



Safe and Managed Public Spaces 2023 Action Plan



Overview

Public spaces should be available to all community members, but unsanctioned camping excludes some members of the community from enjoying these public spaces.

Recent increases in unsanctioned camping have led to serious health and safety risks, for those staying within campsites and the broader community. Campsite residents may be at risk of serious health issues or loss of life due to uncertain weather, public health risks (disease, contamination of living spaces) as well as being victims of crime, as campsites often attract more serious crimes such as drug distribution.



At the same time, camping creates several community issues. Campsites can increase wildfire risks and can negatively impact and endanger wetlands or other sensitive and ecologically important natural areas. Residents, visitors, and city staff often feel threatened by the behavior they encounter in misused public spaces and can encounter biohazards in areas such as the Boulder Creek Path or in parks or Open Space.

Camping and unsafe behavior impact the work of multiple city departments and require partnership and joint efforts to achieve positive outcomes. In April 2021, Boulder's City Council approved a pilot program to formalize this coordinated effort, the Safe and Managed Public Spaces team. The Safe and Managed Public Spaces (SAMPS) team's mission is to ensure that public spaces are safe and welcoming for all. To accomplish this, and directed by a multi-departmental Executive Team, the SAMPS effort is driven through various coordinated workgroups, including:

- Operations and Clean-Up
- Urban Park Rangers
- Downtown Ambassadors
- BTHERE Outreach
- Dedicated Boulder Police Support
- Data, Analytics, Legal, and Communications

The work of this team is guided through eight long-term and aspirational goals. These goals drive a compassionate approach with residents who are camping while ensuring that the city's ordinances are enforced.

The Action Plan details the strategies required to meet the long-term goals as well as the activities undertaken in 2023 to support these strategies. This plan was designed to align with the city's Sustainability, Equity and Resiliency Plan and holds a "people-focused", compassionate response to a complex community challenge.

Components of SAMPS



Operations and Clean-Up

Prior to 2021, all clean-up work was accomplished through a contract with a third-party vendor. Upon internal consolidation of this work, a five-person crew was created, including a supervisor. The team is fully equipped with vehicles, a dump truck and other equipment necessary to perform this work. This operations team performs clean-up activities five days per week, with an average of one to two clean-ups involving active campsites. On days where active campsite cleanup is occurring, the crew inspects and cleans the creek

corridors and greenways. The team works collaboratively with representatives of other city departments and takes pride in performing the work with compassion and empathy. Part of the notification process involves providing the people living in the camps with information on available services. The notification process, as well as other aspects, such as uniform system of identification, storage, and retrieval of personal property are guided by standard operating protocols developed by the multi-departmental SAMPS team and city leadership.

Urban Park Rangers

The urban park rangers contribute to progress towards several goals related to safe public spaces, including ensuring access to public spaces is not impeded, that visitors have access to knowledgeable resources on city services, protecting waterways and natural areas, and user perceptions of safety. The program began operation in June 2022, after careful focus on ensuring appropriate Standard Operating Procedures, communication protocols, and training (such as de-escalation) plans to support this program were developed.

Downtown Ambassadors

The Downtown Ambassador program is a partnership program between the Community Vitality department and Downtown Business Partners (DBP). The Ambassador program's scope of services includes hospitality, safety, and cleaning-related duties in service of enhancing visitor experiences in the downtown corridor. These duties can include such things as hospitality contacts, business contacts, welfare checks, eliminating instances of graffiti, picking up trash and litter, and cleaning up biohazard waste from humans and other animals.

Additional in-kind support is being provided by the City's Central Area Improvement District (CAGID) in the form of office and storage space and by the Downtown Boulder BID in the form of program management and administration and vehicles and equipment.

Boulder Targeted Homeless Engagement and Referral Effort (BTHERE)

Originally piloted as a response to COVID-19, this team - consisting of a team member with lived experience in homelessness, a team member with knowledge of or connection to mental/behavioral health resources, and a team member with general homelessness outreach experience – was charged with providing education about public health issues, distributing masks, connecting people to testing and vaccination opportunities, and screening people to determine if a stay at the COVID Recovery Center was necessary. In December 2021, the BTHERE program was incorporated into the Coordinated Entry (CE) program, the screening program for entry into sheltering services run by Boulder Shelter for the Homeless. Incorporation of the BTHERE program under CE allows the system to maintain a brick-and-mortar CE experience but also allows for in-field CE screening and diversion/reunification services. The BTHERE team is also focused on unsheltered homelessness throughout the community and connecting people with housing, sheltering, and other supportive services. The BTHERE team works closely with the operational team to ensure that campsite residents are informed of available resources during campsite notification processes as well as before or after clean-up activities.

Boulder Police Department Dedicated Support

Boulder Police Department has dedicated a six-member team to support camping clean-up in addition to or in some case replacing the support that has been provide by the Homeless Outreach Team (HOT)/Mall Unit Sergeant and officers from the Mall Unit. The goal of the dedicated Police unit is to support the work of the SAMPS team, rather than to issue citations. Similar to the operations team, officers provide a compassionate approach to service and provide information about resources and shelter options. This unit also provides courtesy transports, expedites contact between medical personnel and unhoused individuals, facilitates unhoused service provider outreach efforts, and assists with navigational support through unhoused services in Boulder and Boulder County.

Data, Analytics, Legal, and Communications

This team provides internal support to the SAMPS team members. All initiatives are grounded in a solutions-based framework and are thoroughly reviewed for compliance with the city's legal requirements. In addition, the team manages all communications to and from the public while also developing more robust and transparent communications associated with activity and outcome reporting. The team works in an iterative way; identifying aspirational goals and measurements, and exploring whether robust measurement is feasible.

Components of an Action Plan

An Action Plan is a reflection of our idealized vision for this work and the community it serves. It contains the city's long-term vision for the program in the form of goals and high-level strategies and priorities that will steer the team's actions moving forward. It is the big-picture plan and identifies where the team will focus its energy. The Action Plan is accompanied by performance measures; these too reflect current thinking and will be subject to revision, improvement, and feasibility constraints throughout the year.

Goals

When the SAMPS team was developed in 2021, the Executive team worked with data and analytic professionals to develop eight aspirational and long-term goals. These eight goals provide the foundational framework for all SAMPS work and serve to illustrate the main focus of the work.

Strategies

Strategies are specific efforts, objectives, or services that must be completed in order to progress toward the established goals. Strategies are usually updated every few years.

Actions

Actions are the programs, initiatives and projects that are used to push forward the strategies. Actions are specific to a program of service for a particular year. 2023 actions were developed through input from front-line personnel.

Measures

Performance measures are reported at the goal level and include three categories: Issue, Output, and Impact. Issue measures describe the underlying issues and give a sense or scale of the underlying problems. An example of an Issue measure is the number of encampments reported through the Inquire Boulder system.

Output measures illustrate and measure the effort made by program teams. Output measures are simple measures of effort, but they are often the foundations for Impact measures. While there are any number of Output measures collected across the work of the SAMPS team, there are some Output measures that are highlighted as representative of each of the eight goals.

Impact measures aim to measure the impact, where possible, of the SAMPS team's work. These measures can often be complex to measure and are sometimes difficult to communicate. Often referred to as Outcome measures, Impact measures are usually reported as percentage increase/decrease, reductions, or pre and post analyses (e.g., reductions in crime, percentage change in perceptions of safety).

1

No camping in public spaces.

2

Individuals experiencing homelessness are connected to services.

3

Access to public space and public infrastructure is not impeded.

4

Reduce crime and disorder in designated areas of emphasis.

5

Visitors have access to knowledgeable resources or city services.

6

Maintenance crews can safely access critical infrastructure in public spaces.

7

Waterways are free of contamination.

8

Users of public spaces report feeling safe and welcome.

SAMPS and Homelessness

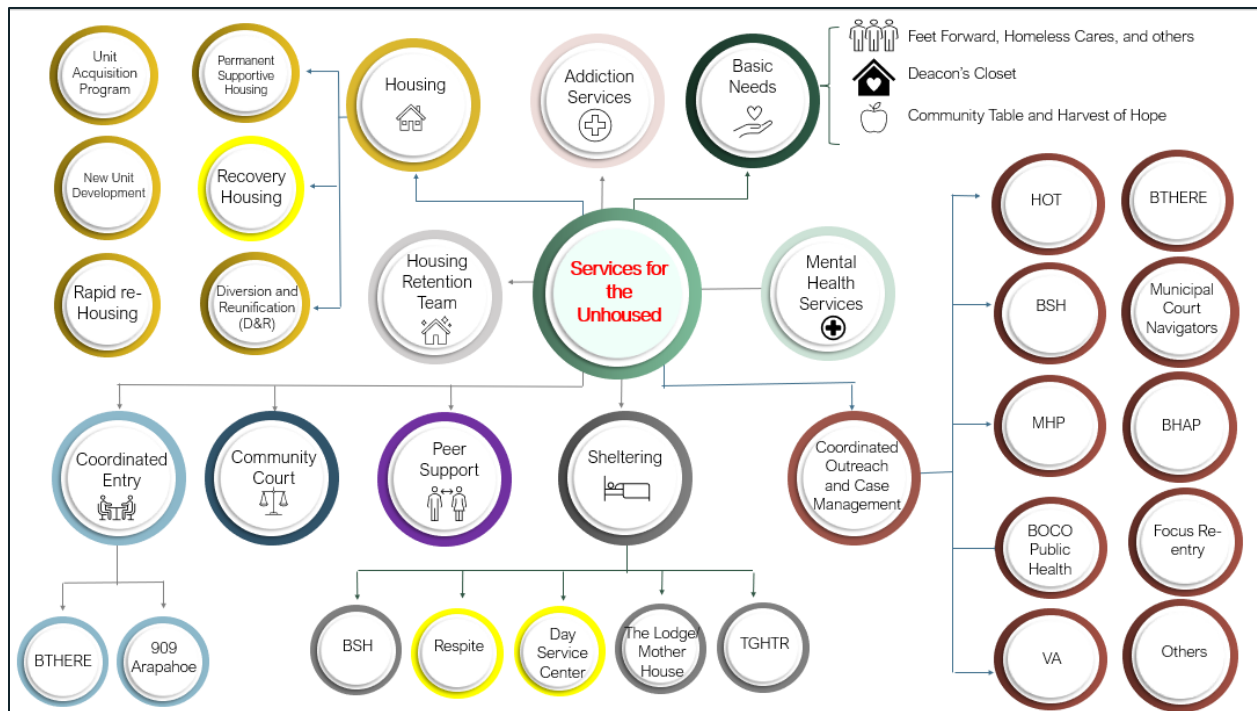
The City of Boulder, along with its collaborative partners, provides a tapestry of services, programs, and housing opportunities that are targeted to ending a person's homelessness. **Over the past five years, Boulder service providers have exited over 1,500 people from homelessness.** This reflects 85% of the countywide housing effort, and information about ongoing homelessness services can be found on the city's [Homelessness Services Data Dashboard](#). Exits from homelessness range from reconnecting people to support systems outside of the community ("Diversion and Reunification"), to connecting people to treatment and long-term programs, to the provision of housing. Housing itself can take many forms depending on an individual's needs including, but not limited to, connecting people to affordable housing, transitional housing programs and permanent supportive housing (housing vouchers with supportive services).

The Boulder Homelessness Strategy, developed in 2017, is rooted in a Housing First philosophy. The Housing First philosophy that centers on providing people with permanent housing quickly and supporting them with services as needed. Housing First recognizes that a person can more successfully address other aspects of their well-being (i.e., employment, health, mental health, education, addiction) once they are stably housed. These programs do not require sobriety or completion of other programs prior to securing housing. Housing First is an over-arching philosophy that guides all programming; it is not a particular program. It is a nationally recognized approach that is has grown in acceptance as, per the National Alliance to End Homelessness notes, "[c]onsumers in a Housing first model access housing faster and are more likely to remain stably housed."

Often, Housing First is confused with "housing only". Housing focused programming only works with accompanying supportive services before, during and after housing placement. Rather than not addressing a person's needs who is perhaps not ready or able to access housing, it guides all engagement toward encouragement of actions that would ultimately lead to housing. Under this philosophy, shelters are therefore not seen as solutions to a person's homelessness but rather tools to provide basic needs and to connect people to services that aim to end someone's homelessness. Housing First programs share critical elements:

- A focus on placing and sustaining people experiencing homelessness in permanent housing as quickly as possible without time limits;
- A variety of services delivered following housing to promote housing stability and individual well-being on an as-needed and as-desired basis; and
- A standard lease agreement to housing as opposed to mandated therapy or services compliance.

There are also critical services that are provided "in the field", meaning that someone can move directly from unsheltered homelessness to housing without ever opting to use a shelter. These services are designed to encourage people living unhoused toward stable housing, and many of these services meet people where they are and help them with their "pre-housing needs". Multiple outreach workers, navigators and case managers help ensure that individuals have all of their required documentation such as identification, have connections to mental and physical health resources, have access to basic needs (i.e., food, water, clothing) and understand their sheltering options.



An Overview of Services Provided to the Unhoused in Boulder

Unsheltered homelessness in Boulder is fluid; meaning, that while approximately a third of the people living in unsanctioned campsites have been in the community for a significant period of time, the majority of people living in encampments are coming to and leaving the community with regularity. While the longer-term residents typically have at least one case manager who has been working to end the person's homelessness, many have recently come to the community. Because it takes about 17 interactions with a person to effectively engage with services, this fluidity of campsite residency can create challenges for outreach workers and hide what successes the homelessness response team has had in exiting people from homelessness.

It is important to note that for many of individuals living in unsanctioned camps, there are a variety of barriers that impact a person's likelihood to be housed. The most significant barrier to housing is substance use disorder. In the last few years, substance usage has dramatically changed within the unsheltered community. The rise in availability and inexpensiveness of methamphetamines (meth), coupled with relaxed legal consequences for possession, has led to unmatched levels of meth usage in encampments. This increased usage has other impacts that range from an unwillingness to engage with services, increased criminal activity, inability to stay in shelters or regulated communal settings, lack of landlords willing to lease to people with histories or active use of meth, to associated mental health issues. Unfortunately, meth treatment has low success rates, and there are few withdrawal options for people who are living unhoused. Of particular and growing concern is the addition of fentanyl use, either in combination with meth or alone. Preliminary research into fentanyl is that it is highly addictive and leads to similar psychosis in some users.

The unhoused community was also disproportionately impacted by COVID-19. Fear and distrust of congregate settings such as shelters led to an increase in people living unsheltered. In addition, social distancing requirements led to limits on jails and many outreach/mental health/case management services. Rising housing prices, general inflation and employment instability have had negative

impacts on homelessness. While the path from eviction and joblessness does not typically lead directly to homelessness – causing a lag in the analysis of cause and effect – the post-COVID environment points to a long-term increase in chronic homelessness and associated unsheltered homelessness.

The causes, challenges and solutions associated with unsheltered homelessness are very complex and have a direct impact on the work of the SAMPS team. Yet, while there is an undeniable connection between homelessness and the work of the SAMPS team, it is not the goal of the SAMPS team to solve homelessness. Rather, the SAMPS team focuses on ensuring that public spaces are safe and welcoming for all who use them. It is in the compassionate approach, particularly in interactions with the unhoused, that SAMPS can contribute to the larger ecosystem that is the city's homelessness response.

When the SAMPS team was created, the team based its response on key factors and considerations:

Unsanctioned campsite enforcement is not a solution to homelessness.

Enforcement of camping and tent ordinances ensures that spaces are clean, safe, welcoming and accessible for all users of the space. While this often involves connecting unhoused individuals with services, it is the network of services and housing resources that provides individual exits from homelessness.

Boulder residents experiencing unsheltered homelessness are vulnerable, and every reasonable effort should be made to help them achieve a safe, stable home in their community.

A key component of all SAMPS work is to hold compassion as a driving feature of the work, with a focus on helping very vulnerable people with all interactions. The SAMPS team believes in the city's Homelessness Strategy and in the idea that having a stable home is the foundation for all other life betterment.

Regardless of outreach efforts, many people who are living in unsanctioned camps are likely to reject offers of service.

Research shows that it takes on average 17 interactions to build enough trust to engage with services. Some people never get to a trust or relationship level with outreach workers. SAMPS-related outreach workers continue to offer services to campsite residents using engagement tools in the hope of future engagement.

People experiencing homelessness are entitled to the same right of enjoyment and welcomeness in public spaces as other residents and "hanging out" is not a crime. Like all members of the community, people experiencing homelessness must follow laws.

It is a goal of the SAMPS program that spaces are welcoming to all, including people experiencing homelessness. Anyone, regardless of housing status, who is following the usage rules of public spaces is welcome to use the space.



Goals, Strategies, Actions, and Measures

Goal 1: No Unsanctioned Camping

This long-term goal is designed to capture the work of the Utilities and operations teams. The measures associated with this goal are related to the impact of the cleanup efforts as well as the actual output of the team. For 2023, actions were designed to capture the work of an increased team, as approved in the 2023 budget.

Strategy 1.1: Increase Efficiency of Clean-up Operations

Actions reflected in this strategy reflect efforts to establish the second operations team, while gathering input and improvement ideas from front-line staff.

Action 1.1.1: Integrate additional operations team by 2nd quarter 2023

Action 1.1.2: Conduct strategic planning sessions with front-line staff

Strategy 1.2: Broaden Geographic Footprint of Campsite Clean-Ups

The funding source for the second operations team allows for a broader footprint in the community. This will require a refresh of the prioritization system to ensure that areas which have no/limited environmental sensitivity (i.e., bandshell, neighborhood parks) are addressed properly.

Action 1.2.1: Refresh prioritization system to account for non-environmentally sensitive areas

Measures

Issue

Number of unsanctioned camping reports entered into the Inquire Boulder system.

Output

Number of clean-ups conducted by the field teams.

Impact

Impact to the number of Unsanctioned Camping reports resulting from clean-ups conducted.

- Note: Data is available, but attribution is hard; this will require some assumptions

Goal 2: Individuals Experiencing Homelessness Are Connected to Services

Goal 2 focuses primarily on the measurement and activities of the outreach components of the SAMPS team. Numerous collaborative activities are designed to provide team members with resources to help people in encampments, and thoughtful activities have been developed to improve the voice of encampment dwellers. This goal includes a distinction between “referral” (letting someone know of a person/agency with which to discuss their situation) and “connection” (active work to solve someone’s homelessness and connection to sheltering/services/pre-housing), with a focus on “connection” rather than “referral”, as this is measurable and is directly attributable to meeting the goal of ensuring “Individuals experiencing homelessness are connected to services”. The subject matter experts in homelessness aided in the development of these strategies and actions, not to create/enhance exits from homelessness but rather to focus on the overlap of the SAMPS and homelessness work.

Strategy 2.1: Understand Personal Property-related Barriers to Accessing Services

This strategy aims to gain lived-experience input regarding storage needs. Actions are related to surveys and evaluation with the knowledge that resources such as the Day Service Center and Boulder Shelter for the Homeless provide storage options.

Action 2.1.1: Survey individuals experiencing homelessness to discover their storage needs.

Action 2.1.2: Evaluate existing and expected resources to determine if any new initiatives would substantively impact the ability to effectively reduce or remove identified barriers.

Strategy 2.2: Ensure connections to services are as efficient and effective as possible.

The focus of these activities is to increase BTHHERE’s ability to make strong connections, beyond referral to sheltering. While BTHHERE is already accomplishing some of this work, these actions outline the need to strengthen pre-housing and housing activities through this part of the SAMPS team. The Community Court team works closely with many of the same clients, and once the Community Court is relocated to the Day Service Center, they will have an even greater opportunity to collaborate within the SAMPS structure.

Action 2.2.1: Investigate innovative programmatic opportunities through BTHHERE to further develop existing relationships with the unhoused community.

Action 2.2.2: Provide specific pre-housing assistance through BTHHERE that is coordinated with existing processes.

Action 2.2.3: Connect Community Court activities to outreach efforts (court-specific outreach, navigator office hours).

Strategy 2.3: Mitigate Impacts of Service Limitations Resulting in Staffing Turnover Inherent to the Type of Work Being Done.

Outreach work typically has a high staff turnover. Vacancies in this team can have a deleterious effect on SAMPS operations.

Action 2.3.1: Support BTHERE provider in training and hiring activities.

Strategy 2.4: Improve Connections, Data Sharing and Communication Between SAMPS Team Members.

These actions are geared toward ensuring that all pieces of the SAMPS team who work with individuals are aware of community outreach efforts on behalf of those individuals and to provide an understanding for operational staff of homelessness response.

Action 2.4.1: Conduct regular staffing and problem-solving meetings between outreach and operations teams.

Action 2.4.2: Enhance data sharing and analyses with the High Utilizer Team and the Boulder Police Department for their use of the Bureau of Justice Assistance grant, which is focused on encampments.

Action 2.4.3: Establish learning and training programs to ensure new team members understand roles and expectations of all components of the SAMPS team as well as to provide a basic understanding of the community's homelessness response system.

Measures

Issue

Volume of pre-housing assistance administered (document assistance, VI-SPDAT screenings for housing prioritization)

- Note: Coordinated Entry screening is an important service and necessary step towards housing, but BTHERE provides other important services such as document assistance, referrals to health care, and transportation.

Output

Number of BTHERE interactions

Impact

Number of estimate of unhoused individuals connected to pre-housing assistance by BTHERE

- Note: number of assistance and referrals are tracked per location and day and not possible to attribute to unique individuals

Goal 3: Access to Public Space and Infrastructure is Not Impeded

This long-term goal is designed to focus on access spaces while also focusing on life/safety risks associated with blocked access. The Steering Committee, along with significant guidance from Legal, spent considerable time in determining what could be accomplished as well as what pieces belonged in Goal 3 versus Goal 6.

Strategy 3.1: Evaluate Programs and Practices That Ensure the Provision of Access to Public Space and Infrastructure.

The Park Rangers support the re-establishment of regular bike patrols in partnership with Boulder Police along creek paths with the goal of consistent visibility (for deterrence) and to educate people camping along creek paths as to the dangers of impeding traffic along these paths. The annual audit of the prioritization framework gives the SAMPS team flexibility in addressing changing conditions.

Action 3.1.1: Re-establish bike patrols on the creek paths.

Action 3.1.2: Establish an annual audit of the prioritization framework.

Strategy 3.2: Establish Criteria for Identifying Areas Which Require Immediate Response Due to Acute Life/Safety Issues or Access to Public Buildings.

The focus of this strategy is to study underpass issues before determining significant changes to policies. In addition, the Parks team is interested in providing regular pre-storm danger education, specifically about the danger of being in the way of snowplows who may not be able to see unhoused people who are in the pathway.

Action 3.2.1: Investigate and address conditions that create more dangerous conditions under certain underpasses.

Action 3.2.2: Identify specific actions targeted to areas presenting an immediate public health hazard (underpasses and people in front of doors).

Action 3.2.3: Establish a pre-storm investigation/information practice (e.g., snow plowing).

Measures

Issue

Number of observed obstruction issues collected during field inspection.

Output

Number of encampments cleaned that had obstruction issues observed at inspection.

Impact

Number of encampments with observed obstruction issues resulting from clean-ups.

- Note: Data is available, but attribution is hard; this will require some assumptions

Goal 4: Reduction in Crime and Disorder in Designated Areas of Emphasis

This long-term goal is designed to focus on crime and disorder in the community. The Boulder Police Department's Data expert developed these strategies and actions.

Strategy 4.1: Evaluate Historical Patterns of Crime and Disorder in Designated Areas of Emphasis.

This strategy aims to allow staff to conduct important evaluation which leads to informed programs and practices.

Action 4.1.1: Distinguish impact of offenses (person, property, and society) in designated areas.

Strategy 4.2: Maintain Police Support in Designated Areas.

This strategy is about increased presence in order to mitigate criminal behavior and disorder.

Action 4.2.1: Increase patrols in designated areas.

Action 4.2.2: Continue to support COB employees during notification and clean-up activities.

Measures

Issue

Number of non-traffic, non-directed BPD calls for service in encampment areas.

Output

Cumulative Police time spent on non-traffic activities in encampment areas.

Impact

Impact to number of non-traffic, non-directed BPD calls for service in encampment area resulting from cumulative Police time spent in encampment area.

- Note: Data is available, but attribution is hard; this will require some assumptions. Seasonality, special events/holidays, unhoused population, city population, park use, inclement weather events can impact this measure.

Goal 5: Visitor Have Access to Knowledgeable Resources on City Services

Different from Goal 2, this goal focuses on the primarily non-homelessness resource components of the SAMPS team – Rangers and Downtown Ambassadors.

Strategy 5.1: Fully Implement Urban Park Ranger Program.

This strategy emphasizes presence and training.

Action 5.1.1: Fully staff and train Urban Rangers with 3 FTEs.

Action 5.1.2: Ensure that Urban Rangers spend at least 50% of their patrol time in areas of emphasis.

Strategy 5.2: Increase Scope of Downtown Ambassador Program.

The focus of this strategy is on personnel development and understanding of visitor access to requested information, specific to the Downtown Ambassadors.

Action 5.2.1: Integrate new personnel/roles into SAMPS framework.

Action 5.2.2: Explore pulse survey methods to gauge visitor access to resource.

Action 5.2.3: Explore partnership opportunities with the University of Colorado.

Strategy 5.3: Improve SAMPS Team Knowledge Base for Visitor Requests/Questions

This strategy is designed to enhance meaningful training and coordination to ensure responsiveness to visitor needs (separate from collaboration on unhoused individuals).

Action 5.3.1: Establish training plans for ambassadors, rangers, and other SAMPS personnel.

Action 5.3.2: Establish a framework for field-based communication and coordination between all service groups.

Action 5.3.3: Enhance city team integration to optimize response to questions.

Measures

Issue

Fraction of downtown users reporting they have adequate access to knowledgeable resources.

- Note: this would require new data collection which may not be cost-effective.

Output

Number of hospitality and business contacts generated by Downtown Ambassadors.

Volume of Parks & Recreation Rangers incidents where they provided Advising on Regulations, General Park Information, Roving Interpretation, or Conditions Advisory.

Impact

Impact to fraction of users reporting they have adequate access to knowledgeable resources resulting from selected output.

- Note: as above, this is contingent on new data collection and may not be feasible.

Goal 6: Maintenance Crews Can Safely Access Critical Infrastructure in Public Spaces

Goal 3 addresses community safety, while Goal 6 focuses on the teams who do this and associated work.

Strategy 6.1: Ensure that Crews are Aware of and are Monitoring Critical Public Infrastructure.

This strategy focuses on maintaining an awareness of critical infrastructure that aids in review of prioritization processes and ensuring proper responses.

Action 6.1.1: Create/verify documentation on location of critical public infrastructure.

Action 6.1.2: Establish Inventory processes.

Strategy 6.2: Explore Methods to Improve Measurement of Barriers to Safe Access.

This strategy focuses on maintaining an awareness of critical infrastructure that aids in review of prioritization processes and ensuring proper responses.

Action 6.2.1: Improve descriptive statistics tracking circumstances at areas over time.

Strategy 6.3: Identify Methods to Improve Worker Safety in Parks and Public Spaces.

This strategy guides work to understand the safety issues faced by SAMPS team members, with an additional goal of reducing staff turnover. Field worker input has identified a need for enhanced communications and training to address safety concerns.

Action 6.3.1: Evaluate pulse survey responses and strategic planning session input to develop meaningful responses and safeguards.

Action 6.3.2: Track incidents involving workers and evaluate trends/mitigating factors.

Action 6.3.3: Establish a training protocol including topics such as de-escalation tactics, situational awareness, and effective communications.

Action 6.3.4: Improve internal communications and responses to increase flexibility in addressing worker perceptions of safety.

Measures

Issue

Number of City maintenance staff reporting safety concerns while conducting core work.

Output

To be determined based on interventions developed by the staff team to support safety.

Impact

To be determined based on interventions developed by the staff team to support safety.

Goal 7: Waterways are Free of Contamination

Goal 7 is specific to waterways, and the strategies and actions reflect measurable steps that are within the control of the SAMPS team.

Strategy 7.1: Reduce Trash/Hazards in Waterways.

Specific to waterways, these actions allow for evaluation of ideas to mitigate the impact of fecal matter and trash.

Action 7.1.1: Encourage restroom use in designated areas.

Action 7.1.2: Investigate innovative ways to reduce trash introduction into drainage ways.

Strategy 7.2: Maintain Stable or Reduce E. Coli Trends, Especially During Recreation Season (May – Oct.) with the Recognition that There are Many Sources of Contamination in Boulder Creek.

Focusing on E. Coli trends ensures that actions that are within the SAMPS team's scope reduce the contamination in waterways.

Action 7.2.1: Continue to systematically investigate and control sources of bacteria where possible.

Action 7.2.2: Enhance education and current water quality efforts, risks and how to recreate safely.

Measures

Issue

Number of encampments that are near a waterway with trash/debris/feces observations during field-team inspection.

Output

Number of cleaned encampments that are near a waterway with trash/debris/feces present.

Impact

Impact to proportion of cleanups near a waterway with trash/debris/feces present.

- Note: as above, this is challenging and subject to many assumptions.

Goal 8: Users of Public Spaces Report Feeling Safe and Welcome

The focus of Goal 8 is on communication and perceptions of safety, for the community at large and the city's employees.

Strategy 8.1: Improve Information Sharing on “Designated Areas of Emphasis”, and Crime/Calls for Service (CFS) Data for Those Areas.

SAMPS work requires transparency in reporting and communications, particularly communications related to responsiveness.

Action 8.1.1: Improve responses and follow up to Inquire Boulder submissions.

Action 8.1.2: Strengthen communications on efforts made - reporters and community at large.

Strategy 8.2: Continue to Improve Site Activation.

Site activation – using public spaces for cultural and recreational purposes – was identified as a key method to reduce unsafe activity and to increase perceptions of safety.

Action 8.2.1: Evaluate public infrastructure locations as a function of available alternative places, and continue to improve site activation at access points to commonly used public areas in the city.

Action 8.2.2: Explore how public events intended to activate areas of emphasis will be supported by Urban Rangers, Downtown Ambassadors, and BTHERE.

Strategy 8.3: Investigate Ways to Change Prioritization Rubric to Highlight High Visibility Areas.

With the addition of a second operational team, a review of the prioritization rubric is necessary to build confidence in the team's ability to address high visibility areas.

Action 8.3.1: Identify areas that are perceived to be unsafe areas (city buildings including Library, underpasses, etc.).

Strategy 8.4: Improve Compliance with Debris/Needle Disposal.

Reducing the incidence of used needle debris protects the community and aids in the perception of safety.

Action 8.4.1: Add two sharps containers in high use areas.

Action 8.4.2: Explore litter mitigation programming.

Measures

Issue

Perceptions of safety measured by the 2023 Community Survey.

Output

Traffic to public materials provided by the City on this issue

Impact

Determinants of perceptions of safety measured by the community survey



Summary

Guided by compassion and a people-focused approach, the work of the SAMPS team reflects a coordinated, multidisciplinary approach that leverages expertise and community partners to manage the city's public spaces.

This work represents the overarching goals and strategies as well as the actions specific to 2023. The SAMPS Communication and Data workgroup will report progress against milestones and measures and will develop 2024 actions in concert with field personnel and leadership.