

# **Housing & Human Services Master Plan Advisory Committee**

*January 24, 2005*

## ***Meeting Summary***

The fifth quarterly meeting of the Housing and Human Services Master Plan Advisory Committee was held January 24 from 4:00 to 7:00 pm at the West Boulder Senior Center.

**Participants:** Jacob Blass, Helen Dorsey Corbett, George Epp, Nino Gallo, Jerry Lee, Susan Moore, Clara Perez-Mendez, Barbara Pingrey, Ardie Schulster, Chuck Stout, Barbara Ryan

**Staff:** John Pollak, Karen Rahn, John Riggle, Richard Johnson, Linda Hill-Blakley, Erika Krouse

Materials were distributed both in advance of and at the meeting, including:

- Preliminary Draft Housing and Human Services Master Plan (January 2005)
- Power Point Presentation Notes
- Investment and Policy Options Worksheet
- Results of Ranking on Draft Recommendations
- Proposed Public Process Plans
- Draft Briefing Paper on Social Equity and Diversity for the Boulder Valley Comprehensive Plan Update

The meeting agenda included:

- Overview of Documents and Timeline
- Review of Work and Outcomes to Date
- Discussion of Draft Recommendations: Investment Scenarios and Policy Options
- Proposed Public Process Plans

## **Overview of Documents and Timeline**

Two main documents were provided to Advisory Committee members: 1) a draft of the Housing and Human Services Master Plan (without recommendations) and 2) an Investment and Policy Options Worksheet. The draft master plan is a compilation of research and discussion to date; the majority of these materials have been previously reviewed in a slightly different form by committee members. The body of the document includes major elements of the plan. Supporting information has been included in the appendixes. The draft does not currently include an executive summary or recommendations.

The January 24 meeting marked the beginning of the recommendations phase of the project. An “Investment and Policy Options Worksheet” was used as a basis for

preliminary discussion of proposed recommendations. An executive summary will be developed upon completion of more work on the proposed recommendations.

The timeline was reviewed to provide an overview of where we have been, where we are now, and where we are going.

**Phase One:** The first phase of the project, the “Data Portfolio” phase is essentially complete. This included research and discussion related to current services, demographic highlights, with input from the Advisory Committee’s study groups that concentrated on each of the four HHS divisions as well an input from the HHS staff.

**Phase Two:** The second phase of the project, “Analysis and Strategies,” identified key trends, gaps and issues, mission, principles, policies and roles that guide the work of the Department.

**Phase Three:** The third phase of the project will involve the development of recommendations and priorities. Based on discussions at the January 24 meeting, draft recommendations will incorporated in the draft document, which will be released by the end of February for public review and comment. Following the public process involving several levels of public review, the master plan will be presented to Planning Board and City Council in the summer.

## Timeline

	Data Portfolio	Analysis and Strategies	Recommendations
<b>Timeline</b>	Fall 2003 – Spring 2004	Spring 2004 – Fall 2004	Fall 2004 – Summer 2005
<b>Task</b>	<ul style="list-style-type: none"> <li>• Department Documents</li> <li>• Census Data</li> <li>• Advisory Committee</li> <li>• HHS Staff</li> <li>• Local/National Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose and Philosophy</li> <li>• Trends, Gaps, Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Priorities</li> </ul>
<b>Advisory Committee</b>	Fall 2003 – Spring 2004	Spring – Fall 2004	Fall 2004 – Summer 2005
<b>Public Input</b>			Winter – Summer 2005
<b>Council Contact</b>	Quarterly Updates	Quarterly Updates	<ul style="list-style-type: none"> <li>• Quarterly Updates</li> <li>• Possible Council Study Session Spring 2005</li> <li>• Planning Board Summer 2005</li> <li>• Council Summer 2005</li> </ul>

## **Review of Work and Outcomes To-Date**

### ***Sources Informing the Master Plan***

A range of resources have served to inform staff and the Advisory Committee in the development of the plan, including:

- Advisory Committee
- Key Informants Expertise
- HHS Staff
- Department Documents
- Council Community Sustainability and Affordable Housing Goal Committees
- Census and other Data
- Local and National Studies and reports

### ***Guiding Principles, Mission, Policies and Roles***

A draft framework to serve as a guide for the operations of the Department was presented and discussed at the October 6, 2004 Advisory Committee meeting. Comments based on the input from committee members were subsequently incorporated. A revised draft was shared with Committee members via e-mail prior to the January 24 meeting. The current framework is provided below.

#### **Framework for the Department of Housing and Human Services**

The work of the Department of Housing and Human Services (HHS) is to provide all residents with opportunities for growth and the tools necessary to be productive and contributing members of the community. From the underlying principles that guide the Department's work to the varying roles that it plays to achieve its goals, the conceptual framework of the Department is designed to achieve a healthy community in partnership with other City departments, governmental entities, educational institutions, the private sector, community organizations and the public.

#### **Guiding Principles**

- **Safety net services:** The City will support services ensuring physical and mental health care, food and nutrition, emergency shelter and transitional housing in order that basic, life-sustaining needs of all residents are met.
- **Community responsibility and social equity:** The City has a responsibility to ensure a quality environment that promotes a livable community for all its residents.
- **Economic and social diversity:** Boulder is a mosaic of people of differing incomes, ages, abilities and cultures. The City is committed to respect, value and support each member of the community and to seek elimination of all forms of discrimination.
- **Self-sufficiency:** The City will support services that provide opportunities for each individual to reduce dependencies and increase self-reliance.

## Mission

Meet the housing and human service needs of Boulder residents by providing and supporting services that create a healthy community.

- Support basic needs
- Protect civil rights
- Increase affordable housing
- Foster early child care and education
- Encourage positive youth behaviors
- Strengthen families
- Keep seniors healthy, active and involved
- Encourage social and civic engagement

## Policies

- Support individuals and families throughout the life cycle
- Balance prevention, intervention and treatment services
- Provide home, community and school-based services
- Build upon strengths of individuals
- Create and support collaborative partnerships
- Integrate social concerns with community development
- Build community capacity to support residents
- Evaluate service outcomes
- Assures accountability for investment of public resources.

## Roles

- **Leader:** HHS is a leader in making strategic investments in the community that both create opportunities and provide critical services. To that end, HHS works with the community to understand current and emerging needs and develop dynamic, coordinated strategies and plans to address those needs.
- **Funder:** HHS contracts with community organizations to provide programs and services. In this role, HHS:
  - Funds the most efficient, quality services possible, minimizing duplication of services.
  - Makes funding decisions based on competitive Request for Proposals (RFP) processes within priority areas;
  - Bases RFP decisions on an organization's ability to deliver clearly defined outcomes; and
  - Empowers community members to make funding recommendations to City Council.
- **Service Provider:** HHS limits its role as a provider of housing and human services to those situations where there is: 1) an expressed desire of City Council or the community, 2) a demonstrated service need that cannot be met through other sectors

(e.g., human rights enforcement), or 3) the nature of the service requires such a broad community collaborative effort that it is more appropriate for the City to assume leadership (e.g., multipurpose senior centers).

### ***Key Demographic Highlights***

In the first phase of the project, we explored demographic trends, with several key trends emerging:

- Aging of the population
- Growth of the Latino immigrant population
- Relatively large percentage of population living below poverty
- Disparity between affluent and low-income residents
- High percentage of parents in the labor force; many single parent families
- A declining proportion, but still a substantial number, of children
- Highly educated community
- Predominantly white population in proportion to other races and ethnicities.

### ***Key Trends, Gaps, and Issues***

From the various sources and discussions, key trends were synthesized, first for the Department and community-wide, then for each of the four HHS divisions.

#### **For the Department and community-wide:**

- **Community Awareness:** The need for increased community awareness of the connection between human services, quality of life, and human services as an investment in the diverse members of our community.
- **Community and Civic Engagement:** The need to find ways for all community members to feel a part of and connected to the community, with more opportunities for shared experiences across different incomes and backgrounds.
- **Latino Immigrants:** The need to recognize and address the growing Latino immigrant population and their needs and contributions.
- **Partnerships:** The importance of continuing the strong success of partnerships in the community, and exploring increased collaboration with the County.
- **Social Impact Filters for Development:** Evaluation of social impacts that may result from new development and other changes in the community.

#### **For Children, Youth and Families:**

- **Working Families and Early Child Care and Education:** Working families are the norm, with the majority of young children spending significant time in early care and

education, and the importance that those programs be of high quality, accessible and affordable.

- Youth Risk Behaviors: For middle and high school youth, there are concerns about serious problems and there is a critical need to increase healthy behaviors, more parenting education, and positive engagement of youth in the community.
- School-Linked Services: Schools are a prime access point for children and youth, making school-linked services important.
- Regional Initiatives: The need to recognize that families live, work and go to school, often in separate jurisdictions, with the need to develop more regional efforts.

#### For Community Services:

- Community Support for Basic Needs and Human Services: The importance of continuing to provide funding for community organizations that meet basic needs and safety net services, as well as prevention and early intervention services.
- Civil Rights: The importance of continuing local protections regarding discrimination.
- Human Relations: Continuing to provide a forum for discussion and action on human relations issues.

#### For Housing:

- 10% Affordable Housing Goal: The goal was reviewed, recognizing that with current resources the goal will not be accomplished in the ten year time frame, and escalating costs, decreased federal funding, and limited land will further challenge the accomplishment of the goal.
- Housing for Families: Many new homes being developed are condos or stacked flats, which appeal primarily to couples or singles, but many families are seeking different housing types outside of Boulder.
- Housing for Special Populations and Low Cost Housing: More housing options are needed for people with special needs, including those transitioning from shelters, the justice system, and people with mental or physical disabilities. Also, for people with very marginal incomes, very inexpensive housing options are lacking.
- Aging of the Housing Stock: The housing stock is aging and needed repairs and upgrades may not be affordable for everyone.
- Senior Housing Needs: With the future growth of the senior population, a variety of housing options for seniors will be needed.

- Student Housing: Continue to support University of Colorado efforts to house an increasing percentage of its student population.

For Seniors Services:

- Aging Community: One of the most significant upcoming demographic trends is the big surge coming in the senior population as baby boomers age. This is expected to peak in 2030.
- Support for Seniors and Caregivers: The intersection of three trends—growing number of seniors, people living longer, and increasing number of family members providing care—point to the need for more emphasis on community resources, support for caregivers, and more options for assistance.
- Basic Needs: Meeting basic needs and opportunities to be active and involved are essential to keeping seniors healthy.

**Proposed Recommendations: Investment Scenarios and Policy Options**

Preliminary recommendations were drafted from the committee discussions regarding these key trends, gaps and issues. The draft recommendations are divided into two areas: Investment Scenarios and Policy Options. For the Investment Scenarios, all City master plans are required to develop three scenarios for different funding levels, ranging from current funding levels, to modest new initiatives, to a broader vision, as outlined in the chart below.

**Investment Scenarios**

<b>Scenario One</b>	<b>Scenario Two</b>	<b>Scenario Three</b>
<b><u>Provide Services Based on Current Funding</u></b>	<b><u>Meet Established Goals and Community Standards</u></b>	<b><u>Enhance Leadership</u></b>
<ul style="list-style-type: none"> <li>• Assumes continuance of City and other funding sources</li> <li>• Renewal .15% sales tax expires in 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Same assumptions as Scenario One</li> <li>• Requires additional funds</li> </ul>	<ul style="list-style-type: none"> <li>• Same assumptions as Scenario One and Two</li> <li>• Requires substantial additional funds</li> </ul>

Advisory Committee members were sent an Investment and Policy Options Worksheet and were asked to rank and prioritize various options prior to this meeting. The rankings were not intended to be “absolute,” but were intended to provide an overall sense of the direction and magnitude of opinion on the various options. It was recognized that some people have ample information to make easy decisions, while for others, judgments may be more difficult. There is a balance that can be achieved through the contributions of the full group. These rankings are by no means final recommendations, but were used to guide the discussion of the committee, and changes are anticipated.

### **Scenario One: Provide Services Based on Current Funding**

**Overview:** *This scenario assumes continuation of current funding levels coming to the Department from City source. This funding may, in fact, decrease or increase slightly over time, depending upon sales tax revenue and collection of other fees and taxes. Additionally, a significant portion of the Department of Housing and Human Service’s (HHS’s) budget is from non-City sources; this Scenario assumes continuance of these funds as well, though this is dependent upon continued availability and success in competing for funding from outside sources.*

*The costs for any new initiatives or emphases must be offset by other programming or revenue generation within the department.*

***It is important to note that the .15% sales tax is due to expire within the planning period (December 31, 2012); thus, to maintain current service levels through 2015 this tax would have to be renewed.***

Two options were presented for this scenario: maintenance of current efforts or adapt to changing demographics and needs. Advisory Committee members all gave a higher priority for the latter option, adapting to changing needs.

This option assumes continuance of current funding, but presents some shifting of departmental services to adapt to changing demographic trends and needs:

- increasing number and proportion of elderly residents;
- decreasing proportion of youth, but need remaining high;
- increasing proportion of Spanish-speaking immigrants among Boulder’s low-income population; and
- current residential development trends that produce a limited number of units appealing to families with young children.

***It is important to note that with no additional funding, this is a “zero sum game.” An increase in emphasis in one area necessitates a decrease in another area.***

Five key service areas were discussed. The first, increasing housing staff to manage the increasing number of affordable housing (using existing resources) was considered to be

a necessity. Beyond that, four service options were ranked and discussed in the following order:

- Middle and High School Youth: increased effort for middle and high school youth
- Immigrant Population: increased efforts to integrate and engage the recent immigrant population in the community
- Senior Activities: increasing senior activities and classes
- Senior Counseling and Resources: increasing community resources and counseling for seniors and caregivers

Funding alternatives were also discussed, again recognizing that with no additional resources, increasing efforts in any one area would involve a reduction of efforts in another area.

### ***Discussion***

- Collaborations and partnerships are an important option and may not involve more money. This is reflected later in “Policy Options.”
- Increased efficiencies must always be pursued.
- Putting options in boxes has some downsides, and should be viewed cautiously—we need to think creatively, and not limit options.
- The list of needed service areas, as prioritized above, reflects the immediacy of the problems, with efforts for seniors more important in the long term than at present.
- Impact: What could have the greatest impact and the greatest results for investments factored into rankings.
- Putting youth and schools first emphasizes prevention.
- Schools have generally put their resources toward educational efforts, with City and other resources aimed for “non-academic” barriers to educational success.
- Options for self-funded programs, such as parent education, can also be considered in the mix.
- City Council, through policy decisions and ordinances, has enhanced affordable housing opportunities. Can other policies and ordinances be adjusted for better benefit?
- More data and projections would be helpful in making better judgments.
- The funding options to increase any services were problematic for committee members. General fund resources would mean additional funding, not new funding, and would have to come from reductions in other departments. After discussion, the group concurred that funding options could be discussed as possibilities from a perspective of pros and cons, rather than recommending specific funding options.

### **Scenario Two: Meet Established Goals and Community Standards**

***Overview:*** *This scenario assumes continuation of current funding levels coming to the Department from City sources. Additionally, programming and funding identified in Scenario One will serve as the base for Scenario Two upon which other, new efforts are built.*

*Programs and services identified in this Scenario are necessary to meet current City Council goals or achieve community standards. Further, these services are designed to address changing demographics, needs and service trends.*

***Initiatives beyond Scenario One require additional funding sources. It is important to note that the .15% sales tax is due to expire within the planning period (December 31, 2012). This revenue source must be renewed to ensure base funding. This Scenario assumes that additional funding sources will generate supplemental revenues at some point during the planning period, but will not be present throughout the ten-year time frame. Thus, additional services or programming can only be operational as funding is identified and secured.***

Six service options were discussed, including:

- Seniors: Expanding efforts in senior services
- Immigrants: Creating opportunities for the engagement of Boulder's immigrant population
- Affordable Housing: Continued pursuit of the 10% affordable housing goal
- Middle and High School Youth: Special emphasis on middle and high school youth
- North Senior Center: Exploring the need and feasibility of a north boulder senior center and expanded services for seniors
- Research and Planning: Increasing human services research, planning and grants function

### ***Discussion***

- After discussion, there was consensus that affordable housing was a higher priority and should be moved up on the list. Pursuing options for very inexpensive housing should not be lost.
- Concern was expressed that early care and education was not included in this scenario
- Throughout the document, it was noted that more attention is needed regarding services for people with disabilities; needs cut across all segments of the populations and are not always related to poverty.
- The importance of the research and planning function was discussed. It was noted that the 10% affordable housing initiative is largely the result of substantial research. This function could in some ways be self-sustaining if it results in additional resources for the department. The Committee concurred that this is more of a core function that should be accommodated from an organizational perspective than a policy issue, and should be dealt with internally.

### **Scenario Three: Enhance Leadership**

**Overview:** *This Scenario assumes that current funding levels coming to the Department from City sources will be continued. Additionally, programming and funding identified in Scenarios One and Two will serve as the base upon which Scenario Three options are built.*

*Service options in this Scenario are designed to enhance Boulder's position as a leader in the housing and human services fields.*

***All initiatives beyond the Scenario One base require additional sources funding. It is important to note that the .15% sales tax is due to expire within the planning period (December 31, 2012). This foundation must be renewed to ensure base funding.***

Four service options were discussed, including:

- Early Care and Education: improve system of affordable, quality care and enhance financial support for low income, working families
- Youth Alcohol and Substance Abuse Prevention and Early Intervention: add emphasis on alcohol and substance abuse prevention to intervention efforts
- North Boulder Recreation Center and/or Expanded Senior Services: Evaluate the need for an additional senior center and/or expanded services
- Alcohol and Substance Abuse Prevention: increase public education and early intervention efforts through community initiatives

### ***Discussion***

- A major issue is that the .15 sales tax is due to expire within the planning period, and this source of revenues is essential if current services are to continue. Pros and cons to various tax initiatives were discussed. The importance of clearly targeting any tax so that voters are very aware of what they are supporting was emphasized as critical. Other initiatives, such as direct partnerships with the private sector, could assist in supporting community services.
- Possibilities were discussed regarding ways of gaining the support of seniors and finding ways to make it attractive for seniors to give back to the community. Seniors feel a strong love for this community, and there is the potential for resources and investments in services from seniors.
- The importance of continuing to work with the county was stressed. Boulder County is very supportive of human services, and that should continue. The City and County have certain long-standing agreements and shared responsibilities; for example, the County provides public health services, while the City provides library services.

## **Policy Options**

Options were presented for Department policies which affect the nature and design of HHS direction and programming, target populations served, and the roles the Department plays in the broader community and in conjunction with other governmental and non-governmental agencies. These policies drive the work of the Department regardless of which investment scenarios is pursued. These policies were prioritized as follows:

### Department-wide

- Promoting community and civic engagement
- Continuing partnerships to leverage resources and ensure efficient services
- Ensuring service access and community involvement of Latino immigrants
- Targeting services to those most in need
- Continuing regional planning and coordination
- Continuing shared responsibilities with the County
- Continue efforts to promote mediation and alternative dispute resolution options

### Children, Youth and Families

- Continue service provision in accordance with focus on early care and education, prevention and early intervention, strengthening families, promoting positive youth behaviors, school-linked service, and strengths-based models
- Continue focus on early care and education, particularly for low-income families
- Continue pursuit of City and other efforts to address youth risk behaviors
- Continuing partnerships to fill service gaps and leverage funds
- Expand efforts related to middle school youth

### Community Services

#### *Human Services Fund*

- Continue emphasis on safety net and prevention and early intervention services
- Consider a unified set of funding priorities for all Department funds
- Increase percentage of funding for safety net services from 38% to 50%
- Continue use of the major themes of the human services fund, with some adjustments to reflect changes, i.e., greater emphasis on integration of recent immigrants, aging of the population
- Recognize that there are major areas beyond the scope of the human services fund (employment and alcohol and substance abuse treatment)
- Open human service funds to senior services

#### *Civil Rights*

- Continue outreach to special populations
- Continue local enforcement of human rights ordinance

- Continue ordinance revision process
- Continue pursuing mediation to resolve conflict when possible

### *Human Relations*

- Continue role of Human Relations Commission (HRC) to respond to emerging social concerns
- Continue role of HRC as final arbiter in discrimination cases

### Housing

- Consider potential housing tax initiative
- Monitor housing priorities
- Encourage state funding for community agencies
- Encourage County partnerships
- Increase asset management staff to manage additional affordable units
- Pursue opportunities for senior housing options
- Pursue opportunities for transitional and very low cost housing
- Pursue opportunities for affordable housing for families and work force
- Develop mechanisms to assist with replacement and repair of aging mobile and constructed homes

### Senior Services

- Collaborate with County for provision of senior programs
- Plan for future growth of senior populations
- Encourage County investment
- Consider a senior tax initiative
- Expand senior activities opportunities
- Increase support for caregivers and options for assistance for seniors

### *Discussion*

- Collaborate with County for provision of senior programs
- Policy options should precede investment scenarios, since these policies guide the Department regardless of the level of resources available in the future.
- Pursuing efficiencies in service delivery should be a department-wide goal
- Emphasize the importance of partnerships in leveraging resources and providing more efficient services
- Needs and services for people with disabilities, including children and their families, need to be incorporated in the policy options
- Policies include a mix of “unlike” items, including services and funding. Funding options in the policy section should be eliminated.
- The importance of the strong support the County provides for human services should be stressed.
- Plan for future growth of senior populations

## **Public Process**

A draft plan for obtaining community input on the draft master plan was distributed. This includes a list of groups that will be contacted to request comment, categorized as follows:

- Groups to be informed of the draft master plan, advised that it is available on the web (hard copies upon request), and invited to the public forum in March;
- Groups that will receive hard copies of the draft master plan and invited to the public forum in March; and
- Groups that will be provided hard copies of the draft master plan, and will be provided with a presentation specific to their group (also invited to public forum in March).

A public forum and open house will be scheduled in mid to late March to solicit further community input. Following public comment and further Advisory Committee review, the draft master plan will be revised. A Study Session with City Council is anticipated for the summer. The master plan will be presented for Planning Board consideration in July or August. Final Council consideration is anticipated in August or September.

## **Draft Briefing Paper on Social Equity and Diversity for Boulder Valley Comprehensive Plan Update**

Karen Rahn distributed copies of this draft, which will be provided to the Planning Board and members of the public in upcoming meetings on the update to the Boulder Valley Comprehensive Plan. Comments are welcomed.

## **Next Advisory Committee Meeting**

The next meeting is anticipated for April, date yet to be determined. The revised draft master plan and policies will be reviewed at that time, as well as the results of the public process.