



BOULDER COUNTY  
**HOUSING  
& HUMAN  
SERVICES**



Building a  
Community of *hope*  
2016 Report

Dear friends,

Eight years ago we heard our community loud and clear: barriers between organizations, programs, and services were making it harder for people to get the supports they needed. We also knew that we had many opportunities in front of us for removing those barriers and that bold action was required.

We worked to integrate our systems by merging our Housing and then-Social Services Departments, combining programs, and blending our funding. We also focused on making sure programs and staff were communicating well with each other and sharing data and information wherever possible.

We moved to create a common approach to helping our clients. We also committed to investing in prevention-based services, partnerships, and programs, knowing that this would both help improve the health and well-being of our community and also save money by reducing expensive crisis-based need.

It's working. Since 2008, nearly 40,000 more Boulder County residents are newly enrolled in free or reduced-cost health coverage, meaning tens of thousands more people now have access to preventive care—many for the first time. The number of people receiving food assistance has nearly doubled to 19,000, greatly reducing the number of families having to choose between eating nutritious food and paying their bills. Enrollment in the Child Care Assistance Program is at an all-time high, serving nearly 1,400 children with quality care and giving parents flexibility for employment and education. Nearly 2,000 families have gotten critical rental assistance through our Housing Stabilization Program, allowing them to stay in place and focus on getting back on their feet.

This happened on the heels of the deepest recession since the Great Depression, budget cuts, and through two major natural disasters.

In November 2014, Boulder County voters extended the Human Services Safety Net initiative for another 15 years. This support for a major extension of a property tax increase that helps fund crucial safety net services to our residents was a clear demonstration that our community sees the progress we're making and shares our vision for a more self-sufficient, sustainable, and resilient community.

We've seen a tremendous strengthening of our community safety net, and the returns on our investments into enrollment supports, integrated case management, and prevention-based services are becoming clear. You'll see many of them in this report.

But perhaps more importantly, this is a sustainable change. What we've built and continue to strengthen today is an integrated system of service delivery that invests funding more efficiently, is much more flexible to meet unexpected need, and is removing barriers to supports.

None of this would be possible without our partners and county leaders. We're co-creating these solutions with non-profit and governmental organizations across Boulder County and with the Colorado Department of Human Services. Our Boulder County Commissioners have been instrumental in this effort, as well, providing leadership and support for the integration of our systems, our focus on prevention, and our work to move this vision out into our community.

There is a clear path forward from here. We're increasingly focusing on data-driven common indicators and shared outcomes to invest in our safety net and measure our successes. We're collaborating with visionary health, housing, and human services leaders around the country to share ideas, opportunities, and best practices. And we're continuing to identify new partnership opportunities that will allow us to deepen our integrated services approach across our community.

Hope for the future, help when you need it: Two simple phrases that speak to who we are and where we're headed. Thanks for being with us on this journey.



*Frank Alexander*  
-Frank Alexander

Boulder County Housing & Human Services Director



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Deb Gardner



Cindy Domenico



Elise Jones





## About Boulder County

Boulder County is home to about 310,000 residents and is governed by a board of county commissioners. The county government has 17 departments and programs, including Housing & Human Services and Community Services, and Boulder County Public Health. These organizations work to provide an integrated range of services and supports to our community when and where they need them.

### Boulder County Commissioners

The Boulder County Board of County Commissioners consists of three individuals elected to serve four-year terms as leaders of the Boulder County government. All three commissioners are elected at-large by the voters of Boulder County and represent the county as a whole.

Through their oversight and support for all county departments, Boulder County Commissioners have a critical role in the delivery of health, housing, and human services in our communities. From their support of the Boulder County Housing & Human Services department merger in 2008 to their embrace of our increasing investments in and focus on early intervention and prevention; from their advocacy for the Human Services Safety Net initiative in 2010 and 2014 to their approval of our expansions of health coverage assistance; and from their focus on developing consolidated infrastructure systems to their support for our crucial work to address the affordable housing crisis facing our residents, Boulder County Commissioners have helped build a strong foundation for our safety net work in our community. Their leadership and support is changing the lives of Boulder County residents.



**Commissioner Deb Gardner** is the current Chair of the Boulder County Board of Commissioners. Prior to being elected commissioner in 2012, Gardner served as a state legislator for Colorado House District 11, serving on the House Transportation, Legislative Audit, Business and Economic Development, and Health Benefit Exchange Review committees. Originally from Illinois, she has lived in Colorado since 1986 and in Boulder County since 1994. She holds degrees in biology from Knox College in Illinois and accounting from Metropolitan State College of Denver.

**Commissioner Cindy Domenico** was appointed in July 2007 to fill a vacancy on the Board. She was then elected to the office in 2008, 2010, and 2014. In 2009, Cindy was chosen by Colorado Counties, Inc. as "Commissioner of the Year." Prior to becoming a County Commissioner, Cindy served as the Boulder County Assessor from 1997-2007. A life-long resident of Boulder County, Cindy grew up on her family's farm in Lafayette and received her B.A. in Environmental Science from the University of Colorado, Boulder.

**Commissioner Elise Jones** is the current Vice-Chair of the Boulder County Board of Commissioners. Prior to being elected commissioner in 2012, Jones served as executive director for the Colorado Environmental Coalition. Her background includes work as a regional director for the League of Conservation Voters, a senior legislative assistant for an Oregon congresswoman, and a project coordinator for the National Wildlife Federation. She holds a bachelor's degree in Natural Resources from Cornell University and a master's degree in Resource Policy, Planning and Administration from the University of Michigan.

The Boulder County Department of Housing & Human Services (BCDHHS) was formed in 2009 with the merger of the Housing and then-Social Services Departments. BCDHHS has at its heart the idea that integration of services, programs, and staff expertise is critical to helping ensure that people get the full range of help they need in a barrier-free, efficient, and welcoming way. BCDHHS partners with dozens of non-profit and governmental organizations around Boulder County and elsewhere to bring this vision of integrated, easy-to-access services to the ground level in the community.





# BCDHHS OVERVIEW



## Organizational Structure

BCDHHS is composed of seven divisions, each collaborating closely with the others to support an integrated approach to service delivery for our clients. Funding is structured to help ensure flexibility within and across programs and initiatives so additional assistance can be provided when and where it's needed.



### BCDHHS Director

**Frank Alexander** has been the Director of the Boulder County Department of Housing and Human Services (BCDHHS) since January 2009, overseeing the merger of the former Housing and Social Services Departments into a fully integrated human services agency that has the Boulder County Housing Authority within its structure as an enterprise fund. He has helped develop an agile and flexible financial organization and has led a comprehensive system redesign process to promote cross-disciplinary systems integration.



### Family & Children Services Division

Led by **Director Kit Thompson**, the FCS Division provides wrap-around and safety supports for children, adults, and families, with a focus on in-home, early intervention and prevention, and family-driven services including child welfare, adult protection, foster care & adoption, and kinship programs.



### Community Support Division

Led by **Director Susan Grutzmacher**, the CS Division provides eligibility, enrollment, and renewal supports for major safety net programs including Medicaid, Food Assistance (SNAP), Financial Assistance (TANF/Colorado Works), the Child Care Assistance Program, and the Boulder County Healthy Kids and Adults program. The division also oversees the administration of the Old Age Pension and Long Term Care programs, and includes the BCDHHS Investigations and Recovery and Program Integrity initiatives.



### Housing Division

Led by **Director Willa Williford**, the Housing Division provides quality, affordable housing for families, the elderly and disabled throughout Boulder County. Housing also includes the development and acquisition of properties for future affordable housing, weatherization of homes for low income families, flood recovery, short term housing stabilization and homeless prevention programs, and management of 611 homes and 717 housing choice vouchers throughout the County.



### Case Management and Community Outreach Division

Led by **Director Angela Lanci-Macris**, the CMCO Division helps Boulder County residents access family housing services, Family Self-Sufficiency, Housing and Financial Education, Child Support Services, and Resident Services. The division also conducts community outreach around program eligibility and supports enrollment through programs such as Healthy Communities and the PEAK statewide benefits eligibility and enrollment system. The division oversees the BCDHHS Integrated Case Management & Community Partnerships initiatives.



## Finance Division

Led by **Director Will Kugel**, the Finance Division focuses on the finance, accounting, and fiscal responsibility functions of the department including purchasing and contracting, budgets, aligning program services and outcomes with detailed, integrated, and improved budgetary and program data, and evaluating current processes to ensure excellent customer service and common practices throughout the organization.



## Business Operations and Support Division

Led by **Director Jason McRoy**, the BOSS Division focuses on alignment of BCDHHS' administrative and technical divisions including optimizing business workflows and processes, implementing new technology to improve operations and enterprise reporting and performance outcome tools for all programs, and enhancing the department's capacity for content management.



## IMPACT Care Management Division

Led by **Director Susan Caskey**, the IMPACT Division provides support and leadership to Boulder County IMPACT, a partnership of non-profit and government agencies serving youth and families involved with juvenile justice, child welfare and/or mental health agencies. The division ensures consistent case coordination and practices and also manages services and resources for youth and families involved with IMPACT Partner agencies.

## Advisory Committee

The Boulder County Housing & Human Services Advisory Committee is composed of leaders from within BCDHHS and the Community Services Department, Boulder County Public Health, and a range of community-based organizations. The advisory committee helps identify priorities for BCDHHS and its partners, and maintains a strong community presence in the process of creating integrated approaches to supporting Boulder County residents' health and well-being.

**Pictured left to right:** Frank Alexander, Director of Boulder County Housing & Human Services; Betsy Martens, Executive Director, Boulder Housing Partners; Robin Bohannon, Director, Boulder County Community Services; Elvira Ramos, Foundation Program Director, The Community Foundation; Jeff Zayach, Executive Director, Boulder County Public Health; Simon Smith, President & Chief Executive Officer, Clinica Family Health Services; Bobbie Watson, Executive Director, Early Childhood Council of Boulder County; Dalia Dorta, Board Member, Latino Task Force; Laura Kinder (Chair) Director, Volunteer & Spiritual Services, Longmont United Hospital; Daniel Thomas, Retired Executive Vice President, Key Equipment Finance

**Not Pictured:** Suzanne Crawford, Chief Executive Officer, Sister Carmen Community Center





**55,572**

Residents are covered  
by Medicaid or CHP+



**BOULDER COUNTY**

**1,383 children**  
**enrolled in CCAP**

(Child Care Assistance Program)

**19,129**  
average  
monthly  
**SNAP**  
enrollees



**19,129**



**167**

FSS participants



**9,797 Abuse**  
**Reporting**  
**Hotline Calls**

(Reports can be made 24/7)

**9,795 Calls Generated:**  
**3,850 Child Welfare Reports &**  
**990 Adult Protection Services Reports**



**611 Households**

Living in Boulder County Housing Authority rental units



**189 Elderly**  
**Households**  
**receiving**  
**Housing**  
**Choice**  
**Vouchers**



**8,694**

Average Monthly  
Client Inquiries  
(In Person and by Phone)



**Enrolled**  
**2,577**

People in Medicaid and CHP+ During OE-2

**483**

Housing &  
Financial  
Counseling Appointments



**3039**  
households  
receiving  
**LEAP**



Family & Children  
Services



Housing



Food  
Assistance



Financial  
Assistance



Elder  
Services



Health  
Coverage



Education & Skill  
Building

Our services fall into seven primary categories, each working with the others as elements of individual and family stability. These icons represent the range of supports that, applied together and made available in multiple places, are helping generate a more self-sufficient, sustainable, and resilient Boulder County.



# BCDHHS ..... Approach

## The BCDHHS vision:

We believe in **co-creating** solutions for complex family and community challenges by fully, effectively, and efficiently **integrating** health, housing, and human services to strengthen the broad range of Social Determinants of Health, in turn **generating** a more self-sufficient, sustainable, and resilient community.

### Co-Creating

### Integrating

### Generating

The community safety net is made of many threads, each one important on its own, and each one critical to helping strengthen the others. This holistic view is how we approach our work with members of our community who need help. We strive to collaborate and invest in partnerships throughout our community, always mindful that the safety net is strongest when all threads are working together to help those in need.

**We partner closely with dozens of non-profit organizations in Boulder County and collaborate with others to advance our work.**

Our focus is also on getting services to those in need as early as possible to help avoid more difficult and costly crises down the line. We weave prevention throughout the safety net to help ensure people have the best opportunities to focus on strengthening their overall stability. Investing in prevention provides the greatest return to our community in the form of health and well-being and financial savings.

This holistic view of working with all our partners in a targeted, integrated, and prevention-oriented way is part of a **generative model for services delivery** in Boulder County, which prompts systems to be supportive of people in need in ways that are fully timely and accessible and ultimately informed by the community members themselves.

## Listening Closely to Improve Service Delivery

The voices of our clients are crucial in our work to improve access to the supports our residents need. When possible, we gather input from clients as we plan or implement new programs or changes in services. We also reach out to find out how we're doing. As an example, we recently conducted focus groups with clients in our work supports programs to help identify ways in which we can improve the delivery of our services. Among other things, our clients told us they need an easier way to keep track of paperwork, application materials, and other requirements of their benefits programs. This feedback helped prompt the development of our new web-based Client Engagement Portal, which will make it easier for clients to manage their own benefits, track due dates for document submissions, and communicate with our staff. Client feedback has also included the need for reducing the numbers of necessary contacts with our agency. This input has helped us design and develop our Integrated Case Management (ICM) approach to service delivery, which helps ensure a single point of contact for a client to get answers and assistance. ICM is also helping our staff have a full view of all services a client accesses and other supports that may be available to complement them. A major focus area for us going forward will be gathering client input to help us ensure all our residents have the same access, information, and response from us when they seek supports.

# STRATEGIC Priorities

BCDHHS has nine strategies for focusing on our work:

## BCDHHS Strategic Priorities

### Nurturing Community Integration

**Strengthening the  
Community Safety Net**

**Integrating Case  
Management**

**Creating an Early  
Childhood Plan for  
Boulder County**

### Reinforcing the Pillars of Family Stability

**Boosting Educational  
and Employment  
Development/  
Empowerment**

**Expanding the Housing  
Continuum**

**Increasing Access to  
Health Coverage and  
Prevention**

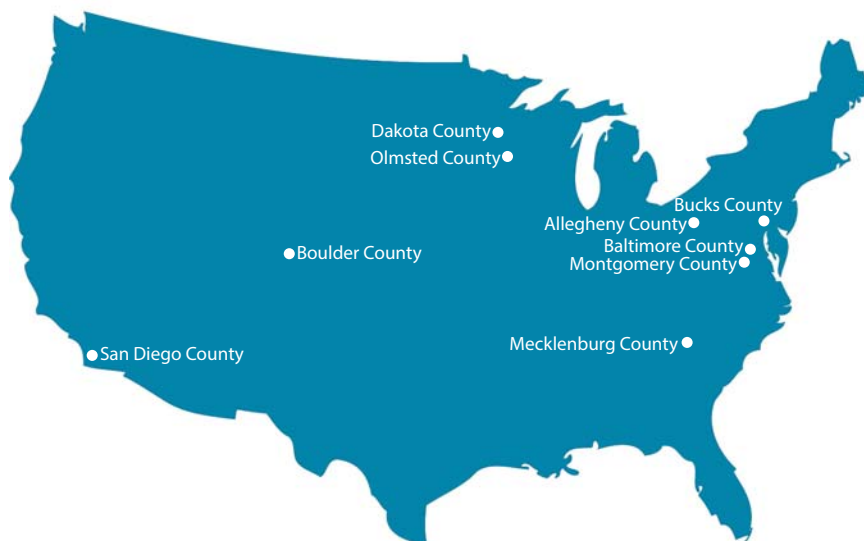
### Revolutionizing the DHHS Workforce/ Infrastructure

**Utilizing Strong Data  
Infrastructure/Data-Informed  
Practice**

**Developing a Comprehensive &  
Sustainable Economic Engine**

**Developing a Comprehensive,  
Agile BCDHHS Staffing  
Structure and a Modern  
BCDHHS Workforce**

### Our Nationwide Network of Partner Counties



Boulder County Housing & Human Services is part of a strong network of agencies around the country that is carving a new path for health, housing, and human services delivery. We are recognized nationally for our successes in this work, and with these partners we regularly share ideas and innovations, and challenges and opportunities.

Our leaders collaborate regularly with peers in places like Dakota County and Olmsted County, MN; Allegheny County and Bucks County, PA; Baltimore County and Montgomery County, MD; Mecklenburg County, NC; and San Diego County, CA.

Many of these counties work with us within an initiative led by Harvard University, which is also helping advance this conversation and collaboration nationwide.

In Colorado, we're working closely with partners in Arapahoe, Douglas, and Jefferson counties, and with the Colorado Human Services Directors Association and Colorado Human Services Department to share this vision of family driven, prevention oriented, and holistic health, housing, and human services across the state.

Our strategic priorities are rooted in the **Social Determinants of Health** model, which represents the broad range of social and physical factors that impact people's health and quality of life. We're collaborating with our community partners to help people overcome barriers to health and quality of life by effectively and efficiently integrating health, housing, and human services throughout our work.

The Social Determinants of Health model provides these key pillars of family stability:



In order to ensure we're successful in our work in these areas, and that all our safety net threads are strong, we're co-creating with our partners a guiding framework known as Community of Hope. Borne out of the **Community of Hope Summit** in September 2014, which brought together dozens of non-profit and governmental partners to identify our collective challenges and opportunities, this is a collaborative cross-community effort to identify common indicators within the pillars of family stability that we can use together to guide and measure our work. Ultimately, the Community of Hope framework will help target investments based on shared common indicators and desired outcomes across all the pillars of family stability.

Next steps identified at the Community of Hope Summit included:

- creating shared ownership, risk, and community involvement;
- focusing on economic opportunity, housing, and workforce development;
- reducing barriers to shared data and connecting funding to shared data and outcomes; and
- collaborating on filling gaps in the safety net.

In collaboration with our community, a Community of Hope Interagency Operations Committee is now at work on finding the best ways to approach these opportunities and more.





## We're working together to strengthen Boulder County's safety net.

Support for individual and family stability is made up of many threads. Each is woven tightly with the others to create a safety net that catches us before we fall. In Boulder County, we are fortunate to have strong threads and a wide net.

At the same time, our net has had its share of holes. Just five years ago, there were 50,000 people in Boulder County eligible for health coverage but uninsured. Just before the Great Recession, there were no programs here working to provide flexible rental assistance in combination with other crucial stabilizing supports. And in 2010, our approach to child protection was still largely focused on responding primarily to high-risk families, and less on stabilizing families at-risk.

But we've been doing some weaving. Over the past five years we have reduced the number of residents eligible but not covered by health insurance by 40,000. Over the past six years we have helped nearly 2,000 households return to financial stability with rental assistance alongside other supports. And over the past three years, our child protection teams have collaborated with 2,100 families through a new assessment response to help them keep their children safe and get supportive services to them. As you'll see in the pages that follow, there are many such examples.

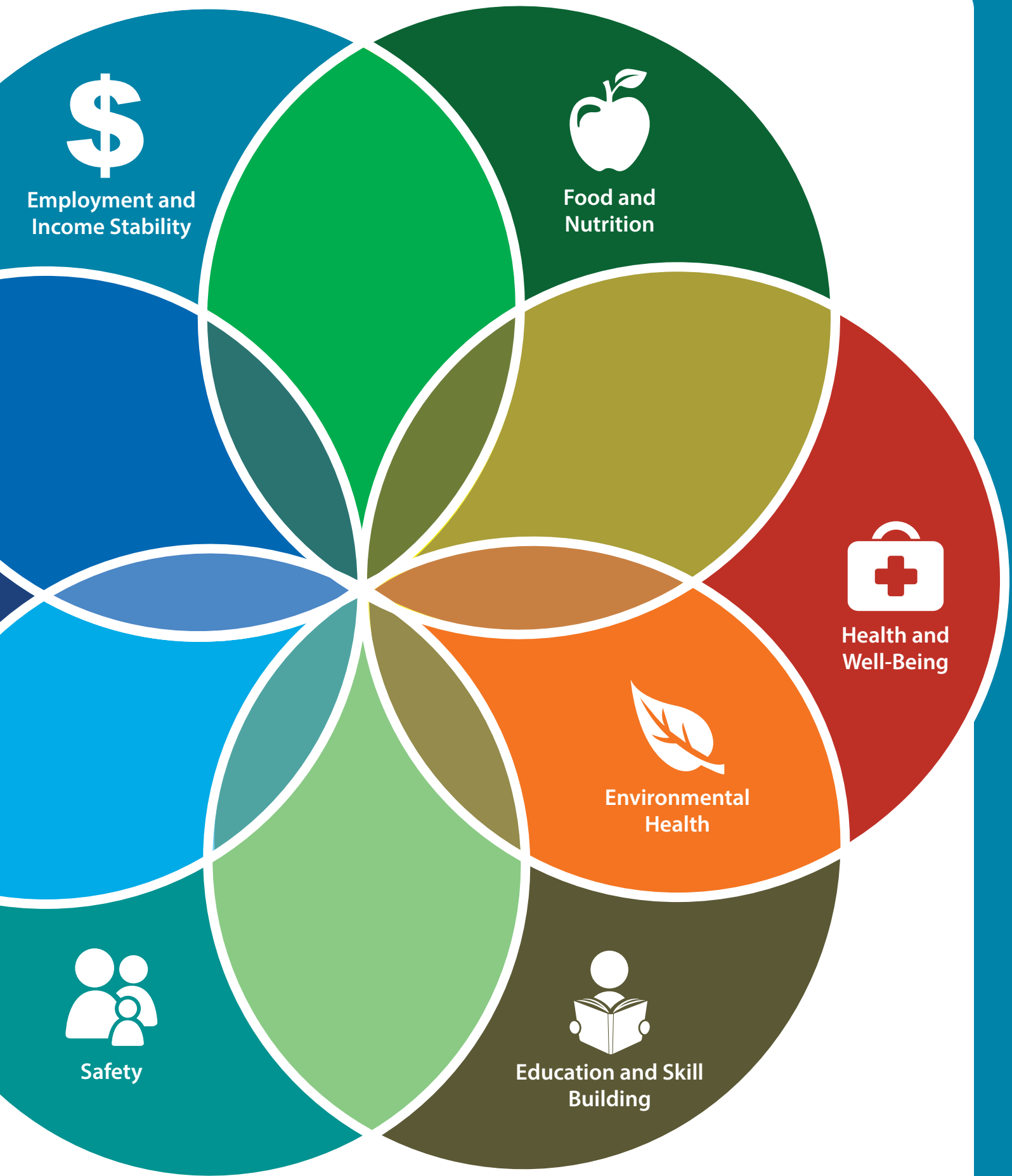
As was mentioned earlier, we've done these things and more following the Great Recession and through flat or reduced funding and two major natural disasters.

Our success is a result of the integration of our services in combination with the support and engagement of our community partners. As you see in this graphic, this integration across all the services that support individual and family stability—implemented at ground level by and with our community partners—is what weaves the threads to create a strong safety net that not only catches those who begin to fall, but that also maintains support for those who are standing.

This graphic, which you'll see throughout this book, blends all the major pillars of family stability that we and our partners touch, and demonstrates that it is the **integration of supports** that actually creates the safety net. It takes a range of supports, across many of these pillars, to stabilize for the long-term a family or individual who needs help. And our prevention-oriented approach means we keep this very picture in front of us all the time, always mindful of the full range of supports that can be brought to someone in need. This is also how we think about investments we make in our services and in our community.

While there are still holes to which we need to tend, our safety net is much stronger today because our prevention-oriented, community-wide approach to integrated services delivery is working. We're grateful to our Commissioners, our partners, and to the health, housing, and human services staff who work hard every day to ensure our neighbors have the full range of help they need when and where they need it and that we understand and focus on root cause solutions.





## Our Community at a Glance

	County	Boulder	Lafayette	Longmont	Louisville
<b>Total Population</b>	313,333	105,112	27,081	90,237	20,112
<b>Unemployment Rate (Sept 2015)</b>	2.6%	2.5%	2.7%	3.1%	[-]
<b>Population without High School Diploma</b>	6.2%	2.0%	13.4%	18.0%	12.0%
<b>Poverty Rate</b>	14.2%	22.8% *	8.8%	14.7%	6.8%
<b>Child Poverty Rate</b>	13.2%	10.2%	13.9%	21.4%	6.1%
<b>Median Household Income</b>	\$67,956	\$56,312	\$70,623	\$58,698	\$84,560
<b>Population Renting</b>	36.9%	51.0%	26.2%	37.9%	26.4%
<b>Housing Cost-Burdened Owners</b>	25.5%	26.5%	26.4%	24.4%	20.4%
<b>Housing Cost-Burdened Renters</b>	58.8%	64.3%	53.9%	54.7%	64.9%
<b>Zillow Home Value Index</b>	\$409,900	\$570,200	\$334,700	\$273,800	\$475,100
<b>Zillow Home Value Index Change (May 2014-May 2015)</b>	12.2%	12.6%	14.3%	11.3%	13.2%
<b>BCDHHS Total Clients (State Fiscal Year (SFY))</b>	86,044	21,354	9,511	34,189	3,549
<b>BCDHHS CO Works Clients (SFY)</b>	2,386	441	34	1,284	86
<b>BCDHHS Food Assistance Clients (SFY)</b>	28,914	7,625	3,363	12,525	1,024
<b>BCDHHS Medicaid/CHP+ Clients (SFY)</b>	66,590	14,951	5,963	20,077	2,096
<b>BCDHHS Housing Clients (SFY)</b>	3,682	339	1,341	1,691	470

\*The City of Boulder's poverty rate is affected significantly by college students living off-campus. A Census Bureau report using 2009-2011 poverty data found a 10.6 percentage point impact. Assuming the effect is somewhat similar for the most recent poverty data, the actual poverty rate—excluding college students—is likely closer to 12.2%.

Sources: U.S. Census Bureau, Colorado Departments of Labor & Employment and Local Affairs, Zillow, BCDHHS client data

Note: Data for certain jurisdictions not included due to high margin of error



	Erie	Jamestown	Lyons	Nederland	Superior	Ward
	20,493	262	2,108	1,504	12,855	154
	[-]	[-]	[-]	[-]	[-]	[-]
	9.1%	[-]	[-]	[-]	5.9%	[-]
	4.1%	8.0%	6.4%	13.6%	4.9%	5.7%
	5.4%	[-]	[-]	[-]	2.0%	[-]
	\$103,796	[-]	[-]	[-]	\$107,619	[-]
	17.4%	[-]	[-]	[-]	30.7%	[-]
	22.4%	39.4%	24.7%	28.6%	26.7%	[-]
	40.3%	46.3%	34.5%	75.9%	40.6%	[-]
	\$389,300	[-]	\$361,500	\$332,200	\$479,800	\$265,500
	8.8%	[-]	7.6%	8.4%	9.8%	7.1%
	1,336	144	752	942	1,228	165
	37	3	18	21	26	0
	315	21	248	324	378	46
	849	57	503	649	986	127
	14	30	107	68	16	8

# 63%

Increase in Annual BCDHHS  
Clients from 2008 to 2014

# 7.5%

Boulder County's Population  
Growth from 2008 to 2014

# 13.2%

Boulder County's Projected  
Population Growth (2015-2025)

Housing is one of the most important resources a person or family can have. Stable housing improves health, success in school, and the strength of our community. We envision safe, affordable housing for everyone in Boulder County.







# HOUSING STABILITY



## FACTS

**60%**

Boulder County Housing  
Stock Valued at Greater  
than \$300,000<sup>1</sup>

**29%**

Increase in Boulder County  
Median Home Values  
from 2010 through  
the First Half of 2015<sup>2</sup>

**4%**

Increase in  
Boulder County  
Median Household  
Income from  
2009 to 2013<sup>3</sup>  
(Most recent data available)

**37%**

Percent of  
Boulder County  
Population Renting<sup>4</sup>

**\$37,789**

Estimated Median  
Income for Renters in  
Boulder County  
*The annual income  
needed to afford a  
2-bedroom apartment is*

**\$49,280<sup>5</sup>**

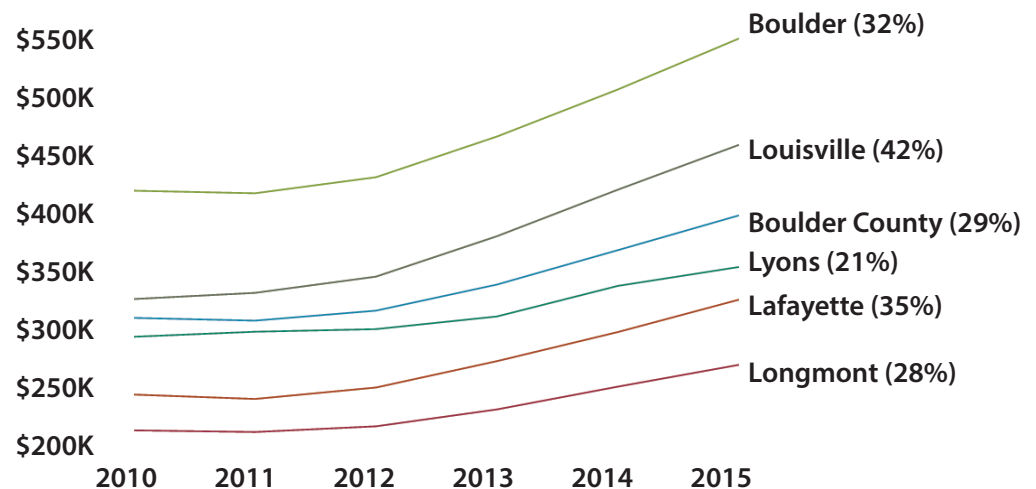
# HOUSING Stability

Housing stability is a critical safety net pillar and one that is closely connected to outcomes in areas such as health and well-being, education, and safety. Unfortunately, too many families are finding it increasingly difficult to keep up with the rising cost of housing in Boulder County.

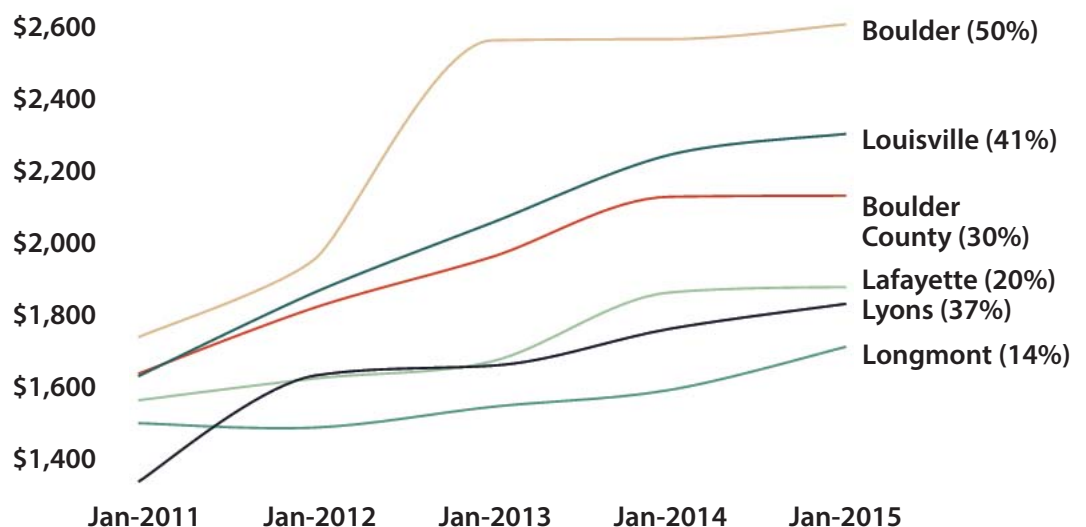
## What We Know

Boulder County is in an affordable housing crisis. Communities across the county are experiencing rising housing costs, with median home values and average rents increasing rapidly in recent years. High costs are exacerbated by extremely low vacancy rates.

**Boulder County Median Home Values  
Increase Since 2010<sup>6</sup>**



**Boulder County Average Rents  
Increase Since 2011<sup>7</sup>**





## 6 out of 10 Renters in Boulder County are Housing-Cost-Burdened<sup>8</sup>

(housing costs consume 30% or more of household income)



### What Does Housing-Cost-Burdened Mean?

Rapidly rising housing costs combined with slower growth in household income means that many more Boulder County residents are becoming “housing-cost-burdened”—30% or more of household income is going toward rent. Currently, 59% of Boulder County renters are housing-cost-burdened. In 2000, that figure was 41%.

Many of our neighbors struggle each month with being overburdened by the cost of their housing, creating a downward spiral toward financial decisions that have very real impacts on themselves, their families, and our community. These decisions—which create added stress for the entire household—include forgoing needed health care, transportation, and child care, and purchasing cheaper and less healthy foods. Households are further strained when people are forced to work additional jobs or more hours, significantly reducing the time they have to spend with their family and friends, to engage in community activities, or to manage their stress through exercise or other means.

## 3 out of 10 Renters in Boulder County are Severely Housing-Cost-Burdened<sup>9</sup>

(housing costs consume 50% or more of household income)



### What are the Benefits of Making Housing More Affordable for Our Community?

Investing in affordable housing has important benefits for our community as whole. By lowering the cost of housing for families and individuals, we can help move them toward self-sufficiency, creating better outcomes in a variety of areas, from financial security to education to health and well-being. These investments can help make Boulder County more sustainable in the long-run.

A child in a low-income family receiving housing assistance is

**35%**

more likely to be classified as a “well child” compared to children in families on waitlists for such assistance.<sup>10</sup>

The Denver Housing First Collaborative estimates a 2-year cost savings of

**\$31K**

per person as a result of comprehensive housing and supportive services. Participants experience improved health and quality of life as well as housing stability.<sup>11</sup>

Kestrel, our new development in Louisville, can be expected to bring

**\$15M**

to the area in its first year alone. That money will flow to local businesses and workers, and will bolster the tax base.<sup>12</sup>

Making housing more affordable can help keep employers in the area.

**67%**

of large employers nationwide think a lack of affordable housing negatively affects job retention.<sup>13</sup>

## What We're Doing

We believe everyone has the right to live in a safe, affordable, and decent home. In conjunction with our community partners, we provide both long- and short-term housing supports to Boulder County residents to help make that belief a reality. And because housing stability is inextricably linked to so many other important areas of well-being, we also provide a full-range of wrap-around, stabilizing resources to families and individuals. Our goal goes far beyond preventing homelessness and other crises; our goal is to help create a community that is self-sufficient, sustainable, and resilient.

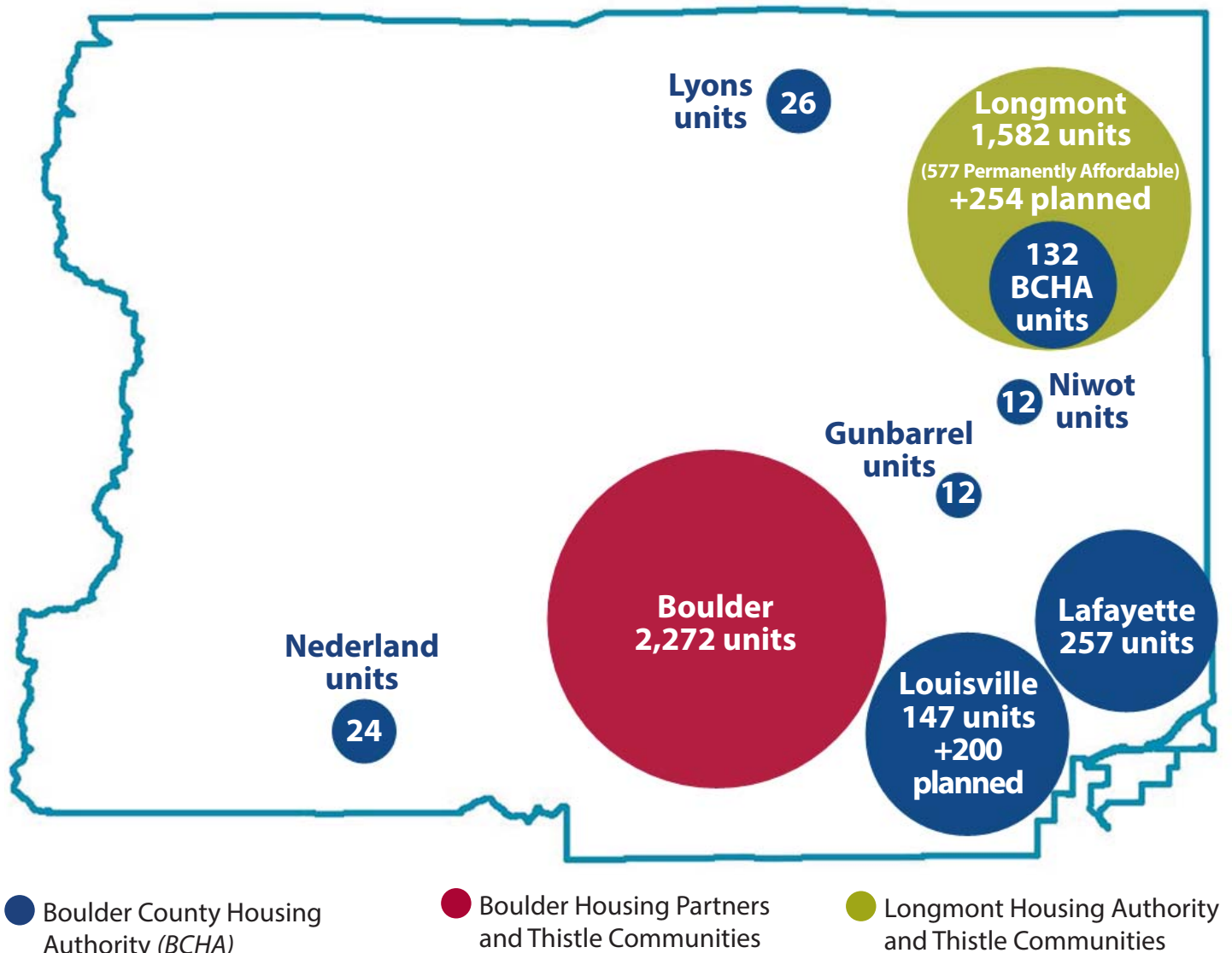
### Long-Term Housing Assistance

#### Affordable Rental Housing in Boulder County

As part of our approach to providing long-term housing supports, Boulder County Housing Authority (BCHA), operated within BCDHHS, owns and manages 611 units of affordable rental housing throughout Boulder County. Our current occupancy rate for these units is 100%.

Our sister organizations, Boulder Housing Partners (City of Boulder) and the Longmont Housing Authority, along with Thistle Communities, provide affordable rental units within the cities of Boulder and Longmont.

#### Affordable Housing Inventory



## 5 Years, 441 Units

The 2012 opening of our Josephine Commons development in Lafayette kicked off a 5-year period during which BCHA will bring to Boulder County three new housing developments and 441 units of affordable rental housing.

Josephine Commons was fully-leased within days of opening, and there is now a multi-year waitlist for units in both Josephine Commons and our Aspinwall development (which opened in 2014), demonstrating the significant need for quality, affordable housing in Boulder County. With an already-significant interest list for Louisville's Kestrel, we expect the same when we begin leasing units there in 2017.

As we're doing across all the areas of support we provide, we are incorporating into these affordable housing developments case management and wrap-around services that span the pillars of family stability. And, recognizing the unique needs of our community's aging population, Josephine Commons also has a Resource Coordinator on staff to help residents access a wide range of supports including transportation services, medical and dental services, and general advocacy and support.

As part of our work to build a stronger and more resilient Boulder County, our developments are designed to create stable and welcoming environments. All of our developments incorporate community centers, playgrounds, green building materials and principles, and other social spaces to encourage community interaction and collaboration.

### Josephine Commons (Lafayette): 74 units for people 55 and older



### Aspinwall (Lafayette): 72 new units and 95 refurbished units



### Kestrel (Louisville): 200 units total 71 for people 55 and older





**Families living in BCHA properties see an average monthly increase in discretionary income of \$424 because of their housing support.** Community-wide, that represents over \$3 million per year for families to spend on households needs. In addition to increasing family stability, that provides a boost to local businesses.

### Housing Choice Vouchers

Currently, BCHA administers 717 Housing Choice Vouchers which allow low-income families to lease units in the private rental market. Clients pay approximately 30% of their gross income toward rent and the U.S. Department of Housing and Urban Development (HUD) pays the remainder. In June 2015, we administered a lottery, in place of our previous waitlist process, to issue vouchers for the first time since 2008; more than 1,000 applications were received.

**717**  
households  
served

Boulder County  
voucher holders

**53**  
veterans  
housed

HUD-Veterans Affairs  
Supportive Housing  
(VASH) program for  
homeless veterans

**58**  
families kept  
together

Family Unification  
Program for families  
working with Family &  
Children Services

**\$7M**  
annual rent to  
landlords

Total rent paid to  
landlords in  
Boulder County  
(July 2014-June 2015)



### Constance's Story

Constance lives in Boulder County with her daughter Brie and son Avery. Several years ago, she was struggling to find an affordable home in the area. Through Brie's school, the family was referred to our Tenant-Based Rental Assistance (TBRA) program, which strives to support families with children in Boulder County school districts who are at risk of homelessness. One of the goals of the program is to help fuel school success for children in these families.

After the family was accepted into the program, they were quickly given a housing voucher, which allowed Constance to sign a lease on a now-affordable home. The family received additional stabilizing supports, including classes Constance could take to, as she put it, "make my family stronger." The family now has peace of mind in "always having the same place to call home at the end of the day" and Constance has one less thing to worry about.

Brie is now a sophomore in high school and is taking college-level classes with plans to pursue a nursing degree. Avery is thriving in his elementary school. "I'm so proud of both of them and everything they've overcome," Constance says.





## Longs Peak Energy Conservation (LPEC) Program

BCHA's Longs Peak Energy Conservation (LPEC) program helps improve energy efficiency, safety, and comfort for homeowners and renters throughout Boulder County, as well as Larimer, Broomfield, and Gilpin Counties. LPEC provides free or low-cost weatherization and energy efficiency upgrades—in addition to health and safety improvements—and can reduce home energy costs by 10% to 35%.

Through the weatherization program, all homes start with a free energy audit, furnace check, and carbon monoxide testing. The energy audit indicates what upgrades are cost effective to install in each home and also identifies any necessary improvements to address potential health and safety issues. We also help low-income residents obtain grants or low-interest loans to make major home repairs targeting health and safety.

In addition to improved safety and comfort in clients' homes, each weatherized home is estimated to save \$437 in energy costs and prevents 2.65 metric tons of CO<sub>2</sub> emissions annually. These savings will be realized every year for at least 15 years (the estimated life of most weatherization measures).

### LPEC Successes (July 2014 - June 2015)

**149**

Homes Weatherized

**18**

Homes with Major  
Safety Issues  
Addressed

Energy Bill Savings for Weatherized Homes

**\$65,000**  
Annual

**\$977,000**  
15-Year Lifetime

Reductions in CO<sub>2</sub> Emissions for Weatherized Homes

**395 metric tons**  
Annual

**5,922 metric tons**  
15-Year Lifetime

## Supports for Families of Agricultural Workers

Casa de la Esperanza, based in Longmont, is a 32-unit residential community dedicated to supporting agricultural workers and their families. Owned and operated by Boulder County Housing and Human Services, Casa de la Esperanza also provides educational and recreational services to Casa residents, including an onsite after-school program and a learning center.

At the Casa learning center, the focus is mostly on providing educational opportunities to Latino youth within the community in order to help encourage them to stay in school and graduate. High school dropout rates within the Boulder County Latino community are high: only 54% of Latino students within the state of Colorado graduate from high school, compared to 80% of all white students. Casa's results have been encouraging: the school attendance rate for Casa scholars is 93%, and 63% of Casa scholars have a Grade Point Average (GPA) of 2.6 or better.

Now eight years old, the Casa de la Esperanza Robotics Academy has become one of our most popular and successful programs at the learning center. The robotics team is a part of the center's STEM (Science, Technology, Engineering and Math) program. The program was developed to foster students' engagement in their own education as they work with professional mentors in preparation for robotics competitions.



## Short-Term Housing Assistance & Wrap-Around Supports

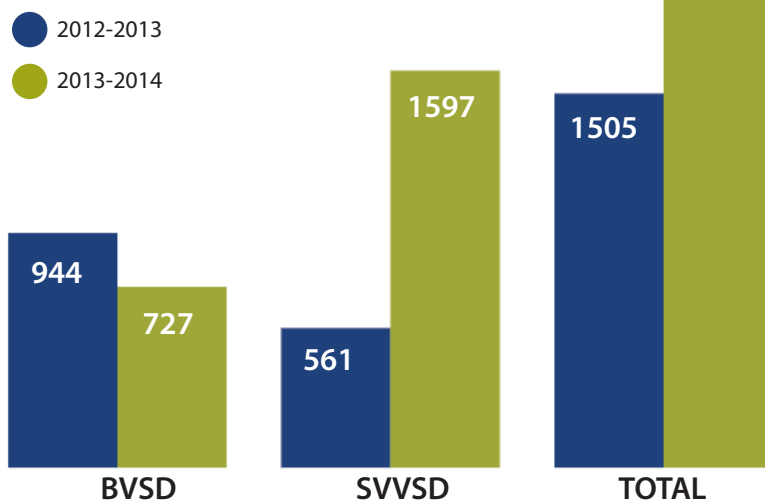
### Tenant-Based Rental Assistance (TBRA)

In 2012, recognizing the rising number of families who are, or are at risk of, experiencing homelessness, BCDHHS—in partnership with other local housing authorities, St. Vrain and Boulder Valley school districts, and non-profit service providers—launched the Tenant-Based Rental Assistance (TBRA) program.

TBRA provides housing vouchers, intensive case management, and other supports to homeless or marginally-housed families with children currently attending schools in the Boulder Valley and St. Vrain Valley school districts. Since the program's inception, we've helped provide housing for 184 children and their families. Our \$1.3 million investment to date is doing more than providing safe and affordable housing; it's providing the stability and resources necessary to empower parents to support their children's academic success.

TBRA is based on the philosophy that children who are raised in a stable home with appropriate resources tend to continue with and excel in their education, and often play a significant role in breaking the cycle of homelessness and poverty. TBRA is an important investment in Boulder County's future.

### Boulder County Homeless or Marginally-Housed Students<sup>14</sup>



**A Significant Need:** In the St. Vrain Valley School District, the September 2013 flood contributed to a 185% increase in homeless or marginally-housed students over the previous school year, representing an additional 1,036 students. Overall, Boulder County saw a 54% increase in homeless students the year of the flood.

## And the programs are working:

**83%**

TBRA families with improved overall self-sufficiency

**95%**

TBRA families with improved/maintained financial stability

**88%**

Students whose grades improved or were maintained

## Housing Stabilization Program (HSP)

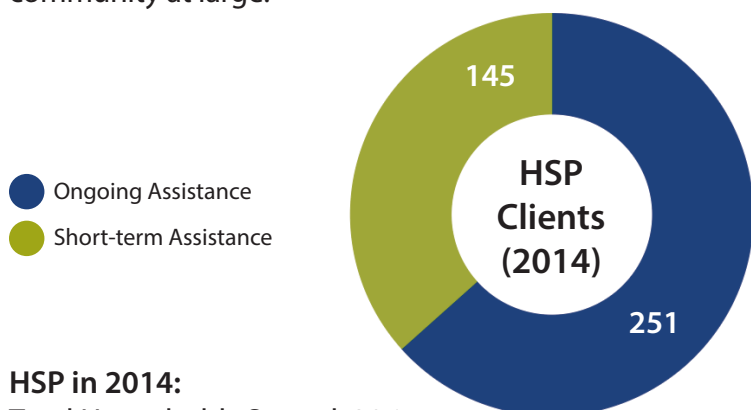
The Housing Stabilization Program (HSP) provides short-term rental and/or deposit assistance to households experiencing temporary housing instability. Working closely with our community partners, we provide both financial assistance and other supportive services in an effort to reduce evictions, housing crises, and homelessness and, ultimately, return households to self-sufficiency.

Approximately 37% of HSP households require only one-time assistance (e.g., deposits, arrears, or utility assistance). The remaining 63% receive ongoing assistance of up to 12 months, along with intensive case management from our community partners and BCDHHS.

With stable housing, families are able to get back on their feet and become self-sufficient sooner. With improved access to food, financial, and medical assistance, and increased financial literacy, families avoid diving deeper into crisis. And with referrals to mental health, medical, and child care resources, clients can access other important services sooner in the cycle of need. This early intervention approach has worked.

### 1,846 Households

We've invested almost **\$10.5 million** in HSP since its inception in 2011, helping to move 1,846 households closer to financial stability and self-sufficiency. That investment—an average of **\$5,688 per household**—is paying huge dividends in terms of avoiding longer-term, costlier housing crises which affect these families and the community at large.



#### HSP in 2014:

Total Households Served: 396

Total Children Served: 592

Average Assistance Amount: \$5,507

Average Length of Assistance: 5 months



1417% increase in average savings per HSP household



HSP families with improved/maintained income



Families with increased savings following HSP



# FACTS

**167**

Boulder County Families  
Enrolled in FSS  
(July 2014-June 2015)

**93%**

2014-2015 FSS Graduates  
who were Employed at  
the Time of Graduation  
(14 out of 15)

**\$4,708**

Average Escrow Account  
at FSS Graduation

## Family Self-Sufficiency (FSS)

Family Self-Sufficiency of Boulder County (FSS) is a 5-year program that offers eligible low-income families the opportunity to receive a wide array of coordinated services and set training and educational goals that lead to better-paying jobs and/or homeownership for self-sufficiency. In order to provide participants with the support they need to improve financial burdens, FSS helps participants access child care assistance, financial aid, transportation, and emergency financial help for rent, utilities, and child care costs.

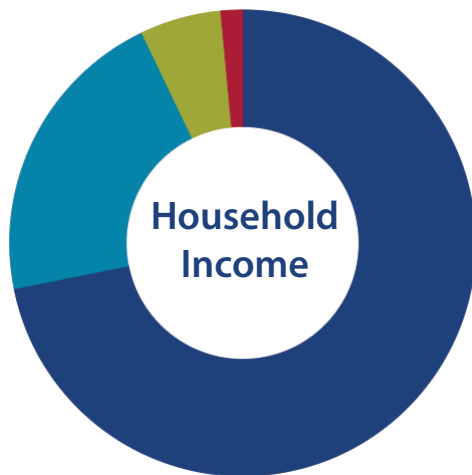
FSS combines rental assistance (Housing Choice Vouchers) and the coordination of services to help participating households achieve economic self-sufficiency. Excluding rental supports, which are included in the Housing Choice Voucher numbers, we invested **almost \$300,000** in Family Self-Sufficiency from July 2014 through June 2015.



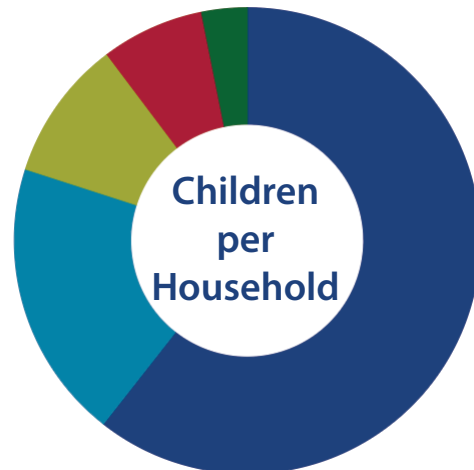


## Who We Serve

Households in our 611 affordable rentals



- Less than 30% AMI (434)
- Between 30% and 49% AMI (127)
- Between 50% and 80% AMI (34)
- Other (9)



- None (366)
- 1 (117)
- 2 (59)
- 3 (43)
- 4+ (19)

AMI stands for Area Median Income. In 2015, for a 2-person family in Boulder County:  
 30% AMI = \$23,850 · 50% AMI = \$39,800 · 80% AMI = \$52,650

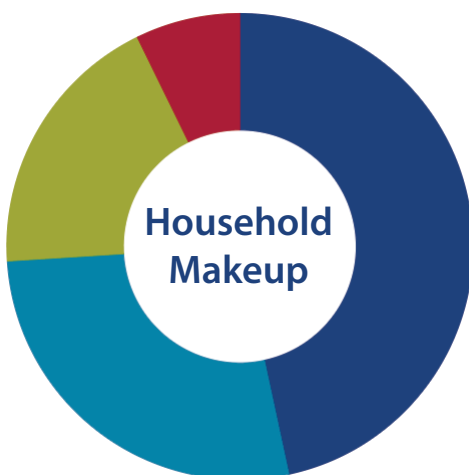
**38%** Elderly Households

**62%** Female-Headed Households

**18%** Disabled Households

**50%** Family Size of 2 or More

Households served by the Housing Choice Voucher program (July 2014-June 2015)



- Families with Children (470)
- Elderly (189)
- Disabled (276)
- Elderly and Disabled (73)

Note: The total exceeds the current number of Housing Choice Voucher holders because of turnover in the program. Additionally, the 73 elderly and disabled residents are also captured in those individual categories.

**90%** Estimated Housing Choice Voucher Holders with Incomes at or Below 30% AMI



## 2014 Self-Sufficiency Tracking

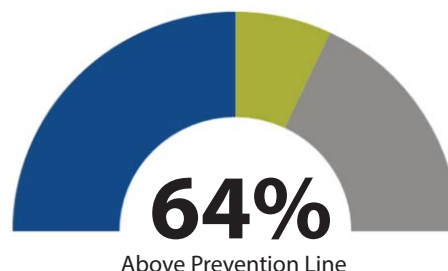
Our wrap-around approach means that when a client comes to us for assistance in one specific area, we do a holistic evaluation to see if there are other programs that may move that client closer to self-sufficiency. If a client or family is being served by one of our housing programs or by Colorado Works, for instance, we're also working to connect them with other important supports in areas such as health care, food and nutrition, and safety.

Our case managers and community partners are also monitoring and evaluating client progress across 21 domains for as long as a client is receiving assistance. As a result, we are collecting important data about how well and how quickly our programs—and our partners' programs—are helping people achieve self-sufficiency.

The graphic below details client progress in the Housing domain during 2014. Graphics highlighting client progress in other domains are found throughout this report. The data cover 2,568 households and represent clients from BCDHHS, Emergency Family Assistance Association, OUR Center, and Sister Carmen Community Center.



### Self-Sufficiency Movement: Housing Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (50%)
- Households rated as self-sufficient at both evaluation periods (14%)

In Self-Sufficiency Matrix tracking in the Housing domain, 50% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 14% of clients were above the prevention line at both evaluations.

Clients below the prevention line are homeless, at risk of homelessness, living in substandard housing, or their rent is 41% or more of monthly net income.





## What's Next?

In coordination with our community partners, we're working hard to ensure everyone in our community has access to safe, stable, and affordable housing – a crucial support on the road to self-sufficiency. From building and refurbishing hundreds of affordable units across the county and educating people about homeownership to securing funding for additional housing vouchers for homeless families and veterans and providing families and individuals with short-term financial assistance to avoid eviction and homelessness, we're expanding the range of available housing supports. In addition to providing options to meet many different housing needs, we're also integrating other supportive services into our housing programs to help move people closer to self-sufficiency and, in turn, create a more resilient community.

Despite our progress, our community remains in an affordable housing crisis. There is a continued influx of higher-income residents in Boulder County, and rental costs are rising quickly while wages are not. Tens of thousands of people remain housing-cost-burdened – with nearly 40,000 renters spending 50% or more of their income on housing. More than 2,000 students in our local school districts are homeless or marginally-housed. And hundreds of Boulder County families and elderly and disabled individuals remain on years-long waitlists for affordable units or housing vouchers. We must do more.

This is a community-wide problem that needs community-wide solutions. That's why we're working with other local governments and housing authorities as well as our community partners to establish a regional collaborative to develop more comprehensive and sustainable solutions. We're setting ambitious new goals to increase the supply of affordable housing, keeping in mind that there is no one-size-fits-all solution. We're looking for innovative financing opportunities and development partnerships, we're working to identify and acquire parcels of land for future developments, and we're working to better engage the public in this critical discussion.



## Community Partner Snapshot: Boulder County Schools

BCDHHS partners with both the St. Vrain Valley and Boulder Valley school districts in Boulder County to identify families and children who may need a range of stabilizing supports. We know that there are still over 2,300 children in the school districts who don't have stable housing or are homeless, and we are committed to helping families facing these kinds of challenges find stability. To do this, we work closely with liaisons in the districts put in place by the McKinney-Vento Homeless Education Assistance Act of 1987, which seeks to provide enrollment assistance and educational stability for homeless children and youth in school districts throughout the country. Through our Boulder County Healthy Kids and Adults program, we also have staff stationed at the school districts who help connect families and children with a range of other supports like food assistance (SNAP), health coverage (Medicaid, CHP+, and Connect for Health Colorado), and child care assistance (CCAP).

We are also working with the Early Childhood Council of Boulder County to help identify ways to strengthen supports for young children birth through age 5 and their families. And together with the school districts we are looking at new opportunities for ensuring that schools are connecting children with more comprehensive supports as they age. One of our primary goals is to reduce truancy, cut drop-out rates, and help all Boulder County young people get a firm educational foundation under their feet.



Left to right: Amanda Guthrie, Housing Assistance Program Manager; Mollie Faughnan, Tenant Based Rental Assistance Program Coordinator; Julia Grubb, Occupancy Supervisor; Luis Chavez, St. Vrain Valley School District McKinney-Vento Liaison; Melissa Frank-Williams, Integrated Services Manager; Ema Lyman, Boulder Valley School District McKinney-Vento Liaison







For many people, an illness, an accident, or a job loss is all it takes to push them over a cliff into crisis. With the right help, families and individuals can find their own footing and create their own paths to a stable future.





# EMPLOYMENT AND INCOME STABILITY





## FACTS

**\$67,956**

Median Household  
Income in  
Boulder County<sup>1</sup>

**14.2%**

Poverty Rate in  
Boulder County<sup>2</sup>

**\$24,250**

The 2015 Federal  
Poverty Level (FPL)  
Threshold for a  
Family of 4<sup>3</sup>

**\$11,770**

The 2015 Federal Poverty  
Level (FPL) Threshold for  
an Individual<sup>4</sup>

**79%**

Likelihood of  
experiencing economic  
hardship\* at some point  
in your life by the time  
you reach 60 years of age

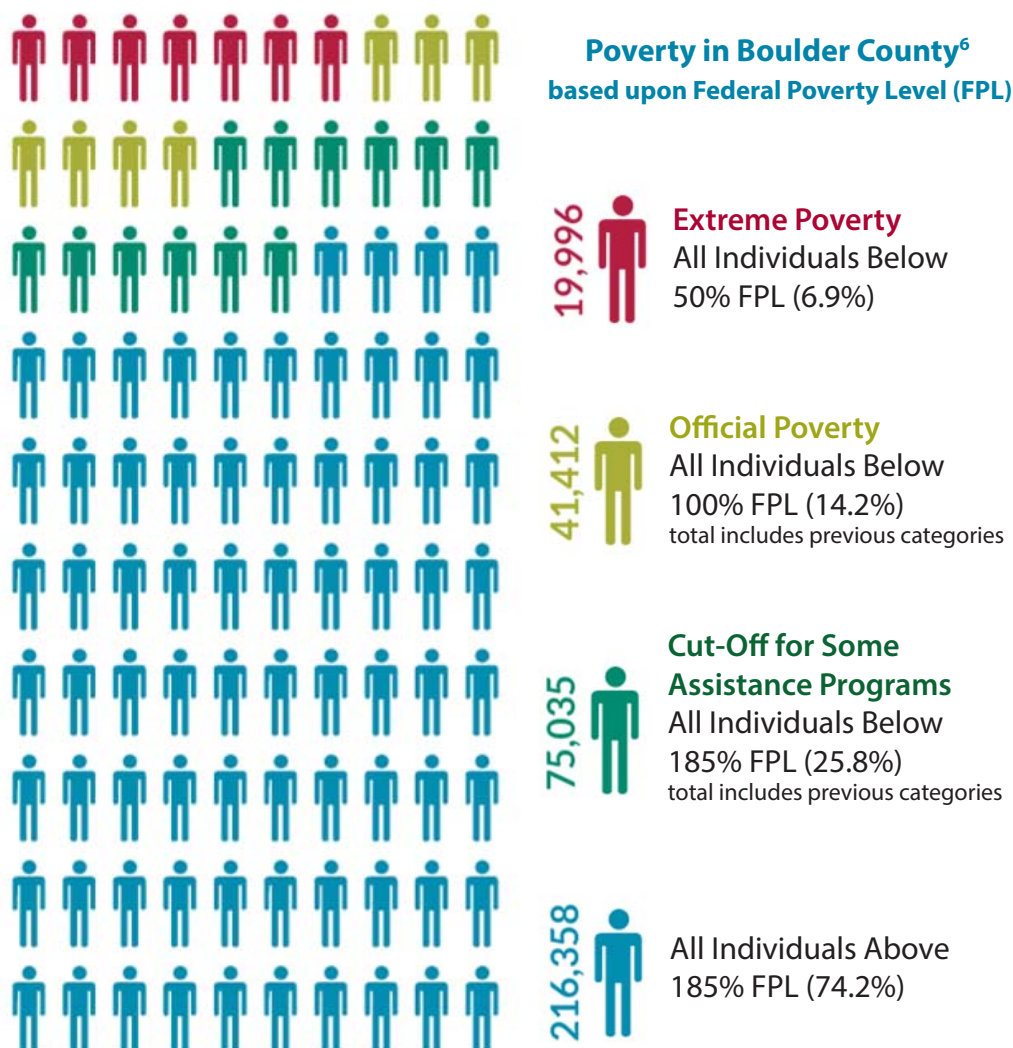
*\* Defined as receiving  
public assistance,  
experiencing  
unemployment, or living  
at least one year below  
150% FPL<sup>5</sup>*

## EMPLOYMENT and INCOME Stability

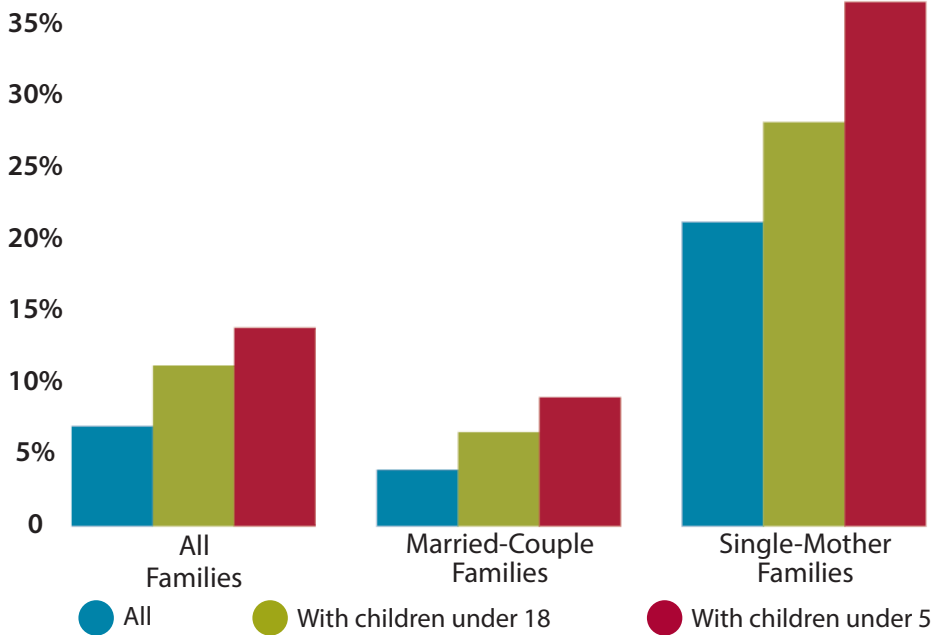
Achieving employment and income stability is a critical step toward an individual's or family's overall self-sufficiency. Too often, here in Boulder County and elsewhere, household budgets are squeezed by unsteady employment, inadequate wages, or an unexpected household expense. People must make tough decisions about where and how to spend their income and must often forego important investments in their and their family's well-being.

### What We Know

While Boulder County's Median Household Income of approximately \$68,000 is relatively high, it is important to remember what that statistic actually means: half of the households in our county are getting by on less than that amount, and many on significantly less. Important household necessities—from housing to child care to health care—can consume most if not all of a family's budget. Saving for a family emergency may be out of the question.



## Poverty Rates for Families in Boulder County<sup>7</sup>



Poverty Rate for  
Single Mother Families  
with Children Under 5<sup>8</sup>

# 36.2%

Boulder County families with children under 5 are more likely to experience poverty than other families. And poverty rates for single mothers with young children are significantly higher.

## Cost of Living

The 2015 Self-Sufficiency Standard for Colorado, published by the Colorado Center on Law and Policy (CCLP),<sup>9</sup> estimates that a family of four (two adults and two children) in Boulder County needs to earn almost \$76,000 per year—more than \$6,300 per month—to meet its basic needs.

Meanwhile, a family of four earning 185% of the Federal Poverty Level has a monthly income of \$3,739 per month. Even for families living well-above the official poverty threshold, it is still very difficult to get by in Boulder County. The graphic below, based on CCLP's data, shows how quickly a family's income can be consumed by basic necessities. These five expenses alone add up to \$4,841 per month.

## Typical Monthly Expenses for a Family of Four in Boulder County (2 adults, 1 Preschooler, 1 School-Age)



Housing  
\$1,232



Food  
\$926



Child Care  
\$1,654



Transportation  
\$544



Health Care  
\$485

Monthly Total for Above Expenses: \$4,841  
Monthly Income for a Family of Four at 185% FPL: \$3,739

## Online Access to Client Supports

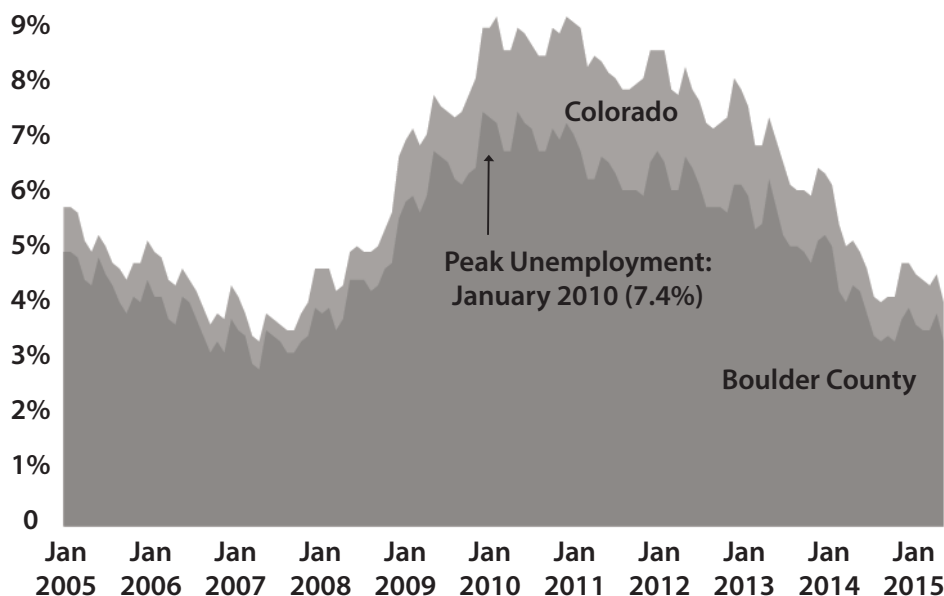
BCDHHS is working on development of a Client Engagement Portal to help make it easier for those in our community to find supports that might be right for them and to track the services they are currently receiving. We began working with Deloitte LLP in September 2015 on this exciting new online platform. When implemented in 2016, the portal will offer BCDHHS clients the ability to: view program information on their BCDHHS services, report changes, view case content and access online tools and resources to better utilize and navigate the Boulder County safety net. The portal will draw important information about client services from our Data Warehouse and will also integrate with our internal case management tool. The Client Engagement Portal represents the next major step toward our vision of client-driven integrated services on which our technology plans are built.

Unemployment Rate in  
Boulder County  
(September 2015)<sup>10</sup>

**2.6%**

Boulder County has made a great deal of progress since the Great Recession, with unemployment rates back at pre-recession levels. That said, many people are just beginning to get back on their feet after years of high unemployment.

**Monthly Unemployment Rates<sup>11</sup>  
Boulder County vs. Colorado (2005-2015)**



### What are the Benefits of Increased Employment & Income Stability?

The fact that nearly 80% of Americans will experience economic hardship at some point over the course of their lives means that almost all of us need help making ends meet at some point. Support for families and individuals during those difficult times can help them achieve economic stability in the long-run. Our up-front investments mean fewer families will get to the point of crisis—making us all better off.

Supports for families with young children are particularly important as

**50%**

of their budget is consumed by housing & child care alone. Financial assistance is critical to family well-being.<sup>12</sup>

In Colorado, safety net programs helped to keep approximately

**150K**

children out of poverty in the 2011-2013 time period. With no safety net, the state's child poverty rate would have been 25% rather than 13%.<sup>13</sup>

Annually, childhood poverty costs the U.S. economy an estimated

**\$500B**

in reduced economic output and productivity and increased expenditures related to crime and health care.<sup>14</sup>

From July 2014-June 2015 Boulder County's Colorado Works Program helped

**267**

clients find employment. And there's a multiplier effect with job creation, resulting in even more benefits to society.



## The Costs of Commuting

Many of the people who keep Boulder County thriving—teachers, child care providers, police and firefighters, young working families—can't afford to live in the communities they support. With rising rental rates and home prices all over Boulder County, we're seeing a marked increase in commuting to work.

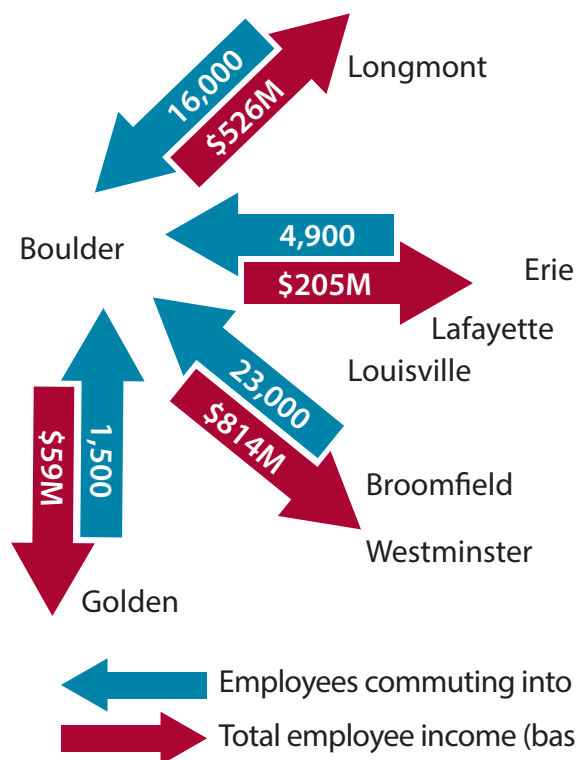
This takes a toll on people. We know that even modest commutes are associated with health impacts like high blood pressure and cholesterol, and increased levels of stress, anxiety, and social isolation. In addition to the impact on people, this also puts more strain on our already-burdened health care system. It also impacts other family members. Regular commuting puts a person in a limbo of sorts, making it harder to connect with either community—the one in which the commuter lives and the one in which the commuter works.

We're also becoming increasingly aware of the impacts commuting has on our local economy. It makes it harder to retain employees, and it can impact job performance and lead to increased use of sick time. We also know that commuters tend to spend their money close to where they live, which means businesses in higher-cost-of-living areas are losing revenue (and the city losing sales tax) when the commuters leave.

Equally important is the marked increase in greenhouse gas emissions from commuters who travel alone. This growth in our carbon footprint is a direct challenge to Boulder County's commitment to energy conservation and environmental health.

We need a comprehensive and sustainable set of regional solutions to this crisis that targets both housing affordability and economic self-sufficiency, and we need to be sure we're recognizing the linkages between the two.

### Boulder (City) Commuters: Employees & Money Flow<sup>15</sup>



In the City of Boulder, 24% of employees live within city limits. The remaining 76% commute into the city—some from within other Boulder County communities, but many from outside the county. Boulder County's Department of Transportation estimates 23,000 people travel to Boulder for work via the US 36 corridor alone—these 23,000 people have a combined estimated annual income in excess of \$800 million. In total, approximately 60,000 people commute into the city for work every day. Boulder's tax base and its local businesses are losing out on hundreds of millions of dollars—if not more—that these commuters are spending in their home communities. And this is only one example of some of the costs of commuting in Boulder County.

## What We're Doing

With the right help, families and individuals can find their footing and create their own path to a stable future. In coordination with our community partners, we are working hard to meet our neighbors where they are and to provide the financial supports necessary to move them closer to self-sufficiency. In addition to providing targeted employment and income assistance, we can help cover the cost of housing, food, health care, and other household necessities. Importantly, we are also focused on making more structural, long-term investments in our community—investments designed to make housing more affordable and to increase health coverage, for example—to create an even more sustainable and resilient Boulder County.

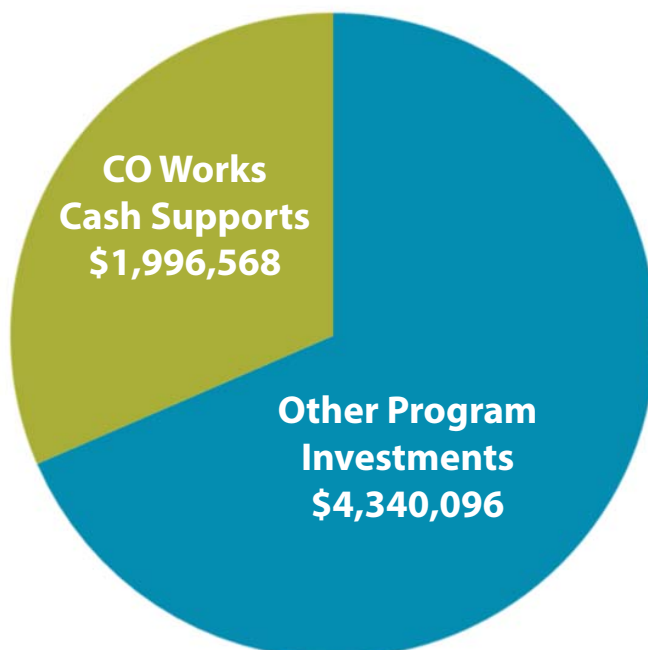
### Employment Assistance

#### Colorado Works

Colorado Works is the state's Temporary Assistance for Needy Families (TANF) program which provides short-term monthly cash benefits to families with dependent children. One-third of our TANF funding goes toward basic cash assistance and helps provide stability for families in crisis.

As we strive to meet clients where they are, we recognize that many need additional stabilizing benefits and that's where we target the remaining two-thirds of our TANF funding. We quickly connect clients with our other supportive programs (e.g., food and medical assistance) and help with employment-related expenses such as transportation and clothing. And, in order to help people move toward permanent self-sufficiency, we are investing heavily in education, skill building, and job readiness training. Our case managers are there every step of the way to help meet client needs and support their education and employment goals.

**Colorado Works Expenditures in  
Boulder County (2014)**  
(includes federal and county funding)



Monthly Colorado Works  
Grant Amount for  
Average Household  
(1 Adult, 2 Children)

**\$462**

*assuming no income  
outside of Colorado Works,  
SNAP, and Medicaid*

**39.7%** In June 2015, 39.7% of Boulder County's Colorado Works clients entered employment. We had the highest Employment Entry Rate of any major county in the state.

## Career Pathways Pilot Program

Boulder County's Colorado Works program recently implemented a Career Pathways Pilot Program (CPPP) through the support of new state funding designed to improve employment outcomes for the Colorado Works program. As part of the pilot, BCDHHS and the Boulder County Department of Community Services worked together to launch "Career Navigation Support Services" earlier this year. This is a wrap-around, one-stop-shop experience for all Colorado Works participants and people who are TANF-eligible.

CPPP was developed using direct feedback from individuals and families participating in a variety of Boulder County case management support programs, including Colorado Works, Family Self-Sufficiency, Tenant-Based Rental Assistance, and the Housing Stabilization Program. Our April 2014 survey was designed to determine how to better help clients move toward sustainable employment—a critical step toward self-sufficiency. We learned that while the majority of participants (80%) were unsure of their career pathway plan, they craved long-term career paths based on individual strengths, skills, and interests. They wanted a pathways program that included self-empowerment and support, specialized training, and stronger connections to local employers with growing needs for quality staff.

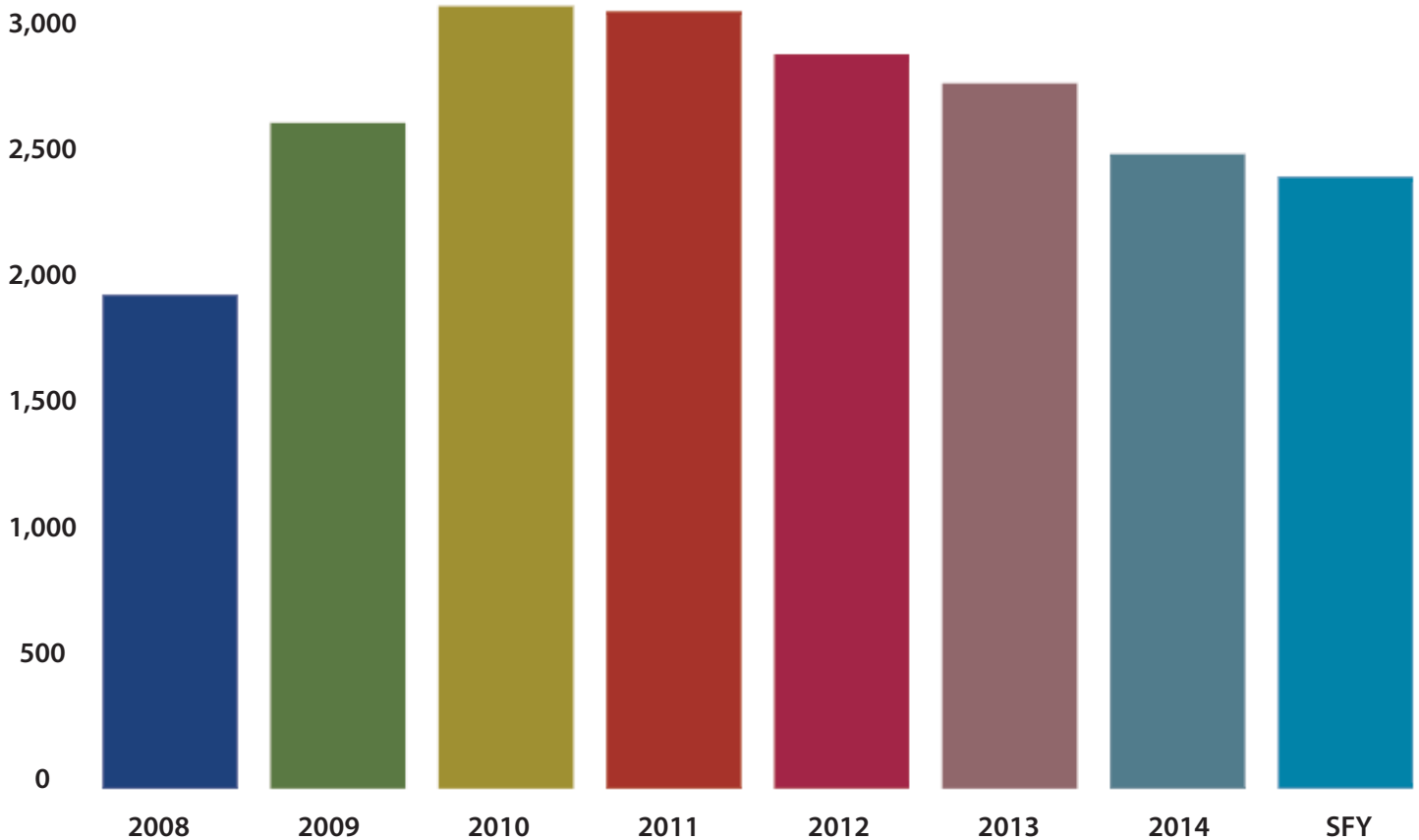
Specific components of Career Navigation Support Services, as part of the CPPP, include:

- Career exploration;
- Transferrable skills & interest analysis;
- Career & community matching;
- Coaching and empowerment;
- Benefit analysis, with an emphasis on minimizing the "cliff effect" when financial supports are ending;
- Educational options and linkages to financial resources to support additional education; and
- Skills building & referrals.





### Colorado Works Clients in Boulder County (2008-Present)



**A Gradual Recovery:** With 2,386 Colorado Works clients during the most recent State Fiscal Year (July 2014-June 2015), our totals are still 24% higher than in 2008—but down from over 3,000 in 2010 and 2011 at the height of the Great Recession.



**\$1=\$3.71**

For every dollar we invested in Colorado Works in the most recent State Fiscal Year, approximately \$3.71 in additional benefits came from the federal government to Boulder County residents. That means a relatively small investment on our part can go a long way toward stabilizing families and creating a more sustainable community.

## Household and Work Supports

### Child Care Assistance Program (CCAP)



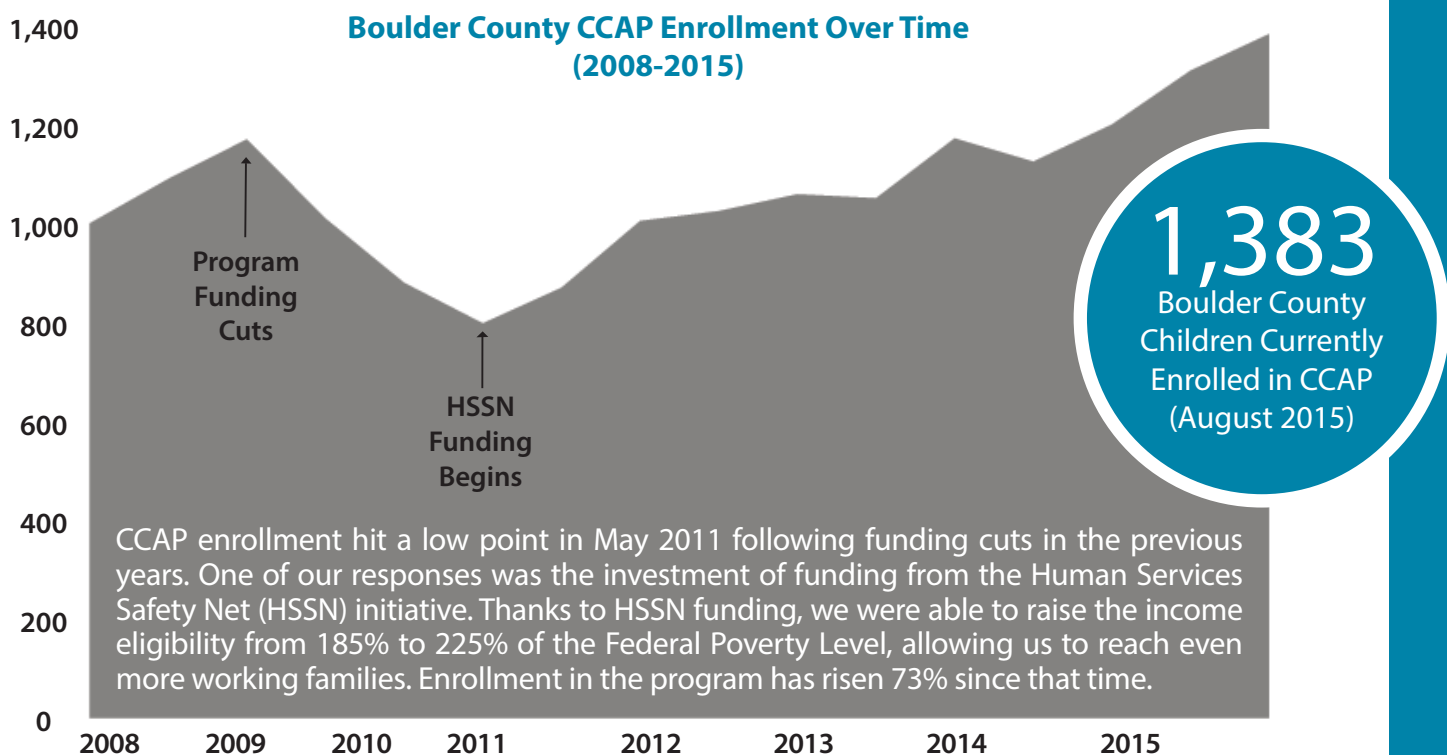
**\$15,193**

average annual  
cost of infant care  
in a licensed  
child care center<sup>16</sup>

**\$13,210**

average annual  
cost of preschool-age  
care in a licensed  
child care center<sup>16</sup>

Quality and dependable child care has important benefits for children, parents, and society as a whole. For parents and caretakers, reliable child care makes it easier to find gainful employment, be dependable employees, and/or complete their education—moving them and their families closer to self-sufficiency. And quality early childhood education has important long-term benefits for children (see our Education section). For too many Boulder County families, however, child care is unaffordable. Fortunately, many can turn to the Boulder County Child Care Assistance Program (CCAP), which provides subsidies to licensed providers to help cover the cost of child care for income-qualifying families (with children ages 0-12). CCAP is administered alongside our other self-sufficiency supporting programs such as Colorado Works or food assistance.



We've invested heavily in the CCAP program over the past several years and have been able to expand the program by over 70 percent since 2011. CCAP families in Boulder County see an average annual savings of \$3,169 per child. With approximately 6,000 Boulder County children (12 and under) living in poverty, and many more living near poverty, we have more work to do.

### \$4.2M Total CCAP Investments (July 2014-June 2015)

\$2.6 million of that total came from the federal government and another \$1.2 million came from the state. Approximately 86% of federal and state CCAP funding goes directly to child care providers.

## Child Support Services

Our Child Support Services (CSS) team works with parents and guardians to help make sure children have appropriate financial and medical supports from both parents. This year, our CSS team put into place a wraparound services philosophy to better assess and address barriers for individuals paying child support. Staff at our intake and establishment level make an early assessment of a parent's ability to pay support. For those with significant inability to pay, our Integrated Case Manager (ICM) works with them to develop a strategy to obtain supportive resources. Resources available include: enrollment in Workforce Boulder County to help find employment; budgeting and financial fitness classes; housing stabilization resources; GED preparation classes; mental health and substance abuse counseling; domestic abuse help; and mediation services for custody, access, and visitation issues. The ICM coordinates these resource linkages and, working with other CSS staff, schedules intensive follow-up with clients to keep them on a path toward stabilization.

Our success in this area means that for a relatively small investment, we can improve the economic and social well-being of Boulder County's children. And by helping to establish and stabilize these long-term parent-child relationships now, we're also reducing the need for more expensive supports and interventions in the future.

**4,635**  
Average Monthly  
Caseload

**\$12.3 M**  
Child Support  
Collected  
(2014 Calendar Year)

**65%**  
Child Support  
Paid  
(2014 Calendar Year)

**72%**  
Overdue Payments  
Collected  
(2014 Calendar Year)

## Responsible Payers Program (RPP)

Working closely with the 20th Judicial District, we developed Boulder County's innovative Responsible Payers Program in 2012. RPP is an alternative to traditional contempt of court for parents who are not meeting their child support obligations. RPP provides intensive case management to help clients overcome a variety of substantial barriers to paying their child support. This includes connecting parents—in a comprehensive way—to important resources such as food, medical, and mental health assistance; educational and job search assistance; and financial counseling. Once stabilized, they're often able to meet their child support obligations and support their children.

We're tracking RPP client progress across a range of important areas to make sure we are co-creating long-term solutions and stability for families in Boulder County. At enrollment, 84% of participants were paying 0-24% of their monthly support amount. **Upon exit from the program, 58% of those same parents were paying 75% to 100% of their monthly amount.**



## Support for Parents, Support for Children

Jon, a young father with a child support obligation, had been struggling to keep up with his payments because of a second family that he was also trying to support. When he stopped making his payments, our Child Support Services team—rather than taking punitive legal action to try to force payment—utilized a new option, the Responsible Payers Program (RPP). We worked with Jon to connect him with disability payments to help with care of his autistic son, the Child Care Assistance Program to help cover child care costs, and Workforce Boulder County to help him—and his wife—find good second jobs. Jon continues to progress toward getting back on his feet, and is now making payments again to support his children.



## Adult Financial Assistance

Our Adult Financial programs provide cash assistance to low-income aged, blind, and disabled people who need help meeting basic living costs. For some older people, Social Security may not provide enough income—the Old Age Pension (OAP) program provides additional support. The Aid to the Needy Disabled/Aid to the Blind programs provide interim cash benefits to disabled individuals until they are approved for Supplemental Security Income. And when people apply, we also make sure they receive any additional benefits they may qualify for, including food, medical, and housing assistance.



1,849

**Adult Financial Clients**

July 2014 - June 2015

## Heating Assistance Programs

We recognize that sometimes, something as simple as a higher-than-usual utility bill can be a major setback. For low-income households, “peak month” energy bills can comprise roughly 30% of income, forcing difficult choices between household necessities (“heat or eat” being one of the most common). To help stabilize Boulder County residents who are vulnerable to rising winter heating costs, we administer the federal government’s Low-Income Energy Assistance Program (LEAP), which is available to households with incomes up to 165% of the Federal Poverty Level. Additionally, for households whose income slightly exceeds LEAP’s income limits, we’ve established a supplemental program known as “Heating Plus” - funded entirely through the Human Services Safety Net initiative. Last winter, we provided assistance to over 3,300 Boulder County Households through these two programs.

### 2014-2015 Winter

Assistance Program	Households Served	Average Benefit
LEAP	3,039	\$529
HEATING PLUS	272	\$442

**\$795K**

Federal & State  
LEAP Dollars Spent  
in Boulder County  
in 2014

## Bethany’s Story

Newly pregnant, Bethany was facing homelessness and was worried she didn’t have the resources necessary to support herself and her baby. She reached out to Mother House, one of our community partners, which provided temporary housing, case management, and referrals to other organizations and agencies like Boulder County Housing and Human Services. From there, Bethany’s BCDHHS case worker connected her to important programs to make sure she and her baby had enough nutritious foods to eat and access to proper medical care.

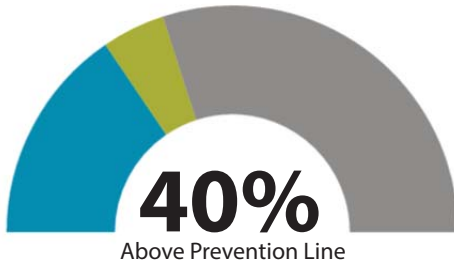
In addition to these immediate stabilizing supports, Bethany was also referred to our Family Self-Sufficiency (FSS) program. Through FSS, she was able to secure an affordable rental apartment and enroll in Job Readiness Training classes. Her classes quickly led to a growing professional network and an internship with a local non-profit. After her internship ended, Bethany was offered a full-time position with benefits. And, thanks to the Child Care Assistance Program, which helps cover her costs for quality child care, Bethany has the peace of mind that her daughter is well cared for while she’s working.

As a result of a variety of integrated and prevention-oriented supports, knowledgeable and caring caseworkers, and her own determination, Bethany is on her way to self-sufficiency. “I am relieved. I am finally moving out of a hopeless situation to where I feel like I finally have a future. And I have support doing it.”



## 2014 Self-Sufficiency Tracking

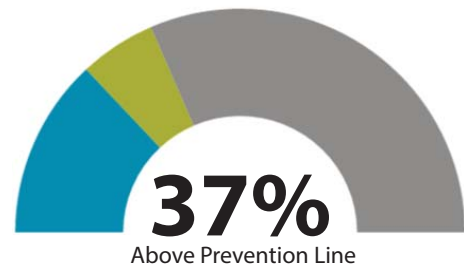
### Self-Sufficiency Movement: Income Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (31%)
- Households rated as self-sufficient at both evaluation periods (9%)

In Self-Sufficiency Matrix tracking in the Income domain, 31% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 9% of clients were above the prevention line at both evaluations. Clients below the prevention line have little to no income and are unable to meet their basic needs.

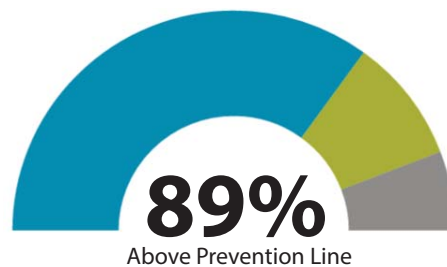
### Self-Sufficiency Movement: Employment Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (26%)
- Households rated as self-sufficient at both evaluation periods (11%)

In Self-Sufficiency Matrix tracking in the Employment domain, 26% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 11% of clients were above the prevention line at both evaluations. Clients below the prevention line are either unemployed or are engaged in temporary, seasonal, or part-time employment with inadequate pay and no benefits.

### Self-Sufficiency Movement: Child Care Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (70%)
- Households rated as self-sufficient at both evaluation periods (19%)

In Self-Sufficiency Matrix tracking in the Child Care domain, 70% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 19% of clients were above the prevention line at both evaluations. Clients below the prevention line are in need of child care but it is not available or is unreliable, unaffordable and/or inadequate.

## What's Next?

During the Great Recession, it was our responsibility—in collaboration with our partners—to help record numbers of Boulder County residents address or prevent crises in the face of historic unemployment rates, years of stagnant wages, and little to no relief from our county's high cost of living. We are proud of how we and our community partners responded. In the short-term, we helped stabilize families and individuals with critical work and household supports, and at the same time focused on co-creating longer-term solutions to move them closer to self-sufficiency.

Now that our economy has recovered, we're able to take a step back. And while we see some encouraging signs, we also see that recovery didn't happen for everyone. We see growing inequality and a hollowing middle class; we see persistently-high poverty rates for families with young children, particularly single mothers; we see essential expenditures such as housing, child care, and food consuming large portions of family budgets, leaving little for other essentials. In short, we see much more work to be done.

Looking ahead, we will continue to support our neighbors as they invest in themselves and work toward adequate employment. We will look for more creative ways to smooth transitions to self-sufficiency, addressing the destabilization families can face as temporary financial supports are ending—what's known as the "cliff effect." We will look for more and better opportunities to increase the availability of affordable and quality child care, health care, and housing—recognizing that early investments in those critical areas will continue to strengthen our community for the long-term. And knowing that on-the-ground community collaboration is truly the only way to accomplish this, we will continue to work closely with our partners in all of these areas to establish common goals and find new ways to break down barriers to service access and health and well-being.





## Community Partner Snapshot: Workforce Boulder County

Workforce Boulder County (WfBC) is a comprehensive one-stop career center providing employment and training services for all job seekers and employers through a variety of programs. WfBC and the Boulder County departments of Housing and Human Services and Community Services work together to provide wraparound supports to help empower clients to meet their educational and employment goals.

## WORKFORCE BOULDER COUNTY



*Connecting Business and People*

WfBC takes the long view, focusing not only on helping people find jobs, but partnering with them to define a sustainable career path. Developing a career path—a series of connected supports, experiences, educational opportunities, and jobs—helps individuals think about long-term goals, what actions they must take to achieve those goals, and what supports they might need along the way. WfBC instills confidence and facilitates local connections as individuals work toward sustained, meaningful employment and sufficient wages.

We recognize that in order to dedicate the time necessary to work toward and achieve career goals, individuals need community supports. Together, our organizations are partnering to provide comprehensive services for the whole individual—from child care and housing assistance to medical coverage to financial counseling—right alongside training and employment services. And we're doing so in a seamless way, increasing efficiencies for our own staff and the likelihood of success for our clients. Together, we're helping shape a more skilled workforce for Boulder County and, in turn, helping generate a more productive, competitive, and sustainable economy.







In Boulder County, just like everywhere else, some people are unable to buy nutritious, healthy food for themselves and their families. Among other things, Food Assistance can help lift individuals and families out of poverty, and improve access to healthy food.







# FOOD AND NUTRITION



## FACTS

**\$926**

Estimated Monthly Food Costs for a Family of 4 in Boulder County  
*That is almost half of monthly income for families living at the poverty level<sup>1</sup>*

**28,914**

Boulder County Residents Receiving Food Assistance at Some Point Over the Past Year

**\$20,986**

Median Income for Area Households Receiving Food Assistance in the Past 12 Months  
*Compared to \$70,193 for area households not receiving such assistance<sup>2</sup>*

**49%**

Children Who Will Live in a Household Receiving Food Assistance at Some Point Before Age 20<sup>3</sup>

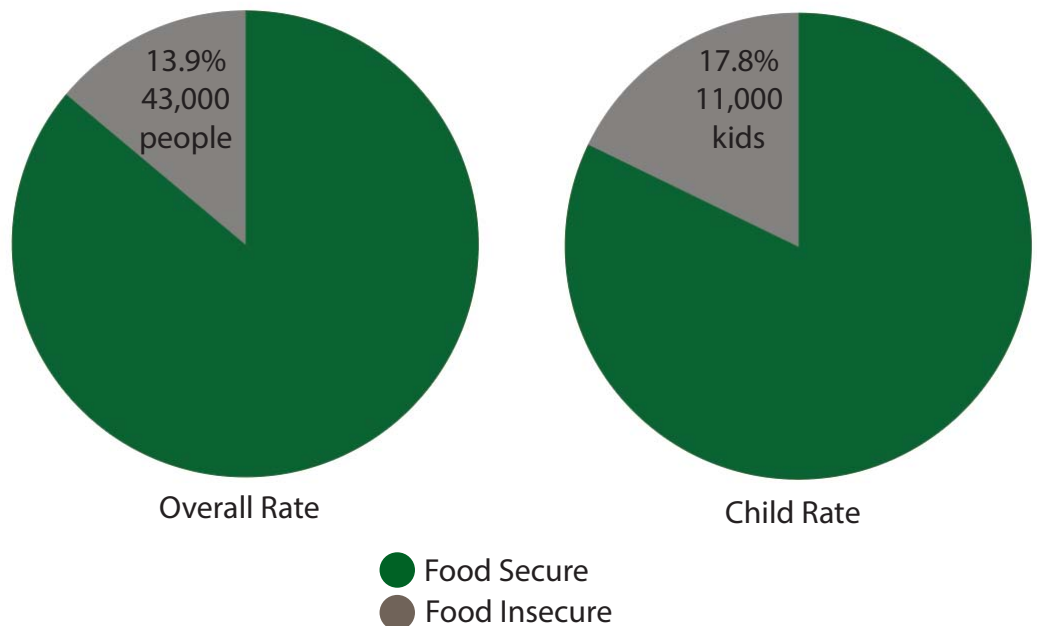
## FOOD and Nutrition

The benefits of a healthy diet are far-reaching, from combating diseases and improving longevity to boosting energy levels and improving your mood. But in Boulder County, just like everywhere else, some people are unable to buy nutritious, healthy foods for themselves and their families.

### What We Know

As noted earlier in this report, Boulder County's official poverty rate exceeds 14 percent. While poverty is a key driver of hunger, it is important to note that there are also Boulder County residents living above the official poverty line who are, or are at risk of, going hungry. The cost of food, particularly for families, can lead to difficult trade-offs—many households must sacrifice other basic necessities to make sure their families have enough to eat.

#### Food Insecurity in Boulder County<sup>4</sup>

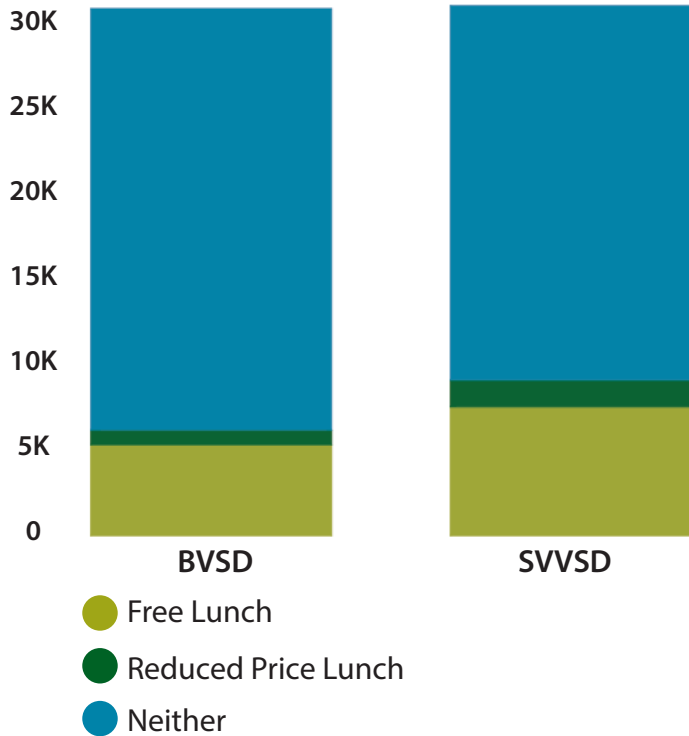


According to the U.S. Department of Agriculture (USDA), food security means “access by all people at all times to enough food for an active, healthy life.”<sup>5</sup> Currently, more than 43,000 people in Boulder County do not meet that threshold.

We also know that food and nutrition are linked to many health outcomes. In 2014 alone, food insecurity cost the United States an estimated \$160 billion in direct and indirect health-related costs (indirect costs are defined as the costs of lost work time due to workers' illnesses or time spent caring for sick family members).<sup>6</sup>



## Free and Reduced Price Lunch Recipients in Boulder County Schools (2014)<sup>7</sup>



The income qualifications for Free and Reduced Price Lunches are 130% and 185% of the Federal Poverty Level, respectively.

# 15,317

Boulder Valley School District (BVSD) and  
St. Vrain Valley School District (SVVSD)  
Students Eligible for Free or Reduced  
Lunch (preschool through 12th grade)

That means approximately 25% of  
students in Boulder County Schools  
are at risk of hunger.





## Difficult Choices

Feeding America, a national network of food banks, conducts a study every four years to examine its food assistance network and the people it serves. The group's "Hunger in America 2014" report presents detailed information about the trade-offs many families must make to ensure they have sufficient food.

The data below show the percentage of clients surveyed (more than 60,000) who were confronted with choices between paying for food and paying for other household necessities at some point in the past year.

### Food vs. Other Household Essentials 2014 Feeding America Survey<sup>8</sup> Household Trade-offs



69% chose between food and utilities



67% chose between food and transportation



31% chose between food and education expenses



66% chose between food and medical care



57% chose between food and housing



### Angela's Story

Angela, a native of Bogota, Colombia, moved to Colorado 15 years ago. Angela was initially referred to BCDHHS through EFAA and is currently participating in our Family Self-Sufficiency (FSS) program. Through FSS and other supportive programs, Angela has received the resources necessary to move toward self-sufficiency while also meeting the immediate needs of her family. She's been able to "step out of survival mode" and focus on her education and career development – setting and meeting financial goals and moving toward a brighter future. That reduced financial stress coupled with the ability to focus on her passions has also allowed her to spend more quality time with her son.

One of Angela's passions is healthy eating and sustainable local agriculture. During her most stressful times, she had to make many difficult financial choices, but always prioritized healthy eating for herself and her son. But she also knows how hard those choices are for people who are struggling financially and that sometimes people make different choices to meet their families' immediate needs. "Unfortunately, when you're in need, one of the first things that you let go of is self-care, including the food that you eat. It's a lot cheaper to buy a bag of cookies than to buy a bag of apples—so people let go of their health because they need to save \$1."

Now, working as an urban agriculture educator with a Denver non-profit, Angela's goal is to "teach people that if you're not healthy inside, you cannot do healthy things for your family, for your community, for the planet." She sees it as a way of "paying the community back" for the support she's received.

## Access to Nutritious Foods

In 2014, the average household spent 10% of its income on food.<sup>9</sup> For lower-income families, that percentage can be much higher. In trying to stretch their budgets to make ends meet, many families may opt for cheaper foods; unfortunately, the cheaper options are often the less nutritious options (think refined grains, added sugars, and fats). Additionally, lower-income families and individuals—particularly the elderly and disabled—may have trouble accessing local stores with fresh and healthy food options. So while they may be getting enough to eat, they may be forced to make less healthy food choices.

For children, inadequate access to nutritious foods can negatively affect their growth and development and can inhibit their ability to learn. A recent paper published in the *Journal of Nutrition and Food Sciences* examining the link between nutrition and academic achievement concluded, “The research shows that having a healthy, balanced diet improves brain capacity, maximizes cognitive capabilities, and improves academic performance in school-age children.”<sup>10</sup>

## What are the Benefits of Improved Food & Nutrition?

By increasing access to healthy and nutritious foods and helping to make sure no one in our community goes hungry, we can improve outcomes in a variety of areas. Almost immediately, our investments help stabilize families and, importantly, free up discretionary income for them to spend on other household needs. Over the longer term, and in combination with other safety net supports, these investments can help improve health, education, and economic outcomes for the families we serve and the community at large.



## What We're Doing

By helping people purchase healthy and nutritious foods, we can reduce food insecurity and promote better health outcomes in Boulder County—this is important for everyone, but is particularly vital for children and their growth and development. From a financial perspective, we can help households stretch their dollars further, freeing up money to spend on other basic necessities. Ultimately, this stabilizing support can allow people to get back on their feet and move closer to self-sufficiency.

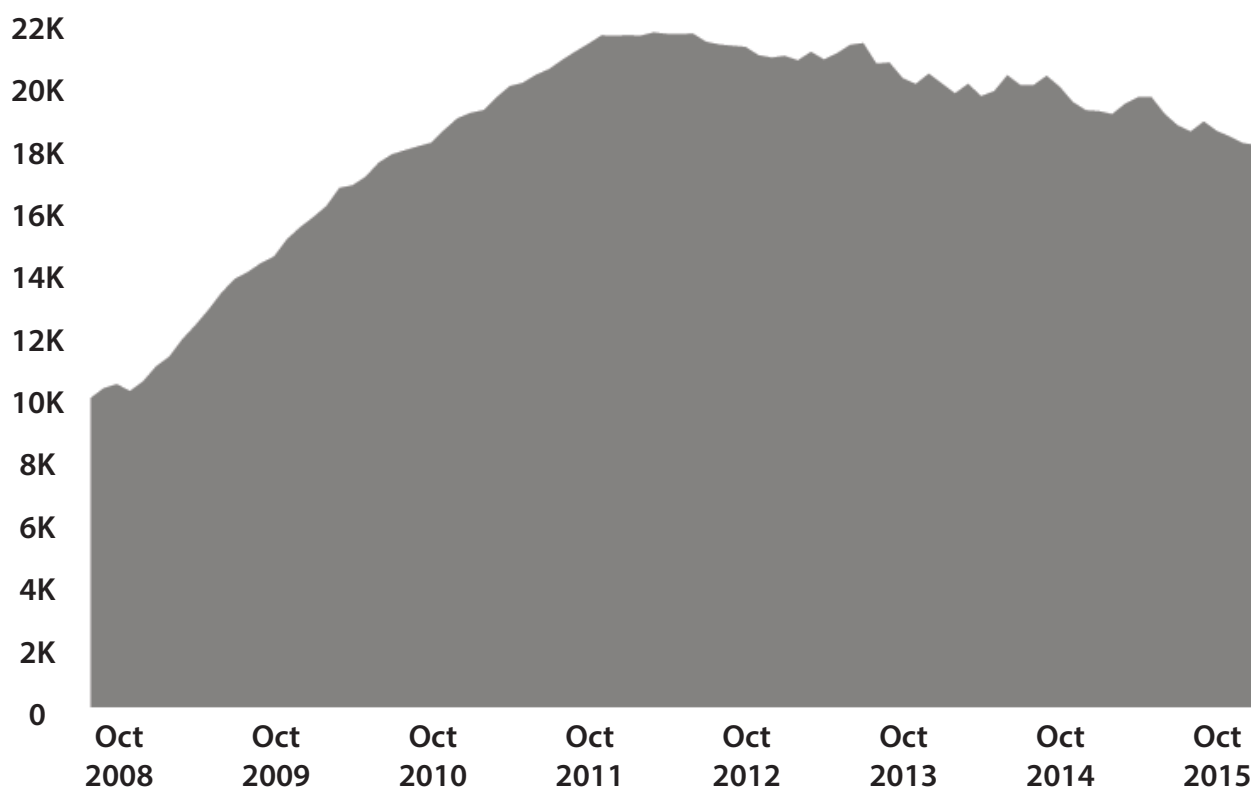
We also work hard to connect clients with additional food and nutrition resources throughout the county, from food banks and community meal sites, to nutrition counseling, to other county-administered programs. Together with our community partners, we are striving to prevent hunger and improve access to healthy foods, thereby improving the overall health and well-being of Boulder County residents.

### Food Assistance/SNAP

Our Food Assistance program—also known as the federal Supplemental Nutrition Assistance Program (SNAP)—is available to all Boulder County residents who meet income qualifications. Clients receive monthly benefits (via their Colorado Quest / EBT cards) which can be used at local retailers to buy a variety of healthy foods including fruits and vegetables, meat and poultry, dairy products, and grains.

Food Assistance is a particularly important resource for people who are elderly or disabled and live on a fixed income, as well as for low-wage working families. In many cases, it is a short-term stabilizing support, with a majority of participants leaving the program after 9 months. More than half of area households served by SNAP have children under 18 and almost a quarter have at least one person 60 or older.<sup>14</sup>

**Boulder County Enrollment in Food Assistance Program (SNAP)  
2008-2015**







# 17,998

Boulder County Residents Receiving Food Assistance (October 2015)

The number of Boulder County residents receiving Food Assistance has decreased since the height of the Great Recession, when enrollment consistently topped 21,000 per month. Still, enrollment remains significantly higher than it was before the recession began.

# \$42M

Boost to the  
Local Economy  
Nov 2014-Oct 2015

Over the past year, more than \$23 million flowed from the federal government to Boulder County residents in the form of SNAP payments. Economists estimate that each \$100 in SNAP benefits generates \$180 in direct and indirect economic activity.<sup>15</sup> In other words, SNAP provided our community with an economic boost of approximately \$42 million last year.

During the same time period, our department invested less than \$800,000 to administer the program here in Boulder County. That relatively small investment on our part not only lifts people out of poverty—it also supports hundreds of local retailers. Food Assistance is yet another example of our ongoing work to leverage federal dollars to help maximize investments and outcomes in our community.

## 84%

SNAP Enrollment  
Growth Since  
June 2008

## \$167M

Total SNAP Benefits  
Paid Since  
June 2008

## \$273

Average Monthly  
Benefit per  
Household<sup>16</sup>

## 51%

SNAP Households  
with Children  
Under 18<sup>17</sup>

# 99%

Food Assistance  
Application Timeliness  
October 2015

Over the past year, our team has worked hard to process our clients' assistance applications more efficiently—and we've seen significant improvements in timeliness across all programs. Our timely processing of applications means our clients can spend less time pursuing their benefits and more time with their families.

## Harvest Bucks

Last year, we teamed up with Boulder County Public Health, Boulder County Parks and Open Space, and the City of Boulder to help make it easier for low-income families and individuals to access fresh fruits and vegetables. The Harvest Bucks program allows Food Assistance recipients to use their Colorado Quest cards to purchase fresh fruits and vegetables at the County's Farmers' Markets in Boulder and Longmont. For every \$1 they spend (up to \$40), recipients will receive matching funds, known as Harvest Bucks, to purchase more healthy foods for their families.

In addition to improving access to healthy and nutritious foods, the program also provides a boost to the local economy and supports our local farmers. During the fall 2014 pilot program, SNAP recipients spent a total of \$20,823 (including the Harvest Bucks incentive) at the Boulder and Longmont Farmers' Markets. Total SNAP spending at the Farmers' Markets was 300% higher than during the same time period in 2013.

### Harvest Bucks Pilot Program Results (Fall 2014)



Angela Ortiz inspired us all as the keynote speaker at our All Staff Conference in June. In addition to telling us about her experiences and how our programs and supports are moving her toward self-sufficiency, she also taught us about the importance of building relationships of trust with our clients.

"If you take the time to really understand the cultural, linguistic and emotional needs of your clients, you can become a huge asset to them. If you understand where their limitations are and you help them set up realistic goals, they can do wonderful things. So take the time to be a human, to believe in the power of humanity. Sometimes we just need somebody to tell us everything's going to be ok, that we have the talent it takes to take ourselves out of the hole we're in. So always try to be as honest and helpful as you can and always try to make the world a better place. Grow a garden, question everything inside and outside your work, and just be nice to each other."



## Community Resources

We also work hard to link our clients to other food and nutrition resources throughout the community. For expecting mothers and young children (up to age 5), for instance, we make sure they are connected to Women, Infants, and Children (WIC), a federal nutrition program administered by Boulder County Public Health. WIC provides supplemental nutritious foods and vouchers as well as educational resources related to nutrition and breastfeeding. And for families and individuals who either make too much to qualify for Food Assistance or who need additional support, our community partners operate food banks and meal sites throughout the county and, in some cases, can provide emergency financial assistance to make sure no one in our community goes hungry.

Our department's Family Self-Sufficiency (FSS) program provides a great example of our holistic approach to service delivery, and access to food and nutrition is one of the most basic yet fundamental supports we provide. In addition to linking FSS families to the programs and services highlighted above, we partner with Community Food Share to operate a Food Closet filled with nonperishable items to help families meet their food needs. We also have gift cards to area grocery stores and retailers that our case managers can give to FSS participants in emergency situations. And, thanks to generous donations from our community members, we have a volunteer-coordinated Thanksgiving program through which FSS participants receive holiday food boxes and gift cards. (For more information on FSS, please see page 28 under Housing Stability.)

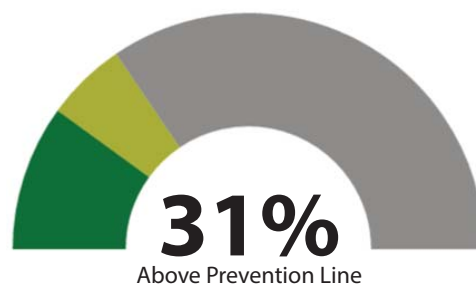






## 2014 Self-Sufficiency Tracking

### Self-Sufficiency Movement: Food Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (20%)
- Households rated as self-sufficient at both evaluation periods (11%)

In Self-Sufficiency Matrix tracking in the Food domain, 20% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 11% of clients were above the prevention line at both evaluations.

Clients below the prevention line have no food or means to prepare it, or they rely almost entirely on food purchased through food assistance (SNAP) or on other sources of free or low-cost food.

## What's Next?

Nutrition is a critical component of our overall health and well-being and we are working hard to ensure greater access to healthy and nutritious foods for all Boulder County residents. Over the past several years, our Food Assistance program has helped lift thousands of our neighbors out of poverty while also providing an economic boost to local retailers. And our community partners have helped meet many additional needs through a wide variety of food and nutrition programs.

We're proud of our progress, but we know we have more work to do. Even with a slight decline since the height of the Great Recession, enrollment in our Food Assistance program remains high at close to 20,000 clients from one month to the next. At the same time there are still approximately 43,000 Boulder County residents who are currently classified as "food insecure." And because food insecurity is closely linked to poverty, we know many in our community are making tough choices. Often, nutritious food is pushed to the bottom of the priority list in the face of other necessary expenditures on utilities, transportation, child care, health care, and education. And poor nutrition can exacerbate other issues that families and individuals face.

Going forward, we'll continue to work closely with our community partners to identify and enroll those in need of Food Assistance. We'll strengthen and expand our partnerships with community-based food providers in an effort to reach more people. We'll continue to seek and support new initiatives like Boulder County's Harvest Bucks program, which is making healthy, local, and nutritious food more affordable and more accessible for lower-income residents. And we'll keep providing additional supports in a range of areas to help alleviate budgetary strains so families no longer have to choose between adequate food and nutrition and other important household expenditures.





## Community Partner Spotlight: Sister Carmen Community Center

Sister Carmen Community Center (“Sister Carmen”) is a Family Resource Center serving individuals and families in East Boulder County. Sister Carmen provides members of our community with comprehensive and coordinated resources to support their efforts toward achieving economic stability and building natural community supports. Sister Carmen is one of our primary community partners and we collaborate closely together across all pillars of family stability.



*Helping people in need and promoting  
self-sufficiency for over 30 years.*

Many times, a person's first experience with Sister Carmen is through its food bank. In 2014 alone, Sister Carmen distributed 1.3 million pounds of food to more than 2,600 households. Committed to both reducing food insecurity and promoting nutritious choices, Sister Carmen has an organic garden on-site that helps stock its food bank shelves with fresh fruits and vegetables. And the organization offers a variety of nutrition and healthy living classes for adults and children.

When a client enters the food bank doors, it's also an opportunity to connect with an individual or family advocate who can help determine what other supports and referrals might be needed. From food and medical assistance to housing supports to emergency financial aid, we can—together—make sure families and individuals receive the stabilizing supports they need. Boulder County's strong network of community partners makes that easier. “We cannot do this alone. We need to be able to refer to the other safety net agencies to make sure that our participants get exactly what they need to help them move forward in their lives,” says Sister Carmen CEO Suzanne Crawford.

To that end, we look forward to partnering with Sister Carmen on strengthening the channels of communication between our staff and theirs, and—for our shared clients—continuing to improve the system of integrated supports we provide collectively.







From medical emergencies to regular check-ups, having health insurance can help families and individuals face challenges and reduce the chance that they will get sick in the first place.







# HEALTH AND WELL-BEING





## FACTS

**5.2%**

Estimated Uninsured  
Rate in 2015<sup>1</sup>  
(Boulder & Broomfield  
Counties Combined)

**2.5%**

Estimated Uninsured  
Rate in 2015 for  
Children Under 19<sup>2</sup>  
(Statewide)

**202%**

Medicaid/CHP+  
Enrollment Growth in  
Boulder County  
Since 2009

**55,572**

Boulder County Residents  
Covered by  
Medicaid or CHP+

**8-10K**

Estimated Number  
of Boulder County  
Residents who are  
Eligible but  
Not Yet Insured

## HEALTH & Well-Being

Here in Boulder County, we've made significant progress expanding access to health insurance coverage over the past several years. But insurance coverage is just part of the puzzle—equally important to our community's health and well-being are efforts to ensure appropriate access to care.

### What We Know

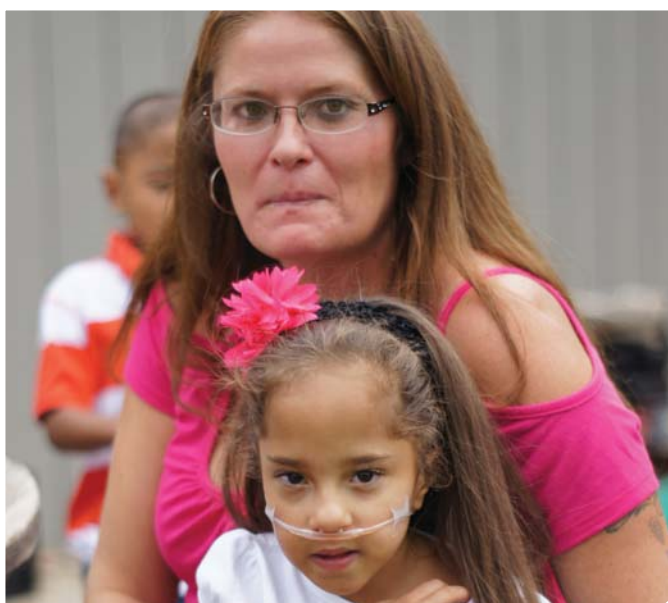
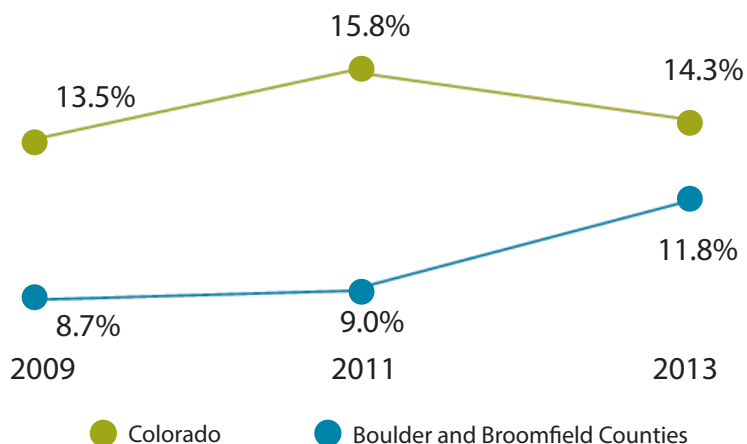
As of 2013, the uninsured rate in Boulder County was approaching 12% after increasing steadily for several years. Health care costs were rising at a much higher pace than the rest of our stalled economy, particularly wages. With high unemployment rates, thousands of people who had previously been covered by employer-sponsored health plans found themselves without insurance. And due to Medicaid's strict eligibility limits, there was an enormous coverage gap for many poor adults.

2013	Unemployed <sup>3</sup>	Living in Poverty <sup>4</sup>	Uninsured <sup>5</sup>
Percent	5.4%	14.5%	11.8%
People Affected	9,562 and their families	42,875	41,720



## Our View in 2013

**The Uninsured Rate<sup>6</sup>  
Boulder/Broomfield Counties vs. Colorado  
2009-2013**



At the same time, implementation of the federal Affordable Care Act (ACA) was setting the stage for some major changes in Colorado and nationwide. The legislation was enacted in 2010 to increase access, quality, and affordability of health insurance coverage, thereby reducing the number of under- or uninsured residents nationwide.

Under the umbrella of the ACA, the State of Colorado established a health insurance exchange utilizing federal funding. Known as Connect for Health Colorado (C4HCO), this exchange helps enroll eligible residents in private health insurance, with some policies subsidized by federal tax credits. Additionally, Colorado took part in an expansion of Medicaid up to 138% of the Federal Poverty Level. This extends Medicaid coverage to eligible adults ages 19 to 65 who do not have dependent children.

Among other things, the law also required certain preventive services to be covered free of charge, eliminated lifetime dollar limits on insurance coverage, and prohibited insurance companies from denying coverage based on pre-existing conditions.





## Access to Health Care Services

Despite great strides in expanding access to health insurance, we have more work to do to ensure that everyone in our community has access to quality health care when they need it.



### Physician Supply

Increasingly, we don't have as many primary care physicians, specialists, and dentists as we need—a trend expected to continue here and nationwide.



### Medicaid Reimbursement

Medicaid typically pays less than other insurers, leading some doctors to limit the number of Medicaid patients they accept.



### Socioeconomic Barriers

Medicaid patients may face other, non-health related barriers to care, too—e.g., communications, transportation, and lack of after-hours care.



### Affordability of Care

Even for the insured, high out-of-pocket expenses can lead people to avoid or delay care. 15.2% of Coloradans had problems paying medical bills in 2015.<sup>7</sup>

While we've seen improvement in recent years, many people in Boulder County may not be accessing important preventive care<sup>8</sup>—care that could reduce the need for more intensive and expensive care in the long-run.

**7%** of pregnant women do not receive prenatal care as soon as they want it

**24%** of residents have not visited a dentist or hygienist in the past year

**18%** of women have not been screened for cervical cancer in the past 3 years

**22%** of children under 19 have not had a well-child visit in the past year



## What are the Benefits of Increasing Health Insurance Coverage and Access to Care?

Increased health insurance coverage and access to care has important benefits for our community. People with health insurance are much more likely to get preventive care and much less likely to have a financial crisis related to an illness. More coverage means much less charity care for clinics and hospitals, allowing them to invest more in prevention-focused supports. And additional health care funds can give a significant boost to the local economy. Looking toward the future, the longer these investments have to take root, the bigger the impacts for our community.

From Nov 2014 through Oct 2015, Medicaid payments to providers on behalf of Boulder County residents totaled

**\$210M**

Payments in October 2015 were 28% higher than payments in October 2013.

Unscheduled missed work costs employers around \$3,000/year per employee. Workers with health insurance are

**12%**

less likely to miss days from work. Insurance can make employees healthier and more productive.<sup>9</sup>

When it comes to both common childhood conditions and emergencies, uninsured children are

**70%**

less likely to receive medical care than insured children.<sup>10</sup>

Health insurance can reduce financial strains. A 2013 study in Oregon found that Medicaid coverage nearly

**ELIMINATED**

catastrophic out-of-pocket medical expenses.<sup>11</sup>

### Pamela's Story

Pamela and her teenage daughter and 7-year old twins live in Longmont. Pamela's younger daughter has a chronic health condition that compromises her immune system and limits her activities. Her condition requires frequent doctor's visits and expensive treatments and medications. Meeting her daughter's complex needs means Pamela is limited in her ability to work outside the home.

Through Boulder County Housing and Human Services, Pamela and her family receive medical assistance to cover not only the needs of her younger daughter, but to make sure the entire family receives regular health care. This is important for their well-being and also means her younger daughter has less of a chance of being exposed to illnesses that could worsen her existing condition.

Pamela also receives supports like housing and food assistance to make sure she can meet her family's needs in other areas. These supports allow Pamela to spend less time worrying about finances and more time with her children.



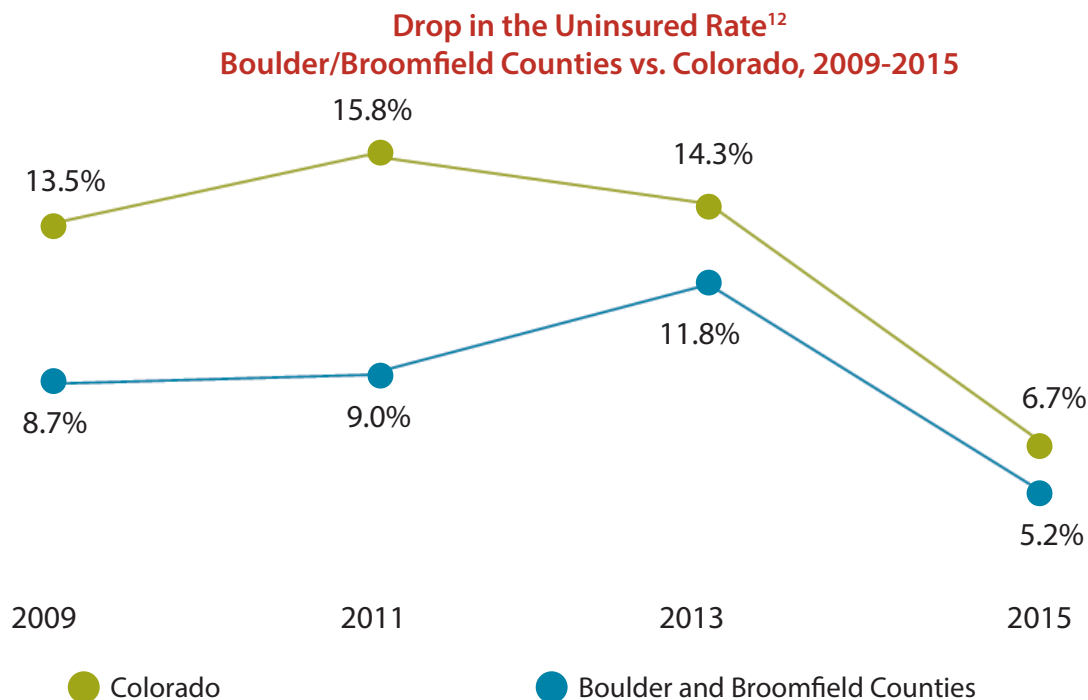
## What We're Doing

Affordable health care is a crucial part of our community's well-being. Through our work connecting people with health coverage such as Medicaid and Child Health Plan *Plus* (CHP+) and with private plans through the state's health insurance exchange (C4HCO), we're helping ensure all Boulder County residents can get quality, affordable care. Through our collaborations with community partner organizations, we've been able to reach and enroll thousands of additional people across Boulder County in health coverage—and we're working together to expand access to care throughout the county.

We also realize that an individual's health is boosted by more than just medical care: 80% or more of health outcomes are determined by things like social behavior, economic stability, and education. So when we look at what our clients need, we take a full-circle approach. We know that the returns on many of our investments—across all areas of influence—will have long-term positive effects on health and well-being.

### Health Insurance Coverage

With the help of our community partners, we've made tremendous progress expanding access to health coverage over the past two years and two "Open Enrollment" (OE) periods.



### Boulder County's Open Enrollment Totals

Open Enrollment Period	Medicaid Enrollees	C4HCO Enrollees
OE-1 (Oct 2013 - Mar 2014)	9,200 new	10,200 new
OE-2 (Nov 2014-Feb 2015)	7,280 new	12,600 new and renewals

OE is the period during which eligible individuals can enroll in a health insurance plan through C4HCO (some may also qualify for special enrollment outside of OE if they experience certain life events). Individuals may enroll in Medicaid or CHP+ at any time.



## Boulder County's Strong Foundation for Enrollment Support Success

Beginning in 2008, Boulder County began to focus on reaching those in our communities who are eligible but not enrolled in health coverage.

- In partnership with the Colorado Health Foundation, Boulder County created the Boulder County Healthy Kids Initiative with the goal of providing hands-on support and accurate determinations of benefits for families as they applied for Medicaid and CHP+.
- With the input of communities all over Colorado, we created and invested in the statewide Colorado Program Eligibility and Application Kit (PEAK) to provide clients and community partners with an easily accessible online tool to apply for public benefits.

In part because of this earlier work, Boulder County was well-positioned to host two major ACA enrollment initiatives:

- We became the Boulder County Assistance Site, providing application and navigation services to residents seeking health coverage through the C4HCO Marketplace. BCDHHS staffed Health Coverage Guides within the Assistance Site for extensive C4HCO enrollment support for our communities.
- We took on development of the Connect for Health Colorado Central Hub to support training and communication efforts for 32 health coverage enrollment assistance sites in an 8-county region in northern and central Colorado.

**340**

In-Person Community Outreach Events

Conducted at hospitals, schools, libraries, rec centers, and during popular community events including festivals and farmers' markets

**938**

Households Served by Assistance Site

Health Coverage Guides provide education about insurance options, assist with enrollment, and link individuals to other human service programs

**9**

Community Partner Organizations

Data-sharing agreements and joint communications efforts allowed us to reach tens of thousands more individuals than we would on our own

**94.8%  
COVERED**

From 2013 to 2015, the number of uninsured residents in Boulder County fell from 34,000 to 10,000, a decrease of close to 70%

**17**

Central Hub Collaborative Outreach Coalition Meetings to Reach Underserved Communities

**93,051**

OE-2 C4HCO Enrollees from the 8-County Central Hub Region

**8,148**

Applications via PEAK in Boulder County During OE-2

## Medicaid & CHP+

Currently, more than 55,000 Boulder County residents are covered by Medicaid or CHP+, an astonishing 202% increase since 2009.

That increase has led to a rise in total Medicaid claims on behalf of Boulder County clients—from June 2013 to June 2015, the number of monthly claims increased 71%. And for the 2015 calendar year, payments to providers are expected to exceed the 2013 total by more than \$65 million.

Those numbers mean far more low-income people are receiving medical care. Prior to coverage, they would have either gone without or delayed care, or would have received charity care from local hospitals and clinics.

**Boulder County Enrollment in  
Medicaid and Children's Health Plan Plus (CHP+)  
2009-2015**

### Medicaid & CHP+ Enrollment

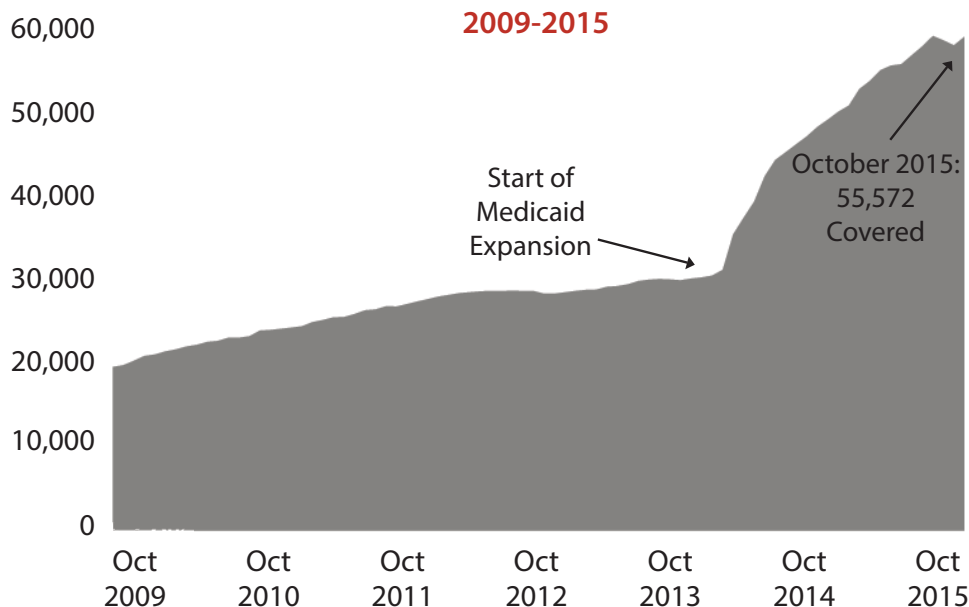
Recent Growth in  
Boulder County

October 2013: 28,706

October 2014: 47,132

October 2015: 55,572

**2-Year  
Increase:  
94%**



### Medicaid Payments to Providers

Recent Growth in  
Boulder County

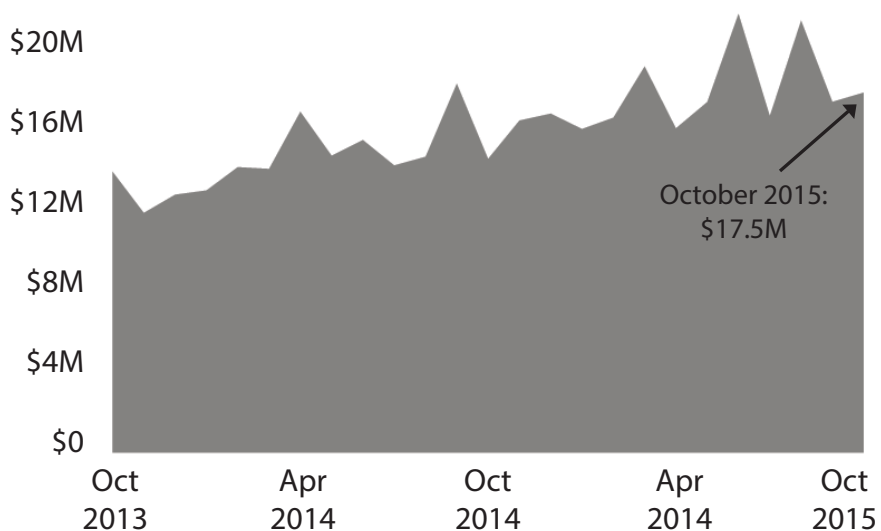
October 2013: \$13,666,122

October 2014: \$14,290,661

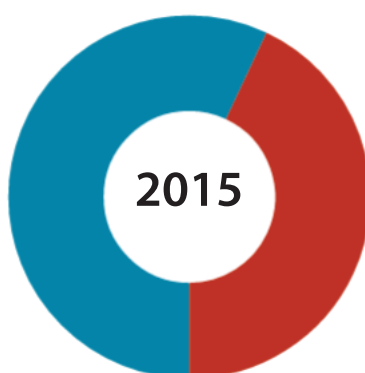
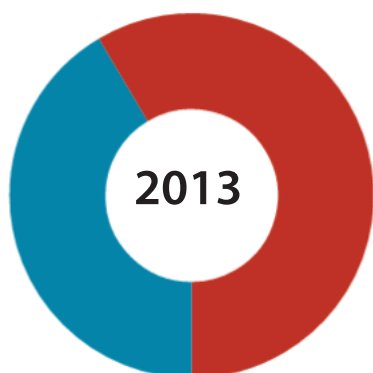
October 2015: \$17,510,488

**2-Year  
Increase:  
28%**

### Medicaid Payments to Providers on Behalf of Boulder County Residents (October 2013-October 2015)



### Medicaid Enrollees by Age<sup>13</sup>



● 20 and Under ● 21 and Over

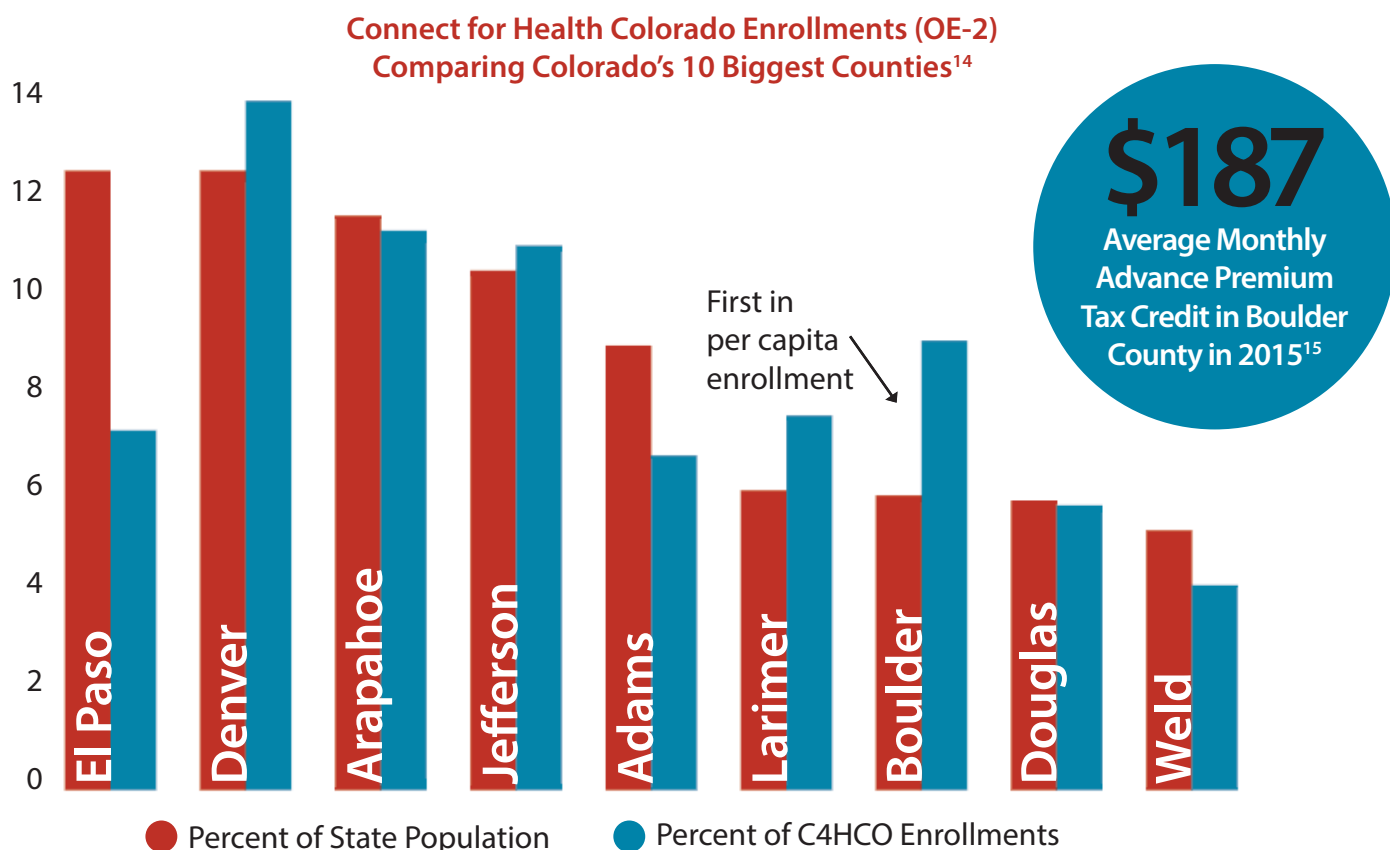
**Increased Medicaid Coverage for Adults:** While enrollment for all ages has increased, adults 21 and over have seen the greatest growth thanks to expanded Medicaid eligibility. The number of Medicaid enrollees age 21 and over has increased 152% over the past two years (June 2013-June 2015).





## Connect for Health Colorado

Connect for Health Colorado is the state's online health insurance marketplace where residents can shop for and purchase health insurance through private carriers. The exchange is available to residents who currently buy insurance on their own, are uninsured, or don't have access to affordable health coverage through an employer. Many qualify for tax credits which lower their monthly premium costs.



**Leading the State:** Of Colorado's "Big 10" counties, Boulder County ranks 1st in per capita C4HCO enrollment. While Boulder County accounts for just 5.8% of Colorado's overall population, almost 9% of C4HCO enrollees are from Boulder County.

## Healthy Kids & Adults!

Healthy Kids & Adults! helps improve health by linking all eligible adults, children, families, and pregnant women in Boulder County to available benefits and health coverage options. Services include: assistance with Medicaid/CHP+ enrollments and annual renewals, help accessing other local service agencies, help accessing preventive health care services for children, and linking families to C4HCO. We have 11 eligibility technicians in our offices and at various locations throughout the community, including Boulder Valley and St. Vrain Valley School Districts, local health clinics, and other partner organizations.

11

Eligibility  
Technicians  
Throughout  
Boulder County

2,577

Medicaid & CHP+  
Enrollments  
During OE-2

98%

Client Approval  
Rating

## Healthy Communities

Healthy Communities provides case management for pregnant women and children enrolled in Medicaid and CHP+ in Boulder County. The program is designed to improve child health by helping families make the most of their medical benefits and ensuring children and pregnant women get the services they need.

Our team reaches out to every newly-enrolled pregnant woman and child on Medicaid and CHP+. Our goal in these initial “informs”—which make up about 60% of our client interactions—is to provide families with information on benefits, connect them to medical providers (including specialists), and answer their questions about accessing care and community resources. Because children of women on Medicaid and CHP+ are guaranteed health coverage until their first birthday, another critical focus area for Healthy Communities is making sure babies are enrolled as soon as they are born and, later, following-up to ensure families maintain their babies’ coverage after their first birthday. We also help clients navigate eligibility, benefits, and billing issues as they arise.

**22,857**

Average Monthly Caseload  
During OE-2

**26%**

Increase in Average Monthly  
Caseload (Q1 2013 - Q1 2015)

**9,576**

Client & Provider Interactions  
(July 2014 - June 2015)

## Data-Driven Supports

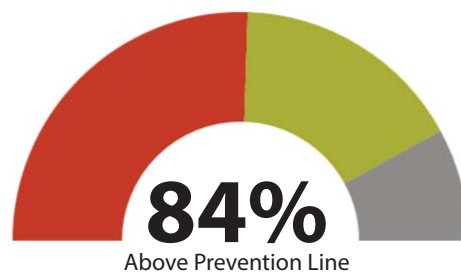
In 2015 the BCDHHS Business Operations and Systems Support team made significant progress in strengthening data and systems capacity to reflect the department’s mission. Using a strategic roadmap, the team put in place a number of technologies designed to improve BCDHHS’ ability to manage by data, integrate services and streamline workflow. At the core of the department’s plan is its integrated Data Warehouse. The data warehouse brings together client level service data from a number of state and third-party systems. In 2015, we focused on matching client records across these systems to get a full picture of the supports clients are receiving. This was a big step in our work to target households that we already serve but that had not yet taken advantage of expansions to Medicaid. This full-picture approach to data also greatly strengthens our ability to integrate our case management for the clients we serve.





## 2014 Self-Sufficiency Tracking

### Self-Sufficiency Movement: Health Care Access Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (51%)
- Households rated as self-sufficient at both evaluation periods (33%)

In Self-Sufficiency Matrix tracking in the Health Care Access domain, 51% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 33% of clients were above the prevention line at both evaluations.

Clients below the prevention line have no medical coverage and great difficulty accessing medical care when it is needed.



## What's Next?

Over the past two years, we have made tremendous strides in expanding access to health coverage. Now at 5.2%, Boulder County's uninsured rate is one of the lowest in the state. We're proud of our community's collective effort to make this happen. And we're excited about the long-term opportunities this creates to improve our overall well-being and, at the same time, increase the financial sustainability of our health care system and our economy as a whole.

We also know there are approximately 20,000 people in Boulder County who still need health coverage, including the 10,000 remaining eligible-but-not-enrolled—many in Boulder County's youth and Hispanic and Latino populations—and the additional uninsured whose policies no longer meet minimum requirements. Additionally, we know health coverage is only part of the access-to-care story. Pent-up demand for services from the newly-insured alongside an inadequate supply of Medicaid healthcare providers and issues with Medicaid reimbursements means that not everyone will be able to get the care they need when they need it.

Going forward, our goal is to work with our community partners to break down these remaining barriers to quality, affordable health care for all. Through creative thinking and investments in integrated systems, technologies, and staff to ensure the success of our initiatives, Boulder County is well-positioned to build on our past health coverage successes and reach the remaining uninsured. We are also focusing on helping support people's access to preventive care and other health care services. To do this, we must work collaboratively to find ways to increase the supply of providers in our community and to help Boulder County residents fully understand their health care options. With a continued investment in the solid foundations of broad health coverage supports alongside the integration of prevention-oriented safety net services, we are poised to move much closer to our goal of enrolling every Boulder County resident in health coverage and helping them utilize it.



## Community Partner Snapshot: Clinica Family Health Services

Clinica Family Health Services (“Clinica”) is a community health center providing a full-spectrum of medical services, behavioral health care, and dental care to low-income individuals and families throughout the region. Clinica shares our vision for a stronger, healthier, and more sustainable Boulder County. And, like us, Clinica recognizes that meeting our community’s health care needs requires more than just medical care – it requires addressing the wide range of social, economic, and cultural barriers that affect our overall health and well-being.



CLINICA  
family health

Over the past few years, BCDHHS and Clinica – along with dozens of other non-profit, government partners, and health care providers – have teamed up to enroll tens of thousands of low-income Boulder County residents in Medicaid and CHP+. Together, we’ve researched new ways to utilize data to find eligible-but-not-enrolled residents and we’ve collaborated with Clinica and others to make the most of these opportunities. As a result, 95% of Boulder County residents are now insured and able to access health care services when they need them.

Our community-wide effort to increase health coverage is an investment in Boulder County’s future. In the past, those without insurance either went without care or turned to providers like Clinica who offered free medical services. Now, Clinica and other providers are able to recoup the cost of treatment for Medicaid beneficiaries. These savings are helping to create a more financially stable health care system and, by allowing providers to invest more heavily in prevention and wellness, are producing important long-term benefits for our community.











A better-educated and more-skilled community pays dividends in a variety of ways—from making our families more stable and self-sufficient to making our local economy more vibrant. But social and economic inequities can often stand in the way of achieving these outcomes. We are making wide-ranging investments, tailored to where individuals are in life, to improve access to quality education for all ages.



# EDUCATION AND SKILL BUILDING





## FACTS

**6.1%**

Boulder County Residents (25 and older) without a High School Diploma<sup>1</sup>

**29.1%**

Poverty Rate for Boulder County Residents without a High School Diploma<sup>2</sup>

**86%**

Children with Parents Who Have Less Than a High School Diploma Who are Living in Poverty (nationwide)<sup>3</sup>

**6%**

Increase in Median Income Since 2009 for Boulder County Residents with Graduate or Professional Degrees  
*For High School Graduates in Boulder County, Median Income has Decreased 5% Since 2009*<sup>4</sup>

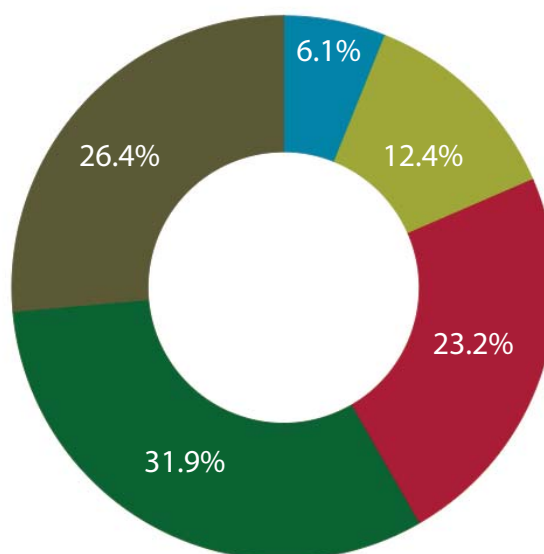
## EDUCATION & Skill Building

Education, training, and employment are the building blocks of self-sufficiency. And while there is strong evidence that investments early in life have the strongest and most lasting impacts, education and training investments throughout all stages of life can strengthen an individual's economic security and self-sufficiency.

### What We Know

While Boulder County far outpaces Colorado and the nation when it comes to educational attainment, nearly one-fifth of adults in Boulder County lack education beyond high school. That means they are more likely to be living in or near poverty. And children from low-income families are more likely to perform poorly in school, which can have lasting social and economic impacts. It truly is a cycle of poverty and that cycle is inextricably linked to education. Fortunately, education can also be a pathway out of poverty.

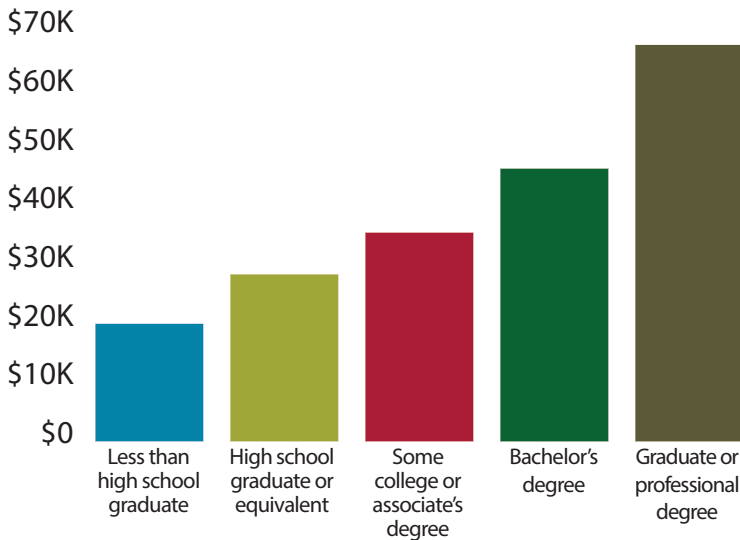
Education Attainment in Boulder County  
(population 25 years and older)<sup>5</sup>



- Less than high school graduate
- High school graduate or equivalent
- Some college or associate's degree
- Bachelor's degree
- Graduate or professional degree



**Boulder County Median Annual Earnings  
by Educational Attainment**  
(population 25 years and older with earnings)<sup>6</sup>



**\$41,285**

**Median Earnings in  
Boulder County**  
(population 25 years and  
older with earnings)<sup>7</sup>

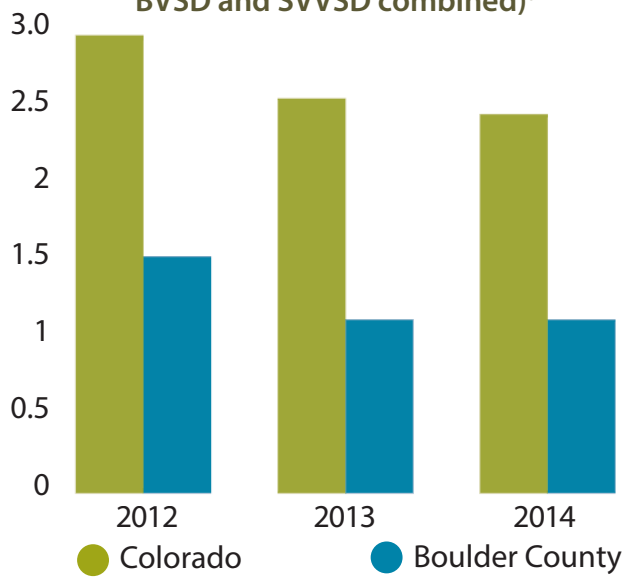
**Median Earnings by Sex:**

**Male: \$50,773**  
**Female: \$32,464**

In Boulder County—and across the country—there is an earnings premium associated with more education. A high school graduate in Boulder County, on average, earns about \$18,000 per year less than an individual with a bachelor's degree.



**Dropout Rates: Boulder County vs. Colorado**  
(Boulder County data represents  
BVSD and SVVSD combined)<sup>8</sup>



Boulder County's two school districts—Boulder Valley School District (BVSD) and St. Vrain Valley School District (SVVSD)—have seen their dropout rates decline since 2012. In 2014, the combined dropout rate was 1.1%, below the statewide rate of 2.4%.

Nationwide, students from low-income families are almost two-and-a-half times more likely to drop out than their peers from middle-income families—and more than ten times more likely than students from high-income families.<sup>9</sup>

At-risk children who don't receive a high-quality early childhood education are:<sup>10</sup>

**25%**  
more likely to  
drop out of  
school

**60%**  
more likely to  
never attend  
college

**70%**  
more likely to  
be arrested for a  
violent crime

**40%**  
more likely to  
become a  
teen parent

Because poverty and education are so intertwined, we can't address one without the other. The earliest years of a child's life are critical to long-term outcomes, with 90% or more of brain development taking place in the first five years. Unfortunately, many families lack the resources needed to make the most of this time.





Similarly, low-income school-age children living in unstable housing with inadequate access to food and nutrition, and whose parents may be working several jobs to pay the bills, face many more stressors than children in middle- or upper-income homes. Those outside-the-classroom stressors have a negative impact on cognitive and non-cognitive development, school attendance and performance.

Looking further ahead, childhood educational outcomes are major predictors for future educational attainment and, subsequently, economic success. Without the right skills and knowledge base, an individual's future will most likely be limited. Achieving self-sufficiency in adulthood may be even more difficult without supportive education and training in important areas including personal finance and job readiness.

### What are the Benefits of Supporting Education?

A wide range of investments designed to improve access to quality education, from early childhood through adulthood, can create a more skilled workforce and a more cohesive and self-sufficient community. And investments in other stabilizing supports—including housing, food, and medical assistance—can help create better environments in which to foster learning and development. A community is much more likely to thrive, both socially and economically, when its employers have access to skilled workers and when families and individuals have the resources necessary to achieve self-sufficiency.

Each \$1 invested  
in early childhood  
development results in  
approximately

**\$8.60**

in total benefits to  
society through better  
outcomes in education,  
health, economic  
productivity and  
reduced crime.<sup>11</sup>

Avoiding grade repetition  
or special education  
placement can save  
taxpayers

**\$10K**

per child, per year. At-risk  
children receiving high  
quality early childhood  
education are 26% less  
likely to be placed in  
special education.<sup>12</sup>

The average high  
school dropout will  
cost taxpayers  
more than

**\$290K**

over the course of his/  
her lifetime. Dropouts  
experience more  
employment and earnings  
challenges and higher  
rates of incarceration.<sup>13</sup>

"Having more skilled  
workers in a local  
economy helps workers  
at all skill levels in  
the local economy  
be more productive.  
Because of this greater  
local productivity and  
competitiveness, local  
economies with more  
skills will attract more job  
growth and in particular  
attract more good jobs."  
Economist Tim Bartik<sup>14</sup>

### Alejandro's Story

Alejandro Laguna and his family moved to the U.S. nine years ago from Colombia. They wanted to stop renting, but were finding it difficult to get advice they could trust on buying a house. They found BCDHHS' home buyers classes, where Alejandro and his wife were able to learn "the basics of healthy finance, and how to prepare a budget and track expenses in order to be ready for such a big commitment of buying a house, and then also how to negotiate the price of the house without being unrealistic." They also learned about how to find the right loan for the home they wanted to buy. "I knew up front what to expect and more importantly I was confident about the decisions I was making," he says. Today the Laguna family is settled into their new house in Longmont, and Alejandro says he is grateful for "the beginning of new family memories in our new home."





## What We're Doing

Supporting families in their quest to raise healthy and thriving children is one of our top priorities. When it comes to helping families with young children, we're working with our community partners to co-create safe, stable, and healthy environments that will improve children's chances for success in school and in life. And over the past several years, we've teamed up with Boulder County's two local school districts to better identify and serve children and families in need of additional supportive services.

We are also working closely with our community partners to make investments in adult education and training programs designed to help individuals build their skills, knowledge base, and confidence levels in a variety of areas. By helping move our neighbors' toward self-sufficiency, we can generate greater social and economic benefits for our community as a whole.

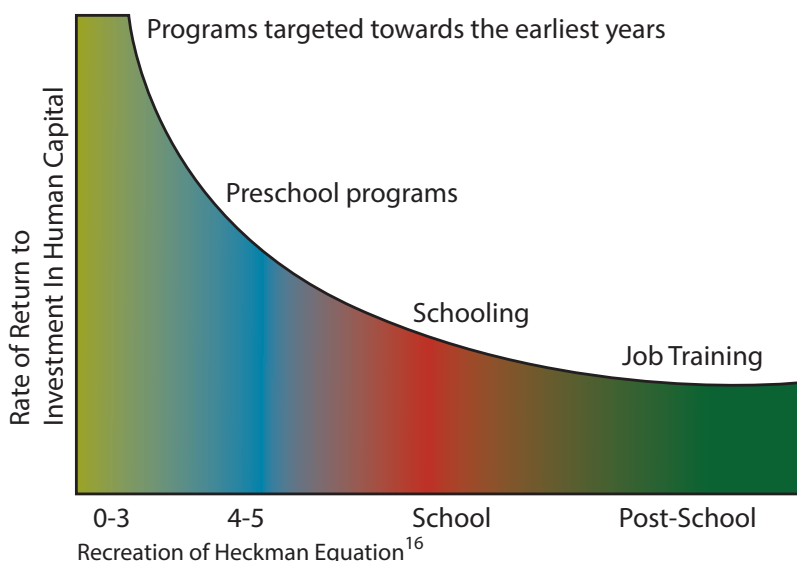
### Early Childhood Development

When we invest in early childhood programs, we have two main goals. Our first goal is to provide high-quality, safe, and supportive learning environments for Boulder County's children in order to make the most of this critical time in their lives. Our second goal—intimately connected to the first—is to help alleviate some of the financial pressures facing parents due to the increasing cost of child care in Boulder County.

While the Child Care Assistance Program (CCAP) is our largest investment in this area, we also support a number of early childhood organizations throughout Boulder County who share those goals with us.

Over the past two years, we've invested \$280,000 in The Early Childhood Council of Boulder County (ECCBC). Just under 60% of that funding supports ECCBC's work as the countywide convener of the Boulder County Early Childhood Collective Impact Collaboration. This is a group of 40 early childhood experts who have designed the countywide strategic plan to improve our children's chances of success in school. The remainder is used by ECCBC to provide general support to our CCAP program and to support ECCBC's Professional Pathways financial incentive program. Professional Pathways serves licensed child care providers that undertake college level coursework to meet state licensing requirements and to increase the quality of child care for working families in Boulder County.

These upfront investments in our children will bring us closer to our vision of healthy communities.



"High quality early [child] care and education enables parents to increase their employment and earnings knowing their children are being well cared-for during the hours they are at work."

White House Council of Economic Advisors<sup>15</sup>

# \$1.2M

Our Total Planned 2016  
Investments in Education  
in Boulder County

# \$4.2M

Total Child Care Assistance  
Program Investments in  
Boulder County  
(July 2014-June 2015)

## Parent Education

We also realize that parents may need additional guidance to create the most nurturing environments for their children. We support several parent education programs designed to help families raise children who are healthy, safe, and ready to learn.

We have been investing in Parents as Teachers (PAT) since 2012. PAT is a home visitation program specifically tailored to the needs of individual parents and children up to age 5. PAT focuses on development, literacy, parenting, and connections. Additionally, our PAT educators refer families to stabilizing services throughout the community to help them meet their basic needs. A national study showed that each dollar invested in PAT yields \$1.23 as a result of improved test scores alone<sup>17</sup>—additional longer-term benefits to children, parents, and society will likely result in even higher returns.

### Parents as Teachers (since 2012)



For the past two years, we have partnered with the City of Longmont's Children, Youth and Families Division to administer two evidence-based parenting programs. Nurturing Parenting is aimed at preventing child abuse and neglect and Abriendo Puertas is a parent leadership and advocacy training program.

In 2014, the City of Longmont hosted three Abriendo Puertas workshops and two Nurturing Parenting workshops. This year, the City of Longmont offered the programs both on-site at their offices and at sites throughout the county, including OUR Center, City of Boulder Family Resource Center, and Boulder Housing Partners.

# 75 families

In 2014, the Abriendo Puertas program served 39 families in Boulder County, including 41 adults and 70 children. The Nurturing Parenting program served 36 families, including 38 adults and 58 children.



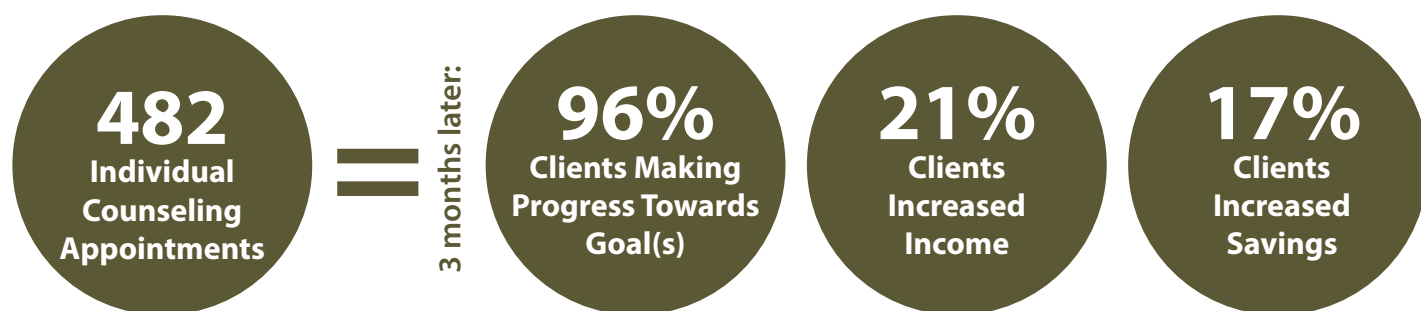


## Adult Education and Skill Building

The Housing & Financial Counseling Program, formerly the Housing and Community Education Program, has operated for over 26 years offering free individual counseling and group education in English and Spanish to Boulder County residents. The mission of the Housing & Financial Counseling Program is to provide individuals and families with direction, education, resources, and empowerment to make smart choices around housing, finances, and employment to help improve self-sufficiency and overall well-being.

During the first half of 2015, the number of families and individuals attending counseling appointments was 26% higher than during the first half of 2014. Our most popular offerings so far this year have been budget and credit, pre-purchase, and reverse mortgage counseling.

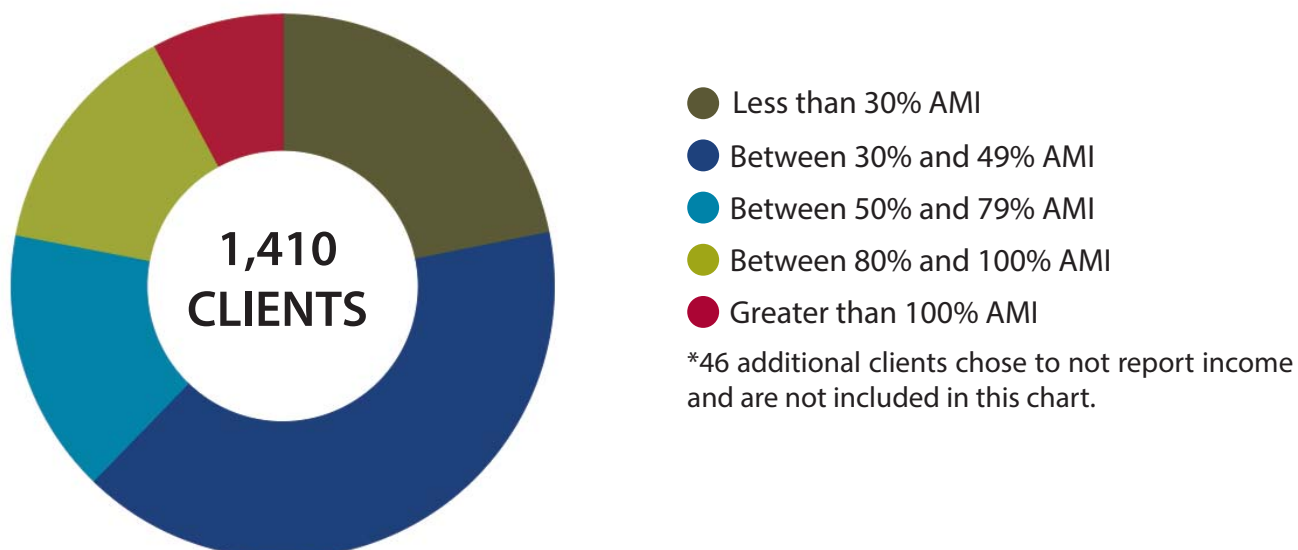
### Housing & Financial Counseling (July 2014-June 2015)



Our Housing & Financial Counseling Program works in tandem with the Boulder County Community Services Department and Workforce Boulder County to offer workshops to the community. Over the last year, 1,077 clients from Boulder County accessed workshops, covering topics including financial, literacy, homeownership and employment.

These programs are a highly cost-effective and impactful approach to support individuals and families in obtaining and maintaining housing, financial, and employment stability.

### 2014 Housing & Financial Counseling and Community Education Clients by Area Median Income (AMI)



## Workforce Boulder County's GED Learning Lab

Cognitive development and the ability to learn are often compromised by economic hardship and related stressors. Research has shown that overcoming these barriers requires academic progress, but that alone is not enough. Skills in communication, decision-making, problem solving, and relationship building are critical to success in work and in life.

Workforce Boulder County's (WfBC) innovative General Education Development (GED) Learning Lab strives to embed these skills in academic work. The Learning Lab—one of the only models of its kind nationwide—is designed to meet individuals where they are and allows them to progress at their own pace. Logic, compassion, social cognitive skill development, and positive reinforcement are provided alongside regular one-on-one tutoring and support as clients work toward their GED tests.

While completion of a GED program is a crucial boost on the road to self-sufficiency, it's not the end goal. That's why we take a holistic approach, focusing on long-term goal setting and the development of skills that will benefit an individual throughout the course of his or her life. We also provide our clients with a variety of wrap-around supports along the way, temporarily relieving financial pressures that could otherwise be barriers to success.

Each year, the GED Learning Lab holds a special graduation ceremony. This year's celebration honored 21 individual graduates, 9 of whom graduated with honors scores in one or more exam areas. Looking ahead, the Learning Lab plans to collaborate more fully with community-established programs such as Boulder Valley Family Literacy and St. Vrain Community Adult Education, keeping up the idea of 'any door is the right door,' and ensuring that all members of Boulder County can access the resources they need and want in order to thrive.

*"The GED program at Workforce Boulder County helped me to earn my GED and show not only myself, but also my children and people of all ages that moving forward in your education is possible and achievable no matter the situation. The atmosphere was positive, with inspirational quotes on the walls, and friendly people always willing to help, explain, and give confidence whenever possible. Getting my GED gave me the confidence to move forward in life."*

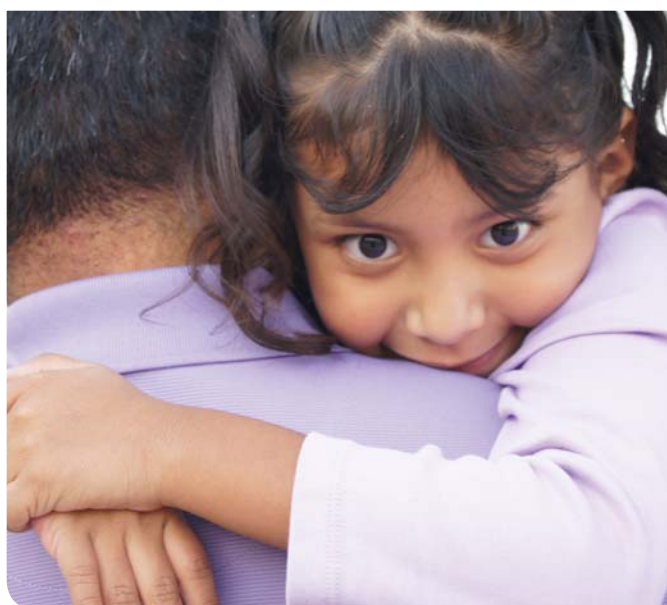
*- S.W., 2015 GED graduate*



*"I was completely in awe of how helpful this meeting was. The counselor is one of the calmest and most rational people I have ever met. We developed a working budget for the coming year, discussed housing costs on the Front Range, the deep joy in helping an aging parent, researching health care options to get off Cobra, and possible housing contacts. This meeting was a needed life bridge for me in a time of deep crisis. This is a priceless service to the community. I will forever be thankful for the advice and the experience. I was able to relax for the first time in weeks. I only hope that more people in need realize that this service is available."*

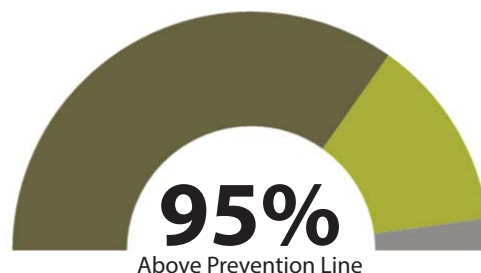
*-Recent Housing and Financial Counseling Client*





## 2014 Self-Sufficiency Tracking

### Self-Sufficiency Movement: Child Education Domain

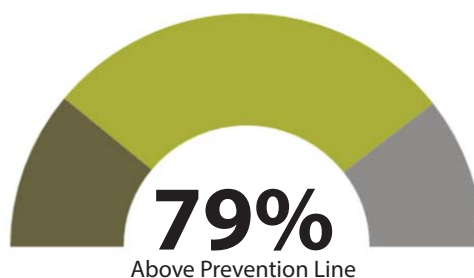


- Households moving from at-risk to stability / self-sufficiency during evaluation period (70%)
- Households rated as self-sufficient at both evaluation periods (25%)

In Self-Sufficiency Matrix tracking in the Child Education domain, 70% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 25% of clients were above the prevention line at both evaluations.

Clients below the prevention line have a school-aged child who is either not enrolled in school or is enrolled, but often experiences truancy or behavioral issues or is not meeting academic expectations.

### Self-Sufficiency Movement: Adult Education Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (22%)
- Households rated as self-sufficient at both evaluation periods (57%)

In Self-Sufficiency Matrix tracking in the Adult Education domain, 22% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 57% of clients were above the prevention line at both evaluations.

Clients below the prevention line have no GED or high school diploma.

## What's Next?

We know education is absolutely critical to breaking the cycle of poverty. That's why we've worked hard to not only offer a wide variety of education and skill building programs, but to link those programs with our other self-sufficiency supports. Through Colorado Works, the Family Self-Sufficiency program, and the Child Care Assistance Program, to name a few, we've helped make it possible for people to invest in themselves and build a better future for their families. And, in line with our early intervention and prevention philosophy, we've also made major investments in early childhood education to help support the most developmentally-critical years of a child's life—the first five.

Unfortunately, the linkages between poverty and education remain strong. Far too many Boulder County families can't afford quality child care, and students from low-income families are much more likely to drop out of school. While the unemployment rate has dropped significantly since the Great Recession, wages have flat-lined for lower- and middle-income workers. There is a growing wage gap between people with college degrees and/or technical skills and those without. More and earlier investments are needed.

As part of our work to reduce poverty, we will continue to build a comprehensive, community-wide approach to employment and educational supports. In early childhood education, we will continue to work with our community partners to make sure every child is healthy, thriving, and prepared for school. We'll strengthen our partnerships with Boulder County's school districts to better identify families who need support and to provide that support earlier and in a more comprehensive way. And we'll continue to collaborate seamlessly with Boulder County's Department of Community Services to provide adult education and skill building opportunities across a range of areas.





## Community Partner Spotlight: Early Childhood Council of Boulder County

The Early Childhood Council of Boulder County (ECCBC) is a collaborative network of more than 150 government agencies, non-profits, child care providers, and community members. It is the primary forum for countywide planning and coordination of programs and policies related to families and young children. Inspired by the critical developmental importance of the first five years of a child's life, ECCBC is working to ensure that all of our community's children are healthy, thriving, and prepared for school.

Since its inception in 1998, ECCBC has been engaged in the design, development, and strengthening of a comprehensive system of early childhood programs and services for Boulder County. An early childhood system refers to the community fabric of interrelated programs and services that work together in a coordinated way toward a common goal: to support the healthy growth and optimal development of all young children in the context of their families. And to ensure we're moving in the right direction, ECCBC has established and is tracking a comprehensive set of indicators in four priority areas: early learning; family support and education; social, emotional and mental health; and health.

Our partnership with ECCBC helps shape the lens through which we approach family stability and is helping strengthen our prevention-oriented, family-driven, holistic safety net. ECCBC Executive Director Bobbie Watson emphasizes the importance of a community-wide effort to create a stronger and more resilient Boulder County. "We're all working together to improve the quality of life of all of our clients. If you think about collective impact—huge social issues like poverty, like school readiness—the only way we're going to move the needle on those kinds of things is for all of us to be working together towards a common goal. The idea that all agencies in Boulder County are working towards self-sufficiency, family stability, people's independence—that's the way we're going to make a difference."

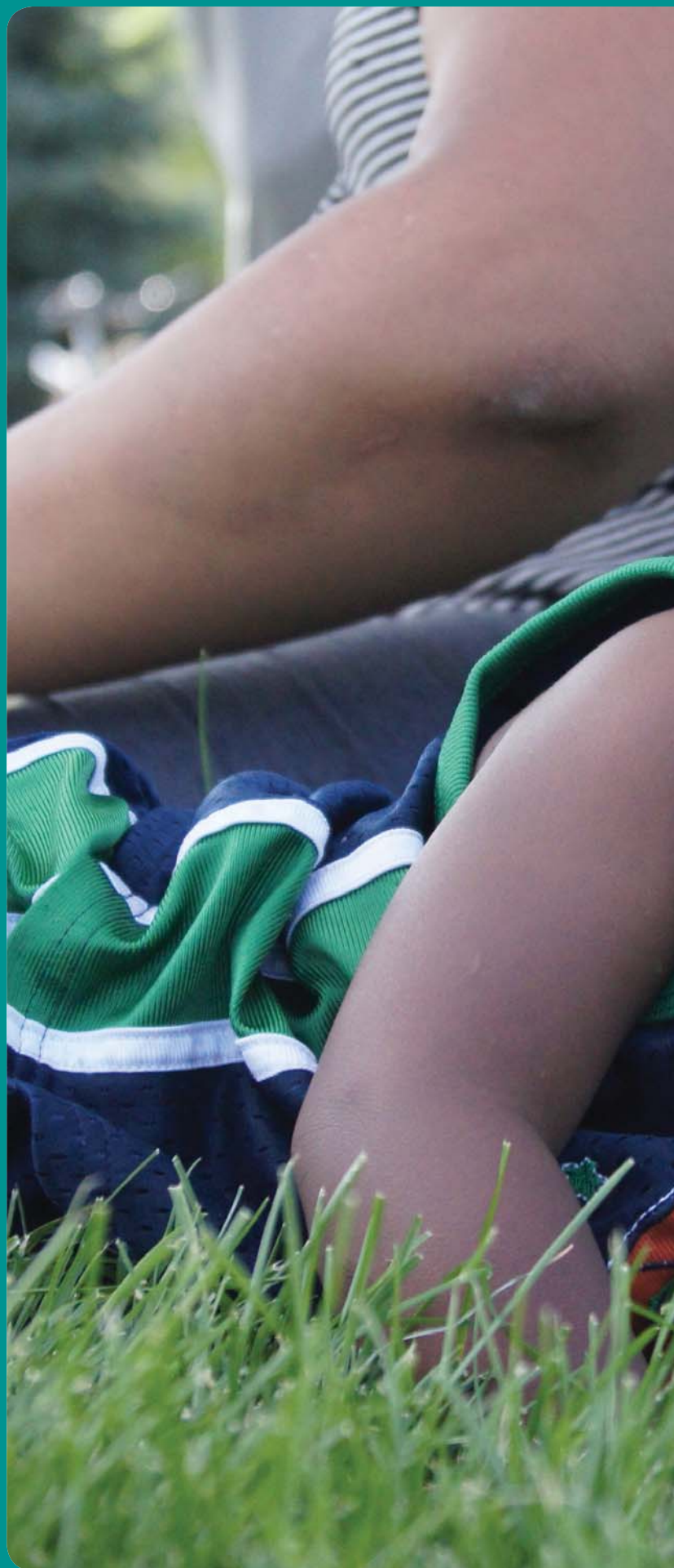
One example of the work ahead for ECCBC and Boulder County is identifying ways to support Boulder County's school districts in the effort to reduce truancy for children and focus on the preschool and kindergarten years (3-5). We're excited about this collaboration, and we're looking forward to where it leads us.







All children deserve to grow up in a safe, loving and permanent family. Financial stress and child abuse and neglect are closely linked. One of the most important jobs we have is to help alleviate those stresses as we're working to keep children safe.





# SAFETY





## FACTS

**4,604**

Child Welfare Referrals  
in Boulder County  
(July 2014—June 2015)

**17%**

Increase in  
Child Welfare  
Reports Received  
in Boulder County  
(July 2014—June 2015)

**8,300**

Boulder County  
Children (Under 18)  
Living in Poverty<sup>1</sup>

**1,182**

Adult Protection  
Services (APS)  
Reports in  
Boulder County  
(July 2014-June 2015)

**74%**

Expected Increase in  
Boulder County's 65+  
Population Between  
2010 and 2020<sup>2</sup>

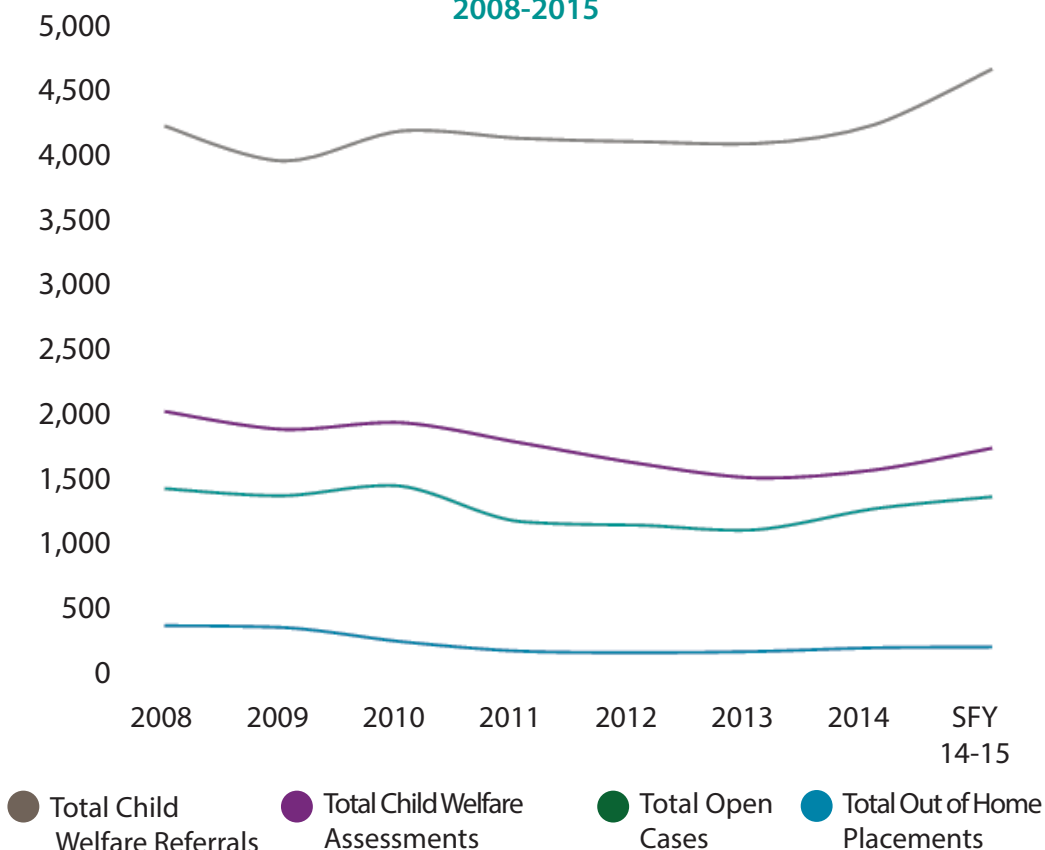
## SAFETY

All people need and deserve a safe, loving, and supportive environment. While a commitment to preventing abuse and neglect is critical, that commitment alone is not enough to build a thriving and resilient community. Families and individuals often need additional resources to help create a supportive and protective environment for themselves and their loved ones.

### What We Know

Because financial stress is closely linked to abuse and neglect, so many of the economic indicators we follow closely—including poverty, unemployment, and the cost of basic living expenses—tell us about more than the state of our economy. They also tell us that many Boulder County residents are struggling to provide safe and stable environments for their families. The number of reports we receive from individuals concerned about vulnerable children and adults in our community is an important reminder of that.

**Child Welfare Trends in Boulder County  
2008-2015**



Since 2008, the annual number of child welfare referrals in Boulder County is up 10 percent. At the same time, the number of assessed cases has decreased by almost 14% and Out of Home Placements have decreased by 44%.

## Key Child Welfare Indicators July 2014—June 2015

For every 1,000 children in Boulder County, there were:

**62,722<sup>3</sup>**  
Children Under Age 18  
in Boulder County

**73**  
Child Welfare  
Referrals

**22**  
Ongoing Child  
Welfare Cases

**1.8**  
Out of Home  
Placements

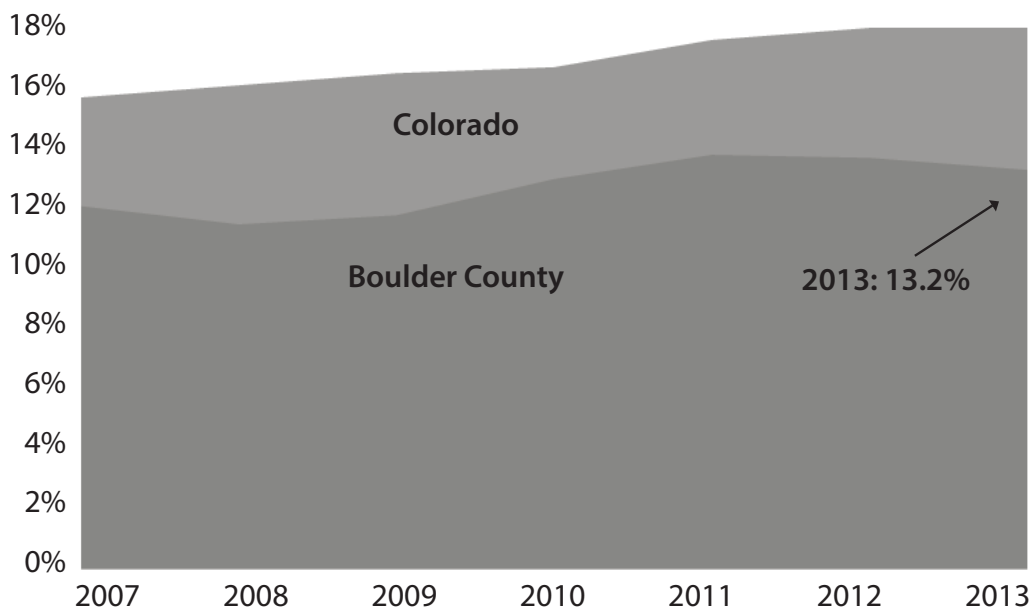
The most recent Child Maltreatment Rate for Boulder County was 4.3 per 1,000 (July 2013-June 2014). Statewide, the rate was 8.0.<sup>4</sup>

### Poverty and Child Welfare

"Researchers . . . find that stress from factors associated with poverty increases the risk of parenting difficulties and can affect parents' abilities to meet their children's needs. When parents struggle to provide the day-to-day necessities of their children, they can feel anxious, depressed, fearful, and overwhelmed. The stress of living in harsh, deprived conditions can have a disabling effect on parenting capacities, resulting in inconsistent discipline, failure to respond to a child's emotional needs, or failure to prevent or address a potential risk to safety."

Joy Duva & Sania Metzger<sup>5</sup>  
Addressing Poverty as a Major Risk Factor in Child Neglect  
Protecting Children, Vol. 25 / No. 1, 2010

### Child Poverty Rates - Boulder County vs. Colorado<sup>6</sup> 2007 - 2013



Boulder County's child poverty rate has begun to come down following an uptick during the Great Recession. It has yet to return to pre-recession levels and is considerably higher than in 2000, when it stood at 8.2%.<sup>7</sup>



# 80%

Nationwide, fourth-fifths of children involved with the child welfare system are experiencing neglect. In so many of these cases, neglect is directly tied to poverty and, as a result, a family's inability to create a safe and stable home environment.<sup>8</sup>

## What are the Benefits of Keeping Families Safe?

Ensuring children have a safe, loving, and supportive environment should be the goal of any community. By investing early and providing a full-range of safety net supports, we can stabilize families and alleviate the financial stresses that are so often tied to child abuse and neglect. And by engaging families earlier and in a more comprehensive way, we can keep them together and avoid much costlier interventions down the road. All of this creates better opportunities for Boulder County's children to thrive, both now and in the future. That's good for our entire community.

Families living on incomes at or below \$15,000 per year are

## 22 times

more likely to experience child maltreatment vs. families making \$30,000 or more. Safety net supports can alleviate the stress of poverty and help keep children safe.<sup>9</sup>

The estimated cost to society per victim of nonfatal child maltreatment is

## \$210,012

over the child's lifetime. In addition to child welfare expenses, that total includes health care costs, productivity losses, criminal justice costs, and special education costs.<sup>10</sup>

Increasing a low-income mother's economic supports reduces by

## 79%

the probability of her child living in out-of-home care. In this particular study, TANF and food assistance benefits were increased from \$500 to \$800 per month.<sup>11</sup>

For the average family involved in the child welfare system, it is more than

## 3.5 times

as expensive to keep the family's children in foster care as it is to provide housing assistance and other stabilizing supports to keep the family together (\$47,608 vs. \$13,412).<sup>12</sup>



## What We're Doing

Safety is at the forefront of our work and we are constantly striving to positively impact child well-being, to ensure permanency for all children, and to maintain children in their homes with their families. We do this most effectively through strong partnerships with families and with others throughout the community. Working together, we surround families with the support and resources they need to create safe and stable environments.

Similarly, we work to protect at-risk adults, including elders, who are susceptible to abuse, neglect, or exploitation. Similar to our work with children and families, we provide comprehensive case management and supportive services to reduce risks and create healthier environments.

### Keeping People Safe

First and foremost, our goal is to ensure safety. We respond quickly to reports of abuse and neglect and, from the outset, provide comprehensive services to mitigate risk and keep children safe. Over the past few years, we have shifted our strategy and practice to a "Differential Response" system which allows much greater flexibility in how we handle abuse and neglect reports.

Our strategy shift also emphasizes prevention and early intervention. In many cases, a report doesn't meet the criteria for assessment and is "screened out"—but we think a family may still be vulnerable. In those instances, we proactively reach out to families to collaboratively address any vulnerabilities that might lead to future involvement with the child welfare system.



On January 1, 2015, we partnered with the state and other counties to launch Colorado's new child abuse and neglect reporting hotline. The hotline is designed to provide one easy-to-remember, toll-free phone number for individuals to use statewide to report suspected child abuse and neglect. All calls are routed to the county where the child resides.

REPORTING ABUSE  
WE ARE AVAILABLE

**24/7**



**Call**

**303.441.1309**  
**1.844.CO4.KIDS**  
**(State Hotline)**



**Click**

**[www.Boulder  
CountyHHS.org](http://www.BoulderCountyHHS.org)**



**Come In**

**3460 N. Broadway**  
**Boulder**  
**(Monday - Friday**  
**8 a.m. - 4:30 p.m.)**

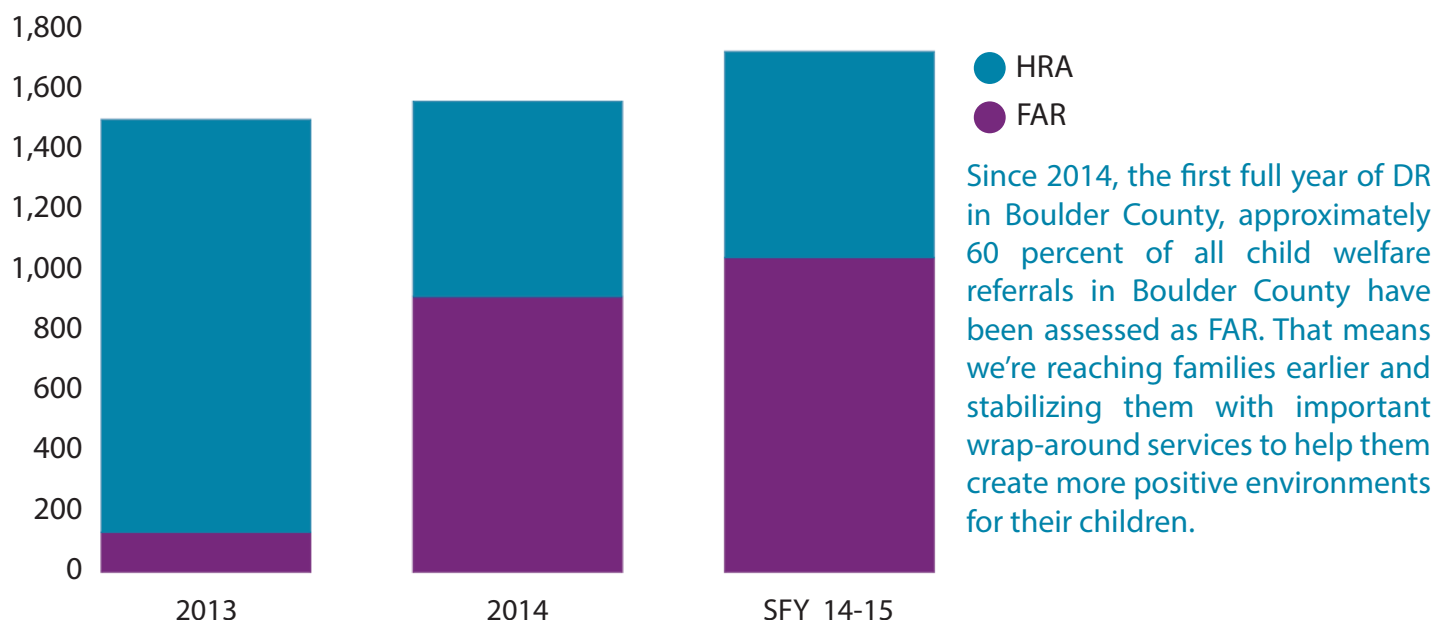


## Differential Response

In late 2013, we became an early adopter of Colorado's new dual-track Differential Response (DR) system for child welfare cases. DR moves away from the traditional "one-size-fits-all" approach and allows us to handle low- to moderate-risk cases differently. The goal is to engage families earlier and more fully, hopefully preventing further and more serious interaction with the child welfare system.

Under DR, newly-opened cases are categorized as either "Family Assessment Response (FAR)" or "High Risk Assessment (HRA)." HRA is the more traditional, investigatory response for serious child abuse and neglect cases. FAR is for lower-risk cases and enables us to collaborate with families without having to make a finding of abuse or neglect. We can help them identify what they need to keep their children safe and access wrap-around supportive services more quickly.

### Boulder County Child Welfare Assessments Since Adopting DR



### Blending Safety with Supports



## Keeping Families Together

At the heart of everything we do is our desire to keep families together whenever possible. We know that children are much more likely to thrive when they are with their families than when they are removed from them.

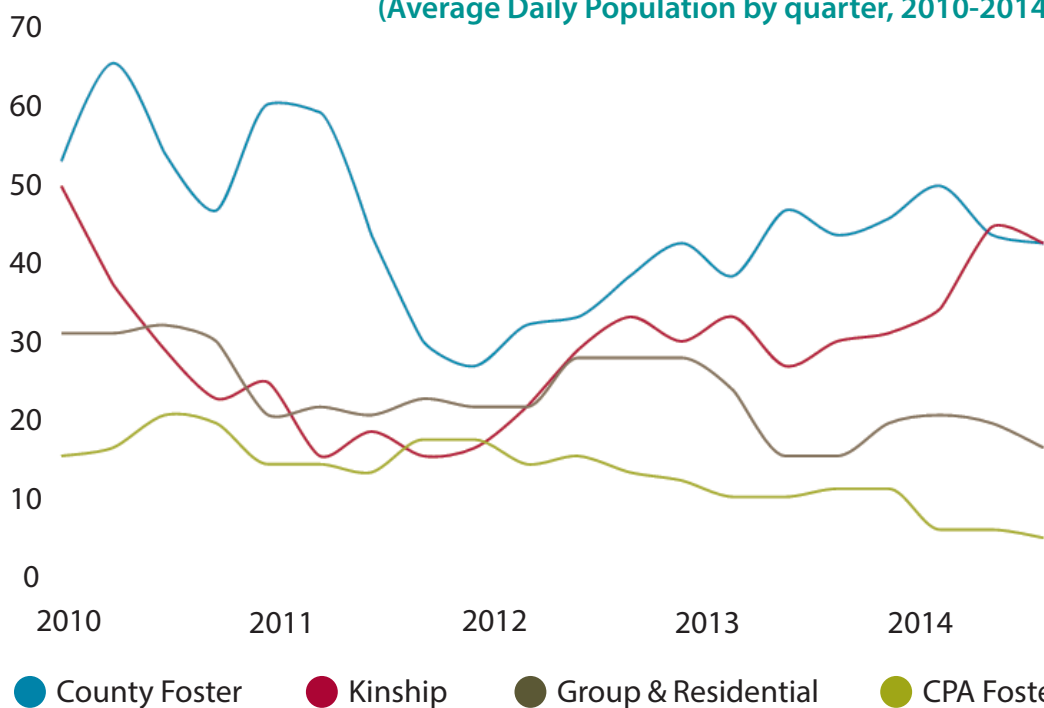
Despite a significant increase in our caseload since 2008, we've seen a 44% reduction in out of home placements in Boulder County. This a direct result of our shift to a family-centered approach, an approach through which we work with families to fully understand their needs and challenges. We surround them with the supports they need when they need them most and help them create safe and sustainable environments. We are strengthening families, keeping children safe, and providing them with the best opportunities for success later in life. Over the past five years, this reduction has also led to a sustained 26% decrease in expenditures for out-of-home placements, saving as much as \$700,000 per year and allowing us to make even more up-front investments in Boulder County's children and families.

## Increasing Kinship Placements

We realize that there are some instances in which children are unable to remain with their parents. These children also deserve an opportunity to thrive and we work hard to place them with kin or with other loving and supportive foster or adoptive families in Boulder County. In addition to being the least disruptive moves for most children, placements with relatives or with Boulder County foster families are also significantly less expensive than child placement agency (CPA) foster care, group, and residential care. While kinship and county foster placements cost, on average, less than \$4,000 per placement, CPA foster, group, and residential placements can cost 3 to 5 times as much.

By working hard to reach children earlier and exploring all options to keep them with relatives, we've significantly reduced our use of more expensive, higher-intervention placements. We're able to reinvest these cost savings in wrap-around, community-based supports to meet the needs of the child and the family and to create a more stable and supportive home environment. These cost savings also boost our efforts to keep families together in the first place by allowing us to invest more up-front in our early-intervention, wrap-around approach to supporting families.

**Boulder County Children in Out-of-Home Placements**  
(Average Daily Population by quarter, 2010-2014)



**31%**

Percent of total  
Out-Of-Home (OOH)  
Placements that are  
Kinship Placements  
(vs. 23% in 2010)



## Early Intervention

As part of our strategic shift toward early intervention and prevention, we established our Early Intervention Program (EIP) team in 2011. Through EIP, our caseworkers collaborate with families to implement a strength-based service plan to address each family's unique needs. The goal is to create stability and to avoid future crises and involvement with the child welfare system.

Participation in our Early Intervention Program and Colorado Community Response (CCR) is voluntary and is offered to families with "screened out" child welfare referrals or who are referred to us by members of the community.

In addition to keeping children safe, we're also moving families closer to self-sufficiency. We've learned that by investing in families early, we can make a huge impact on their lives and, at the same time, avoid costly and intensive services down the road.

**76** Boulder County  
Families served  
by our Early  
Intervention Program  
(July 2014 - June 2015)

**190** Boulder County  
Families served  
by Colorado  
Community Response  
(July 2014 - June 2015)

## And our Approach is Working: 2014 Outcomes

**96%**

Absence of Abuse or  
Neglect Recurrence

**87%**

Children Remaining  
at Home

**1.4**

Placements per 100  
Children Assessed

**73%**

Absence of Re-Entry  
into Out-of-Home Care



### Shante's Story

Rising rents in Boulder County coupled with the expense of raising two young children on her own left Shante struggling to find an affordable place to live. Seeking to provide a more stable home environment for her boys, she turned to Boulder County Housing and Human Services for help. Shante received a housing voucher through our Family Unification Program (FUP), allowing her to find a safe place to live while ensuring that she wouldn't have to spend more than 30% of her income on rent. In addition, Shante's caseworker was able to connect her with other important resources to help meet her family's needs.

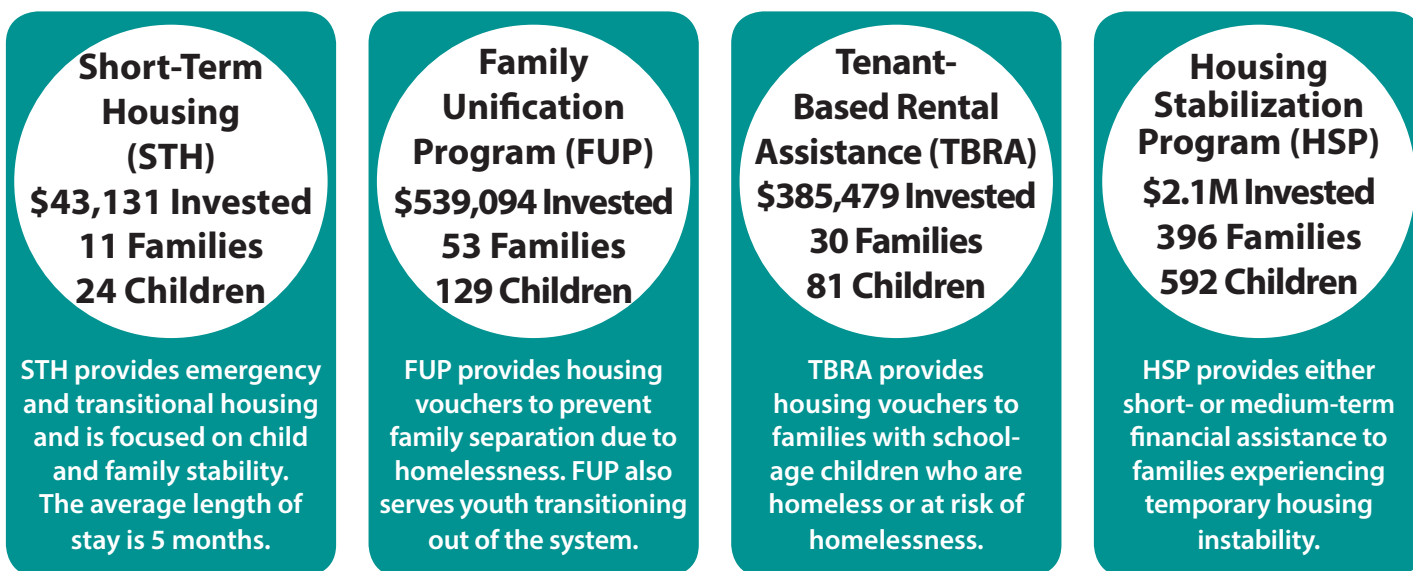
FUP, which we launched in 2011, is an early intervention program that provides affordable, decent and safe housing opportunities in conjunction with supportive case management services. FUP serves at-risk families as well as youth transitioning out of the foster care system within Boulder County. Families receive housing vouchers for as long as they qualify and one year of case management services, while youth-in-transition receive vouchers and case management for 18 months.

## Integration of Supportive Services

Empowering families to achieve safety, permanency, and well-being requires a full-circle approach. Wherever possible, we surround families with the support and resources they need to develop their own plans for stabilization and safety. To accomplish this, our child welfare caseworkers collaborate seamlessly with program staff throughout the department as well as with our community partner organizations.

Perhaps our most important cross-departmental collaboration is in the area of housing. Without a safe and stable home, it is nearly impossible for parents to adequately support their children. Because we feel strongly that a lack of affordable housing is not a reason to separate children from their families, we've developed a variety of housing programs designed to help stabilize families and keep them together.

Here's what we've accomplished over the past year:



For the typical American family involved in the child welfare system (with an average of 2.7 children), it is more than 3.5 times as expensive to keep that family's children in foster care as it is to provide the family with housing assistance and other stabilizing supports to keep them together (\$47,608 vs. \$13,412 annually).<sup>13</sup> In just one year, that represents a savings of over \$34,000 per family. Taking into account the families we've stabilized through STH and FUP alone, we saved over \$2 million in just one year. And, more importantly, we've kept those families together.

In addition to housing assistance, we provide families with a wide-range of safety net supports designed to reduce financial stress and, ultimately, move them closer to safety and self-sufficiency.

- Through **Colorado Works (TANF)**, parents can receive stabilizing income while they search for a job or further their education.
- The **Child Care Assistance Program (CCAP)** helps parents pay for dependable and quality child care so they can have the peace of mind that their children are well-cared for while they are working toward self-sufficiency.
- **Food Assistance** can help parents afford healthy and nutritious foods for their children—which is key to their growth and development.
- Health coverage through **Medicaid and CHP+** can help families get necessary preventive care and, importantly, cover the costs of any medical emergencies that could otherwise result in major financial stress.

## Boulder County IMPACT

Boulder County IMPACT is a partnership of 11 non-profit and government agencies working together to help families and kids (including those in the child welfare system) get back on track by integrating the services they receive. IMPACT's mission is to create positive, lasting outcomes for at-risk children, youth, and families in Boulder County by combining the resources and strengths of public and non-profit agencies in a seamless, deeply collaborative partnership. The partnership is funded by multiple state and federal grants.

Boulder County has one of the lowest rates of commitment to the Division of Youth Corrections in the state due to the collaborative efforts of the IMPACT partners. Detention rates are also significantly lower than the state average, and out-of-home placements have declined over the past several years.

Current IMPACT projects focused on improving outcomes for children, youth, and families include:

- Expansion of the assessment and case planning framework, including a strong emphasis on earlier identification of needs to prevent further systems involvement;
- Development of a sustainable process to incorporate research and shared philosophy into practice across partner agencies and disciplines; and
- Implementation of an integrated data plan to develop and build program-specific outcome and fidelity measures across partnership programs.

In June 2015, IMPACT was officially integrated into our department and is now housed under a new IMPACT Care Management Division. This integration will allow for even deeper collaboration and will provide tremendous support for us in our ongoing work to nurture community integration and reinforce the pillars of self-sufficiency, and in our move toward a Community of Hope.



# \$3M

Annually, IMPACT funds over \$3M in services and programs in Boulder County

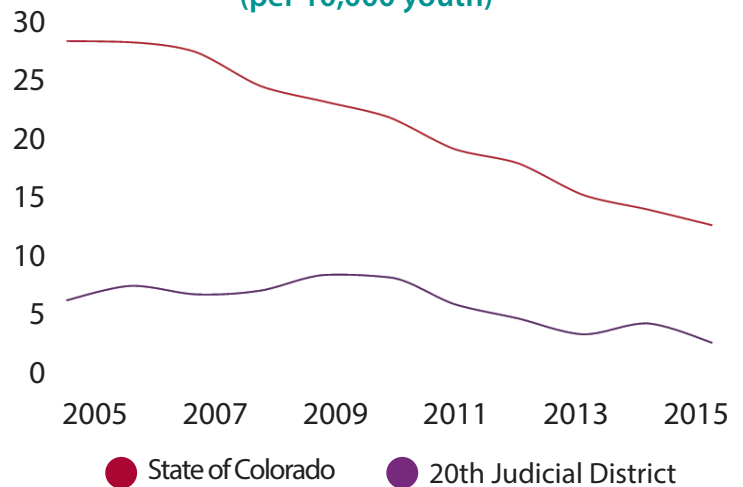
# 800+

IMPACT serves more than 800 children, youth, and their families each year

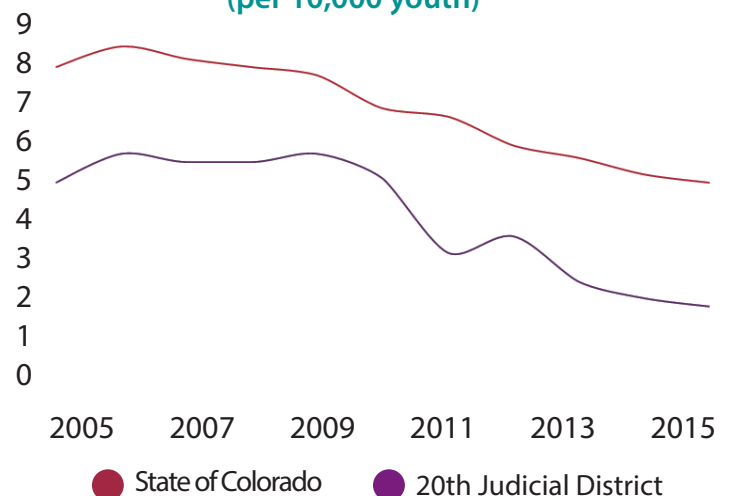
# 7,000+

As a result of IMPACT intervention, more than 7,000 youth have remained safely in the community

### Commitment Average Daily Population (ADP) Rates (per 10,000 youth)



### Detention Average Daily Population (ADP) Rates (per 10,000 youth)





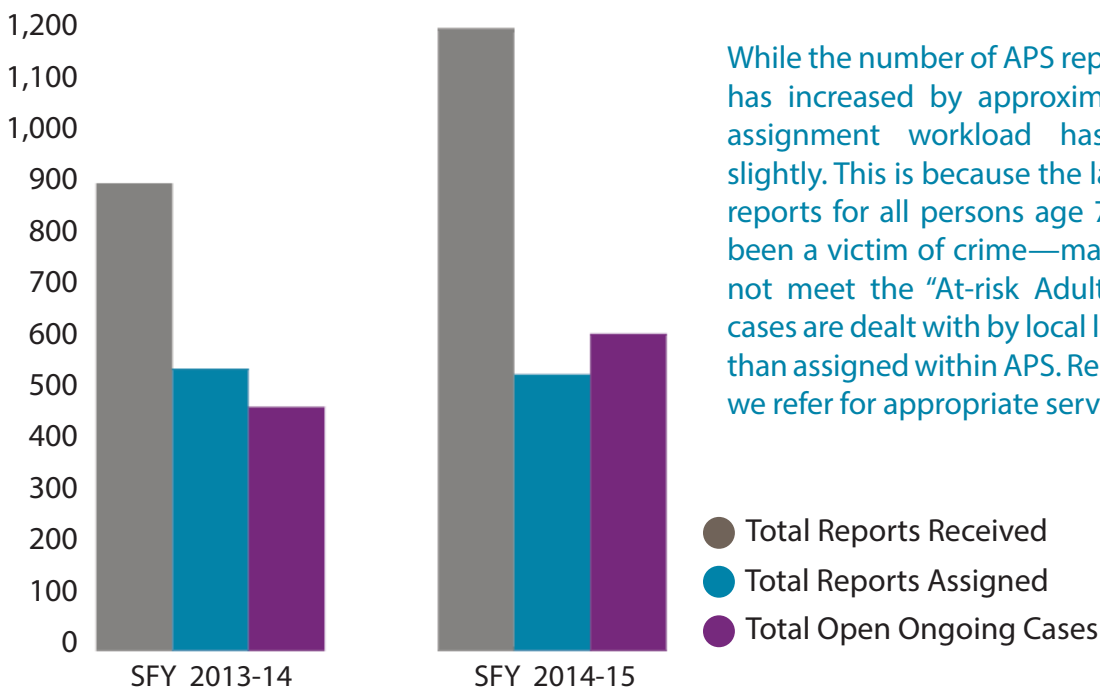
## Protecting Vulnerable Adults

Our Adult Protective Services (APS) team investigates reports of abuse, neglect (including self-neglect) and financial exploitation of at-risk adults who are unable to protect themselves. We work with the referred adult to assess the allegation, determine the need for ongoing protective services, and assist in arranging the services that are necessary to reduce the identified risk and help client remain as independent as possible. These services may include case coordination, short-term case management, guardianship or representative payee, and referrals to other community-based programs and supports.

State law defines “At-risk Adult” as a person eighteen years of age or older who, because of mental or physical dysfunction or advanced age, is unable to manage his or her own resources, carry out the activities of daily living, or prevent neglect or hazardous or abusive situations without assistance from others; and has no available, willing, or responsible person to assist him or her, and as a result, may need protective services.

It is the mission of APS to protect adults who are at-risk of abuse, neglect, or exploitation. We strive to promote self-sufficiency and to enhance the dignity and self-worth of all we serve.

### Adult Protection Services (APS) in Boulder County



Much of the recent increase in APS reports received is due to the state’s mandatory reporting changes which took effect last year.

While the number of APS reports in Boulder County has increased by approximately 33 percent, the assignment workload has actually decreased slightly. This is because the law now mandates APS reports for all persons age 70 and over who have been a victim of crime—many of those victims do not meet the “At-risk Adult” definition and their cases are dealt with by local law enforcement rather than assigned within APS. Regardless, in many cases we refer for appropriate services.

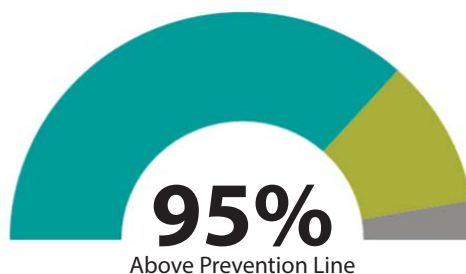
## New Mandatory Reporting of Elder Abuse, Neglect and Exploitation

In July 2014, a new Colorado law took effect requiring certain professionals—including, but not limited to, health professionals, social workers, clergy, and employees of financial institutions—to report to law enforcement any suspected abuse, neglect, or exploitation of “At-Risk Elders” (defined as 70 and older). Law enforcement agencies evaluate each report to determine an appropriate response and are required to share reports with APS within 24 hours. We view these new reporting requirements as an important step to help better protect Boulder County’s growing elder population.



## 2014 Self-Sufficiency Tracking

### Self-Sufficiency Movement: Safety Domain



- Households moving from at-risk to stability / self-sufficiency during evaluation period (73%)
- Households rated as self-sufficient at both evaluation periods (22%)

In Self-Sufficiency Matrix tracking in the Safety domain, 73% of clients who started out below our “prevention line”—meaning they were in crisis or at-risk—were rated as stable and moving toward self-sufficiency after supports were put in place. Another 22% of clients were above the prevention line at both evaluations.

Clients below the prevention line live in households in which someone feels unsafe most of the time. The household is unsafe or its safety is in jeopardy.



## What's Next?

When it comes to helping keep children safe and families together, Boulder County is a leader in the state and in the nation. Our shift toward early intervention and prevention has allowed us to reach more families before crisis hits. Our approach has allowed us to keep more children with their families, in safe and stable environments. And it has led to less-costly interventions, meaning we have more money to invest back into the system to reach more children and families with stabilizing supports.

At the same time, we are concerned by the number of children in Boulder County who are living in poverty—a number that is 5 percentage points higher than it was in 2000. We know poverty makes it harder for families to create safe, stable, and nurturing environments for their children and that can be a factor in abuse and neglect.

In the months and years ahead, we will continue to work to identify opportunities for investments of funding and staff focus that will help break the cycle of poverty for families and children. Some of this will come from our increased focus on data and key indicators, allowing us to target supports toward predictors of abuse and neglect. We will also continue to invest in wrap-around services for families and children who come to us through the abuse and neglect reporting system, with a consistent focus on supportive responses whenever possible.





## Community Partner Spotlight: Safehouse Progressive Alliance for Nonviolence

Domestic violence is one of the leading causes of homelessness for women and children. After an abuse victim leaves an abuser, she often has few—if any—options for safe housing and other supports. By fleeing one unsafe environment, a victim of abuse may end up in another. In Boulder County, victims of interpersonal violence can turn to the Safehouse Progressive Alliance for Nonviolence (SPAN), which provides temporary shelter and advocacy for those in need.

In partnership with BCDHHS, SPAN is working hard to not only address immediate emergencies, but to connect families and individuals with comprehensive supports to keep them safe and prevent future crises. In recent years, thanks to the Human Services Safety Net (HSSN) initiative, we've been able to invest even more in this important partnership, allowing SPAN to hire a Community Resource Specialist to provide immediate resource support and service linkages to shelter residents.

Safe and affordable housing is typically the most immediate need. As a result, SPAN often refers families and individuals to our Housing Stabilization Program (HSP) and/or Tenant-Based Rental Assistance (TBRA) program—while providing critical short-term housing in the interim. SPAN and BCDHHS also work seamlessly to link people to other integrated supports including food, physical and mental health services, child care, and employment and education, all of which help foster safer and more stable environments. By streamlining these important resources, SPAN and BCDHHS provide a stronger and more comprehensive system of support for families and individuals as they move toward safety and, ultimately, self-sufficiency.



**safehouse**  
progressive alliance  
for nonviolence

**SPAN Board of Directors**









# ENVIRONMENTAL

.....

## Health

Our individual health is inseparable from the health of our community. The conditions in which we live, learn, work, and play greatly influence our health. These conditions, in turn, are driven by a variety of social and economic factors that are often beyond our individual control. Any health improvement efforts must target both the individual and his or her broader environment, and must recognize the interplay between the two.

## What We Know

Boulder County ranks at or near the top amongst peers across the country in a variety of health, well-being, and quality of life metrics. But we know there is a more complicated and inequitable story behind those metrics. More often than not, a person's economic status dictates the quality of his or her environment. With a poverty rate of 14% and growing inequality, it's clear not everyone in our community has the same opportunities to live in the healthiest environment.

## What We're Doing

In addition to the wide-ranging supports we provide to Boulder County residents at the individual level, we are also working hard to create a healthier environment for our community as a whole. Together with our partners, we are striving to positively impact a variety of environmental, economic and social conditions in a way that moves our entire community toward a more equitable place to live, learn, work, play, or visit.

As our partners at Boulder County Public Health have said, "We take seriously our responsibility to look deeper into the data to understand and act upon the additional health burdens faced by populations with fewer opportunities for a healthy life."

### Promoting Environmental Health through our Wide-Ranging Supports

Since the pillars of family stability are inter-woven, our solutions must be as well. Across all stability areas—from Housing to Health and Well-Being to Food and Nutrition—we're taking steps toward creating healthier environments for our community.

For example, through our Longs Peak Energy Conservation (LPEC) program, described in detail on page 25 of this report, we're working to identify and mitigate health and safety issues in homes throughout the region. In addition to addressing immediate hazards, we're also helping households make energy efficiency upgrades to reduce their energy consumption. Since 2009, we've weatherized more than 1,500 homes, eliminating thousands of metric tons of CO<sub>2</sub> emissions every year. We also provide financial supports to help people pay their heating bills in the winter. All of these efforts together help people maintain their physical and emotional well-being by ensuring a more comfortable and healthier living environment.

When we build new affordable housing developments, we work hard to incorporate green building materials and principles, create inviting outdoor spaces, and promote walkable and bikeable communities. Sustainability is a priority for our new Kestrel development in Louisville, which has been designed with the



potential to become carbon neutral in the years ahead. And by working to make housing in Boulder County more affordable, we're helping people live closer to their jobs, reducing commute times, congestion, and air pollution, and the stresses that come along with these challenges.

We're also working tirelessly to ensure everyone has access to health coverage and services. This means our neighbors have easier access to important preventive health care, a buffer from financial crises generated by major medical issues, and options for mental illness and substance abuse treatment. We are working with our community partners to integrate mental health services into the primary care setting and into our own case management.

And through our food assistance program and ongoing support for the Boulder County Public Health Harvest Bucks program, we're doing more than alleviating hunger. We're striving to expand access to healthy and nutritious foods to prevent obesity, diabetes, and other diseases associated with barriers to healthy eating and active living opportunities.

The gathering and analysis of data is central to our effort to get a clearer picture of what we need and where we're headed. So we're working to strengthen our internal data infrastructure, improve data sharing processes with our community partners, and integrate data-driven solutions into our client service models.

### Public Health Improvement Process (PHIP)

BCDHHS is actively engaged with our community partners in the Public Health Improvement Process (PHIP). Led by Boulder County Public Health, we're working together to improve health in three areas identified by the community as key priorities: mental health, substance abuse, and healthy eating and active living. As part of this work, we prioritize health equity, focusing on interventions, strategies, and goals that will improve health among those most impacted by specific health issues.

Our interdepartmental teams are working to continue to assess each priority area at the community level, identify measureable benchmarks for improvement, and identify and implement evidence-based strategies to improve outcomes in these areas. The Boulder County Health Compass website, managed by Boulder County Public Health, monitors and reports on these major health indicators and tracks our progress toward established targets.



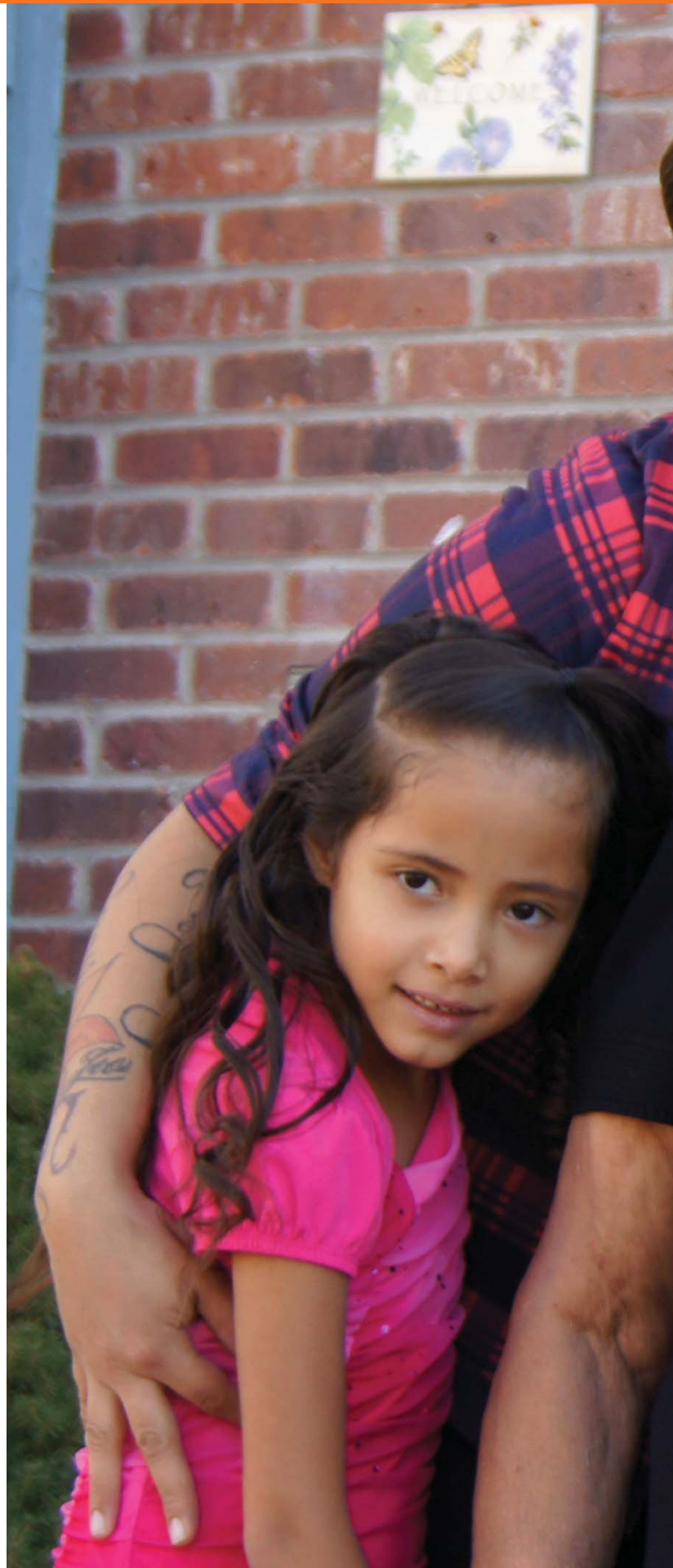
### Community of Hope

Partnering to improve public health is just one example of our collaborative work to drive important improvements in our shared environment and, in turn, create a more resilient Boulder County. More broadly, the Community of Hope, launched in September 2014, will continue to serve as our guiding framework (see page 13).

As part of our Community of Hope work, in collaboration with Boulder County Public Health, the Boulder County departments of Housing and Human Services and Community Services have established a Community of Hope Integration and Operations Committee (IOC). The purpose of the IOC is to "develop a strategic alliance to identify areas of shared resources, common outcomes and indicators, and leverage points to increase health, stability and quality of life for Boulder County residents." This process is an outgrowth of our agencies' existing work to address priorities directly impacting the stability and self-sufficiency of the county's most vulnerable residents.

## What's Next?

Challenging and unequal economic, environmental, and social conditions may place the opportunity for health and well-being out of reach for many of our neighbors. If we truly hope to overcome the barriers to health and quality of life in our communities, we must address these conditions. We believe it's crucial that we continue to focus on prevention-oriented and holistic supports toward overall community health and family stability and—just as important—continue to strengthen our collaborations with other agencies, community organizations, and residents throughout Boulder County.









## Weaving the Safety Net: Investments in Prevention, Returns to the Community

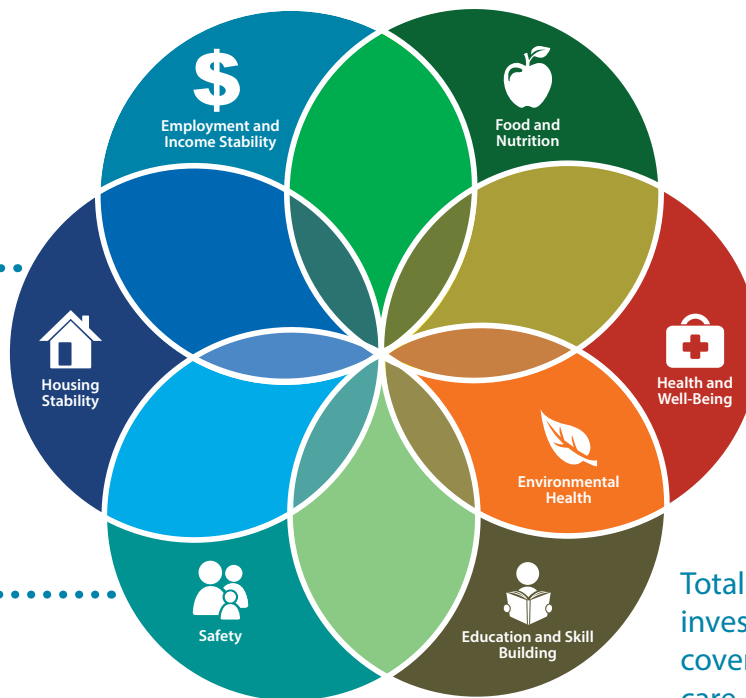
Boulder County Housing and Human Services invests in safety net supports that are prevention-based and that help further the integration of services for those in our community who need help. We target funding in areas with high returns on investment in terms of community health and well-being and financial impact.

**\$4.2M** .....

Total investments in the Child Care Assistance Program (CCAP), helping to cover child care costs for over 1,000 children per month

**\$23.9M**

Total Food Assistance benefits to Boulder County residents, improving access to healthy and nutritious foods for themselves and their families



**\$539,094**

Total investment in our Family Unification Program to help provide safe and stable homes for over 50 Boulder County families

**\$206.4M**

Total Medicaid and CHP+ investments in our community, covering the cost of medical care for tens of thousands of Boulder County residents, many of whom were previously uninsured

**\$2.1M**

Total investments in our Housing Stability Program, providing temporary financial assistance to families to reduce evictions and homelessness and promote self-sufficiency

**\$193,327**

Total investments in Boulder County's Parents as Teachers program, which works with families with children from prenatal through 5 years of age focusing on parent and child development

All totals are for the recently-ended State Fiscal Year (July 2014 – June 2015) with the exception of Medicaid (investment covers October 2014 - September 2015) and PAT (investment covers CY2015)

## Boulder County Housing & Human Services 2016 Budget Outlook

The following pages detail the BCDHHS budget for 2016. This budget reflects our agency's overarching mission to promote safe, healthy and thriving communities. It will guide us as we continue to work with our partners to build a Community of Hope.

Each year, alongside a focus on getting ahead of the increasing need for help in our community, BCDHHS staff and the Board of County Commissioners must plan for uncertainty, risk, and opportunity in programming and funding. As has been clear in recent years, unforeseen events can quickly change our community's needs. This budget is designed to support a sustainable, integrated, and forward-looking organization—one that continues to make investments in Boulder County's future and is prepared for whatever that future may hold.

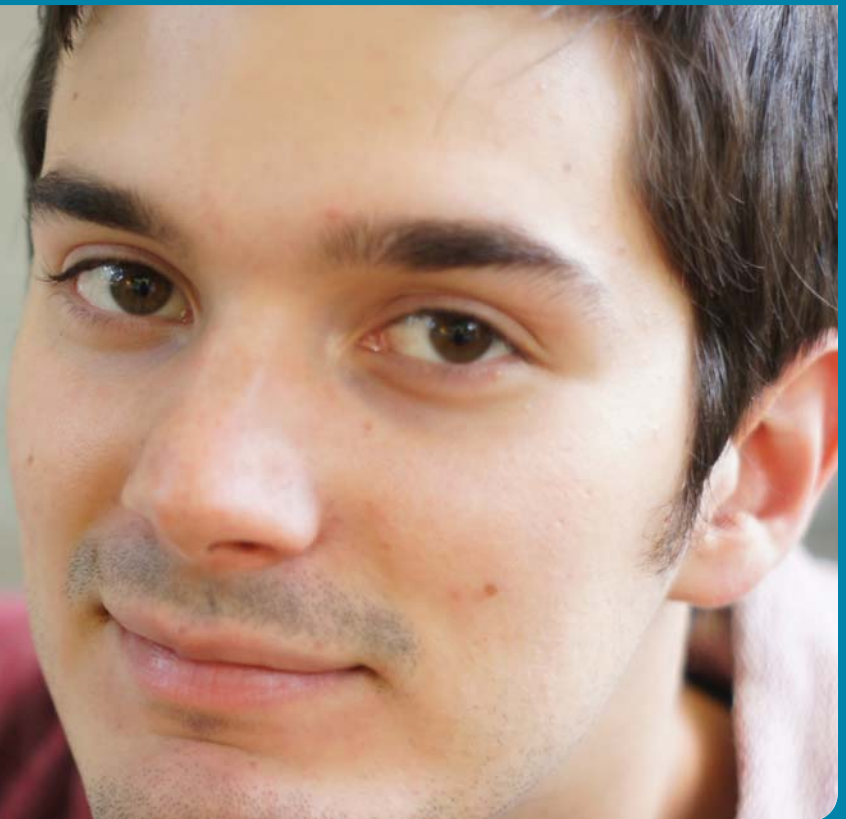
In developing our budgets from year to year, we have three primary things we consider:

- Long-term goals of stable and sustainable Housing and Human Services agency and community partnerships
- Managing our personnel to withstand potential future downturns
- Ensure our investments in the community align with our strategic goals

Specifically in 2016, we assume:

- Our Kestrel affordable housing development is a major project for BCDHHS and will drive a significant amount of work and discipline in 2016
- The Human Services budget is largely continuation funding with the exception being an increase associated with pay changes for department employees
- BCHA operations are in a stable phase and the budget largely reflects continuation funding

We've identified opportunities to get the best return on our investments by focusing on spending in areas with high reimbursement rates. "Enhanced Medicaid match" is an example: for every dollar we spend on Medicaid enrollment supports, we receive 90 cents in return from the state and federal governments. This means minimal investments from us generate tremendous return for our community, and allow us to spend dollars in other high-impact areas as need arises.



## **Boulder County Human Services 2016 Budget Assumptions, Risks, and Opportunities**

### **2015 Successes**

- Passage of 15-year extension of Boulder County Human Services Safety Net Initiative (November 2014) at approximately \$6 million per year through December 31, 2029
- Favorable State 2014-15 year-end closeouts that covered over-expended Child Welfare, Core Services and CCCAP programs resulting in \$2.0 million for services for Boulder County residents
- Contributions to new St. Vrain Community HUB (\$2.915M), including administrative partnerships with Public Health and Community Services. New North Broadway lobby (\$166k) (expected 4Q15)
- Award of a third IV-E Waiver: Trauma-informed programming \$107,218
- Community supports founded on integration of safety net services, infrastructure systems, and multiple funding sources
- Strengthened community partnerships within collective impact framework focusing on data analytics, Social Determinants of Health

### **2016 Assumptions**

- DHHS unbudgeted reserves for disaster emergency operations
- Social Services Fund property tax revenue has a 5.5% increase over 2015
- Human Services Safety Net increase by \$981,858 over 2015
- Non-Profit Community Contracts funding consistent with 2015 funding
- No or minimal available HSSN Fund 032 balance
- First six months SFY16-17 major program allocations same as final six months SFY15-16

### **Risks: 2016 and Beyond**

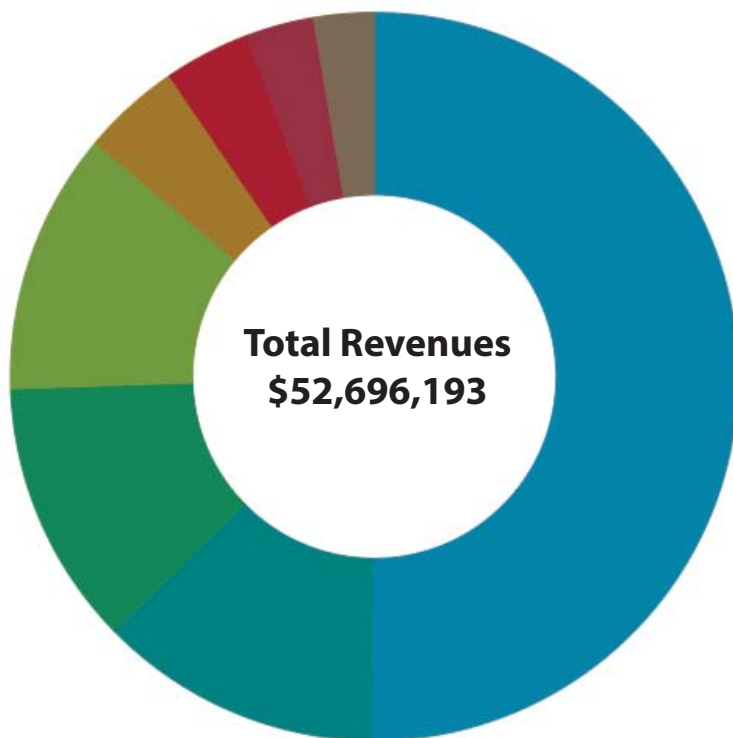
- Effect of TABOR limitations – more pressure on programs with no additional funds
- Block grant funding level changes made through allocation committees (Child Welfare, Colorado Works, Child Care, County Administration)
- Increased Child Care spending at the State level may reduce or eliminate surplus distributions at closeout
- Managing continued increase in referrals for APS and Child Welfare Hotline
- Child Care requirements, including impact of HB 1317, exceed expanded funding opportunities
- Unforeseen natural, economic or other disasters
- The level of term staffing and turnover within our term staffing

### **Opportunities: 2016 and Beyond**

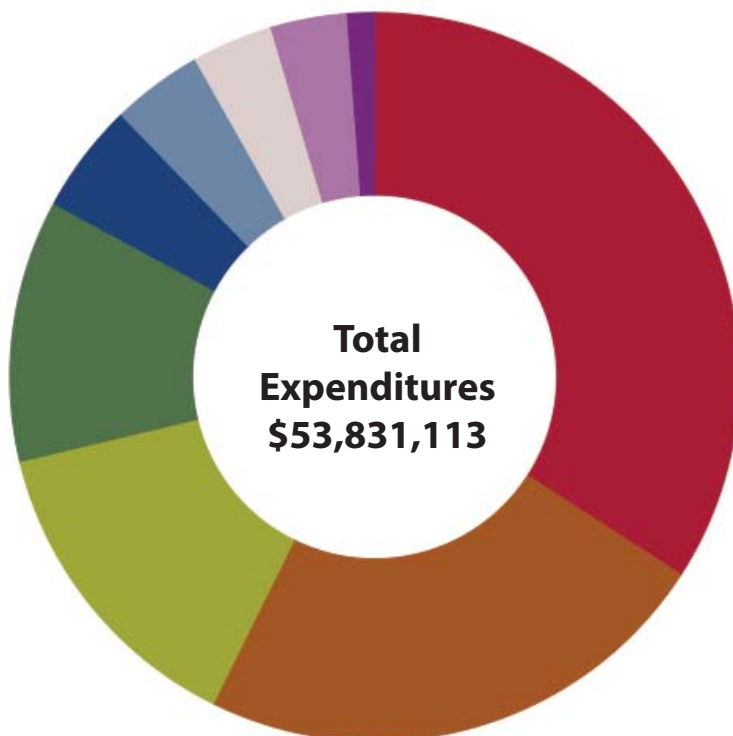
- Year 1 of extended 15 year Boulder County Human Services Safety Net funds will continue to provide resources for a larger community impact of services (approximately \$6 million per year)
- Year 3 of consolidation of Human Services contracts under the BCDHHS umbrella for more strategic and effective partnering and service delivery (approximately \$8.2 million)
- Potential further funding from the State for additional Child Welfare FTE
- IMPACT transition to HHS (new appropriation HU2) will afford new efficiencies and more collaborative programming (approximately \$2.3 million annual operating budget)
- Continuation of Child Abuse hotline funding to supplement State-wide rollout of focused programming into 2016
- Community of Hope - new opportunities to strengthen our generative safety net



## Boulder County Human Services 2016 Revenues and Expenditures

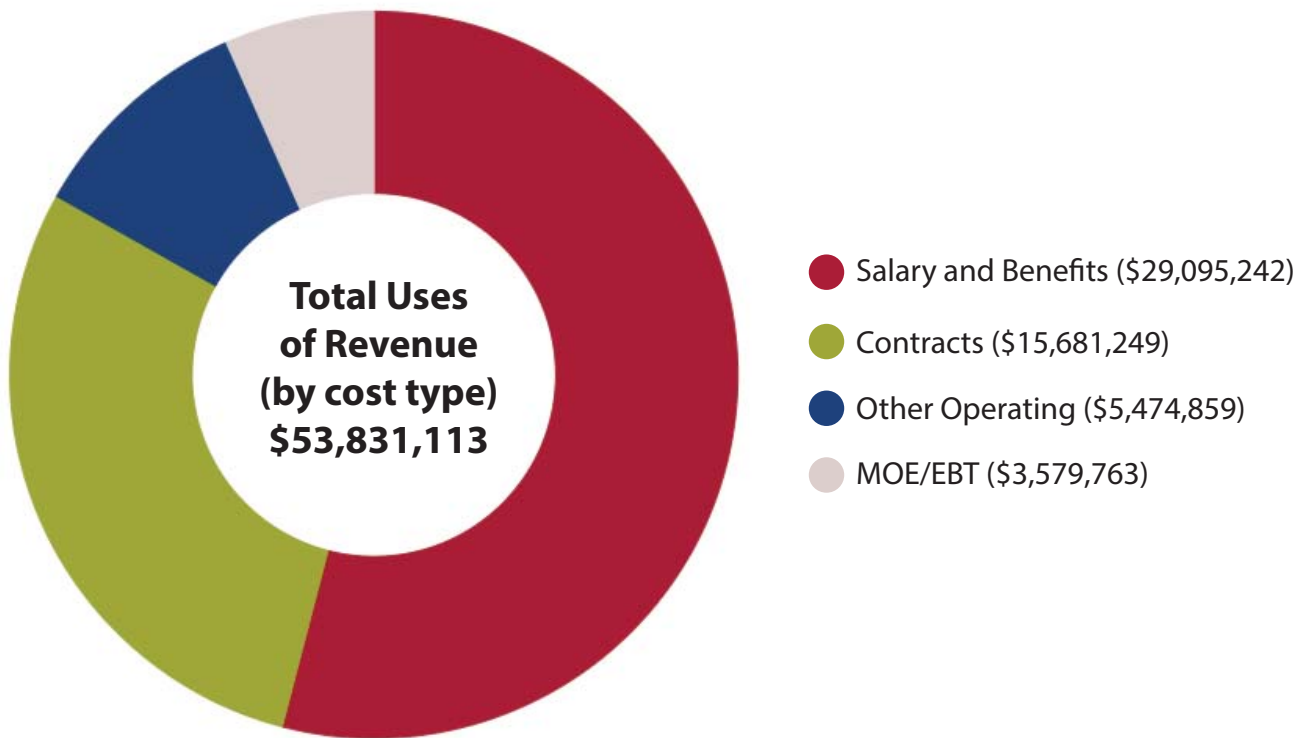


- Intergovernmental-Fed/State (\$26,409,571)
- Property Taxes (\$6,620,612)
- HHS Contracts 01 (\$6,210,179)
- Human Services Safety Net (\$6,133,509)
- IMPACT (\$2,304,545)
- HHS Contracts Fund 020 (\$2,012,289)
- HHS Fund (\$1,412,286)
- Miscellaneous:
  - Earned Incentives - Fed/State (\$693,417)
  - Private Grant Funds (\$641,311)
  - St. Vrain Hub Support (\$208,473)
  - Investment Interest Income (\$50,000)

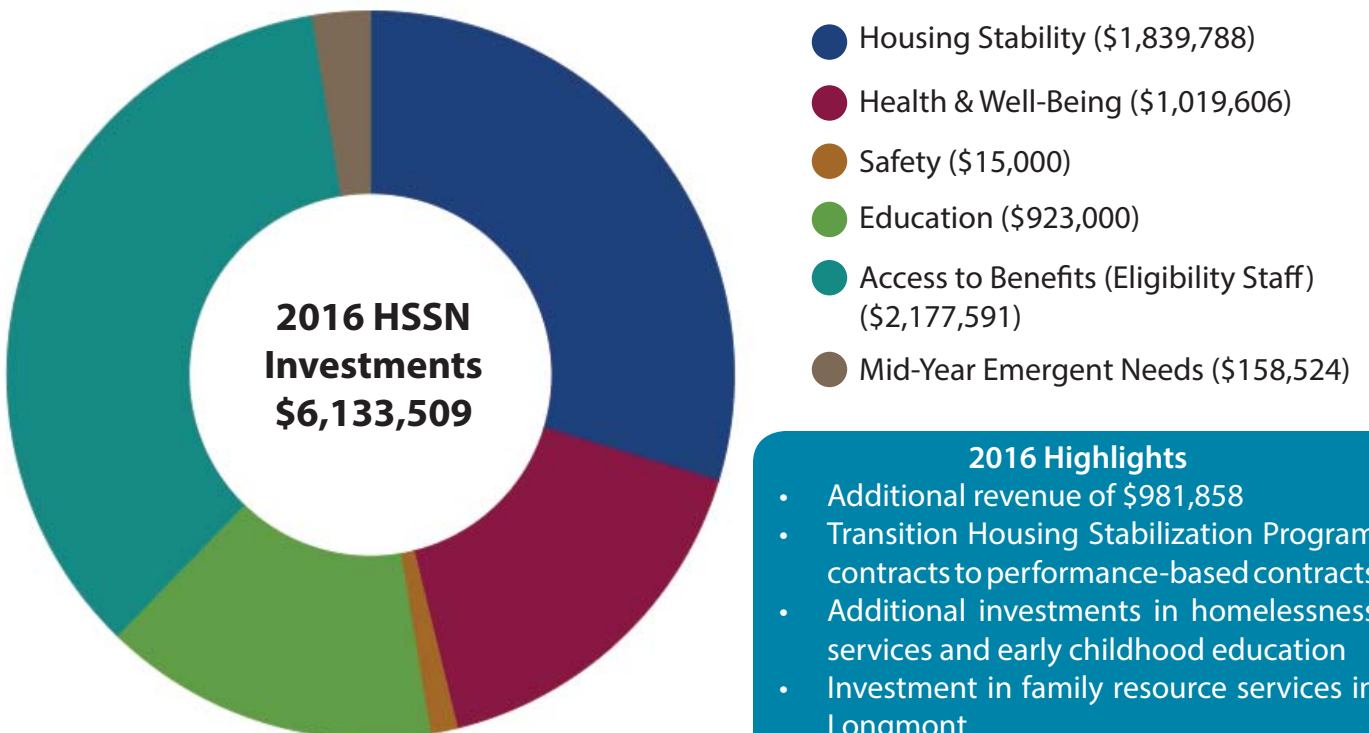


- Community Contracts and County Funded (\$18,371,673)
- Child Welfare (\$12,475,308)
- Family and Adult Services - County Administration (\$7,520,080)
- TANF / Colorado Works (\$6,261,355)
- Child Care (\$2,622,297)
- IMPACT (\$2,183,269)
- Child Support Administration (\$1,929,484)
- Other Federal/State programs (\$1,824,956)
- Child Welfare Family Preservation and Prevention - Core Services (\$642,690)

## 2016 Human Services Expenditures



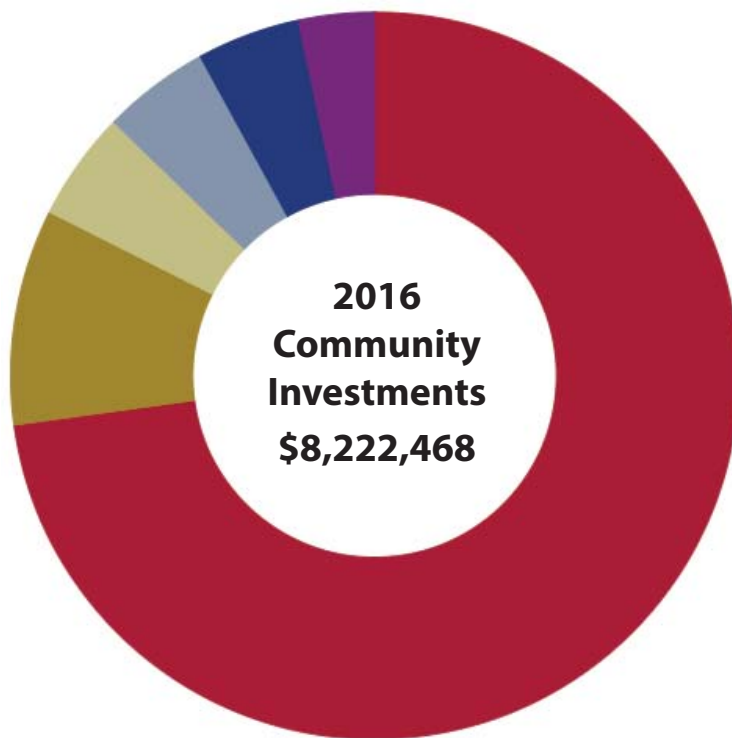
## 2016 Human Services Safety Net (HSSN) Investments



### 2016 Highlights

- Additional revenue of \$981,858
- Transition Housing Stabilization Program contracts to performance-based contracts
- Additional investments in homelessness services and early childhood education
- Investment in family resource services in Longmont
- Budget for mid-year disbursement for emergent needs

## 2016 Community Investments (Transfers in from Funds 01 and 020)



- Health & Well-Being\* (\$5,988,225)
- Food & Basic Needs (\$789,833)
- IMPACT Transition to BCDHHS (\$400,000)
- Safety (\$391,324)
- Housing Stability (\$375,470)
- Education (\$277,616)

\*Our overall health and well-being is affected by both our physical health and our mental health—the two are inextricably linked. We are investing in and working with our partner organizations in the community to help those who need mental health services, and to integrate those services into the primary care setting and into our own case management.

## Leveraging Community Investments

### Repurpose Program Savings Mid-Year

Additional mid-year  
\$500,000 investment  
in Health & Well-Being  
in 2015

*Dental Aid, Clinica,  
Boulder Valley  
Women's Health,  
Public Health  
(GENESIS/TER)*

### Identify Additional Funds

Utilize estimated  
"surplus" from State  
Fiscal Year close to fund  
mid-year, emergent  
community needs

### More Focused Investments

Support collaborative and  
integrated efforts across  
agencies

Increase data quality and  
create shared data systems

Focus on client outcomes

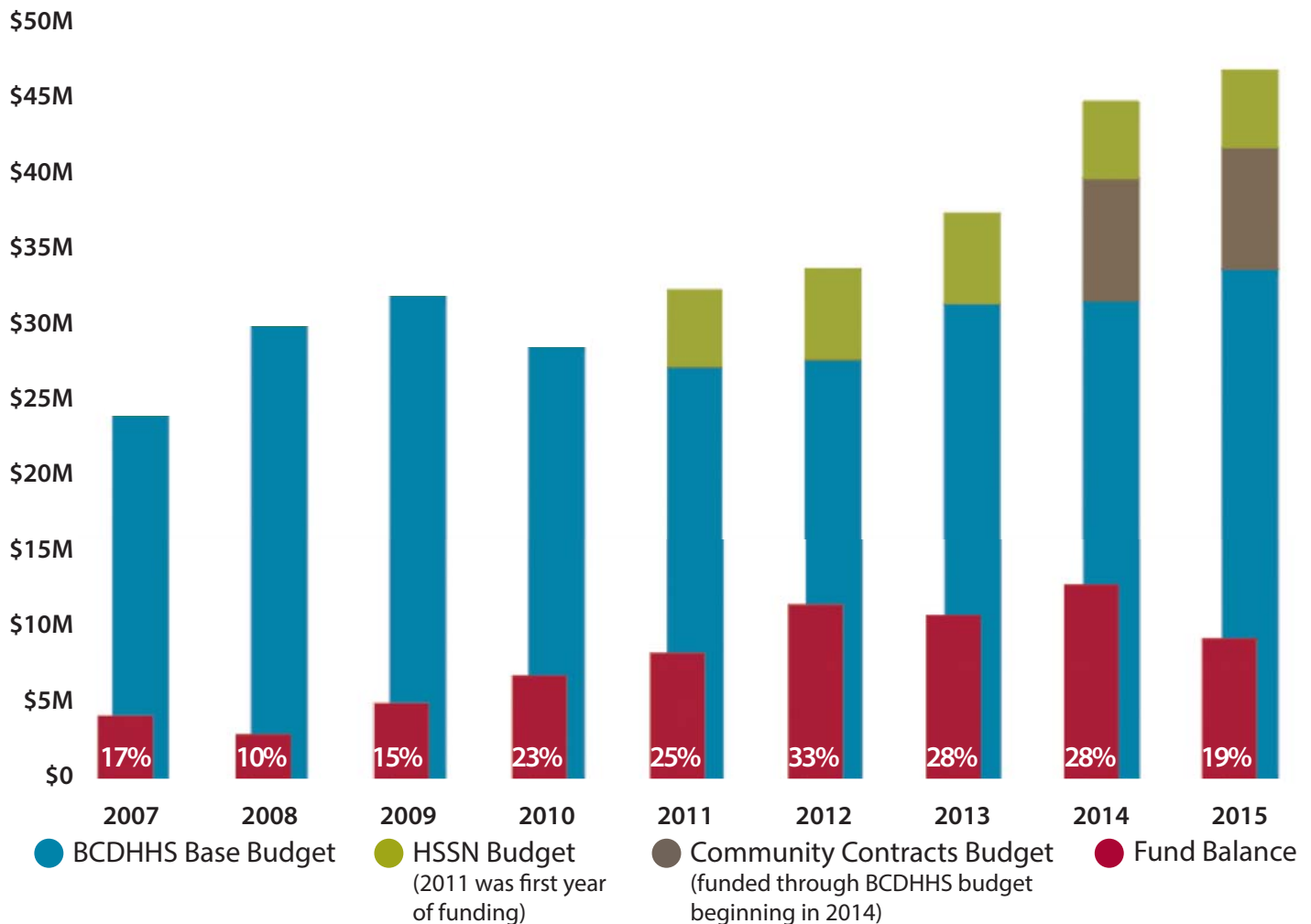
Refine payment structure to  
incentivize achievement

**Focus on High Impact Community Targets**



## Boulder County Human Services Fund Balance

### Human Services Fund Balance as a Percentage of Operating Budget 2007-2015 Year-End Fund Balance vs. Final Budget



### One-Stop Services Building Breaks Down Barriers

Our clients now have a one-stop services option in Longmont. The newly-completed St. Vrain Community Hub is an excellent example of our focus on holistic and integrated service delivery. By co-locating with our governmental and non-profit partners (Boulder County Public Health, Boulder County Community Services, and Mental Health Partners) in an easy-to-access and welcoming environment, we're removing barriers to assistance and increasing opportunities for help from a wider range of services. In 2015, Boulder County Housing and Human Services dedicated \$2.8 million from its Human Services Fund Balance to help pay for construction of the St. Vrain Community Hub. We're proud to have played a role in the development and financing of this beautiful and visionary new county building.



## A Safety Net for Our Safety Net

The Boulder County Housing & Human Services Fund Balance is itself a safety net. In recent years, alongside skyrocketing need for assistance, we have seen deep recession, budget cuts, and natural disasters in our community. These events were devastating to the people who live in the community and also deeply impacted the organizations tasked with responding to the need.

As an example, the recession of 2006 and 2007 combined with budget cuts and increasing need for help in the community created a \$2 million deficit for what was then known as the Boulder County Social Services Department. Staff reductions and programmatic cuts were necessary, which reduced our ability to provide crucial services to Boulder County residents.

But at the same time, we also saw an opportunity to create a more flexible and connected system of services delivery that could weather future storms. In 2009, with the merger of the Housing and Social Services departments, funding, staff, and programs of these two entities were integrated to create a stronger, more resilient foundation for our work. New funding streams were identified, as were additional opportunities for matching funding to significantly leverage the department's investments. The result has been an extremely flexible and agile Boulder County Department of Housing and Human Services that has not only met unprecedented increases in need for assistance in the intervening years, but has also continued to invest in a prevention-oriented approach that is boosting the health and well-being of our community while generating substantial return on investment.

One of our ongoing strategic priorities is **creating a comprehensive and sustainable economic engine** to help drive our work, and our success in this area reflects a significant investment of time and innovation. The savings generated by this integrated approach to funding combined with a consistent focus on getting services to people early (before they're in much-more-expensive crisis) have helped create a healthy Fund Balance, and in turn have led to a strong financial safety net for our community safety net. As we continue to get ahead of the still-increasing need for assistance across Boulder County, we are in a much more sustainable -and surprise-resistant- place from which to provide that help. Our community is healthier, and so are we.



The St. Vrain Community Hub in Longmont is an excellent example of our focus on integrated services, and offers a wide range of supports in a welcoming and open atmosphere. As the name implies, the building itself is a hub for our community, and serves as a solid foundation for the visionary health, housing and human services collaborations to come.

## Boulder County Housing Authority 2016 Budget Assumptions, Risks, and Opportunities

### 2015 Successes

- Housing portfolio is strong with low vacancy
- Increased affordable housing stock with a \$40 million investment in 167 units with completion of Aspinwall in Lafayette
- \$2.3 million in developer fees—reinvested in increasing affordable housing stock and maintaining current housing stock

### 2016 Assumptions

- Kestrel development project approved and funded
- Low income housing tax credit formed in early 2016
- LIHTC completion by the end of Q1 2017
- 97% Occupancy Rate of rental properties
- 2% inflation rate

### 2016 Opportunities

- Kestrel development in Louisville adding another 200 affordable housing units upon completion
- Integrating supportive housing and wrap-around services to ensure residents have access to full range of assistance
- \$2,582,123 CDBG-DR round 2 funding for flood recovery
- Higher rent allowances—79% of maximum (excluding component units)
- 2.09 acre Lafayette land donation thanks to Thomas Day

### 2016 Risks

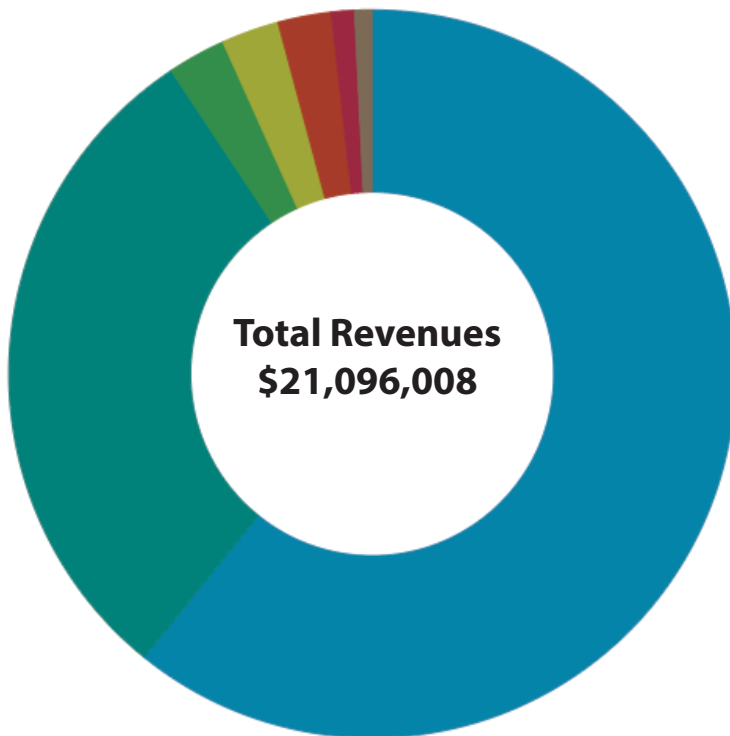
- Real estate risk in financing and constructing Kestrel
- Changes in Federal funding
  - HUD support for the planned growth of the Housing Choice Voucher Program
  - HOME program funding for TBRA
- Remediation: \$1,500 per unit for tests & \$10,000 per unit for insurance deductible
- 2016 budget has \$309,145 set aside for non-routine maintenance costs
- 2013 flood support programs and services scheduled to sunset on or around December 31, 2016



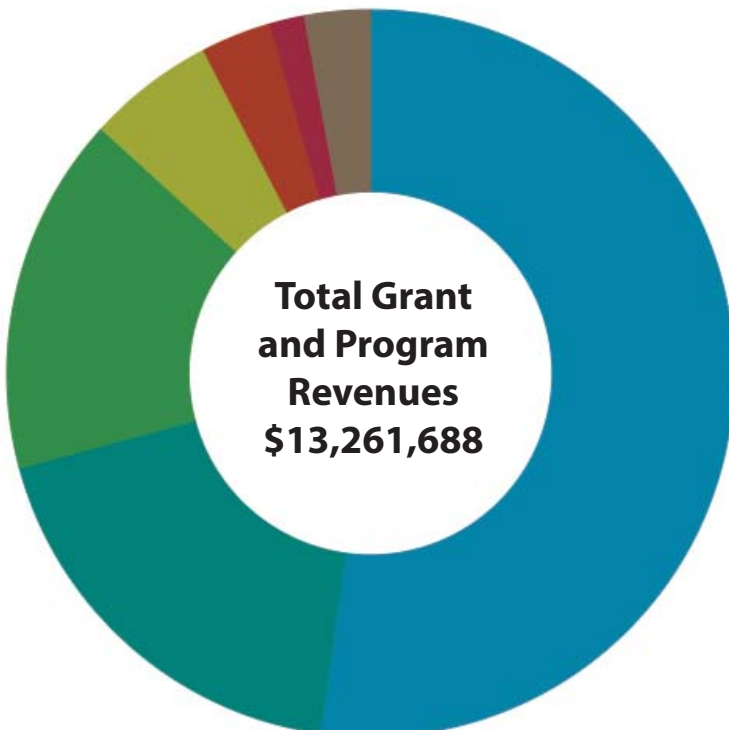


## 2016 BCHA Revenues

Includes Component Units: MFPH, Josephine Commons, and Aspinwall



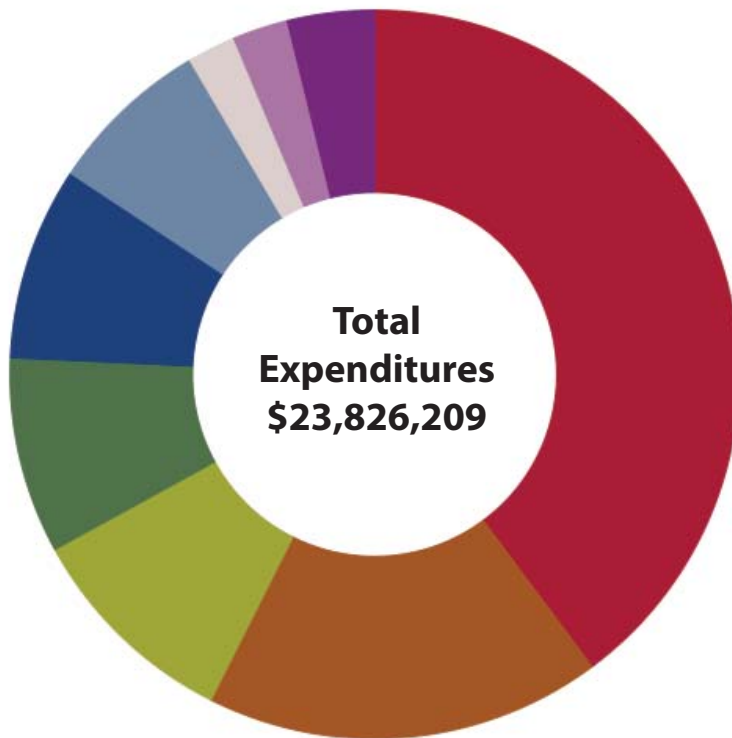
- Grant Revenues (\$12,827,687)
- Tenant Rental Income (\$6,302,264)
- Housing Choice Voucher Administrative Fees (\$545,556)
- Program Revenue & Fees (\$541,455)
- Interest Income (\$499,839)
- Transfers In (\$216,104)
- Management Fee Income (\$163,103)



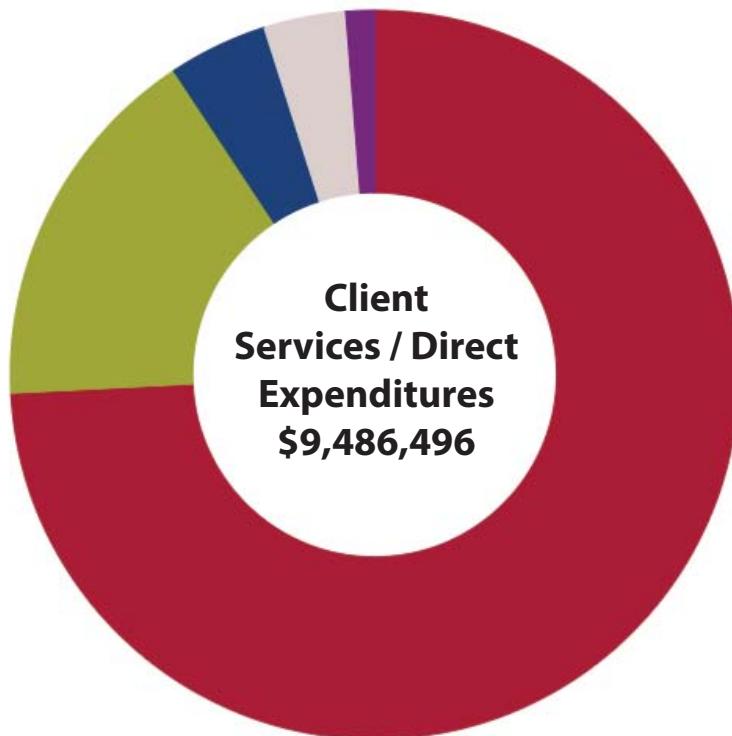
- Housing Choice Vouchers (\$6,925,000)
- Weatherization (\$2,465,871)
- CDBG-DR & HB1002 (\$2,112,749)
- Housing Stabilization Program (\$752,000)
- Tenant Based Rental Assistance (\$415,743)
- Housing & Community Education (\$204,500)
- Other:
  - FSS Program Coordinator Grant (\$192,124)
  - Rehab (\$173,700)
  - Josephine Commons Kitchen (\$20,000)

## 2016 BCHA Expenditures

Includes Component Units: MFPH, Josephine Commons, and Aspinwall

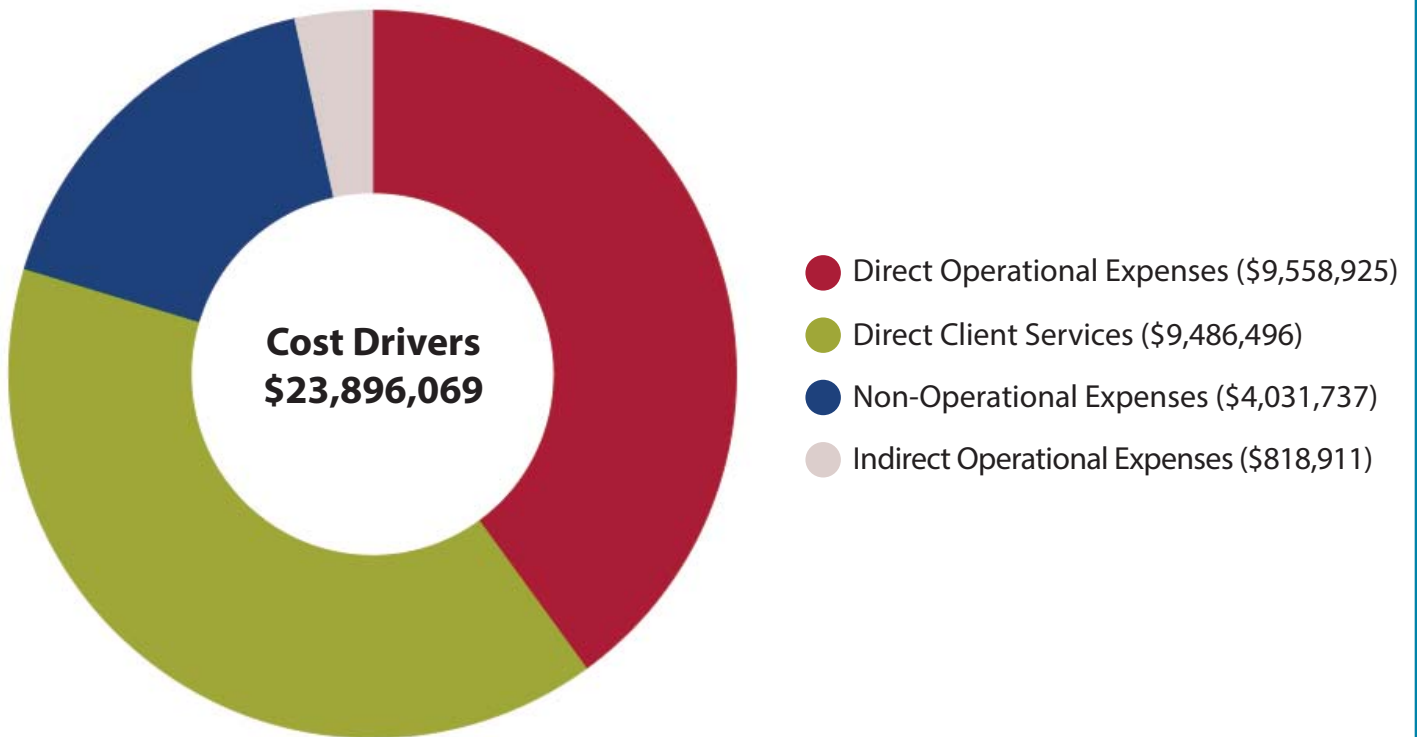


- Client Services/Expense (\$9,486,496)
- Direct Salary & Benefits (\$4,192,820)
- Depreciation (\$2,290,281)
- Direct Non-payroll Expenses (\$2,075,863)
- Contractual Services (\$2,041,680)
- Interest Expense (\$1,725,352)
- Weatherization Operational (\$586,314)
- Indirect Salary & Benefits (\$510,782)
- Other:
  - Indirect Non-payroll Expenses (\$308,128)
  - Non-Routine (\$320,569)
  - Legal & Other Fees (\$178,576)
  - Management Fees (\$163,103)
  - Transfer Out (\$16,104)
  - Notes Receivable Issued (-\$69,859)



- HAP Rent and Utility Expense (\$7,038,000)
- HSP Rent and Utility Expense (\$1,566,993)
- TBRA Rent Expense (\$415,743)
- CDBG-DR Temporary Rent Assistance (\$345,760)
- Short Term Housing Rent Expense (\$120,000)

## 2016 Cost Drivers for BCHA

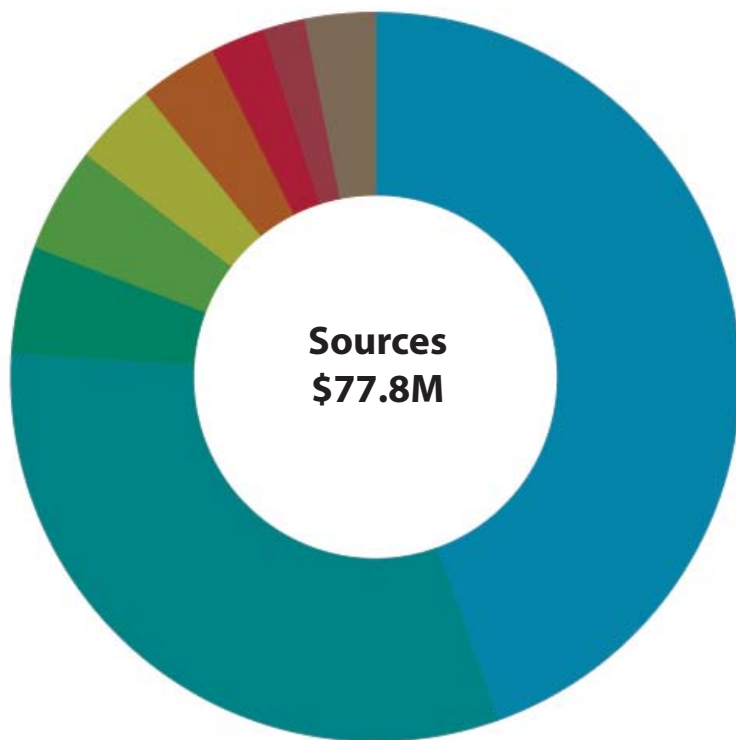


Lydia Morgan (Louisville): 30 units for people 55 and older

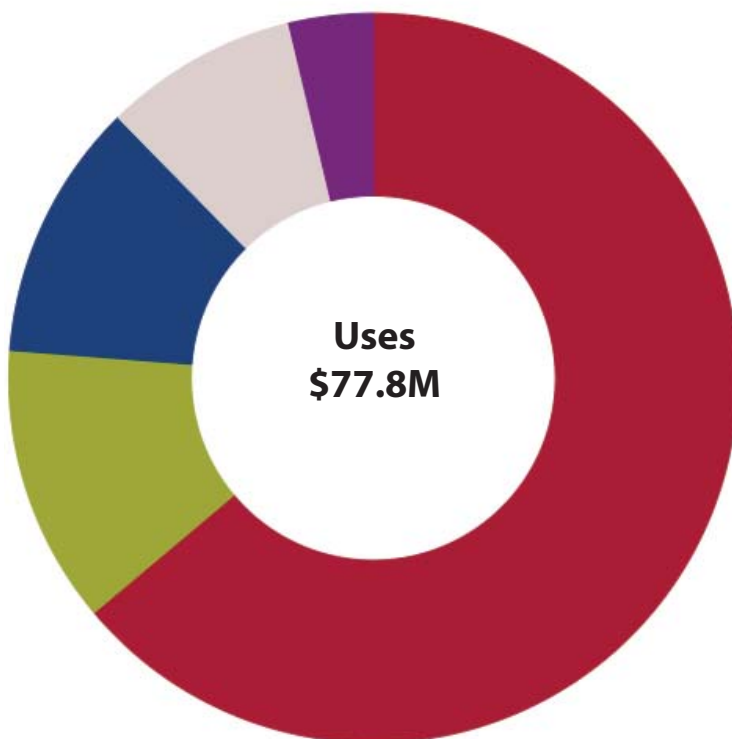




## 2016 Capital Budget Kestrel (Louisville)



- LIHTC Equity (Redstone) (\$34.6M)
- Private Activity Bonds (\$24.5M)
- CDBG-DR Funds (\$3.7M)
- BCHA/BCDHHS (\$3.6M – includes lot sales)
- Land Carryback (\$2.9M)
- Deferred Developer Fee (\$2.7M)
- Worthy Cause Funds (\$1.85M)
- Colorado Division of Housing CHIF Loan (\$1.45M))
- Other:
  - Louisville Permit Fees and Rebates (\$1M)
  - HOME Funds (\$900K)
  - Energy Credits Equity (\$500K)



- New Construction (\$49.7M)
- Infrastructure (\$9.6M)
- Interim Construction and Financing Costs (\$8.9M)
- Developer Fee (\$6.7M)
- Land (\$2.9M)

## Blending and Braiding Funding to Co-Create Solutions

The 2009 merger of our Housing and then-Social Services departments provided us with a unique opportunity to further integrate our service delivery and to reach clients earlier and in a more holistic way. We capitalized upon that opportunity, and much of the success we've seen since that time would not have been possible without a major internal shift in our infrastructure.

The ability to better integrate our work across service areas came hand-in-hand with the ability to better integrate our finances. Over the past several years, we've looked for opportunities to scale our investments and to leverage a variety of funding sources. We're investing more strategically in our community and co-creating solutions with our community partner organizations. Our finance team now partners with our program teams to look at the investments we're making and the returns on those investments – analysis made easier and more effective thanks to the support of our data team. Through this data-driven collaboration, we are able to identify and build upon the long-term savings to the system that are a direct result of our integrated, prevention and early intervention approach.

The Colorado Works/Temporary Assistance for Needy Families (TANF) program is a great illustration of our ability to both leverage federal grant dollars and blend and braid our funding to achieve program efficiencies and, ultimately, improve outcomes. In the 2014-2015 state fiscal year, for example, Colorado Works expenditures in Boulder County totaled approximately \$6.3 million. Boulder County's share of that was \$1.7 million, meaning the federal government reimbursed about \$.75 for every dollar we invested in the program. And because of TANF's programmatic flexibility, we're able to think strategically about where and how we invest those funds.

About one-third of our Colorado Works expenditures go toward basic cash assistance to stabilize families in the short-term, while the remainder is invested in programs to help those families move toward self-sufficiency in the long-term. We work closely with and provide funding to Workforce Boulder County, part of the County's Department of Community Services, to help our Colorado Works clients receive training, skill building, and job search support to help them find gainful employment. More broadly, we utilize our TANF funding to support other key self-sufficiency-building programs within BCDHHS and throughout the community, from mental health counseling and parenting classes to housing stabilization and child care assistance. We can also leverage other federal and state funding sources to provide additional supports to Colorado Works families. Essentially, through efficient, creative and flexible financing, we're able to stabilize families with a wide range of social and economic supports to help avoid crisis and costlier interventions down the road.



## Community-Wide Integrated Case Management

In 2015, BCDHHS made great progress on an ambitious effort to develop a community case management platform for Boulder County. Looking first at internal case management programs driven by BCDHHS, the project team gathered requirements and did the initial design work on a tool that will provide case managers with an integrated picture of client service histories, help with aligning case plans, and an ability to track client progress using the Self-Sufficiency Matrix. For clients, this will help reduce duplication of effort and ultimately lead to more of the right supports at the right time. For us and our partners, this will make it easier to identify preventive services that can help clients stabilize. Through its efficiencies, it will also save money for us and our community. In 2016, we'll begin work on extending this system to many of our non-profit and governmental partners.



## FACTS

HSSN Funding at Work in  
Our Community (2014)

Clients Served:

**1,556**

Boulder Outreach for  
Homeless Overflow

**3,887**

Boulder Shelter  
for the Homeless

**1,954**

Bridge House

**2,412**

City of Boulder Family  
Resource Center

**5,649**

Emergency Family  
Assistance Association

**993**

Mental Health Partners

**9,493**

OUR Center

**876**

Safehouse Progressive  
Alliance for Nonviolence

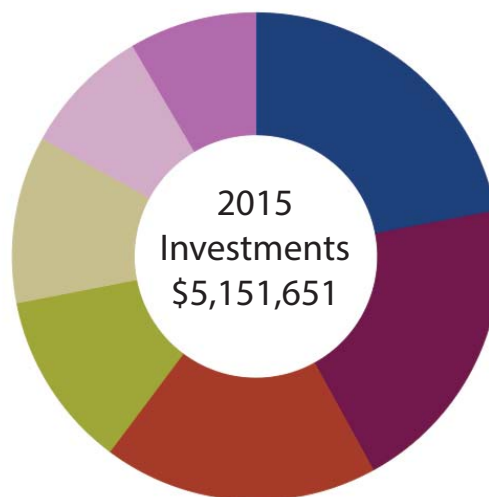
## HUMAN SERVICES Safety Net (HSSN)

Five years ago, in response to the economic downturn coupled with skyrocketing need for assistance and federal and state budget reductions, the Boulder County Commissioners—working with nonprofit and human services agency leaders—reached out to the community for help. Their message was critical and urgent: we need to keep our safety net strong even as budget cuts and economic pressures continue to mount.

The idea proposed was a 0.9 mill levy property tax increase that would generate funds to backfill cuts and help bolster services that are fundamental to a community turnaround: housing, food and cash assistance, and help with child care and medical coverage among them. Boulder County Commissioners put Initiative 1A on the November 2010 ballot. It was subsequently approved by voters and the Human Services Safety Net (HSSN) immediately went to work in the community.

The HSSN tax increase was scheduled to expire at the end of 2015, and Boulder County Commissioners placed a proposed 15-year extension of the HSSN on the November 2014 ballot. Voters approved the extension with 64% support, continuing HSSN funding through the year 2030. The extension's approval reflected continued need throughout the community—particularly after two devastating natural disasters in three years—and was also a response to the demonstrated success of the HSSN investments over the previous four years. Passage affirmed the county's approach to filling gaps in funding for and availability of health, housing, and human services programs and utilization of an early intervention and prevention approach to services delivery. The initiative itself has also been a tremendous success in terms of promoting cooperation and coordination between government and community-based organization partners, creating additional efficiencies around services delivery and investment targeting.

Distribution of HSSN Funding



- Housing - \$1,133,364 (22%)
- Basic Needs & Family Stability\*  
\$1,031,006 (20%)
- Health and Well Being  
\$938,596 (18%)
- Child Care - \$603,197 (12%)
- Support for Data, Contracts,  
Technical Needs - \$571,490 (11%)
- Education - \$440,273 (9%)
- Safety - \$433,724 (8%)

\*Basic Needs & Family Stability:

- Food Assistance
- Financial Assistance for Families & Elders
- In-kind Assistance for Families & Elders
- Case Management



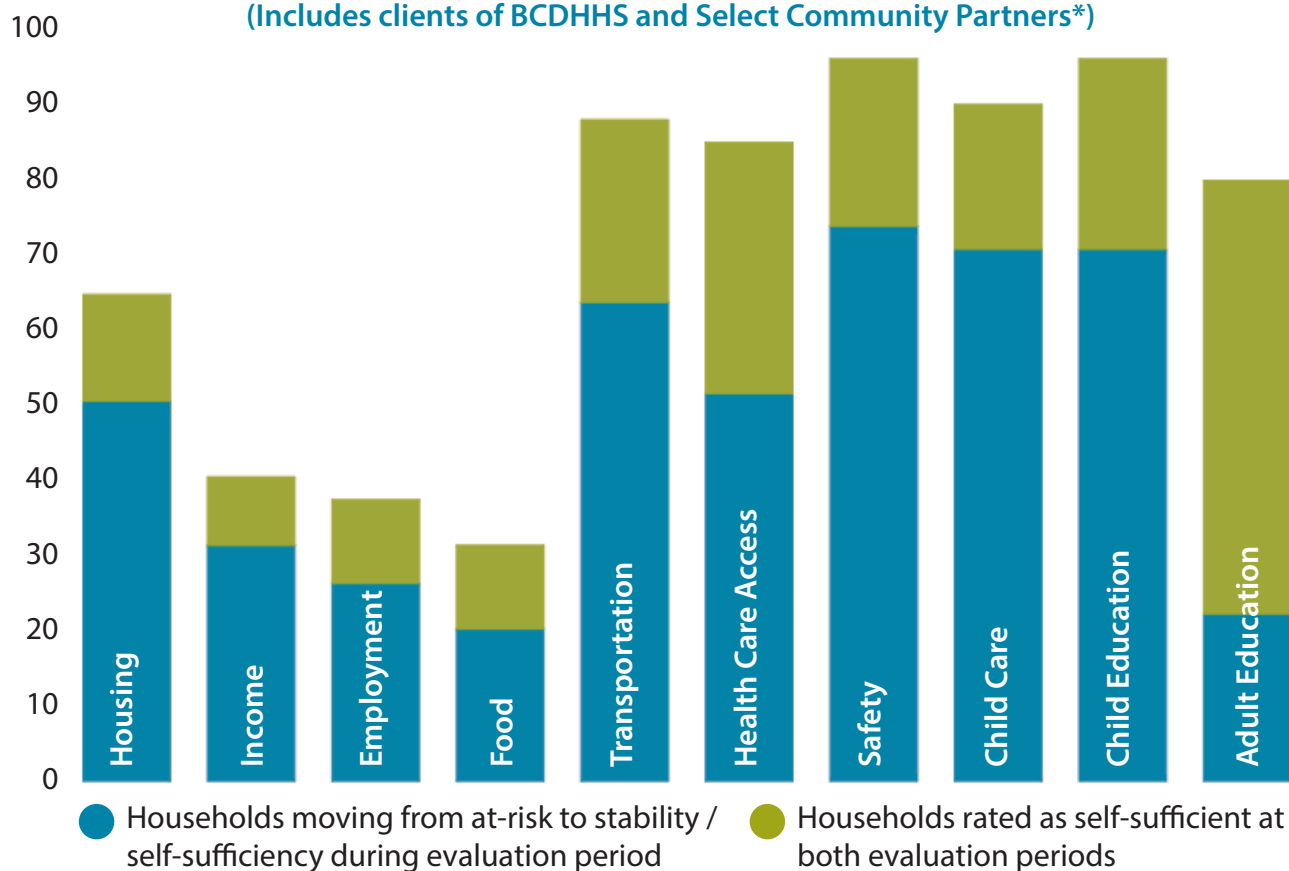
## HSSN: Moving People Toward Self-Sufficiency

Throughout our discussions with community leaders regarding how to best put the HSSN funding to work, a consistent theme emerged: we needed a plan that would not only meet the immediate needs of the community but also boost the county's (and our partners') ability to strengthen the system of early intervention and prevention that has been leading to better outcomes and returns on investment across Boulder County.

Since those early discussions, we've invested more than \$25 million in stabilizing families and individuals and moving them toward self-sufficiency. HSSN funding has helped families pay their rent and avoid homelessness. It has helped our neighbors heat their homes and feed their families—not choose between the two. The funding has helped boost the ability of Boulder County and our community partners to meet unprecedented increases in need for health coverage assistance and medical care. It has made it possible for hundreds of families to get help with child care so parents can work, look for a job, or go to school. And HSSN funds have been leveraged to increase in-kind services, strengthen community collaboratives, and provide needed case management. All of this has been done with an emphasis on early intervention and prevention services, which help families and individuals avoid crisis and severe illness, in turn greatly reducing the community's cost of providing services.

Along with our community partners, we are working hard to measure the effectiveness of our investments. Our Self-Sufficiency Matrix (SSM) tracks client movement toward stability. The chart below details the improvements our HSSN investments have made in people's lives across a variety of important domains, providing the foundational supports they need and moving them closer to self-sufficiency.

**HSSN Client Self-Sufficiency Movement in 2014**  
**2,568 Total Households**  
**(Includes clients of BCDHHS and Select Community Partners\*)**



\*Community partners providing SSM data:  
Emergency Family Assistance Association, OUR Center, and Sister Carmen Community Center



## Ongoing Flood Recovery for our Community

The Boulder County Flood Recovery Program, which distributes federal Community Development Block Grant Funds for Disaster Recovery (CDBG-DR), began to take shape in June 2014 and granted its first award in October 2014. With CDBG-DR funds, the Boulder County Flood Recovery Program assists individual homeowners in recovering from the devastating 2013 Flood by providing funds for home repairs and rehabilitation, repair and replacement of private bridges and other water crossings, and temporary rental assistance for those who were displaced by the floods or the subsequent repairs. Our team consists of two program managers, an eligibility specialist, five case managers who help people complete their extensive required documentation and escort them through the complex funding process, and five repair and home access coordinators. Many Boulder County departments work together to help these clients navigate their recovery, and we collaborate to ensure transparency, compliance, and most of all successful results for members of our community who suffered devastating losses in the wake of the floods. In its first year, the Flood Recovery Program received over 400 applications from individual households, awarded over \$4 million to over 100 individual households, and completed 41 projects.



CDBG-DR funds helped install a septic system and retaining wall after the homeowner's leach field was washed away during the 2013 Flood.



## Boulder County Family Resource Model

Just as all the pillars of family stability are inter-woven, so is our approach to supporting families. Increasingly, we're recognizing opportunities to reach more families—earlier—with a full range of supports that together will help ensure the best opportunity for sustained stability.

One such opportunity is the creation of the Boulder County Family Resource Model (FRM). Building from a national, research-based model, we're partnering with our local school districts, other local governments and agencies, and community-based organizations to create a holistic framework to better organize key resources, programs, and stakeholders throughout the county. Our goal is to create a tightly-coordinated network of family-driven neighborhood "hubs" to ensure access to services across all areas of family stability, with a focus on prevention and early-intervention, and key safety net services. FRM staff will partner with families on supports for parenting, health, education, employment, housing, and financial management to achieve long-term stability and self-sufficiency.

Currently, two Family Resource Centers exist in Boulder County, both funded through the Human Services Safety Net (HSSN) initiative. Additionally, the City of Boulder operates Family Resource Schools at five elementary schools in Boulder. The Boulder County FRM will build on the success of these programs by strengthening existing linkages and developing an overarching governance structure. A regional board will work to formalize a shared vision, support coordinated and consistent processes, and develop common outcomes and indicators. At the same time, FRM hubs will help provide each individual community the opportunity to address its own unique needs.

We believe we can achieve the greatest outcomes when we co-create supportive environments, engage families around a wide range of services, and empower them with supports tailored to their individual strengths and needs.

## Co-Creating Solutions: Boulder County's Integration-Based, Data-Driven Partnerships

BCDHHS invests in community-wide safety net supports and services through the county's General Operating and Human Services Safety Net funds. We target our investments toward proven or evidence-based interventions with these specifics:

- They include a focus on early intervention and prevention
- They use a common set of indicators to measure outcomes
- They are closely coordinated with the efforts of government, nonprofit, and other community partners
- They seek to further integrate health, housing, and human services in our community

These are targeted investments that are informed by an extensive evaluation process in partnership with key stakeholders including Boulder County Public Health, Boulder County Community Services, and advisory groups within the Community of Hope framework. We work to ensure this process is transparent and clear for our partners and the public.



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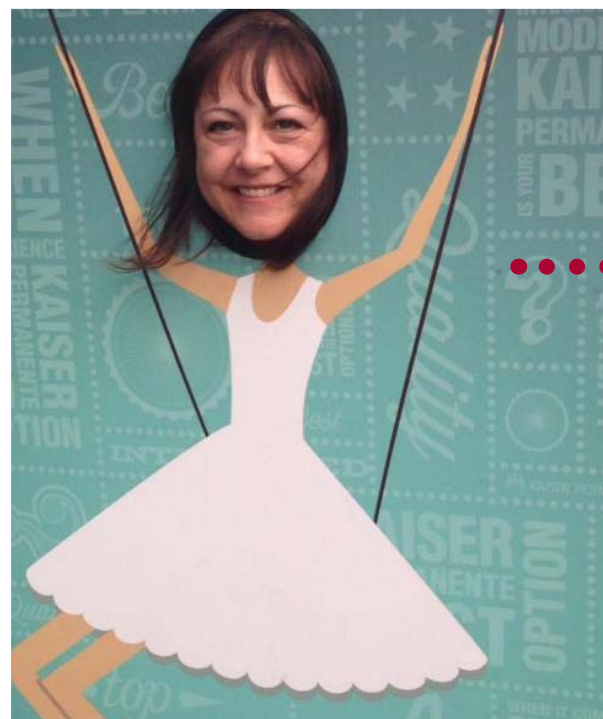
# BCDHHS EMPLOYEES

## Make Us Who We Are

I appreciate how the staff is empowered to find new ways of doing very difficult work. My manager allows me the autonomy to find my own path to get the job done, while helping me with things that are new. She also encourages my growth and professional development. Our employees do such amazing work. I think that they sometimes forget what a difference they are making to our clients and to the community.

-Jen Gard

Human Services Trainer, Community Support

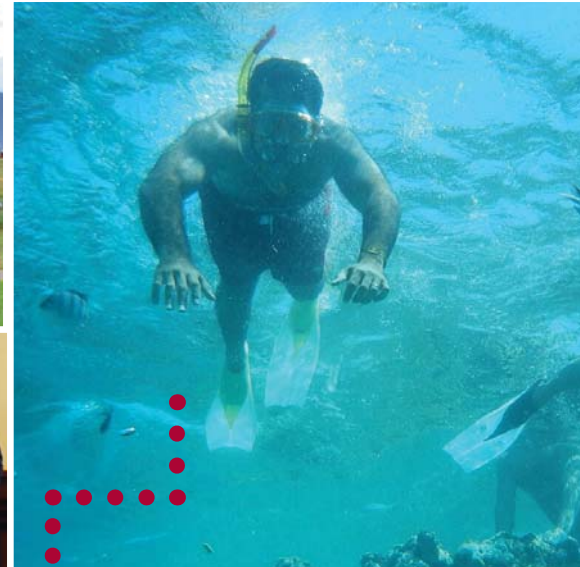






I look forward to coming to work every day, not everyone can say that, but I do. Thank You Boulder County!

-Wade Lanning  
Longs Peak  
Energy Conservation



My favorite thing about working for Boulder County is working with educated professional co-workers because I learn from them and share my knowledge. And also because I support those who support the public.

-Hany Shanata  
Computer Specialist

It feels good to be able to end your work day knowing you were able to help someone and their family who felt desperate and in need of someone who could step in and advocate for them. Sometimes families feel they don't have the support or know-how and I'm here to guide them and help them feel empowered to go on and find a way out of their sometimes-very-difficult situation.

-Juana Mendoza  
Early Intervention Program Specialist







My favorite thing about working for Boulder County is the sense of community and unity that is felt from department to department.

-Felipe Mosqueda

Program Coordinator, Casa de la Esperanza Learning Center

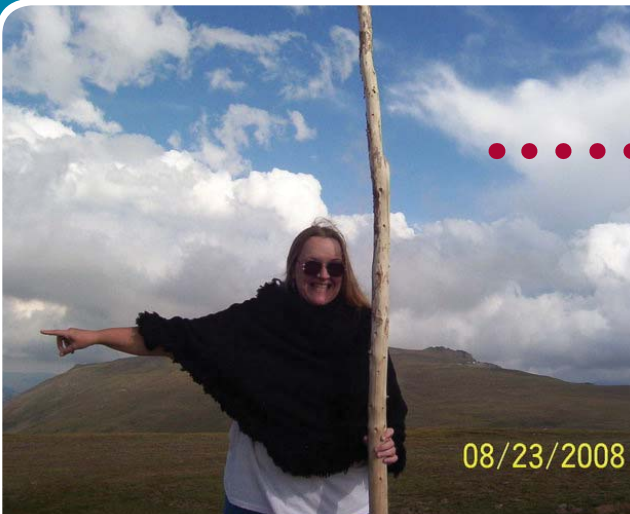


My favorite thing about working for Boulder County is the colleagues and families that have forever changed who I am and continually inspire me. I really appreciate that Boulder County has a strong vision around the engagement of children and families on all levels to work towards a goal of safe, healthy families that have access/capacity to access the resources and supports needed in order to sustain and thrive. I love that Boulder County is creative and willing to think outside the box in order to foster systemic change and continued growth in the best interests of children and families.

-Jenny Zuetell

Ongoing Child Protection & Family Integrated Treatment Court (FITC) Supervisor





I've met and worked with a number of people who sincerely care about their clients and want to do everything they possibly can to assist them. These are the ones who know they are helping to make the world a better place.

-Jennifer Duerr-Jenkins  
LEAP



My favorite thing about working for the county is the people I get to work with - I really value working alongside such dedicated, passionate, and problem-solving colleagues. They never fail to impress me.

-Whitney Wilcox  
Intergovernmental Programs Coordinator

I love how the county shows its appreciation to employees. I appreciate the open communication that the commissioners have with county employees. Coming from another county I did not even know who the commissioners were, it is very refreshing to see them be there and we know who they are. The work Boulder County continues to do to provide the best service for the public.

-Lupe Abeyta  
Legal Technician Manager







I know I am making a positive impact on the lives of others every day I come to work, and that is very motivating to me.

-Mark Moore  
Accountant



I was drawn to Boulder County because of the active and engaging environment that I had seen and experienced in talking to other people who worked here at the time. The opportunity to grow outside the normal "9-5 sit at your desk and quietly do your work" mentality was really enticing. I was attracted by the caring nature of the working community, the emphasis on personal development and wellness, and the prospect of being challenged by the dynamic culture of change and self-assessment was very appealing to me.

-Jim Hayen  
Child Support Services Program Manager



Special thanks to BCDHHS's Geneva Z. Bailey for the incredible client photos included in this report. Geneva's photos are regularly shared in a variety of BCDHHS publications and presentations, as well as on the department's website and other social media outlets. Geneva's photos help humanize our work, communicate our mission, and capture our diverse community.

Geneva began her photography career in New Orleans, assisting Giles Mateau in his studio. After taking hundreds of photos of children with Santa, the Easter Bunny, and a giant Mickey Mouse, she put her camera down and didn't come back to it for 20 years. Then, as Managing Editor and owner of a weekly newspaper and periodical tourist publication in Durango, she had an opportunity to hone her graphic design and photography skills. These days

photography is her labor of love; from abandoned buildings to capturing the lives and faces of BCDHHS clients and staff. In the early days of Flickr, Geneva started submitting photos online. Within a few years, her photos had been viewed over a million times.





BOULDER COUNTY  
**HOUSING  
& HUMAN  
SERVICES**



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