

Regional Homeless Executive Board Minutes  
September 8<sup>th</sup>, 8:00 to 9:30  
2525 13th Street, Large Conference Room

**In attendance:** Will Connelly, Joni Marsh, Kurt Firnhaber, Wendy Schwartz (Karen Rahn proxy), Jeremy Durham, Jason McRoy (Frank Alexander proxy), Robin Bohannon, Karen Kreutzberg, Jennifer Biess, Jim Adams-Berger

**Absent:** Karen Roney, Jeff Zayach, Michael Reis

**Guests:** Daphne McCabe, Tajshen Campbell

**Discussion Items**

1. Review Bylaws, Charter and Resolution

Members reviewed and discussed the updated bylaws and charter. No substantive changes were made to either document, and the Board voted unanimously to approve both. These will be forwarded onto the Commissioners for formal adoption.

2. Implementation Progress, Communications, Key Dates (see associated PowerPoint)

Jennifer Biess, Regional Homeless Systems Manager, provided the Board with an update on planning and implementation progress thus far. Some key milestones included:

- Creation of a screening tool and implementation of the tool within an online information system
- Creation of eligibility criteria for various services and prioritization criteria for Boulder Shelter beds
- Creation of service models for immediate resolution activities and short-term navigation services
- Creation of a draft service description for Program-based Shelter
- Release of Letters of Intent and review of applications for all services: Boulder Shelter for the Homeless will be the countywide provider of Coordinated Entry services, Bridge House will be the provider of Navigation services and short term shelter in the City of Boulder and the city of Longmont is currently negotiating contracts with potential service vendors.

Additionally, a communications committee was formed to begin developing materials that explain systems accomplishments and how both providers and clients can access the services. There also will be an evaluation committee soon to start identify key performance indicators and develop the project's larger evaluation plan.

Key dates in the short term included:

- August through October will be focused on developing and refining all system areas
- Screening tools will be tested and revised, as necessary, in the month of September

- The system will officially launch on October 1

Jennifer presented a communications document that provides an update for the larger service provider community on system development efforts. This is the first in a series of resources that will be developed to help educate the community and homeless individuals on system progress and eventual access. This and future documents can be found on the county's Regional Homeless System website: <https://www.bouldercounty.org/government/boards-and-commissions/boulder-county-regional-homeless-systems-management/>

### 3. Member Updates

Robin Bohannon briefly discussed the upcoming Affordable Housing Summit which will take place on September 29<sup>th</sup>, starting at 7:30 at Xilinx Retreat Center, 3100 Logic Drive, Longmont. Discussion at the summit will explore how to operationalize the plan from a countywide perspective. While the public can attend this meeting, they are not allowed to participate.

Wendy Schwartz provided an update on upcoming meetings related to homeless efforts including a key City Council meeting on September 19<sup>th</sup> to discuss proposed changes to the Shelter's Management Plan and a "good neighbor" meeting to take place on October 2<sup>nd</sup> to discuss proposed changes to the plan with community members.

Will Connelly discussed several upcoming events including the following:

- September 13<sup>th</sup>: Data driven planning, 2:00 to 4:00 at the Denver foundation
- September 26<sup>th</sup>: Concepts of Diversion, 1:00 to 5:00 at the Denver Foundation
- October 10<sup>th</sup> and 11<sup>th</sup>: Rapid rehousing discussion to develop standards how to make this more uniform across the continuum – this is supported by HUD-funded technical assistance
- September 14<sup>th</sup> MDHI Board Meeting: Voting on NOFA recommendations and discussing HMIS plans

Will also shared that MDHI is looking to take the management of Emergency Solutions Grant (ESG) dollars in-house and would RFP these out to provider – these dollars were formerly managed by the Colorado Coalition for the Homeless and primarily support homelessness prevention and rapid rehousing programming

### 4. Reschedule November Meeting Date

Jim will send out a doodle poll to reschedule the November meeting as it falls on an observed holiday day.

### 5. Adjourn

The meeting adjourned at 9:30.

## Update #1: Boulder County Regional Homeless System Collaborative

Starting Oct. 1, 2017, Boulder County, in collaboration with the Cities of Boulder and Longmont, will begin a new approach for connecting single adults with homeless services. This approach is a coordinated system of services that integrates evidence-based practices, prioritizes low-barrier access to critical services, and provides clients with services that best align with their level of need.

### Why Is the Approach Changing?

For several years, the community, service providers, and local governments have been working on developing a more coordinated approach to services for those experiencing homelessness in Boulder County and the cities of Boulder and Longmont. This has culminated in coordinated community plans, with new services and programs which will start implementation Oct. 1.

The previous approach that was often crisis-driven and focused on emergency interventions – such as overnight shelter, food, and clothing – has not resulted in sustainable changes for the county's homeless population.

A new model, based on existing best practices, was developed. The guiding ideas behind the model are to:

- Develop a regional approach to homeless systems management;
- Effectively use resources within a coordinated and integrated system;
- Consider the diverse and unique needs of individuals experiencing homelessness;
- Support individuals in obtaining and maintaining stable housing as quickly as possible; and
- Focus on housing as the goal of services and create housing exit opportunities.

### Changes in Services

Beginning on Oct. 1, 2017, a variety of changes to the available services for single adults will take place. The goal of these service changes is to reduce the number of people in Boulder County experiencing homelessness by providing more prevention-oriented services, and short- and long-term housing and services that will more quickly help people out of homelessness.

- **Who will be impacted by the new service system?** Changes taking place on Oct. 1 will primarily impact single adults experiencing homelessness in Boulder County.
- **Are there services changes for other homeless populations, including families?** Homeless families, youth and people experiencing domestic violence will continue to use the services that are currently available in the community.
- **How can people access services?** People will access all homeless services through the new **Coordinated Entry System**. Clients will be assessed to determine if they are most appropriate for **Program-based Shelter (PBS)** at Boulder Shelter for the Homeless (BSH), or **Navigation Services**.
- **Where will Coordinated Entry and Navigation Sites be located?** Coordinated entry and daytime navigation services will be co-located at the same site in both Boulder and Longmont. Sites are under review and services may be located at temporary sites beginning Oct. 1. Specific locations will be announced in September.

- **What are navigation services?** Navigation services provide short-term support for lower-needs individuals who require limited assistance to get back into permanent housing. Individuals will work with a case manager to develop a housing plan and can receive mediation support, financial assistance, legal assistance, assistance reunifying with support networks, and links to county and other community programs as needed. Overnight sleeping space will also be available to qualified navigation participants who need a place to stay in the short term.
- **What is program-based shelter (PBS)?** PBS will facilitate housing entry for qualified moderate and high-needs individuals by providing overnight sheltering and wrap-around services on an extended basis. Those participating in PBS can remain at BSH until they have been successfully, permanently housed. This program will start on Oct. 1 at BSH.
- **When will PBS be available?** BSH is conducting a Good Neighbor process required to make some changes in its management plan. PBS program elements which can be implemented on Oct. 1 include:
  - BSH clients are screened and referred through the coordinated entry process; and
  - PBS qualified clients screened through coordinated entry may have a dedicated bed.

Daytime services for PBS clients, and sheltering PBS clients who may not yet be clean and sober between May 1 and Sept. 30, will not be allowed until after the new management plan is approved in early November.

- **How many people can access overnight sleeping spaces and PBS beds?** BSH will continue to provide 160 overnight beds. Those beds will now be allocated to people assessed through the Coordinated Entry system as moderate- to high-need individuals, with priority for people with a longer history in Boulder County. In Boulder, navigation services will provide up to 50 overnight spaces for people assessed through Coordinated Entry as low-need and who are participating in a navigation plan. In Longmont, the number of available overnight sleeping spaces will soon be determined once the navigation service provider has been selected. That selection process should be complete by mid-September 2017.
- **Will additional shelter be available during episodes of severe weather?** The City of Boulder will be providing additional sheltering during severe weather watches and warnings and similar severe weather conditions. In 2016, there were 21 days with watches or warnings. Severe weather shelter is in addition to the 160 beds at BSH and the 50 overnight spaces in the Boulder navigation program, and does not require assessment through Coordinated Entry. Further details, including locations for severe weather shelter, are still being determined. Longmont, plans for severe weather sheltering have not been determined. The decision about whether to offer severe weather sheltering will be made by mid-September once Longmont's navigation service provider has been selected.
- **How will meals work in the new system?** In Boulder, most meals will be part of navigation or PBS services. Those accessing meals will enter through Coordinated Entry. In Longmont, meal service will be determined by mid-September once Longmont's navigation service provider has been selected.

**Who will oversee the new system?**

A new governance system has been established to oversee the homeless service system for single adults. The Boulder County Regional Homeless Systems Collaborative Executive Board has been appointed by the Boulder County Commissioners to oversee the overall system and make final resource allocation and system design decisions. It is primarily comprised of directors of local government agencies involved in housing and human services. Directors of service-providing organizations serve on the Management Board, which meets monthly to provide feedback on system design and performance and determines recommendations for systems improvements. A small staff from Boulder County, City of Boulder, and City of Longmont serve on the Implementation Team, which meets weekly to monitor system performance and troubleshoot issues.

**How will the new system be monitored and adjusted?**

Because the homeless system for single adults includes the implementation of new service models and procedures, all operational areas will be monitored and regularly assessed. This information will be used to adjust services and address any issues that may arise. Specific monitoring strategies will be put in place to review Coordinated Entry screening data, and navigation services and program-based shelter service data once those services are operational. Stakeholders and governance groups will be convened on a regular basis to review system performance and vet potential improvements using real-time data. Annual evaluation reports will be prepared and distributed.

For more information on this effort, please contact:

- Boulder County: Jennifer Biess, Homeless Service Systems Manager, [jbiess@bouldercounty.org](mailto:jbiess@bouldercounty.org)
- City of Boulder: Wendy Schwartz, Homeless Programs Manager, [SchwartzW@bouldercolorado.gov](mailto:SchwartzW@bouldercolorado.gov)
- City of Longmont: Karen Roney, Community Services Director, [Karen.Roney@longmontcolorado.gov](mailto:Karen.Roney@longmontcolorado.gov)

# Regional Homeless Systems Executive Board Meeting

September 8, 2017

BOULDER  
COUNTY



COMMUNITY  
SERVICES

Generating  
a Lifetime of  
Opportunities

# Agenda

- Welcome & Introductions
- Review Bylaws, Charter, and Resolution
- Implementation Update
- Talking Points, Board Member Communications
- Member Updates
- Reschedule November Meeting



- **REVIEW BYLAWS,  
CHARTER, AND  
RESOLUTION**



# Significant Bylaws Changes

4.3 - On delegates

7.2 - Deletion of no electronic vote provision

7.3 - On calling in to a meeting

# Charter

- Guides development of the regional homeless services system in order to reduce and end homelessness.
- Guides and ensures efficient and effective implementation of homeless systems components including diversion, coordinated entry, assessment, and evidence-based practices that result in exits to appropriate housing solutions.
- Advises local government and funding authorities to align resources to support effective and efficient implementation of the system.
- Provides direction based upon recommendations from the Implementation Team.
- Resolves issues, should these emerge, among members or in relation to the operations of the regional homeless system.
- Bases decision on data and evidence brought before the Board reflecting the functioning and outcomes of systems efforts.
- Aligns efforts and policies with direction provided by the Federal Department of Housing and Urban Development (HUD) and the State Continuum of Care of which Boulder is a member.



 **IMPLEMENTATION  
UPDATE**

# Primary Work Plan Components

- Coordinated Entry
- Developing Service Models
- Evaluation Planning
- Funding & Procurement
- Communications

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# Coordinated Entry

- Developed screening tool
  - Input from Implementation Team, Management Board, data systems staff
  - Planning pretest with providers for Sept. 2017
- Prioritization scheme determined
  - Primary factors: residency, need, multisystem use
- Building out Boulder County Connect

# Developing Service Models

- Final service models developed for immediate resolution and short-term navigation
- Draft service model developed for program-based shelter

# Evaluation Planning

- Completed a theory of change for system that articulates underlying assumption
- Developing evaluation plan based on this TOC
- Convening evaluation working group in September 2017

# Funding & Procurement

- Requested letters of intent for system components in August 2017
  - Coordinated Entry (Countywide)
  - Navigation – Boulder
  - Navigation – Longmont
- Currently in contract negotiations with providers

# Communications

- Launched website
- Established communications work group
- Developed a communications plan for broader community outreach and client materials
- Released overview document to clarify expectations for October 1<sup>st</sup>

# Key Dates Going Forward

- Aug. – Oct. 2017: Develop and refine core components
- Sept. 2017: Pretest tools and system processes
- Oct. 1, 2017: New system officially launches
- Ongoing: monitoring efforts, develop and review regular system performance reports



 **TALKING POINTS**



 **MEMBER UPDATES**



**RESCHEDULING  
NOVEMBER MEETING**



# Community Services Department

Sundquist Building • 3482 N. Broadway • Boulder, Colorado 80304 • Tel: 303.441.3560 • Fax: 303.441.4550  
Mailing Address: P.O. Box 471 • Boulder, Colorado 80306 • [www.bouldercountycommunityservices.org](http://www.bouldercountycommunityservices.org)



Regional Homeless Executive Board Meeting  
September 8<sup>th</sup>, 8:00 to 9:30  
2525 13th Street, Large Conference Room (upstairs above Clinica)

- Welcome and Introductions 8:00-8:15
- Review Bylaws, Charter and Resolution 8:15-8:30
- Implementation Progress, Communications, Key Dates 8:30-9:00
- Talking Points, Board Member Communications 9:00-9:15
- Member Updates 9:15-9:25
- Reschedule November Meeting Date 9:25-9:30
- Adjourn 9:30

BY-LAWS OF THE  
BOULDER COUNTY REGIONAL HOMELESS SYSTEMS EXECUTIVE BOARD  
August 31, 2017

Article 1: Name

- 1.1 The name of this body shall be the “Boulder County Regional Homeless Systems Executive Board” and shall be referred to herein as the “Executive Board.”

Article 2: Authority

- 2.1 The Executive Board derives its authority through the commitment of public Officials representing County and city government and housing authorities who agree to collaborate on the establishment of a county-wide response to impacting homelessness. The Executive Board members shall be appointed by the Boulder County Board of County Commissioners.

Article 3: Purpose of the Executive Board

- 3.1 The Executive Board serves to establish, oversee and ensure the effectiveness of a county-wide response to homeless efforts and the achievement of identified outcomes. This purpose is further elaborated in the attached Regional Homeless Systems Executive Board Charter.

Article 4: Membership and Delegates

- 4.1 Membership shall include no more than 15 members. Appointed members shall be executive-level leaders with decision-making authority (or delegated authority) representing the following agencies: Boulder County Housing and Human Services, Boulder County Community Services, Boulder County Public Health, City of Boulder Human Services, City of Boulder Housing Division, City of Longmont Community Services, City of Longmont Planning Department, Boulder County Housing Authority, Boulder Housing Partners, Longmont Housing Authority, and the Metro Denver Homelessness Initiative.
- 4.2 Appointments to the Executive Board will be made by the Boulder County Board of County Commissioners based on the recommendation of represented agencies. At least one member will be appointed per represented agency. Given the scope of responsibilities under this Executive Board, appointed members will serve so long as the Executive Board is operating and the member remains eligible to serve. All members shall serve at the pleasure of the Board of County Commissioners.
- 4.3 A delegate from the same representing agency will be identified by each Executive Board member to stand-in for the appointed member in the rare instance that he or she is unable to attend. To the extent possible, there should only be one identified delegate per Board member to ensure continuity. Delegates will participate in Board proceedings in the same capacity as the member and can vote on behalf of their respective Board member.

- 4.4 Responsibilities of the Executive Board members include but are not limited to:
- Attend a minimum of 75% of scheduled meetings. If a member fails to attend three consecutive meetings, staff will contact the member to determine if Executive Board membership is still a priority.
  - Come prepared to meetings having reviewed advance materials and completed any work required for the meeting.
  - Will not delegate participation in meetings unless in case of emergency.
  - Work collaboratively to fulfill the purposes outlined in Article 2.
- 4.5 There is a vacancy on the Executive Board when: (1) a member notifies the Board of resignation; (2) when a public official leaves or no longer holds the office or position with a represented agency that makes the member eligible to serve; or (3) the Board of County Commissioners removes a member for cause. Should a vacancy arise, the representing agency of the member that created the vacancy will identify a replacement to fill the vacancy upon approval of the Board of County Commissioners.

#### Article 5: Officers

- 5.1 There shall be a Chairperson and Vice-Chairperson elected for the Executive Board at the beginning of the first meeting of the Executive Board, every two years. These positions will be elected prior to the first anniversary of the Board.
- 5.2 The Chairperson shall conduct all meetings of the Executive Board. In the absence of the Chairperson, the Vice-Chairperson shall conduct the meeting.

#### Article 6: Meetings

- 6.1 At least six (6) regular meetings of the Executive Board shall be held annually (every other month) at such times and places to be determined by the Board. Written notice of meetings shall be sent to Board members and posted not less than seven (7) days prior to the meetings. An agenda shall be included in the notice.
- 6.2 Special meetings of the Executive Board may be called by the Chairperson or by one-third of the Board membership. Written notice of the date, time, and location of a special meeting and of the nature of business to be conducted at the meeting shall be provided to members and posted not less than five (5) days in advance. Only business stated on the notice may be transacted during the special meeting.

#### Article 7: Quorum, Voting, and Record of Proceedings

- 7.1 A quorum shall consist of seventy-five (75%) of the membership. No decision regarding Executive Board business or issues may be made with fewer than 75% of the Executive Board members in attendance at any meeting.

- 7.2 Each member will be entitled to one (1) vote on each issue for which a vote is taken. No member who is absent from a meeting and who has not sent a delegate shall be entitled to vote by proxy. A simple majority of votes cast (or plurality where there is more than a binary choice) shall be decisive as to all issues considered by the Executive Board.
- 7.3 On rare occasions when a member is available for a meeting but unable attend in-person, the member may, instead of sending a delegate, participate in a meeting by conference telephone or video or similar communications equipment. So long as all members participating in the meeting are able to hear one another and fully and effectively participate, such participation by a member by telephone or other similar means shall constitute attendance at the meeting.
- 7.4 Meeting minutes will be taken at each meeting and be made available to the general public. The written record of each meeting of the Executive Board shall be kept in the permanent files of the Executive Board.

#### Article 8: Conflict of Interest

- 8.1 Any member of the Executive Board who has a conflict of interest regarding an issue brought before the Executive Board shall disclose his or her interest and abstain from discussion and/or voting on that item, and the written minutes shall note such action. No member of the Executive Board shall participate in or vote with respect to any matter pending before the Executive Board if that member has financial, personal, or official interest in or conflict with the matter, and/or if the nature of such interest prevents or may prevent that member from acting on the matter in an impartial manner.

#### Article 9: Amendment of these By-laws

- 9.1 These By-laws may be amended or repealed at any public meeting of the Executive Board by vote of a two-thirds majority of the Executive Board membership and subsequent approval of such changes of By-laws by the Boulder County Board of County Commissioners.

These By-laws are hereby adopted this \_\_\_\_ day of \_\_\_\_\_, 2017, by vote of a majority of the Regional Homeless Systems Executive Board and approved this \_\_\_\_ day of \_\_\_\_\_, 2017, but the Boulder County Board of County Commissioners.

Date: \_\_\_\_\_

Names  
Chairperson, Regional Homeless Systems Executive Board

Approved: \_\_\_\_\_

Date: \_\_\_\_\_  
Chair  
Boulder County Board of County Commissioners

## RESOLUTION 2017-\_\_\_

### **A resolution of the Boulder County Board of County Commissioners to establish the Regional Homeless Systems Executive Board.**

#### Recitals

A. The Boulder County Board of County Commissioners (“Boulder County Commissioners”) established the Ten Year Plan to End Homelessness Advisory Board (“Advisory Board”) on June 14, 2011.

B. The Ten Year Plan to End Homelessness Advisory Board met monthly and supported a regional approach for the community implementation of the Ten Year Plan to End Homelessness.

C. The following community successes were gained through the work of the members of the Advisory Board:

- Increase in the production of affordable and permanently supportive units
- Increased engagement w/elected officials
- Permanently Supportive Housing Plan
- Dedicated funds allocated to new PSH projects
- Boulder Homeless Collaborative Services Group
- Data analytics
- Longmont Homeless Services Assessment Report
- Regional Affordable Housing Plan
- Community convening role
- Stronger advocacy role for housing projects

D. Boulder County, the cities of Boulder and Longmont have agreed upon a regional system of services focused on coordinated entry, assessments, diversion, evidence-based programming and the use of shelter beds to better support exits out of homelessness into housing.

E. The Advisory Board has agreed that its work should now evolve into a regional governance system in order to allocate resources and align services in order to implement this system.

F. The Advisory Board’s last meeting was on Friday, January 14<sup>th</sup>, 2017, and the work of the Regional Homeless Systems Executive Board is prepared to provide leadership for the new regional alignment.

Therefore, the Board resolves:

1. The Boulder County Commissioners hereby agree to dissolve the Ten Year Plan to End Homelessness Advisory Board and establish a new governance structure, the Regional Homeless Systems Executive Board. Such board will operate according to the Bylaws approved contemporaneously with this Resolution and all members of the new board will be later appointed by the Boulder County Commissioners using the standard process and procedures for appointments to the Boulder County Advisory Boards and Commissions.

A motion to this effect was made by Commissioner \_\_\_\_\_, seconded by Commissioner \_\_\_\_\_, and passed by a \_\_\_\_ vote.

**ADOPTED** on this \_\_\_\_ day of \_\_\_\_\_, 2017.

**BOARD OF COUNTY COMMISSIONERS  
OF BOULDER COUNTY:**

\_\_\_\_\_  
Deb Gardner, Chair

\_\_\_\_\_  
Cindy Domenico, Vice Chair

\_\_\_\_\_  
Elise Jones, Commissioner

ATTEST:

\_\_\_\_\_  
Clerk to the Board

BOULDER COUNTY REGIONAL HOMELESS SYSTEMS  
CHARTER  
September 1, 2017

The Executive Board serves to establish, oversee and ensure the effectiveness of a county-wide response to homeless efforts and the achievement of identified outcomes. Specific responsibilities of the Board including the following:

- Guides development of the regional homeless services system in order to reduce and end homelessness.
- Guide and ensures efficient and effective implementation of homeless systems components including diversion, coordinated entry, assessment, and evidence-based practices that result in exits to appropriate housing solutions.
- Advises local government and funding authorities to align resources to support effective and efficient implementation of the system.
- Provides direction based upon recommendations from the Implementation Team (staffed by Boulder County, cities of Boulder and Longmont) and the Management Board (membership comprised of homeless service providers and persons with lived experience).
- Resolves issues, should these emerge, among members or in relation to the operations of the regional homeless system.
- Bases decision on data and evidence brought before the Board reflecting the functioning and outcomes of systems efforts.
- Aligns efforts and policies with direction provided by the Federal Department of Housing and Urban Development (HUD) and the State Continuum of Care of which Boulder is a member.