

City of Boulder Single Adult Homelessness 2023 Year End Report

The City of Boulder has made significant progress in addressing homelessness, through city programming and in collaboration with regional partners, but the impacts of the national increase in the number of individuals experiencing homelessness and other factors such as the rise in substance use disorders require the city to continue to create innovative and results-oriented programming. Boulder has felt the impacts of a rise in national homelessness in a post-COVID world; nationally, the number of people using shelters and living unsheltered has increased, the degree of vulnerability faced by people living outside is unprecedented, and staffing shortages in mental/behavioral health and social services fields have compounded the challenges the system faces in exiting people from homelessness. While homelessness, in general, is primarily an economic issue – people cannot afford housing – individuals experiencing chronic homelessness have additional challenges that impact their ability to weather economic conditions. Chronic Homelessness is defined as a lengthy period of homelessness combined with one or more disabling condition. A rise in the number of people experiencing chronic homelessness is particularly concerning, as the longer someone spends living unsheltered, the higher the likelihood is that the person will also suffer from substance use disorder. As a result, a key subset of people that the homelessness response system aims to serve require individualized housing and service solutions. To that end, the city and its partners focused its efforts over the past year on implementing a tapestry of services such as:

- Building Home (peer support and housing retention services);
- Enhancing a unit acquisition program, strengthening local voucher programs
- Developing unique services for high utilizers of the criminal justice system
- Planning for the opening of a Day Services Center
- Securing funding to add respite services to sheltering, and
- Increasing coordination amongst the various outreach and case management services provided within the city.

A Note About this Report

While homelessness impacts individuals, families, and youth, this report is specifically centered on the activities designed to end homelessness for adult individuals experiencing homelessness. It also does not discuss prevention activities, which are monitored through other reports. The report focuses on programming that is funded through the city’s Housing and Human Services department.

Homelessness Landscape

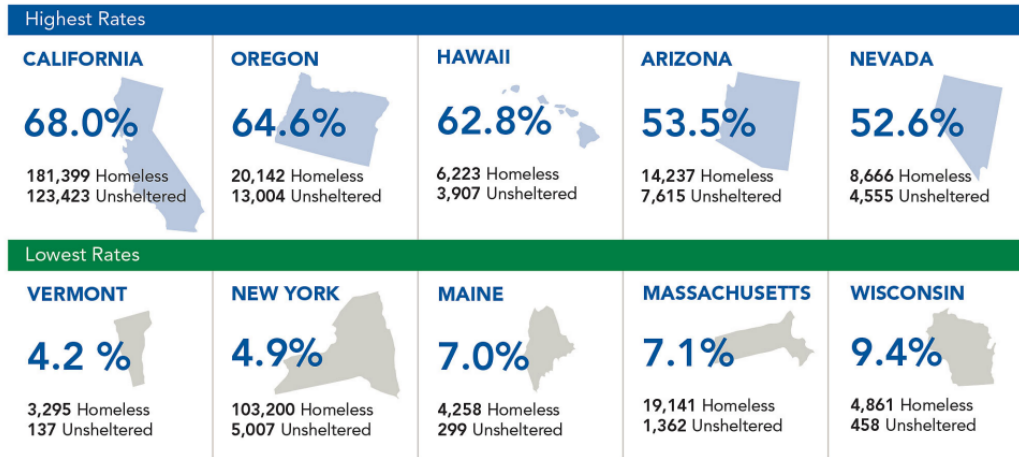
After steady declines from 2010 to 2016, homelessness in the United States has increased, and Colorado has also seen a significant increase over that time. More individuals are experiencing homelessness in unsheltered settings, such as encampments. In December 2023, the U.S. Department of Housing and Urban Development (HUD) released the [2023 Annual Homeless Assessment Report \(AHAR\), Part 1](#), which provides estimates of homelessness in the United States. The 2023 report estimates that approximately 653,100 people were experiencing homelessness

during the 2023 Point in Time (PIT) count, a count of people experiencing homelessness on a single night in January of each year, which was the highest number of people reported by HUD since 2007. The increase was shown across all categories of homelessness, including a 16% increase in families experiencing homelessness. According to the report, unsheltered homelessness increased by 20% (39,598 more people) between 2022 and 2023, and sheltered homelessness rose seven percent. Six of every ten people experiencing homelessness did so in an urban area (59%), with more than half of all people counted in the Continuums of Care (CoCs – regional coordinating entities for homelessness) that encompass the nation’s 50 largest cities (53%). The remaining four of every ten people who experienced homelessness were located in largely suburban areas (23%) and rural areas (18%). These patterns hold across people experiencing both sheltered and unsheltered homelessness.

More than one in five people experiencing homelessness were age 55 or older. More than 98,000 people experiencing homelessness were aged 55 to 64, and almost 39,700 people were over age 64. Nearly half of adults aged 55 or older (46%) were experiencing unsheltered homelessness in places not meant for human habitation. Among people experiencing homelessness, 61% were staying in sheltered locations, while 39% were staying in unsheltered locations. About one-third (31%) of all individuals experiencing homelessness reported having experienced chronic patterns of homelessness, or 143,105 people. This is the highest number of individuals experiencing chronic patterns of homelessness counted in the PIT count since these data were first reported in 2007. Two thirds of individuals experiencing chronic patterns of homelessness, or almost 93,000 people, were counted in unsheltered locations. This is also the highest number recorded. Most people experiencing homelessness were individuals, making up 72% of people experiencing homelessness.

In Colorado, the trend is similar. According to the National Alliance to End Homelessness, Colorado continues to be one of the higher-growth states for homelessness. While not reaching the level of the west coast or New England, Colorado continues to see growth in both sheltered and unsheltered individuals. The chart below reflects the states with the highest and lowest levels of unsheltered homelessness. Percentages are calculated as the percentage of the state’s number of people experiencing unsheltered homelessness compared to the state’s total number of people experiencing homelessness. For example, California reports a total of 181,399 people experiencing homelessness, 123,423 (68%) of whom were experiencing unsheltered homelessness. For context, Colorado’s percent of unsheltered homelessness is 32.9% (14,439 total; 4,745 unsheltered).

2023



Note: Excludes Puerto Rico and U.S. territories.

Figure 1: States with Highest and Lowest Rates of Unsheltered Homelessness (HUD 2023 AHAR)

Colorado has experienced a significant increase in people experiencing homelessness, similar to many western states. The PIT count showed 14,439 individuals experiencing homelessness in Colorado, with 9,065 people experiencing homelessness in the Front Range.

2022–2023		2007–2023	
Largest Increases			
NEW YORK	29,022 / 39.1%	CALIFORNIA	42,413 / 30.5%
CALIFORNIA	9,878 / 5.8%	NEW YORK	40,599 / 64.9%
FLORIDA	4,797 / 18.5%	WASHINGTON	4,657 / 19.9%
COLORADO	4,042 / 38.9%	MASSACHUSETTS	4,014 / 26.5%
MASSACHUSETTS	3,634 / 23.4%	OREGON	2,552 / 14.5%
Largest Decreases			
LOUISIANA	-4,204 / -57.0%	FLORIDA	-17,313 / -36.0%
TENNESSEE	-1,352 / -12.8%	TEXAS	-12,411 / -31.2%
DELAWARE	-1,124 / -47.4%	GEORGIA	-7,345 / -37.4%
ALABAMA	-448 / -11.9%	NEW JERSEY	-7,050 / -40.7%
MISSISSIPPI	-214 / -17.9%	MARYLAND	-3,763 / -39.1%

Notes: Excludes Puerto Rico and U.S. territories. Due to changes in their PIT count methodology, Colorado, North Dakota, South Dakota, Michigan, and Wyoming were excluded from the list of largest decreases between 2007 and 2023.

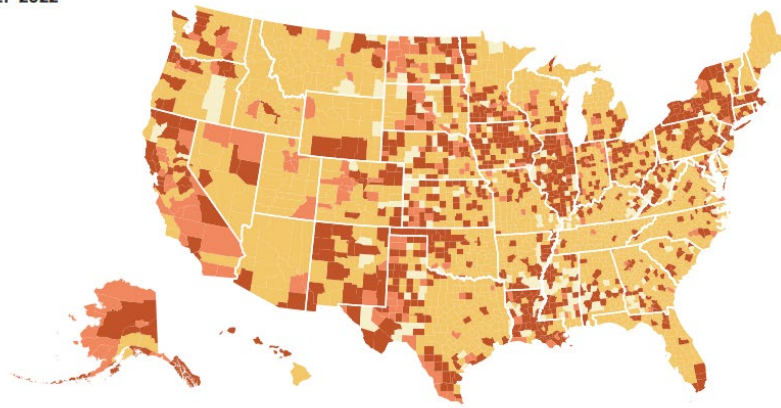
Figure 2: States with the Largest Changes in Homelessness Rates (HUD 2023 AHAR)

This correlates with increases in the general migration of people to the Front Range, as people – whether unhoused or not – move to areas that they perceive to have more economic opportunities. The impact of immigration is also felt in both the overall growth of Colorado and in Front Range shelters (migrant inflow impacted the 2023 Point in Time Count for Denver).

Immigration Was the Largest Source of Population Growth in Nearly a Third of Counties in 2022

Largest Component of County
Population Growth, 2021–2022

- Immigration
- Domestic Migration
- Natural Change
- All Negative



Notes: Natural population change is the difference between births and deaths. "All negative" means that each component of population change was negative in 2021–2022.

Source: JCHS tabulations of US Census Bureau, 2022 Population Estimates Program.

Figure 3: Immigration as a Component of County Population Growth (Joint Center for Housing Studies Harvard)

The 2023 PIT results for Boulder County show a total of 839 people countywide (including sheltered, unsheltered, adults, and families) experiencing homelessness in January. Sheltered homelessness represented 48.6% of the total. Of the 839 people counted, 243 individuals were experiencing unsheltered homelessness, with 142 counted specifically within the city of Boulder. The Summer Point in Time Count – discussed later in this document – provides a summertime snapshot of people living unhoused in Boulder. While there has been an increase in homelessness in the Front Range, the summer PIT indicated that there was no increase in individuals experiencing homelessness from January to July of 2023. The 2024 Point in Time Count was held on January 23, and results are not available at this time.

Unsheltered homelessness in Boulder is fluid; meaning, that while approximately a third of the people living unhoused in Boulder have been in the community for a significant period of time, the majority of people living unhoused are coming to and leaving the community with regularity (as documented through Coordinated Entry screenings). 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. As shown in studies conducted by various entities including the Houston Police Homeless Outreach Team, because it takes about 17 interactions with a person to effectively engage with services, this fluidity of homelessness, particularly unsheltered homelessness, can create challenges for outreach workers and hide what successes the homelessness response team has had in exiting people from homelessness. Nevertheless, the countless examples of people who have lived unsheltered for a significant period finding and keeping stable housing after sustained and persistent outreach make the outreach process a valuable tool in working with the unhoused.

Homelessness Strategy

In 2016, community members, local nonprofits, the faith community, and staff participated in a consultant-led strategy planning process. From that process, the city’s [Homelessness Strategy](#) was adopted by council.

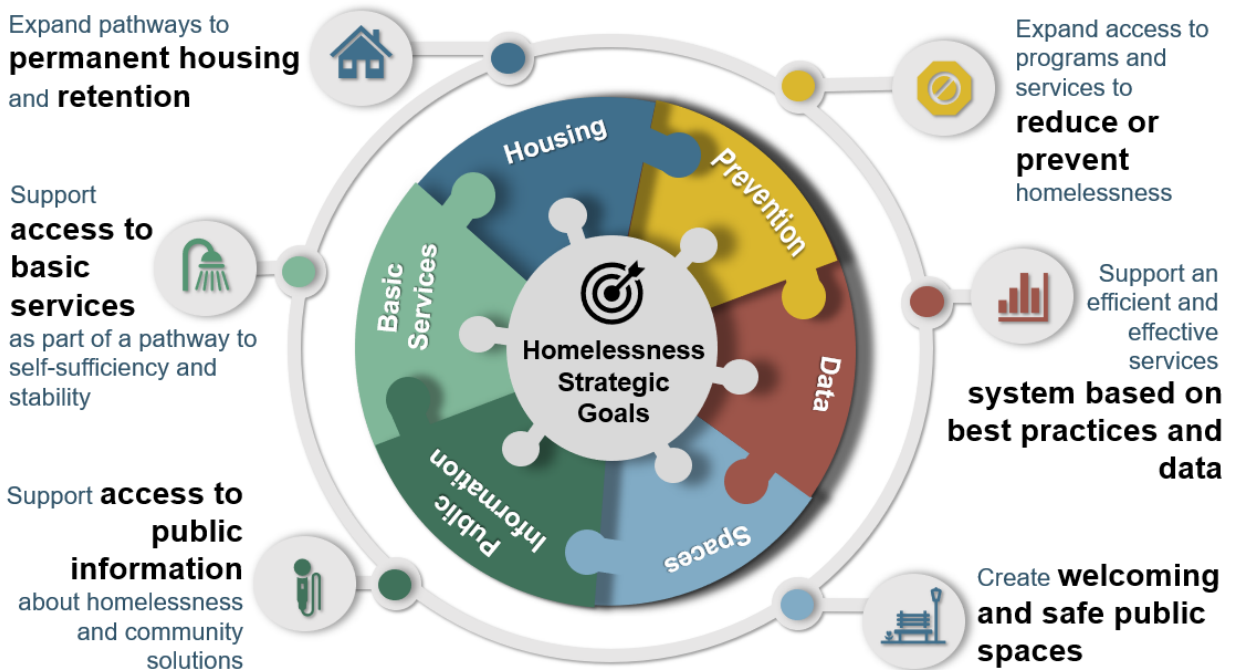


Figure 4: Homelessness Strategic Goals from the city’s Homelessness Strategy

Housing First

The Homelessness Strategy is designed to be a holistic response to Boulder’s unique homelessness issues and challenges, focusing on ending homelessness through supported, permanent, and measurable exits from homelessness. As such, the Homelessness Strategy is aligned with the philosophy of Housing First. Housing First is a national best practice and has been subjected to extensive peer reviewed analysis.

The Housing First philosophy 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 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.”

The Housing First philosophy is not “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 for housing as opposed to mandated therapy or services compliance.

An important way in which the goals of the Homelessness Strategy are met is in the provision of 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 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.

Homeless Solutions for Boulder County

Homeless Solutions for Boulder County (HSBC) was created in 2017 to provide a regional coordinated approach to addressing the needs of individuals experiencing homelessness. HSBC includes the involvement of multiple government entities including Boulder County and the cities of Boulder and Longmont, public housing authorities, Boulder County Public Health, Metro Denver Homeless Initiatives (MDHI), and nonprofits working to impact homelessness. While the two City Councils and County Commissioners give policy directives, county commissioners appoint the members of the executive board from staff-level leadership of the governmental participants. By having a coordinated regional approach, HSBC is able to utilize data and best practices to leverage resources towards proven strategies that positively impact homelessness outcomes.

Guided by the executive board, HSBC addresses issues with the assistance of a number of subcommittees and workgroups. Most notable of these is the Policy Implementation Team, comprised of governmental policy advisors and high-level staff members, who act to implement policy and who coordinate the work of other work groups. Another key work group is the Housing Exits workgroup, which is tasked with developing strategies to increase housing opportunities for people experiencing homelessness.

During its annual retreat, HSBC leadership requested an evaluation of programs, processes, and the system itself. This evaluation was also requested by Boulder City Council during its January 2023 retreat. Boulder County is currently in the process of identifying an evaluator to begin this work. This evaluation will assess the effectiveness and impact of HSBC’s approaches and evaluate HSBC’s

strategy against national best practice. Since implementing this strategy in 2017, this will be the first comprehensive, outside evaluation of this work.

A key efficiency of a collaborative system such as HSBC is the ability of the system to target and focus funding across organizations. In many cases, county funds are used to fund one aspect of a program and city funds are used for other parts of that program; in other cases, county funds and city funds are used to fund separate programs. An example of combined funding for a program is Coordinated Entry. County funds are used for personnel costs, and city funds are used for direct client assistance and the BTHHERE program. An example of targeted funding is that the county funds the rapid rehousing program while the city provides for a locally funded permanent supportive housing (PSH) vouchering and case management program. Examples of the combination or targeting of funding are shown in the discussion of initiatives later in this document. In addition, both the county and city assertively solicit funding from State and Federal resources. For example, the city was able to secure funding for additional mental and behavioral services within the Day Service Center, a Respite Center, PSH vouchers, and additional resources for housing retention. Moreover, funds received by the city from the American Rescue Plan Act of 2021 (ARPA) were used to establish the Building Home program (peer support and a housing retention team) and to support winter shelter expansion needs.

Continuum of Care, Metro Denver Homeless Initiative, and Built for Zero

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for families and individuals experiencing homelessness. In 1995, HUD began to require communities to submit a single application for McKinney-Vento Homeless Assistance Grants in order to streamline the funding application process, encourage coordination of housing and service providers on a local level, and promote the development of Continuums of Care (CoCs). A CoC is intended to provide a more strategic system by providing unhoused individuals with housing and services appropriate to their range of needs. Metro Denver Homeless Initiatives (MDHI) acts as the planning body for the CoC on behalf of the seven-county Front Range region, and Boulder is a member of this CoC.

In March 2021, MDHI adopted the Built for Zero methodology as an approach to regional coordination on homelessness. Built for Zero works primarily with CoCs across the nation and uses data to help inform solutions to end homelessness. Boulder County provides a staff member to represent the countywide HSBC collaborative in this work.

Through the Built for Zero work, in summer 2022, Boulder County became the first of the nine Metro Denver subregions to complete a quality score card and to achieve quality data for all single adults experiencing homelessness. HSBC is also working towards being a part of the “Last Mile Cohort” for reaching functional zero for veterans experiencing homelessness. Functional Zero is reached for a population when the number of people experiencing homelessness at any time does not exceed the community’s proven record of housing at least that many people in a month. The Last Mile cohort is for teams with strong collaboration, commitment, and will drive reductions toward the functional zero threshold for one population experiencing homelessness. These communities have strong structures in place to support their system in the enhancement of strategy prepared to focus on the Last Mile.

Within Last Mile, the work is centered around strengthening structures and processes in place to sustain progress that scales across population focuses, accelerating positive exits, and preventing new experiences of homelessness. This cohort centers system sustainability throughout the work to equip communities to create a system that makes homelessness rare, brief, and non-recurring.

Funding and Outcomes

With the significant investment that the city and the overall region make in stemming homelessness, it is a hallmark of responsible governance to look at the impact of such investments. As the cost of ending homelessness for a person who has experienced lengthy homelessness - with the myriad of mental, behavioral, and physical health challenges – significantly increases with each challenge faced by the individual, it is not effective analysis to simply look at the cost of a program as a function of the number of people served. Rather, funding decisions are made after reasonableness consideration, and performance is measured against performance to established targets and overall system goals.

In the HHS team subject matter experience of a combined 70+ years in homelessness service provision as well as analysis of other communities and research-based best practices, it is also important to ensure that funding is not solely focused in one area of homelessness. If no funding is provided to the most vulnerable people, the city will experience more deaths and victimization of people experiencing homelessness as well as significant community and public space impacts. Conversely, if funding is not allocated to prevent homelessness or to divert people from homelessness, there will be long-term increases in the number of people experiencing chronic homelessness. As this report is focused on single adult homelessness, it might appear that funding is, in fact, siloed toward chronic homelessness; however, other funding under different divisions and sources is provided to address prevention, youth, and family homelessness, allowing the HHS Single Adult Homelessness division the ability to concentrate on addressing the complex needs of people experiencing chronic homelessness.

Funding Summary

When discussing the funding for single adult homelessness, it is important to look at what is and is not included. For the purpose of this report, funding is only reported for those programs that provide services and housing-voucher programs that are within the city's Housing and Human Services (HHS) financial responsibility and which are targeted to single adults experiencing homelessness. Prevention activities or homelessness support activities funded by the Human Services or Health Equity funds are also not included in this funding discussion, as they are monitored through other reporting mechanisms. While HHS does fund the creation of housing units, such investments are reported under the Affordable Housing program.

In 2023, funding was provided through the city's General Fund and local ARPA funding. However, staff used 2023 to solicit grant funding for 2024 projects, and the 2024 budget reflects more diversity of funding.

Program	2023 Funding	Funding Type	Funding Source	Notes
Peer Support	\$ 193,046	Local	ARPA	2023-2026 contract = \$579,139 total
Housing Retention	\$ 300,000	Local	ARPA	2023-2026 contract = \$900,000 total
BSH Unit Acquisition	\$ 706,772	Federal	CDBG-CV	Represents last year of multi-year program to acquire 10-12 units. Leveraged with BSH funds and County funding. Complements acquisition program 2002-2016 of additional 12 units
Recovery Housing	\$ 1,500,701	Local	Affordable Housing Fund	Coupled with County(grant) funding for operations
Recovery Housing	\$ 300,000	Local	Human Services Fund	City's share of the purchase of administrative/ counseling offices
Transitional Housing	\$ 48,000	Local	General Fund	
Diversion/Reunification	\$ 141,930	Local	General Fund	
Coordinated Entry/Street Outreach	\$ 157,690	Local	General Fund	
Emergency Shelter	\$ 520,380	Local	General Fund	
Winter Weather Shelter	\$ 435,269	Local	ARPA	
Winter Weather Shelter	\$ 148,812	Local	General Fund	
Respite Shelter	\$ 375,000	Local	General Fund	
Day Services Center	\$ 375,000	Local	General Fund	
Permanent Supportive Housing	\$ 721,875	Local	General Fund	
HSBC	\$ 100,000	Local	General Fund	City's share of program/systems evaluation. Carry over of funds to be requested in 2024 ATB1
Permanent Supportive Housing	\$ 200,000	Local	Affordable Housing Fund	

Figure 5: 2023 Funding Allocation Summary

Outcomes and System Effectiveness

Outcomes vary depending on the type and level of service, but generally all services – from outreach to case management – are geared toward ending a person’s homelessness and maintaining their housing. As Boulder is impacted by state and national homelessness trends, it is difficult to unilaterally establish a performance target such as “reduce homelessness by 20% over the next five years”. As shown in this report’s discussion of the national landscape, homelessness is growing at unprecedented rates. The HSBC system has an inflow-outflow average of about 29-30% (meaning, about 30% of the total number of people who enter the Boulder homelessness response system exit

from homelessness), which is a comparatively good system response, but translates to a situation where significantly more people enter into Boulder homelessness every day.

One key outcome that staff monitor is the retention rate of people who are housed by the system. A benchmark target is approximately 75% (meaning, 75 out of 100 people placed in housing have remained stably housed for over a year). The system in Boulder generally achieves this goal, and some programs have retention rates of 90-95%. Target rates can vary by program, especially when a program is designated to help people who have the most challenges to housing stability.

Contracts for specific programs have different outcomes and measures. Output measures can range from the number of unique interactions to the number and type of programming offered to clients. Some of the metrics and achievements by partner organizations are discussed by program below. Newer programs show more detailed discussions of targets, and 2024 contracts have been improved to allow for more detailed performance reporting.

Housing Retention and Peer Support

Program	2023 Funding	Funding Type	Funding Source	Notes
Housing Retention	\$ 300,000	Local	ARPA	2023-2026 contract = \$900,000 total
Peer Support	\$ 193,046	Local	ARPA	2023-2026 contract = \$579,139 total

Figure 6: Retention and Peer Support Funding

Associated Homelessness Strategy:

Expand pathways to permanent housing and retention.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Strategic Plan

Strategy: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

Priority Action: Increase successful transition from homelessness to housing by identifying and broadening supportive housing opportunities and by expanding access to essential health and system navigation services.

HHS Logic Model

Alignment: Housing

Outcome: Reduced returns to homelessness

Providers have found that many vulnerable individuals who have been experiencing chronic homelessness for several years struggle to maintain their housing. Building Home is designed to improve housing retention for people within Permanent Supportive Housing (PSH) units, reduce feelings of isolation for people who have been recently housed, and to build community for people who have formerly experienced chronic homelessness. Building Home is split between two contracts – one for Peer Support Services and the other for the establishment of a Housing Retention Team.

Building Home is a city initiative funded through American Rescue Plan Act of 2021 (ARPA) funds. Funding was allocated in the total amount of \$1.5 million over three years for both programs. When the program was being designed, potential providers were invited to complete Letters of Intent (LOIs) in which they could give input on the way services could be provided. The information that was gathered from these LOIs was then used to develop the Requests for Proposals (RFPs) that were, in turn, used to select the organizations to provide these services. Focus ReEntry was awarded the contract for Peer Support and Daytime Programming, and Boulder Shelter for the Homeless (BSH) was awarded the contract for the Housing Retention Team. Both programs started operating during 2023.

Peer Support

The intention of the Peer Support program is to match individuals with lived experience in homelessness to people who will soon be housed or have recently been housed. In addition to one-on-one peer support services provided to very vulnerable PSH residents, peer support also includes daytime programming designed to assist in socialization, housing program navigation, and life skill development.

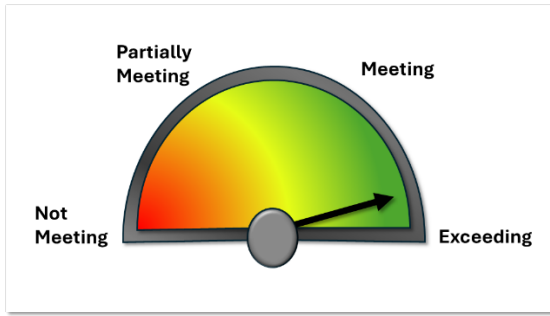
Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Peer Support	Quarterly/ Annual Reports	Output	# of daytime programs provided	4 per quarter	N/A	N/A	5	10	15
Peer Support	Quarterly/ Annual Reports	Output	# of peer support interactions- not associated with daytime programs	10 per quarter	N/A	N/A	36	53	89
Peer Support	Quarterly/ Annual Reports	Output	Average number of interactions per program participant	20 per quarter	N/A	N/A	18	32	50
Peer Support	Quarterly/ Annual Reports	Outcome	Percent of interactions leading to successful social integration	80% quarterly	N/A	N/A	84%	87%	N/A
Peer Support	Quarterly/ Annual Reports	Output	# of interactions conducted as part of the housing retention team	10 per quarter	N/A	N/A	9	12	21

Figure 7: Peer Support Metrics

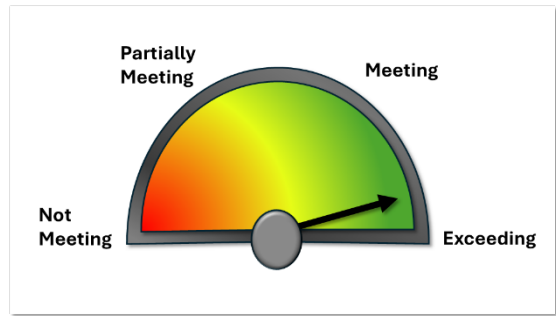
Programs Provided Interactions

Avg.: 7.5 per Quarter

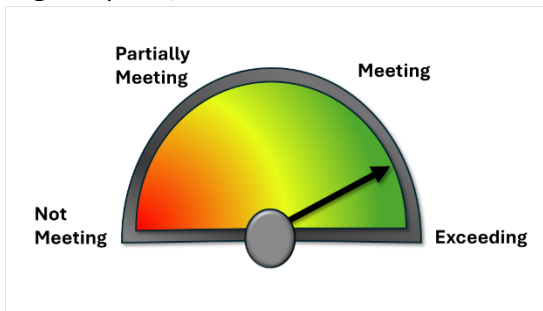
Avg.: 44.5 per Quarter



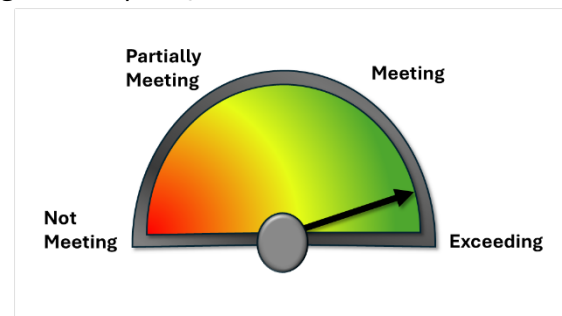
Interactions Per Client
 Avg.: 25 per Quarter



Percent Successful Social Integration
 Avg.: 85.5% per Quarter



Percent Interactions with Retention Team
 Avg.: 10.5 per Quarter



Percent of Total 2023 Single Adult Homelessness Allocation: 3%

During the second half of 2023, 31 individuals received individualized peer support services. Peer support specialists led five classes for individuals living in permanent supportive housing and took multiple trips to explore the local community.

Housing Retention Team

The Housing Retention Team is an integrated team-based approach designed to provide comprehensive individual-based support to help people remain stable housed. Participants are identified by a collaboration of shelter staff, outreach staff, and housing case managers who recognize individuals requiring extra support to sustain housing. Boulder Shelter for the Homeless acts as the lead agency for the Building Home program. The core Housing Retention Team consists

of at least three staff members, to be augmented by subcontracted support from medical providers, mental health providers, peer support, or other necessary interactions. Members of the Housing Retention Team generally include clinical/medical staff, a generalist case manager with professional/experiential qualification, housing support (landlord liaison, housing maintenance, move-in assistance/orientation), and a supervisor.

The Housing Retention Team is modeled to closely resemble an Assertive Community Treatment (“ACT”) team. As such, the services meet the following characteristics:

1. A wrap-around, multi-disciplinary team that provides service directly to the program participant.
2. Services are provided to either proactively address housing retention issues or offered when alerted by the housing provider of activities that jeopardize housing.
3. The team meets regularly with the client during any crisis situation, mostly in the program participant’s home, and meets with each other to discuss a coordinated approach. This also includes a strong connection with the program participant’s peer support or other entities with whom the program participation has trust, as applicable.
4. Housing Retention Team services are informed by client choice and a recovery orientation. The team does not dictate the types of services provided or the elements of case management plans. Participation with services is always contingent on program participant choice.

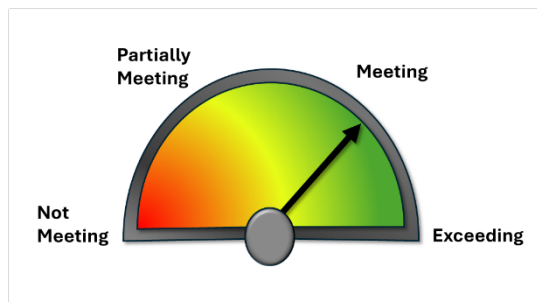
Services to a particular program participant are offered on a time-unlimited basis (within the first two years of program participation), with planned transfer to lower intensity services for stable clients.

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Housing Retention	Quarterly/ Annual Reports	Output	# of unique clients served	12 per quarter	1	24	26	31	82
Housing Retention	Quarterly/ Annual Reports	Output	# of Interactions per client per year	19 per quarter	1	97	105	132	335
Housing Retention	Quarterly/ Annual Reports	Output	# of clients successfully transitioned to low intensity/outpatient care	4 per quarter	0	0	0	1	1

Figure 8: Retention Team Metrics

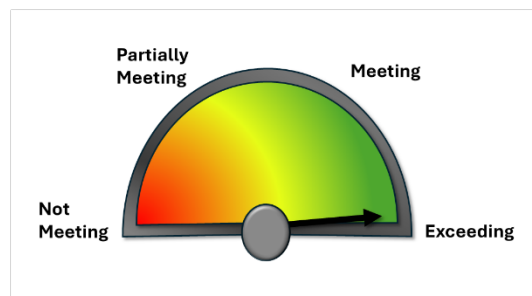
Unique Clients Served

Avg.: 20.5 per Quarter



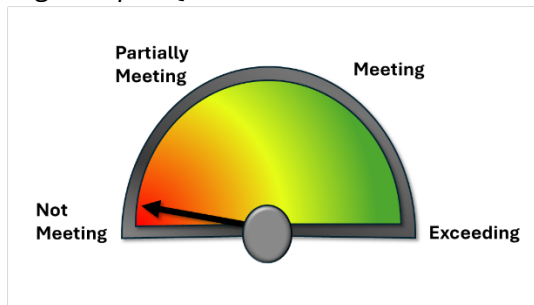
Interactions per Client

Avg.: 83.75



Clients Transitioned to Low Intensity Care

Avg.: .25 per Quarter



As this is a new program, it is not surprising that the number of people transitioned to lower care would not be meeting target, as it takes time to stabilize people. Despite being a recent initiative, the program has demonstrated positive results; among the clients engaged in the program, 95% have effectively maintained their housing. Moreover, the Housing Retention Team initiated a community art group specifically for clients residing in Lee Hill.

Percent of Total 2023 Single Adult Homelessness Allocation: 5%

Boulder Shelter for the Homeless Unit Acquisition Program

Program	2023 Funding	Funding Type	Funding Source	Notes
BSH Unit Acquisition	\$ 706,772	Federal	CDBG-CV	Represents last year of multi-year program to acquire 10-12 units. Leveraged with BSH funds and County funding. Complements acquisition program 2002-2016 of additional 12 units

Figure 9: BSH Unit Acquisition Funding

Associated Homelessness Strategy:

Expand pathways to permanent housing and retention.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Provide a variety of housing types with a full range of affordability

Strategic Plan

Strategy: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

Priority Action: Collaboratively implement and fund local and regional strategies to increase affordable housing stock and other potential innovative strategies that could provide increased housing options for our unsheltered community.

HHS Logic Model

Alignment: Housing
Outcome: Reduced returns to homelessness

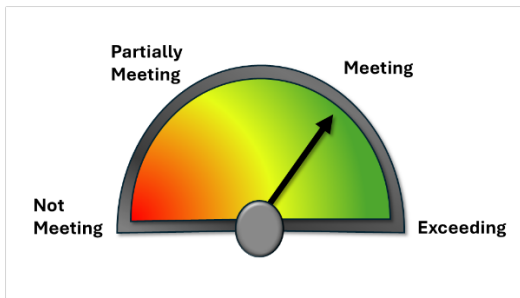
People experiencing homelessness who have lengthy criminal histories face difficulty in obtaining rental housing. Landlords are often unwilling to lease to people with lengthy backgrounds, and many are not allowed to rent to registered sex offenders. Over the past three years and across various funding sources, BSH has purchased 12 individual units to assist this population. This program removes the barrier of dependency on a landlord system and provides housing options for some of the community’s highest system utilizers. These units are accompanied by case management services.

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1-2023	Performance: Q2-2023	Performance: Q3-2023	Performance: Q4-2023	Performance: 2023 Total
BSH Unit Acquisition	Annual Report	Output	# Units Occupied by Year End	12	N/A	N/A	N/A	N/A	12
BSH Unit Acquisition	Annual Report	Outcome	% Stably Housed	75%	N/A	N/A	N/A	N/A	92%

Figure 10: BSH Unit Acquisition Targets

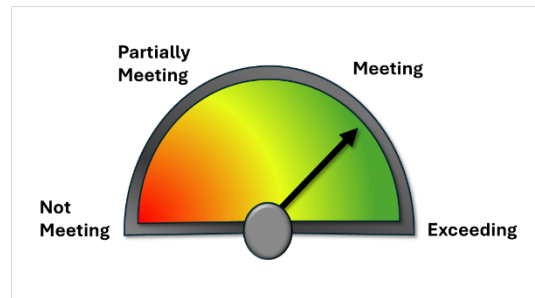
Units Occupied

100%



Retention Rate

92%



Since the implementation of the program in 2022, thirteen individuals have been housed. All individuals housed through the program had lengthy histories of experiencing homelessness, significant criminal histories, and experienced many barriers to accessing safe and affordable housing. Twelve individuals from the program have retained their housing and are actively pursuing their designated objectives, while unfortunately, one participant passed away while in the program. BSH was also successful in an application to the State of Colorado and awarded dedicated housing vouchers to pair with these housing units.

Percent of Total 2023 Single Adult Homelessness Allocation: 11%

Recovery Housing

Program	2023 Funding	Funding Type	Funding Source	Notes
Recovery Housing	\$ 1,500,701	Local	Affordable Housing Fund	Coupled with County(grant) funding for operations
Recovery Housing	\$ 300,000	Local	Human Services Fund	City's share of the purchase of administrative/ counseling offices

Associated Homelessness Strategy:

Expand pathways to permanent housing and retention.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Strategic Plan

Strategy: Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services.

Priority Action: N/A

HHS Logic Model

Alignment: Housing

Outcome: Reduced returns to homelessness

Methamphetamine (meth) addiction has been identified as one of the largest challenges to housing individuals experiencing homelessness. Landlords will not lease to people with histories of or known addictions to meth. There is a high public health risk associated with smoking meth, and the related damage to apartment units is associated with high remediation and rehabilitation costs.

A sober living task force was convened and provided recommendations to HSBC in early 2021. This task force was comprised of representatives from justice services, county and local municipalities, service providers, and individuals with lived experience in homelessness and addiction. The task force provided recommendations to the HSBC Board around what would be necessary to include in a project that would address treatment for substance use disorders, primarily methamphetamine addiction, for individuals experiencing homelessness.

HSBC designed a program to build capacity for accessible recovery home options to support individuals with substance use disorders who are experiencing homelessness and secured resources to stand up this program. Boulder County was awarded a 3-year contract in the amount of

\$899,902 through the Bureau of Justice Assistance (BJA) to provide operational support for Project Recovery.

Project Recovery began providing outpatient services to individuals at Boulder County’s campus in the 4th quarter of 2022. In October of 2023, Tribe Recovery, the organization chosen by Boulder County to provide Project Recovery services, secured a more permanent space in the community to continue to provide these outpatient services. Project Recovery has been providing the following services to individuals in need:

- Individual and group therapies in alignment with national standards and best practices
- Trauma treatment (more specifically EMDR-Eye Movement Desensitization and Reprocessing, which is a national best practice intervention for trauma)
- Medically Assisted Recovery (MAT) services
- Sobriety monitoring
- Peer navigation
- Case management services to ensure a client’s basic needs are met as well as connection to additional resources such as workforce, Alcoholics Anonymous, Narcotics Anonymous, etc.

The City of Boulder was the primary funder for the purchase of the first Project Recovery residential recovery home in Boulder, through the Affordable Housing Fund (Boulder County also contributed additional funding for a second home for treatment services). The first Boulder recovery home is currently operating and providing residential services to ten individuals.

As City of Boulder funding was used for one-time acquisition and program operations are funded by Boulder County, performance against targets is not reflected in this report.

Percent of Total 2023 Single Adult Homelessness Allocation: 29%

Transitional Housing

Program	2023 Funding	Funding Type	Funding Source	Notes
Transitional Housing	\$ 48,000	Local	General Fund	

Figure 11: Transitional Housing Funding

Associated Homelessness Strategy:

Expand pathways to permanent housing and retention.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Provide a variety of housing types with a full range of affordability

Strategic Plan

Strategy: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

Priority Action: Collaboratively implement and fund local and regional strategies to increase affordable housing stock and other potential innovative strategies that could provide increased housing options for our unsheltered community.

HHS Logic Model

Alignment: Housing

Outcome: Reduced returns to homelessness

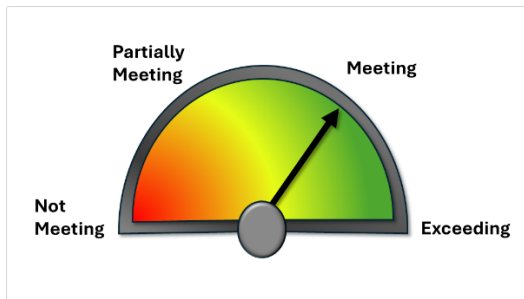
The City of Boulder provides funding to help support the Ready to Work transitional housing program, run by Bridge House. Funding is primarily used to assist in rent payments for graduates of the program, through a master lease of specific units. Additional funding supports the costs associated with the internship program, for people not yet eligible for the Ready to Work program.

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Transitional Housing	Semiannual Reports	Output	# of individuals placed		N/A	N/A	N/A	N/A	39
Transitional Housing	Semiannual Reports	Outcome	% of individuals placed from Boulder Ready to Work Program	100%	N/A	N/A	N/A	N/A	100%
Transitional Housing	Semiannual Reports	Output	# of trainees assisted		N/A	N/A	N/A	N/A	33

Figure 12: Transitional Housing Metrics

Percent Placed by Boulder Ready to Work Program

100%



In 2023, robust metrics were not established for this program; however, this has been adjusted for 2024. In general, the program has a low per-client expenditure rate and results in easing the transition from fully supported housing to self-sufficiency.

Percent of Total 2023 Single Adult Homelessness Allocation: .77%

Diversion/ Reunification

Program	2023 Funding	Funding Type	Funding Source	Notes
Diversion/Reunification	\$ 141,930	Local	General Fund	

Figure 13: Diversion/Reunification Funding

Associated Homelessness Strategy:

Reduce or prevent homelessness.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Strategic Plan

Strategy: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

Priority Action: Deepen collaborative strategies and services for legal and financial support to prevent evictions and to keep Boulder community members housed.

HHS Logic Model

Alignment: Housing

Outcome: Reduced returns to homelessness

Diversion and Reunification services are offered as part of the HSBC coordinated adult homeless services system. Each individual presenting to the Coordinated Entry site, in the field with BTHRE, or staying at Boulder Shelter for the Homeless (BSH) is assessed for possible Diversion and Reunification Services. If an individual’s homelessness can be diverted without a stay in the shelter, this is considered Diversion. If reconnection to support systems requires a short shelter stay, it is considered Reunification.

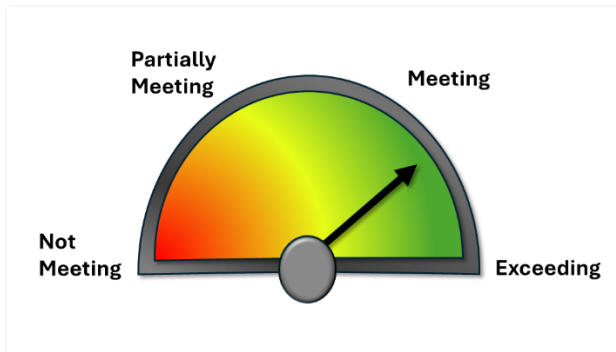
Diversion and Reunification services seek to assist persons experiencing homelessness with creative solutions to their housing issues, and these services aim to redirect people from temporary shelter toward alternate housing options. Diversion Services can provide essential assistance to individuals while maintaining scarce resources for the priority populations. These services are designed to promote client empowerment in determining housing solutions and are tailored to each client’s needs.

City of Boulder funding under this category is used for direct financial assistance.

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Diversion/ Reunification	Monthly Reports	Output	# Individuals who are successfully diverted from shelter or reunified with support systems	Increase year over year	N/A	N/A	N/A	N/A	98

Figure 14: Diversion and Reunification Metrics

Percent Increase in Number of People Successfully Diverted or Reunified
11% over 2022



With the full implementation of BTHRE and the provision of prevention-related assistance, there was a significant increase in the number of people that were provided Diversion and Reunification financial assistance. This program has been slightly modified in 2024 to focus more on reunification and less on rental assistance, as was the original goal of the program. Rather than setting a target as a function of prior years, targets will be set comparing to a baseline established in early 2024.

Percent of Total 2023 Single Adult Homelessness Allocation: 3%

Coordinated Entry/ Street Outreach

Program	2023 Funding	Funding Type	Funding Source	Notes
Coordinated Entry/Street Outreach	\$ 157,690	Local	General Fund	

Figure 15: Coordinated Entry/ Street Outreach Funding

Associated Homelessness Strategy:

Support Access to Basic Services

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Strategic Plan

Strategy: Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services

Priority Action: N/A

HHS Logic Model

Alignment: Housing

Outcome: Increased transition from homelessness to housing

Accessing homeless services in Boulder County is designed to be low barrier and can be accomplished in multiple ways. Using a brief assessment, Coordinated Entry (CE) is the initial step in determining individual's needs and connecting them with appropriate resources including emergency shelters, diversion, and reunification. For individuals who may not be ready or able to access Coordinated Entry, Boulder has expanded resources into the field to meet people where they are at. This has been accomplished through the highly coordinated efforts of programs and services providing both outreach and navigation services.

Coordinated Entry

Local CE screening is the front door for sheltering and case management services within Boulder County. CE is a quick screening process that identifies the best match between people and available services. Through CE, people can be referred to case managed programs such as Shelter Services or Diversion and Reunification services. CE screening also refers people to other assistance outside of the HSBC system, if such referral would better meet a person's needs. This can include youth shelters, domestic violence shelters, or other targeted interventions.

The number of individuals being screened through CE increased in 2023. There were 1,169 people screened in 2020, 968 people screened in 2021, 1,108 people screened in 2022, and 1,220 people screened in 2023.

Boulder County-Wide Coordinated Entry Screenings Over Time



Annual Totals of Coordinated Entry Screenings*	Year: 2018	Year: 2019	Year: 2020	Year: 2021	Year: 2022	Year: 2023
	1919	1788	1169	968	1108	1220
*Includes historic data; see ? page at top right for notes on data changes) Most recent year is a year-to-date total that gets updated monthly						

Figure 16: CE Screenings

Generally, people who access CE are new to homelessness or to Boulder County. Information gathered by outreach workers shows that approximately two-thirds of people camping in public spaces have been screened through CE. In 2023, 50% of individuals screened through CE report to have been in Boulder County less than 30 days, and a total of 62% of individuals screened through CE have been in the community for less than six months.

Knowing that CE is focused on people newly experiencing homelessness or new to Boulder, it is not surprising that CE data shows a higher level of people reporting shorter lengths of homelessness than was reported in the summer PIT. However, the CE data does provide important information about each person’s situation. The system also sees a large number of people who have been screened through CE in the past but who either stabilize or do not seek any further services.

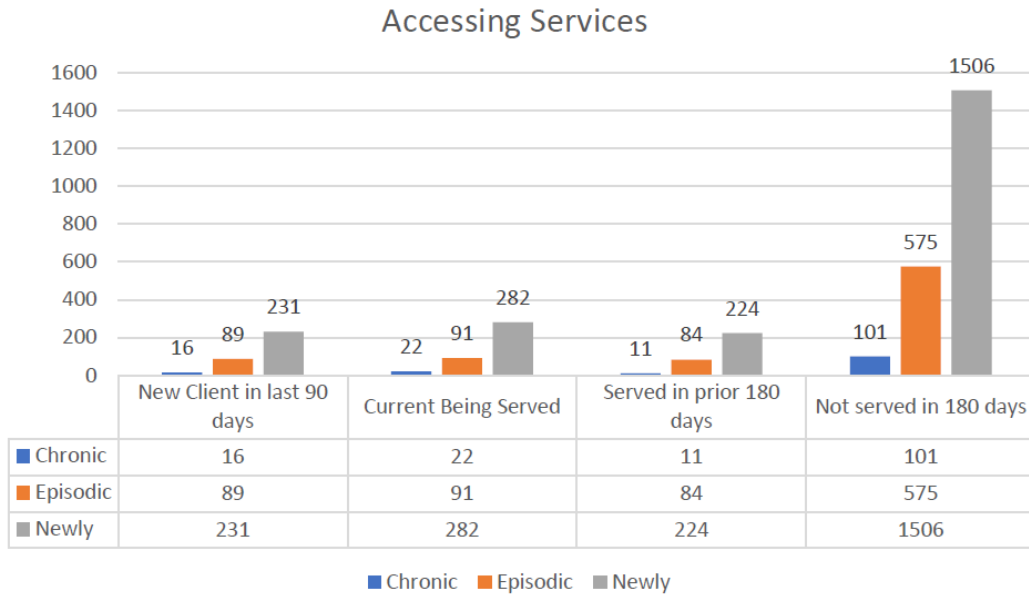


Figure 17: Accessing Services

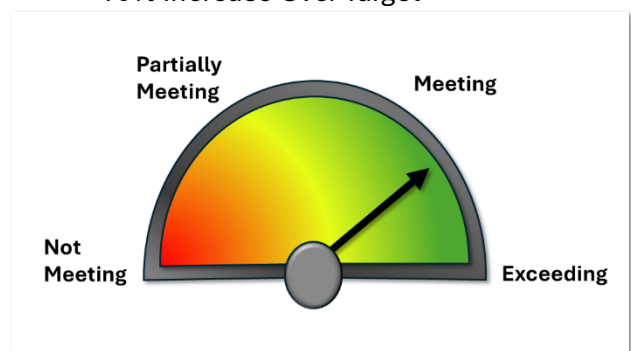
Data collected through CE is used to identify gaps in service delivery, evaluate existing programming and make system decisions. While Boulder is one community attempting to resolve a national homelessness crisis, it can be helpful to study where people are from and how long they have been experiencing homelessness. Boulder and HSBC work with other communities within the Greater Denver Continuum of Care to coordinate services.

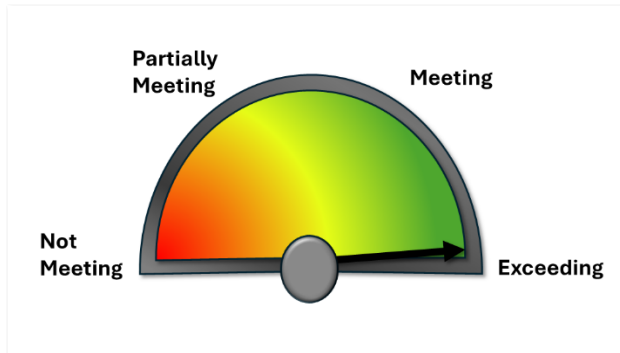
Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Coordinated Entry/Street Outreach	Monthly Reports	Output	# CE screenings provided by phone, in person, and on the street	240 annually	N/A	N/A	N/A	N/A	1,220
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	% CE Staff trained in assessment strategies	90%	N/A	N/A	N/A	N/A	100%
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	% CE Staff trained and equipped to offer diversion when appropriate	90%	N/A	N/A	N/A	N/A	100%

Figure 18: CE Metrics

CE Screenings
400% Increase from Target

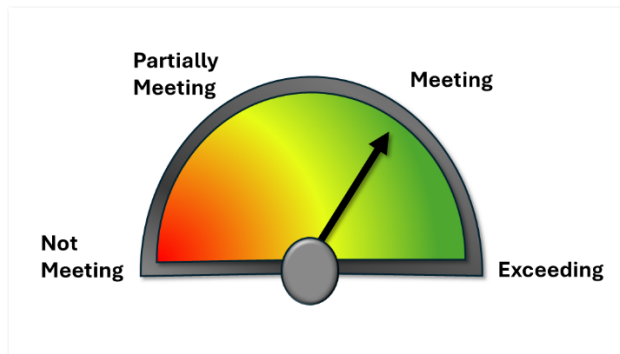
Percent of Staff Trained to Assess
10% Increase Over Target





Percent of Staff Trained in Diversion

100%



The target for the number of CE screenings was set too low for 2023, in comparison to trend, and the target has been adjusted in 2024.

BTHERE and Coordinated Outreach

Boulder has a highly coordinated and efficient outreach system. A piece of the coordinated outreach, Boulder Targeted Homeless Outreach & Engagement Effort (BTHERE), is funded through the HHS Coordinated Entry contract with BSH.

BSH, as an expansion to Coordinated Entry, provides citywide street outreach services through the Boulder BTHERE team. The BTHERE team consists of an outreach supervisor and three team members. It is the BTHERE team's goal to engage with and build relationships with people experiencing homelessness for future connections to housing and other services. The team visits locations with high incidence of camping in public spaces and provides connections to coordinated intake, Diversion and Reunification services, sheltering, housing resources, medical services, mental health services, and assistance with obtaining necessary ID documentation.

Evidence-based best practices show that strong street outreach efforts create a sense of community among people experiencing unsheltered homelessness. It is the sense of community and connection, coupled with coordinated case management services, that helps to successfully house

individuals experiencing unsheltered homelessness. Outreach workers can build rapport and provide the bridge to resources with people who might not otherwise have been engaged in services.

Agencies and programs in Boulder who are a part of the outreach and navigation system meet weekly to share information, coordinate services, and reduce duplicative efforts. Agencies providing outreach and navigation services to individuals living in unsheltered situations work together to make sure the services provided are coordinated and effective. Some of the agencies that regularly participate in this work are Boulder Shelter for the Homeless (BTHERE & BCH high utilizer partnership case manager), Boulder County Criminal Justice Services (Behavioral Health Assistance Program), Clinica (Street Medicine Team), Boulder Police Department (Homeless Outreach Team), Focus Reentry, and Boulder Municipal Court. This group also coordinates regularly with Boulder partners who provide basic needs services such as Deacon’s Closet, Harvest of Hope, and Feet Forward as regular meeting spots and consistent places to connect with individuals.

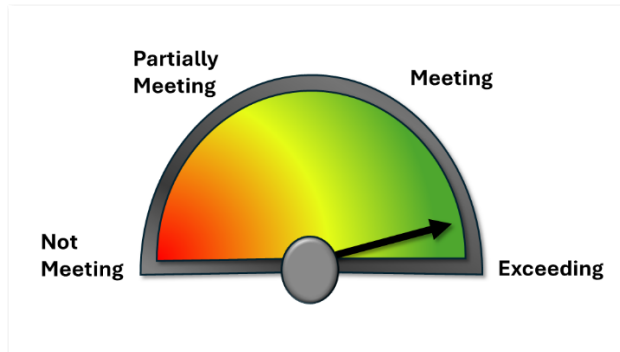
The group has shared that often the individuals with whom they are working have complicated barriers that include a history of chronic long-term homelessness, substance use, mental and physical health barriers, and trauma that requires coordination and collaboration to effectively end the individual’s episode of homelessness and get them connected to long term supports in the community. It is not uncommon for multiple partners to assist an individual through the housing process and to assist in coordinating appointments for both care and housing.

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	Average interactions per unique person	Increase from previous year (2022)	N/A	N/A	N/A	N/A	3.7
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	# of interactions	Increase from previous year (2022)	N/A	N/A	N/A	N/A	1,761
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	# of individuals engaging with coordinated entry through outreach	Increase from previous year (2022)	N/A	N/A	N/A	N/A	16
Coordinated Entry/Street Outreach	Monthly Reports	Outcome	# of individuals accessing diversion or reunification services through outreach	Increase from previous year (2022)	N/A	N/A	N/A	N/A	11

Figure 19: BTHERE Metrics

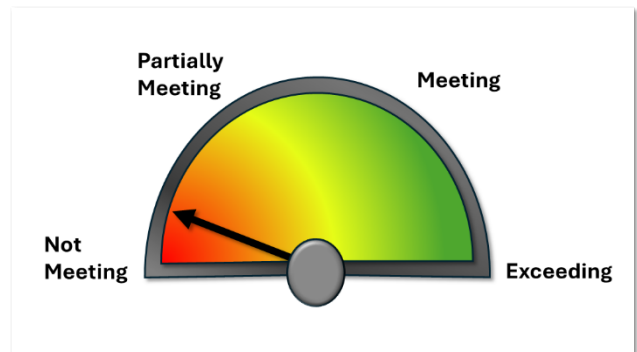
Interactions

281% Increase Over Prior Year



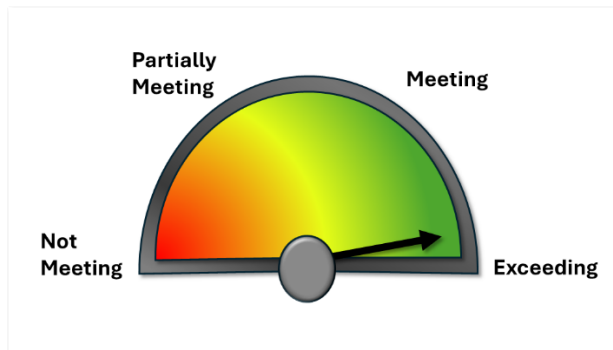
Assistance with CE

40% Decrease Over Prior Year



Assistance with Diversion/ Reunification

450% Increase Over Prior Year



Interactions include outcomes of assisting 16 individuals with coordinated entry, 11 in-field diversions from homelessness, 22 medical referrals, 36 housing assessments, 96 enrollments in entitlement benefits, and 7 mental health referrals. By completing housing assessments with individuals living unsheltered, BTHERE is able to add individuals directly to Boulder’s by-name lists to be included in the queue for housing resources. BTHERE is also able to provide continued support to individuals while they navigate their housing process. With the expansion of services into the field, BTHERE has been able to adjust the way individuals interact with the homeless services system. BTHERE is able to provide a continuum of services in the field, while focusing on the overall end goal of permanent housing.

Percent of Total 2023 Single Adult Homelessness Allocation (all CE and BTHERE): 3%

Sheltering Services

Program	2023 Funding	Funding Type	Funding Source	Notes
Emergency Shelter	\$ 520,380	Local	General Fund	
Winter Weather Shelter	\$ 435,269	Local	ARPA	
Winter Weather Shelter	\$ 148,812	Local	General Fund	
Respite Shelter	\$ 375,000	Local	General Fund	
Day Services Center	\$ 375,000	Local	General Fund	

Figure 20: Sheltering Funding

Associated Homelessness Strategy: Support Access to Basic Services

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Strategic Plan

Strategy: Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services

Priority Action: Increase successful transition from homelessness to housing by identifying and broadening supportive housing opportunities and by expanding access to essential health and system navigation services.

HHS Logic Model

Alignment: Housing

Outcome: Increased transition from homelessness to housing

Emergency sheltering is an integral piece of Boulder's homeless response system. Emergency Shelters are intended to provide an immediate crisis response for individuals with the goal of quickly connecting them to long term housing resources. Sheltering services are not intended to be permanent solutions to unsheltered homelessness; but, rather, they are the tool through which case managers and service providers can engage with people to find permanent housing and stabilization services.

Emergency Sheltering

BSH has the capacity to serve 160 individuals nightly, and the recently approved update of its management plan now allows for up to 180 individuals per night. BSH takes a housing focused approach which prioritizes breaking the cycle of homelessness by focusing on any available assistance and intervention that leads to a stable place to live. The shelter provides individuals with meals, case management, counseling services, and medical care.

BSH has seen an increase in the number of beds used nightly over the past two years. Traditionally, BSH experiences more turn aways during colder weather, but the rate of turn away was actually higher in the summer months of 2023 than in the last months of the year. During the 2022-2023 winter weather season (October-April), BSH had 39 days of turn aways, equating to 278 individuals being turned away due to capacity during that time. This is a 57% increase in turn aways for capacity from winter 2021-2022 season to winter 2022-2023 season. As there is no identifiable correlation to events such as weather, more analysis over a longer period of time is needed to attempt to identify causes and to determine if this is an isolated increase or a continued trend.

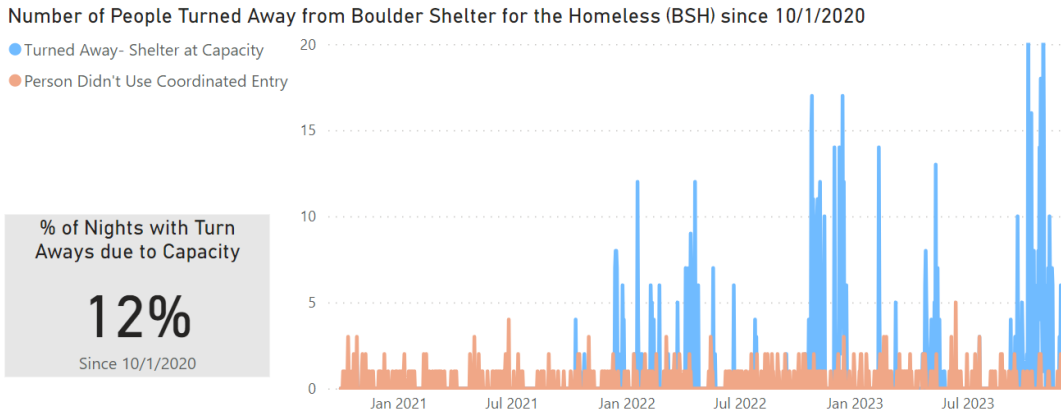


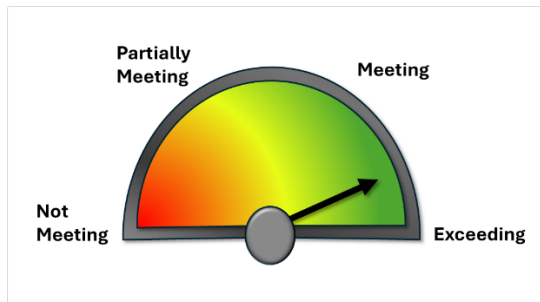
Figure 21: Turn Aways Over Time

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Emergency Shelter	Annual Report	Outcome	% change in # of individuals exiting to housing	Increase year over year	N/A	N/A	N/A	N/A	8%
Emergency Shelter	Daily Bed Report	Output	% of Clients using Reserved Bed Program	increase in percentage from previous year (2022)	66%	71%	67%	70%	68%

Figure 22: Emergency Shelter Metrics

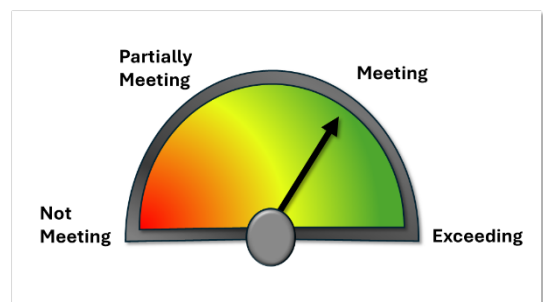
Percent Change in Exits to Housing

8%



Percent Clients Using Reserved Bed

1% Increase Over 2022



Average of **19** Medical
 Incidents Per Month

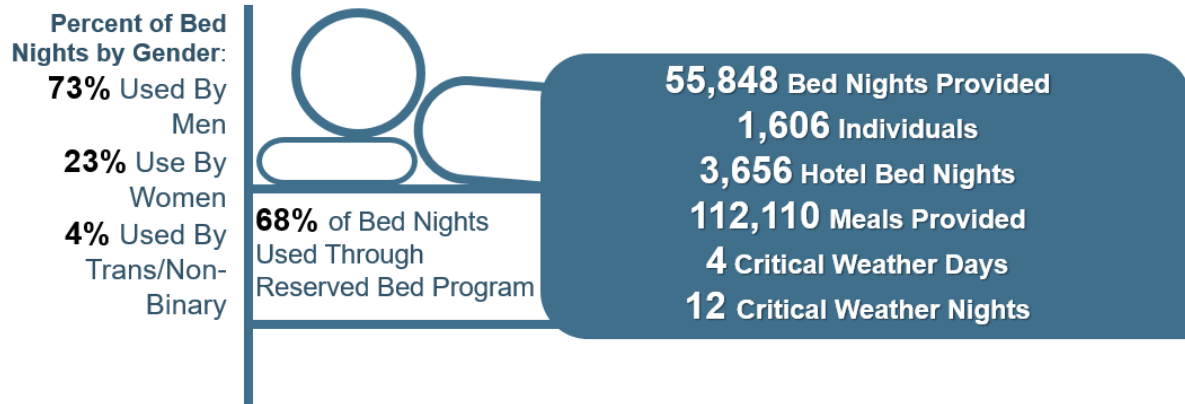


Figure 23: Sheltering Statistics

Winter Sheltering

The City of Boulder partners with BSH in their continued commitment to support the community for the 2023-2024 winter weather season. This season runs from October 1, 2023, through May 31, 2024. As winter sheltering crosses calendar years, reporting does not reflect all of 2023.

The shelter provides daytime and/or overnight services when the weather meets critical weather criteria. Critical weather criteria are defined as a National Weather Service forecast of:

- 10 degrees or below and/or,
- 6 inches of snow or more and/or,
- 70 mph winds or more

When critical weather conditions are expected, the shelter increases overnight beds from 160 to 180 and removes the Coordinated Entry (CE) requirement. When daytime critical weather is expected, the shelter stays open for clients to shelter inside until the critical weather passes.

Over the past few winter seasons, the City of Boulder has worked with Boulder Shelter for the Homeless (BSH) to provide interim sheltering for clients on track for housing in the form of hoteling in Boulder. This interim and transitional sheltering currently takes the form of 15 hotel rooms with associated case management and supportive services for clients on the housing track. Not only does this prepare people for housing, but it increases space in the BSH facility during the core winter season. During the 2022-23 season, over one-third of the hotel program participants exited directly to housing.

Day Services Center

In 2022, Council identified the development of a day services center as a priority. The goal of the Homelessness Day Services Center is to serve as a location for navigation services - a space that creates a welcoming and inclusive environment where individuals experiencing homelessness can come to engage with service providers in a single location. The center will aim to build a sense of healthy community, meet people where they are on their housing journey, replace unproductive habits with productive habits, and provide participants with a path to housing or assistance.

In summer of 2023, the owner of the property initially identified to be redeveloped into the permanent Day Services Center with attached permanent supportive housing at 1844 Folsom St. communicated they no longer intended to redevelop the property for that intended use. HHS staff then continued to explore alternative properties for Day Services Center using the identified priority criteria.

In December 2023, HHS and Boulder Shelter for the Homeless announced that the Day Services Center would be located at the shelter's current site in North Boulder.

HHS has also been awarded funding from the state of Colorado Department of Local Affairs to support enhanced operations of the Day Services Center. The expanded operations will encompass behavioral health and treatment services, additional supportive services aimed at bolstering housing retention, and the allocation of thirty supportive housing vouchers.

As the opening of the Day Service Center was delayed, reporting is not included in this report.

Respite Center

This year, the city was awarded \$2,000,000 in Transformational Homelessness Response Grant (THR) funding through the State of Colorado Division of Housing (DOH) to provide respite care for people experiencing homelessness. This grant was made possible through state ARPA funding, and the award funds the project over the course of two years.

Respite care is defined by the grant as short term, recuperative care for people experiencing homelessness who can perform all activities of daily living independently but require assistance with minor procedural care such as wound care and dressing changes or short-term oxygen use following discharge from the hospital. While respite care is not skilled nursing care, contagious disease isolation, physical therapy, or hospice care, it provides a pathway for hospital or clinic discharge with 24/7 support that does not require people to recover on the streets. The specific goals of the Respite Center include:

- Reducing morbidity and mortality of unhoused individuals who are discharged from the hospital or a clinic.
- Beginning the process of housing placement or long-term care for residents who are transferred to the Respite Center.
- Reducing hospital readmission rates, calls to emergency services or law enforcement for non-emergency services, and the strain on the sheltering system with clients whose needs they cannot meet.

Housing and Human Services staff are working on implementation of services with Boulder Shelter for the Homeless with a goal to commence these services by in 2024. Progress reporting is not included in 2023.

Percent of Total 2023 Single Adult Homelessness Allocation (all sheltering services): 30%

Housing

Program	2023 Funding	Funding Type	Funding Source	Notes
Permanent Supportive Housing	\$ 721,875	Local	General Fund	
Permanent Supportive Housing	\$ 200,000	Local	Affordable Housing Fund	

Figure 24: Housing Funding

Associated Homelessness Strategy:

Expand pathways to permanent housing and retention.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Provide a variety of housing types with a full range of affordability

Strategic Plan

Strategy: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

Priority Action: Collaboratively implement and fund local and regional strategies to increase affordable housing stock and other potential innovative strategies that could provide increased housing options for our unsheltered community.

HHS Logic Model

Alignment: Housing

Outcome: Increased transition from homelessness to housing

The solution to homelessness begins with housing. By connecting people experiencing homelessness to housing and services, they have a platform from which they can address other areas that may have contributed to their homelessness such as employment, health, and substance abuse. Permanent housing with connection to services has been shown to be the most successful intervention for solving homelessness.

Housing Exits

During 2023, the system saw 338 exits out of homelessness into stable housing. Of those who exited the system, 194 people entered into permanent housing, 98 people were diverted or reunified with their families or support systems, and four people were able to resolve their homelessness in another way.

Many of these exits into housing were facilitated by housing vouchers that are provided by multiple funding streams. Boulder Housing Partners and Mental Health Partners (MHP) manage vouchers from HUD, Colorado Department of Housing (DOH), and City of Boulder funded vouchers. These vouchers are then paired with supportive services provided by BSH, TGTHR, and MHP.

In an effort to best utilize valuable permanent supportive housing resources, HSBC implemented Move On/Move Up strategies. Move On strategies are a part of HUD's strategic priority to end homelessness. HUD encourages communities to implement Move On strategies in communities for clients in permanent supportive housing (PSH) who may no longer need or want the intensive services offered in PSH but continue to need financial assistance to maintain their housing. This frees up housing that includes more intensive services for individuals in need who are entering the system.

The system continues to benefit from Rapid Re-Housing funding from the state and federal governments. This funding is best utilized for people who have resolvable housing crises rather than for people experiencing chronic homelessness. In some cases, people who have not been able to stabilize under a Rapid Re-Housing program may "move-up" to an Emergency Housing Voucher.

In the same time period where there were 296 exits from homelessness into housing, there were 1,220 individuals screened through Coordinated Entry. The ratio of persons exiting the system compared to individuals entering the system was 24%. It is important to note that these are often different individuals, as many people entering the system require more than one month of service to achieve housing. These figures include exits across the county and are not limited to the City of Boulder.

Local Voucher Program

In 2018, the City of Boulder began providing funding to Boulder Housing Partners to fund local housing vouchers, with supportive services contracted out to Boulder Shelter for the Homeless. These vouchers serve individuals who have long histories in Boulder and are often not prioritized for other housing programs.

The program has served 78 individuals since it began. All 78 individuals served by the program experienced multiple barriers to housing before being matched to the program. Of the 78 individuals served, nine people are survivors of domestic violence, all have at least one disability, 59 people report co-occurring disabilities, and 25 people report three disabilities. Of the 78 individuals served, three (4%) have returned to homelessness. Of the current clients, 100% are enrolled in Medicaid, 100% are enrolled in SNAP benefits, and 65% have income.

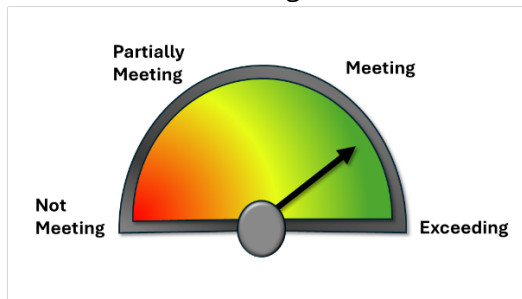
City of Boulder
 Single Adult Homelessness
 2023 Year End Report

Relevant Program	Data Source	Type of Metric	Metric	2023 Target	Performance: 2023 Total				
					Performance: Q1 2023	Performance: Q2 2023	Performance: Q3 2023	Performance: Q4 2023	Performance: 2023 Total
Permanent Supportive Housing	Annual Report	Outcome	% of individuals who remain housed after 1 year in the program	75%	N/A	N/A	N/A	N/A	95%
Permanent Supportive Housing	Annual Report	Outcome	% of individuals who are eligible connected to entitlement benefits (SNAP, Medicaid/Medicare, SSI/SSDI)	85%	N/A	N/A	N/A	N/A	100%

Figure 25: Housing Metrics

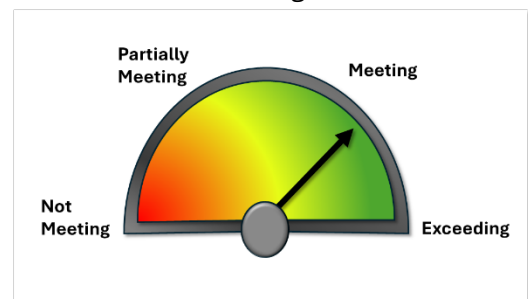
Individuals Remaining Housed

27% Increase Over Target



Individuals Connected to Benefits

18% Increase Over Target



Percent of Total 2023 Single Adult Homelessness Allocation: 15%

Other Initiatives – Not Directly Funded through City of Boulder HHS Single Adult Homelessness

Boulder Shelter for the Homeless/Boulder Community Health Partnership

Boulder Shelter for the Homeless (BSH) and Boulder Community Health (BCH) have created a partnership with the goal of connecting unhoused high utilizers of the hospital's emergency department with housing and supportive services to reduce the individual's reliance on emergency services. Individuals are referred from the hospital to the Boulder Shelter for the Homeless (BSH) case manager who immediately begins working with the individual, connecting them to services and assisting with obtaining housing.

From July 1, 2022, to June 30, 2023, the BSH case manager engaged with a total of 39 clients. The level of engagement varied from meeting with them once to working with a client all the way to moving them into an apartment. During that period, 12 people were placed into housing, with 3 pending move in.

For the 12 individuals who have transitioned into supportive housing, BCH reports that their utilization of BCH emergency department services has decreased by 84%, and BCH reports a 63% reduction to acute care admissions for these individuals. The length of hospitalization stays for those newly housed individuals reduced by 70% as patients were now able to access the level of care needed to safely discharge from the hospital.

This program helps demonstrate the improved impact and outcomes of targeted individualized services for high system utilizers and the benefits of coordinated and collaborative partnerships.

High Utilizers

People who are experiencing unsheltered homelessness are highly correlated with high usage of community services, including emergency room visits, mental health services, interactions with jails and the legal system, and use of police resources and ambulance services. Boulder initiated a

collaborative effort in 2022, leading a multi-organizational team to address homelessness for high utilizers. The primary goals are to share data, coordinate services, and address housing gaps for this population.

The Interagency Taskforce has developed a proposal that is focused on connecting high utilizers with non-traditional supportive housing and offering comprehensive services including peer support, case management, and treatment. This proposal marks the initial step in an ongoing process to transition individuals out of homelessness. Further details on high utilizers will be discussed later in the document.

Point in Time Count

The Point in Time (PIT) count is an annual, unduplicated count of people experiencing sheltered and unsheltered homelessness on a single night in January. The PIT count is merely a snapshot in time and not recommended by HUD as a year-over-year comparison due to variations in count methodology, count participation, and weather conditions.

The PIT count was performed nationally on or around January 25th, 2023. The breakdown of data provided by Metro Denver Homelessness Initiative (MDHI) for the city of Boulder revealed 142 unsheltered individuals experiencing homelessness.

To determine if there is a variation in the number of unsheltered individuals experiencing homelessness within the city of Boulder during the summer months, the City of Boulder HHS, homelessness service providers, and community volunteers came together to conduct a summer PIT Count on the night of July 26th, 2023. The data for the July 26th count revealed 171 unsheltered adults experiencing homelessness.

In previous years, staff has observed an increase in the number of unsheltered individuals during warmer months, where due to warmer weather conditions, individuals choose to stay outside of the congregate shelter settings. The summer PIT surprisingly showed no difference in total number of individuals experiencing homelessness in Boulder compared to the previous January count; however, there was an increase of 23 individuals who were found to be unsheltered and a corresponding decrease in individuals who were staying at shelters. In Boulder between January and July of 2023, in the city of Boulder, the overall number of people experiencing homelessness was essentially unchanged.

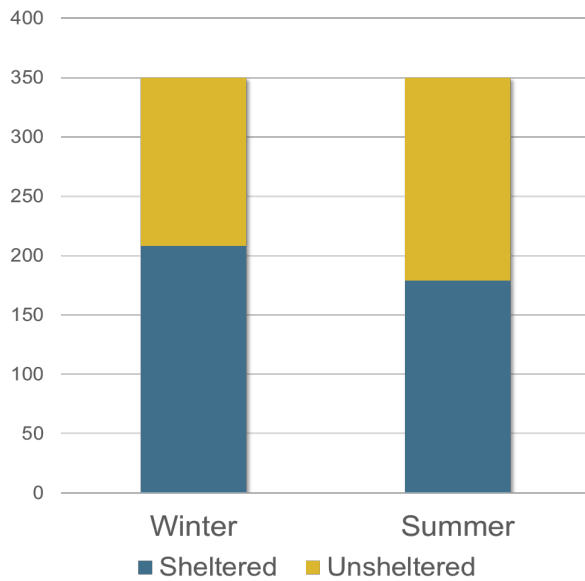


Figure 26: PIT Comparison

Centering Racial Equity

MDHI has stated that an end to homelessness in Metro Denver will require the region to continuously analyze the inequities that can be both the cause of someone's homelessness and their barrier to resolving it. One statistically significant disparity that has remained consistent across data sources over time in both the national statistics as well as local data is the overrepresentation of Black, American Indian/Alaska Native (AI/AN), Native Hawaiian/Pacific Islander (NH/PI), and multiracial people experiencing homelessness.

In an effort to move these community conversations forward, MDHI hired *C4 Innovations*, a consulting agency dedicated to building racially equitable systems through process improvement, to look deeply at racial inequities in the Metro Denver coordinated entry system. MDHI also formed the *Results Academy*, a group of community stakeholders including people of color and individuals with lived expertise, to create an action plan for the redesign of coordinated entry. Boulder partners are engaged in this ongoing work.

HSBC and HHS staff also analyze the impact of changes to programs on people of color, people with lived experience, and people facing bias due to sexual orientation or gender nonconformity. HHS also uses the Racial Equity Instrument when embarking on new initiatives to ensure that new programming will either remove barriers caused by systemic racism or to not create any unintended barriers. The following information and data were presented in the council update in September 2023 and has not undergone any updates or revisions.

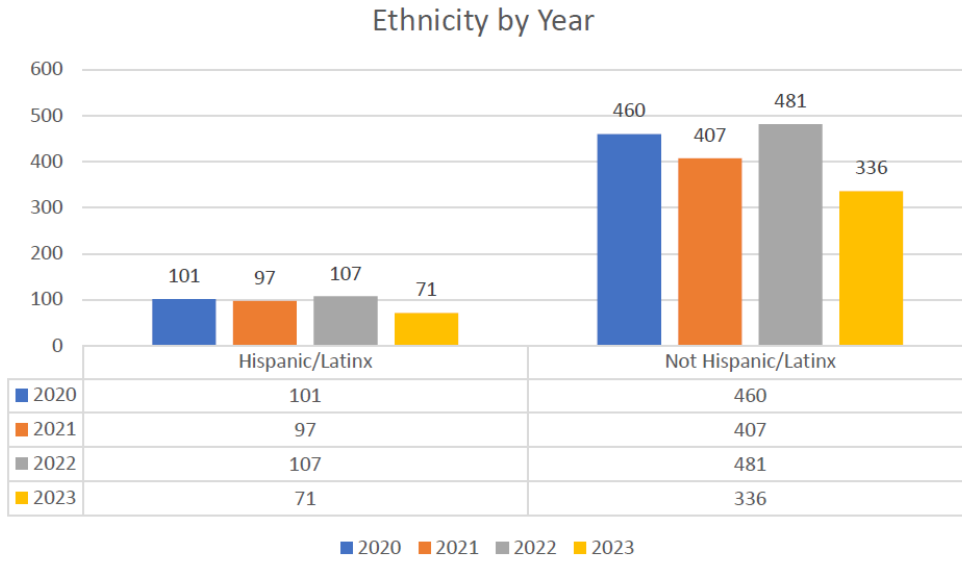


Figure 27: HSBC CE Screening - Ethnicity at System Entry, People Reporting New to Homelessness

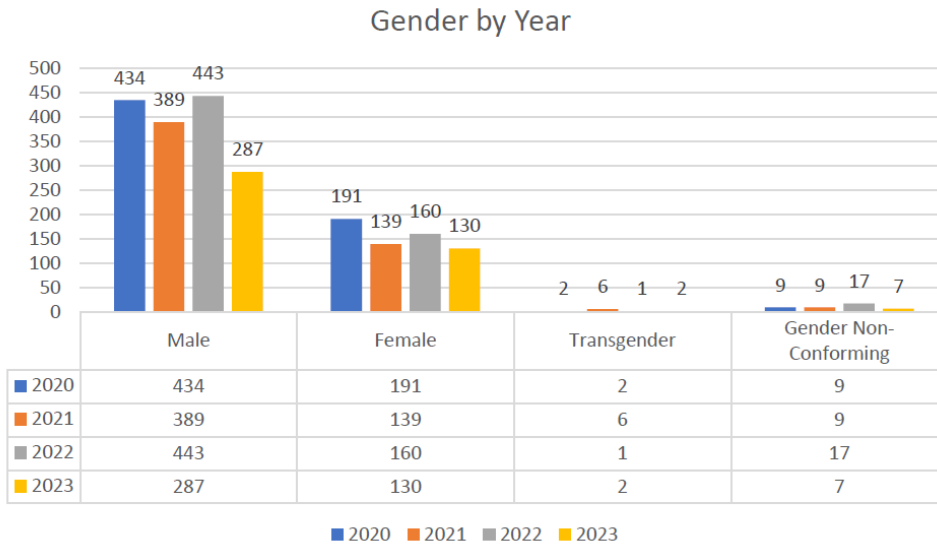


Figure 28" CE Screening Data - Gender at System Entry, People Reporting New to Homelessness

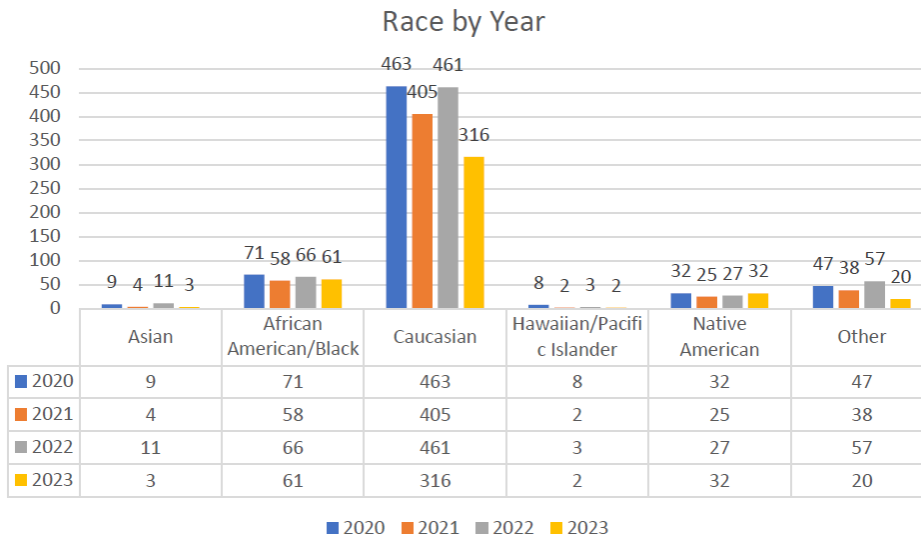


Figure 29: CE Screening Data - Race at System Entry, People Reporting New to Homelessness

System Gaps

While Boulder has a robust and holistic response to homelessness, gaps and challenges still exist. Across the board, there is a need for targeted mental and behavioral health services, particularly those with residential components, that address the unique needs of people experiencing homelessness.

Boulder’s housing gap is in two forms: structure (type) and amount. Because Boulder is heavily dependent on site-based vouchers for PSH, Boulder is highly dependent on landlords. The collaborative efforts of Boulder and its partners have led to success in housing many people through traditional methods. As the system moves toward housing more challenging people, there are more people who have qualified for vouchers but who cannot qualify for leases in scattered sites. Moreover, Boulder does not have the available funds or land or unit availability to do some of the activities done in other cities such as purchasing hotels that have passed their useful life to repurpose as single room occupancy units or create large and spread-out villages. Boulder also does not have a wide portfolio of single-family homes that could be used for people who need a setting more like a group home.

While Boulder has done an outsized job in creating affordable housing, especially compared to other cities Boulder’s size, the community still lacks enough units that can be used as PSH, particularly for those who have more and more challenges. The recent opening of the Bluebird property was so important because it allowed for 40 program-based, or centralized, PSH units. Not only bringing housing to 40 of the community’s hardest to house, but it also mitigates impacts to other community residents.

In a constrained financial environment, staff believe that future funds should be prioritized for interventions that have the most ability to impact identified service gaps. Staff also recommend programming that will end a person's homelessness and help the individual maintain their housing.

Programs such as Building Home fill one of the largest gaps in the continuum of services provided to unhoused people in Boulder. Often, people who have significant mental health issues and/or who have lived unhoused for long periods of time face crushing feelings of isolation. This can lead to self-limiting decisions such as moving others from the street into their apartments, worsening of addictive behaviors, hoarding and anti-social behavior, or the need for expensive drug remediation in units; leading to eviction or unit abandonment. When these very challenged individuals return to homelessness, it can require an outsized intervention to stabilize them, often at a much higher cost. By providing peer support and a dedicated team of professionals to identify and assist individuals before they are evicted, the program helps to not only de-escalate issues the individual faces, but also to mitigate disruptive behavior in apartment communities.

Staff recommend housing, in various forms including projects such as the High Utilizer program, to reduce the likelihood of people who have qualified for vouchers remaining on the street. A project-based development such as Bluebird provided 40 additional units at a one-time city investment of \$3 million. This city investment is then matched with state and federal funding to subsidize rent and case management services. Additionally, several of the people moving into Bluebird are participants in the Building Home program.

As the amount and toxicity of drugs in encampments continues to grow, the need for additional detox and treatment beds is critical. As mental and behavioral health are most aligned with Public Health, Mental Health Partners, and Boulder County, staff recommend that city involvement would be in the acquisition of housing and/or support of the residential components of any such programs.