

Boulder County  
Community Services

2021

**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 Community Services. It is my great pleasure to present our Boulder County Community Services Department's Key Performance Indicators (KPI) Report this year.

This is now our third department KPI report after publishing our initial first-ever report in 2020. As was such in previous reports, we once again looked at summarizing the past year for our department and report measures on how our department is performing. As we moved forward from COVID and pandemic impacts on our programs, Community Services continued to shift our services and delivery of services to more of a hybrid approach of both in-person and virtual offerings.

Community Services is made up of eight divisions, five of which are public facing where we directly serve clients in 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. Our internal support to our department includes CS Administrative Services, Fiscal Services, and Strategic Initiatives divisions. All of us that make up Community Services work to enhance the quality of life, support, and protect 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](http://www.bouldercounty.org/departments/communityservices) where you can also find more detailed annual reports for each division.

Sincerely,



Robin Bohannon  
Director  
Community Services

# Overview

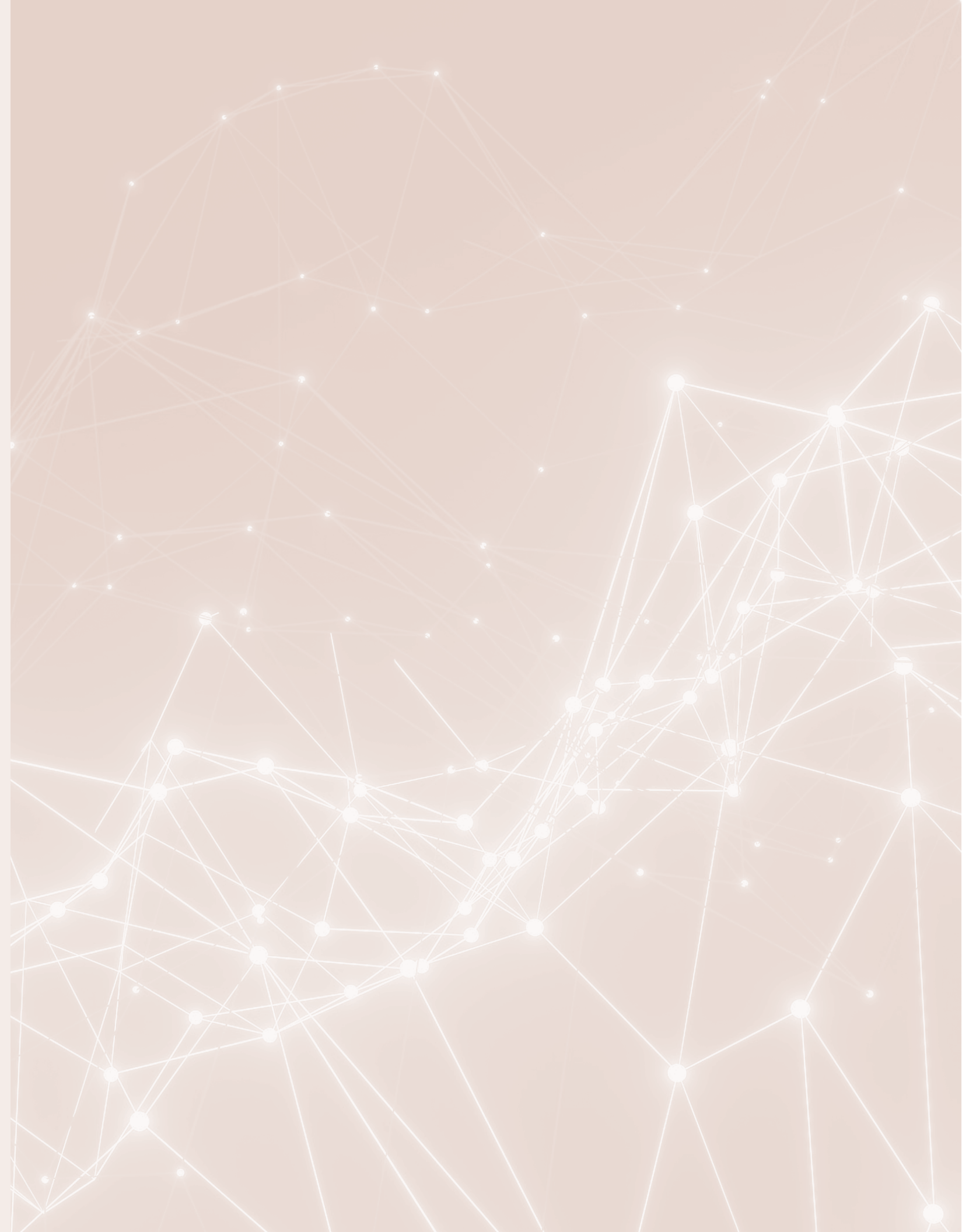
The Boulder County Community Services Department (CSD) provides evidence-based services to enhance the quality of life of Boulder County residents and meet the needs of our diverse community of children, families, adults, and older adults. Understanding trends in programming allows the department to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

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

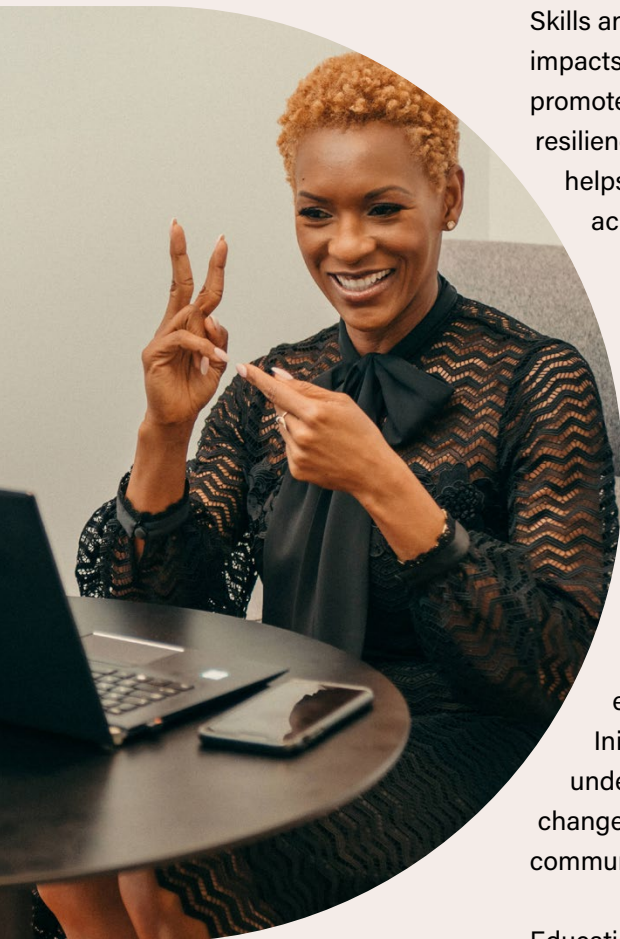
Key performance indicators were developed in a variety of program areas where we strive to make meaningful impacts in the community. These areas include developing skills and knowledge, supporting families and caregivers, connecting to community and resources, supporting a lifetime of wellness, promoting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

Community Services Department programs follow different timelines depending on funding and reporting source. While all indicators in this report occur over a year of time, some showcase program year 2020-21 (July 1, 2020 – June 30, 2021) while others correspond to calendar year 2021 (January 1, 2021 – December 31, 2021). CSD programs continued to operate both virtually and in-person. Many community members who participate in Community Services Department's services were impacted by COVID-19 in both 2020 and 2021.

Following the pandemic beginning March 2020, CSD service delivery mechanisms and participant volume changed drastically, though most program intentions and priority populations remained the same. The key performance indicators relayed throughout this report reflect the changes we made to ongoing programming during COVID-19, including the shift to virtual engagement and the department's integration of protective measures to facilitate essential in-person client support.



# Developing Skills and Knowledge



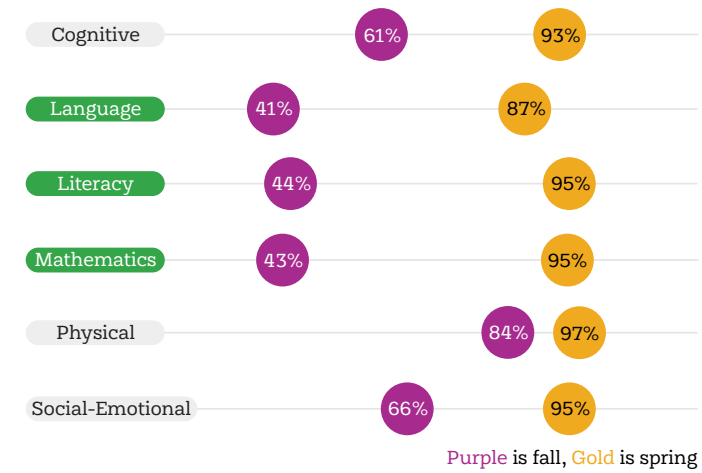
Skills and knowledge acquisition are key to community change and result in impacts on status, behavior, and self-esteem. Community Services helps to promote and expand these areas to ensure greater strength, opportunity, and resiliency in the community. By supporting life-long learning, the department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

Examples of skills and knowledge development in CSD programming include financial management programming offered through Community Action Programs, healthy parenting skills through the Healthy Youth Alliance, and early childhood literacy provided through Head Start's preschool program. Also included are CSD efforts to increase access for clients, such as the 374 hours of technology education the Boulder County Area Agency on Aging (BCAAA) provided to older adults.

Measurement allows us to see that the classes and programs the department offers community members are making a difference. For example, after attending parenting programs supported by Strategic Initiative's Healthy Youth Alliance, parents demonstrated growth in their understanding of community support and navigating family conflict. These changes make a difference in the lives of participants and lead to larger community impacts.

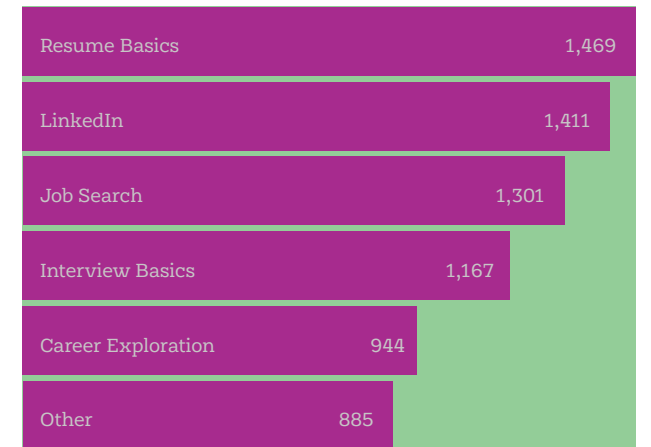
Education level gains for participants are perhaps the clearest reflection of increased skills and knowledge. One example of supporting community members to seek educational advancement is through High School Equivalency (HSE) training. Community Justice Services offers HSE training in the jail, while Workforce Boulder County (WfBC) offers this training at both its Boulder and Longmont locations. In total, Community Services provided HSE training to 205 students actively interested in attaining their High School Equivalency.

## Head Start



From the Fall to Spring assessments, students made the most improvement in mathematics, literacy, and language domains

## Workforce



2,118 community members attended workshops for an average of over three workshops per person

### Area Agency on Aging

**95%** of clients **felt more confident** about making Medicare choices after taking a class or a counseling session

### Community Justice Services

**514** clients received therapeutic skill and support services from the Behavioral Health Team

### Community Action Programs

**157** **Personal Investment Enterprise (PIE) participants** focused on asset building through financial education classes

### Strategic Initiatives

**164** **parents and caregivers** participated in parenting classes and programming supported by the Healthy Youth Alliance



# Supporting Families and Caregivers

Most community members live and work in relationship with others in Boulder County; more than half 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.

Services in this area include Boulder County Area Agency on Aging's Respite and Companion Volunteer Program for caregivers and 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 Strategic Initiative's Healthy Youth Alliance program that educates parents and caregivers on how to talk to youth about substance use.

Boulder County Area Agency on Aging (BCAAA) provides a good example of how data can be used to reflect outreach efforts. In working to support older adults, people with disabilities, caregivers, and veterans, BCAA makes concerted efforts to connect with low-income communities. This population historically has less access to services that alleviate stress and undue burden in navigating aging in the community. Of the clients served in the 2020-2021 fiscal year, 36% were low-income individuals. This is over four times higher than is seen in the Boulder County older adult community, in which 7% are low-income.

Community Justice Services' Family Navigation Program provides another example of ways in which CSD supports families and caregivers. With its focus on supporting families with children involved in the juvenile justice system, 97% of 717 families received short-term services focused on connecting them to community resources, while the remainder received more intensive ongoing case management services.

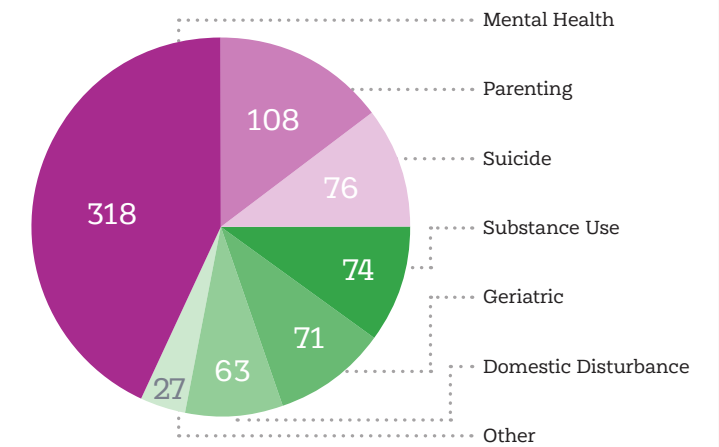


## Area Agency on Aging



4,090 clients received grant-funded services, such as provision of meals, rides, and more.

## Strategic Initiatives



Co-responders responded to 737 calls, over half of which had primary reasons related to mental health or parenting

### Community Action Programs

**11** non-profits used the culturally inclusive resource catalog to support case management efforts for Spanish-speaking families

### Community Justice Services

**717** families with a child involved in the Juvenile Justice System were supported by a Family Navigator

### Workforce

**84** adults with dependents eligible for or participating in TANF (Temporary Assistance for Needy Families) were enrolled into workforce programs

# Connecting to Community and Resources



Working in partnership with the community is core to Community Services Department's efforts. 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. CSD understands that overall community reach increases when partnerships organization collaboration are strong.

Almost every program in the department views referral to services in the community as a key component of their processes. Outcomes from these efforts include 4,151 referrals to programs and services through the Boulder County Area Agency on Aging resource hotline; 1,626 referrals from Community Justice Services' Family Navigator program; and 167 referrals by Head Start staff, mainly related to childcare, nutrition, and family health.

The Community Services Department also strives to create connections within and across community organizations. For example, Strategic Initiative's Healthy Youth Alliance worked with more than 50 agencies in substance use prevention coalitions, such as Communities that Care and the Substance Use Advisory Group. Similarly, Community Action Programs (CAP) actively trains young adults to become members of nonprofit boards to promote diversity and better representation of the populations being served. CAP's People Engaged in Raising Leaders (PERL) program provided training to 33 participants.

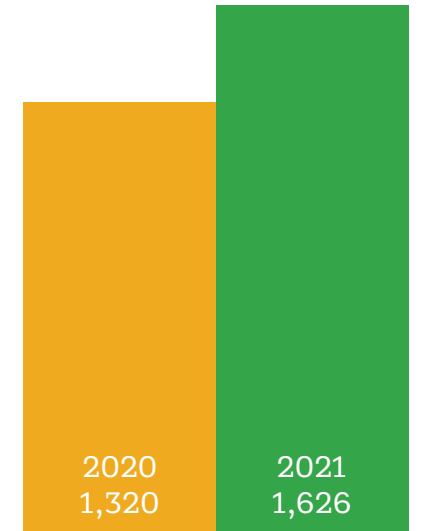
Strategic Initiative's Homeless Solutions for Boulder County (HSBC) addresses homelessness through dedication to community and resource connection. Connecting those experiencing or at risk of homelessness to services is a key element of their work. In 2021, 972 individuals were referred to services, with most (61%) being connected to Housing-Focused Shelter (HFS) services where they develop housing plans, receive wrap-around services, and have access to overnight sheltering until they have been successfully housed. Additionally, HSBC develops community connections to ensure resource availability and support. For example, HSBC contacted 900 landlords in 2021 in an initiative to increase opportunities for individuals to exit into permanent supportive housing and other housing options.

## Community Action Programs



80% of People Engaged in Raising Leaders (PERL) participants who have attended Boards and Commissions training sessions now serve on a board

## Community Justice Services



1,626 referrals were made to community supports and programs for participants in the Family Navigator program

### Area Agency on Aging

Dollars awarded to agencies to provide direct services to clients:

**\$2,149,628**

### Head Start

**167** referrals to outside agencies, most of which were related to childcare, nutrition, and family health

### Strategic Initiatives

**163** callers enrolled in Behavioral Health services after connecting with the co-responder team

### Workforce

**9,070** individuals received staff-assisted service through WFBC



# Supporting a Lifetime of Wellness

The Community Services Department supports the health and wellness of clients in all areas, including 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, Head Start families in the 2020-21 school year made goals related to wellness, including access to sustainable mental health resources. For middle and high school-aged children, both Community Justice Services (CJS) and Strategic Initiative's Healthy Youth Alliance (HYA) have programs that support wellness. CJS 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. They saw a significant decrease in admissions over the previous year through system-wide efforts to reduce the population of youth in custody during the pandemic.

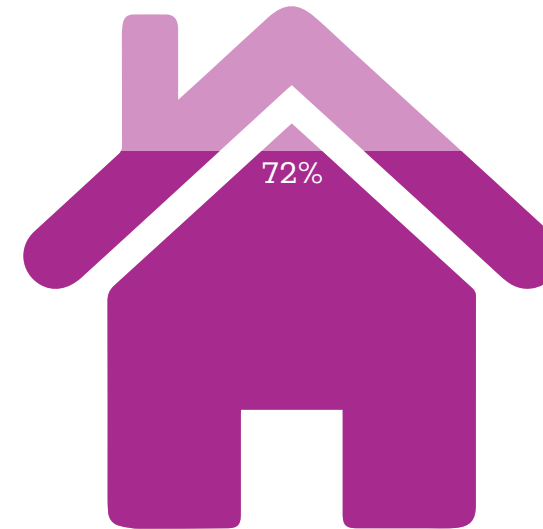
HYA's work to prevent youth substance use includes supporting Substance Education and Awareness (SEA) funded programming aimed at providing parents, youth, and adults working with youth the knowledge and tools needed to influence and reinforce healthy behaviors. Over 75% of surveyed SEA participants viewed substance use among young people as being moderate to great risk and over 70% reported believing that trusted adults influence youth decisions 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 customers in attaining and maintaining stable employment. Increased income has a significant effect on financial stress, and after accessing services with WfBC, participant median annual wages increased by \$11,188.

Wellness support is also core to programs serving older adults. Boulder County Area Agency on Aging's (BCAAA) wellness programming had 50 participants during the 2019-20 program year. BCAA supports wellness through increased transportation access, Medicare counseling, social connectedness, and a variety of health classes.

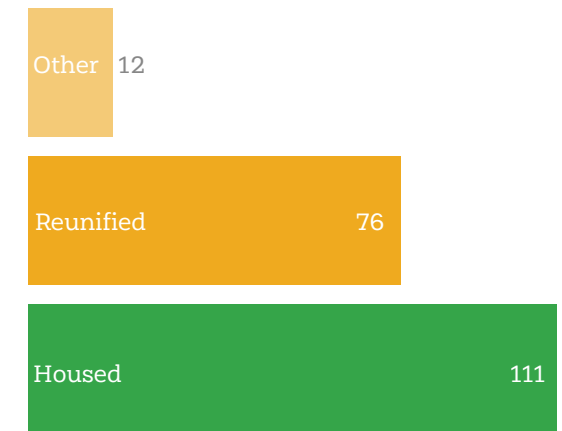


## Community Justice Services



72% of Boulder Enhanced Supervision Team (BEST) juvenile clients safely returned home from the Juvenile Assessment Center

## Strategic Initiatives



199 people were supported in successfully exiting housing services, including exits into housing, reunification with friends and family, and resource navigation. More than half (56%) exited into housing.

### Area Agency on Aging

**67** caregivers received respite assistance, which provides an average of over \$300 per person to support needed temporary breaks for people caring for a loved one

### Community Action Programs

**41** youth participated in Young Leaders Academy, a leadership program focused on providing resources to youth who identify as Black, Indigenous, and/or a person of color (BIPOC)

### Head Start

**61** families received support from the Early Childhood Mental Health Consultant

### Workforce Boulder County

**1,073** people attended financial workshops, which were offered in both Spanish and English

# Promoting Self-Sufficiency and Resiliency



Autonomy and self-direction are the building blocks of Community Services' programs. Services are designed to 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 Workforce Boulder County, the promotion of self-sufficiency includes successfully connecting over 8,500 people with employment and providing services to over 2,800 youth.

For Boulder County Area Agency on Aging, this means providing direct financial assistance to veterans and older adults. Of the \$26,722 provided to Veterans, 96% was used on housing. Additionally, of the almost \$152,000 direct financial assistance provided to older adults, 70% was used for housing in FY 2020-21, an increase from last year's 42%.

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. In 2021, PIE helped 28 people in Boulder County purchase a home, open or expand a small business, or attend post-secondary education. Of these community members, 86% reported that they used their skills learned in PIE to develop future saving goals. 82% of PIE participants reported being able to save every month for at least 6 months and of PIE graduates, 86% reported that they used skills learned in the program to develop future saving goals.

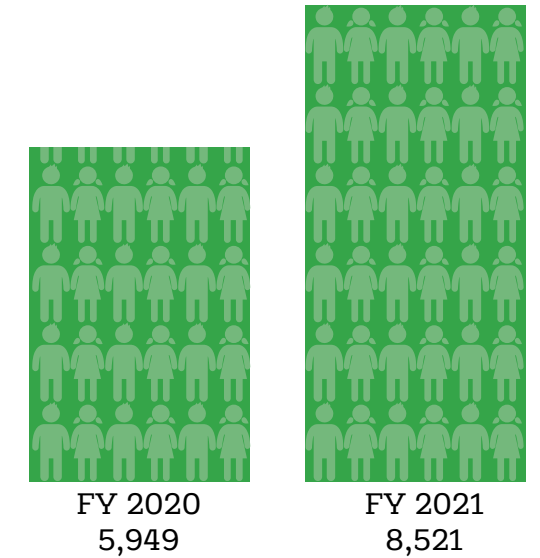
Through the Personal Investment Enterprise (PIE) program, Community Action Programs (CAP) focuses on building self-sufficiency designed to help working, low-income families and individuals save money for the purpose of asset development. Strategic Initiative's Healthy Youth Alliance does this through awareness campaigns aimed at promoting parent confidence in engaging their children in conversations about substance use. Community Justice Services works towards this objective through the provision of supervision to pre-trial defendants. In 2020, 64% of supervised defendants had no new charges during their pre-trial period.

## Area Agency on Aging



Of the \$151,987 provided in financial assistance to clients, 70% went to housing, rent, and utilities.

## Workforce



8,521 people entered employment through WfBC

### Community Action Programs

**58** community members participated in Personal Investment Enterprise (PIE)

### Head Start

**93%** of students met cognitive development age expectations by the end of the school year, an increase from the 63% at the beginning

### Strategic Initiatives

Granted money to community agencies in support of service and program delivery capacity through the Human Services Fund

**\$1,338,211**



# Creating System Change

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

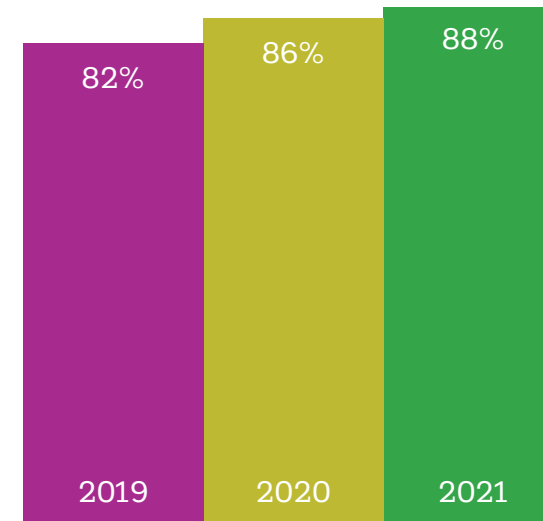
This approach can be seen in the department's work within the justice system, where staff continue to collaborate with key stakeholders to create system changes and reforms. Community Justice Services continued to work with partners to successfully shift bonds set for low-risk individuals during their pretrial period. 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. Strategic Initiatives implemented programming that pairs law enforcement officers with a behavioral health co-responder when responding to calls involving a behavioral health need. In 2021—the first full year of program deployment—the co-responder team responded to 737 calls for active co-response needs and case management services.

CSD makes concerted efforts through recruitment and advocacy work to exert change in the early childhood education system. 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, 64% 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.

Boulder County Area Agency on Aging seeks to impact policies and programming that support the aging community and that disrupt ageism. This work happens in a variety of arenas, including advocacy work, outreach and education, and more. During the 2020-21 fiscal year, BCAA partnered with Changing the Narrative to produce a video exploring ageism in health care settings and how to provide age-inclusive care.

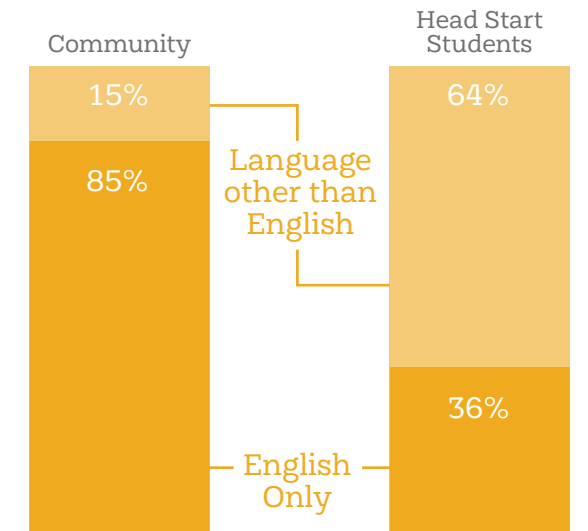


## Community Justice Services



1,692 Personal Recognizance bonds were ordered; 88% of people deemed low risk during the pre-trial period were ordered personal recognizance bonds

## Head Start



Recruitment efforts resulted in 60% of children enrolled in Head Start speaking a language other than English at home, compared to only 15% of community members

## Area Agency on Aging

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

## Workforce

**\$13M** in additional wages were earned by participants as a result of accessing services

## Strategic Initiatives

Money granted to support community agency infrastructure development through Worthy Cause

**\$3,090,000**

