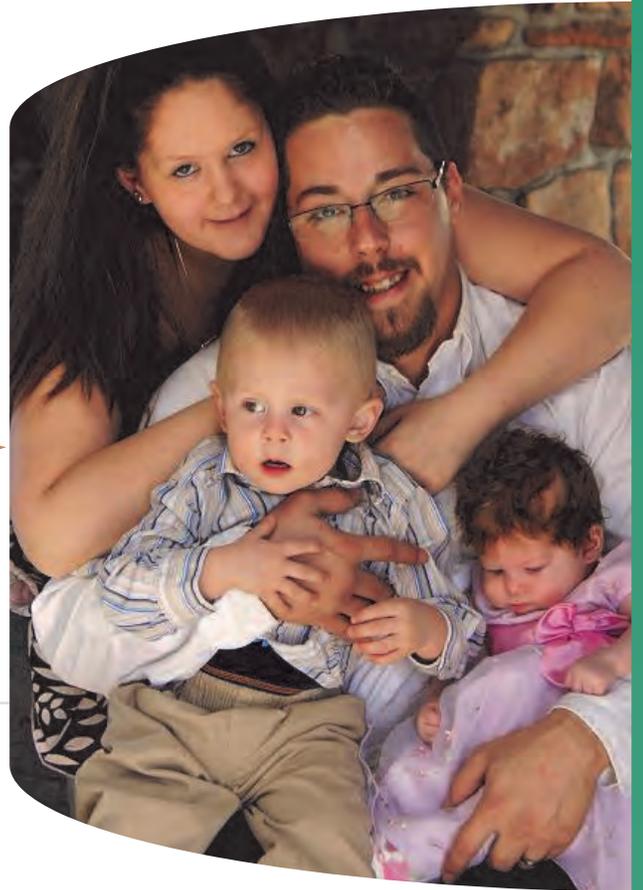




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2013 Budget

Adopted by Board of County Commissioners
December 2012





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From the DHHS Director

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Dear friends,

2012 was an exciting, productive and affirming year. We made progress on so many fronts as a department and a community.

Highlights include:

- Broadening and deepening our investments in the community through all our funding streams, including the Temporary Human Services Safety Net (TSN).
- Providing supportive housing through the Family Unification Program, Tenant-Based Rental Assistance initiative, and Veterans Affairs Supportive Housing program.
- Completing Phase I and moving 74 senior households into Josephine Commons, our 153-unit affordable housing development in Lafayette.
- Increasing investment in our family-centered approach to child welfare case management, leading to a further and safe reduction in out-of-home child placements.
- Dramatically improving response times to applications for food, healthcare, and housing assistance as a result of increasing investments in staff resources, training, and technology.

Throughout 2012, we focused on increasing investments in a system of early intervention and prevention to help continue to strengthen Boulder County’s safety net. We continue to improve outcomes in safety, stability, self-sufficiency, and well-being, and at the same time we’re moving the system upstream, engaging people earlier to find out what they need, all the while making sure they know **it’s okay –and important– to ask for help early**. This early intervention approach is also saving money: by investing in evidence-based, up-front, crisis-averting services, we avoid the need for much more costly help down the road. And we are reinvesting these savings right back into this early intervention approach.

While we have many successes to celebrate, we continue to face significant funding challenges in the time ahead. I’m excited to collaborate with you to meet these challenges and continue to become more responsive to our community. Together we’re providing what our neighbors need most: hope for the future and help when they need it.

One more quick note: the photos in this book (most taken by Geneva Bailey, one of our key administrative technicians—are almost exclusively of our clients. These images capture the heart of our work, why we do it, and for whom.

Sincerely,

Frank Alexander
DHHS Director



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Our Mission:

We are dedicated to supporting and sustaining healthy communities that strengthen individuals and families while promoting human dignity and hope for the future.



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Our 2012-2013 Strategic Priorities

Department-wide

- Invest strategically in DHHS infrastructure to support implementation and growth of the vision
- Focus on and strengthen community-based partnerships across Housing, Case Management continua
- Create effective design/implementation and honest program review and improvement process
- Develop comprehensive communications strategy
- Consolidate program strength: hiring staff, ensuring professional development
- Ensure measured pacing and open dialogue with staff

Family and Children's Services Division

- Prepare for Differential Response approach to case management
- Further develop Early Intervention Team, successful program exits to community resources
- Focus on Permanency Roundtables

Case Management & Community Outreach Division, Community Support Division

- Redesign Colorado Works and Employment Services
- Focus on continuing to enroll customers in Child Care Assistance Program
- Promote early childhood development
- Integrate comprehensive program and benefits screening in all programs

Housing Division

- Grow the continuum of housing resources with Short-Term Housing, VASH, FUP, and TBRA
- Transition from successful completion of Josephine Commons Phase I to Phase II, Aspinwall at Josephine Commons
- Refinance entire Housing portfolio
- Consolidate Louisville Housing Authority and BCHA portfolio strategically
- Effectively plan for transitions in weatherization funding and programming, mitigate impacts
- Seek land bank opportunities

Finance and Operations Division

- Improve financial reporting and visibility to strengthen DHHS investments
- Align program services and outcomes with detailed and improved budgetary and program data
- Complete Josephine Commons and Aspinwall with effective financial controls and accounting

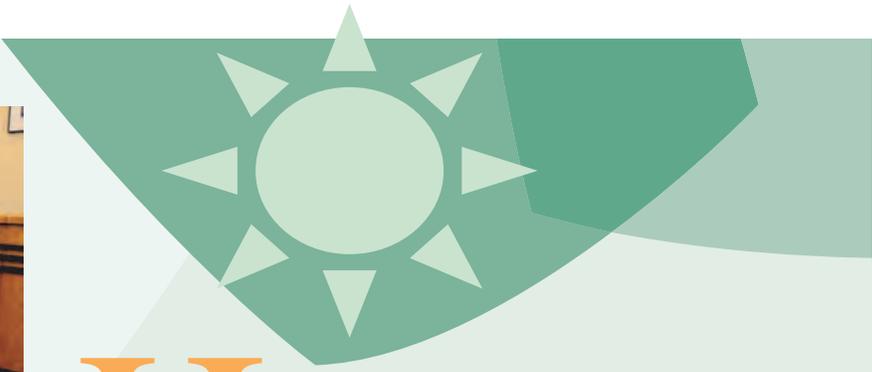
Management Information Systems (MIS) Division

- Develop Internet Technology road map / dashboard for HHS, connect with strategic initiatives
- Establish Service Level Agreements for both internal and external county customers
- Implement enterprise-level reporting tools for data-driven decision-making



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The Boulder County
Board of Commissioners



District 3 Commissioner **Cindy Domenico**



District 2 Commissioner **Deb Gardner**



District 1 Commissioner **Elise Jones**



Former District 1 Commissioner **Will Toor**



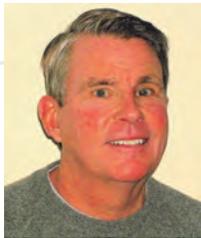
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The Housing and Human Services Advisory Committee



*Chair **Dan Thomas**, Retired Executive Vice
President, Key Equipment Finance*

*Co-Chair **Laura Kinder**, Director of Volunteer Services
& Patient Representatives, Longmont United Hospital*



***Penny Hannegan**, Director of Organizational Excellence
& Human Resources, Boulder Housing Partners*

***K.C. Robbie**, Field Administrator,
Colorado Department of Human Services*



***Elvira Ramos**, Foundation Program Director,
The Community Foundation Serving Boulder County*

***John Sackett**, CEO, Avista Adventist Hospital*



***Simon Smith**, Clinic Director, People's Clinic,
Clinica Family Health Services*

***Kelly Campbell**, member, Louisville Housing Authority*



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Our Directors



Frank Alexander
Boulder County Housing & Human Services Director



Willa Williford
Housing Division Director



Kit Thompson
Family and Children Services Division Director



Jason McRoy
Business Operations & Systems Support Division Director



Richard Sosa
Finance Division Director



Angela Lanci-Macris,
Case Management & Community Outreach Division Director



Lorraine Archuleta
Community Support Division Director



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Our Major Programs



Food Assistance

Safe and Stable Housing



Child Protection and Child Well-Being

Childcare and Work Supports



Homeless Prevention

Health Coverage



Early Intervention and Prevention



Financial Supports



Adult Protection



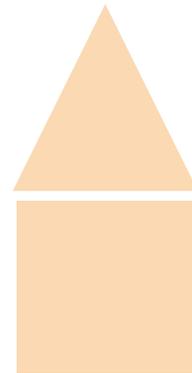
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What We Know



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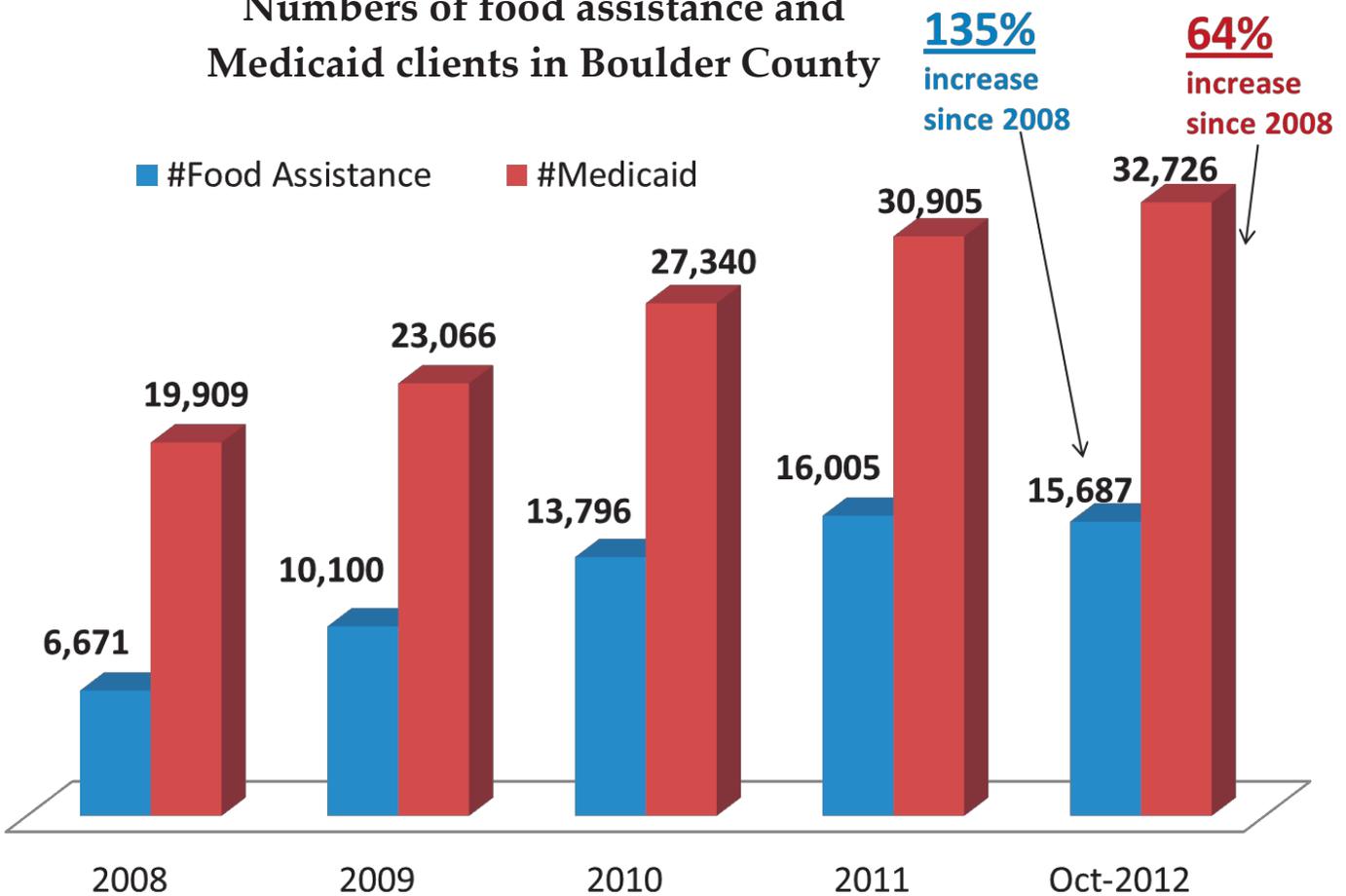


What We Know

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We have seen a **significant increase in need** in our community

Numbers of food assistance and Medicaid clients in Boulder County



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What We Know



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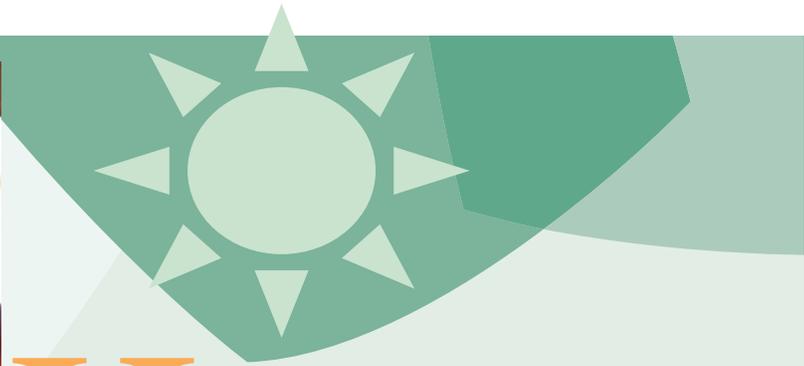
We have also seen a **sustained increase in unemployment** in Boulder County

Over **10,000 people** are still unemployed in Boulder County



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What We Know

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And the recession has been climbing up the wage ladder: **we're seeing more middle class clients**

Year	Total applications	Cases w/ Earned Income	% of Cases w/ Earned Income	Average Monthly Income	Avg Family Size	Under \$1,000	\$1000-\$1999	\$2000 to \$2999	\$3000 to \$3999	Over \$4000	Reporting UIB within 6 mos of App	% reporting UIB
2007	17,669	1,468	8%	\$1,391	2.9	581	584	202	68	33	245	1%
2008	20,307	1,928	9%	\$1,407	2.8	774	730	285	96	43	369	2%
2009	22,625	2,414	11%	\$1,471	2.7	960	878	349	155	71	1,002	4%
2010	21,955	2,317	11%	\$1,464	2.6	930	855	324	139	69	1,089	5%
2011	24,886	3,138	13%	\$1,553	2.5	1,250	1,068	481	223	115	1,125	5%
2012	8,842	431	5%	\$1,643	2.4	147	164	58	40	22	405	5%

To date



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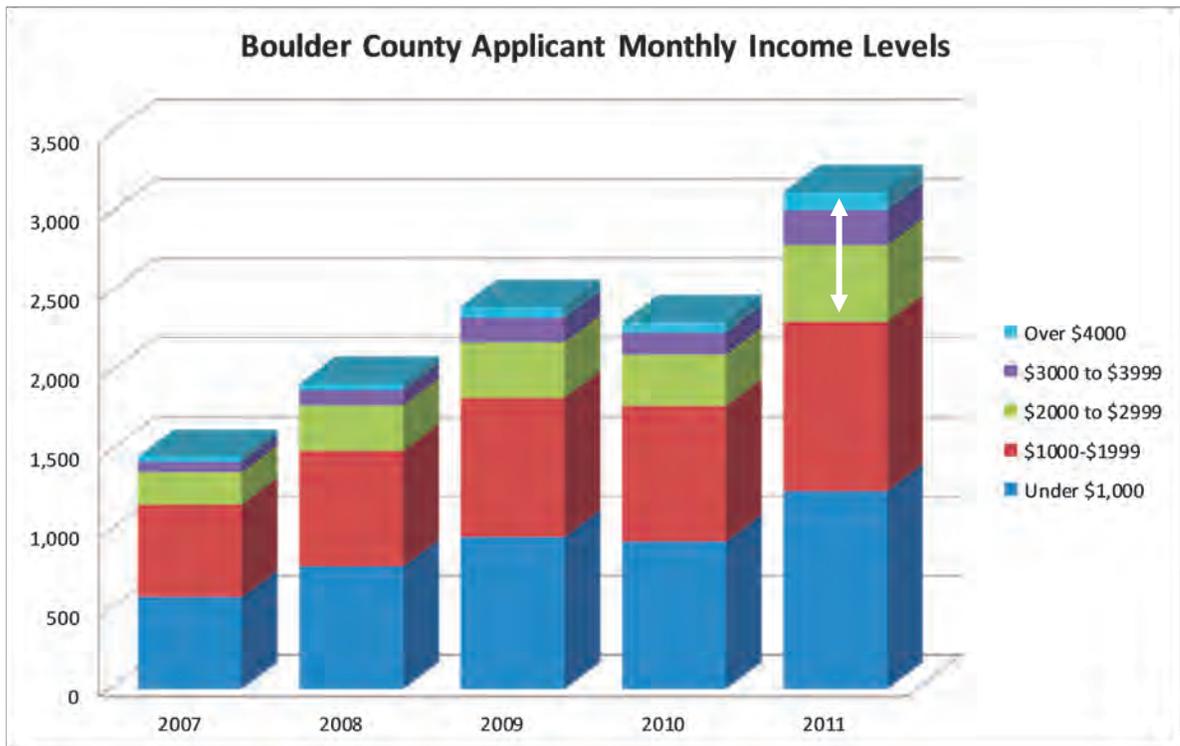


What We Know

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This economic downturn has had a devastating impact across many income levels.

Among other things, job losses, the depletion of retirement accounts, and rising prices have hit the Middle Class hard.



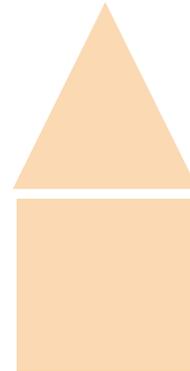
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How We're Responding



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How we're responding

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Department Merger and Increased Emphasis on Early Intervention and Prevention

The exponential **increase in need** for services coupled with existing and looming federal and state **budget cuts** prompted us to look closely at ways to integrate our services and become more efficient and responsive to our clients.

The merger of the county's Social Services and Housing Departments into **the Department of Housing and Human Services** in 2009 has allowed us, in partnership with our community, to create a system in which our clients are at the center, guiding where and how they receive services.

We have redesigned our organizational culture toward a more front-end early intervention and prevention model of services. This action represents the **breaking down of traditional barriers** that clients have faced in the human services system. It is also **reducing the expenditures** on more intensive - and expensive- down-the-line services, allowing us to **invest more upstream**.

Integration of our Housing services with critical family supports like food assistance, health coverage, case management, and work supports has created easier and more efficient access for our clients and has promoted an integrated services approach to determining clients' needs for our staff.

We are in the fortunate position of **removing barriers** that prevent peoples' success, well-being, and health. It works, and it **aligns implicitly** with the values of people who have come to work in the human services system.

- Frank Alexander, DHHS director



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How we're responding



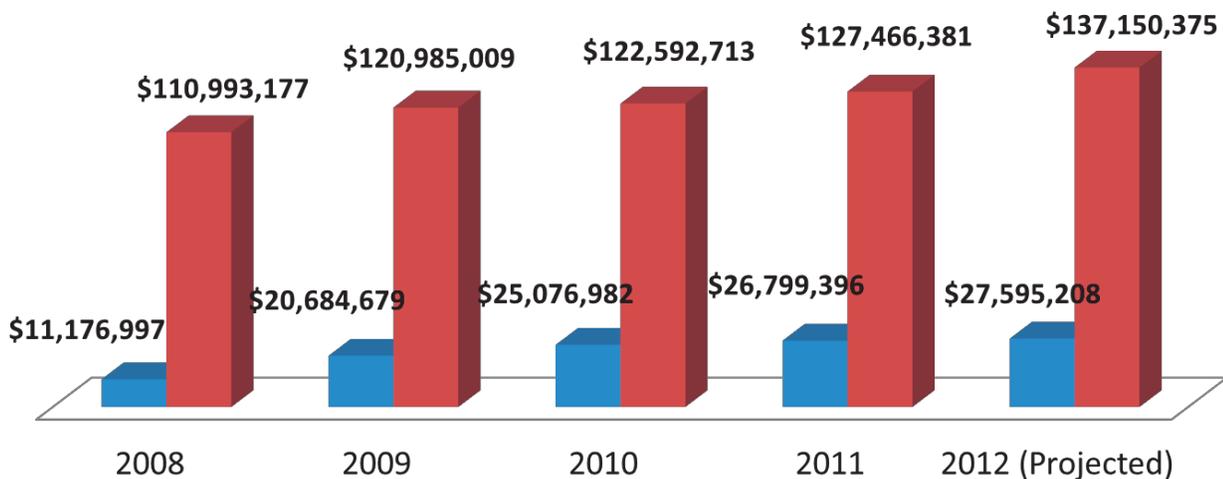
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2012: \$165 Million Investment in Boulder County for Food and Healthcare

We're meeting the exponential increases in need with a proactive approach to services. In part as a result of our focus on integration of services and early intervention and prevention to stabilize individuals and families, there have been substantial increases in federal food assistance and Medicaid investments in Boulder County in recent years, resulting in a more stable environment for families and children. This stabilization is also saving money by reducing more expensive crises like health emergencies, homelessness, foreclosures, spiraling debt, and bankruptcies. Over the next two years, a major expansion of Medicaid in Colorado as well as the development of a Health Insurance Exchange will mean an additional 25,000 to 30,000 currently uninsured people in Boulder County will have coverage.

All Food Assistance and Medicaid Expenditures in Boulder County

■ Food Assistance ■ Medicaid



These Medicaid numbers represent a significant influx of dollars to Boulder County healthcare providers as well as substantial investments in preventive care in our community. Among many other things, this is **reducing the number of uncompensated urgent and emergency health care visits and decreasing spending on more expensive down-the-line healthcare needs.**



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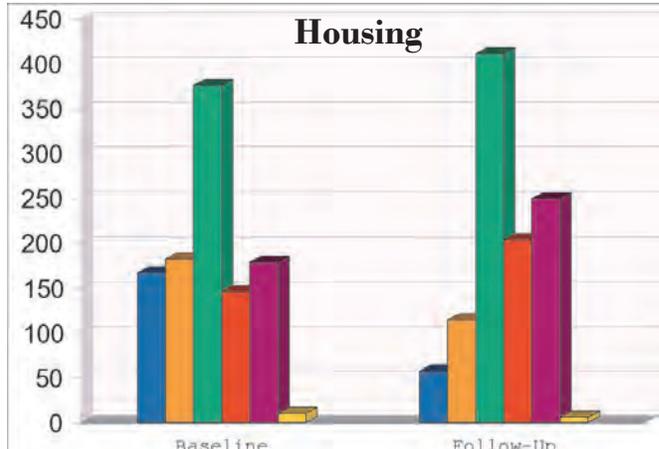
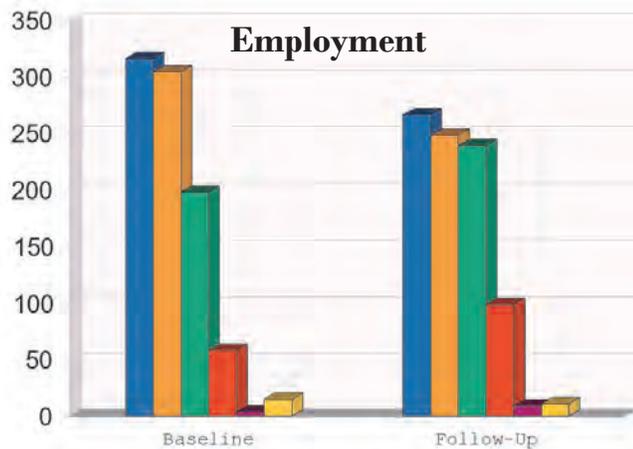
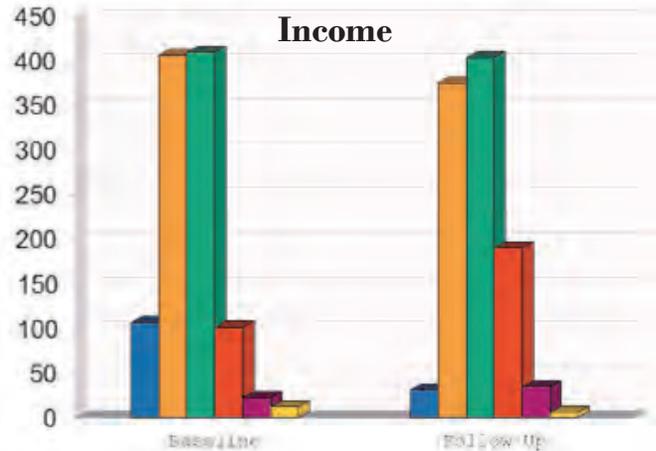
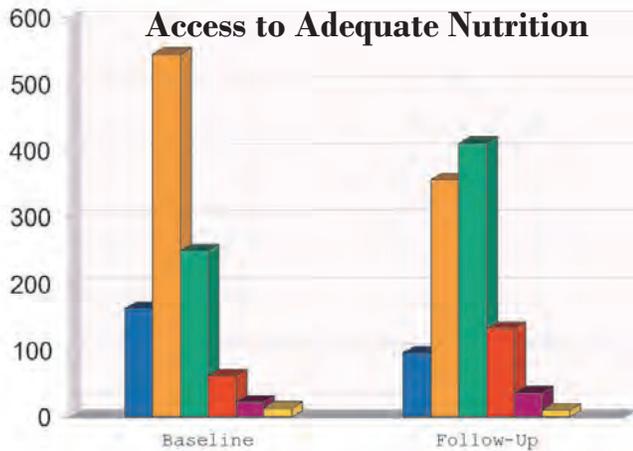
How we're responding

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Our Investments Are Boosting Self-Sufficiency

In collaboration with our community partners, one of the outcomes we measure is our clients' self-sufficiency. With what's known as a "Self-Sufficiency Matrix", our clients are assessed on a range of indicators as they are first accessing help, and then again three years later. **Across the board, our data indicate we are helping move people out of "In Crisis" and "Vulnerable" situations into "Safe", "Stable", and "Thriving".**

- 1. In Crisis
- 2. Vulnerable
- 3. Safe
- 4. Stable
- 5. Thriving



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How we're responding

Expanding Housing Access for Families

Family Unification Program

We provide nearly 800 Housing Choice vouchers that we administer to support low-income families in Boulder County with rental assistance. DHHS is also overseeing several other crucial housing supports in 2012.

Included in these is fifty **Family Unification Program (FUP) vouchers** from the Department of Housing and Urban Development (HUD) to help deliver affordable, decent, and safe housing and supportive case management services to parents who are separated from their children because of homelessness or inadequate housing. The vouchers are also available to young people transitioning out of the foster care system.

A major goal of this early intervention program is to stabilize families and keep them together.



On average, it costs nearly \$5,500 per month for each child in institutional placement. In contrast, it costs about \$1,250 per month to house one family and provide supportive services toward their stability. In addition to the very clear benefit to reunified families, **our administration of the FUP voucher program in Boulder County represents a potential cost savings of \$212,000 per month to the community.**

But beyond the savings is this guiding philosophy:
every child deserves a home.



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How we're responding

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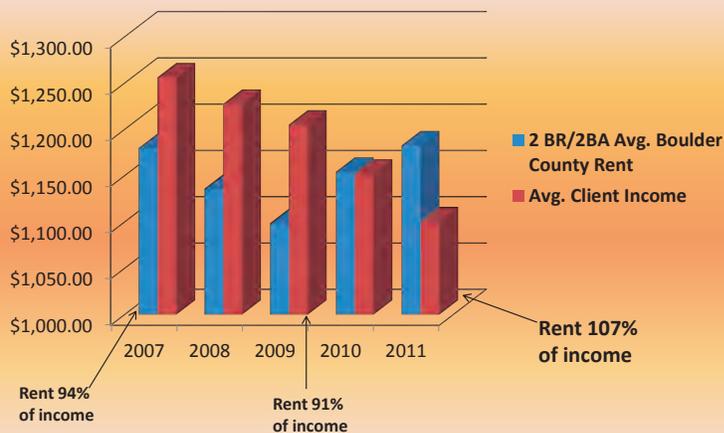
Expanding Housing Access for Families

Tenant-Based Rental Assistance Program

In Boulder County, rent-as-percentage-of-income has been rising significantly since 2009. For our Housing Stabilization Program clients, in 2011 **rent averaged 107% of income**. U.S. Census data showed the number of children living in poverty in Boulder County increased by 90% between 2000 and 2010. And in early 2012, Colorado Homeless Education data indicated that there are **1,787 homeless children** attending schools in Boulder County's two districts.

In June 2012, Boulder County was awarded up to \$784,422 in rental assistance for at least thirty families who are homeless or at risk of homelessness who have children in the county's public schools. The assistance is taking the form of two-year vouchers, and families can choose where they want to live. To identify families to receive the vouchers, Boulder County Housing Authority is working in partnership with representatives from community organizations as well as liaisons in the school districts.

Monthly Rent vs. Income
BCDHHS Housing Stabilization Program Clients
2007-2011



In addition to the rental assistance, DHHS case managers work in partnership with the families, meeting with them regularly to help them stabilize with other services we provide. Parental involvement in the children's education is also increasing. This is improving school attendance for the children and strengthening their ability to concentrate on their studies. And for the families, the stability and additional assistance is a major boost to their self-sufficiency.



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How we're responding

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Expanding Housing Access for Veterans

Veterans Affairs Supportive Housing Program

Boulder County has the second-largest homeless population in the Denver metro area. In Boulder County, veterans make up about 11 percent of the homeless population.

In 2012, Boulder County, in partnership with Boulder Housing Partners and the Longmont Housing Authority, sought and, for the first time, received 25 vouchers to **help house homeless veterans**. Known as Veterans Affairs Supportive Housing (VASH), the program is delivering nearly \$230,000 annually to Boulder County for rental assistance for chronically homeless veterans. The goal is to connect them with safe, stable, affordable, and permanent housing while providing long-term intensive case management to ensure they receive the health care services they need to sustain residence and avoid a return to homelessness.



It did not take long for the Department of Veterans Affairs (VA) to identify veterans and refer those who qualify for these vouchers to Boulder County Housing Authority (BCHA) and to begin to get them into their new homes. In fact, we began the program on July 10th, 2012, and within two months, nearly 75 percent of the vouchers had been issued. As of early 2013, only five remain. Two VASH vouchers have been issued to veterans who signed leases at Josephine Commons, BCHA's new 153-unit affordable housing development for low-income seniors in Lafayette. We're using Temporary Human Services Safety Net funding to help veterans with deposit assistance. And for each



of the veterans, through our integrated services model we're ensuring they have access to food, health coverage, and other types of housing and financial assistance. The VA has praised our approach to administering the VASH vouchers. As Housing Assistance Program Manager Amanda Guthrie noted, "according to feedback from the VA, **we're philosophically well-aligned to serve this population, making us strong candidates for additional funding in the future.**" And with nearly 200 homeless veterans in the county, this is great news. In addition, by providing this affordable and supportive housing for these clients, we're easily saving tens of thousands of dollars of what would otherwise have been expenditures on more critical services.



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How we're responding

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Family-Centered Child Protection

The success of this services integration is being reflected in the work being done in our Family and Children Services Division. A deeper shift toward family-centered services includes a focus on ensuring that children have every opportunity to remain with their parents and siblings. We're doing this by **engaging families much earlier and more comprehensively** than in the past, connecting them with crucial services they need to help stabilize them and move them away from crisis. What we know is that children are much more likely to thrive when they are with their families than when they are removed from them.



Our primary goal is preservation of the family.

By engaging families from the start, rather than responding first with the removal of a child, parents and children feel more of a sense of partnership and collaboration with case workers. When we sit down with families at-risk, we invite their neighbors, their children's school teachers, and their extended family members to help them develop safety plans for themselves and the children. This extended community remains in place to help keep the family safely together.

A long-term result of this strategy shift is that families are much more able to sustain their growth and success. At the same time, the deep integration of our case management across all of our services helps ensure this stabilized family is getting the help they need to get even stronger: food assistance, health coverage, rental assistance, childcare.

"This integration of services combined with putting the family at the center of our effort is moving our community forward," says Family and Children Services Director Kit Thompson. "We have so much to celebrate in terms of our work strengthening families and keeping children safe and happy."

As part of the foundation of these successes, our compassionate network of foster families and volunteers continue to provide critical supports and stability for children who are unable to remain with their parents or are in transition.



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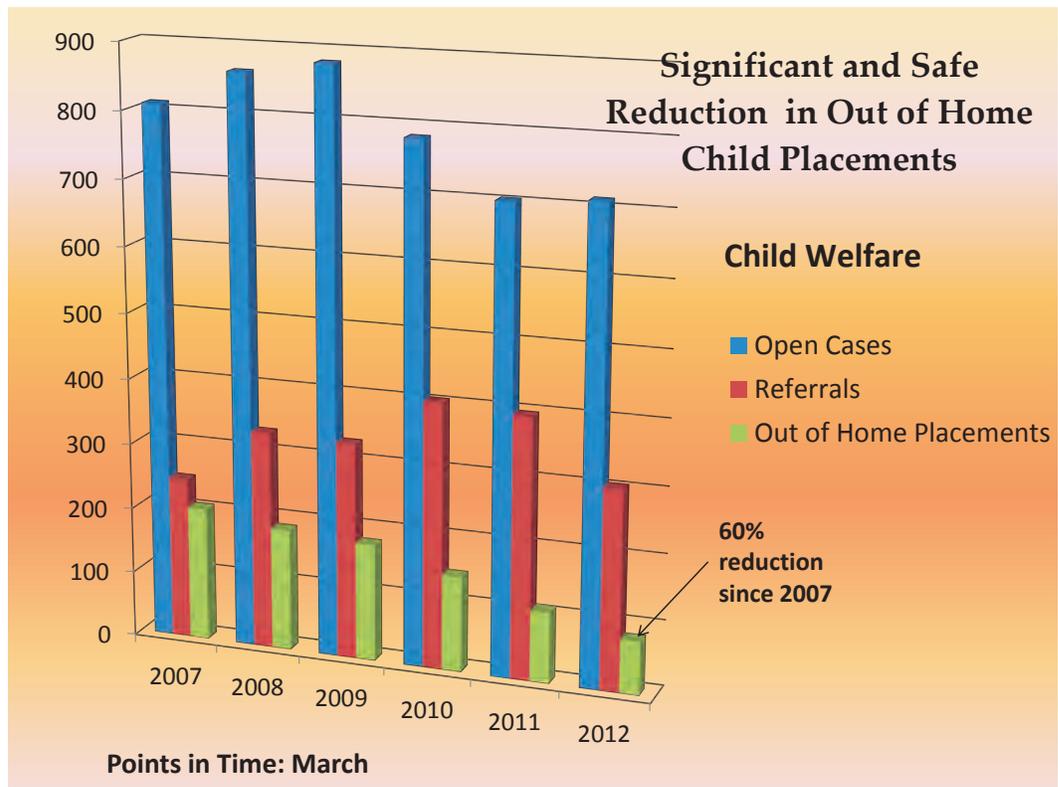
How we're responding

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Our family-centered approach to case management is safely stabilizing families. Between 2007 and 2012, we reduced out-of-home child placements by 60 percent. This means that hundreds of Boulder County children remained with their families or found new permanent families where they have a much better chance to thrive.

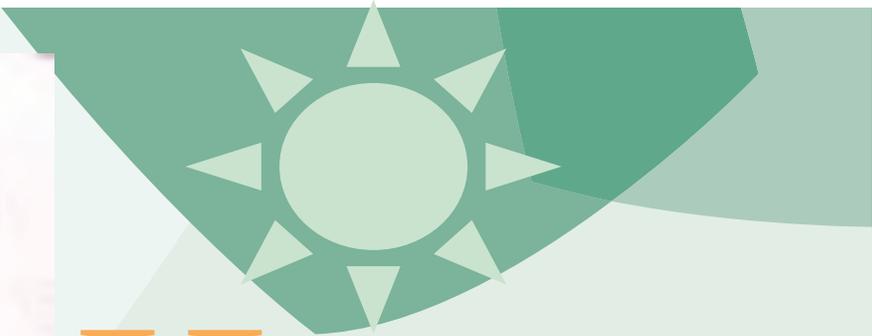
Institutional placement costs, on average, \$5,500 per month per child. Intensive family preservation services run about \$1,400 per month. With the out-of-home placement reduction of 110 children, we can estimate the savings at **about \$450,000 per month** in Boulder County.

But most importantly, we are achieving this reduction in out-of-home placements safely, by successfully decreasing re-abuse of children.



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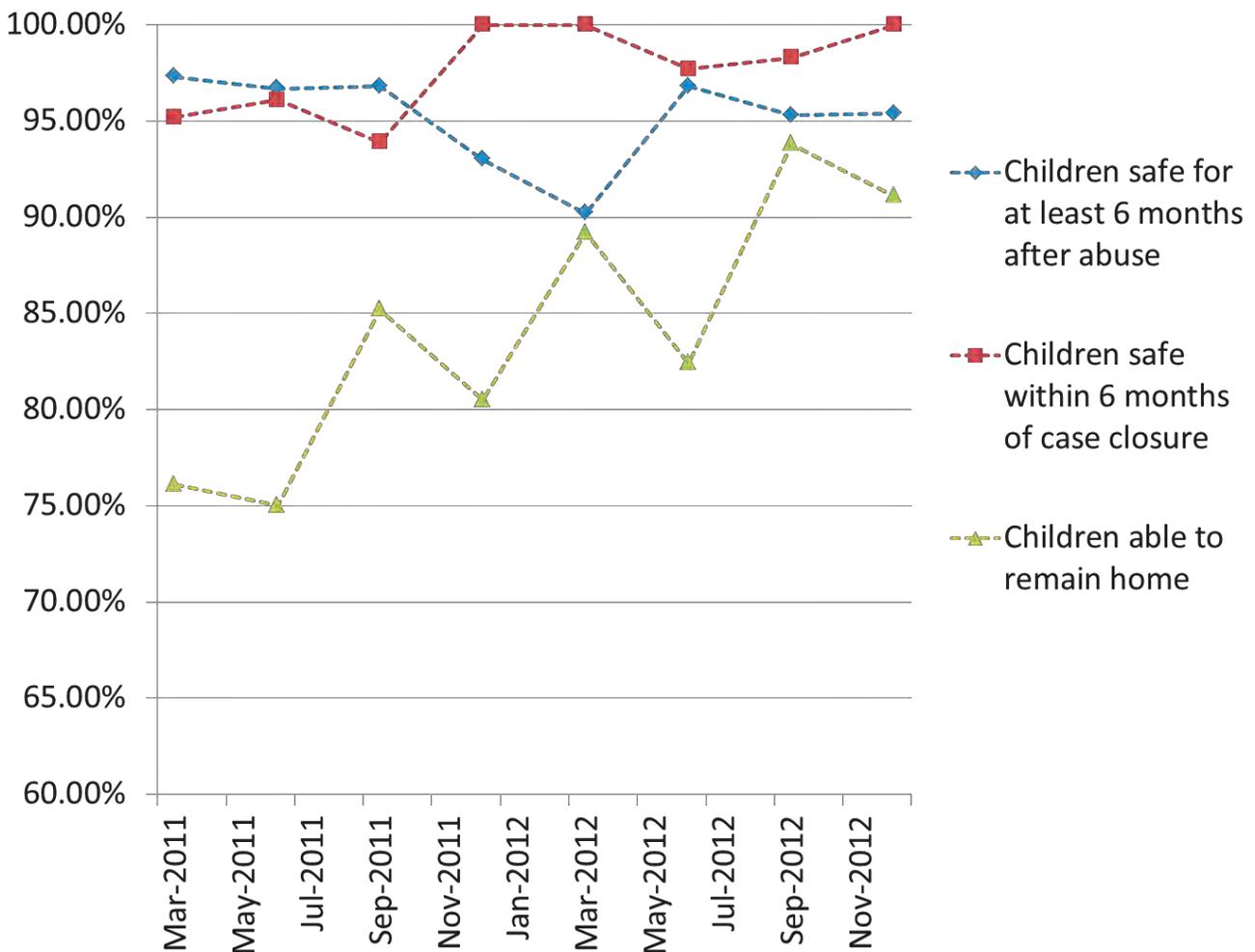


How we're responding

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Boulder County Child Welfare Score Card

The State of Colorado keeps close track of child welfare data in its 64 counties. One of its measurements is the quarterly Child Welfare Score Card. Our case workers have consistently been doing an excellent job helping prevent re-abuse of children.



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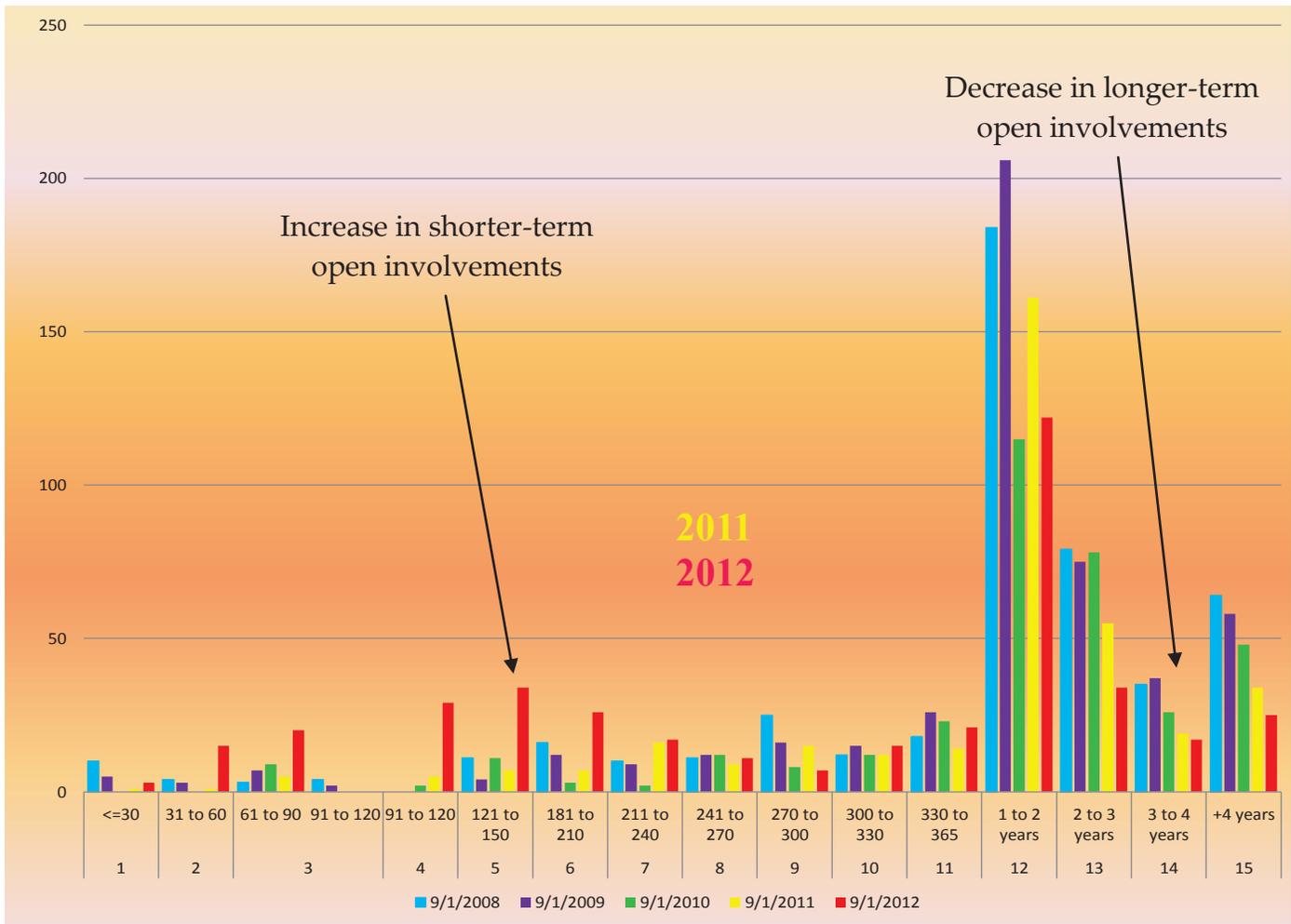


How we're responding

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Another result of our family-centered approach to case management is a reduction in the amount of time our cases are open. This reduction has been most dramatic in 2012.

This is due in part to our family-centered approach to connecting our clients with services they need much earlier in the process. Among others, these services include housing counseling and rental assistance.



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How we're responding

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A Shift Toward Permanency for Young People

When it *is* necessary to remove a child from the immediate family, we are focusing our efforts on **creating permanency** in other ways. This means helping locate extended family members or friends of the family who can commit to caring for the child or teen. Part of the process is bringing the young people together around a table with case workers, friends, and relatives to help identify and locate kin and other potential caregivers. It's a new approach known as a *Permanency Roundtable*, and it's working.



Ongoing Case Worker Jenny Zuetell tells the story of a struggling teen girl whose parents were unable to care for her. Through the Permanency Roundtable process, Jenny's team located one of the girl's grandparents. She was reunited with this relative after many years, and the moment she walked into the house, saw on a high shelf a dusty piece of art she had created when she was a child.

Jenny recalls, "she just looked up, and there were tears welling in her eyes, and she said, 'I'm home'."

This scene is being repeated across the county. Thus far, among the young people who have been involved in now-closed Permanency Roundtable cases in Boulder County, **48% of them have found legal permanency** with kin or family friends.

"It's worth it for the children," Jenny says. "It's their voice being heard and what they really want and need. So when I think of 'what do I need to do for this child?', well I need to be outside the box as much as possible. It means that much more to the young people because they know we've tried."

Boulder County's efforts are attracting attention. The Colorado Human Services Department recently recognized Boulder County as a "County of Excellence in Permanency Strategy and Practice", one of just three such counties in the state. Our department has been recognized for excellence in leadership in advocating for programs, policies and practices that help prevent the need for foster care by strengthening families and their communities.



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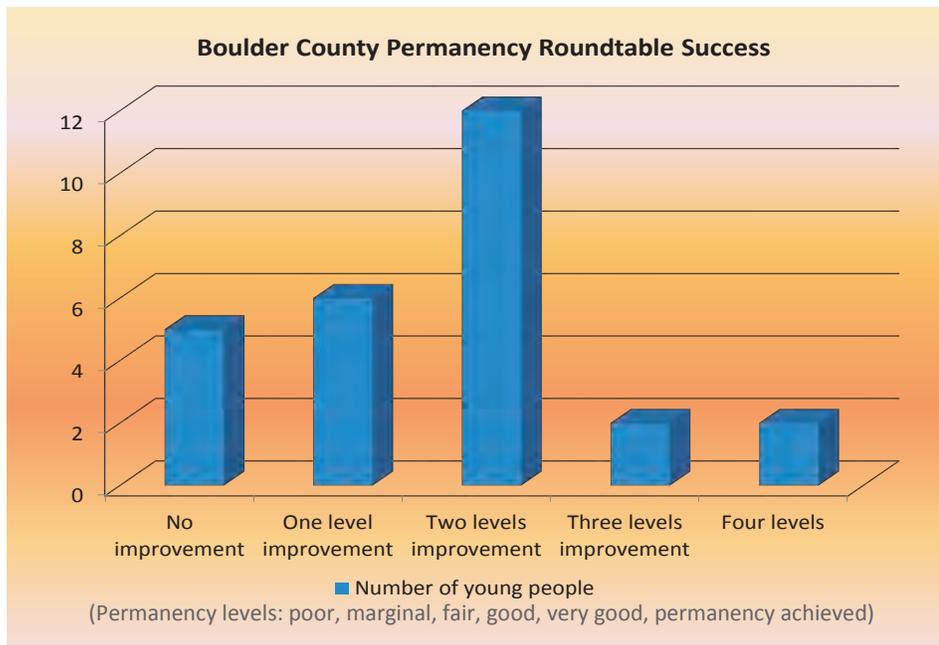


How we're responding

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Permanency Success in Boulder County

As of August 2012, among the 27 Boulder County young people in the Permanency Roundtable process, **81% of them had improved chances for permanency.** 59% had improvement of two or more permanency levels.



Over time, **48 percent** of the young people who have been involved in the Permanency Roundtable initiative in Boulder County have found legal permanency with kin or family friends.



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How we're responding

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Housing Stabilization

The Housing Stabilization Program (HSP), begun in 2008, is another excellent example of the success of our shift to an early intervention and prevention approach to providing services. The program was initially known as the Housing Crisis Prevention Program. Its newer name is a reflection of the fact that our services are now geared toward **stabilizing families** –reaching them earlier– not just preventing crises. The strength of the program comes from partnerships among our divisions and other community agencies in Boulder County.

Families and individuals who need help paying their rent or making house payments are referred to the HSP by our staff and community partner non-profits. Since 2008, the HSP has served **well over 1,300 households**, investing nearly **\$4 million** in the community. Families have averaged \$2,876 of assistance over about 3 months.



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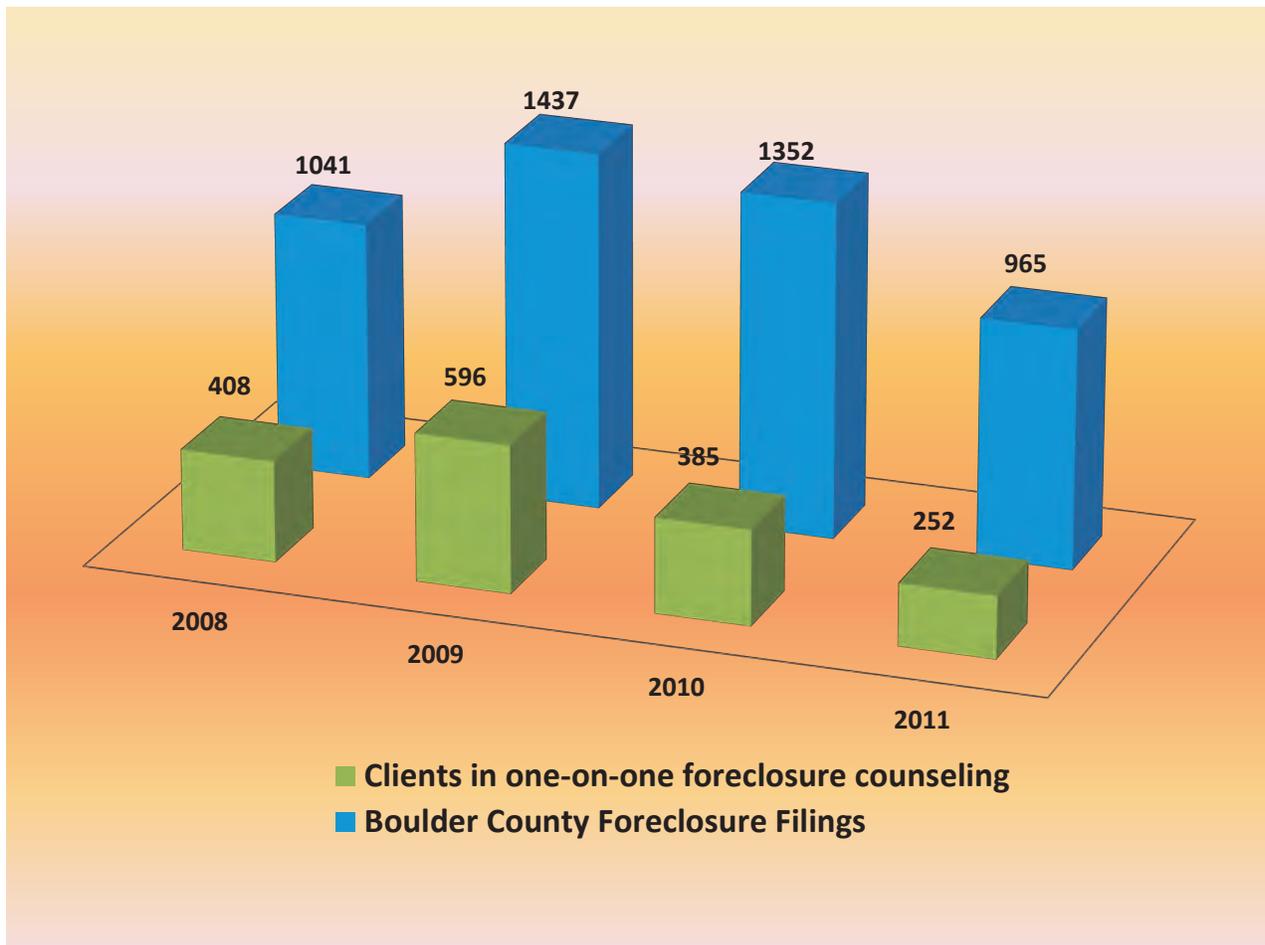
How we're responding

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Housing Counseling

Boulder County Foreclosure Data:

Over the past three years, the Boulder County foreclosure rate peaked and has since declined considerably. To date, over 7,000 people have received help through our Housing Counseling Program, which includes a major focus on foreclosure prevention.



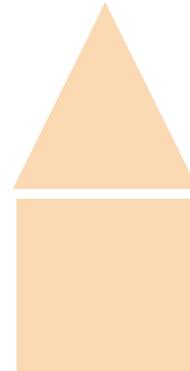
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DHHS Adopted
2013 Budget



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Budget Purpose/Use: The Boulder County Department of Housing and Human Services (DHHS) 2013 budget is intended to be a strategic working document produced annually for use by the Board of County Commissioners, county department heads, and DHHS staff members. It serves a secondary function as a resource for grant applications, for responding to inquiries from the media, auditors, professional associations, eligibility and compliance teams, and in the training and support of senior managers and staff.

Scope of Information: The budget presentations in this document are primarily focused on the current fiscal year (2013). They present both an overall HHS perspective and summarized financial and budget information relating to specific Divisions and Programs. The data presented in the tables and graphs are from internal sources except where noted.

Budget Comparisons and Analysis: This document compares 2011 actual, 2012 budget, and 2013 adopted budget for Human Services and 2011 actual, 2012 projected, and 2013 adopted budget for the Boulder County Housing Authority.





Our budget

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Budget Principles

During the 4th quarter of 2011, DHHS leadership developed a set of guiding principles for Housing and Human Services which inform the 2013 budget in its development and resource allocation. These principles state that the budget allocation process should:

- Support the strategic directions and priorities of DHHS.
- Recognize the connectivity between programs.
- Efficiently and flexibly respond to needs within the organization.
- Support fair and objective allocations, based on the strategic plan and performance outcomes.
- Utilize minimum resources to administer the allocation process.
- Ensure decision-making that is consistent with DHHS plans and policies.
- Develop a collaborative and all-inclusive budget process across departments and divisions.



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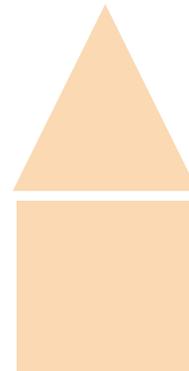
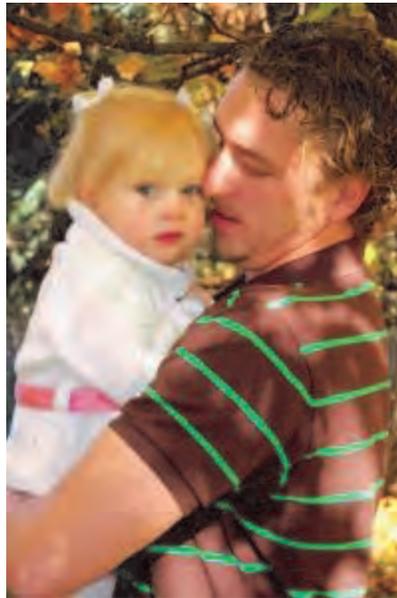
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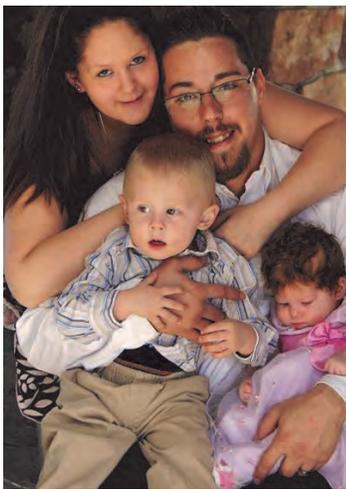
Our Human Services Budget

Adopted 12/13/12 by Boulder County Commissioners



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Our Human Services Programs

The following are the five primary block grants coming to DHHS:

Family and Adult Services includes benefit eligibility determination and case maintenance for Food Assistance, Medicaid and Adult Financial programs, Adult Protective Services and administrative support.

Colorado Works – Temporary Assistance to Needy Families (TANF) provides financial assistance for eligible single and two-parent families, pregnant women and relatives caring for minor family members. TANF also provides workforce development and employment support for participating families through collaboration with Workforce Boulder County.

Child Care Assistance Program (CCAP) assists low-income families with child care subsidies to maintain their self-sufficiency. Services are available for parent(s) who are employed, seeking employment, pursuing a General Education Diploma (GED), English as a Second Language (ELS) or Adult Basic Education. Services are available for a set number of months depending on the program.

Child Welfare Programs assess and address the needs for child protection. Reports of neglect, abuse or exploitation of children are investigated under the standards and requirements of Colorado law. If significant child safety or risk issues are identified, the family is referred to appropriate treatment resources with the agency or community to prevent out-of-home placement. Resources, counseling, foster care, and emotional support are used to protect the child(ren) and help stabilize the family.

Core Services provide services to families who are at risk of having children removed from parental custody or to help reunify families when a child has been placed in the county's custody. Services include substance abuse treatment, mental health services, day treatment and special economic assistance.



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Our Human Services Programs

Major Funding Sources

Family and Adult Services

Eligibility and determination for Adult/Family programs and for administrative support

CHILD WELFARE/CORE SERVICES

Protection of children and preservation of families

TEMPORARY SAFETY NET

2013 is year three of five year special revenue funds to fill gaps in State funding, in so doing, stabilizing services for individuals and families

TANF/COLORADO WORKS

Work support initiatives for eligible families

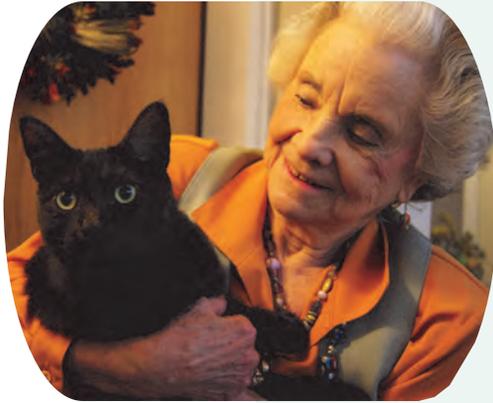
CHILD CARE

Subsidies to families needing assistance in meeting child care obligations to achieve or sustain self-sufficiency



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2013 Budget Assumptions for Human Services

- Flat mill levy contribution similar to the prior year.
- Flat allocation of Temporary Safety Net (TSN) property tax mill levy.
- DHHS has access to unbudgeted reserves to cover the first-year impacts of potential federal sequestration, which are estimated at \$447,000.
- DHHS has access to unbudgeted reserves of \$500,000 to cover reasonable costs associated with possible emergency operations that may occur in 2013 as a result of fire, flood, or other type of disaster.
- BOCC-approved release and Request for Proposals of TSN balance in the fall for health/dental/mental health cuts in late 2012.
- Combined use of TSN and Human Service fund balances in the amount of \$1.867 million for 2013.
- Current TSN staffing that is approved as a component of the base budget.
- Budgeted amounts for Child Care Assistance Program (CCAP) reflect the local share of payments to child care providers and the full cost of eligibility determination activities, including the costs of transitioning these activities in-house in the first quarter of 2013.



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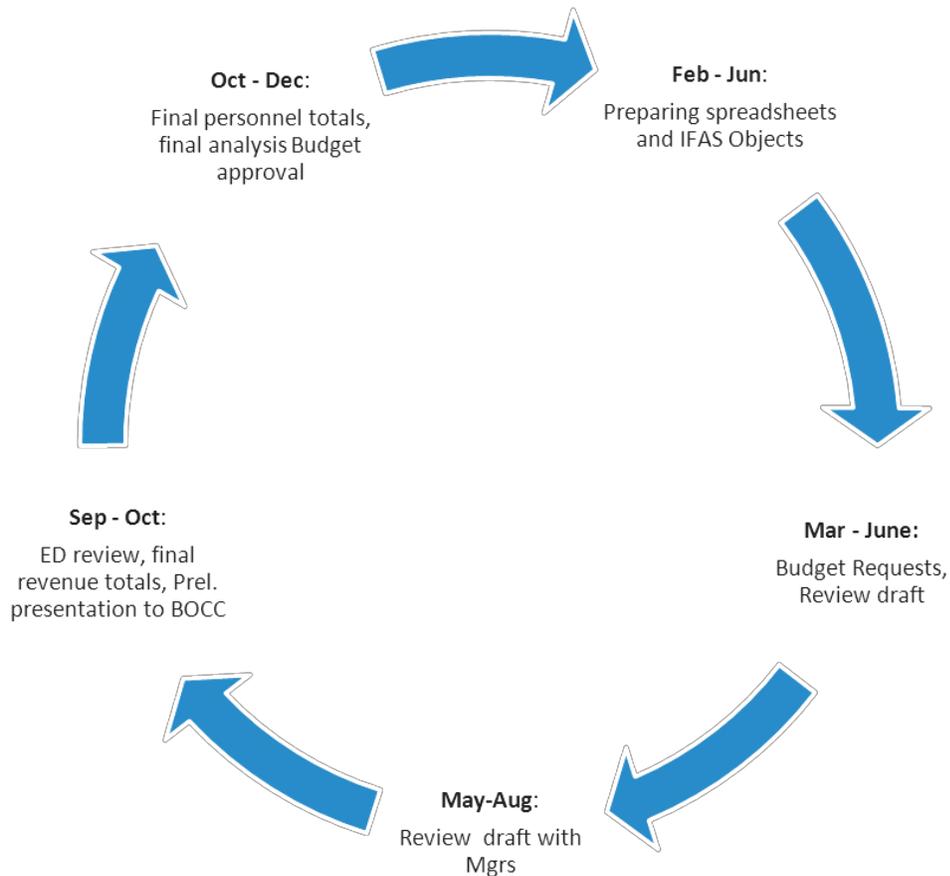
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2013 DHHS Human Services Budget Development Cycle (toward approval by Board of County Commissioners)



IFAS: Integrated Financial and Administrative Solution accounting system

ED: \

BOCC: Boulder County Board of Commissioners



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Boulder County Human Services

CY 2013 Budgeted Revenues, Expenditures, and Use of Fund Balance

REVENUES:

Property Taxes	\$	6,100,327
HHS Fund (1A) 2013 (Transfer In)	\$	1,412,286
TSN Funds 2013 (Transfer In)	\$	5,007,927
TSN Funds - Use of TSN Fund Balance (Transfer In)	\$	1,019,719

Intergovernmental Revenue

Revenue Generation:

Child Support Retained	\$	92,097
State Incentives	\$	122,652
Federal Incentives	\$	30,115
TANF Collections	\$	4,675
	\$	<u>249,539</u>

Program Reimbursement:

Colorado Works	\$	3,284,284
Child Care	\$	635,768
Child Welfare	\$	10,246,252
County Administration	\$	3,184,795
Core Services	\$	562,090
Child Support Enforcement	\$	1,166,402
Old Age Pension	\$	198,886
ADP Pass-through	\$	485,311
County-Only Pass-thru	\$	968,261
ILA/Chafee	\$	130,309
PSSF	\$	111,689
IMPACT	\$	250,623
Other Grant Funds	\$	116,256
LEAP	\$	147,000
	\$	<u>21,487,928</u>

TOTAL REVENUES:

\$ 35,277,726

EXPENDITURES:

County Administration	\$	7,237,091
TANF	\$	4,107,868
Child Support	\$	1,767,276
Child Care	\$	2,321,342
LEAP	\$	121,978
Child Welfare	\$	13,369,804
Old Age Pension/Home Care Allowance/SSI	\$	211,603
Core Services	\$	926,762
ILA/Chafee	\$	130,309
PSSF	\$	111,689
ADP Pass-through	\$	1,470,639
IMPACT	\$	250,623
Grant Funding	\$	145,320
County Only/General Assistance	\$	3,800,741
Aid to Needy Disabled	\$	151,501

TOTAL EXPENDITURES:

\$ 36,124,548

2013 REVENUES LESS EXPENDITURES:

\$ (846,821)

DETAIL OF FUNDING IN EXCESS CURRENT YEAR REVENUES:

USE OF FUND 012 BALANCE: **\$ (846,821)**

USE OF TSN RESERVES: **\$ (1,019,719)**

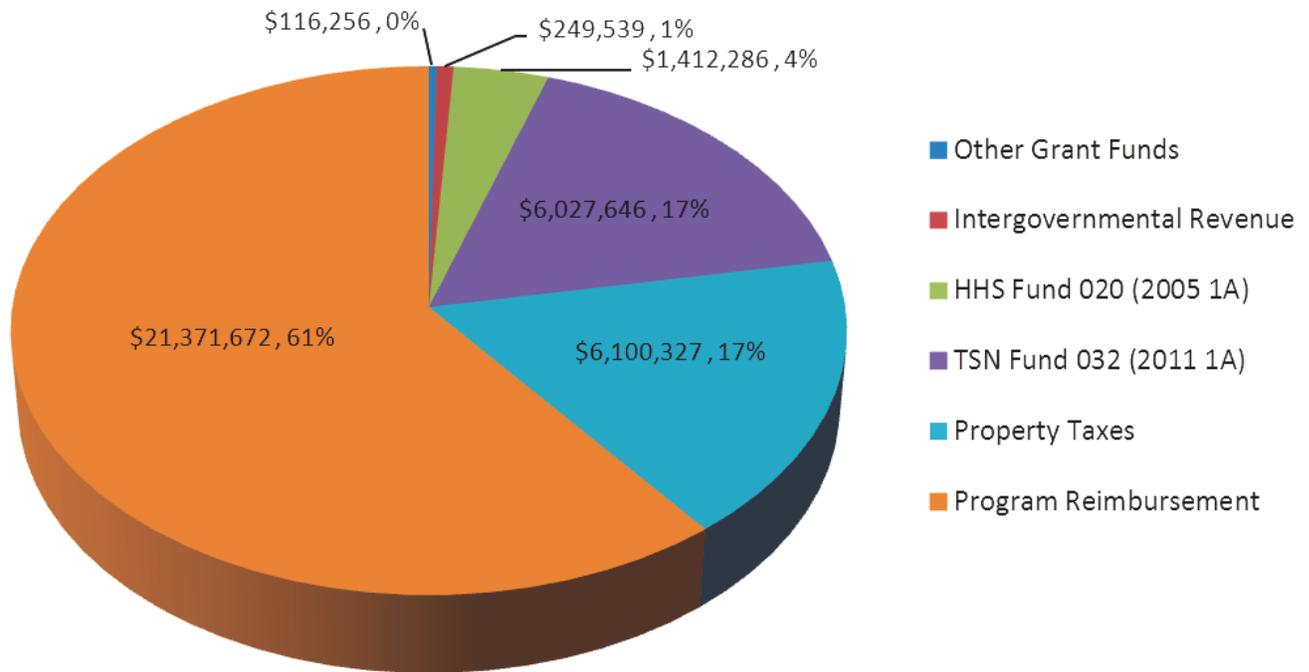


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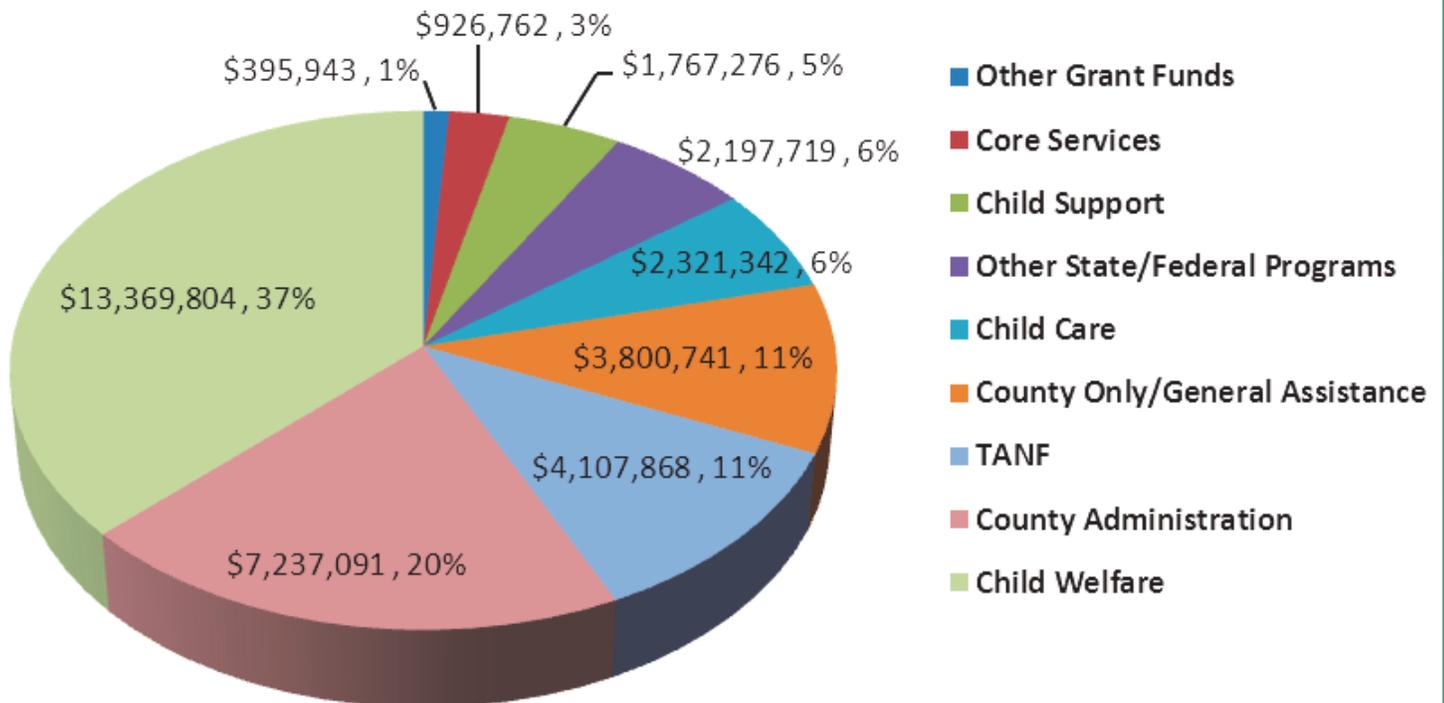
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Boulder County Human Services 2013 Revenues and Expenditures

Total Revenues = \$35,277,726



Total Expenditures = \$36,124,548



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Boulder County Human Services 2013 Sources & Uses

	A			B	
	2011 ACTUAL	2012 BUDGET	2013 BUDGET	Incr/(Decr): B - A	
				\$\$\$	%
SOURCES					
Property Taxes	\$ 6,525,623	\$ 6,084,992	\$ 6,100,327	\$ 15,335	0%
HHS Fund (1A)	1,412,286	1,412,286	1,412,286	0	0%
Temporary Safety Net 2013 (TSN/1A)	3,540,827	4,992,245	5,007,927	15,682	0%
Temporary Safety Net - Use of Fund Balance	0	1,062,419	1,019,719	(42,700)	-4%
Intergovernmental Revenues					
Revenue generation (incentives/collections)	617,761	407,261	249,539	(157,722)	-39%
Program Reimbursement					
TANF/Colorado Works	2,106,164	1,722,913	3,284,284	1,561,371	91%
Child Care	440,098	549,686	635,768	86,082	16%
Child Welfare	8,839,349	9,316,848	10,246,252	929,404	10%
County Administration	4,078,961	3,116,821	3,184,795	67,974	2%
Core Services	626,361	531,521	562,090	30,569	6%
Child Support Enforcement	1,554,067	2,094,620	1,166,402	(928,218)	-44%
Old Age Pension	127,608	119,002	198,886	79,884	67%
LEAP	224,361	372,319	147,000	(225,319)	-61%
Safe and Stable Families Grant	99,123	103,561	111,689	8,128	8%
Chafee Independent Living Grant	104,130	101,292	130,309	29,017	29%
ADP Pass-thru	185,055	256,479	485,311	228,832	89%
County-only Pass-thru	873,973	934,630	968,261	33,631	4%
IMPACT	233,872	428,750	250,623	(178,127)	-42%
Other Grant Funds	430,964	101,134	116,256	15,122	15%
TOTAL SOURCES	\$ 32,020,583	\$ 33,708,779	\$ 35,277,726	\$ 1,568,947	5%
USES					
TANF/Colorado Works	\$ 3,235,914	\$ 2,604,075	\$ 4,107,868	\$ 1,503,793	58%
Child Care	810,212	2,730,931	2,321,342	(409,589)	-15%
Child Welfare	11,635,624	12,390,517	13,369,804	979,287	8%
County Administration	6,364,199	5,791,929	7,237,091	1,445,162	25%
Core Services	881,450	1,033,261	926,762	(106,499)	-10%
Child Support Enforcement	2,085,929	3,173,667	1,767,276	(1,406,391)	-44%
Old Age Pension	305,609	126,726	211,603	84,877	67%
Aid to Needy & Disabled	0	167,308	151,501	(15,807)	-9%
LEAP	230,815	372,319	121,978	(250,341)	-67%
Safe and Stable Families Grant	103,588	103,561	111,689	8,128	8%
Chafee Independent Living Grant	102,879	101,292	130,309	29,017	29%
ADP Pass-through	571,855	777,209	1,470,639	693,430	89%
IMPACT	363,998	428,750	250,623	(178,127)	-42%
Grant Funding	99,809	101,134	145,320	44,186	44%
County Only/General Assistance	3,763,260	4,471,757	3,800,741	(671,016)	-15%
TOTAL USES	\$ 30,555,142	\$ 34,374,436	\$ 36,124,548	\$ 1,750,112	5%
INCREASE/(DECREASE) IN FUND 012 BALANCE	\$ 1,465,442	\$ (665,657)	\$ (846,821)	\$ (181,164)	27%

MAJOR STATE ALLOCATIONS

Four Year Trending	A				B	(B-A)/A
	SFY2009-10	SFY2010-11	SFY2011-12	SFY2012-13	Incr/(Decr)	
Child Care	\$ 3,232,123	\$ 3,335,395	\$ 3,399,191	\$ 3,229,231	-5%	
Child Welfare	\$ 14,958,179	\$ 15,024,339	\$ 14,502,500	\$ 14,809,257	2%	
Core Services	\$ 2,407,455	\$ 2,394,947	\$ 2,394,947	\$ 2,157,453	-10%	
County Administration	\$ 2,865,931	\$ 2,905,749	\$ 3,369,990	\$ 3,592,997	7%	
Colorado Works/TANF	\$ 6,886,140	\$ 6,199,501	\$ 5,960,512	\$ 5,662,486	-5%	



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The Temporary Human Services Safety Net (TSN)

The passage of Ballot Initiative 1A by voters in November 2010 has led to tremendous support for many of the services which had seen federal and state budget cuts in recent years. The TSN was designed as a temporary increase in property taxes, the revenue from which is used to backfill cuts to human services in Boulder County.

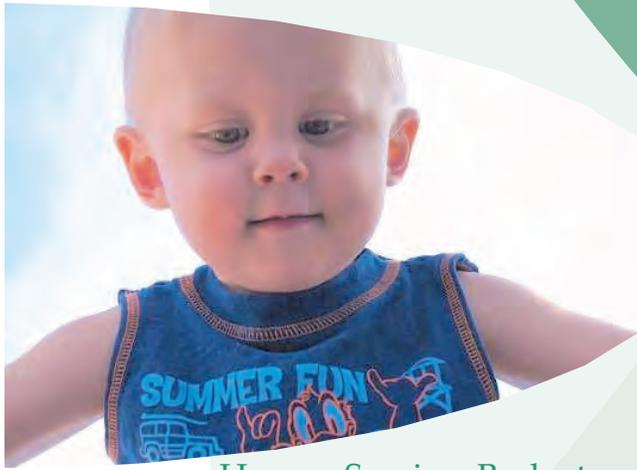
Community needs and priority areas for the TSN were identified in a series of meetings with the public and our community partners:

- Increased access to mental health and substance abuse services
- Transition-aged youth services
- Crisis housing
- Community-based family support services (also known as Family Resource Centers and Schools)
- Parent education and life skills assistance
- Increased access to quality medical, dental, and vision care
- Community-based job training and employment support
- Community-based stabilization services like food security for families, children, and individuals
- Access to quality child care



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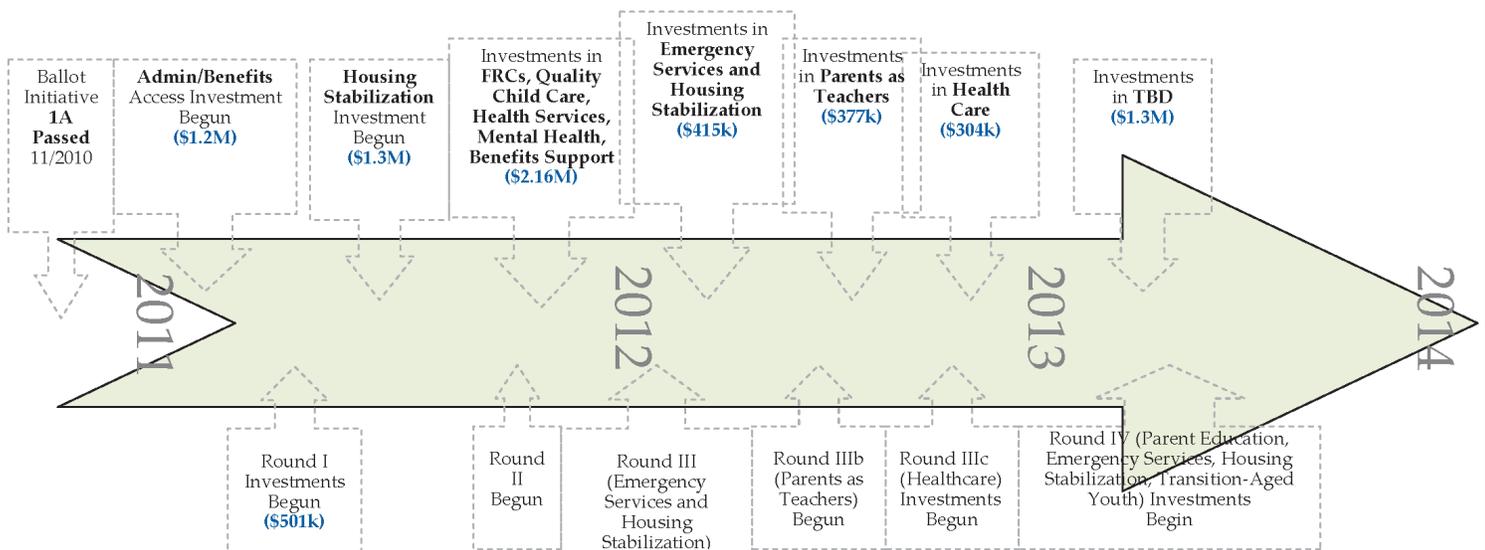
Human Services Budget

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The Temporary Human Services Safety Net (TSN)

In two years, we have made significant investments in the safety net through our community partner non-profits and agencies and DHHS programs.

Investments (11/2010 – Present)



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Temporary Human Services Safety Net (TSN)

Comparison of Budget to Actuals

For eleven months ended November 2012

	2012 Appropriated Budget	1st Quarter Actuals	2nd Quarter Actuals	3rd Quarter Actuals	Oct-2012 Actuals	Nov-2012 Actuals	YTD Actuals	YTD Budget as of 11/30/12	(Over)/Under YTD Budget	Projected Year-End Spending	Projected (Over)/Under Appropriated Budget
Non-Profit Contracts & Other Programs	2,000,000										
Parent Education	-	-	-	-	-	-	-	22,917	22,917	0	
Parenting Education Services of Longmont	-	-	-	-	-	-	-	46,462	46,462	0	
Parenting Place	-	-	-	5,991	20,710	-	26,701	68,121	41,420	74,314	
Transition Aged Youth	-	-	-	-	-	-	-	137,500	137,500	0	
Non-Profit Contracts - Round II											
Boulder Shelter for the Homeless	-	1,119	22,405	15,870	3,893	4,036	47,323	67,218	19,894	73,328	
City of Boulder - Child Care	-	-	3,056	3,139	-	-	6,195	32,083	25,889	35,000	
City of Boulder - FRS	-	-	34,159	41,084	-	37,967	113,210	170,792	57,582	186,319	
Clinica Family Health Services	-	-	11,219	-	-	-	11,219	10,284	(935)	11,219	
Dental Aid	-	-	7,910	10,880	2,720	2,720	24,230	36,246	12,016	39,541	
Early Childhood Council	-	832	29,440	19,919	2,512	2,538	55,240	55,240	(240)	60,000	
Mental Health Partners - Community Based	-	23,849	21,789	80,431	19,655	-	145,724	314,500	168,776	201,559	
Mental Health Partners - Senior Reach	-	8,248	8,896	15,037	7,129	-	39,310	75,950	36,640	54,134	
Sister Carmen Community Center, Inc.	-	55,801	52,773	39,318	38,009	12,505	198,406	208,323	9,917	227,261	
Non-Profit Contracts - Round III											
Boulder Outreach for Homeless Overflow	-	-	13,747	-	-	-	13,747	18,333	4,586	20,000	
Boulder Shelter for the Homeless	-	-	25,781	20,599	6,683	6,781	59,844	68,750	8,906	75,000	
Bridge House	-	-	6,356	5,064	1,702	2,677	15,800	18,333	2,534	20,000	
Emergency Family Assistance Association	-	-	21,560	25,567	8,597	10,288	66,012	68,750	2,738	75,000	
Outreach United Resource Center, Inc.	-	-	35,754	13,208	7,899	-	56,862	68,750	11,889	75,000	
Safehouse Progressive Alliance for Nonviolence	-	-	24,828	21,607	6,545	5,351	58,331	68,750	10,419	75,000	
Sister Carmen Community Center, Inc.	-	-	22,998	16,342	12,083	8,848	60,271	68,750	8,479	75,000	
Other Programs											
Emergency Hotel Vouchers	-	-	85	1,192	-	2,289	3,566	13,750	10,184	5,566	
Heating Plus 2012-13 season	-	-	-	-	-	280	280	60,892	60,613	66,428	
Housing Stabilization Program	-	-	303,215	-	-	-	303,215	536,672	233,457	538,675	
IMPACT	-	-	-	-	-	-	-	183,333	183,333	11,250	
Senior Heat Administration	-	2,262	2,546	-	-	-	4,807	9,167	4,359	4,807	
Senior Heat Direct Benefits	-	1,882	52,876	-	-	-	54,757	68,750	13,993	54,757	
The Work Number (Talk Corp)	-	-	17,000	12,750	-	8,500	38,250	50,417	12,167	55,000	
RFP 5693-12 Local Health Funding											
Boulder Valley Women's Health Center	-	-	-	-	-	-	-	25,208	25,208	27,500	
Clinica Family Health Services	-	-	-	-	-	-	-	-	0	0	
Dental Aid	-	-	-	-	-	-	-	29,945	29,945	49,000	
Mental Health Partners	-	-	-	-	-	-	-	68,370	68,370	74,585	
SubTotal: Non-Profit Contracts & Other Programs	2,000,000	93,993	718,391	347,998	138,137	104,779	1,403,298	2,672,316	1,269,018	2,265,244	(265,244)
Administrative Benefits Access											
Personnel (Salary & Benefits)	1,356,928	400,142	481,919	517,339	179,199	165,567	1,744,167	1,243,851	(500,316)	1,916,588	
TSN Administration	100,000	16,483	20,614	15,721	1,724	2,075	56,617	80,781	24,164	61,764	
CCAP Assessment	-	-	1,875	-	-	-	1,875	1,719	(156)	1,875	
Social Interest Solutions	-	-	9,998	-	-	-	9,998	9,167	(831)	9,998	
Offset reduction in Child Welfare allocation	500,000	-	499,702	-	-	-	499,702	458,333	(41,369)	499,702	
Offset reduction in TANF allocation	300,000	-	-	-	-	-	-	275,000	275,000	0	
Child Support Enforcement	49,439	11,805	11,815	12,510	4,008	4,010	44,148	45,319	1,171	49,439	
Child Care	1,748,298	15,887	15,987	58,246	163,048	161,573	414,741	763,624	348,882	693,811	
SubTotal: Administrative Benefits Access	4,054,665	444,317	1,041,910	603,816	347,980	333,225	2,771,247	2,877,793	106,546	3,233,176	821,489
Total	6,054,665	538,309	1,760,301	951,814	486,117	438,005	4,174,546	5,550,110	1,375,564	5,498,421	556,244



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Temporary Human Services Safety Net (TSN) Fund

2013 1A/TSN Budgeted Spending

December 27, 2012

Expenditure Type	Expense				Revenue	
	County Admin Pass-thru	Child Care	Child Support	County Only	2013 Projected 1A/TSN	2013 Projected 1A/TSN
Personnel Total	2,221,365	63,538	47,237	-	2,332,140	2,332,140
Child Care		1,200,000			1,200,000	1,200,000
TSN Contracts					-	-
TBD				394,679	394,679	394,679
Emergency Services 2013:				-	-	-
Boulder Outreach for Homeless Overflow				20,000	20,000	20,000
Boulder Shelter for the Homeless				75,000	75,000	75,000
Bridge House				20,000	20,000	20,000
Emergency Family Assistance Association				75,000	75,000	75,000
Outreach United Resource Center, Inc.				75,000	75,000	75,000
Safehouse Progressive Alliance for Nonviolence				75,000	75,000	75,000
Sister Carmen Community Center, Inc.				75,000	75,000	75,000
Parent Education Services of Longmont				170,000	170,000	170,000
Parenting Place				158,000	158,000	158,000
Boulder Shelter for the Homeless				65,000	65,000	65,000
City of Boulder - FRC				170,000	170,000	170,000
Mental Health Partners - community based				320,000	320,000	320,000
Mental Health Partners - senior reach				80,000	80,000	80,000
Boulder Valley Women's Health Center				2,500	2,500	2,500
Clinica Family Health Services				150,000	150,000	150,000
Sister Carmen Community Center, Inc.				200,327	200,327	200,327
Emergency Hotel Vouchers				15,000	15,000	15,000
Heating Plus 2012-13 season				200,000	200,000	200,000
The Work Number (Talx Corp.)	55,000				55,000	55,000
Contracts Total	55,000	-	-	2,340,506	2,395,506	2,395,506
TSN Admin	100,000				100,000	100,000
Cuts in Federal/State Funding ⁽¹⁾					-	-
Total TSN Spending in 2013	2,376,365	1,263,538	47,237	2,340,506	6,027,646	6,027,646
2013 Temporary Safety Net					5,007,927	5,007,927
Use of 2012 TSN Fund Balance					1,019,719	1,019,719

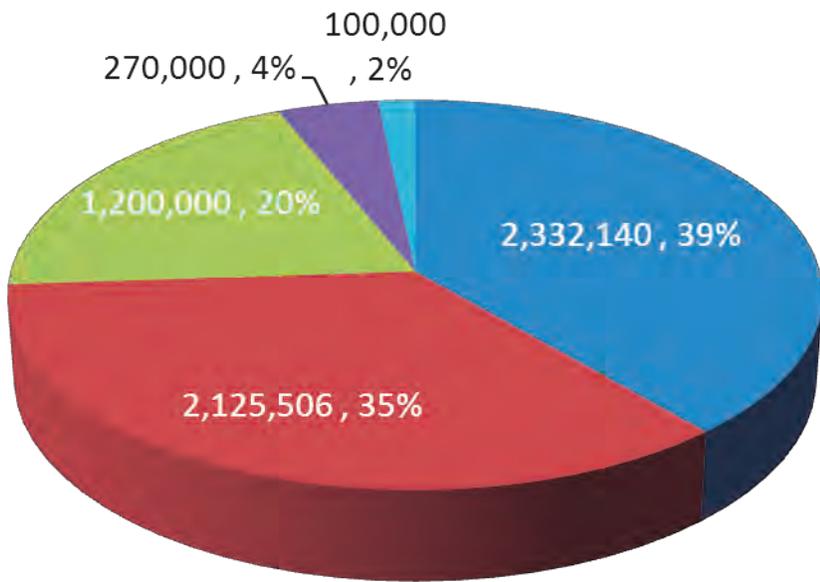
⁽¹⁾ - Potential use of TSN reserve balance is a contingency/non-budgeted item for now.



Temporary Human Services Safety Net (TSN) 2013 Expenditures



Total Expenditures = \$6,027,646



- Personnel
- TSN Community Partner Contracts
- Child Care
- Internal Initiatives & Programs
- TSN Administration



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The Boulder County Safety Net on Dateline NBC

In late June 2012, Boulder County's human services safety net and the TSN were featured in a one-hour special on Dateline NBC. The Dateline team followed three middle class Boulder County families who were seeking and accessing services for the first time: food assistance, rental assistance, health coverage, and more. The program highlighted both how difficult it is to ask for help and the successes of the collaborative efforts between the Boulder County Department of Housing and Human Services and our community partners. Sister Carmen Community Center in Lafayette was a major focus of the documentary. On the Dateline web site, the text article that accompanied the program received the most comments in the history of the site. From the article:

[Boulder County's Department of Housing and Human Services](#) has tried to reach out to struggling formerly middle class families like the Welches before they hit rock bottom. "Safety nets are historically built to try to catch people right before they hit the pavement," said HHS director Frank Alexander, "if we can get people before they fall we can serve a lot more people in a lot better way and we don't have to just clean up the mess on the street."

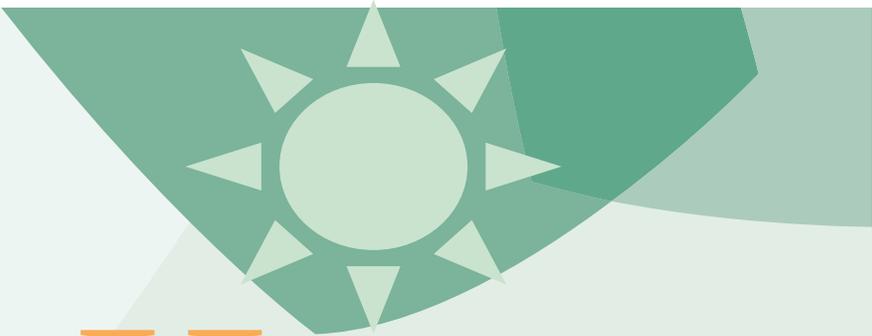
According to Alexander, helping a family in need with their mortgage or rent payments may cost the county in excess of \$10,000 in temporary "front end" assistance, but if that money prevents homelessness and all its associated economic and social ills it can save the county much more than that. "We know that if a senior who's trying to live independently in the community ends up in a nursing home, that that shifts cost to \$75-85,000 a year. We know that if a family's in a home and they get foreclosed upon, it costs us almost \$80,000 as a community with that home being foreclosed upon. And the interventions that we can do as a human service system with our community partners are much less costly. The time duration is much more limited. And the outcomes for the families and individuals are much better."

Boulder County has signed up non-profit organizations like the [Sister Carmen Community Center](#) to be conduits for some of its front-end services. With the center's help Joyce Welch and her family qualified for county rent assistance until August 2012, enough time, Joyce hoped, for her husband to find a job that will get the family back on their financial feet. But for now, she has begrudgingly accepted that she has become a new and different statistic of poverty in America.



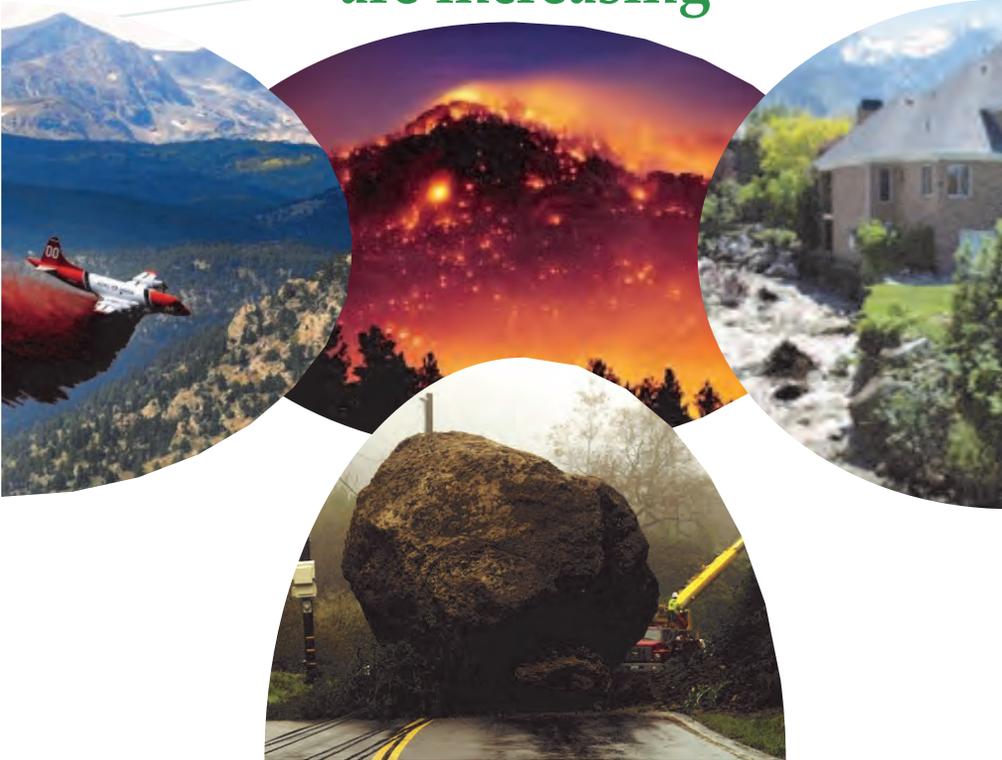
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Some of our major risks
are increasing



DHHS had a significant role in responding to community needs resulting from the Fourmile Canyon Fire in September 2010.

As a result, DHHS has allocated sufficient reserves to address community needs in the event of a disaster in 2013.

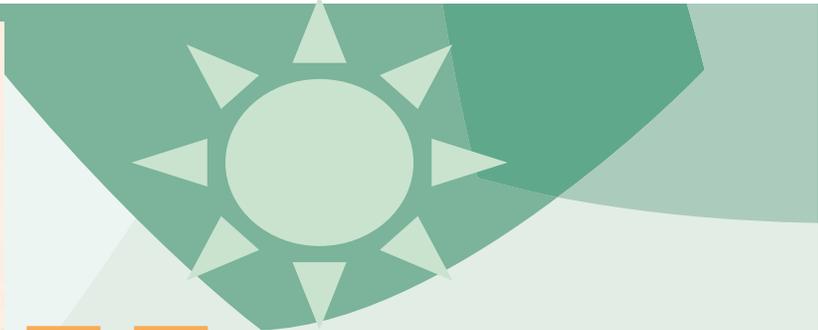


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Risks and opportunities:
Human Services



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Each year, DHHS staff and the Board of County Commissioners plan for uncertainty, risk, and opportunity in programming and funding. We feel it is essential to highlight the following this year:

Boulder County Human Services 2013 Outlook

Risks include:

- Potential for significant cutbacks estimated at \$447,000 to state non-entitlement program funds resulting from federal sequestration as well as potential cuts to the federal Food Assistance Program.
- Lack of effective state financial and program management information systems that reduce ability to manage utilization and cost.
- Continued increases in caseloads for self-sufficiency programs due to increasing need, Medicaid expansion, and lack of economic recovery.
- Changes to block grant funding levels that –through the allocation committees– reduce potential agency resources.
- Community response that may be necessary due to disaster, especially fire or flood.

Opportunities include:

- Flexible use of existing funding through passage of HB 1196 and IV-E Waiver that expand the range of human services programs to clients through federal reimbursement.
- Implementation of expanded access to healthcare coverage through HB 1293 and the Affordable Care Act.
- Availability of Boulder County 1A Temporary Safety Net (TSN) funds to provide resources for a larger community impact of services to clients through community partnerships that are meeting human service needs. The funds also support staffing for case management and benefits access.



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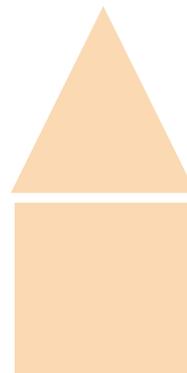
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Our Housing Budget

Adopted 12/11/12 by Boulder County Commissioners



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Housing Budget

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Our Housing Programs

Affordable housing in Boulder County Housing Authority (BCHA) includes administration, management, and maintenance of low-income housing stock, leasing, property inspections, tenant rent collection, tenant re-certifications for eligibility, monthly tenant meetings and property management. There are 559 affordable units managed by BCHA.

Section 8 Housing includes administration of 799 housing vouchers to assist low income families with rental assistance, eligibility screening, client meetings and Housing and Urban Development (HUD) required reporting. This program collaborates closely with Family Self Sufficiency (FSS) and Project Hope, elderly and frail managed aging services. This includes 50 new Family Unification Program (FUP) vouchers, 25 new Veterans Affairs Supportive Housing (VASH) vouchers, and as many as 50 Tenant-Based Rental Assistance (TBRA) vouchers. A number of these vouchers include department-wide and community-based integrated case management services.

Housing Stabilization Program (HSP) prevents families from experiencing the negative impacts of homelessness by bridging temporary financial gaps for needy-eligible families. The program intervenes with at-risk families and individuals by addressing their immediate financial crisis and provides resources and education. BCHA also holds ten units for short-term housing clients, who occupy the units for up to ninety days while they stabilize.

Family Self Sufficiency (FSS) program helps low-income families to gain job skills and education to improve their family’s financial situation and move them toward self-sufficiency.

Weatherization program makes repairs to homes of qualified eligible residents living in Boulder County to improve the home’s energy conservation and safety. Renters and homeowners may qualify. The program covers four counties and is on track to weatherize 260 homes in 2012.



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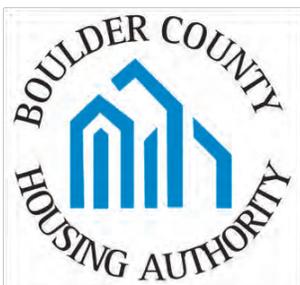


Housing Budget

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2013 Budget Assumptions for Boulder County Housing Authority (BCHA)

- Louisville Housing Authority (LHA) transferred four properties in 2012 and will transfer three properties in 2013.
- Josephine Commons stabilize occupancy and conversion to permanent loan in April 2013.
- Aspinwall (Josephine Commons second phase) construction begins in the third quarter 2013.
- \$1.7 million total for Louisville portfolio rehabilitation.
- Refinance second phase of housing portfolio in March 2013.
- Josephine Commons final tax certification and developer fee – September 2013.
- Rent increase of \$10 per month for all appropriate units.
- Rent increases were applied to each property per property manager's analysis to include vacancies with an average 95% occupancy.
- Properties are grouped into large funds by the following: North, South, MFPH, Rural, and Josephine Commons.
- Weatherization program recognizes a potential \$216,000 budget shortfall, works towards solution with stable staff and production levels in 2013.
- Fifteen properties will move from the South Group to Aspinwall Rehab in 2013.



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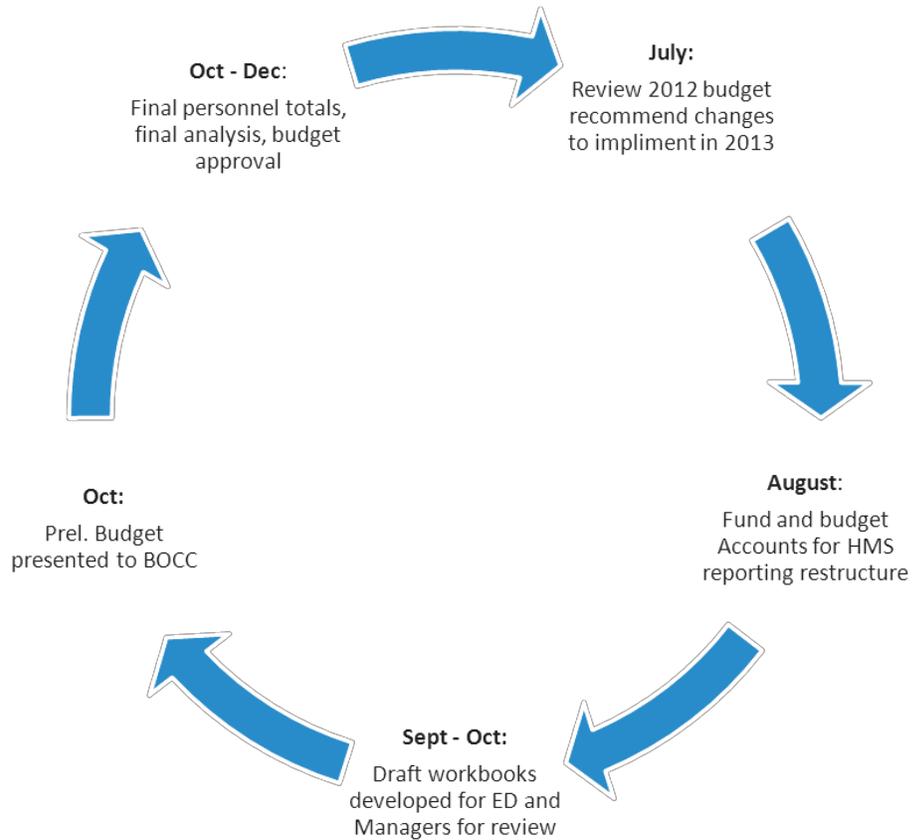
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Housing Budget

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2013 DHHS Boulder County Housing Authority Budget Development Cycle (toward approval by Board of County Commissioners)



HMS: Housing Management System
ED: Executive Director, Boulder County Housing Authority
BOCC: Boulder County Board of Commissioners

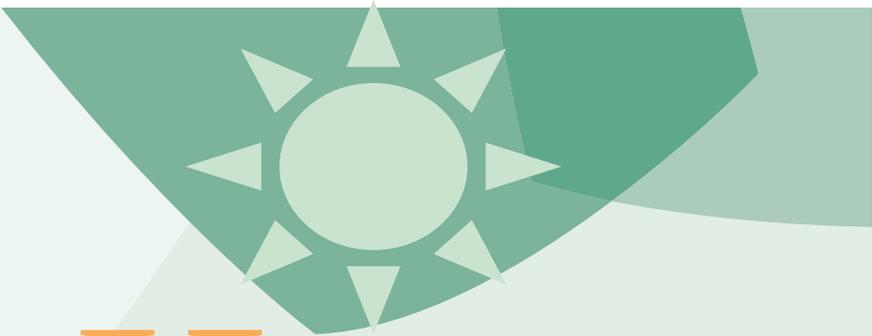


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Housing Budget

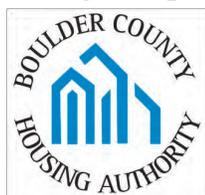


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Guiding Principles for the BCHA Portfolio

Over the next five years, BCHA seeks to create a financially sustainable and expanded portfolio that serves the affordable housing needs of Boulder County residents for decades to come. The key targets for our portfolio over the next five years include:

- Properties are evaluated annually for performance in meeting BCHA’s mission and key financial targets.
- BCHA’s portfolio will be refinanced by 2014.
- BCHA’s consolidation with the Louisville Housing Authority will be completed by 2014.
- All properties with significant rehab needs (defined as \$15,000/unit or greater) will be renovated within 3-5 years.
- Properties that serve a strong mission purpose and are not financially sustainable will be paired with financially strong properties for cross subsidy. Non-performing properties will be scheduled for disposition or well-defined and time limited “work out” strategies.
- BCHA’s utilization of Section 8 vouchers will exceed 95 percent.
- BCHA aims to expand housing resources by 500 units, including Josephine Commons and Aspinwall, VASH, and other supportive programs to be determined.



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Risks and opportunities



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Guiding Principles for the BCHA Portfolio

Fiscal and reserve goals

BCHA seeks to utilize housing resources and housing programming to meet the broader strategic goals for Housing and Human Services. Housing assets and programming are provided to support the DHHS's human services goals and to support the provision of services to the community in the most cost effective and efficient manner.

Human Services programming is designed to improve the well-being of Boulder County residents and to support the service needs with the BCHA properties.

- BCHA will have a global debt service coverage ratio of at least 1.3.
- BCHA will have a PUPA average of \$5,000 or lower for true operating costs.
- BCHA will average 95% occupancy and have a TAR of 3% or better annually.
- Cash reserves are funded to cover three months of portfolio expenses and debt, estimated to be \$1,800,000. This will include specifically defined goals within both restricted and non-restricted funds.



- BCHA will generate a development working capital fund of \$1,000,000 by December 2013.
- BCHA will work in strong collaboration with DHHS and will analyze and ensure the most strategic location of all FTE to best leverage overall DHHS resources.
- BCHA will receive its developer fee and working capital investments in Josephine Commons in 10 years.
- BCHA/DHHS will issue an Annual Report to assess how we are doing, to communicate clearly with others, and plan for the next year. The report will be issued annually.



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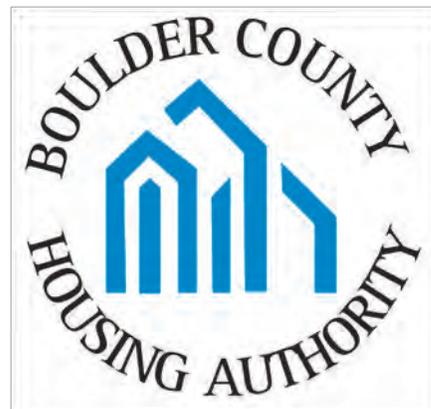
Housing Budget

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Guiding Principles for the BCHA Portfolio

Sustainability

- Environmental sustainability will be included in the consideration of site locations and building materials.
- All portfolio work will be aligned with social sustainability goals of addressing gaps in housing need, and supporting the mission of DHHS.
- New development and acquisition will occur in or adjacent to existing urban areas and towns.



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BOULDER COUNTY HOUSING AUTHORITY

BCHA Consolidated

2013 Budget

Operating Fund			Grant Fund					Tax Credit Fund			
Admin Properties	North Properties	South Properties	Rural Dev	MFPH	Wx	Housing Choice Voucher	Housing Counseling	Housing Stabilization	Other Grants	Josephine Commons	Aspinwall
Admin Finance	1327 Emery 1410 Emery 902 Emery	501 Geneseo 503, 515 Gen. 505 Geneseo	Casa Esperanza Prime Haven Walter Self	Bedivere Carr Chester	IGA Fund DOE SEV		RevMort CompCons CHFA HBE	HC 1-A Primary HC 1-A Contingency Housing Crisis TANF	FSS HUD		Aspinwall
Development	Bloomfield Pl Cambridge Casa Vista	506 Geneseo 507 Geneseo 509 Geneseo		Dover Laf Villa W Lucerne	LEAP HMF CBGB		NW AHF Bldr CDBG Brmflid		REHAB		Aw Rehab
Acquisitions	Catamaran Ct Cottonwood Ct	517 Geneseo 602 Geneseo		Lyonesse Mt Gate Rodeo	CIP SEP		CDBG Lngmt CDFI Fin Ed HC BOCC				501 Geneseo 503, 515 Gen. 505 Geneseo 507 Geneseo 509 Geneseo 517 Geneseo
Aspinwall	E Saint Clair Eagle Place Meadows Rees Summer Wedgewood	712 Geneseo 608 E Chester 821 E Cleveland W Cleveland Acme Place Avalon Beaver Creek Finch Lilac Place Lydia Morgan Milo Regal Court II Regal One Sir Galahad Villa West II		Sagrimore	Unclassified		CHFA EHLP Fin Stab Attorny Gen				Finch 506 Geneseo 608 E Chester W Cleveland Milo Dover Laf Villa W Villa West II 712 Geneseo



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Boulder County Housing Authority Consolidated 2013 Budget

BOULDER COUNTY HOUSING AUTHORITY						
CONSOLIDATED 2013 BUDGET						
	Actual 2011	Projected 2012	2013	2013	2013	2013
	Boulder County Housing Authority	Boulder County Housing Authority	Boulder County Housing Authority	Component Unit MFPH	Component Unit Josephine Commons	Total Budget
Operating Revenues						
Tenant Rental Income	\$ 3,754,852	\$ 4,169,145	\$ 3,205,682	\$ 404,012	\$ 641,075	\$ 4,250,769
Management Fee Income	354,949	351,065	276,797			276,797
Grants	1,731,673	3,002,138	5,054,100			5,054,100
Transfers In	1,144,000	650,479	200,000			200,000
Other Revenue	658,978	528,303	3,788,864	4,873	2,485	3,796,222
Total Operating Revenues	\$ 7,644,452	\$ 8,701,130	\$ 12,525,443	\$ 408,885	\$ 643,560	\$ 13,577,888
Operating Expenses						
Salary & Benefits	\$ (3,935,021)	\$ (5,539,841)	\$ (4,525,372)	\$ -	\$ (69,085)	\$ (4,594,457)
Contractual Services	(989,467)	(1,063,516)	(1,053,390)	(128,587)	(83,967)	(1,265,944)
Professional Services & Fees	(212,881)	(265,394)	(548,511)	(23,758)	(18,410)	(590,679)
Materials & Supplies	(370,486)	(432,421)	(530,183)	(12,300)	(7,000)	(549,483)
Admin Expense	(797,114)	(1,035,914)	(1,531,149)	(62,359)	(164,522)	(1,758,030)
Client Services/Expense	(166,327)	(815,896)	(1,044,301)			(1,044,301)
Other Expenses	(55,990)	(54,857)	(57,723)			(57,723)
Cap Ex	36,389	32,198	-			-
Total Operating Expenses	\$ (6,490,897)	\$ (9,175,641)	\$ (9,290,629)	\$ (227,004)	\$ (342,984)	\$ (9,860,617)
Non Operating Income/Expenses						
HAP Income	6,048,660	6,856,790	6,142,543			\$ 6,142,543
HAP Expense	(6,046,965)	(6,934,635)	(6,582,481)			(6,582,481)
Deferred Interest Eagle Place			177,000			177,000
Depreciation Expense	(814,435)	(1,739,560)	(672,195)	(59,861)	(783,642)	(1,515,698)
Mortgage Interest	(616,303)	(1,056,520)	(1,017,034)			(1,017,034)
HAP Payment Reserves	-	-	454,699			454,699
Partnership Agreement Capital Reserve	-	-	(16,650)			(16,650)
Total Non Operating Expenses	\$ (812,740)	\$ (1,817,406)	\$ (935,133)	\$ (59,861)	\$ (783,642)	\$ (2,357,621)
Net Income	\$ 340,815	\$ (2,291,917)	\$ 2,299,681	\$ 576,028	\$ 202,902	\$ 1,359,650
						Add Back Depreciation: 1,515,698
						Capital Expenditures 2,875,348
						Change in Fund Balance \$ -



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Boulder County Housing Authority

2013 Operating Budget

Operating and Non-operating Revenues

Operating:

Tenant Rental Income	4,250,769
Management Fee Income	276,797
Grants	5,054,100
Transfers In	200,000
Other Revenue	3,796,222

Non-operating:

Deferred Interest Eagle Place	177,000
HAP payment reserves	454,699
Housing Choice Voucher	6,142,543

Total Revenues and Non-Operating	20,352,130
---	-------------------

Operating and Non-operating Expenditures

Operating:

Salary and Benefits	(4,594,457)
Contractual Services	(1,265,944)
Professional Services and Fees	(590,679)
Materials and Supplies	(549,483)
Client Services Expense	(1,044,301)
Admin Expense	(1,758,030)
Other Expense	(57,723)

Non-operating:

HAP and Utility Expense	(6,582,481)
Mortgage Interest	(1,017,034)
Partnership Agreement Cap Reserve	(16,650)

Total Expenditures and Non-Operating	(17,476,782)
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Increase or (Decrease) to Fund Equity	2,875,348
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Beginning Fund Balance	20,907,668
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Increase or (Decrease) to Fund Balance	2,875,348
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Capital Expenses	(2,845,348)
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Ending Fund Balance	20,937,668
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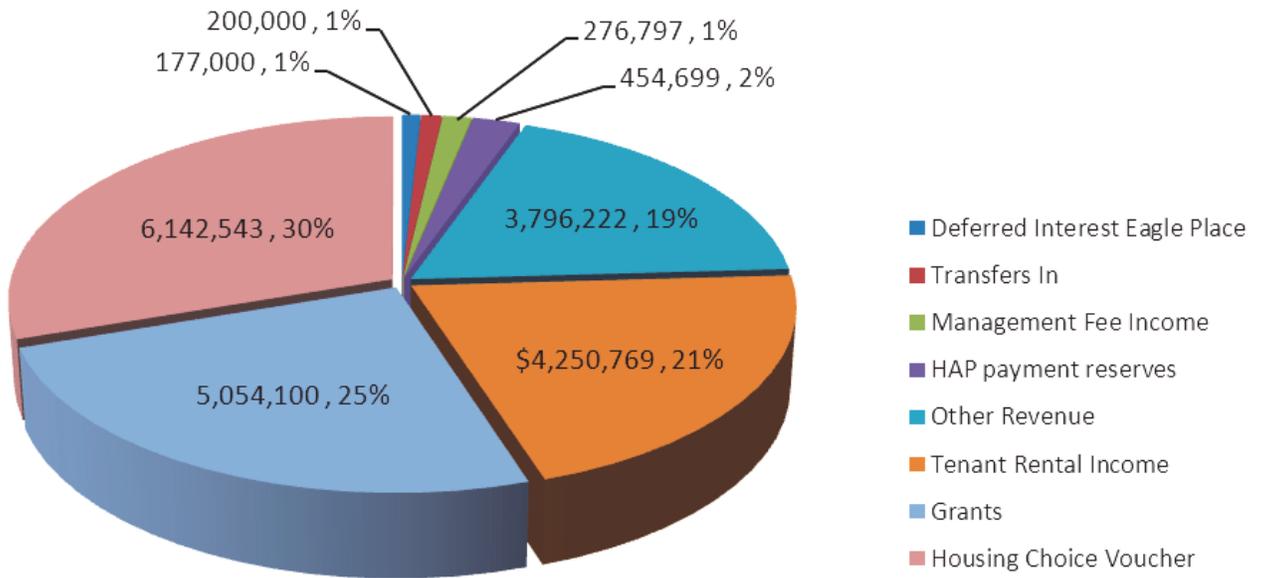


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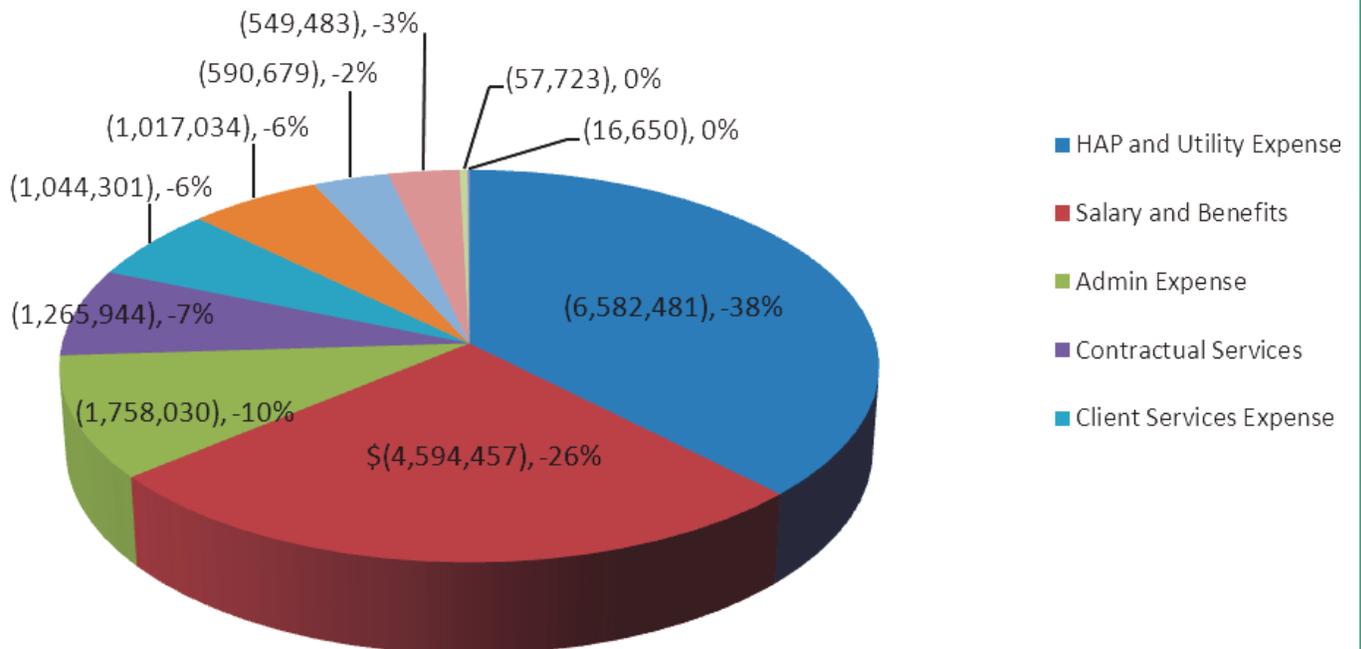
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Boulder County Housing Authority 2013 Revenues and Expenditures

Total Budgeted Operating and Non-operating Revenues = \$20,352,130



Total Budgeted Operating and Non-operating Expenditures = \$17,476,782



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BCHA Major Program Funds

WEATHERIZATION				
Revenues:	2011 Audited	2012 YTD July	2012 Projected	2013 Budget
Federal Grants	634,609	963,746	1,445,618	904,530
State Grants	-	27,330	40,995	1,038,096
Utility Rebates	-	39,681	59,522	376,394
Other Income	166,996	63,058	94,587	150,000
Total Revenue:	801,605	1,093,814	1,640,722	2,469,020
Operating Expenses:				
Total Operating Expenses:	(821,725)	(1,001,620)	(1,502,430)	(2,685,010)
Non-Operating Expenses:	-	-	-	(62,400)
Total Expenses:	(821,725)	(1,001,620)	(1,502,430)	(2,747,410)
Net Income:	(20,120)	92,194	138,291	(278,390)
Add Back Non-Op Ex:	-	-	-	62,400
Net Operating Income (loss):	(20,120)	92,194	138,291	(215,990)
Net Other Sources/Program Reductions (loss):	-	-	-	215,990

HOUSING STABILIZATION				
Revenues:	2011 Audited	2012 YTD July	2012 Projected	2013 Budget
Federal Grants Income	890,758	213,845	366,592	-
State / Local Grants Income	197,760	303,215	519,797	1,204,000
Other Income	9	2	4	-
Total Revenue:	1,088,527	517,062	886,393	1,204,000
Operating Expenses:				
Total Administrative Expenses:	(170,409)	(114,884)	(196,944)	(159,699)
Client Services	(949,904)	(632,193)	(1,083,759)	(1,040,279)
Total Expenses:	(1,120,313)	(747,077)	(1,280,703)	(1,199,978)
Net Income:	\$ (31,786)	\$ (230,015)	\$ (394,311)	\$ 4,022

HOUSING CHOICE VOUCHER (Sec 8)				
Revenues:	2011 Audited	2012 YTD July	2012 Projected	2013 Budget
HA Payment Revenue	6,048,660	3,942,389	6,758,381	6,142,543
Admin Fee Income	-	-	-	481,312
Other Income	521,459	314,714	539,510	65,620
Total Revenue:	6,570,119	4,257,103	7,297,891	6,689,475
Expenses:				
Total Operating Expenses:	(6,561,613)	(4,410,528)	(7,560,905)	(7,322,786)
Non-Operating Expenses:	-	-	-	-
Total Expenses:	(6,561,613)	(4,410,528)	(7,560,905)	(7,322,786)
Net Income:	8,506	(153,425)	(263,014)	(633,312)
HA Payment (Fund) Reserves				454,000
Admin Fee (Fund) Reserves				179,312
			Net Cash Flow	0



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Josephine Commons
153 Units of Affordable Housing
for Seniors and Families



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Josephine Commons Operating 2013 Budget

Josephine Commons Operating 2013 Budget



	2013	
	Component Unit	Josephine Commons
Operating Revenues		
Tenant Rental Income	\$	641,075
Management Fee Income		-
Grants		-
Transfers In		-
Other Revenue		2,485
HA Payment Reserves	\$	-
Total Operating Revenues	\$	643,560
Operating Expenses		
Salary & Benefits	\$	(69,085)
Contractual Services		(83,967)
Professional Services & Fees		(18,410)
Materials & Supplies		(7,000)
Admin Expense		(164,522)
Client Services/Expense		-
Other Expenses		-
Cap Ex		-
Total Operating Expenses	\$	(342,984)
Non Operating Income/Expenses		
S8 HAP Income		-
HAP Expense		-
Deferred Interest Eagle Place		-
Depreciation Expense		(783,642)
Mortgage Interest		-
HA Payment Reserves		-
Partnership Agreement Capital Reserve		-
Total Non Operating Expenses	\$	(783,642)
Net Income	\$	202,902



Aspinwall at Josephine Commons - Projected Sources and Uses

ASPINWALL PROJECTED SOURCES

	2013	2014	2015
PROJECT CASH SOURCES			
Construction Draws	\$ 20,685,853	\$ 6,125,482	\$ 51,831
First Mortgage PAB - Construction Permanent			14,000,000
LIHTC Equity	1,387,060		5,075,888
Solar Credit Equity	10,000		
JC II BCWC Cost Share	872,035		
JC II Fee Waivers	324,000	-	
Grants as Sub Debt (\$800k CDOH, \$95k Home, \$100k Other)	995,000		
Total available for Project Costs	\$ 24,273,948	\$ 6,125,482	\$ 19,127,719
PROJECT NON-CASH SOURCES			
JC II and Scattered Site BCHA Land Carryback Notes	7,606,392		
Deferred Developer Fee			1750000
Total Non-Cash	7,606,392	0	1,750,000
TOTAL SOURCES	\$ 31,880,340	\$ 6,125,482	\$ 20,877,719

ASPINWALL PROJECTED USES

	2013	2014	2014
PROJECT CASH USES			
Land/Bldg. Acquisition - Aspinwall	109,852		
Land Acquisition - Scattered Sites	9,600,000		
On Site/Off Site Work - Aspinwall	1,723,679	615,600	
On Site/Off Site Work & Demo Scattered Sites	-		
Scattered Sites Rehabilitation	2,724,220		
New Construction	13,486,627	4,816,655	
Professional Fees	910,404		
Construction Interim Costs at Closing	322,044		
Construction Loan Origination Fee	206,859		
Construction Loan Eligible Interest	214,552	61,257	
Permanent Financing Cost Paid at Closing	280,000		
Interest Expense Tax Credit Ineligible	646,497	541,972	103,813
Soft Costs Eligible Costs Paid at Closing	360,000		
Soft Costs Tax Credit ineligible Paid at Closing	165,000		
Syndication Costs	100,000		
Developer Fee	120,000	90,000	3,037,110
Project Reserves/Other	923,738		
Closing Costs Paid by Perm Financing	\$ 31,893,472	\$ 6,125,484	\$ 3,140,923
Cash Balance from Closing			
LOC Construction Draw Repay w/GIC			
Construction Loan Pay down from Tax Credits			4,161,181
Construction Loan Pay down from Perm Financing			13,594,501
TOTAL USES	\$ 31,893,472	\$ 6,125,484	\$ 20,896,605



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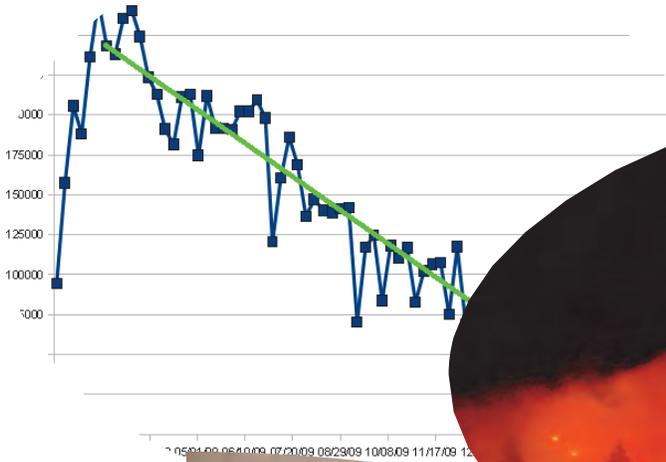
BCHA Portfolio and Development Timeline 2012 and 2013

	2012						2013											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Josephine Commons																		
Construction	■																	
CO		■																
Lease up			■															
Conversion to Perm Loan			■															
Placed in Service LIHTC application			■															
Kitchen Lease				■														
Stablization and final cost certification						■	■											
Aspinwall + "Big Bang" - Renovation on Lafayette Sites																		
Architect and contractor selection	■																	
Design, PNA, and pricing work	■																	
CDOH Application			■															
Development Agreement amendment				■														
Lend and investor selection					■													
Appraisals						■												
Contractor GMP developed							■											
4% LIHTC Application								■										
4% LIHTC Award									■									
Final HUD approvals										■								
Due Diligence and Close																		
Aspinwall - Construction																		
Rehab of existing properties																		
PH Dispo																		
Final HUD approvals	■																	
Merge SFPH and MFPH		■																
LHA to BCHA transfer																		
IGA Approval	■																	
Transfer LM, Lilac, RC, Acme			■															
Early Exit of East Street				■														
Regal Square TPA with HUD					■													
Hillside - Dispositon with HUD						■	■											
Disolve LHA as an entity												■						
Acquire/Develop 15 units	■																	
Refinance existing assets and 1998 Bond -Loan #1 - LM, Lilac, RC, Acme, Cottonwood, and Sumner																		
RFP for lender	■																	
Lender due diligence		■																
Financial close				■														
Complete \$1.5 million renovations																		
Refinance existing assets and 2004 Bond - Loan #2 - Bloomfield, Cat Court, Longmont Affordables, Moutaingate, Rodeo Court etc																		
RFP for lender						■												
Lender due diligence							■											
Financial close								■										
TBD - Renovations																		
Land Banking																		
Review opportunities/ conduct due diligence	■																	
Structure one + deal(s)																		
Predevelopment for next project																		
Add to portfolio through acquisitions																		
Ongoing	■																	
Sale of Assets																		
Casa Vista Sale	■																	
Broomfield Sale		■																
Other scattered Sales																		



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Housing Risks and Opportunities





Risks and opportunities:
Housing

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Boulder County Housing Authority 2013 Outlook

Risks include:

- Effective completion of Josephine Commons tax credit compliance requirements to obtain permanent loan and final equity payment.
- The challenge to meet increased client needs effectively and efficiently due to the downturn in the national economy. Many families who typically would not seek assistance continue to find themselves in need of affordable housing, economic stability and short-term emergency housing and financial assistance.
- Real estate risk in financing and constructing Aspinwall.
- Indirect impacts as a result of federal sequestration.
- Interest rate risk on 2004 bond refinance.
- Continued uncertainty over state and federal weatherization funding.

Opportunities include:

- Housing portfolio is strong with very low vacancy and flat operating costs.
- New housing resources such as FUP, VASH, and TBRA have been well-received in the community.
- Strategic planning for future portfolio growth, including land banking.
- An increased affordable housing stock in Boulder County with the opening of Josephine Commons in Lafayette, Colorado. This 74 unit facility is fully leased with affordable apartments and four duplex units for low-income seniors.
- Aspinwall at Josephine Commons (Phase II) will begin development and construction work in 2013. The goal of this project is to create sustainable affordable housing in Boulder County and when completed add 153 units to BCHA's affordable property inventory.
- Increased operational efficiencies with Louisville Housing Authority consolidation.
- BCHA's partnering efforts with DHHS will continue to provide better integrated and more effective programming, including short-term emergency housing.
- A re-capitalization and refinancing initiative of existing properties and sale of property to leverage efficiencies will be completed in planned stages, and is well under way.



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Boulder County Housing Authority Funding Challenges for 2013-2014

Housing Choice Voucher funding is projected to be five percent lower than the previous budget year, with notice from HUD that no additional funding will be available after October 2012 for three months, while HUD requires benchmarking for utilization increases. A comprehensive review of historical trends for Housing Choice Voucher funding indicates that HUD generally funds the program significantly at the end of the federal fiscal year after applying utilization benchmarks from prior months. HUD is taking this strategy to require housing authorities to spend down their Housing Assistance Payments reserves in 2012. A spend down of \$455,000 of HAP reserves is budgeted in 2013.

Weatherization's operations budget for revenues is \$2,377,854. County sources for Weatherization are accounted for in the 2013 budget; a \$216,000 funding gap is projected to be covered by potential additional SFY2014 funds from DOE, CEO, TANF or Other Sources and the use of \$400,000 in County funds. In view of this funding gap, the 2013 program operations were budgeted 54% lower than 2012 projected.

Housing Stabilization Program (HSP) is averaging monthly costs of \$108,000. At this level of spending for the remainder of 2012 the roll forward fund balance would be \$547,400. Therefore there is a budget for TANF funding to support 30% of the client expense, \$40,000 for 2012. With this TANF funding, the roll forward balance is projected to increase to \$587,433. A 2013 funding gap of \$714,000 will be covered by potential continuation funds from TSN, TANF, Fund 012 Balance and program operating reductions.

Family Self-Sufficiency Program utilizes funds from a HUD grant that have typically funded the program for three FTE. In the 2013 budget, three coordinators were requested in the grant submitted to HUD. For 2013, FSS program managers received an award letter for one FTE, \$69,000 a reduction of \$138,000. While there is no evidence that the grant will not be increased to support all staff, sources to cover a gap of \$138,000 would come from a combination of Boulder Community Housing Corp. (BCHC) reserve account, TANF or existing County 01 Fund budget.



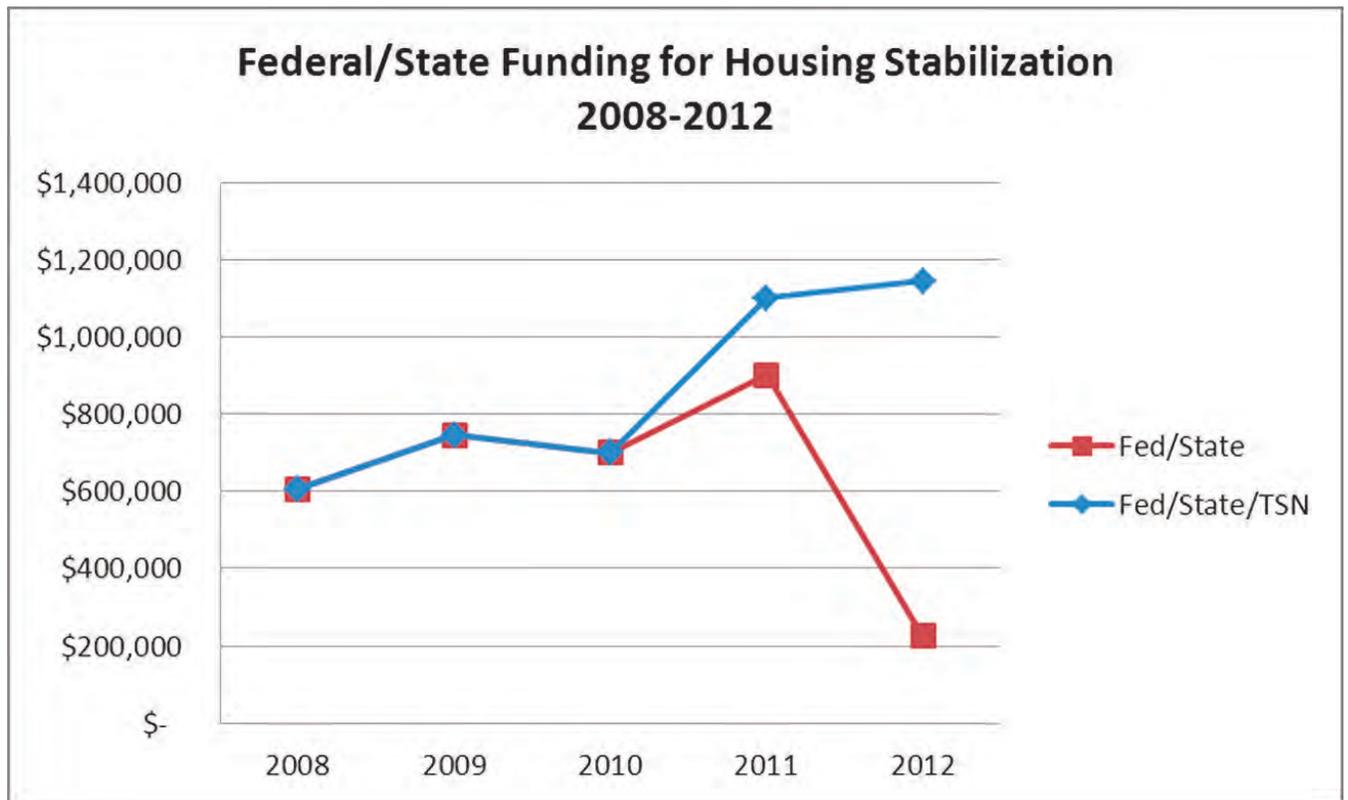
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Following the end of federal Homeless Prevention and Rapid Re-housing (HPRP) funding, the Housing Stabilization Program is now relying heavily on revenues from the Temporary Human Services Safety Net (TSN) to provide rental assistance and case management services to families experiencing temporary financial hardship. These families would otherwise be homeless.



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Upstream

Thank you, commissioners, for your review and consideration of our 2013 budget proposals. The next year promises to be an exciting one with continued change and evolution of our safety net systems both at the local and state levels.

Among the many opportunities to come this year will be the continuation of federal healthcare reform. This will include the expansion of Medicaid and the creation of a Healthcare Exchange in Colorado, which is likely to mean the extension of health coverage to 25,000 currently-uninsured in Boulder County.

We are very excited about Colorado being awarded a IV-E waiver for its child welfare services and we believe that the waiver in conjunction with HB-1196 can support positive change in the allocation methodologies within our protection system.

Our adult protective services system looks ready to step into statewide mandatory reporting, inevitably encouraging stronger community response and support for at-risk adults throughout Boulder County.

DHHS will continue to be actively engaged in the successful implementation of HB-1339 that supports the CBMS system redesign with supplemental funding.

2013 promises to bring even greater opportunities to promote integrated services and their connection to housing supports community-wide in the coming year. These efforts in combination with the components of federal health reform that deploy in Colorado will further strengthen our resolve to fund and support early intervention and prevention services that support and stabilize families and individuals throughout our community. With a clear pathway laid out for integrated case management, we will be focusing on transitioning people back to work as we step purposely out of this phase of economic crisis. The Board's investment in effective safety net services that promote front-end activities has allowed DHHS to support thousands of additional community members in this time of unprecedented need. Our next moves upstream in 2013 are critical for us to continue to effectively support the community.

It is an honor to work with such a dedicated staff and Board as we seek to fulfill our community mission. Many thanks for your leadership and guidance.

Frank