

# KEY PERFORMANCE INDICATORS REPORT

Strategic Priorities | Good Governance | Economic Security

Social Stability | Climate Action | Environmental Stewardship

Community Trust | Equity & Inclusion | Sustainability

Collaboration | Engagement | Monitoring & Evaluation

2025



# WELCOME

## LETTER FROM ROBIN BOHANNAN

On behalf of the Boulder County Community Services Department, it is my great pleasure to present our 2024 Key Performance Indicators (KPI) Report. This is the fourth edition of the report following its inaugural publication in 2020. As was the case in previous reports, we present a summary of key data that together provide a snapshot of how the department is performing across program areas. As we emerged from the COVID pandemic, we began to shift to more outward facing programming, providing services face-to-face with individuals in need of our supports. We are pleased to be moving services back into the community where we are most effective and can better meet the needs of Boulder County community members.

The Community Services Department is made up of eight divisions, six of which provide direct services to individuals in Boulder County. These divisions include the Boulder County Area Agency on Aging, Boulder County Head Start, Community Action Programs, Community Justice Services, Workforce Boulder County, and the Strategic Initiatives Division. Internal support to programs and staff is provided by CS Administrative Services and Fiscal Services. Our department efforts are designed to enhance the quality of life, provide 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 efforts to achieve better outcomes and to always be the best in public service. 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 we are having through 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.

**ROBIN BOHANNAN**

Director, Community Services

# INTRODUCTION

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, and by being data-informed, we can strive to make improvements that have the largest impact on the lives of our residents.

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.

Our 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 2023–24 (July 1, 2023 – June 30, 2024) while others correspond to calendar year 2024 (January 1, 2024 – December 31, 2024).





# COMMISSIONER'S STRATEGIC PRIORITIES

The Board of County Commissioners establishes Strategic Priorities to strengthen the connection between good governance and the plans and actions required to address the community's needs. Doing so provides direction for staff, inspires and defines partnerships, and builds community trust. These priorities focus on three key areas: economic security and social stability, climate action and environmental stewardship, and good governance.

This Key Performance Indicators report focuses on the work the Community Services Department does in the community, mainly aimed at promoting economic security and social stability. We know our populations are some of the most vulnerable to our **changing climate** and we are actively involved in action as well as response. In 2024, this included everything from providing group transportation options for older adults to ensuring our new Alternative Sentencing Facility was built in accordance with LEED Gold standards. Additionally, we are committed to **good governance**, from racial equity and inclusive community engagement to an engaged and empowered workforce. This past year, this included our programs moving towards more collaborative community engagement models, utilizing monitoring and evaluation efforts to ensure our programming was accessible with equitable outcomes, and spearheading grantmaking frameworks to ensure a more racially equitable lens county-wide.

You will find KPIs related to economic security and social stability throughout the report. Below are some examples of what we're doing to promote this work:

The Boulder County Area Agency on Aging provided \$364,280 in financial assistance for clients, 73% of which went to sustaining housing, such as paying for rent, utilities, and repairs.

Programs across Community Justice Services and Strategic Initiatives focused on connecting clients with behavioral health concerns to housing, basic needs, and mental health and substance use treatment. These programs served upwards of 3,600 clients in 2024.

Workforce Boulder County and Community Action Programs provided financial workshops in Spanish and English to 624 clients.







# DEVELOPING SKILLS AND KNOWLEDGE

Skills and knowledge acquisition are key to community change and result in impacts on 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 Boulder County's 77 wellness classes offered throughout the year aimed at supporting healthy aging in the community. Wellness topics included falls prevention, meditation and mindfulness, aging mastery, and balance promotion. The meditation and mindfulness classes alone brought in 117 participants.

Through measurement, we know the classes and programs we offer 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 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 207 students.



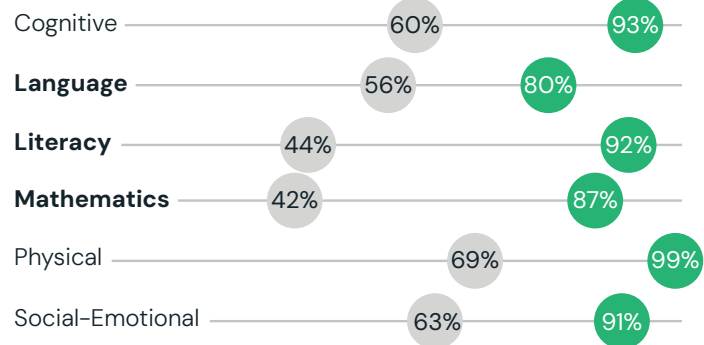
Healthy Youth Alliance parents night



Workforce HSE graduates

## HEAD START

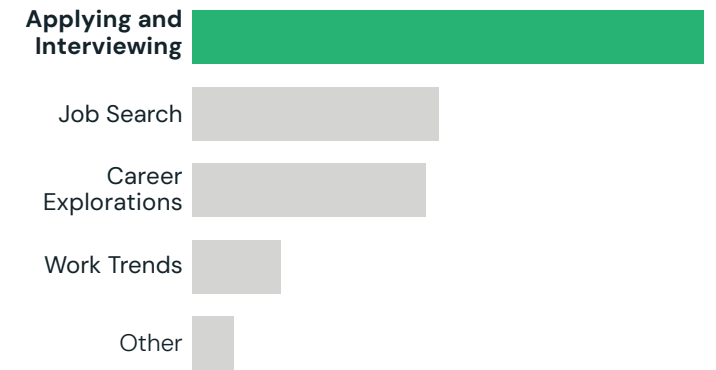
From the Fall to Spring assessments, students made the most improvement in mathematics and literacy domains



Percent of students meeting or exceeding age expectations; silver is Fall, green is Spring

## WORKFORCE

Almost half of the 751 workshops attended were related to applying and interviewing



Number of attendees for Workforce Boulder County workshops

## AREA AGENCY ON AGING

2,770

2,770 clients attended Medicare Basics classes or counseling sessions to receive up-to-date, objective information and guidance when comparing and enrolling in plans

## COMMUNITY ACTION PROGRAMS

12

12 community members participated in **People Engaged in Raising Leaders** (PERL), a training program designed to increase diversity on boards across the county

## COMMUNITY JUSTICE SERVICES

667

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

## STRATEGIC INITIATIVES

1,176

1,176 **parents and caregivers** participated in parenting classes and programming supported by the Healthy Youth Alliance

# SUPPORTING FAMILIES AND CAREGIVERS

Most of our community members live and work in relationship with others. For example, 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 2023-2024 fiscal year, 34% were low-income individuals. This is almost five times higher than is seen in the Boulder County older adult community, in which 7% are low income.

Community Justice Services' Family Navigator Program provides another example of ways in which CSD supports families and caregivers, this time with a focus on the families with children involved in the juvenile justice system. The program serves families through short-term services to connect families with community resources and longer-term services providing ongoing case management. The Family Navigator Program made 629 contacts related to the shorter-term community connection services.



*CJS Family Navigator assisting clients at the Justice Center*



*AAA Respite volunteer enjoying time with a client*

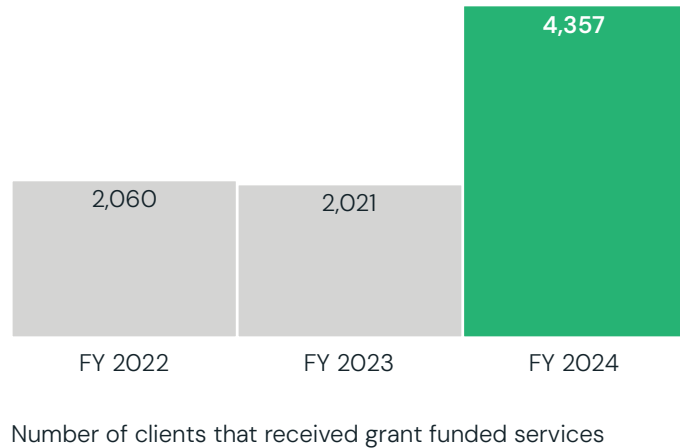


*Healthy Youth Alliance community event*



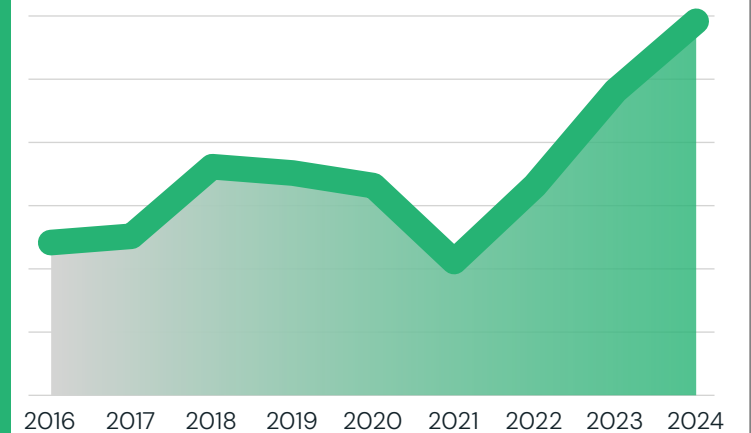
## AREA AGENCY ON AGING

Hours of respite assistance caregivers received more than doubled from recent years due to increases in funding



## COMMUNITY JUSTICE SERVICES

57 families with children involved in the Juvenile Justice System received case management through the Family Navigator Program



## HEAD START

13%

13% of **family referrals** to outside agencies **were related to child health and development**

## STRATEGIC INITIATIVES

49%

49% of WellMind Connection's service navigation cases were for families with children in their households

## WORKFORCE BOULDER COUNTY

66

66 **adults with dependents** who were either eligible for or participating in TANF (Temporary Assistance for Needy Families) were enrolled

# 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 for Boulder County residents. We know that our partnerships are strong and working together in collaboration with other organizations to increase 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 3,705 referrals to programs and services through the Boulder County Area Agency on Aging resource call center and 1,516 referrals from Community Justice Services' Family Navigator program.

The Community Services Department also strives to create connections within and across community organizations. For example, Community Action Programs (CAP) provides training to underrepresented groups so they can become members of nonprofit boards and advocate for their communities. CAP trained 33 participants in these efforts through their People Engaged in Raising Leaders (PERL) program.

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 2024, 314 individuals were referred to services, with most (89%) being connected to navigation services where clients work with a case manager to develop housing plans as well as receive mediation support, financial and legal assistance, support reunifying with support networks, or links to county and other community programs as needed.



*Graduates from the Cultural Broker Program*

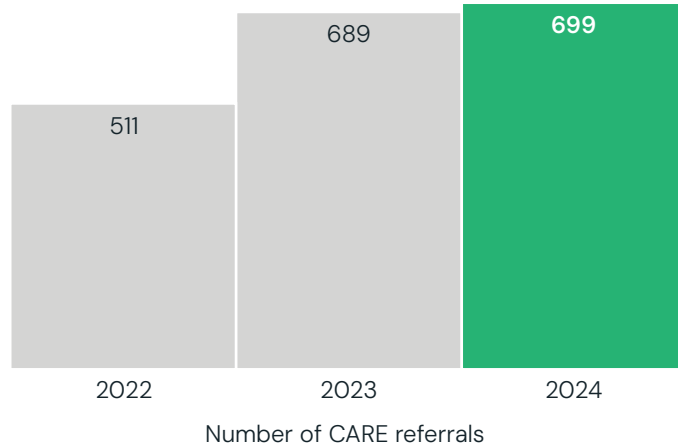


*Workforce Boulder County Resource Fair*



## COMMUNITY JUSTICE SERVICES

CARE program had 699 referrals to support clients on probation accessing basic needs services including housing, benefits, and mental health resources



## WORKFORCE BOULDER COUNTY

11,893 customers accessed resources through WfBC, over half of whom received staff-assisted services



## AREA AGENCY ON AGING

3,705

**3,705 referrals** to community programs and services through resource navigation via the call center

## COMMUNITY ACTION PROGRAMS

12

12 organizations collaborated with the Cultural Brokers Program **to elevate culturally informed practices** that broaden access to resources

## STRATEGIC INITIATIVES

84%

**84%** of WellMind Connection's 555 cases for 286 clients **were successfully resolved**

# 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, Head Start families in the 2023–24 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 divert youth from the Juvenile Assessment Center through prevention, intervention, and treatment services with an emphasis on education attainment.

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 \$9,980.

Wellness support is also core to programs serving older adults. Boulder County Area Agency on Aging supports wellness through increased transportation access, social connectedness, and a variety of health classes. Their wellness programming had 148 participants during the 2023–24 program year.

The behavioral health programs in CSD have seen a rise in needs among Boulder County's older adults. A newer example of this can be seen through the work of Strategic Initiative's Crisis, Assistance, and Treatment (CAT) Team. The bilingual and bicultural CAT Team is a mobile crisis response unit in Boulder County that began in 2024 and provides immediate, community-based crisis intervention for individuals experiencing emotional distress or urgent mental health needs. CAT is independent from law-enforcement and can address a spectrum of crises through in-person intervention and phone-based support. Services are free, confidential, and flexible; designed to meet individuals where they are—whether through crisis de-escalation, referral needs, or short-term follow-up care. Of the callers who reported their age from August to December 2024, 75% of calls were for people over 50 years, with almost half of those being responses to the needs of folks over the age of 65.



*Head Start students exploring a mobile kitchen*



*WellMind Connection resource team*



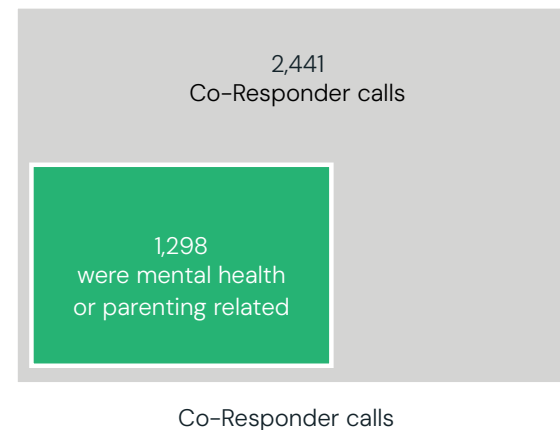
## COMMUNITY JUSTICE SERVICES

68 youth received BEST services to safely transition out of the Juvenile Assessment Center and remain out of custody for a cumulative 7,941 days (the equivalent of over 21 years)



## STRATEGIC INITIATIVES

1,298 Co-Responder calls and cases were primarily related to mental health or parenting, over half of the total 2,441



## AREA AGENCY ON AGING

13%

1,791 clients **received grant-funded services**, such as provision of meals, rides, and more

## HEAD START

49%

**119 students** benefitted from Early Childhood Mental Health consultations

## WORKFORCE BOULDER COUNTY

66

577 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. 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 Workforce Boulder County, the promotion of self-sufficiency includes successfully connecting 4,550 people with employment and providing services to over 1,130 youth. For Boulder County Area Agency on Aging, this means providing direct financial assistance to veterans and older adults. Of the almost \$298,840 provided to older adults, 73% was used on housing (including rent, repairs, and utilities). Meanwhile, 79% of the \$65,440 provided to Veterans was used on housing in FY 2023-34, an increase from 69% the year prior.

Another component of promoting self-sufficiency and resiliency is changing the community environment. 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. In 2024, HYA's youth substance use prevention awareness campaign made 156,525 impressions in the community through bus advertisement spots, social media, newspapers, and more. Community Justice Services works towards this objective through the provision of supervision to pretrial clients. In 2024, 76% of supervised clients had no new charges during their pretrial period. During this time, clients received support services, access to mental health treatment, and employment support.

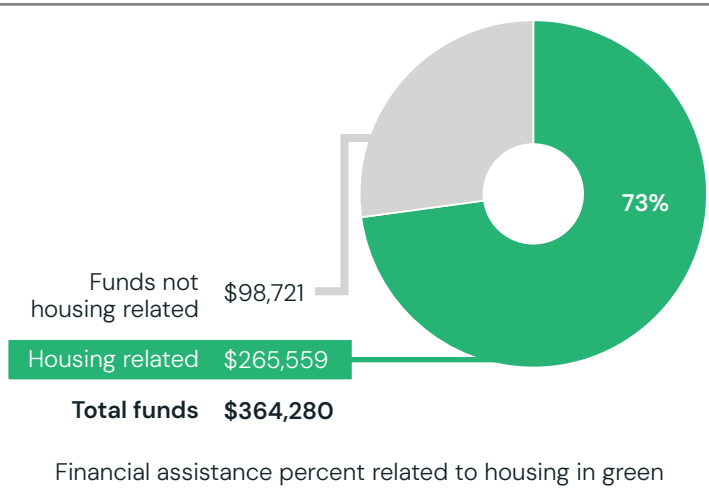


*Workforce staff member helping a client with workshops*



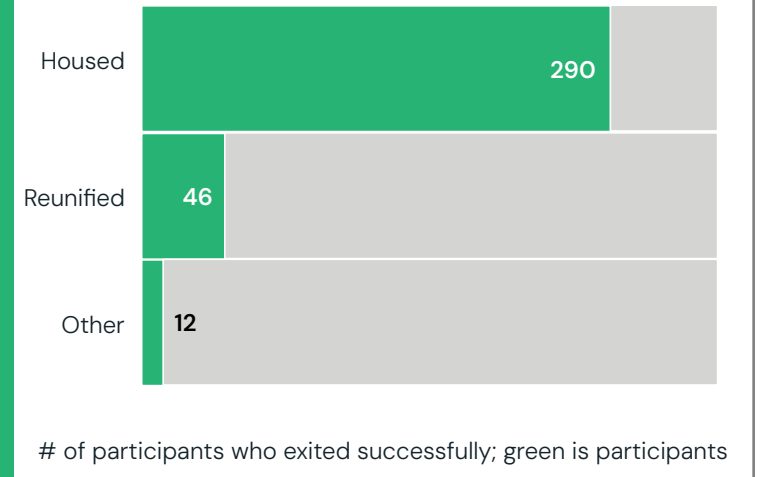
## AREA AGENCY ON AGING

Of the \$364,280 provided in financial assistance for older adults and Veterans, 73% went to housing, including mortgage, rent, utilities, and home repairs



## STRATEGIC INITIATIVES

329 people were supported in **successfully exiting housing services**, including exits into housing, reunification with friends and family, and resource navigation



## COMMUNITY ACTION PROGRAMS

47

47 community members **participated in Personal Investment Enterprise (PIE)**, a program aimed at empowering people to strengthen their economic stability.

## COMMUNITY JUSTICE SERVICES

76%

76% of **supervised defendants had no new filings** during the pretrial period.

## HEAD START

93%

93% of students **met cognitive development age expectations** by the end of the school year, an increase from the 60% at the beginning

# CREATING SYSTEMS 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 we are better able to impact systemic issues by engaging with system change and policy interventions.

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. Community Justice Services continued to work with partners to successfully shift bonds set for lowrisk 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. In 2024, 71% of those deemed low risk during their pretrial period were ordered personal recognizance bonds.

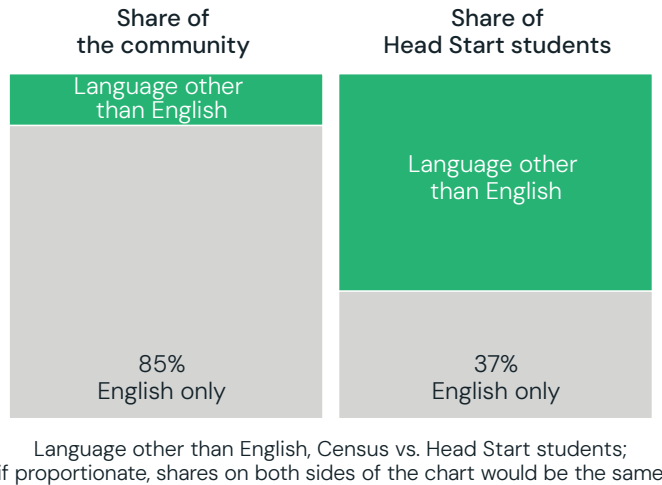
Similarly, we make concerted efforts through recruitment and advocacy work to exert change in our early childhood education system. For example, Boulder County's Head Start staff intentionally recruits families who have limited access to culturally responsive preschools; of the students enrolled in Boulder County Head Start during the 2023–24 school year, 63% spoke a language other than English at home. Comparatively, less than 15% of community members in the cities where Head Start operates (Boulder and Lafayette) speak a language other than English.

Finally, Strategic Initiatives is leading the implementation of the Behavioral Health Roadmap, a Boulder County initiative that aims to create changes in the mental and behavioral health system. These efforts work toward the shared vision of ensuring people connect to the mental and behavioral health care they need when they need it by bringing partners and the community together. The focuses include exploring funding and sustainability strategies for mental and behavioral health care; working with partners to improve collaboration and coordination so that services work better together and are easier to access; and helping our community better understand the system and how it serves them.



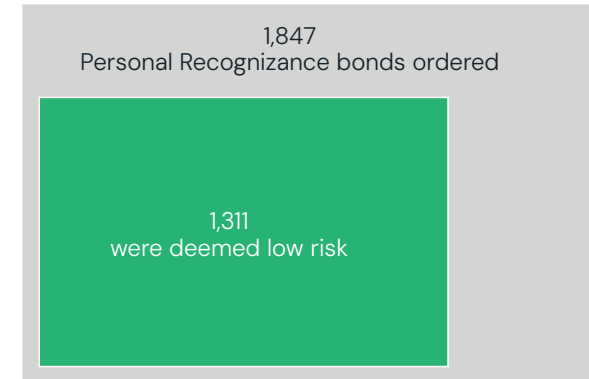
## HEAD START

Head Start recruitment efforts resulted in 63% of enrolled children speaking a language other than English at home, compared to only 15% of community members



## COMMUNITY JUSTICE SERVICES

1,847 Personal Recognizance bonds were ordered; 71% of people deemed low risk during the pre-trial period



## AREA AGENCY ON AGING

291

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

## COMMUNITY ACTION PROGRAMS

7

7 non-profit **organizations** trained on how to diversify their boards through the Creating Connections workshop

## STRATEGIC INITIATIVES

67

Total amount of Opioid Settlement dollars, Worthy Cause, and Human Services Fund grants **awarded to 67 applicants**, increasing their capacity to better serve Boulder County residents, including opioid and substance use treatment options: \$6,889,554

## WORKFORCE BOULDER COUNTY

\$13.9M

\$13.9M in **additional wages** were earned by participants as a result of accessing services

# THANK YOU

