



Housing & Human Services Mission, Strategy and 2024 Workplan

| Housing & Human Services Mission Statement

We strive for all to thrive.

All Boulder community members deserve to thrive. Housing & Human Services (HHS) provides resources and community connections so everyone can experience Boulder as a just, inclusive and equitable community.

We commit to achieving this mission by:

- Building relationships with those we serve
- Fostering collaborative partnerships
- Addressing systemic inequities
- Investing in and implementing effective, sustainable and solution-based policies and programs
- Creating and preserving a diversity of affordable housing options



| HHS Boards, Commissions and Committees

HHS staff are fortunate to have the expertise and guidance from community members that advise on HHS programs and services in alignment with our mission, and city goals. HHS staff support one Board and one Commission, whose members are selected by city council:

- [Housing Advisory Board](#)
- [Human Relations Commission](#)

HHS also works with seven groups of community members whose members are approved by the city manager:

- [Affordable Housing Technical Review Group \(TRG\)](#)
- [Age Well Advisory Committee \(AWAC\)](#)
- [Community Development Advisory Committee \(CDAC\)](#)
- [Health Equity Advisory Committee \(HEAC\)](#)
- [Human Services Fund Advisory Committee \(HSFAC\)](#)
- [Tenant Advisory Committee \(TAC\)](#)
- [Youth Opportunities Advisory Board \(YOAB\)](#)

| HHS Strategy

HHS' multi-year strategy guides our services and investments to ensure we advance our mission.

In 2021 HHS staff completed a new strategic framework with input from the boards, commissions and committees and nonprofit partner agencies with which we work closely. The strategy is designed to be a high-level, broad description of our activities, the positive change we hope to make, and how we will know we are moving in the right direction.

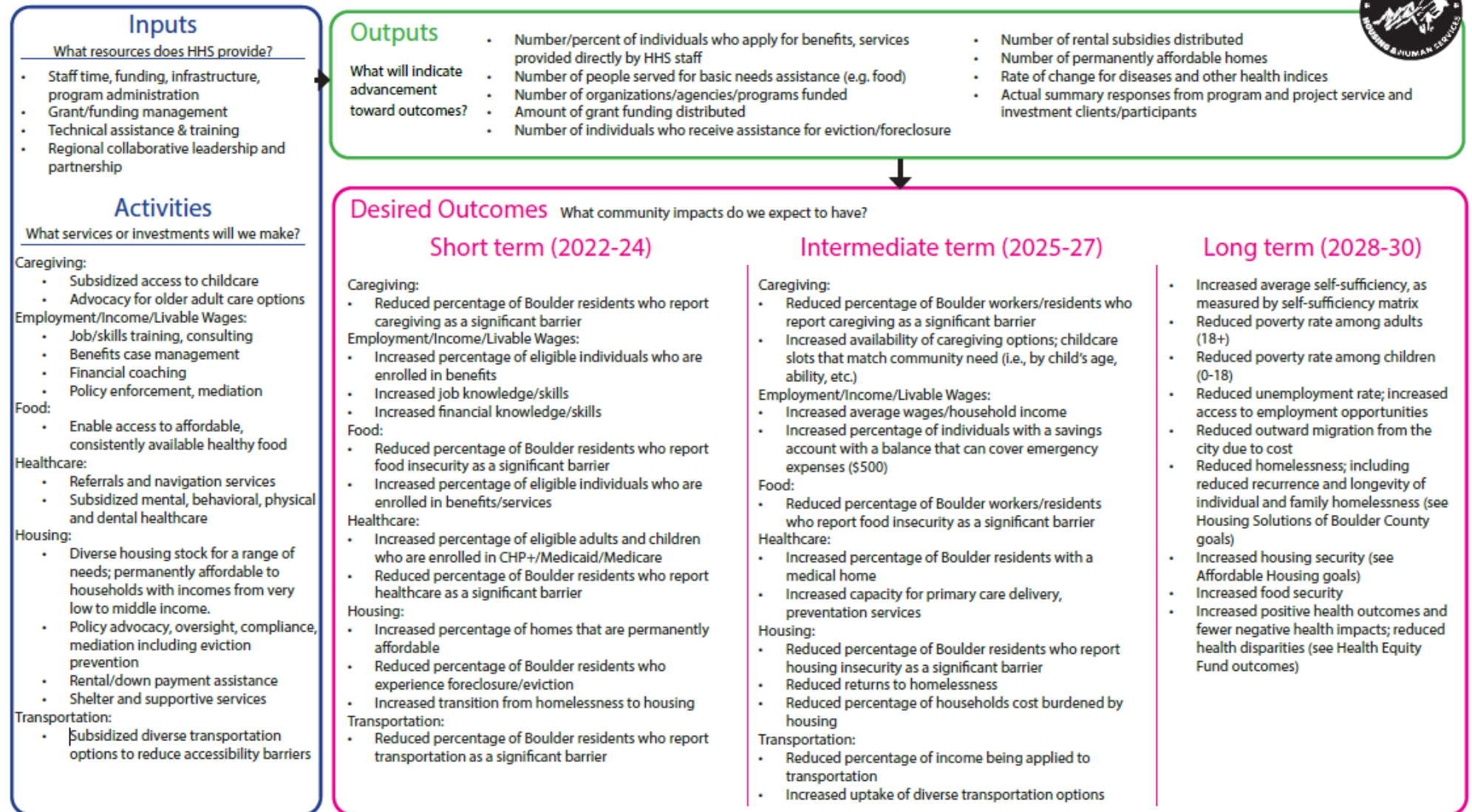
The strategy centers around two goals:

1. **Affordability:** Diverse households can afford to live and thrive in Boulder.
2. **Inclusivity:** All Boulder residents feel safe, welcome and included in social, civic and economic life, regardless of personal identities or socioeconomic circumstances.

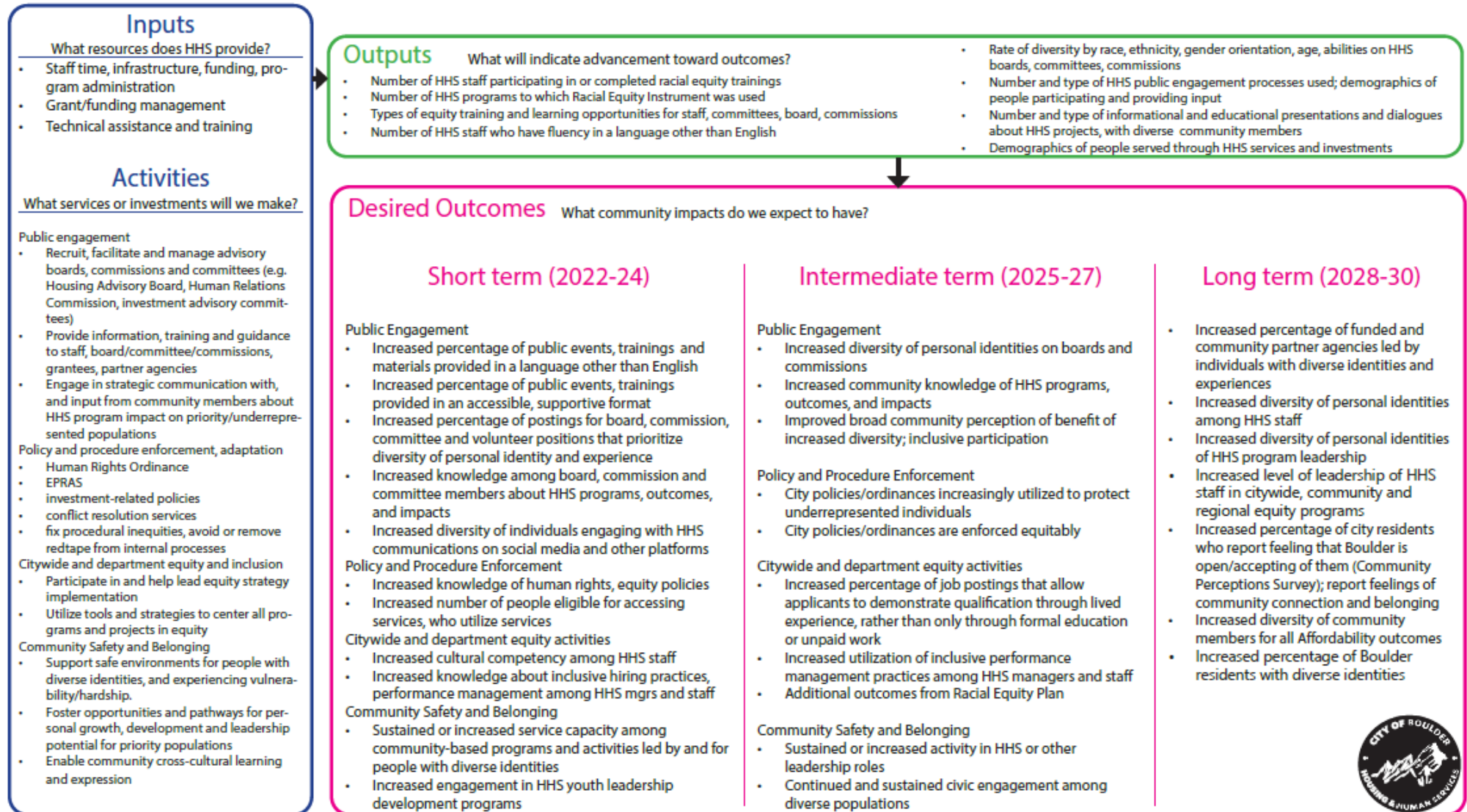
The strategy is a summary of HHS' work across programs and projects, over many years to achieve community impacts such as increased household self-sufficiency; reduced poverty; increased housing security; reduced homelessness; increased positive health outcomes; increased diversity of personal identities among HHS staff and the organizations and community members we serve; increased diversity of community members experiencing all strategic outcomes.

The strategy appears as two charts (called "logic models"), which can be found on the following pages or by [clicking here](#).

Affordability Goal: Diverse households can afford to live and thrive in Boulder.



Inclusivity Goal: All Boulder residents feel safe, welcome and included in social, civil, and economic life, regardless of personal identities or socioeconomic circumstances.



HHS 2024 Workplan

The HHS annual workplan is comprised of priority project activities and community outcomes that are new or have significant milestones within the year. The workplan items listed below are highlights (not a complete description) of our work in 2024.

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|---|--------------------------------|---|--|---|
| Affordable Housing Policy and Planning | Regional Housing Partnership * | Expanded affordable housing rental options for low-income community members in Boulder and our county region. Reinvigorate the partnership to achieve the 12% regional goal for affordable housing. | Implementation of a regional rental and homeownership compliance program. City staff will assume responsibility for compliance activities for Boulder County, Lafayette, Louisville, Superior, and Erie using County ARPA funds; hold regional housing summit in January. Staff will support program launch, including revising Policies & Procedures, providing training and technical assistance to Participating Jurisdictions; redesigning and refining Salesforce for Regional Housing Program. | Increased percentage of homes that are permanently affordable |
| Affordable Housing Policy and Planning | Inclusionary Housing | Updated Inclusionary Housing regulations for continued implementation. | Update the Inclusionary Housing (IH) regulations, website, and procedures as per the recently adopted IH update. | Increased percentage of homes that are permanently affordable |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|---|---|--|--|--|
| Affordable Housing Policy and Planning | Modular Factory * | Availability of permanently affordable modular homes, locally manufactured through new student workforce training opportunity. | Complete construction of affordable housing modular factory on Boulder Valley School District property; start production of modular homes. | Increased percentage of homes that are permanently affordable |
| Affordable Housing Policy and Planning | Alpine Balsam Housing * | Increased availability of diverse housing types on city-owned land in partnership with Boulder Housing Partners. | Continue with entitlement process for infrastructure and buildings; Pursue state and federal funding sources. | Reduced percentage of households cost burdened by housing |
| Behavioral Health | Community Assistance Response and Engagement (CARE) * | CARE program is fully implemented with evaluation, communication and community engagement activated. | Expand CARE from initial launch hours to full pilot hours and implement associated evaluation and communications activities. | Reduced percentage of Boulder residents who report healthcare as a significant barrier |
| Behavioral Health | City Behavioral Health Strategy | City has guiding strategic document to define behavioral health role and guide behavioral health investments. | Under umbrella of Boulder County's Behavioral Health Roadmap, develop draft vision, role definition and priorities for city behavioral health support. | Reduced percentage of Boulder residents who report healthcare as a significant barrier |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|--|--|---|--|---|
| Community Mediation and Conflict Resolution | Food Tax Rebate | Increased efficiency of project recordkeeping and reporting. | Explore possible digitization of applications and other project records. | Increased percentage of eligible individuals who are enrolled in benefits/services |
| Community Mediation and Conflict Resolution | Landlord/Tenant Engagement | City tenants are increasingly aware of their rights and responsibilities, and services available to them. | Review landlord/tenant handbook and potentially amend. Create simple, easily-digestible materials and outreach methods. | Increased number of people eligible for accessing services, who utilize services |
| Community Mediation and Conflict Resolution | Landlord/Tenant Engagement | Landlords are increasingly aware of their rights and responsibilities, and services available to them. | Host landlord engagement workshops and other engagement opportunities. | Increased percentage of public events, trainings provided in an accessible, supportive format |
| Community Mediation and Conflict Resolution | Mediation | City employees able to access quality mediation services to resolve conflict. | Explore options to expand mediation services to city employees. | Increased number of people eligible for accessing services, who utilize services |
| Community Mediation and Conflict Resolution | Eviction Prevention and Rental Assistance Services (EPRAS) | EPRAS program utilizes best national practices for more effective service. | Review eviction prevention practices from other cities and programs. Research training/professional development opportunities. | Reduced percentage of Boulder residents who experience foreclosure/eviction |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|--|--|---|--|---|
| Community Relations/ Human Rights | Human Rights and Failure to Pay Wages Ordinances | Greater understanding of Human Rights Ordinance (HRO) complaint and enforcement trends and gaps; and potential ways to clarify and improve use of the HRO and other mechanisms. | Collecting data on all HRO inquiries, and leading conversations with staff across departments to analyze trends and discuss potential additional services and resources. | Increased knowledge of human rights, equity policies |
| Community Relations/ Human Rights | Human Relations Commission | A more engaged and higher-functioning Human Relations Commission | Adapt and adopt processes and function improvements recommended by the city managers office through the boards & commissions consultant. | Increased knowledge among board, commission and committee members about HHS programs, outcomes, and impacts |
| Data and Finance | CIRT and CARE | Alternative response programs meet the needs of community and programs are evaluated and communicated effectively to city leadership, Council, and community members. | Serve as lead department on IT data project focused on storing sensitive client data and matching client names across data systems (CIRT/CARE data as primary use case for project); work with CAO & IT to ensure data sharing agreements for all CIRT/CARE data meet regulations and city standards; work with external evaluator to ensure CIRT & CARE analyses and evaluation reports answer City & community questions about programs. | Increased positive health outcomes and fewer negative health impacts; reduced health disparities |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|------------------|--------------------------------------|---|---|--|
| Data and Finance | Workday Implementation | City's financial system is well designed, functions optimally and meets the unique needs of HHS. | Ensure new tool meets needs of HHS, especially with grants and reporting; detailed system testing; plan for and rebuild all HHS dashboards and reports utilizing Munis. | Supports all outcomes |
| Data and Finance | Salesforce utilization | HHS' main data collection and reporting system operates more efficiently; HHS staff who utilize Salesforce increasingly are able to effectively use the system for data entry and compliance. | Support program managers with data collection compliance, process improvement, and reporting needs in Salesforce (including redesign for Regional Housing Program, refining Food Tax Rebate process before March 2024 launch, piloting data audit and refinements to support compliance and reporting for Housing Projects/Compliance program, giving managers the tools to reconcile their Salesforce data with Munis) | Increased food security; Reduced percentage of households cost burdened by housing |
| Data and Finance | New project development coordination | HHS staff are trained in best practices in City and department, and new programs receive proper advanced planning and coordination so they can receive necessary support from data, finance, technology, admin, and compliance teams. | Refine new employee orientation documents; checklist for new programs & projects. | Supports all outcomes |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|------------------------------------|---|--|---|---|
| Youth & Family Services | Salberg Child Care Center | Increased amount of child care slots available for lower- and low-middle income families in North Boulder. | Recruit child care provider agency to occupy the renovated Salberg community center for ongoing child care services. | Increased availability of caregiving options; childcare slots that match community need (i.e., by child's age, ability, etc.) |
| Youth & Family Services | Family Resource Schools (FRS) program | Families of school-aged children at the five FRS schools have increased capacity to meet their basic needs and reduce barriers for academic achievement. | Case management, counseling, support services, and programming with focus on academics, physical and mental health well-being and engagement. | Increased self-sufficiency |
| Youth & Family Services | Youth Opportunities Internship | High school youth have increasing opportunities to explore career alternatives and gain critical work skills prior to graduation. | A 6-week summer internship with focus on career readiness, leadership, and professional skills development; incorporates well-being and self-care. | Increased job skills/knowledge |
| Youth & Family Services | Child Friendly Cities Initiative (CFCI)/Youth Opportunities Advisory Board (YOAB) | High school youth from diverse backgrounds are increasingly active in civic engagement and leadership development. | Youth participate in and provide meaningful opportunities for other youth in the community to build on their strengths, take on responsibilities, and contribute to decisions that affect themselves and other youth. | Continued and sustained civic engagement among diverse populations |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|-----------------------|---|--|--|---|
| Homelessness Services | Interagency Taskforce on Boulder's High Utilizers * | Program design continues to benefit people who have the most barriers to traditional homelessness and housing solutions; use data-rich inquiry to support Taskforce's operational work and be successful with seeking funding. | Work with Muni Court & IT data staff to define and create automated reports to support high utilizer efforts; utilize data to support communication and funding efforts; utilize expertise of Operations team to refine program proposal and funding/communication strategies. | Increased transition from homelessness to housing |
| Homelessness Services | Safe and Managed Public Spaces (SAMPS) | City residents increasingly experience safe, clean public spaces; city staff increasingly address health and safety challenges related to unsheltered homeless community members in public spaces. | Accomplish SAMPS 2024 Action Plan Initiatives: coordination of SAMPS planning, activities and evaluation as lead entity of multi-department collaborative process. | Increased transition from homelessness to housing |
| Homelessness Services | Day Service Center * | Community members experiencing unsheltered homelessness have access to basic needs and coordinated, housing-focused, supportive services during the day. | Implement a day service center for people experiencing homelessness that provides basic needs services as well as mental/behavioral health, physical health, and supportive service; programming; peer support; and connections to housing and other service providers. | Increased transition from homelessness to housing |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|-------------------------|-------------------------------|--|---|---|
| Homelessness Services | Safe Outdoor Space | Unsheltered community members who cannot access shelter have a safe space to camp and are connected to housing-focused services. | Explore costing, scout and research viable locations, conduct input sessions, research benchmark programs, determine Boulder-centric needs, identify potential operational partners. | Increased transition from homelessness to housing |
| Investments, Compliance | Enhanced funding compliance * | All funds invested through, or received by HHS follow financial stewardship values, federal regulations, guidelines, policies and procedures. | Coordinate amongst jurisdictions to establish a five-year regional Consolidated Plan. Meet all funding requirements, including monitoring, reporting and other accountability activities; submit all federal reports including the 2023 CAPER, 2024 Annual Action Plan. | Reduced percentage of Boulder residents who report housing insecurity as a significant barrier |
| Investments, Compliance | Health Equity Fund * | Applicants experience increased opportunities for consistent, multi-year funding. Reduced administrative burden on HEF staff and the Health Equity Advisory Committee. | Devise a process for both single- and multi-year grants beginning in the 2025 competitive fund round. | Sustained or increased service capacity among community-based programs and activities led by and for people with diverse identities |

| Program | Project | Outcome | Activity | Relevant HHS Strategic Outcome |
|--------------------------------|--|--|---|---|
| Investments, Compliance | Health Equity Fund and Human Services Fund | Funding programs are increasingly streamlined for strategic investments. | Assess opportunities for non-competitive grants for key program activities or services. | Sustained or increased service capacity among community-based programs and activities led by and for people with diverse identities |
| Investments, Compliance | Elevate Boulder * | ARPA investments for guaranteed income are distributed and evaluated in a manner that advances equity, health, self-sufficiency and economic mobility. | Complete implementation of the city guaranteed income pilot project and begin project evaluation activities. | Increased average self-sufficiency |
| Investments, Compliance | American Rescue Plan Act * | All ARPA investments through HHS are meeting timely community needs in alignment with the city's ARPA criteria and values. | Advance implementation and obligate all funding for ARPA projects managed by HHS including but not limited to Building Home, Medicaid support, Ponderosa Second Mortgage, Salberg Child Care Center and more. | Increased average self-sufficiency |
| Older Adult Services | Older Adult Programs | Increased number and diversity of older adults experience positive health, wellbeing, and socialization. | Maintain and increase programming at East and West Age Well Centers to support older adults; including adding bilingual staffing for general programs. | Increased percentage of public events, trainings provided in an accessible, supportive format. |

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|----------------------|---|---|--|---|
| Older Adult Services | Lifelong Boulder | Older adults increasingly experience Boulder as a safe, supportive, and inclusive community where they can age well. | Coordinate a 55+ Job Fair; conduct semi-annual Lifelong Boulder check ins; complete anti-ageism training for city staff. | Increased percentage of public events, trainings provided in an accessible, supportive format |
| Older Adult Services | Technology Education and Service Access | Increased numbers of older adults experience decreased loneliness and isolation and an increase in social connection. | Add additional vendors and volunteers to the tech program. | Increased percentage of public events, trainings provided in an accessible, supportive format |
| Older Adult Services | Direct Assistance and Navigation | Older adults with lower incomes are increasingly able to have their basic needs met. | Secure funding to support financial assistance program. | Increased percentage of eligible individuals who are enrolled in benefits |

** Projects with an asterisk were identified as HHS “top 10” significant projects for the citywide 2024 workplan.*

| For More Information

- [Housing & Human Services webpage](#)
- [Housing & Human Services 2022 Year in Review](#)
- Sign up to receive the [Housing & Human Services Newsletter](#) by email each month

