

KEY

PERFORMANCE

INDICATORS

REPORT

skills training development
serve resource community
personal community resilient
community family caregivers service
COVID community service
support health access
impact change justice

Letter from Robin Bohannon

Welcome to the Community Services Department (CSD). It is my great pleasure to present our second Key Performance Indicators (KPI) Report.

Last year, we produced our first-ever department KPI report. This year, we looked at summarizing 2020 for our department and report measures on how our department is performing – through the lens of COVID-19. As we all braced for unknowns during the pandemic and were faced with historically unprecedented events last March, we shifted our services and delivery of services and programs to a virtual environment for most of last year. Some of our changes in programming and challenges during the pandemic are captured in this KPI report.

The Community Services Department is made up of eight divisions, five of which are public facing where we provide services to residents of Boulder County. These divisions include the Boulder County Area Agency on Aging, Boulder County Head Start, Community Action Programs, Community Justice Services, and Workforce Boulder County. Internal support to CSD programs is provided by the Administrative Services, Fiscal Services, and Strategic Initiatives Divisions. All who work for the Community Services Department are committed to enhancing the quality of life, supporting, and protecting our diverse community of adults, children, families, and older adults.

Together with our community partners, we are dedicated to improving our performance and our service delivery for the best outcomes. This report measures how our department is performing. I hope you find it useful in evaluating and learning more about our services and programs, and the impact of our work in the community.

For additional Community Services Department data and information, please visit www.bouldercounty.org/departments/communityservices where you can also find more detailed annual reports in both English and Spanish for each division.

Sincerely,



Robin Bohannon
Director
Community Services

Overview

The Boulder County Community Services Department (CSD) provides evidence-based services to enhance the quality of life of Boulder County residents and, more specifically, meet the needs of our diverse community of children, families, adults, and older adults. Understanding trends in our programming allows us to better serve the community. By being data-informed, we work to make improvements that have the largest impact on the lives of our community members.

Key Performance Indicators (KPI) are a type of performance measurement intended to evaluate success at an organizational level. In Community Services' KPI report, we focus on progress towards our mission as examined through the lens of critical indicators of success.

Key Performance Indicators were developed in a variety of program areas where we strive to make meaningful impacts in the community. These areas include developing skills and knowledge, supporting families and caregivers, connecting to community and resources, supporting a lifetime of wellness, promoting self-sufficiency and resiliency, and creating system change. We do this work through engagement with all aspects of our community—with individuals, families, groups, organizations, and systems.



Responding to COVID-19

Many of our community members the Community Services Department provides services to were greatly impacted by COVID-19. Our service delivery mechanisms and the volume of participants changed drastically in March 2020, although most of our programming and those we serve remained the same. The Key Performance Indicators relayed throughout this report reflect the changes we made to our ongoing programming during COVID-19, including our shift to virtual engagement and our integration of protective measures to facilitate essential in-person client support. The data included in this section reflects some of the ways we utilized new resources to actively address the impacts of COVID-19 in our community.

Community Services launched a virtual bilingual Boulder County Workforce Call Center (WfBC) and similarly, a virtual Boulder County Area Agency on Aging (BCAAA) Resource Line in March following the pandemic shutdowns. Throughout 2020, both customer service lines for WfBC and BCAA received more volume of calls than the previous year in 2019. Combined, total calls amounted to over 12,000 live calls received by the department.

Cares Act Funding

\$3.1M distributed in aid to local human services nonprofit agencies and small businesses

Workforce Call Center

10,372 total calls received by the Workforce Call Center with 5-10% of these live calls in Spanish

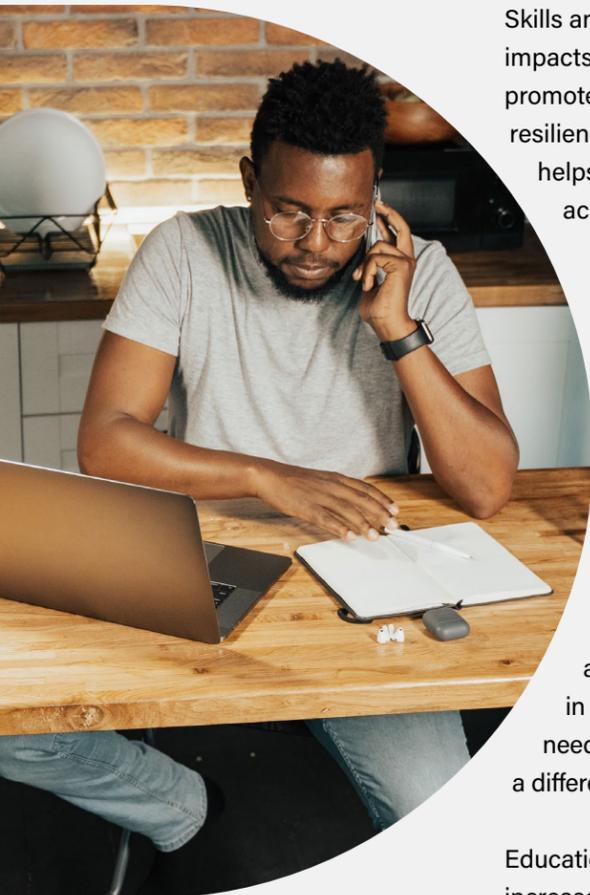
Area Agency on Aging

1,646 total calls received on the BCAA Resource Line and an additional 867 voicemails with 795 follow-up calls and emails

Community Services

\$700K additional funds dedicated to Community Services Department programming as a result of COVID-19

Developing Skills and Knowledge



Skills and knowledge acquisition are key to community change and result in impacts on status, behavior, and self-esteem. Community Services helps to promote and expand these areas to ensure greater strength, opportunity, and resiliency in the community. By supporting life-long learning, the department helps members of the community continue to develop skills and knowledge across the lifespan.

Examples of skills and knowledge development in CSD programming include financial management classes offered through Community Action Programs, healthy parenting skills through the Healthy Youth Alliance, and early childhood literacy provided through Head Start's preschool program.

Through measurement, we know the classes and programs we offer community members are making a difference. For example, after attending Healthy Youth Alliance's Nurturing Parenting program (a program aimed at family management of risk and protective factors to address substance use prevention), parents demonstrated significant growth in their understanding of child development, their empathy towards child needs, and their desire to use alternatives to physical force. These changes make a difference in the lives of participants and lead to impacts on the community.

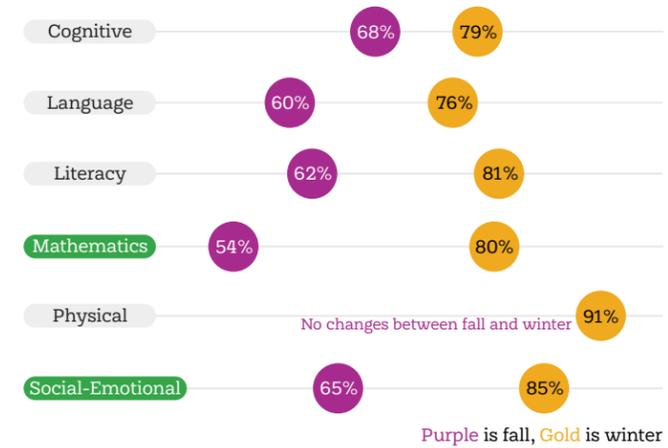
Education level gains for participants are perhaps the clearest reflection of increased skills and knowledge. One example of supporting community members to seek educational advancement is through offering High School Equivalency (HSE) training. Community Justice Services offers HSE training in the jail, while Workforce Boulder County (WfBC) offers this training at both its Boulder and Longmont locations. In total, Community Services provided HSE training to 111 students actively interested in attaining their High School Equivalency.



In the Nutritional Counseling program offered by the Boulder County Area Agency on Aging (BCAAA), 88% of clients reported making positive changes in their behavior after working with BCAAA.

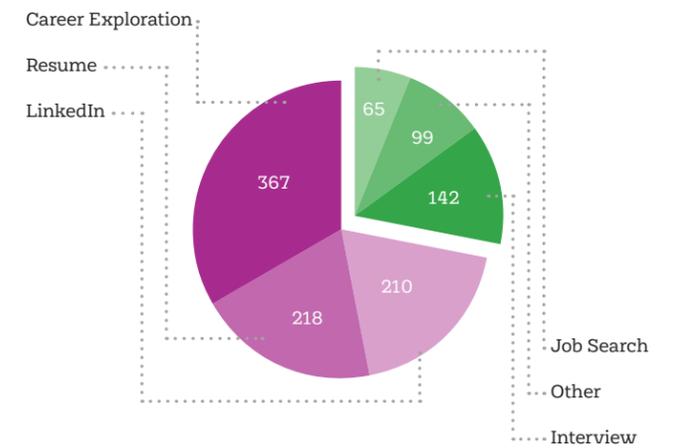


Head Start



From the Fall to Winter assessments, students made the most improvement in mathematics and social-emotional domains

Workforce



1,209 community members attended workshops, mostly about career exploration, resume support, and LinkedIn



Area Agency on Aging

96% of clients **felt more confident** about making informed choices after taking a class or a counseling session

Community Action Programs

50 people participated in Poverty Simulations to gain empathy on the stressors and choices people living in poverty deal with regularly

Healthy Youth Alliance

96% of the 51 parents who attended Speak Now trainings **planned to change their approach** in discussing substance use with their children

Strategic Initiatives

Over \$526,000 in Human Service Fund grants went to programs aimed at developing skills and knowledge

\$526,628

skills training development

Supporting Families and Caregivers

Most of our community members live and work in relationship with others. For example, over three-quarters of households in Boulder County are occupied by family units, including single parent, foster parent, or multi-generational families. Beyond the bounds of households, the Community Services Department supports family and informal caregivers in pursuing healthier and happier relationships both with one another and individually.

Our services in this area include Boulder County Area Agency on Aging's Respite Care Volunteer Program for caregivers of older adults, Community Justice Services' Family Navigation Program that helps families navigate the justice system, Head Start's two-generation approach that addresses family needs, and Healthy Youth Alliance's Speak Now Campaign that educates parents and caregivers on how to talk to youth about substance use.



The Head Start program provides a good example of how data can be used to reflect performance. The program works to support the entire family including parents, grandparents, siblings, extended family members, and non-family caregivers, in addition to the child attending preschool. A key element is helping families set goals across social, emotional, and health issues, with the idea that all aspects of a child's life impact their ability to thrive in and out of the school environment. Of the families involved in Head Start during the 2019-2020 school year, 74% set goals related to supporting families and caregivers. Within these goals, families focused on everything from finding stable housing to attending parenting classes, and beyond.



Community Justice Services' Family Navigation Program supports families with children involved in the juvenile justice system. 95% of 641 families through this program received short-term services focused on connecting them to community resources, while the remainder received more intensive ongoing case management services.



Area Agency on Aging

92%

of family caregivers **felt more supported and confident** about their caregiving abilities and techniques after taking BCAA's caregiving class and/or receiving caregiving respite

Community Justice Services

66

youth were allowed to return home from the Juvenile Assessment Center with the support of the Boulder Enhanced Supervision Team (BEST) while maintaining client and community safety

Head Start

74%

of Head Start families **made goals about families and caregivers**, spanning from housing stability to parenting classes and beyond

Healthy Youth Alliance

436

people participated in parenting classes and programming

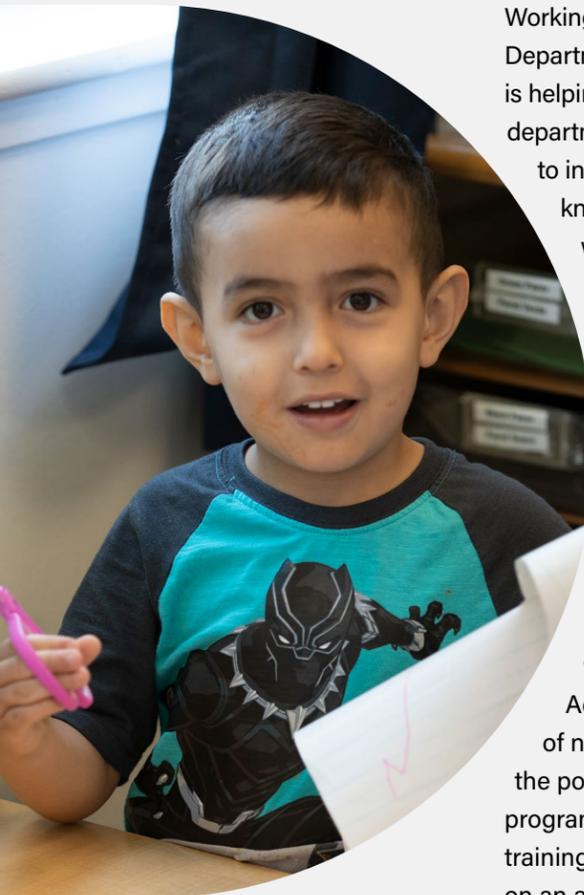
Strategic Initiatives

\$1,225,057 in Human Service Fund grants went to programs that support families and caregivers

\$1,225,057



Connecting to Community and Resources



Working in partnership with the community is core to Community Services Department's efforts—it's even in our mission statement! Key to this work is helping clients connect to vital community resources and services. The department also offers training and financial support to community organizations to increase the scope and reach of services to Boulder County residents. We know that our partnerships are strong and working together in collaboration with other organizations increases our overall community reach.

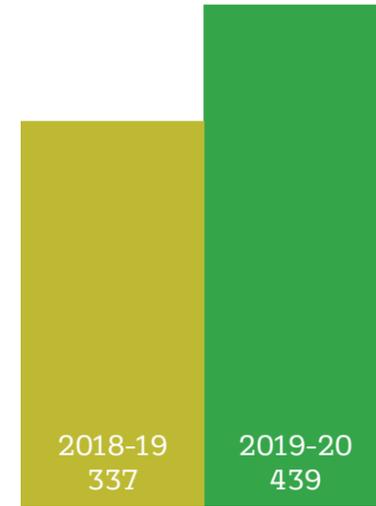
Almost every program in the department has referral to community services as a key process component. Outcomes from these efforts include 2,979 referrals to programs and services through the Boulder County Area Agency on Aging resource hotline; 1,321 referrals from Community Justice Services' Family Navigator program; and 439 referrals by Head Start staff related to physical health, child development, and accessing clothing for families.

The Community Services Department also strives to create connections within and across community organizations. For example, Community Action Programs (CAP) actively trains young adults to become members of nonprofit boards so that they are more diverse and can better represent the populations they serve. CAP's People Engaged in Raising Leaders (PERL) program provided a Leadership 101 class as well as a Boards and Commissions training to 41 participants last year. 51% of PERL participants now are serving on an administrative board or commission following a boards and commission training.

During the pandemic, CAP's Cultural Brokers Resiliency Program (CBRP) took the lead in bridging resources and sharing information for our bilingual community members. CBRP relaunched Boulder County ¡SUMA!, a community engagement tool for resource and information sharing primarily in Spanish. ¡SUMA! also established and publicized a resource catalogue of over 150 resources in Spanish for immigrant residents. CBRP collaborated with 90 community organizations to improve bilingual and equitable access to resources.

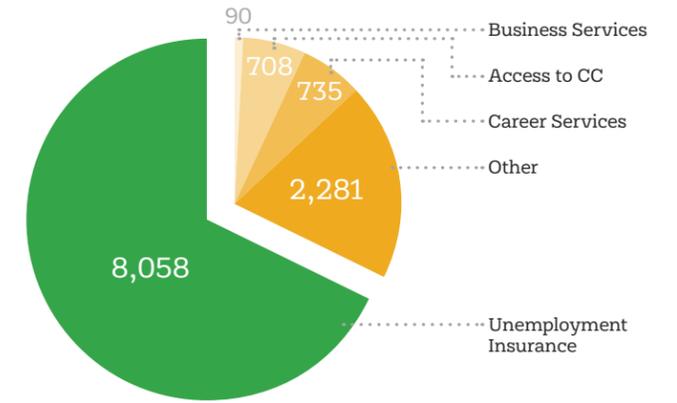
The Healthy Youth Alliance worked with a 57-agency coalition serving the entire county to develop and distribute substance use prevention information and planning guides.

Head Start



Head Start made 439 referrals to external resources, most of which were related to family health, childcare, and clothing attainment

Workforce



Of the 11,772 calls made to the Virtual Call Center, the majority (68%) were about Unemployment Insurance

Area Agency on Aging

The number of contacts the Resource Line supported with information and assistance

38,083

Community Action Programs

41 community members participated in People Engaged in Raising Leaders, a training program for people of color to increase involvement on boards and commissions

Healthy Youth Alliance

92% of Parents Involved in Education (PIE) participants felt more welcome at and connected to their child's school

Community Justice Services

1,321 referrals were made to the Family Navigator program for 641 family contacts to community supports and programs

Strategic Initiatives

1,414 clients were connected with navigation services and 360 clients with housing-focused shelter services, through the Homeless Solutions for Boulder County Coordinated Entry process

community serve resource

Supporting a Lifetime of Wellness

The Community Services Department supports the health and wellness of clients in all areas: physical, emotional, educational, and financial. Department programs work with people of all ages and family compositions, and staff are dedicated to the wellbeing of everyone they serve.

On the younger end of the age spectrum, 55% of Head Start families in the 2019-2020 school year had goals related to wellness, including access to speech therapy and sustainable mental health resources. For middle and high school-aged children, both Community Justice Services and the Healthy Youth Alliance have programs that support wellness. For example, Community Justice Services sought to lower the number of youths admitted to the Juvenile Assessment Center through prevention, intervention, and treatment services, with an emphasis on education attainment. Through these efforts, we saw a significant decrease in admissions over the previous year.

The Healthy Youth Alliance's (HYA) work to prevent youth substance use takes a variety of forms, most of which are aimed at providing parents the tools and knowledge needed to influence and reinforce healthy behaviors in their children. In working towards these goals, HYA looks to see how community perspectives change over time. During the 2019-2020 school year, over 90% of parents who responded to the Boulder Valley School District parent survey felt that they had influence over their child's decision to use substances.

Wellness support for adults also appears in a variety of ways. Workforce Boulder County (WfBC) provides trainings and staff-assisted services to support residents in attaining and maintaining stable employment. After accessing services with WfBC, participant median annual wages increased by \$9,860. These improvements in income are also seen to have a significant effect on financial stress.

Wellness support is also core to programs serving older adults. Boulder County Area Agency on Aging's (BCAAA) wellness programming had 73 participants during the 2019-2020 program year, successfully pivoting to a fully virtual education format. In addition, BCAA supports wellness through increased transportation access, Medicare counseling, social connectedness, and a variety of health classes.



Area Agency on Aging

92% of the 88 caregivers who received respite assistance reported **improved ability to manage stress**

Community Justice Services

47 youth participated in youth mentoring, a program aimed at supporting youth with positive supports in the community

Head Start

81 families received support from the Early Childhood Mental Health Consultant

Workforce Boulder County

813 individuals attended homeownership and financial workshops

Strategic Initiatives

The Human Services Fund awarded over \$858,900 to community agencies supporting a lifetime of wellness

\$858,929

support health access



Promoting Self-Sufficiency and Resiliency



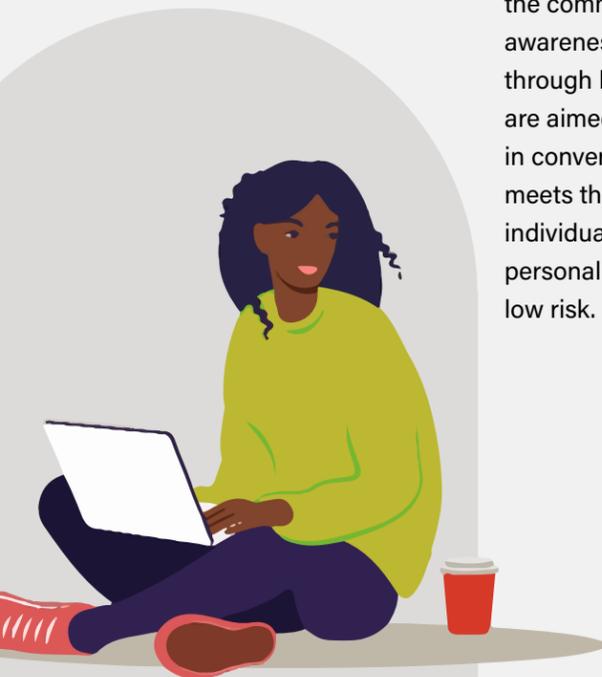
Autonomy and self-direction are the building blocks of Community Services' programs. Our work is aimed at promoting independence, and thus services are designed to both support clients and create community change that promotes self-sufficiency and resiliency.

One part of promoting these ideals is breaking down barriers that prohibit access to opportunities for personal growth and change. For Community Action Programs (CAP), this means supporting students of color on their journey to college. For Workforce Boulder County, the promotion of self-sufficiency includes successfully connecting over 5,900 people with employment.

The Personal Investment Enterprise (PIE) program CAP focuses on building self-sufficiency designed to help working, low-income families and individuals save money for the purpose of asset development. To date, PIE has helped 356 people in Boulder County purchase a home, pursue post-secondary education, or develop a new business. 98% of PIE program participants reported that their confidence managing finances and ability to plan for financial future has improved.

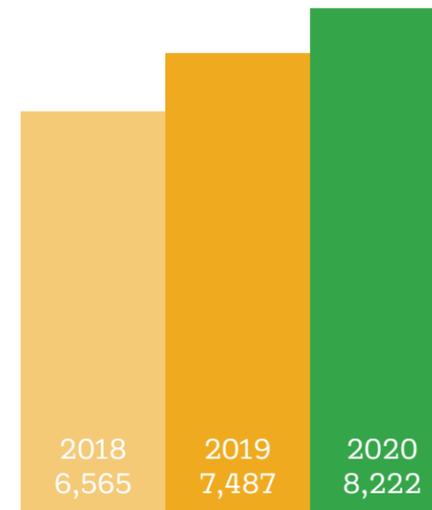
The same percentage of participants also developed positive saving habits in 2020 after participating in the program. Of the 100 participants PIE program served in both Boulder and Broomfield counties last year, 73% of participants reported achieving new saving goals.

Another component of promoting self-sufficiency and resiliency is changing the community environment. The Healthy Youth Alliance does this through their awareness campaigns, making over three million impressions in the community through bus and online mobile advertisements. These display campaigns are aimed at promoting parents' self-confidence in engaging their children in conversations about substance use. Similarly, Community Justice Services meets this objective by promoting personal recognizance (no-cash) bonds for individuals identified as low-risk in the criminal justice system. In 2020, 1,685 personal recognizance bonds were ordered, which is over 85% of those deemed low risk.



Community Justice Services

Head Start



By participating in BEST, juveniles were kept out of detention for a total of 8,222 days (equivalent to 22 1/2 years)



87% of students accomplished cognitive development age expectations in the Spring, an increase from 63% in the Fall

Area Agency on Aging

3,415 people received direct services, including Medicare counseling, congregate meals, and transportation

Community Action Programs

70 people participated in Personal Investment Enterprise, a program that provides tools that empower people who are low-income to strengthen their economic stability

Healthy Youth Alliance

340 parents engaged in classes and trainings to support their children in building resiliency

Strategic Initiatives

\$1.1M The Human Services Fund awarded over \$1.1 million to community agencies promoting self-sufficiency and resiliency

Workforce Boulder County

clients were successfully placed in employment

5,949

community personal resilient

Creating System Change

Work of the Community Services Department goes beyond clients, families, and organizations. Our work also seeks to impact the systems surrounding homelessness, aging, early childhood education, justice involvement, poverty, racism, substance use, mental health, and more. We are dedicated to creating change through our work to disrupt, challenge, and improve existing systems. We believe that through engaging in system change and policy interventions, we are better able to impact issues at a systemic level.

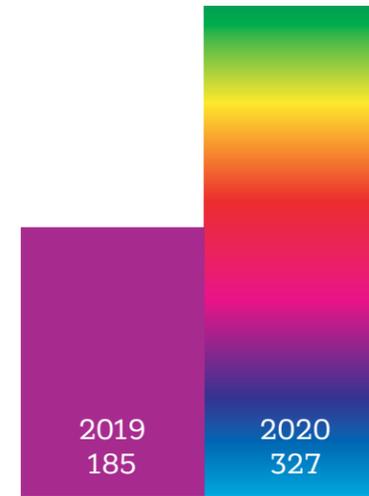
This approach can be seen in our work within the justice system, where we continue to collaborate with key stakeholders to create system changes and reforms. In 2020, Community Justice Services continued to work with partners to successfully shift bonds set for low risk individuals during their pretrial period in order to balance public safety with COVID health concerns in the jail. Shifting from cash bonds to personal recognizance bonds promotes greater equity in the system, in that release is not dependent on whether a person has the resource to post a cash bond.

To exert change in our early childhood education system, we make a concentrated effort through recruitment and advocacy. For example, Boulder County's Head Start staff intentionally recruits families who have limited access to culturally responsive preschools; of the students served by Boulder County Head Start in the 2019-20 school year, 60% spoke a language other than English at home. Comparatively, only 15% of community members in the cities where Head Start operates (Boulder and Lafayette) speak a language other than English.

Finally, Boulder County Area Agency on Aging seeks to impact policies and programming that support our aging community and work to disrupt ageism. This work happens in a variety of arenas, including advocacy work, outreach and education, and more. During the 2019-2020 fiscal year, over \$927,000 were granted out to community partners to provide supports such as screening, education, legal assistance, transportation, and more.

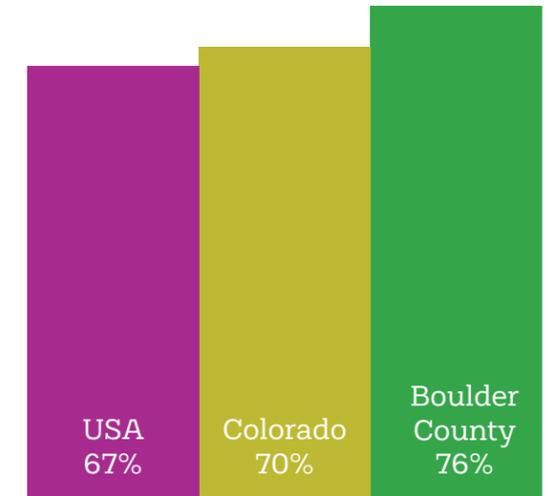


Area Agency on Aging



327 professionals were trained on how to be more responsive to LGBTQ older adults

Community Action Programs



Through dedicated Census outreach efforts, such as a grassroots outreach model using Cultural Brokers, Boulder County had a 76% self-response rate

Community Justice Services

74% of 1,109 supervised defendants had **no new filings** during the pretrial period

Healthy Youth Alliance

90 **retailers** participated in Responsible Association of Retailers, aimed at preventing underage alcohol use through sales responsibility

Head Start

82 **advocacy-related visits** over the school year were engaged in by staff and parents

Strategic Initiatives

25 **cross-sector partners** work with Homeless Solutions for Boulder County to address homelessness in Boulder County

Workforce Boulder County

While the average new hire working in Boulder County makes \$39,135, the average annualized average earnings of people successfully placed in jobs through WfBC was

\$61,283

impact change justice

