each security product. A list of approved security products will be made available to all contractors that apply for the work. Permits will be paid for outside of the grant, but still by ARPA funds, so the grant money can stretch further for each grantee.

Due to the inflation of material costs, staff requests an increase of the grant amount from \$10,000 to \$20,000. For example, the small businesses on Mississippi and Chambers Road all have very large storefront windows. To replace the windows with shatter resistant glass, this price would fall into the 18K-20K range.

The process:

The applicants will be informed and communicated with by city staff throughout the entire process. From submitting the application to the portal through closeout, city staff will be reaching out to check in, inform, answer questions and keep the ball rolling on the applicant's projects. The portal will also allow the applicant to check on the status of their application.

It is important to have communication check points in place as some materials are taking longer from the date of order to delivery. By checking in and updating, the business owner will not feel forgotten or left behind.

The phases of the project:

1. Application is submitted in a portal, reviewed by the City's Tax and Licensing Divisions and then by CliftonLarsonAllen
2. Safety & Security Assessment is scheduled with Aurora Police Department
3. Contractor is assigned and scheduled for site visit by city staff
4. Agreement is signed between contractor and applicant for the grant funded work
5. Materials ordered, work scheduled, and work completed

---

**QUESTIONS FOR COUNCIL**

Does council approve increasing the grant amount from \$10,000 to \$20,000 per business?

---

**LEGAL COMMENTS**

Type legal comments here

---

**PUBLIC FINANCIAL IMPACT**

☒ YES      ☐ NO

**If yes, explain:** Safety and Security improvements are funded by the Federal ARPA grant.

---

**PRIVATE FISCAL IMPACT**

☐ Not Applicable      ☐ Significant      ☒ Nominal

**If Significant or Nominal, explain:** N/A

## Project

Name	City of Aurora SB Security Grant
Address	Varies
City, State ZIP	Aurora, CO
Primary Contact	Kendall Koca

## Contractor Information

Address	797 Ventura Street
City, State ZIP	Aurora CO 80011
Date	5/10/2022
Contact	Joe Bedford & Andy Wood
Phone	303-363-7101

## SCOPE OF WORK

### UNIT PRICE

<b>Lighting - Entrances - surface mounted.</b> Add (1) new wall sconce based up to 100-ft of power run, surface mounted. Assumes existing power and control panels have sufficient space. All wiring will be surface mounted in conduit.	<b>\$3,277 /EA</b>
<b>Lighting - Entrances - surface mounted.</b> Replace existing wall sconce with new fixture in existing location. Does not include any new wiring.	<b>\$1,271 /EA</b>
<b>Security Alarm</b> - install sensors at (2) doors and (2) interior motion detectors. All exposed wiring will be surface mounted.	<b>\$4,480 /EA</b>
<b>Cameras - 1 Exterior Camera and 1TB NVR</b> - Install a single camera mounted to an existing wall or ceiling. All wiring will be surface mounted in conduit.	<b>\$4,146 /EA</b>
<b>Windows</b> - Remove/Replace exterior glazing with Shatter Resistant Glass in existing frames and/or doors. Assumes laminated, tempered glass, Low-E Coating and thermally broken. This does not include Bullet Resistance. <b>Assumes an minimum of 100 square feet of glass to be replaced.</b>	<b>\$92 /SF</b>
<b>Windows</b> - Add 3M - U800 Security Film to existing glass ILO replacement. <b>Assumes a minimum of 100 square feet of glass to receive film.</b>	<b>\$77 /SF</b>
<b>Back of House Exit Doors</b> - Replace existing 3'w x 7'h exterior Hollow Metal door (in existing frame). Up to 1.5HR fire rating. Hardware includes peep hole, hinges, fire exit panic bar, door closer, kickplate, smoke seal, lockset. Doors will be paint-ready, but painting is not included.	<b>\$3,839 /EA</b>
<b>Mirrors - Install Circular Indoor/Outdoor Convex Mirror - 30" diameter steel frame.</b> Assumes can mount directly to existing wall, no additional backing/support costs are included. Galvanized steel backing is weather resistant.	<b>\$918 /EA</b>

## SCOPE INCLUDED

Labor, Materials and General Contracting services and supervision to provide and install the above items. Aurora Sales Tax is included on Materials. General Liability Insurance, Builder's Risk Insurance. Assumes a mutually agreeable contract. Includes dumpster and/or haul costs.

## SCOPE NOT INCLUDED

Design/Engineering, Overtime/Off-Hours, Permit Fees, Use Taxes, Contingency, Escalation, Hazardous Material Abatement, Performance/Payment Bonds. Lighting poles or bases.



# Aurora Safety and Security Grant Program

Apply starting May 16, 2022

[AuroraGov.org/ARPAGrants](https://AuroraGov.org/ARPAGrants)



**Do you have a small business, nonprofit organization or community group in Aurora?**

The city of Aurora is providing \$3 million in American Rescue Plan Act funds for safety and security upgrades (including \$500,000 targeting Colfax corridor entities).

**Visit [AuroraGov.org/ARPAGrants](https://AuroraGov.org/ARPAGrants)** for eligibility requirements and application.



Grant program open until June 30, 2023 or when funds are exhausted

**first come, first served**

**Questions?** Email  
[ARPAGrants@auroragov.org](mailto:ARPAGrants@auroragov.org)  
or call **720.892.0620**



1081

# Programa de Subsidios de Seguridad y Protección de Aurora

Aplique a partir del 16 de mayo de 2022  
**AuroraGov.org/ARPAGrants**



## ¿Tiene un pequeño negocio, una organización sin fines de lucro o un grupo comunitario?

La ciudad de Aurora cuenta con \$3 millones en fondos de la Ley del Plan de Rescate Estadounidense, para mejoras de seguridad (incluidos \$500,000 destinados a las entidades del corredor de Colfax).

Visite **AuroraGov.org/ARPAGrants** para conocer los requisitos de elegibilidad y la solicitud.

El programa de subsidios permanecerá abierto hasta el 30 de junio de 2023 o hasta agotar fondos

**por orden de llegada**

¿Tiene preguntas? Envíe un correo electrónico a **ARPAGrants@auroragov.org** o llame al **720.892.0620**



1082



# Aurora Safety and Security Grant Program

Apply starting May 16, 2022

**Do you have a small business, nonprofit organization or community group in Aurora?**

The city of Aurora is providing \$3 million in American Rescue Plan Act funds for safety and security upgrades (including \$500,000 targeting Colfax corridor entities).

Visit **[AuroraGov.org/ARPAGrants](https://AuroraGov.org/ARPAGrants)** for eligibility requirements and application.

# Programa de Subsidios de Seguridad y Protección de Aurora

Aplique a partir del 16 de mayo de 2022

**¿Tiene un pequeño negocio, una organización sin fines de lucro o un grupo comunitario?**

La ciudad de Aurora cuenta con \$3 millones en fondos de la Ley del Plan de Rescate Estadounidense, para mejoras de seguridad (incluidos \$500,000 destinados a las entidades del corredor de Colfax).

Visite **[AuroraGov.org/ARPAGrants](https://AuroraGov.org/ARPAGrants)** para conocer los requisitos de elegibilidad y la solicitud.





PRSRT STD  
US POSTAGE  
PAID  
DENVER, CO  
PERMIT NO. 2116

Grant program open until June 30, 2023, or when funds are exhausted (first come, first served)

**Questions?**

**Email [ARPAGrants@auroragov.org](mailto:ARPAGrants@auroragov.org) or call 720.892.0620**

El programa de subsidios permanecerá abierto hasta el 30 de junio de 2023 o hasta agotar fondos (por orden de llegada)

**¿Tiene preguntas?**

**Envíe un correo electrónico a [ARPAGrants@auroragov.org](mailto:ARPAGrants@auroragov.org)  
o llame al 720.892.0620**

---

Information in other languages: [AuroraGov.org/ARPAGrants](https://AuroraGov.org/ARPAGrants)

Spanish

Korean

Chinese

Amharic

Vietnamese

Español

한국어

中文

አማርኛ

Tiếng Việt





# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Proposal to Create a New Ad-Hoc Committee to Review the Aurora City Charter
<b>Item Initiator:</b> Patti Varney, Administrative Supervisor
<b>Staff Source/Legal Source:</b> Dan Brotzman, City Attorney
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 6.1--Ensure the delivery of high quality services to residents in an efficient and cost effective manner

### COUNCIL MEETING DATES:

**Study Session:** 5/16/2022

**Regular Meeting:** N/A

### ITEM DETAILS:

Sponsor: Angela Lawson and Juan Marcano, Council Members  
Dan Brotzman, City Attorney

Estimated time: 15 mins

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- |   |   |
|---|---|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session   | <input checked="" type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting   | <input type="checkbox"/> Approve Item as proposed at Regular Meeting          |
| <input type="checkbox"/> Information Only   |   |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration<br>Reason for waiver is described in the Item Details field. |   |

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** City Council Rules Ad Hoc Committee

**Policy Committee Date:** 4/26/2022

**Action Taken/Follow-up:** *(Check all that apply)*

☐ Recommends Approval

☐ Does Not Recommend Approval

☐ Forwarded Without Recommendation

☐ Recommendation Report Attached

☐ Minutes Attached

☐ Minutes Not Available

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

This request made by Council Member Lawson and considered during the April 26<sup>th</sup> Rules Committee.

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

It was discussed at the April 26, 2022 Rules Committee to create a new Ad-Hoc Committee (with CMs Marciano and Lawson volunteering to participate) to review and analyze the existing City Charter. The goal is to bring forward possible changes to update the Charter and to make recommendations for improvements with final outcomes to be presented to the voters for approval. The Rules Ad-Hoc Committee is forwarding this issue to the Council for consideration.

The discussion also indicated that there is interest to allow this Committee to be permitted to seek resident involvement in the form of public hearings, similar to the Red Tape Ad Hoc Committee.

---

**QUESTIONS FOR COUNCIL**

Does Council wish to form the Ad-Hoc Committee?

Does Council want to authorize the Committee to use public hearings as a method to seek resident input?

---

**LEGAL COMMENTS**

Rule D. 2. Of the Rules of Order and Procedure provides that Ad Hoc Committees may be formed, and appointments shall be made at City Council Study Sessions or Workshops with the support of the majority of Council Members in attendance. Rule D. 3. states Committees shall not conduct public hearings unless authorization has been received in advance through a majority vote of the entire City Council at a study session. A "public hearing" shall be construed to be a meeting where public testimony, evidence, and input are actively encouraged through publicity prior to the hearing. A public hearing shall also be characterized by staff involvement in organizing and planning the hearing which will generally involve one subject/issue.

---

**PUBLIC FINANCIAL IMPACT**

☐ YES ☒ NO

**If yes, explain:**

---

**PRIVATE FISCAL IMPACT**

☐ Not Applicable ☐ Significant ☒ Nominal

**If Significant or Nominal, explain:**

**City Council Rules Ad Hoc Committee Meeting**  
**Video Conference Call Meeting**  
April 26, 2022

Members Present: Mayor Pro Tem Bergan – Chair, Council Member Lawson, City Council Member Jurinsky, City Council Member Zvonek, Council Member Marcano

Others present: Dan Brotzman, City Manager; Dalia Milford, Paralegal; Adrian Morris, Senior Legal Secretary; Jack Bajorek, Deputy City Attorney; Rachel Allen, Manager of Client Services; Ryan Luby, Deputy Dir. of Communications; Kim Stuart, Manager of Client Services; Kadee Rodriguez, City Clerk; Cecilia Zapata, Deputy City Clerk; Patricia Varney, Administrative Supervisor

---

**APPROVAL OF MINUTES**

February 22, 2022 meeting minutes were approved

March 17, 2022 meeting minutes were approved

---

**NEW BUSINESS**

**Oath of Office**

Summary of Issue and Discussion: Council Marcano referred to the City Council Rules and City Code and proposed the last sentence in the Oath of office statement, “To the Best of My Ability, So Help me God” be open to choose the wording as it fits your own beliefs

- It was discussed that other jurisdictions have the authority to adjust their oath to fit their beliefs, instead of striking it all together from the City of Aurora Oath
- Per the City Attorney, you have the option of omitting the statement “So help me god” in the oath. As it comes down to a policy decision of the council.

Outcome: The decision was made to leave the oath of office within the rules as is and do not make any changes

City Charter: Council member Lawson suggested to review the current charter, to bring it up to date and bring forward recommendations and improvements as a project for the Rules Committee

- Per City Attorney, any changes made to the charter would have to be brought forward and presented to the voters
- It was discussed as to if such changes are discussed under the Rules Committee or create an Ad-Hoc committee, to review and conduct a deep dive analysis of the City Charter and final outcome will go to the voters.

**Outcome:** The Committee agreed to create a new Ad-Hoc Committee to review the City Charter and bring forward the changes for discussion.

- Council member Lawson and Council member Marciano volunteered to review and bring forward with details to Council to form a new Ad-Hoc Committee
- Council Rules, section D.2., as to when creating a new Ad-Hoc Committee, it is brought to a study session and the rest of City Council
- It was brought to the committee's attention to include in the discussion with council at the study session to allow the ability to take public input (exception to the normal process)

**Follow up Action:**

- City Attorney's office will research and follow up on council member Jurinsky's request regarding how to possibly change the process of internal affairs process to allow an attorney in the meeting when an accused officer is interviewed
- City Attorney Jack Bajorek will follow up with CM Lawson and CM Marciano as to the process of how Ad-Hoc committees are formed in a study session

**Adjourn Meeting:** Meeting adjourned at 3:23 pm

---

**Approved:**

\_\_\_\_\_  
Francois Bergan  
Committee Chair

\_\_\_\_\_  
Date



**Advisory Panel  
on  
Aurora's  
Future Governance  
and  
Infrastructure Development**

**Final Report  
March 13, 2008**

## Table of Contents

<b>The Panel .....</b>	<b>1</b>
<b>The Work Plan .....</b>	<b>2</b>
<b>A. Construction, installation, and acquisition of new City infrastructure,.....</b>	<b>3</b>
<b>B. The existing ward and at-large membership structure of the Council,.....</b>	<b>4</b>
Council Structure .....	5
Reapportionment.....	5
A Seventh Ward .....	6
<b>C. The organizational structure of City government .....</b>	<b>7</b>
<b>D. The Salary structure of the Offices of Mayor and City Council .....</b>	<b>8</b>
<b>E. The Employment Status of City Council (e.g., part-time, half-time, full-time).....</b>	<b>8</b>
<b>F. The creation of a City and County of Aurora.....</b>	<b>8</b>
<b>G. The current police staffing level of two uniformed officers per 1,000 population.....</b>	<b>10</b>
<b>H. The need for and desirability of a charter convention .....</b>	<b>11</b>
<b>Attachment A - Council Resolution R2006-43 .....</b>	<b>12</b>
<b>Attachment B - Panel Meeting Reports Oct. 2006 – Dec. 2007.....</b>	<b>15</b>
<b>Attachment C - Panel Meeting Minutes Aug. 2006 – March 2008.....</b>	<b>16</b>
<b>Attachment D - Aurora’s Peer Cities – Chart 1.....</b>	<b>17</b>
<b>Attachment E - Staff Briefings on Form of Government Issues.....</b>	<b>18</b>
<b>Attachment F – Elected Officials’ Pay .....</b>	<b>28</b>
<b>Attachment G – Officers per Thousand Comparison .....</b>	<b>29</b>
<b>Attachment H - Attendance: August 2006 – March 2008 .....</b>	<b>30</b>

# **Advisory Panel on Aurora's Future Governance and Infrastructure Development**

**Final Report  
March 13, 2008**

## **The Panel**

The Advisory Panel on Aurora's Future Governance and Infrastructure Development, often referred to as the Blue Ribbon Panel ("the Panel") was established pursuant to City Council Resolution R2006-43 ("the Resolution"), which can be found in Attachment A of this Report. The original membership of the Panel included two members appointed by each City Council Member and five appointed by the Mayor:

### **Appointing Authority**

Mayor Ed Tauer

Deborah Wallace, Ward I  
Renie Peterson, Ward II  
Larry Beer, Ward III  
Molly Markert, Ward IV  
Sue Sandstrom, Ward V  
Bob Broom, Ward VI

### **At Large:**

Bob FitzGerald  
Ryan Frazier  
Steve Hogan  
Brad Pierce

### **Appointees**

Dale Mingilton  
Dr. Jay Gershen, DDS, PHD  
Kelly Leid  
Bob LeGare  
Ellen Belef  
Jake Bakker  
Ingrid Lindemann  
Matt Cook  
Jack Thorne

Francis Peter Maks, Jr.  
Leondray Gholston  
Alfonso Nunez  
Wendy Mitchell

Bob Steine  
Mike Ciletti  
  
Pam Wilson  
Don Lindemann  
Judge Stephen Ruddick  
Kin Shuman  
June Smigel  
Steve Wallisch  
  
Roger H. Allott  
John Eaton  
Kevin Hougen  
Andris (Andrew) Berzins

During the ensuing months, Kelly Leid, Jack Thorne and June Smigel resigned, and were replaced by their appointing authority with Peter F. Kirchhof, Dave Williams and Dick Moore respectively. Roger Allott resigned in November 2007, but was not replaced. The Attendance Report is included as Attachment H.

The members collectively represented a variety of communities of interest in the city, as was required by Section Three of the Resolution.

The Panel began meeting in August 2006 and resolved to conduct its business by meeting on the second Thursday of each month, from 6:00 to 8:00 p.m. in the Aurora Room at the Aurora Municipal Center. The Panel met every month thereafter, and approved minutes of record for each meeting. (Refer to Attachment C.)

The Panel also made four progress reports to City Council. (Refer to Attachment B.)

The Panel decided to elect interim officers to serve until permanent officer elections in December 2006, which allowed the group time to cohere before selecting officers. The interim officers elected at the Panel's August meeting were: Andris Berzins, Chair; Bob LeGare, Vice-Chair; and Bob Steine, Secretary. At the December 2006 meeting, the Panel elected Stephen Ruddick as Chair, and Ellen Belef as Vice Chair. At the January 2007 meeting, Jake Bakker was elected Secretary.

The Resolution called for contracting independent administrative staff support, to be arranged by City Council [Section Seven]. To that end, the firm of Policy Research Associates, LLC was retained in January 2007. Geoff Withers and Phyllis Resnick served as the primary administrative and research staff.

### **The Work Plan**

Section Eight of the Resolution directed the Panel to review and make recommendations on a series of five "initial issues, as well as any other issues directly related thereto":

- a. Construction, installation, and acquisition of new City infrastructure, as proposed by Facilities Master Plan II;
- b. The existing ward and at-large membership structure of the Council, including, but not limited to, the creation of a Ward Seven;
- c. The organizational structure of City government (e.g., City Council-City Manager, Mayor-City Council, hybrid);
- d. The salary structure of the offices of Mayor and City Council; and
- e. The employment status of City Council (e.g., part-time, half-time, full-time)

Section Nine of the Resolution directed the Panel to review and make recommendations on three "following" issues, after completing the five initial issues in Section Eight:

- a. The creation of a City and County of Aurora;
- b. The current police staffing level of two uniformed officers per 1,000 population; and
- c. The need for and desirability of a charter convention

The Panel considered this combined list of eight issues to be its basic work plan, following the Resolution's order of "initial" issues and "following" issues. Some of the subjects did not appear to naturally follow one another. For example, the question of a Seventh Ward was initially tabled, although it was second on the list of initial issues, until after the duties of council members were examined (initial issue e. in Section Eight). The Panel was of the consensus opinion that the workload of council members could be better evaluated at that point, and a more informed recommendation could be made as to whether or not the current structure was adequate, their part-time status should change and/or a Seventh Ward should be created.

Therefore, all the issues were discussed, although not in precisely the same order as the Resolution read. The following summary of the Panel's review and recommendations is presented in the order they appear in the Resolution, not necessarily the order they were decided.

## Blue Ribbon Panel – Final Report

The Panel benefited greatly from the array of experience and points of view which each of the Panelists brought to this work. The Panel as delineated by Sections Two and Three of the Resolution, included community leaders from the business, nonprofit and community activist sectors, including three former City Council members.

### **A. Construction, installation, and acquisition of new City infrastructure, as proposed by Facilities Master Plan II**

The Blue Ribbon Panel strongly recommends constructing specific Facilities Master Plan II (FMPII) projects in the new Fitzsimons development area: the Colfax/I-225 interchange, and Montview Boulevard within Fitzsimons. We so strongly recommend these projects, that we recommend City Council initiate up to forty million dollars (\$40,000,000) in bond financing, as the City's share of investment in transportation infrastructure in the area of Fitzsimons, as a partner with the State of Colorado and other public and private entities. We also recommended that the City negotiate with the State to potentially reimburse the citizens for the cost of the bond initiative. The widening of Interstate 225, although not an FMPII project, was seen by the Panel as necessary in this overall transportation improvement effort. This partnership hopefully would move this project up in priority not only for the City, but more importantly for the State transportation improvement plans.

The Panel believes that this project area is the absolute highest priority FMPII project facing the City of Aurora at this time. The Panel also believes that Aurora must make a strong statement by showing that we are willing to make this investment in our community. Some background on our study leading to this recommendation follows.

The Panel studied and reviewed FMPII information during several meeting sessions. Specifically, the Panel received an FMPII briefing from City staff on September 14, 2006. Individual Panel members requested additional information on various FMPII projects. The Panel then met on November 9, 2006 and received a more detailed presentation from city staff on FMPII.

Panel members discussed FMPII priorities, and were asked to select the three projects they believed were the highest priority. Twenty Panel members participated in this voting process.

On December 6, 2006, seven members of the Panel met in a working session to review the "top three" list from Panel members. Transportation-related projects near Fitzsimons were rated a high priority by eighty-five percent (85%) of the Panel members that gave their FMPII priority opinions. The working group brought a recommendation to the full Panel at the December 14, 2006 Panel meeting, and the recommendation contained herein is a result of that final FMPII Panel discussion.

The Panel places several contingencies on this recommendation:

- All entities, including tenants, within Fitzsimons must participate with additional cash or construction investments that will enhance the overall traffic and parking conditions in and around the Fitzsimons campus.
- CDOT must participate in funding the overall project through additional investment in the widening of Interstate 225, and potential reimbursement to Aurora for those accelerated highway improvements that are ultimately CDOT responsibilities.



## Blue Ribbon Panel – Final Report

- Because Fitzsimons is a matter of statewide interest, City Council should use this bond issue to leverage other transportation investments into the Fitzsimons area. Other support and investment could come from DRCOG, Governor Bill Ritter, the Colorado State Legislature, Colorado's Congressional delegation, Federal Highway Administration, and others.
- City Council should recruit a private sector support coalition well in advance of the bond election vote. The private sector group would explain to the voters the long-term benefits of this investment for Aurora, the Denver region and the State of Colorado. The Panel believes that a focused educational campaign will be necessary to sell the benefits of this bond election to voters outside the immediate Fitzsimons area.
- Funding through a mill levy increase for debt service on the bonds for capital expenditures is recommended, but no use of a mill levy for funding of operations or maintenance.

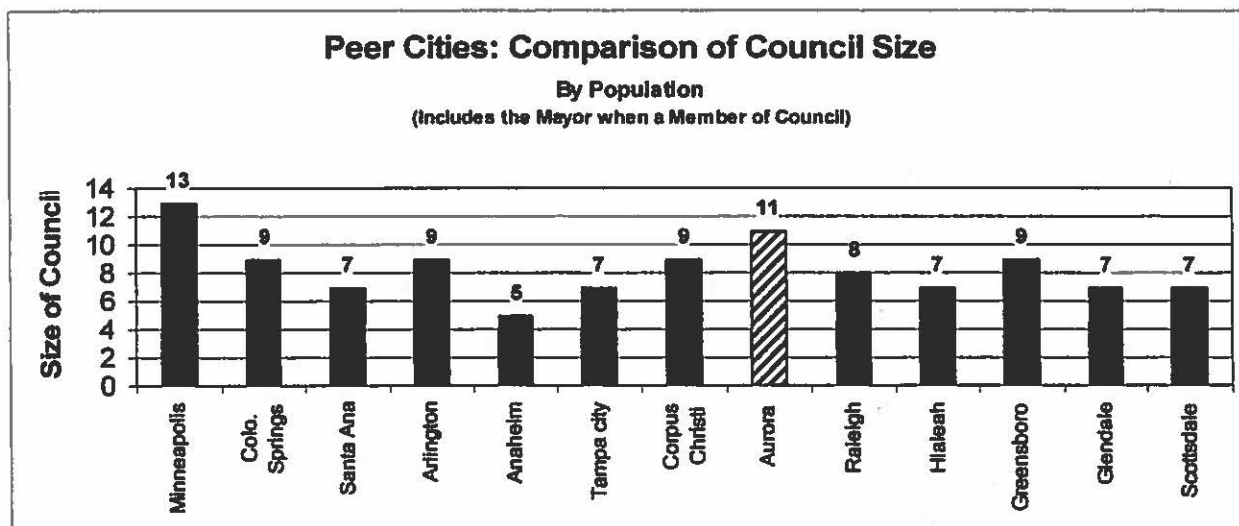
This work group also discussed the Public Safety Training Complex described in FMPII because Public Safety issues ranked second in the Panel polling. A report by Chief Oates made it clear that it would be premature for the Panel to make any funding recommendation for that project at this time, because more study is needed to refine its scope. Although Public Safety projects scored second highest in the Panel member ratings, that category only had a fraction of the support generated for Fitzsimons area transportation. Our mention of this should not be construed as Panel support for a future Public Safety tax increase, because more discussion of that topic is needed.

The consensus of the Panel was that while the other FMPII projects were important, none were urgent enough at this time to consider asking Aurora residents for additional tax increases.

### **B. The existing ward and at-large membership structure of the Council, including, but not limited to, the creation of a Ward 7**

The Panel does not recommend any change to the existing ward/at-large structure of City Council, or creation of a Seventh Ward. The Panel's initial discussion on this issue took place at the Panel's February 2007 meeting with Jo Lynn Whiting and Lucia Smead, members of the Aurora Election Commission, as well as Debra Johnson, City Clerk. They briefed the Panel on their responsibilities under the City Charter, as well as their analysis of the city's current Ward system.

In considering this issue, staff provided some brief comparative data from twelve other cities similar to Aurora in size, and that compare in rate of growth, average age of their population, and median family income. These "peer" cities had an average Council size of 7.7, and an average population per ward of 57,600. In two cities all members were elected at large and did not have wards, and three did not have at-large members of Council. (A complete set of the "peer city" data can be found in Attachment D of this Report.)



### Council Structure

Aurora's current City Council is comprised of eleven members: the Mayor, elected at-large, four members elected by the City at-large, and six members elected from each of six wards. There are differing opinions of the efficacy of the Council structure. In general, the Panel agreed that each ward council member knows their area best, and is the member of City Council who citizens call if there is a special need or desire for service from the City. On the other hand, the at-large members are expected to consider the needs of the entire city, and make decisions that tend to balance the needs of the differing parts of the city. The Panel reached consensus that both wards and at-large members made valuable contributions on Council, and that it was important to retain both types of representation.

Several recommendations for changing the ward/at-large membership structure of City Council were considered, but, after careful deliberation, it was decided not to recommend any changes at this time.

### Reapportionment

Although redefining ward district boundaries was not a task set forth in the Resolution, the Panel agreed that it was "directly related" to Council structure. The City Charter currently mandates review of the ward boundaries for each election year ending in "3" and "9," and to alter them in order to assure that they are contiguous, compact and of approximately equal population. [Sec. 54-3(b), Aurora Municipal Code ]. We found nothing that prohibits the Election Commission from recommending to City Council and nothing that prohibits City Council from considering redefining ward council boundaries at other times as needed. Recent data show the population of each Ward as follows:

## Blue Ribbon Panel – Final Report

<u>Ward</u>	<u>2003<sup>a</sup></u>	<u>2006<sup>b</sup></u>	<u>Change</u>	<u>2006 % of Total</u>	<u>2009<sup>c</sup></u>	<u>2009 % of Total</u>
I	46,729	50,841	8.08%	16.57%	52,563	16.29%
II	45,824	54,871	19.74%	17.88%	58,918	18.26%
III	45,534	49,077	7.78%	15.99%	50,059	15.51%
IV	46,232	49,034	6.06%	15.98%	49,871	15.46%
V	46,653	48,972	4.97%	15.96%	53,201	16.49%
VI	45,421	54,113	19.13%	17.63%	58,060	17.99%
Total	276,393	306,908	11.04%	100.00%	322,672	100.00%

<sup>a</sup>Population when last redistricted; <sup>b</sup>October 2006 estimate; <sup>c</sup>Based upon 2006 projection

Source: City of Aurora Election Commission/City Clerk

The Panel discussed whether the election years ending in “3” and “9” were the best times to consider reapportioning wards. We noted that, in order to have the changes ready for effective administration of the next election, the latest population figures from years ending with “2” and “8” would have to be used. We decided that there are positives and negatives in designating any specific years. Nevertheless, it is probably better to specify precisely when a change must be considered, so that the issue is regularly addressed. Population from years ending in “2” are perhaps the best to use for adjusting ward boundaries, since there will be official, recently released U.S. decennial Census data, and are likely the most accurate population figures available for the entire intercensal decade.

Section 54-3(c) of the City Code allows ward reapportionment to occur in any year, in order to align them with county precinct boundaries. It was suggested that that section should be revised to allow reapportioning wards in any year that an imbalance in ward population figures is discovered, in addition to the required two-year per decade mandatory requirement. This would allow maximum flexibility. The Election Commissioners noted they are of the opinion that a boundary change should be called for in the Charter whenever a differential in population between any two wards reached twenty (20%). However, the Panel did not recommend any change in this regard.

The Election Commission’s regular advisory to Council on the need to alter ward boundaries will next occur for the 2009 election. Thus, the Commission will have to deal with this issue no later than the spring of 2009, using 2008 population estimates, so that ward and precinct boundaries can be adjusted in time for the following year’s election. The Panel was advised that the current disparity on population between Ward II and Ward V, currently at about twelve percent (12%), could be equalized at that time. The Panel felt that the issue could not effectively be addressed sooner than that. It was not recommended to do an earlier ward boundary change. It was also determined the Panel should go on record to suggest to City Council and the Election Commission that the Commission has the Charter authority to review the Ward boundaries before every election, if deemed necessary.

### A Seventh Ward

The Panel agreed that there is no need to add a Seventh Ward in Aurora at this time, based upon the practice of similarly sized cities. The average size of the population of wards in Aurora’s “peer” cities is 57,600, based upon the Census Bureau 2006 population estimates, well below



## Blue Ribbon Panel – Final Report

Aurora's average of 46,600 (or 43,844 by the City's count). There was considerable support on the Panel for keeping the size of City Council at a maximum of eleven.

### **C. The organizational structure of City government** **(e.g., City Council-City Manager, Mayor-City Council, hybrid)**

The Panel recommends that the City of Aurora retain its current form of government, which is a Council-Manager hybrid form, with the Mayor retaining the distinctions of 1) being elected at-large, 2) serving full-time, and 3) receiving more compensation than the other members of City Council.

As noted above in this Report, this issue took the greatest deliberation for the Panel to reach a decision. The Panel received a number of briefings by our staff on other cities in the country that have changed their form of government, with outlines of those cases. The briefings are included as Attachment E.

The Panel also convened a discussion group, each member of which was experienced in Aurora's form of government and yet was no longer actively involved in community affairs. The group consisted of:

Dennis Champine, Mayor, 1979-1987, Council member 1975-1979;  
Jim Griesemer, City Manager, 1984-1990; and  
Jim Mullen, Deputy City Manager 1986-1990.

We also invited Bob Brooks, member of Aurora's Budget Committee, Governor Owens' Executive Director of the Department of Local Affairs, and City and County Manager in a variety of locales, and John Pazour, then Centennial City Manager and former Aurora Deputy City Manager 1989-90 and Aurora City Manager 1990-96. They were unable to attend. Mr. Brooks' written comments are included in Attachment E. We asked each of them to evaluate Aurora's current form of government, based upon their experience. Their perspective prompted considerable discussion. Mr. Champine and Dr. Griesemer spoke at length about how the current system requires the Mayor and City Manager to work closely with each other in a collaborative manner.

At the Panel's July 2007 meeting, the Panel conducted a "straw poll," voting eleven to seven not to recommend changing Aurora's current hybrid form of Council-Manager government. Discussion and deliberation continued for the next two months. The initial decision was reconfirmed in September 2007, when the Panel voted ten to three to recommend that the City retain Aurora's current form of government.

Ward III Councilmember Larry Beer attended the Panel's March 2008 meeting, and proposed that the Mayor be given supervisory and candidate selection control over two staff positions: an Administrative Assistant and a Special Projects Coordinator. Councilmember Beer asked the Panel to consider making a recommendation to City Council. After considerable discussion, the consensus of the Panel was that, although the idea had merit, the Mayor already had the ability to select his/her Administrative Assistant. Additionally, with the approval of City Council could create a Special Projects Coordinator position as part of the normal annual budget process.

**D. The Salary structure of the Offices of Mayor and City Council**  
**E. The Employment Status of City Council (e.g., part-time, half-time, full-time)**

The Panel recommends retaining the current salary structure and employment status of the Mayor and City Council.

Items d and e of Section 8 of the Resolution [“the salary structure of the offices of Mayor and City Council,” and “the employment status of City Council (e.g., part-time, half-time, full-time),” respectively] were the primary topic of discussion in the September 13, 2007, October 11, 2007 and November 8, 2007 meetings. The two issues were interrelated, given that a normal expectation would be to compensate people in any position for the amount of work that is expected of them. It would be reasonable to compensate full-time council members more than half-time or part-time positions are paid.

In response to a request from the Panel for data from other cities, staff conducted a survey of cities in Colorado’s Front Range that regularly share salary information for city employees. Using responses from that survey, our staff compiled the table in Attachment F, which compares the salary structure of other Colorado Front Range cities, as well as the workload expectations placed on City Council. The table shows that Aurora is about in the middle for Mayoral compensation and near the top in Council compensation.

At the November 8, 2007 meeting, the Panel voted to recommend retaining the current salary structure in conjunction with voting to recommend retaining the current employment status for both the Mayor and City Council.

**F. The creation of a City and County of Aurora**

The Panel recommends that there is no need for the City Council to pursue creation of a City and County of Aurora at this time.

Consideration of a City and County of Aurora formally began at the October 2007 meeting with a staff briefing on the 1993 Aurora City and County Study. At the Panel’s November meeting, we were briefed on the issue by the Hon. Steven Hogan, Aurora City Council At-Large. At the December 2007 meeting, the Panel heard from Tonya Haas, Assistant City Manager of the consolidated City and County of Broomfield, and from the Hon. Frank Weddig, Chair of the Arapahoe County Commission, whose district is entirely within the City. The Panel’s January 2008 meeting was attended by a number of citizens interested in the issue, including Rod Bockenfeld, another Arapahoe County Commissioner, who represents most of Ward VI of the City of Aurora. The Panel continued in fruitful and healthy discussions of the matter, ultimately voting twelve to five to not recommend the creation of the City and County of Aurora.

Ms. Haas reported that one of Broomfield’s most difficult tasks was to consolidate the property within the outside boundaries of their city. She observed that the map of Aurora appeared to show a large number of enclaves that had not been annexed to the city, some of considerable acreage. She recommended that any analysis of the feasibility of a City and County of Aurora include an evaluation of those properties’ possible annexation to the city prior to

## Blue Ribbon Panel – Final Report

creating a consolidated city and county. Leaving those enclaves in Arapahoe County would create a number of difficulties, including:

- Confusion over who paid property taxes to which county
- Intergovernmental agreements between Arapahoe County and the City and County of Aurora on such services as road construction and maintenance, public safety and land use planning.

There might also be challenges created by a new city and county severing Arapahoe County at Smoky Hill Road.

Another issue relative to the boundaries of the city was the restriction in the State Constitution on counties changing boundaries. This measure is usually referred to as the "Poundstone Amendment," and prohibits any county from annexing property without prior voter approval in the county which holds the annexed property at the time. If the city boundaries of Aurora were coterminous with its county boundaries, as in Denver and Broomfield, then any new annexation would have to be approved by voters in another county. The Panel agreed that this would halt the city from any new annexations after a consolidated city and county was created. Some panelists felt that this might be a good thing, forcing Aurora to focus on the citizens and property already within the city. Other panelists viewed this as a negative limitation on flexibility in adapting to changing conditions in the city's future.

Of the three counties that overlap with the City of Aurora, Arapahoe County shares the most citizens, therefore the interest in the relationship between Arapahoe County and Aurora was of the greatest importance. A number of panelists sought updated financial information from Arapahoe County, addressing county revenues derived from Aurora and county expenditures made within the City of Aurora. Estimates of these figures were included in the 1993 study, but it appeared that a good deal of changes in those relationships were likely to have occurred in fifteen years. Staff reported back to the Panel that the Arapahoe County Finance Department was not able to identify all that information. Expenditure data specifically was not centrally collected based on the actual location of the expenditure object, especially in Human Services and other social programs, and that data would have to be gleaned from each department. Staff reported that the Panel did not appear to have the time or the financial resources to pursue that course of action, and a full update to the 1993 study would be necessary.

Individual panelists expressed concern over the unknown costs to create a consolidated city and county. These include the ongoing operating expenses and initial capital expenses for county services. The expense of updating the 1993 study would also be considerable, and that work would have to be undertaken to properly evaluate the efficacy of creating a City and County of Aurora. The time necessary for a new study, possibly up to a year, was also an issue.

Finally, the Panel discussed the need for the change in terms of services. In 1993, both Arapahoe and Adams counties were perceived to be providing inadequate services to Aurora. Since that time, most panelists agreed that both counties have made a concerted effort to improve services to Aurora citizens. The Panel is of the opinion that county services now are offered in a more equitable fashion, although Aurora citizens still may be inconvenienced by having to go to Littleton/Centennial or Brighton for certain matters. As the population of Aurora grows, the extent of this problem may become more troublesome. In spite of this, the current problems, and any in the foreseeable future, do not appear to call for a City and County of Aurora at this time.

**G. The current police staffing level of two uniformed officers per 1,000 population**

In January 2007, the Panel received initial information via email on this issue from Frank Ragan, Deputy City Manager, that the City was about to embark on an operation/efficiency study that would look at a number of areas in the Police Department. Among other things, the study would address the current viability of the City Charter requiring two uniformed officers per every one thousand in population. The Resolution called for the Panel to address this issue. However, Mr. Ragan requested that the Panel defer discussions on this issue until the study was complete. The Panel agreed.

The Panel reviewed other cities' police staffing per citizen population ratios. Aurora's police staffing ratio was not out of line with other cities, ranking thirteenth (13<sup>th</sup>) out of twenty-seven (27) Front Range area municipalities reviewed. However, the Panel noted that no other cities mandated police staffing ratios as a matter of law, as in Aurora.

At the February 2008 meeting, Deputy City Manager Frank Ragan and Daniel Oates, Chief of Police, presented the Panel with an excerpt from the Executive Summary on the soon to be released Police Department Study.

Mr. Ragan and Chief Oates briefed the Panel on the history and current status of the "two per thousand" Charter requirement, and discussed the issue relative to the study, which was scheduled to be released soon after the Panel's February meeting. Essentially, the Charter requirement is not based on sound, analytical public safety staffing principles and policies. Such principles demand policies which include:

- The ability of staff to handle the calls for service generated by the community, as well as accomplish more proactive activities, such as prevention programs, traffic enforcement and community policing.
- A level of response time which is decided to be appropriate for the community.

A professional analysis, such as in the study's approach, does not include ratios such as "two per thousand" because such a predetermined ratio does not take into account the unique and changing characteristics of the community. Although such ratios provide a simple campaign issue that is easy for the voters to understand, they are considered by professional groups such as the International Association of Chiefs of Police (IACP) as "totally inappropriate as a basis for staffing decisions." The study offers a comprehensive analytical approach to available data, and suggests targets for a variety of police activities that would better serve the citizens of Aurora.

In order to meet the "two per thousand" Charter requirement, the Police Department currently must employ sworn officers in duties that could be accomplished just as well by civilians, such as front desk staffing and clerical tasks. The Chief estimated that the salary savings by hiring civilians in some of these positions could result in a salary savings of one third, i.e.: three civilians could be hired for the cost of two officers. This, in turn, would allow more sworn officers to do actual police work.

The Panel discussed the related issue of reliance on sales tax to pay for the "two per thousand" staffing requirement, as was intended for the original Charter proposal. The city's sales tax revenue fluctuates with the economy, and does not provide an assured level of funding. Since the "two per thousand" Charter provision must be satisfied, a shortfall in revenue requires police staffing to be met before any of the other needs of the city. Therefore, staffing efficiency should be a top priority, which the current Charter requirement does not allow. The current sworn officers could be used much more productively if they were supported by civilian staff where appropriate.



## Blue Ribbon Panel – Final Report

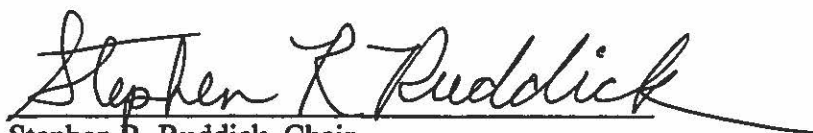
The Panel considered data developed by the Parker Police Department, which showed Aurora ranked about in the middle of metro area officer per thousand ratios. (Attachment G)

After review and discussion the Panel drew up the following resolution which was approved on an eleven to two vote: "The City Council should develop criteria other than the legislated 'two per thousand' Charter requirement that would better evaluate public safety service levels in the City, and furthermore should restore the ability of city management to manage police staffing, with the caveat that the highest standards of public safety be maintained."

### **H. The need for and desirability of a charter convention**

Based on the recommendations of the Panel on the other items, there is no need or desire for a charter convention.

Respectfully submitted,

A handwritten signature in black ink, reading "Stephen R. Ruddick". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Stephen R. Ruddick, Chair  
Advisory Panel on Aurora's Future Governance  
and Infrastructure Development

EFFECTIVE DATE: 10/19/2006

RESOLUTION NO. R2006- 43

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA,  
COLORADO, AUTHORIZING THE CREATION OF AN ADVISORY  
PANEL ON AURORA'S FUTURE GOVERNANCE AND  
INFRASTRUCTURE DEVELOPMENT**

**WHEREAS**, the City of Aurora, Colorado (the "City") is facing many important issues regarding the structure of City government and the application of City resources in the immediate future; and

**WHEREAS**, there has already been an on-going discussion of these issues in the community for a number of years; and

**WHEREAS**, the City Council of the City (the "Council") wishes to receive advice and input on these issues from a representative group of residents and business owners; and

**WHEREAS**, the Council finds and determines that an advisory panel should be appointed to assist the Council in resolving these issues.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:**

**Section 1.** The Council hereby creates the Advisory Panel on Aurora's Future Governance and Infrastructure Development (the "Panel") for the purpose of advising the Council on important issues regarding the structure of City government and the application of City resources.

**Section 2.** The Panel shall consist of twenty-five members, each of whom shall be a resident of City, an owner of business located in the City, or an authorized representative of a business or development entity operating within the City; provided, however, that no member shall hold elective office at the time of his or her appointment to the Panel. In addition, any member elected to office while serving on the Panel shall forthwith resign as a member of the Panel.

**Section 3.** In making appointments to the Panel, the Councilmember shall strive to ensure that at least one individual is selected from the entity or group identified below.

- a) Aurora Chamber of Commerce;
- b) Aurora Economic Development Corporation;
- c) Development community;
- d) Military;
- e) Non-profit agencies and organizations;
- f) Direct service providers;
- g) Registered neighborhood organizations;
- h) Elementary and secondary education;

- i) Post-secondary education;
- j) City employees; and
- k) Existing City advisory boards and committees.

The appointing Councilmember shall use their best efforts to advise potential members of the scope of the task associated with participation on the Panel so that the appointee shall be fully committed to the purpose of the Panel, the amount of work that will be involved and will be knowledgeable about the expectations of the Council and the community. In addition, the Mayor and each Councilmember shall use their best efforts to ensure that the membership of the Panel is representative of the ethnic balance of the City's population.

**Section 4.** The Mayor and each Councilmember shall appoint two (2) members to the Panel by no later than July 15, 2006. Once the initial appointments have been made, the Mayor shall appoint an additional three (3) members from among unrepresented or under-represented segments of the community. The final mayoral appointments shall be made by no later than August 7, 2006. Each member shall serve at the pleasure of the appointing Councilmember and may be removed at the sole discretion of that Councilmember.

**Section 5.** In the event of a vacancy on the Panel, a replacement shall be appointed by the official who originally appointed the Panel member that is being replaced. It is the intent of the Council that the replacement member should represent the same segment of the community as his or her predecessor.

**Section 6.** The first meeting of the Panel shall occur on or before August 15, 2006. At this meeting, the members of the Panel shall, by majority vote, select a chair, vice-chair, and secretary and approve rules of operation and procedure. All meetings of the Panel shall be open to the public, subject to the requirements of the Colorado Open Meetings Law. In addition, the Panel shall report on its progress to the Council on both a written and verbal basis once every quarter, commencing October 1, 2006. Upon the Panel's request, the Council may authorize the printing and distribution of any or all of the Panel's reports to the Mayor and each Councilmember.

**Section 7.** The Panel may use City facilities for its meetings at no charge. The Council shall arrange for the securing of a contract for utilization of an outside individual or entity to provide administrative support for the Panel paid by those discretionary funds available in 2006. Future staff support shall be addressed in the Council's budget deliberations for the 2007 and 2008 fiscal years.

**Section 8.** The Panel shall review and make recommendations concerning the following initial issues, as well as any other issues directly related thereto:

- a) The construction, installation, and acquisition of new City infrastructure as proposed by Facilities Master Plan II;
- b) The existing ward and at-large membership structure of the Council, including, but not limited to, the creation of a Ward 7.

- c) The organizational structure of City government (e.g., City Council-City Manager; Mayor-City Council; hybrid);
- d) The salary structure of the offices of Mayor and City Council; and
- e) The employment status of City Council (e.g., part-time, half-time, full-time).

**Section 9.** Once it has addressed all initial issues, the Panel shall review and make recommendations concerning the following issues, as well as any other issues directly related thereto:

- a) The creation of a City and County of Aurora;
- b) The current police staffing level of two uniformed officers per 1,000 population; and
- c) The need for and desirability of a charter convention.

**Section 10.** The Panel shall make its final recommendations on the issues identified above by no later than April 30, 2008, with the objective of placing any recommended ballot issues on the ballot for the general election in November of 2008; provided, however, that the Panel shall not serve as an issue committee with respect to any ballot issue that may arise as the result of its recommendations.

**Section 11.** Unless otherwise extended by a two-thirds (2/3) vote of the entire membership of the Council, the Panel shall automatically dissolve on July 31, 2008.

**Section 12.** All resolutions or parts of resolutions of the City of Aurora, Colorado, in conflict herewith are expressly rescinded.

RESOLVED AND PASSED this 19th day of June, A.D. 2006.

Edward J. Tauer  
EDWARD J. TAUER, Mayor

ATTEST:

Debra Johnson  
DEBRA JOHNSON, City Clerk

APPROVED AS TO FORM: Chad H. Dickel



The Panel made four interim Reports to City Council:

October 2006

January 2007

April 2007

December 2007

Anyone wishing to review these reports can obtain them in electronic form by contacting the City Clerk's Office.

The minutes from the 20 meetings held by the Panel between August 2006 and March 2008 are not included in this Final Report. Anyone wishing to review the minutes can obtain them in electronic form by contacting the City Clerk's Office.

Aurora's Peer Cities – Chart 1

Place Name		Pop. Rank (of 243)*	Population		Change, 1990 to 2000		Growth Rank (of 243)*	2006 Estimate	2000-06 %Growth	00-06 Growth Rank (of 254)
			4/1/00	4/1/90	Number	Percent				
Minneapolis	MN	46	382,618	368,383	14,235	3.9	178	372,811	-2.6%	223
Colo. Springs	CO	49	360,890	281,140	79,750	28.4	46	369,845	2.5%	142
Santa Ana	CA	52	337,977	293,742	44,235	15.1	95	340,368	0.7%	171
Arlington	TX	54	332,969	261,721	71,248	27.2	48	362,805	9.0%	68
Anaheim	CA	56	328,014	266,406	61,608	23.1	58	331,804	1.2%	164
Tampa city	FL	58	303,447	280,015	23,432	8.4	139	325,989	7.4%	75
Corpus Christi	TX	61	277,454	257,453	20,001	7.8	146	283,474	2.2%	146
Aurora	CO	62	276,393	222,103	54,290	24.4	56	297,235	7.5%	30
Raleigh	NC	63	276,093	207,951	68,142	32.8	40	341,530	23.7%	21
Hialeah	FL	76	226,419	188,004	38,415	20.4	70	220,485	-2.6%	227
Greensboro	NC	78	223,891	183,521	40,370	22.0	65	231,962	3.6%	117
Glendale	AZ	81	218,812	148,134	70,678	47.7	19	239,435	9.4%	65
Scottsdale	AZ	88	202,705	130,069	72,636	55.8	15	226,013	11.5%	49

Source: American Community Survey

Aurora's Peer Cities – Chart 2

Place Name		Total # on Council	At-Large	Wards	Ward Pop/Dist.	Mayor Elected	Core City	Form	Median Age (2005)	12 Month Median Income (2005)
Minneapolis	MN	13	-	13	29,432	At-Large	-	Commission	32.1	\$ 41,829
Colo. Springs	CO	8	4	4	90,223	At-Large	-	Council-Mgr	34	\$ 47,854
Santa Ana	CA	6	(Elected citywide)	6	56,330	At-Large	L.A.	Council-Mgr	27	\$ 47,438
Arlington	TX	8	3	5	66,594	At-Large	Dallas	Council-Mgr	31.6	\$ 48,992
Anaheim	CA	5	-	5	65,603	At-Large	L.A.	Council-Mgr	30	\$ 52,158
Tampa City	FL	7	3	4	75,862	At-Large	-	Mayor-Council	36.2	\$ 35,568
Corpus Christi	TX	8	3	5	55,491	At-Large	-	Council-Mgr	33.5	\$ 39,698
Aurora	CO	10	4	6	46,066	At-Large	Denver	Council-Mgr	32.1	\$ 48,309
Raleigh	NC	8	3	5	55,219	At-Large	-	Council-Mgr	32.6	\$ 48,148
Hialeah	FL	7	7	-	-	At-Large	Miami	Mayor-Council		
Greensboro	NC	8	3	5	44,778	At-Large	2-city metro area	Council-Mgr	35.8	\$ 36,733
Glendale	AZ	6	-	6	36,469	At-Large	Phoenix	Council-Mgr		
Scottsdale	AZ	6	6	-	-	At-Large	Phoenix	Council-Mgr	41.2	\$ 60,057

Average: 7.7

57,600

Source: environmental scan

**Executive Management in American City Government**  
**The Model City Charter**  
By Geoff Withers

A Brief History

City management in the nineteenth century operated on a hit-or-miss basis. City government as a businesslike proposition, with planning, execution and executive control was almost nonexistent. Cities tended to be cobbled into separate fiefdoms, often controlled by separately-elected boards and commissions, each independently overseeing a different aspect of government responsibility. The political favors that each agency was able to dole out were, to some extent, responsible for the wave of progressive reforms of the 1890s and early 1900s.

Led by Teddy Roosevelt, Charles W. Eliot, President of Harvard University, and Chicago businessman Marshall Field, among others, some of these reformers met in 1894 and eventually created the National Municipal League, now named the National Civic League (NCL), which is currently based in Denver. Reforms from that era include open records, open meetings, and businesslike budgeting and auditing practices, principles that are taken for granted today, and are an integral part of most states' local government legal structure.

Producing the first Model City Charter in 1900, the NCL took the position that structure was critical to make "good influence easy and bad influence hard" in city government. The first Model City Charter recommended the mayor-council form of government, providing a strong executive function in municipal affairs. This was such a radical departure from the norm that there was little initial support for giving a mayor such extensive powers.

In that same year, the City of Galveston, Texas was destroyed by a Category 4 hurricane. The 15-foot waves and 130 mph winds did more than destroy the city and a lot of vacations that Labor Day, it also rendered helpless the mayor and twelve aldermen in the "worst governed urban community in the whole country." The Governor appointed a commission to oversee the recovery efforts, and, although not a new form of government, it was hailed as an innovation. The commissioners each headed up a different administrative department, providing leadership in one functional area. By 1915 over 400 cities in the country had adopted the commission form of organization, including the cities of Colorado Springs and Grand Junction, who both adopted the form in 1909 as a reform in their city charters. The NCL resisted endorsement of the commission plan in their Model because it fragmented the executive function, and allowed too little policy development by the legislative body.

The 1915, the Second Edition of the Model City Charter incorporated the advantages of the commission's legislative function with the basic organizational feature of private business: the appointed chief executive. Originally referred to as the "commissioner-manager plan," it eventually became known as the council-manager plan. Although not invented by the NCL, their Model Charter became the plan's major proponent, and by the end of 1915, 82 cities had adopted the council-manager plan.

The council-manager plan in the Second Model City Charter recommended a small council, elected by means of nonpartisan, at-large ballots, who would select a professional executive to manage the administrative functions of the city. The council was to choose one of

its own as a ceremonial mayor, who would have no veto power and would preside over meetings. In time of public danger or emergency, the mayor would, with the council's consent, take command of the police and maintain order.

A variety of changes to the Model Charter were made in the 1927, 1933 and 1941 editions, but by then the reformist stance had softened, and they included the strong mayor-city council form as a second best alternative. It noted that many of the advantages of professional administration could be obtained in this form by means of hiring a professional administrator, and should be adopted where a manager-council form could not be adopted. This fifth edition added the possibility of "proportional representation," and departed from the first edition salary standard by allowing that some pay for council members is acceptable.

The 1964 sixth edition of the Model Charter admitted that the strong mayor form might be preferred in cities with a large population, due to the political demands of a larger population. It offered the alternative of at-large council elections, which could be combined with district and/or proportional representation. It was the first edition to recommend direct election of a mayor, rather than council-chosen, but still a second-best alternative.

During this evolution of the Model City Charter, there have been two streams of thought on the purpose of the Model: propose an ideal structure, or offer general principles with alternatives. This dichotomy was first stated in the seventh edition, proposed in 1989. The 2003 Eighth Edition Model City Charter was developed with the recognition that many mayor-council cities have become more professionally accountable, and many manager-council forms have become more politically responsive. With both forms moving more to the "center," the Eighth Edition cautions not to blur the lines between policy development and management.

### The Practice

A 1996 ICMA study of 2,484 cities showed that 3.7% operated under a pure mayor-council form, and 17.5% under a pure council-manager form. The rest, 78.8%, were some combination, sometimes called the "adaptive," or hybrid, form of city government. One analysis of that study's data differentiated between three types of adapted form of government in large cities. The adapted political and adapted administrative cities are versions of those forms that have moved slightly away from the "pure" form. The "mixed" city is a blending of, and major departure from, either the mayor-council or the council-manager form. It is characterized by either a (a) separation of powers between the mayor and council, with little mayor administrative control, or (b) a mayor with ceremonial political authority and considerable administrative control.

Another study of 193 cities over 100,000 in population showed that only 10% of the manager-council cities had a "pure form," with regard to the election of mayor and council, and that both forms were converging to some kind of mixed form. It seems that either form can be adapted to have aspects of the other form, as may be needed in a particular jurisdiction. Indeed, the culture of the city, and what form is traditional, may be more important than what the form is called.

In 2004, the City of El Paso, Texas, approved a charter change from a strong mayor form to a council-manager form. With a population of 581,000, it is the largest city to do in recent

times. Since 1998, Oakland, California, and Miami, Florida, are the other two largest cities to abandon the council-manager form and move to a strong mayor form. The City of Dallas, Texas, however, recently held a charter revision election to change from a manager-council form to a strong mayor form, but their election failed. In Cincinnati, Ohio, the voters simply modified its council-manager form by combining elements from the strong mayor and the council-manager form for what has been called their “stronger” mayor and “weaker” council form. These few recent examples demonstrate that large cities continue to experiment, trying to find a form that best reflects the values of their citizens.

### Aurora

City of Aurora first hired a city manager in 1953. This was before the city adopted its first home rule charter in 1961, so the official “form” of government does not seem to have been a matter of public record. The original charter cannot be located for review, but the city has had a series of city managers since that time, so we might presume that the council-manager form has been in practice for over 50 years.

Aurora does not have a “pure” form of the council-manager system, however, as is the case in many other cities. As discussed above, the pure form is to have a small council, elected at-large, who choose a mayor from among their number. The mayor then has mostly ceremonial duties, and otherwise is treated the same as any other member of council. Aurora’s City Charter calls for the Mayor to be elected at-large, and to serve full time, unlike members of the City Council. For this service the position is paid a higher salary than the other elected positions.

### Sources

Aurora, Gateway to the Rockies, Mehls, Drake and Fells; Cordillera Press, 1985.

“The Relative Efficiency of City Manager and Mayor-Council Forms of Government,” Hayes and Chang; Southern Economic Journal Vol. 5, No. 1, July 1990; pages 167-177.

“How American City Governments Have Changed: The Evolution of the Model City Charter,” Frederickson, Wood and Logan; National Civic Review, Spring 2001, pages 3-18.

“Model City Charter – 8<sup>th</sup> Edition,” National Civic League, 2003.

“Municipal Reform in Mayor-Council Cities: A Well-Kept Secret”; State and Local Government Review, Winter 2003, Vol. 35, No. 1, pages 7-14.

“A Time for Change: El Paso Adopts the Council-Manager Form,” Derek Okubo; National Civic Review, Fall 2005; pages 3-9.

“Looking for Accountability and Efficiency in Council-Manager Government: The Case of Cincinnati,” John T. Spence; National Civic Review, Winter 2006, pages 43-47.



**The Drivers in Changing City Government  
From the Strong Mayor to Council-Manager Form,  
And the Variables in the Hybrid Form  
By Geoff Withers**

As part of the Aurora Panel's continuing discussion about cities' form of government (i.e., Mayor-Council or Council-Manager), two subjects are briefly addressed in the following paragraphs: (a) the identifiable motivations to change from one form to another in large cities that have recently changed (the "drivers"), and (b) the different methods used to separate the duties of a professional manager working under the direction of a city council from the Mayor, in a "hybrid," or "adaptive," form of city government (the "variables").

Please note that the analysis of the "drivers" does not delve into the depths of local/regional political culture or tradition, issues that, according to some analysts, are critical determinants of city structure. The drivers are presented strictly on a factual basis, as can be gleaned from a very superficial scan of news reports and other articles. The cities discussed were chosen at random from information on the Internet. Population listed is from the 2000 Census. The "variables" presented are from work done by the ICMA.

### **The Drivers**

In trying to determine why cities are motivated to change from one form of government to another, the following recent cases were examined:

<u>City</u>	<u>Date</u>	<u>Form Change</u>	<u>Result</u>
Portland, OR	May 2007	Commission to Strong Mayor	-
Miami, FL	Jan. 2007	Council-Manager to Strong Mayor	Passed
San Diego, CA	Nov. 2004	Council-Manager to Strong Mayor	Passed
St. Louis, MO	Nov. 2004	Council-Manager to Strong Mayor	Failed
El Paso, TX	Feb. 2004	Strong Mayor to Council-Manager	Passed
Cincinnati, OH	Dec. 2001	Council-Manager to "stronger" mayor	Passed

#### **Portland** (Pop.: 529,121; proposed reform Commission to Strong Mayor)

City Council voted to put a strong mayor form on the May 2007 ballot, after the Mayor's Charter Review Commission recommended changing to one central manager who reports to the Mayor. The "commission" form has been in effect since 1913 in Oregon's largest city, with the Mayor and four commissioners sharing power. The current form called by some the "five-mayor" system, whereby each member of City Council oversees the operation of several bureaus, as designated by the Mayor.

Supporters of the change say it will make the city more efficient, while opponents say it will make it easier for business interests to have their way, and hurt the caliber of leadership in the city. The campaigns of both the proponents and opponents are now gearing up. Proponents include the Portland Business Alliance, the daily newspaper's editorial board and the current Mayor, according to one report. They cite a \$15 million tram project that cost \$57 million, water billing mistakes, and the flight of Columbia Sportswear from the city as examples of what needs to be fixed. Opponents say the change will make the city less accessible and responsive, and concentrate too much power in one office.

**Miami** (Pop.: 362,470; proposed reform: Council-Manager to Strong Mayor)

Made up of 35 municipalities and Dade County, Miami-Dade has been governed collectively under a two-tier confederation (not consolidated city-county) since 1957. The individual cities provide police, fire, zoning/code enforcement and other typical municipal services, while Miami-Dade County governs regional services, such as emergency management, health care, airport and seaport operations, solid waste disposal and transportation. Of the county's 2.2 million residents, about 52% live in the unincorporated county, which is heavily urbanized.

The Miami-Dade confederation has operated under an unusual hybrid form for many years. The Executive Mayor of Miami-Dade County was elected countywide to serve a four-year term. The Mayor is not a member of the County Commission, and has veto power over the Commission. The Board of County Commissioners is the legislative body, consisting of 13 members elected from single-member districts. Members are elected to serve four-year terms, and elections of members are staggered. The Board chooses a Chairperson, who presides over the Commission, as well as appoints the members of its legislative committees. The Board has a wide array of powers to enact legislation, create departments, and regulate businesses operating within the County. It also has the power to override the Mayor's veto with a two-thirds vote.

Until January 2007, the Mayor appointed a County Manager, with approval and consent of the Board of County Commissioners, to oversee the operations of the County Departments. A charter election at that time gave the Mayor sweeping executive powers, transferring all the powers of the County Manager to that office. The Mayor now can hire and fire all department heads, and removed three within weeks of the election. His initial exercise of the new mayoral powers was over the budget and finance operations, which the Commission has under their control, according to news reports.

The campaign for this change was first proposed by the Mayor, and was underway for two years before the election. Opposition to it was only organized after January 1, 2007. Although specifics were not apparently discussed during the campaign, the local press quoted the mayor as saying that change was needed, leading to the personnel moves. An investigation by the Inspector General found that employees had been reimbursed for college tuition expenses when they also received scholarships or grants, leading to one department head's demotion. The dismissal of the Planning & Zoning Director was apparently due to the need for "different thinking and skill sets," since that department must find a balance between "developers pushing building spurts and preservationists trying to limit growth."

**San Diego** (Pop.: 1,223,400; proposed change: Council-Manager to Strong Mayor)

A charter change to move the budget and personnel powers of the city manager to the Mayor began in January 2005, and was completed by January 1, 2006. It removed the Mayor from the nine-member City Council, leaving the council with an independent budget analyst and the power to override mayoral vetoes with five votes. It is designed to last for a five-year trial period, after which the voters will be asked to approve it again. In the meantime, some in the community, from both sides of the 2004 charter amendment, have called for a charter review commission is to monitor progress and suggest changes.

Changes appear to be needed. The 2004 ballot measure was a halfhearted effort, compromised by the need for compromises to get the ballot measure approved by City Council,



whose members were loath to cede power to a strong executive. It removed the Mayor from council, and left eight voting members on that body. In addition, the same number of votes is needed to pass a measure and send it to the Mayor for signature as is necessary to override a veto, rendering a mayoral veto mere window-dressing.

Therefore, San Diego seems to have a strong mayor system in name only. If left as is, the voters will, no doubt, not extend the life of this experiment. It is instructive of the political issues in changing a city's form of government.

**St. Louis** (Pop.: 348,189; proposed change: Council-Manager to Strong Mayor)

Perhaps the first city to operate under a Home Rule Charter (1876), St. Louis was certainly the first to consolidate one city and county government under that Charter. In 1914, a charter reform effort resulted in the current city structure: a Board of 28 Aldermen elected from each of the city's wards, plus a Board President elected at-large share power with a weak Mayor who shares executive authority with nine other independent citywide elected officials, including a treasurer, comptroller, and collector of revenue.

The 2004 reforms were based upon four amendments to the city's charter: (1) replacing the Board of Estimate and Apportionment with a new city finance department under the Mayor, (2) transforming the elected county offices into mayoral appointments, (3) creating a chief administrative officer for the city, another mayoral appointee, and (4) reducing the Board of Aldermen to 15 members.

All of these reforms had roots that extended back to a civic organization formed in 1953. This long process has an interesting history, but the resulting failure of all four ballot questions is probably due to the suspicions of voters in a city with a long history of machine politics. Although the reforms initially enjoyed widespread support, by Election Day economic class divisions within the city showed the distrust that working-class citizens held for the effort, which was perceived to be the product of wealthy and professional middle class business interests.

**El Paso** (Pop.: 563,662; proposed change: Strong Mayor to Council-Manager)

El Paso's old charter required the Mayor and each of eight district representatives to run every two years, resulting in a frequent change of leadership. The city's administrator was appointed by the Mayor, and, with seven mayors in fifteen years, there were frequent changes in direction and leadership. As a political appointee, the CAO often had problems dealing with problems, when issues became unnecessarily politicized because the position was seen as an extension of the Mayor.

Although city leaders were reluctant to change the city's strong Mayor form of government, civic activists felt more power in the hands of a top elected official didn't necessarily result in better decisions, result or services. One was quoted as saying that the city needed someone with professional training and experience. Accountability, professionalism, de-politicizing the management process, and simply getting things done were the overarching reasons for the proposed change in the city charter.

The charter amendment was put on the ballot as a referred measure by a Mayor and council majority elected on that specific platform. A number of community forums were held throughout the city, the local news media was supportive, and there was virtually no organized

opposition. Some citizens were concerned, however, that the manager would be appointed, not elected, and so couldn't be voted out of office. Also, some were concerned that five voting members could remove the manager, or six members could override a mayoral veto, if the constituents felt that the manager wasn't doing a good job. Voter turnout was low in February 2004, but the change has been viewed favorably since the transition,

Cincinnati (Pop.: 331,285; proposed change: council-manager to "stronger" mayor)

Cincinnati adopted the council-manager form of government early in the 20<sup>th</sup> century as a replacement for the perceived corrupt, inefficient, and poorly managed city government led by party "bosses." A number of interesting reforms over the last half of the century led to a slightly modified form, but it still was essentially a council-manager arrangement by 2001, sufficient disquiet had resulted from a poor economy and deteriorating race relations to prompt voters to approve a "stronger" mayor and "weaker" council form that began on December 1, 2001.

Two interesting aspects of this case study are that (1) a scientific measurement was made of "stakeholder perceptions" immediately before the election and one year after, to determine whether the change had succeeded in improving confidence in the city, and (2) the same mayor served both the last term under the old, and the first term under the new, regime.

The results of this study prompted the observation that accountability and efficiency, the publicly-stated reasons for the change, had not measurably improved. The findings support the ideas that (a) perceptions of structural problems in municipal government are largely related to issues of authority, with accountability and efficiency being desired by-products of an increase in mayoral power, and (b) the political and leadership skills of the mayor affect perceptions of mayoral and governmental performance much more greatly than structural change. Thus informal power, determined by the personality of the mayor, may be a more significant determinant of leadership and success than formal, institutional changes made in city government.

### The Variables

According to data published in the International City Manager's Association's (ICMA) 2006 Municipal Yearbook, 49% (3,505 / 7,144) of cities with a population over 2,500 use the council-manager form of government, versus 43% (3,096 / 7,144) using the mayor-council structure. The ICMA examined the 21 cities over 100,000 with an Aaa S&P rating, and determined that 62% (13) operated under a council-manager form.

The ICMA is now completing the compilation of a 2006 survey of its members to add to the statistical data on how cities are addressing form-of-government issues. Preliminary results indicate the following practice among those surveyed, with regard to the office of Mayor:

1. Direct election (65%)
2. Voting member of the council (72%)
3. Veto (12%)
4. Presides at council meetings
5. Represent the city in intergovernmental relationships
6. Appoint with the advice and consent of the council the members of citizen advisory boards and commissions (75%)
7. Present an annual state of the city message (42%)

8. Appoint the members and officers of council committees (80%)
9. Assign subject to the consent of council agenda items to committees
10. The mayor shall be recognized as head of the city government for all ceremonial purposes

Sources

"Power, Professionalism and Independence: Changes in the Office of the Mayor," Desoto, Tajali and Opheim; State and Local Government Review Vol. 38, No. 3, 2006, pages 156-164.

"Déjà Vu All Over Again: Charter Reform Fails in St. Louis," Cropf & Swanson; National Civic Review, Fall 2005; pages 10-19.

"Looking for Accountability and Efficiency in Council-Manager Government: The Case of Cincinnati," John T. Spence; National Civic Review, Winter 2006, pages 43-47.

"A Time for Change: El Paso Adopts the Council-Manager Form," Derek Okubo; National Civic Review, Fall 2005; pages 3-9.

"Municipal Reform in Mayor-Council Cities: A Well-Kept Secret"; State and Local Government Review, Winter 2003, Vol. 35, No. 1, pages 7-14.

"The Relative Efficiency of City Manager and Mayor-Council Forms of Government," Hayes and Chang; Southern Economic Journal Vol. 5, No. 1, July 1990; pages 167-177.

Advisory Panel  
on  
Aurora's Future Governance  
And  
Infrastructure Development

Form of Government Panel  
Thursday, June 14, 2007  
6:00 p.m.

Comments from Bob Brooks.

I am providing my own thoughts to the questions posed by the FOG panel and have also asked the opinion of Mr. John Arnold and Dr. Hans Bleiker, whom I believe have particular knowledge that I felt might be helpful or provide enlightenment to the panel. Their comments are included.

Three Questions provided by the FOG panel.

1) I do not believe that the City's response to future needs in the four areas mentioned would necessarily be impacted by a change in form of government. A Strong Mayor form, for example, would simply have department heads reporting directly to the mayor, eliminating the City Manager. Assuming the city has well qualified department heads, their response would be virtually the same, however, there could be two possible exceptions: First, a Strong Mayor system is without question one with greater political influence. After all, that is why the Council-Manager plan was developed, to lessen the influence of politics within the bowels of city hall. Therefore, the assumption of well-qualified department heads, could be compromised as politics tends to lend itself to political spoils. Secondly, it is seldom in a well-run government that a department responds to anything in isolation, but rather, what is important is the efficient, coordinated response by all appropriate departments and employees. One of the main responsibilities of a city manager is to orchestrate the various departments to work together and respond appropriately as a team. Without the city manager position, it is doubtful that the Mayor would have the time, and often not the experience in organizational development, to build that team. The Mayor could hire someone to do that job, but in that case you now have a city manager reporting to the mayor rather than the full council, a concentration of power generally shied away from by most Americans.

2) Actually I cannot think of instances where one form might be more effective than another. One possibility that comes to mind is if the Mayor had the authority to commit on behalf of the City when negotiating with developers, labor unions, etc. This would add significant efficiency to the decision-making process, but would also remove the decision-making from the light of public meetings into the shadows of the mayor's office. I doubt that the citizens would accept this as a good trade.

3) Good question and one with which I, as a past elected official and as a cabinet member for an elected official, can certainly empathize. However, while a strong mayor form of government may solve this issue for the mayor, it virtually eliminates it for city council members as all power now rests with the mayor. The answer to this questions lies with the ability of the candidates. Elections may be one of the best forms of job interview for someone who eventually is expected to accomplish things through politics. Politics after all is nothing more than the practice of

persuasiveness. The mayor and council have to be good politicians. They need to have the capability of bringing others to their way of thinking and build support for their ideas both in the public and with their peers. That is the way our representative democracy works and it is a good thing. Not always efficient, but good.

TOPEKA. As an alternative to the Council Manager or the Strong Mayor plan, I was aware that the City of Topeka in the late-1980's adopted a hybrid form of the strong mayor form of government. In that system, the mayor was the CEO of the city, but was required by charter to hire a CAO who had experience as a city manager. I knew two of those CAOs and was able to locate one, John Arnold. John, even though having spent several years as the city's CAO, was not a fan of the hybrid form. He told me an example of how well it worked was

“the original airport was a \$1.8 billion project, scheduled to be complete by 1993. It came in at \$5.3 billion and 18 months late. I don't think you can overspend by that much unintentionally. That's the form of government in action.”

I have attached an article that Mr. Arnold wrote for the LKM magazine when Topeka was considering changing the form of government back to the Council-Manager plan. Topeka, after 20 years with the hybrid system, returned to the Council-Manager Plan. I have also included a recent article about their new city manager.

Dr. Hans Bleiker: Dr. Bleiker is a consultant and owner of the *Institute for Participatory Management and Planning* in Monterey, California. I have known Dr. Bleiker for many years and very much respect his thoughts on government and democracy. I happened to catch Dr. Bleiker while he was lecturing in Golden and visited with him about the issue being studied by the FOG panel. Our conversation was about one hour, but I believe that I can summarize Dr. Bleiker's thoughts in a few brief sentences. He feels that for government to function as a true democracy, representing and responding to all of the people, there must be a separation of power. That separation of power is the cornerstone of democracy and a strong mayor form of government concentrates too much of that power away from the council and into the office of the mayor. It further takes public decision discussions behind closed doors. Dr. Bleiker feels this is dangerous and has been proven to be so time and time again in places like Chicago.

In closing, let me simply say this. No form of government works perfectly. Changing the form will not solve problems the City of Aurora may be experiencing. Every unit of the organization must play its role well for the city to function as it should. The Mayor is the chief spokesperson for the City. The Mayor's main job is to have a vision for the city and to articulate that vision and win the hearts of the citizens, the council and the staff so that they share that vision. This is perhaps the most important task of government. The council must set policy and provide direction to the staff and the staff must carry out those policies and make the city's vision a reality. Perhaps the City needs to look at the players and determine whether they are performing their designated duties in an excellent fashion. If not, I would submit that fixing those issues might be more productive than trying a new form of government in which the roles may be changed, but there is still no guarantee that the players will do any better.



## Current Electeds' Pay in Front Range Cities Used for City of Aurora Annual Employee Benchmark Survey

Agency	Council Monthly Base Pay	Council Allowance	Total Monthly Comp.	Council hrs/mo*	\$/hr.	Mayor Monthly Base Pay	Mayor Allowance	Total Monthly Comp.	Mayor hrs/mo	\$/hr.
Arvada***	\$1,150	(1)	\$1,150	(2)	-	\$1,500	(1)	\$1,500	(2)	-
Aurora	\$1,017	\$761	\$1,778	(2)	-	\$4,385	\$1,121	\$5,505	173	\$25
Boulder	\$679	(3)	\$679	(2)	-	\$679	(3)	\$679	(2)	-
Colorado Springs****	\$521	(1)	\$521	120	\$0.36	\$521	(1)	\$521	160	\$3
Denver**	\$6,514		\$6,514	173	\$3	\$12,133		\$12,133	173	\$70
Fort Collins	\$630		\$630	(2)	-	\$945		\$945	(2)	-
Lakewood										
Thornton**	\$900	\$450	\$1,350	25	\$54	\$1,000	\$650	\$1,650	25	\$66
Westminster (1),(4)	\$800	\$200	\$1,000	12	\$83.33	\$1,000	\$200	\$1,200	12	\$100

(Mayor Pro Tem not included here)

\* estimated

\*\* insurance, etc. benefits offered: employee portion paid by city

\*\*\* mileage paid @\$.485/mile

\*\*\*\*cell phone &amp; laptop provided; Council: 120-160 hrs/mo., Mayor: 160-200 hrs/mo.

- (1) insurance, etc. benefits offered: city pays no portion
- (2) unknown/not tracked
- (3) EcoPass provided
- (4) Hours are minimum spent for study sessions, Council meetings, City-sponsored events, etc.

**Officers Per Thousand Comparison**

Sworn Officer figures are based on information gathered from each agency on 7/21/07.

<b>Community</b>	<b>Population</b>	<b>Sworn Officers</b>	<b>Officer/Thousand</b>	<b>Ranking</b>
Glendale	4,800	23	4.79	1
Greenwood Village	14,175	65	4.59	2
Sheridan	5,600	25	4.46	3
Lone Tree	10,000	39	3.90	4
Cherry Hills Village	6,500	21	3.23	5
Edgewater	5,400	16	2.96	6
Commerce City	29,000	80	2.76	7
Denver	554,636	1452	2.62	8
Golden	18,000	44	2.44	9
Wheat Ridge	31,000	73	2.35	10
Englewood	32,491	68	2.09	11
Federal Heights	12,000	24	2.00	12
<b>Aurora</b>	<b>307,000</b>	<b>614</b>	<b>2.00</b>	<b>13</b>
Broomfield	54,925	100	1.82	14
Northglenn	37,527	66	1.76	15
Brighton	33,000	57	1.73	16
Louisville	19,400	33	1.70	17
Boulder	102,647	171	1.67	18
Littleton	41,519	69	1.66	19
Lakewood	154,000	246	1.60	12
Westminster	112,939	181	1.60	20
Longmont	85,000	136	1.60	21
Arvada	105,000	165	1.57	22
Thornton	112,000	154	1.38	23
Castle Rock	41,000	56	1.37	24
Lafayette	30,000	39	1.30	25
Parker	45,000	58	1.29	26
Erie	16,000	20	1.25	27

Source: Parker Police Dept.

## Advisory Panel on Aurora's Future Governance and Infrastructure Development

Attendance: August 2006 – March 2008

		8/06	9/06	10/06	11/06	12/06	1/07	2/07	3/07	4/07	5/07	6/07	7/07	8/07	9/07	10/07	11/07	12/07	1/08	2/08	3/08
Allott	Roger H.	X	X	X		X			X	X							resigned				
Berzins	Andris	X	X				X	X	X	X		X		E	X						
Ciletti	Mike	X	X	X	X			X	X	X	X	X	X	X	E		E	E	X	X	X
Cook	Matt	X			X	X	X	X	X	E	X	X	E	X	X	E	X	E	X		E
Eaton	John	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Gershen	Jay	X	X	X	X		X	X	X	X	X	X	X	X	E		E	X			E
Gholston	Leondray	X	X		X	X	X	X		E	X	X	X	X	X		X	X			X
Hougen	Kevin		X	X			X		X	E	X	X			X	X	E	X	X		X
Leid	Kelly							Peter Kirchhof	X	E	X	X	X	E	E	E		X	X	X	
LeGare	Bob	X	X	X	X	X	X	X	E	X	X	X	X	X	X	X	X	X	X	X	X
Lindemann	Ingrid	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	E	X
Lindemann	Don	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	E	X	X	X
Maks, Jr.	F. Peter	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	
Mingilton	Dale	X	X	X	X	X	X	X	X	X	X	X		X	E	X	X	X	X	E	
Mitchell	Wendy	X	X		X				X	E	E	X	X	X	E						
Nufiez	Alfonso	X	X	X	X		X	X	X	X		X	X	X	E	X		X	X	X	E
Shuman	Kin	X		X	X	X	X		X	X	E		E	X	X	E	X	E		X	X
Smigel	June	X	X	X	X			X	E		Dick Moore	X	X	X	E	E	X	X	X	X	X
Steine	Bob	X		X	X				X		X				E	X	X	X	X	X	E
Thorne	Jack	X	X	X	X	X			Dave Williams	X	X	X	X	X	E	X	E	E	X	X	E
Wallisch	Steve	X	X	X	X	X		X		X	X	X	X	E		X	X	X	X	X	X
Wilson	Pam	X	X	X	X		X		X		X	X	X	X	E	X	E	E	X	E	X
Ruddick	Steve - C	X	X		X	X	X	X	X	X	E	X	X	X	X	E	E	X	X	X	E
Belef	Ellen - VC	X	X	X	X	X	X	X	E	X	X	X	X	X	X	X	X	X	E	X	X
Bakker	Jake - Sec.	X	X	X		X	X	X	X		X	X	X		X						

Replacement appointees for those who resigned are noted in the month prior to their first attendance. X = present, E = excused