



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: July 22, 2014**

**AGENDA TITLE:** Consideration of a motion to accept the summary of the May 13, 2014 Human Services Strategy Update Study Session.

**PRESENTERS**

Jane S. Brautigam, City Manager  
Karen Rahn, Director, Human Services  
Wendy Schwartz, Human Services Planning Manager

**EXECUTIVE SUMMARY**

This agenda item presents a summary of the May 13, 2014 Study Session on the Human Services Strategy Update. [The study session memo can be found here.](#)

The purpose of the study session was to:

1. Request council feedback on the proposed process, timeline and benchmarks for the update to the Strategy; and
2. Present background information on key issues.

**STAFF RECOMMENDATION**

**Suggested Motion Language:**

Staff requests council consideration of this matter and action in the form of the following motion:

Motion to accept the May 13, 2014 Study Session Summary on the Human Services Strategy Update

**NEXT STEPS**

1. Homelessness Update Study Session, Aug. 26, 2014
2. Human Services Strategy Study Session, Dec. 9, 2014

**ATTACHMENTS**

- Attachment A: May 13 Human Services Strategy Study Session Summary  
Attachment B: Front Range Cities Homeless Housing and Services Analysis  
Attachment C: Countywide Capital Homeless Housing Investment

**City Council Study Session Summary**  
**May 13, 2013**  
**Human Services Strategy Update**

**PRESENT**

**City Council:** Mayor Matt Appelbaum, Andrew Shoemaker, Macon Cowles, George Karakehian, Tim Plass, Sam Weaver, Suzanne Jones, Mary Young

Staff Presenters: City Manager Jane Brautigam, Human Services Director Karen Rahn, Human Services Planning Manager Wendy Schwartz

**PURPOSE**

The purpose of the study session was to provide an update on the proposed process, timeline and benchmarks for the update to the Human Services Strategy (HS Strategy, formerly Master Plan), present background information to inform the discussion and get council feedback on the key process elements.

**OVERVIEW OF PRESENTATION**

Karen Rahn opened the meeting and provided an overview of:

- Purpose and background for the HS Strategy update;
- Proposed process timeline and benchmarks; and
- Current HS policy direction.

Karen Rahn also provided background on the following:

- Three phases of the update: Phase I Background Research (September 2013 – June 2014), Phase II Analysis and Policy Options (July, 2014 – March, 2015), Phase III Final Plan and Approval (March 2015 – June 2015).
- Stakeholder and public process will be ongoing in Phase I and II.
- Boulder city and county roles, which are similar to those of many other jurisdictions across the country. The county provides the primary safety net, as a state subdivision, and also offers a broad range of prevention and intervention services and funding.
- The city charter does not mandate provision of human services, although the city has a long history of partnerships and community support in providing and supporting human services.
- Current guiding principles, priorities, and roles.

Wendy Schwartz presented information about background research completed during Phase I of the HS Strategy process, including:

- Department resource allocation by role and issue/population categories:
  - Of the department's \$6.76M budget, 87 percent is from the GF and 13 percent if from grants and contracts from outside the city. Fifty-one percent is allocated to programs provided directly (primarily children, youth and family and senior services); 41 percent is allocated to community nonprofit funding; and eight percent is allocated to human services planning, research and partnering with

## Attachment A: May 13 HS Strategy Study Session Summary

other entities and the community to address a broad range of human services issues.

- The department's resources cover a broad range of issue areas. A few human services issue areas, such as employment, economic mobility, active living and health have limited HS involvement, currently.
- An update on the city partnership with the county, city of Longmont, and Foothills United Way to launch a joint online grant management system and application. The funding entities have developed common impact areas and indicators for key human service issues;
- Key local and national human services trends;
- National models and themes in addressing human services issues, including Collective Impact and Pathways; and
- Review of human services structure in other cities. Overall human services are individual and unique in cities, with no mandated municipal role. City human services structure and policies are based on community needs, values and local resources.

Karen Rahn reviewed key issues and updates in homelessness and potential strategies:

1. The TYP Board is shifting focus and work plan to have much stronger involvement in regional issues, including housing;
2. A consultant has been hired by service providers to assess service coordination between Boulder Shelter for the Homeless (BSH), Boulder Outreach for Homeless Overflow (BOHO) and Bridge House (BH);
3. Discussions are underway with the Metro Denver Homeless Initiative (MDHI) regarding expanding partnership and support to Boulder community;
4. Boulder is partnering with Denver's Road Home and Metro Denver Homeless Initiative to participate in a coordinated assessment and housing placement pilot program for veterans and chronically homeless people (25 Cities Initiative).

Potential strategies for the development of a Homeless Action Plan (HAP), include:

1. Strengthen regional relationships and implement regional solutions for transitional and permanent housing to meet gaps;
2. Facilitate development of integrated services system, (including coordinated entry, assessment and case management);
3. Increase supply of affordable housing for the homeless through review of land use regulation and identify and pilot innovative solutions to increase countywide housing and service options;
4. Promote and facilitate the creation of a community-wide shared data system and outcome measures;
5. Expand community education/engagement on homeless issues across sectors; and
6. Develop priorities for city funding for homeless services.

## **COUNCIL DISCUSSION**

The following general ideas and themes emerged from council discussion:

- HS resources support a very broad range of populations and issue areas. Council members suggested focusing limited resources on supporting fewer priority areas to have greater impact in key areas.
- The HAP should include strategies to engage other cities in addressing homelessness. The Consortium of Cities is one forum to involve all cities and towns in the county to provide resources to support countywide homeless services.
- The city should expand its leadership role and use its leverage as a funder to improve the human services system, including the homeless services system.
- The city should expand its efforts to educate the community about homelessness. Homeless people should tell their stories to help educate the community.
- Boulder has a commitment to helping people experiencing homelessness. The city needs to consider how city resources can best be utilized and how other resources in the region can be leveraged for long-term solutions.
- Include a wide range of city residents in the HS Strategy stakeholder process, in addition to human services agencies.
- Use experts to help craft policy options.

## **HS Strategy**

- Direction and process for HS Strategy update are on right track.
- Ensure processes and human services are culturally competent.
- The Latino Task Force, Area Agency on Aging, Denver Regional Council of Governments, and Naropa should be added to the stakeholder list for HS Strategy public consultation.
- Continue to engage the county as a key partner to understand best options for increased partnership and leveraging.
- Consider health and income status of older adults in Boulder when planning for service needs.
- Consider including healthy/active living, local food access.

## **Human Services Resource Allocations**

- If the city chooses to narrow the focus of HS resources, it should consider implications for programs traditionally supported that are no longer in focus areas.
- Continue to consider prevention in mix and maximizing potential benefits of models such as Collective Impact and Pathways.
- HS funding does not include resources the city allocates through U.S. Department of Housing and Urban Development (HUD) and Inclusionary Housing revenues on affordable housing. Depending on the framing of the analysis, the city spends more on homeless and at-risk individuals and families than the HS allocations may reflect.

## Homelessness

- The Boulder County Ten-Year Plan (TYP) to Address Homelessness priority on providing Housing First represents an overall net savings to the community. Emergency medical and jail costs are challenging to capture, since data in those systems is not based on housing status. It is important to work with partners in health care and the justice system to assess and address these costs to the degree possible.
- Council supports the city taking a leadership role and moving on the HAP quickly.
- The Boulder community identified homelessness, along with affordable housing and safety as priority issues in the community survey.
- Consider prioritization for services based on vulnerability, residency or other relevant factors.
- Tie funding priorities with strategies to help people exit homelessness.
- Use experts to help clarify the city's role in homeless services and recommend cost-effective investments.

## Requested Follow-up Information

The mayor requested information about Front Range cities' investments in human services and housing for people who are homeless or at-risk for homelessness. This information is included as **Attachments B and C**. Attachment B is basic needs and emergency services. A caveat for this data is the information is comprehensive for the City of Boulder, but may be incomplete for other cities. Data which was easily discernible from published city budgets was used for the comparison.

Attachment C includes capital investments for the years 2008-2013. In 2014, the City of Boulder also invested \$1.2M for Bridge House transitional housing for the Ready-to-Work program (48 beds) and \$45K to Emergency Family Assistance Association for four transitional housing units for families on Yarmouth.



	City of Boulder Awards <1>	City of Longmont Awards	City of Lafayette Awards	City of Louisville Awards	City of Superior	City of Arvada	City of Fort Collins	City of Westminster	City of Colorado Springs <2>
Project Self-Sufficiency							\$ 22,000		
Rehabilitation and Visiting Nurse Association							\$ 33,450		
Rise Program - anti-poverty self-sufficiency		\$ 48,970							
Salud Clinic		\$ 20,000							
Sister Carmen Community Center			\$ 2,200	\$ 2,500	\$ 3,200				
St Benedict Health/ Healing Ministry			\$ 2,200						
STRIDE						\$ 5,000			
The Women's Resource Center							\$ 34,802		
United Methodist Church - Food Bank				\$ 1,000					
VOA - Meals on Wheels						\$ 10,000	\$ 29,200		
<b>Outreach Services</b>									
Boulder Shelter (Boulder County Cares)	\$ 15,000								
Homeless Outreach Providing Encouragement (HOPE), Longmont		\$ 10,000							
Homeward Pikes Peak (Homeless Outreach)									\$ 11,350
SPAN - outreach counseling & community education	\$ 38,070								
SPAN - Violence Prevention Education Program for Children & Youth	\$ 8,505								
<b>Day Shelter/Services/Programs</b>									
Bridge House	\$ 17,257								
EFAA - Shelter Program (Emergency Shelter & Transitional Housing)	\$ 53,750								
OUR Center, Basic Needs		\$ 59,932							
<b>Total Basic Needs &amp; Emergency Services Expenditures</b>	<b>\$ 1,292,573</b>	<b>\$ 379,463</b>	<b>\$ 9,200</b>	<b>\$ 14,000</b>		<b>\$ 89,500</b>	<b>\$ 304,609</b>	<b>\$ 46,000</b>	<b>\$ 166,223</b>
2012 City Populations<3>	99,177	86,355	24,753	18,646	12,407	106,965	144,329	106,750	417,534
Per Capita Expenditures	\$ 13.03	\$ 4.39	\$ 0.37	\$ 0.75	\$ -	\$ 0.84	\$ 2.11	\$ 0.43	\$ 0.40

<1> City of Boulder funds are allocated through Human Services Fund and other contracts except as noted.

<2> Estimates for Colorado Springs are based on data gathered for 2013 from internet searches. Information available on the city's websites may not reflect all investments.

<3> Source: Census Bureau, American Community Survey, 2008-2012 5-Year Estimates. University population is included for all cities, though university students are seldom users of the type of community services captured in this spreadsheet.

Information is comprehensive for the city of Boulder, but may be incomplete for other cities. Data which was easily discernable from published city budgets was used for the comparison.

**Countywide Homeless Housing Investment\* in Increasing Shelter,  
Transitional Housing and Permanent Supportive Housing Supply, 2008-2013**

Consortium Funder/ Project	Year	Fund	Amount 2008-2013	Activity	Type of Housing	# of additional beds provided/people sheltered or housed
<b>Boulder County</b>						
Project-Based Vouchers for Aspinwall at Josephine Commons	2013	HUD	\$210,000	Homeless/at-risk families in Boulder County self-sufficiency programs.	Permanent Housing	24 units - in development, not yet available
Inn Between Longmont	2013	Boulder County Worthy Cause Funds	\$322,000	Renovations and debt reduction on 230 Coffman St., Longmont	Transitional Housing with support services/case management	13 three-bedroom units, 4 two-bedroom units***
EFAA Transitional Housing	2012	Boulder County Worthy Cause Funds	\$546,075	Purchase of 14 units located at 1606 Garfield Ave., Louisville	Transitional Housing for families with support services	10 two-bedroom and 4 one-bedroom units (8 units transitioning from market rate as current tenants move)
Veterans Affairs Supportive Housing (VASH)	2012/2013	HUD/Veterans Affairs	\$638,400	Housing Choice Vouchers (formerly Section 8) for chronically homeless veterans & families	Permanent Housing	35 households/year
Boulder County Short-Term Housing Program	2012/2013	Temporary Safety Net Funds	\$240,000	Short-term housing for homeless families in child protection	Transitional Housing (3 to 12 months)	12 units
Family Unification Program (FUP)	2012/2013	HUD	\$1,080,000	Housing Choice Vouchers for homeless youth transitioning out of foster care and homeless families involved in child protection	Permanent Housing for families; Transitional Housing for transitioned age youth (18-month voucher)	50 households/year
Tenant-Based Rental Assistance Program (TBRA)	2012/2013	CO Division of Housing, Dept of Local Affairs	\$784,422	Tenant-Based Rental Assistance (TBRA) for families with school-aged children who are homeless/at risk	Transitional Housing (2-year "coupon"/voucher)	approximately 45 households/year
Transitional Housing for SPAN (Safehouse)	2011	Boulder County Worthy Cause Funds	\$160,000	For clients of SPAN	Transitional Housing (up to 2 years)	4 units

**Attachment C: Countywide Capital Homeless Housing Investment**

Boulder Housing Partners	2010	Boulder County Worthy Cause Funds	\$832,150	Lee Hill Housing First project for chronically homeless	Permanent Supportive Housing	31 units*** - in development. Not yet available.
Housing Stabilization Program	2008 to 2013	Local funds received from Boulder County 1A initiative	\$5,700,000	Funding for households who need help paying their security deposit and rent. Approximately half are homeless and half at risk.	Homelessness Prevention to enable Permanent Housing (primarily security deposits and rental assistance)	Approximately 180 households/year
<b>Total Boulder County</b>			<b>\$10,513,047</b>			
<b>City of Boulder</b>						
Attention Homes, Emergency Shelter	2013/2011	Affordable Housing Fund	\$143,235	Material, labor and soft costs for remodel and expansion of youth shelter at 3080 Broadway	Emergency Shelter	Six beds (capacity increased from 10 to 16 beds)
Boulder Housing Partners, Housing First	2013	Affordable Housing Fund	\$1,600,000	New construction @1175 Lee Hill for chronically homeless	Permanent Supportive Housing	31 units*** - in development. Not yet available.
	2011	HOME	\$300,000	Pre-development costs for Lee Hill housing first development for chronically homeless		
	2010	HOME	\$121,000	Pre-development costs for Lee Hill housing first development for chronically homeless		
Boulder Housing Partners, Tenant-Based Rental Assistance (TBRA)	2008	HOME	\$18,000	Housing vouchers for single adults	Permanent Housing	4 people
SPAN	2008/2012	Affordable Housing Fund	\$594,911	New construction for victims of domestic violence	Emergency shelter and transitional housing	10 beds (capacity increased from 17 to 27)
<b>Total City of Boulder</b>			<b>\$2,777,146</b>			
<b>City of Longmont</b>						
Inn Between Longmont	2011-2013	Longmont HOME funds	\$513,612	Acquisition and rehab of 230 Coffman	Transitional Housing with support services/case management	13 three-bedroom units, 4 two-bedroom units***
Tenant-Based Rental Assistance Program (TBRA)	2008-2012	Longmont HOME funds	\$313,159	Tenant-Based Rental Assistance (TBRA) for families/individuals who are homeless	Transitional Housing (2 year coupon/voucher)	42 households total

**Attachment C: Countywide Capital Homeless Housing Investment**

<b>Critical Housing Opportunities Program (CHOP)</b>	2010-2013	Longmont General Funds	\$279,400	Mix of tenant based rent assistance and place based assistance at Suites and Briarwood	Winter Transitional Housing (6-9 months) for families/individuals who are on street and at-risk	53 households through 2012
<b>Rent Deposit Program</b>	2008-2010	Longmont CDBG funds	\$10,370	Rent and/or utility security deposits	Assistance to homeless, working families/individuals who can afford rent, but cannot save for deposits	41 households served in total
<b>Agape Family Services</b>	2010-2013	Longmont General Funds	\$56,350	Operating costs for warming center rotating between 3 church facilities	Warming Center providing overnight shelter when weather is inclement	40 beds on any given night
<b>The Suites</b>	2011	Longmont Affordable Housing Fund, CDBG funds	\$621,000 (total project cost was \$6.5 million)	Acquisition and rehab of former extended stay hotel	Permanent supportive housing	71 units; 13 two bedroom and 58 one bedroom units
<b>Total City of Longmont</b>			<b>\$1,793,891</b>			

<b>Total Countywide Emergency Shelter Beds Inventory as of 2013</b>	<b>493</b>
<b>Total Countywide Transitional Housing Units/Vouchers Inventory as of 2013</b>	<b>379</b>
<b>Total Countywide Permanent/Permanent Supportive Housing Units/Vouchers Inventory as of 2013</b>	<b>415</b>

\* Includes homeless housing (capital & vouchers) investment of Housing Consortium members in Boulder County including Boulder and Longmont.

\*\*\* Indicates projects that appear more than once on spreadsheets due to funding from multiple sources.

**In 2014**, the city of Boulder also invested \$1.2M for Bridge House transitional housing for the Ready to Work program (48 beds) and \$45K to Emergency Family Assistance Association for four transitional housing units for families on Yarmouth.