



INFORMATION ITEM MEMORANDUM

To: Mayor and Members of Council

From: Nuria Rivera-Vandermyde, City Manager
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Date: September 5, 2024

Subject: Safe and Managed Public Spaces 2023 Annual Report

EXECUTIVE SUMMARY

The Safe and Managed Public Spaces (SAMPS) Team continues to make a positive impact on conditions along the creek corridor and addressing the effects of illegal camping despite ongoing challenges that are outside of the control of this team. There is evidence that without the work of the SAMPS team there would certainly be more unsanctioned camping and significantly more trash and debris in the community's public spaces.

Insights derived from 2023 Action Plan outcomes:

1. SAMPS moved out of the pilot phase and became an established city program.
2. The SAMPS program is effective at managing public spaces, but it might not always feel that way.
3. Adaptive Management is essential to success.
4. Police staffing levels impact operational capacity
5. People are connecting directly with those living unhoused to offer support services even if we don't see the interactions.
6. SAMPS staff need more training to feel safer in the context of the psychological and physical situations they encounter.

7. The Urban Ranger, OSMP Ranger, and Police Officer roles are essential to a high functioning SAMPS team, and their integrated presence in combination with the Downtown Ambassadors enhances the visitor experience, which would deteriorate without them.
8. The SAMPS team is more effective at keeping materials out of waterways than an enhanced trash collection program.
9. Water quality trends continue to remain consistent over time.

Ongoing Challenges

- Entrenched "hot spot" areas that experience persistent camping despite consistent operational attention.
- Influx of materials from independent food and camping supply distribution groups that work at cross purposes to clean-up efforts and can unintentionally defer connection to services.

FISCAL IMPACT

The SAMPS program is supported through multiple departmental budgets.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic: Unsanctioned camping can have an impact on businesses and tourism.
- Environmental: Camping in public spaces can lead to significant environmental impacts such as water contamination, destruction of landscaping and sensitive environmental areas, and risks related to needles or feces.
- Social: Addressing camping in public spaces ensures that public spaces can be enjoyed by all.

BACKGROUND

The Safe and Managed Public Spaces (SAMPS) team, which includes collaboration among Utilities, Parks and Recreation, Open Space and Mountain Parks (OSMP), Community Vitality, Housing and Human Services, Transportation, Facilities and Fleet, Fire, the Boulder Police Department (BPD), Risk Management, Innovation and Technology, Communications and Engagement, and the City Attorney's and City Manager's offices, takes a coordinated approach to managing unsanctioned camping and related impacts in the city's public spaces. The SAMPS work plan is guided by an Action Plan that consists of eight long-term goals (*below*) that achieve a compassionate approach while ensuring that the city's ordinances are enforced. The purpose of this summary report is to provide insights derived from 2023 Action Plan outcomes.

2023 Action Plan Goals:

- Goal 1: No Camping in Public Spaces
- Goal 2: Individuals Experiencing Homelessness Are Connected to Services
- Goal 3: Access to Public Space and Infrastructure is Not Impeded

- Goal 4: Reduction in Crime and Disorder in Designated Areas of Emphasis
- Goal 5: Visitors Have Access to Knowledgeable Resources on City Services
- Goal 6: Maintenance Crews Can Safely Access Critical Infrastructure in Public Spaces
- Goal 7: Reduce Trash/Hazards in Waterways
- Goal 8: Users of Public Spaces Report Feeling Safe and Welcome

ANALYSIS

Insight 1: SAMPS moved out of the pilot phase and became an established city program.

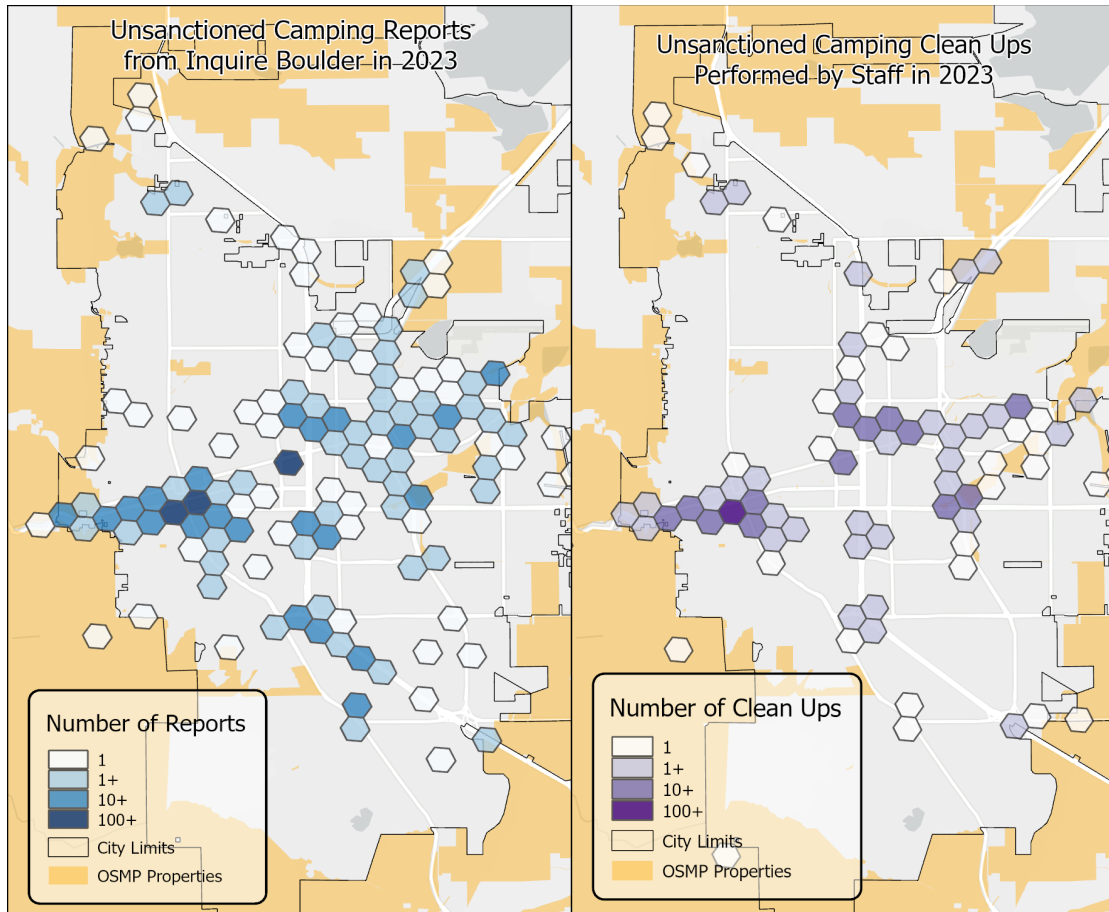
Since SAMPS began as a pilot in 2021, with a new internal team and operational protocol, the team has gained experience and further formalized operations through:

- Updating written protocols in April 2023 to improve safety of underpasses and mitigate re-occupancy of recently cleaned up campsites.
- Hiring four additional Public Space Management crew members.
- Fully staffing the Parks and Recreation-based Urban Ranger (Urban Ranger) pilot program (though ongoing funding remains an unidentified need).
- New signage, targeted fencing, and improved data collection methods
- Increased reporting by the community. Specifically, an average of 379 Inquire Boulder reports were made every month. This represents a 60% increase in average monthly reporting compared to 2022.
- Weekly operational meetings among SAMPS team members to increase efficiency and coordination.

Insight 2: The SAMPS program is effective at managing public spaces, but it might not always feel that way.

SAMPS picked up 132 tons of trash and debris in public spaces in 2023, which is on par with 2022 (-1.7% decrease) and cleaned up 606 camp sites¹. The map below displays both community reports of campsites and clean-ups by the SAMPS team in 2023. Although the sites were addressed, an influx of people and resistance to services means that camping does persist. More information about daily operations and approach is described in the [April 13, 2023 memo](#) to council.

¹ Note that the method of counting campsites changed in April 2023 from counting each individual tent as one site to counting an area with many tents as one site. So direct comparisons to other years' data should consider for the related discrepancy in number of sites addressed.



Note: Reports of encampments do not correspond 1:1 to actual encampments as multiple people may report the same site.

Insight 3: Adaptive Management is essential to success.

Standardized protocols continue to be essential to ensuring consistency of processes with respect to city interactions associated with encampments, and they must also be periodically evaluated for effectiveness in addressing emerging issues and changing behaviors. In April 2023, targeted protocol changes allowed for more immediate response to public health hazards, such as underpass and entryway obstructions, without the need to post the area 72 hours in advance of a scheduled clean-up.

Additionally, Boulder voters approved the Safe Zones for Kids initiative in the fall of 2023, which prioritized removal of prohibited items located on city property within a radius of five-hundred feet from any point on a school property line or within fifty feet on both sides of any multi-use path or sidewalk. SAMPS responded to this community feedback by operating under the new guidance upon ordinance approval in Dec 2023 to provide additional emphasis in these areas. The city also posted related signage informing of the new ordinance and reflecting the new priority areas.



Figure 1 SAMPS signage

Insight 4: BPD staffing levels impact operational capacity

In 2023, when BPD officers were in training or positions were vacant, the SAMPS operational team was limited to operating as one team and was able to address a smaller geographic footprint. Both the OSMP Rangers and the Urban Rangers played an important role in filling this gap while BPD officers were in training. During the last two months of 2023, BPD staffing levels more consistently allowed the SAMPS team to divide into two and cover more ground and address more campsites.

Insights from Goal 2

Insight 5: People are connecting directly with those living unhoused to offer support services even if we don't see the interactions.

Boulder Targeted Homelessness Engagement and Referral Effort (BTHERE) is a partnership between the City of Boulder's Housing and Human Services Department and All Roads Shelter. In 2023, BTHERE brought critical in-field case management services to this effort, which improves the likelihood of exiting people from homelessness. The BTHERE team made 1,761 connections with people experiencing homelessness to provide pre-housing assistance, such as the aid in obtaining necessary documents and identification, enrollment of clients in mainstream health benefits, and in placing people on priority lists for housing. BTHERE also increased collaboration with other outreach service providers to optimize overall efficacy and to better facilitate individuals' transition into new housing opportunities.

Insights from Goals 5 & 8

Insight 6: SAMPS staff need more training to feel safer in the context of the psychological and physical situations they encounter.

In 2023, staff were exposed to and faced increased psychological stress and trauma, as well as exposure to illness and injury. The increasing prevalence of substance misuse in the parks increases the likelihood of overdoses and exposure to contaminated paraphernalia. In addition, this work has inherent risks to health. Over the past year, staff experienced/encountered the following situations:

- Staff witnessed overdoses.
- Physical/violent threats were made toward staff.
- Racist remarks were made toward workers.
- Staff witnessed and came in contact with deceased persons, performed clean-ups in areas where people have passed away, etc.
- Staff came into direct contact with needles, meth contaminants, and drug paraphernalia/residue.
- Staff came into direct contact with human waste and excrement.
- Staff became ill due to a viral sickness among the unhoused.
- Staff routinely experienced dust debris in eyes.
- Staff was subjected to aggressive dog incidents.
- Staff was subjected to aggressive/threatening behavior from residents.
- Staff was exposed to bed bugs through their work at the bandshell.

The need for basic training programs to address the stresses and challenges inherent to this work is a priority, and staff actively worked on enhancing the training programs offered. SAMPS team

members continue to be connected to appropriate training sessions, including de-escalation/conflict management, materials handling, and biohazard safety, where applicable.

The SAMPS team has a positive culture where staff members can share experiences, insights and encouragement, which can be a source of emotional support, guidance and reassurance as staff face psychological stress.

Insight 7: The Urban Ranger, OSMP Ranger, and Police Officer roles are essential to a high functioning SAMPS team, and their integrated presence in combination with the Downtown Ambassadors enhances the visitor experience, which would deteriorate without them.

The Ambassadors, Urban Rangers, OSMP Rangers and Police Officers perform patrols in public areas that cover the full range from non-enforcement to full enforcement.

On the non-enforcement end of the spectrum is the Ambassador program is a joint partnership between the Downtown Boulder Partnership and the City of Boulder Community Vitality Department. Their services include hospitality, safety, and cleaning-related duties in service of enhancing visitor experiences in the downtown corridor and University Hill commercial district with support from CU. Duties can include such things as hospitality contacts, business contacts, welfare checks, eliminating instances of graffiti, picking up trash and litter, and cleaning up biohazard waste from humans and animals.

The Urban Rangers support both police and Downtown Ambassador activities and play a role in that important middle space between non-enforcement and full enforcement by police. Urban Rangers patrol parks for violations of the Boulder Revised Code, generally related to peoples' safety and protection of public spaces. Within the SAMPS context, they support notification and clean-up operations as needed, and address a wide variety of related issues, including dog violations, damage to public property, trespassing, permit compliance, fires, and littering. In 2023, Urban Rangers conducted approximately 6,300 patrols, with 1,750 (or 28%) of those along the Boulder Creek corridor from Eben G. Fine Park through Central Park and Andrews Arboretum. An additional 207 patrols were conducted on the Pearl Street Mall. Urban Rangers play a key role in supporting activation of public spaces by supporting special events, such as the Farmer's Market, Snow Much Fun, Social Streets on 13th, and Arts in the Park. Urban Rangers made 1,700 enforcement contacts, primarily issuing warnings to educate visitors about appropriate and safe use of public spaces, issuing summons in only 5% of cases.

While the Urban Rangers and Police are primarily focused on the urban landscape, OSMP Rangers are fully commissioned officers who work to help protect and respond to law enforcement needs across the city's 46,000-acre open space system. OSMP Rangers write tickets, lead camp cleanup efforts and act as police officers when there are warrants for individuals, by detaining and then assisting with an arrest and transport to jail. OSMP backfilled for police officers during a staffing shortage in 2023, which allowed SAMPS clean-up activities to continue with crucial officer presence.

The Boulder Police Department (BPD) has a six-member team dedicated to the support of SAMPS. Their presence is critical to the operations team to ensure the safety of all during the notification and clean-up processes. All scheduled notifications and clean-ups are supported by a Police presence. This police unit also provides courtesy transports, expedites contact between

medical personnel and unhoused individuals, facilitates service provider outreach efforts, and assists with navigational support through unhoused services in Boulder and Boulder County.

Insights from Goal 7

Insight 8: The SAMPS team is more effective at keeping materials out of waterways than an enhanced trash collection program.

Staff implemented an enhanced trash collection program in 2023 as a pilot program to prevent trash and unwanted items from migrating from University Hill and other nearby areas into encampments along the Boulder Creek corridor. Although the trash collection service was used, there was not a meaningful decrease in the amount of trash and debris removed from encampments during the same timeframe. Additionally, the SAMPS team was pulled away from their core duties to manage misuse of the dumpsters, and therefore program was not slated to continue in 2024.

Insight 9: Water quality trends continue to remain consistent over time.

City staff have routinely monitored *E. coli* in Boulder Creek for years, and monitoring data as of 2023 shows that *E. coli* trends have generally been stable over the past decade. Because of the many sources that contribute to *E. coli* populations, staff will continue to focus efforts on implementing priority actions and investigations to identify sources of *E. coli* and mitigate those sources to the extent practicable, as identified in the 2019 *E. coli* Total Maximum Daily Load Implementation Plan without a specialized focus on encampment-related contributions.

Ongoing Challenges

Supply Distribution

There are independent groups, both formal and informal, that distribute food and clothing, sleeping bags and other items to campers. Although well-intended, these supply distributions can work against operational efforts, as these supplies are a significant contributor to the amount of debris and trash removed from sites and can directly delay clean-up activities. They can also create a disincentive for some individuals to engage with the coordinated outreach, housing, and sheltering services that are currently available to them and which give them the best chance of housing success.

Entrenched Areas

Central Park and the Civic area continue to be entrenched "hot spots" that experience persistent camping despite consistent operational attention. They consume a large percentage of the SAMPS team's time and resources. These areas continue to be particularly desirable because of their close proximity to public facilities, water and supply distribution. These hot spots experience higher levels of crime such as vandalism to public and private facilities and equipment. Some community members and employees report feeling unsafe in these areas due to the visibility of illegal activity and anti-social behaviors.

NEXT STEPS

Staff developed a 2024 Action Plan to address 2023 challenges and utilize the feedback received at the Field Worker Workshop which focused on a review of the prioritization criteria for any needed updates to optimize operations and refine data collection. The team also considered how best to ensure consistent and relevant data collection to support continued evaluation of the work and specific practices and approaches.

ATTACHMENTS

Attachment A: Safe and Managed Public Spaces 2023 Year End Report

City of Boulder Safe and Managed Public Spaces

2023 Year End Report

Public spaces should be available to all community members, but unsanctioned camping excludes some members of the community from enjoying these public spaces.

Steady increases in unsanctioned camping have led to serious health and safety risks, for those staying within campsites and the broader community. Campsite residents may be at risk of serious health issues or loss of life due to uncertain weather, public health risks (disease, contamination of living spaces) as well as being victims of crime, as campsites often attract more serious crimes such as drug distribution.

At the same time, camping creates several community issues. Campsites can increase wildfire risks and can negatively impact and endanger wetlands or other sensitive and ecologically important natural areas. Residents, visitors, and city staff often feel threatened by the behavior they encounter in misused public spaces and can encounter biohazards in areas such as the Boulder Creek Path or in parks or Open Space.

Camping and unsafe behavior impact the work of multiple city departments and require partnership and joint efforts to achieve positive outcomes. In April 2021, Boulder's City Council approved a pilot program to formalize this coordinated effort, the Safe and Managed Public Spaces team. The Safe and Managed Public Spaces (SAMPS) team's mission is to ensure that public spaces are safe and welcoming for all. To accomplish this, and directed by a multi-departmental Executive Team, the SAMPS effort is driven through various coordinated workgroups, including:

- Operations and Clean-Up
- Urban Park Rangers
- Downtown Ambassadors
- BTHERE Outreach
- Dedicated Boulder Police Support
- Data, Analytics, Legal, and Communications

The work of this team is guided through eight long-term and aspirational goals. These goals drive a compassionate approach with residents who are camping while ensuring that the city's ordinances are enforced.

The Action Plan details the strategies required to meet the long-term goals as well as the activities undertaken in 2023 to support these strategies. This plan was designed to align with the city's Sustainability, Equity and Resiliency Plan and holds a "people-focused", compassionate response to a complex community challenge.

Components of SAMPS



Figure 1: SAMPS Components

Operations and Clean-Up

Prior to 2021, all clean-up work was accomplished through a contract with a third-party vendor. Upon internal consolidation of this work, a five-person crew was created, including a supervisor. The team was fully equipped with vehicles, a dump truck and other equipment necessary to perform this work. This operations team performs clean-up activities five days per week, with an average of one to two clean-ups involving active campsites. On days where active campsite cleanup is occurring, the crew inspects and cleans the creek corridors and greenways.

During 2023, an additional team was added to assist with a greater geographic area. The team works collaboratively with representatives of other city departments and takes pride in performing the work with compassion and empathy. Part of the notification process involves providing the people living in the camps with information on available services. The notification process, as well as other aspects, such as uniform system of identification, storage, and retrieval of personal property are guided by standard operating protocols developed by the multi-departmental SAMPS team and city leadership.

Urban Park Rangers

The urban park rangers contribute to progress towards several goals related to safe public spaces, including ensuring access to public spaces is not impeded, that visitors have access to knowledgeable resources on city services, protecting waterways and natural areas, and user perceptions of safety. The program began operation in June 2022, after careful focus on ensuring appropriate Standard Operating Procedures, communication protocols, and training (such as de-escalation) plans to support this program were developed.

Downtown Ambassadors

The Downtown Ambassador program is a partnership program between the Community Vitality department and Downtown Business Partners (DBP). The Ambassador program's scope of services includes hospitality, safety, and cleaning-related duties in service of enhancing visitor experiences in the downtown corridor. These duties can include such things as hospitality contacts, business contacts, welfare checks, eliminating instances of graffiti, picking up trash and litter, and cleaning up biohazard waste from humans and other animals.

Additional in-kind support is being provided by the City's Central Area Improvement District (CAGID) in the form of office and storage space and by the Downtown Boulder Business Improvement District in the form of program management and administration and vehicles and equipment.

Boulder Targeted Homeless Engagement and Referral Effort (BTHERE)

Originally piloted as a response to COVID-19, this team - consisting of a team member with lived experience in homelessness, a team member with knowledge of or connection to mental/behavioral health resources, and a team member with general homelessness outreach experience – was incorporated into the Coordinated Entry (CE) program, the screening program for entry into sheltering services run by Boulder Shelter for the Homeless, in December 2021. Incorporation of the BTHERE program under CE allows the system to maintain a brick-and-mortar CE experience but also allows for in-field CE screening and diversion/reunification services. The BTHERE team is also focused on unsheltered homelessness throughout the community and connecting people with housing, sheltering, and other supportive services. The BTHERE team works closely with the operational team to ensure that campsite residents are informed of available resources during campsite notification processes as well as before or after clean-up activities.

Boulder Police Department Dedicated Support

Boulder Police Department has dedicated a six-member team to support camping clean-up in addition to or in some case replacing the support that has been provide by the Homeless Outreach Team (HOT)/Mall Unit Sergeant and officers from the Mall Unit. The goal of the dedicated Police unit is to support the work of the SAMPS team, rather than to issue citations. Similar to the operations team, officers provide a compassionate approach to service and provide information about resources and shelter options. This unit also provides courtesy transports, expedites contact between medical personnel and unhoused individuals, facilitates unhoused service provider outreach efforts, and assists with navigational support through unhoused services in Boulder and Boulder County.

Data, Analytics, Legal, and Communications

This team provides internal support to the SAMPS team members. All initiatives are grounded in a solutions-based framework and are thoroughly reviewed for compliance with the city's legal requirements. In addition, the team manages all communications to and from the public while also developing more robust and transparent communications associated with activity and outcome reporting. The team works in an iterative way; identifying aspirational goals and measurements and exploring whether robust measurement is feasible.

Action Plan Structure

An Action Plan is a reflection of the city’s idealized vision for this work and the community it serves. It contains the city’s long-term vision for the program in the form of goals and high-level strategies and priorities that will steer the team’s actions moving forward. It is the big-picture plan and identifies where the team will focus its energy. The Action Plan is accompanied by performance measures; these too reflect current thinking and will be subject to revision, improvement, and feasibility constraints throughout the year.

Goals

When the SAMPS team was developed in 2021, the Executive team worked with data and analytic professionals to develop aspirational and long-term goals. These eight goals provide the foundational framework for all SAMPS work and serve to illustrate the main focus of the work.

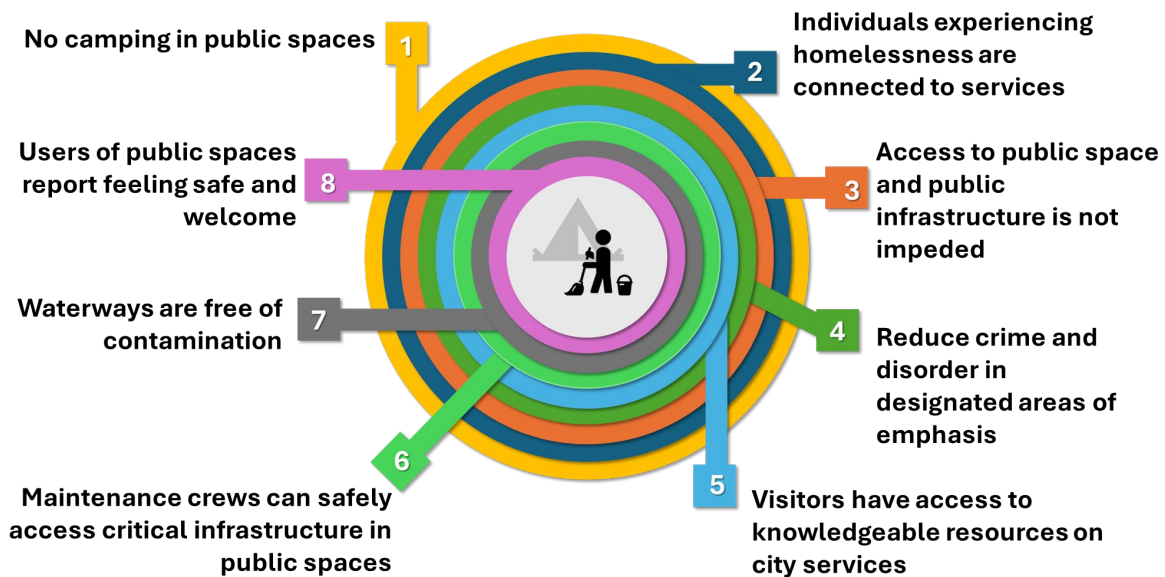


Figure 2: SAMPS Goals

Strategies

Strategies are specific efforts, objectives, or services that must be completed in order to progress toward the established goals. Strategies are usually updated every few years.

Actions

Actions are the programs, initiatives and projects that are used to push forward the strategies. Actions are specific to a program of service for a particular year. 2023 actions were developed through input from front-line personnel.

Measures

Performance measures are reported at the goal level and include three categories: Issue, Output, and Impact. Issue measures describe the underlying issues and give a sense or scale of the underlying problems. An example of an Issue measure is the number of encampments reported through the Inquire Boulder system.

Output measures illustrate and measure the effort made by program teams. Output measures are simple measures of effort, but they are often the foundations for Impact measures. While there are any number of Output measures collected across the work of the SAMPS team, there are some Output measures that are highlighted as representative of each of the eight goals.

Impact measures aim to measure the impact, where possible, of the SAMPS team's work. These measures can often be complex to measure and are sometimes difficult to communicate. Often referred to as Outcome measures, Impact measures are usually reported as percentage increase/decrease, reductions, or pre and post analyses (e.g., reductions in crime, percentage change in perceptions of safety).

For the purpose of this report, measures are not reported by category but are shown within the strategy and action discussions.

SAMPS and Homelessness

The City of Boulder, along with its collaborative partners, provides a tapestry of services, programs, and housing opportunities that are targeted to ending a person's homelessness. **Over the past six years, Boulder service providers have exited close to 2,000 people from homelessness.** This reflects 85% of the countywide housing effort, and information about ongoing homelessness services can be found on the city's [Homelessness Services Data Dashboard](#). Exits from homelessness range from reconnecting people to support systems outside of the community ("Diversion and Reunification"), to connecting people to treatment and long-term programs, to the provision of housing. Housing itself can take many forms depending on an individual's needs including, but not limited to, connecting people to affordable housing, transitional housing programs and permanent supportive housing (housing vouchers with supportive services).

There are also critical services that are provided "in the field", meaning that someone can move directly from unsheltered homelessness to housing without ever opting to use a shelter. These services are designed to encourage people living unhoused toward stable housing, and many of these services meet people where they are and help them with their "pre-housing needs". Multiple outreach workers, navigators and case managers help ensure that individuals have all of their required documentation such as identification, have connections to mental and physical health resources, have access to basic needs (i.e., food, water, clothing) and understand their sheltering options.

Unsheltered homelessness in Boulder is fluid; meaning, that while generally a third of the people living in unsanctioned campsites have been in the community for a significant period of time, the majority of people living in encampments are coming to and leaving the community with regularity. In 2023, 68% of the people completing CE in Boulder reported being in Boulder County for less than six months. Because it takes about 17 interactions with a person to effectively engage with services, this fluidity of campsite residency can create challenges for outreach workers and hide what successes the homelessness response team has had in exiting people from homelessness.

It is important to note that for many individuals living in unsanctioned camps, there are a variety of barriers that impact a person's likelihood of being housed. The most significant barrier to

housing is substance use disorder. In the last few years, substance usage has dramatically changed within the unsheltered community. The rise in availability and inexpensiveness of methamphetamines (meth) and fentanyl, coupled with relaxed legal consequences for possession, has led to unmatched levels of meth usage in encampments. This increased usage has other impacts that range from an unwillingness to engage with services, increased criminal activity, inability to stay in shelters or regulated communal settings, lack of landlords willing to lease to people with histories or active use of substances, to associated mental health issues. Unfortunately, treatment has low success rates, and there are few withdrawal options for people who are living unhoused. Of particular and growing concern is the addition of fentanyl use, either in combination with meth or alone. Preliminary research into fentanyl is that it is highly addictive and leads to similar psychosis in some users.

The unhoused community was also disproportionately impacted by COVID-19. Fear and distrust of congregate settings such as shelters led to an increase in people living unsheltered. In addition, social distancing requirements led to limits on jails and many outreach/mental health/case management services. Rising housing prices, general inflation and employment instability have had negative impacts on homelessness. While the path from eviction and joblessness does not typically lead directly to homelessness – causing a lag in the analysis of cause and effect – the post-COVID environment points to a long-term increase in chronic homelessness and associated unsheltered homelessness.

The causes, challenges and solutions associated with unsheltered homelessness are very complex and have a direct impact on the work of the SAMPS team. Yet, while there is an undeniable connection between homelessness and the work of the SAMPS team, it is not the goal of the SAMPS team to solve homelessness. Rather, the SAMPS team focuses on ensuring that public spaces are safe and welcoming for all who use them. It is in the compassionate approach, particularly in interactions with the unhoused, that SAMPS can contribute to the larger ecosystem that is the city's homelessness response.

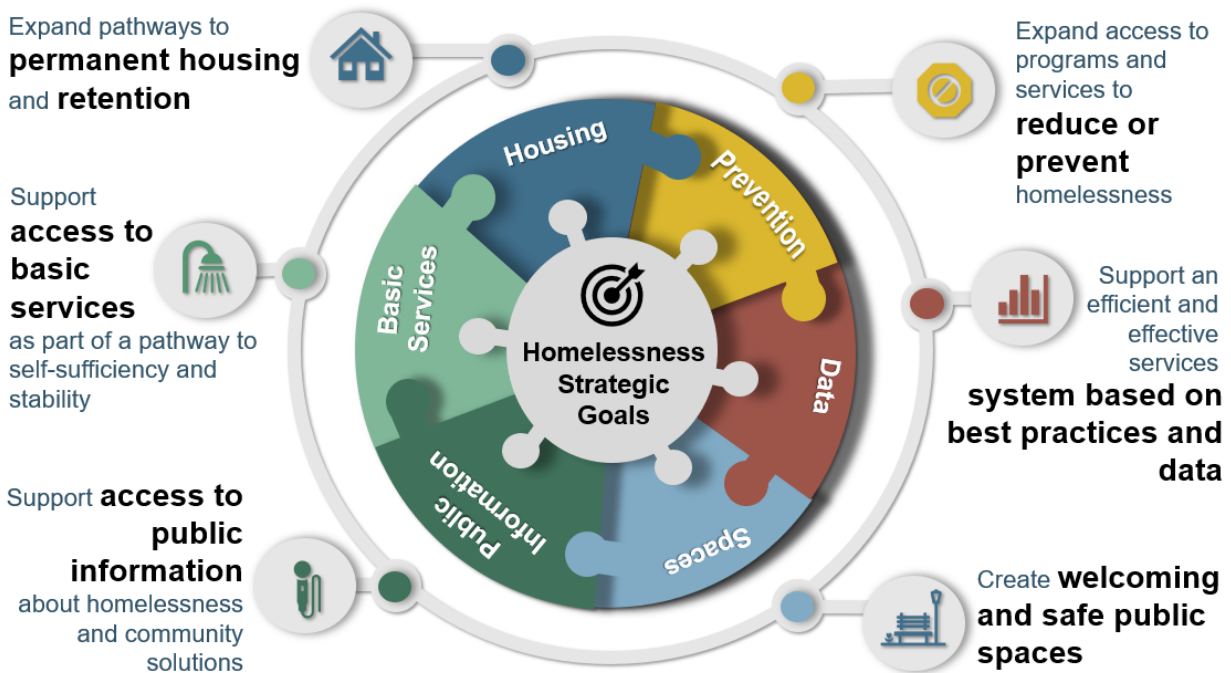


Figure 3: Boulder Homelessness Strategy

When the SAMPS team was created, the team based its response on key factors and considerations:

Unsanctioned campsite enforcement is not a solution to homelessness.

Enforcement of camping and tent ordinances ensures that spaces are clean, safe, welcoming and accessible for all users of the space. While this often involves connecting unhoused individuals with services, it is the network of services and housing resources that provides individual exits from homelessness.

People experiencing unsheltered homelessness are vulnerable, and every reasonable effort should be made to help them achieve a safe, stable home in their community.

A key component of all SAMPS work is to hold compassion as a driving feature of the work, with a focus on helping very vulnerable people with all interactions. The SAMPS team believes in the city's Homelessness Strategy and in the idea that having a stable home is the foundation for all other life betterment.

Regardless of outreach efforts, many people who are living in unsanctioned camps are likely to reject offers of service.

Research shows that it takes on average 17 interactions to build enough trust to engage with services. Some people never get to a trust or relationship level with outreach workers. SAMPS-related outreach workers continue to offer services to campsite residents using engagement tools in the hope of future engagement.

People experiencing homelessness are entitled to the same right of enjoyment and welcomeness in public spaces as others and "hanging out" is not a crime. Like all members of the community, people experiencing homelessness must follow laws.

It is a goal of the SAMPS program that spaces are welcoming to all, including people experiencing homelessness. Anyone, regardless of housing status, who is following the usage rules of public spaces is welcome to use the space.

Funding Summary

Funding for SAMPS initiatives is provided across multiple departments, and some expenditures (e.g., BTHERE) were not included in the original pilot appropriation. During 2023, SAMPS had a dedicated budget of \$2,784,026. A summary of financial performance is below.

Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
Dedicated Police Support	\$505,902	\$505,902	\$505,902	\$0
Urban Park Ranger	\$477,633	\$477,633	\$345,627	\$132,006
Downtown Ambassador	\$475,000	\$475,000	\$475,000	\$0
BTHERE	\$90,000	\$141,930	\$141,930	\$0
Operations/Utilities	\$1,183,561	\$1,183,561	\$738,833	\$444,728
Total	\$2,732,096	\$2,784,026	\$2,207,292	\$576,734

Outcomes and System Effectiveness

Below is a discussion of performance by goal. Expenditures are reported within the goal for which a particular component of the SAMPS team is most aligned.

Goal 1: No Camping in Public Spaces

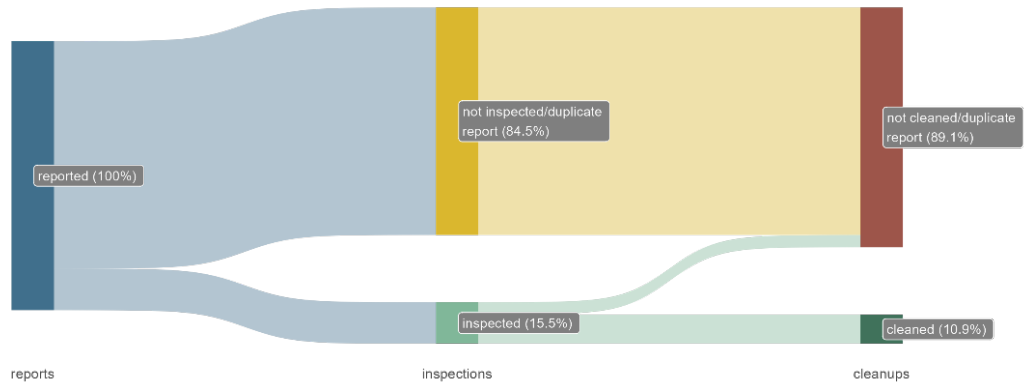
Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
Operations/Utilities	\$1,183,561	\$1,183,561	\$738,833	\$444,728

This long-term goal is designed to capture the work of Utilities and the operations team. The measures associated with this goal are related to the impact of the cleanup efforts as well as the actual output of the team. For 2023, actions were designed to capture the work of an increased team, as approved in the 2023 budget. Overall response to camping has shown significant activity, and operational response is primarily driven by reporting through the Inquire Boulder system.

Encampment clean-up follows a prioritization protocol. Due to certain considerations such as multiple reports for the same location, encampments not on public spaces, and multiple reports being covered under a noticed area, not all reports result in a dedicated clean up.

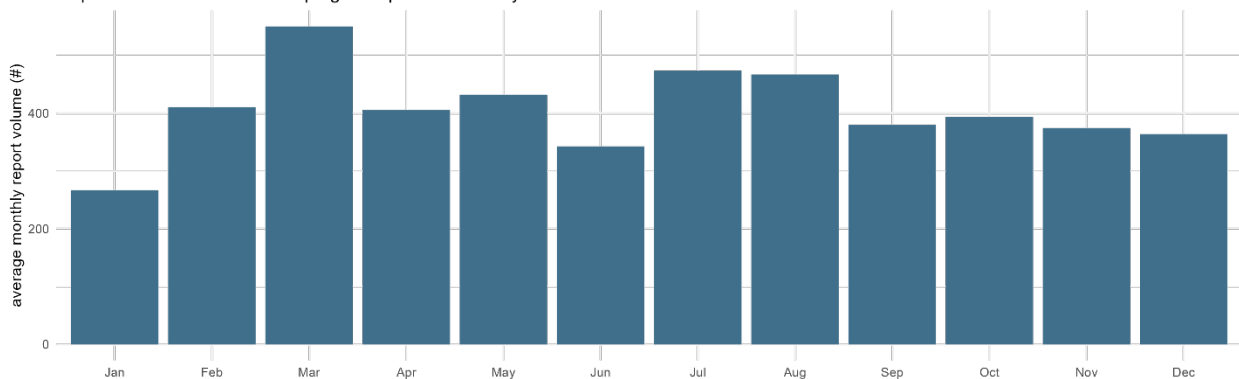
Fraction of reports that are inspected, cleaned

Based on most recent inspection when multiple exist per encampment/reportid



It is slightly early in the program to determine if there is a seasonability to the reporting of unsanctioned camping in the Inquire Boulder system. In 2023, the highest reporting period was March, followed by July and August. The July and August increases correlate with general upticks in unsheltered homelessness in summer months, as evidenced by local homeless outreach teams.

Reports of unsanctioned camping in Inquire Boulder by month



Strategy 1.1

Increase efficiency of clean-up operations

Actions within this strategy reflect efforts to establish the second operations team, while gathering input and improvement ideas from front-line staff.

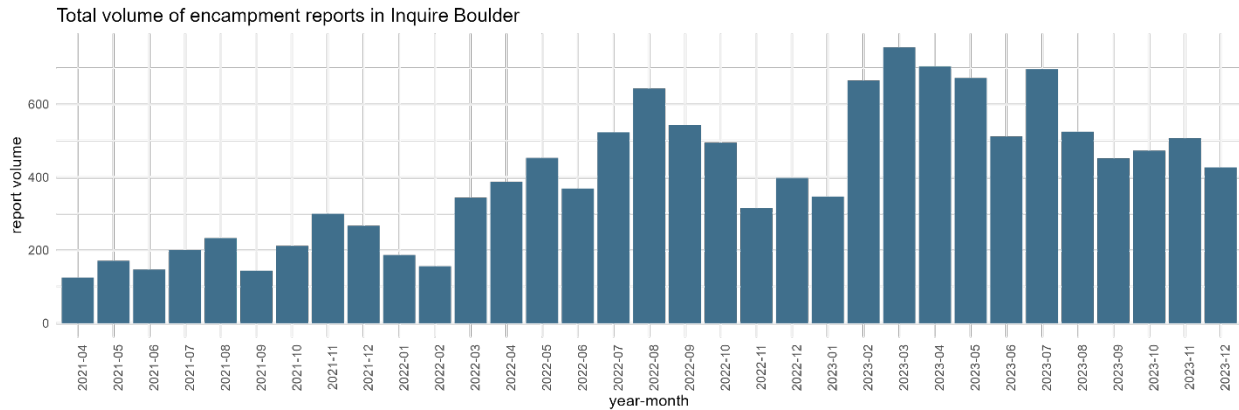
Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Builds and maintains resilient infrastructure, landscapes and neighborhoods to mitigate existing and future hazards and risks.

Action 1.1.1: Integrate additional operations team by second quarter.

As communication was fully disseminated, there were more uses of the Inquire Boulder system to report encampments, and with the increase in staffing in 2023, the operations team was able to expand services.



By second Quarter, the team was filled. While the team experienced some turnover and is still in need of an additional vehicle (to be obtained in 2024), the second team was able to increase the efficiency of operations when accompanied with sufficient Police support.

% Complete		Notes
Q1	50%	The recruiting/hiring for second Utilities SAMPS team began and was in progress by the end of the first quarter.
Q2	95%	By the end of the second quarter, all positions for the second SAMPS operational team were either full or in final recruitment.
Q3	95%	Across the two teams, there was one vacancy (of 8). The team reported that they were waiting for the delivery of an additional vehicle. This delay was caused by national supply chain issues.
Q4	98%	By fourth quarter, both of the Utilities SAMPS teams were fully staffed. The new vehicles had been ordered, but delivery was still in progress.

Action 1.1.2: Conduct strategic planning sessions with front-line staff.

On February 14, the SAMPS team conducted a workshop to identify the activities, gaps in service, and needed enhancements to SAMPS programming. The workshop was well-attended and aided in the development of a safety survey and the establishment of a training program.

% Complete		Notes
Q1	80%	The strategic planning session with front-line staff was held on 2/14/23.
Q2	100%	The front-line staff is regularly asked for input for new initiatives and regarding proposed policy changes.

Strategy 1.2

Broaden geographic footprint of campsite clean-ups

The funding of the second operations team allowed for a broader footprint in the community. This required a refresh of the prioritization system to ensure that areas which have no/limited environmental sensitivity (i.e., bandshell, neighborhood parks) are addressed properly.

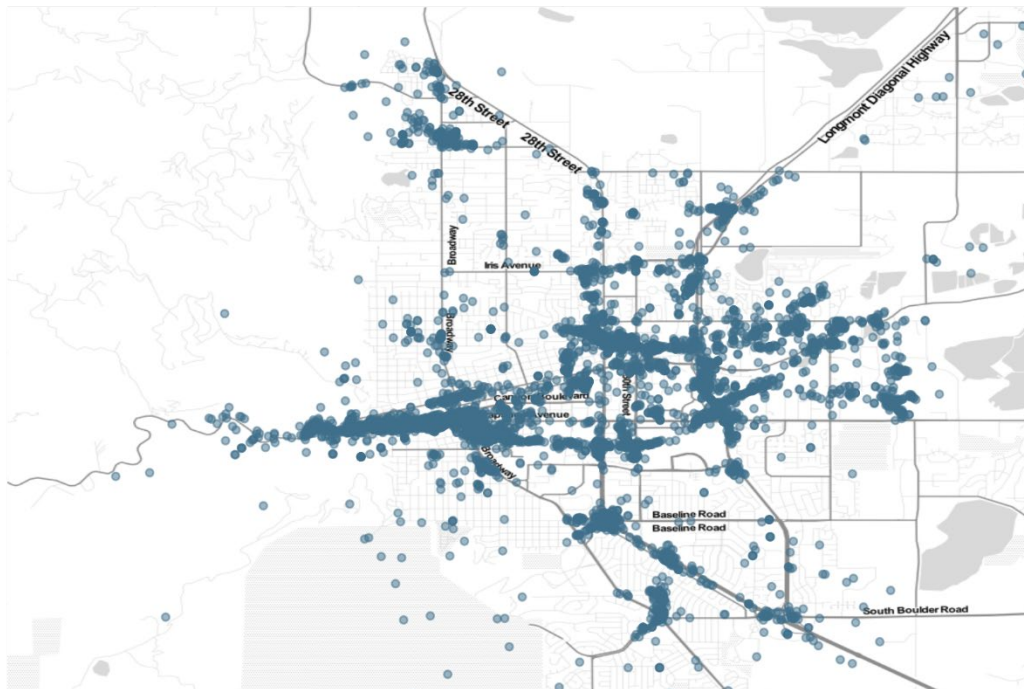
Sustainability, Equity, and Resilience Framework Alignment

Goal: Environmentally Sustainable

Objective: Supports the natural environment and its ecosystems so they are better able to resist damage and recover quickly.

The map below shows the disbursement of reported campsites.

Location of Reports of Unsanctioned Camping in Inquire Boulder

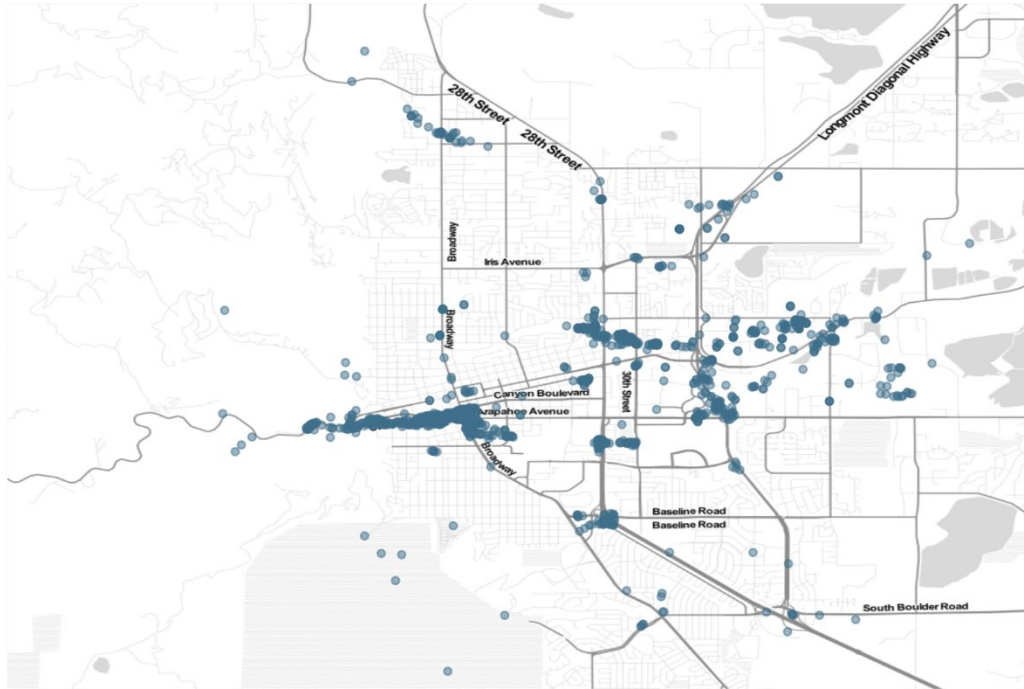


Action 1.2.1: Refresh prioritization system to account for non-environmentally sensitive areas.

% Complete		Notes
Q1	100%	In the first quarter, the protocol was updated to include exceptions to 72-hour noticing requirements and to provide tools to address re-occupancy. Updates have been instrumental in addressing underpasses, among other areas. Please see Action 3.1.2 for further information on the prioritization audit.

With the funding of the second operations team through the city’s General Fund, clean-ups were not restricted to areas that have been deemed “environmentally sensitive”. The map below shows that, with the refresh of the prioritization system, clean ups mirror the locations of reports.

Location of Encampment Clean-ups Throughout Boulder



Goal 2: Individuals Experiencing Homelessness Are Connected to Services

Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
BTHERE	\$90,000	\$141,930	\$141,930	\$0

Goal 2 focuses primarily on the measurement and activities of the outreach components of the SAMPS team. Numerous collaborative activities are designed to provide team members with resources to help people in encampments, and thoughtful activities have been developed to improve the voice of encampment dwellers. This goal includes a distinction between “referral” (letting someone know of a person/agency with which to discuss their situation) and “connection” (active work to solve someone’s homelessness and connection to sheltering/services/pre-housing), with a focus on “connection” rather than “referral”, as this is measurable and is directly attributable to meeting the goal of ensuring “Individuals experiencing homelessness are connected to services”. The subject matter experts in homelessness aided in the development of these strategies and actions, not to create/enhance exits from homelessness but rather to focus on the overlap of the SAMPS and homelessness work.

Strategy 2.1

Understand personal property-related barriers to accessing services.

This strategy aims to gain lived-experience input regarding storage needs. Actions are related to surveys and evaluation with the knowledge that resources such as the Day Service Center and Boulder Shelter for the Homeless provide storage options.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Action 2.1.1: Survey individuals experiencing homelessness to discover their storage needs.

This action has been placed on hold until the opening of the Day Service Center.

% Complete		Notes
Q1	15%	During the first quarter, SAMPS staff investigated the appropriate timing for survey development and distribution.
Q2	15%	During the second quarter, the team determined that the approach was no longer identified as a need.

Action 2.1.2: Evaluate existing and expected resources to determine if any new initiatives would substantively impact the ability to effectively reduce or remove identified barriers.

This action has been placed on hold until the opening of the Day Service Center.

% Complete		Notes
Q1	0%	Pending results of 2.1.1

Strategy 2.2

Ensure connections to services are as efficient and effective as possible.

The focus of these activities is to increase BTHERE's ability to make strong connections, beyond referral to sheltering. While BTHERE is already accomplishing some of this work, these actions outline the need to strengthen pre-housing and housing activities through this part of the SAMPS team.

Sustainability, Equity, and Resilience Framework Alignment

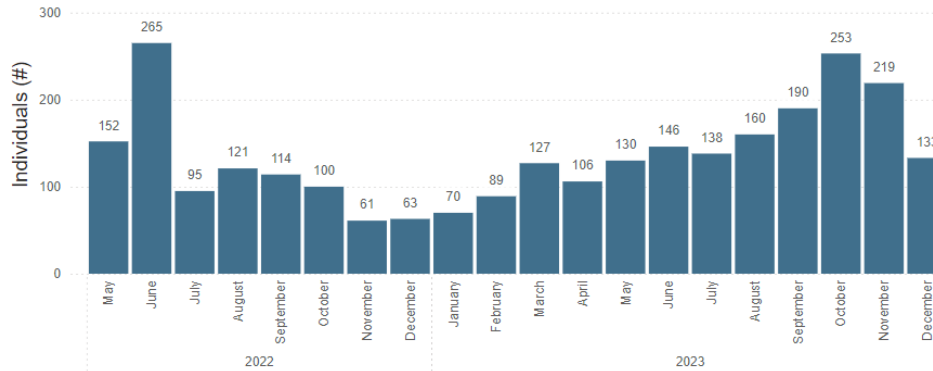
Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

The number of individuals contracted by BTHERE steadily increased between January and October of 2023. The high number of people in 2022 reflects the change in the operating agency for BTHERE and the

need to quickly make contact with as many unique individuals as possible. The rising number of contacts in 2023 also corresponds to increases in the number of individuals experiencing homelessness coming to the community.

Number of Individuals Contacted by BTHERE

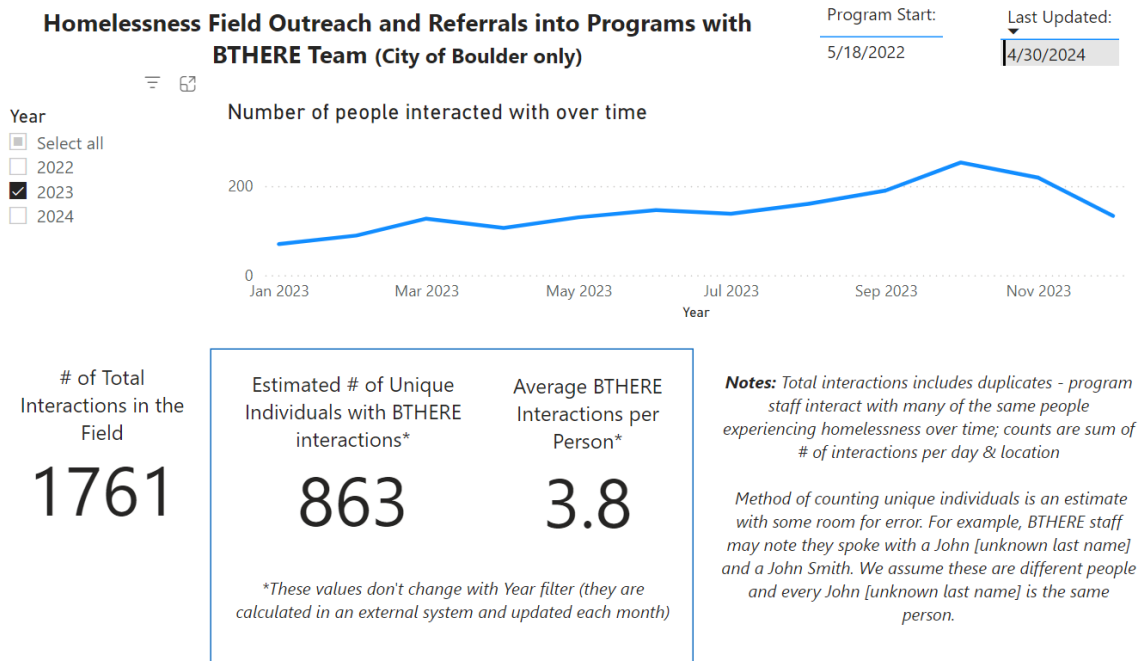


Action 2.2.1: Investigate innovative programmatic opportunities through BTHERE to further develop existing relationships with the unhoused community.

BTHERE is a relatively new program and differs from traditional outreach services through the provision of in-field case management and Coordinated Entry services. BTHERE, as a service provided by Boulder Shelter for the Homeless, has the ability to directly connect people with sheltering and housing-focused services. BTHERE has been particularly successful in performing in-field case management services in the community, resulting in people being able to obtain necessary documentation and connections to benefits. This, in turn, led to increased exits from homelessness.

% Complete		Notes
Q1	25%	In first quarter, BTHERE worked to increase collaboration with other outreach service providers, emphasizing the goal of facilitating individuals’ transition unto new housing opportunities.
Q2	33%	In the second quarter, the Homelessness Dashboard was redesigned to include a discussion of BTHERE activities
Q3	50%	In third quarter, case management services were fully implemented.
Q4	75%	In fourth quarter, BTHERE participated in the planning for the Day Service Center to ensure the provision and use of bus passes.

As shown in the [Homelessness Services Data Dashboard](#), BTHERE had interactions with 863 unique individuals and maintained an average of 3.8 interactions per person. Due to the fluidity of unsheltered homelessness, it is not always possible to engage multiple times with individuals.



Action 2.2.2: Provide specific pre-housing assistance through BTHERE that is coordinated with existing processes.

BTHERE has been very successful in providing pre-housing assistance such as the aid in obtaining necessary documents and identification, enrollment of clients in mainstream health benefits, and in placing people on priority lists for housing.

% Complete		Notes
Q1	100%	BTHERE team provides direct services to individuals as well as connecting them to other resources

The chart below shows the success of this direct service provision, with 291 people receiving BTHERE assistance in obtaining the identification and documentation necessary for housing applications, 330 people being transported to appointments (lack of transportation is highly correlated with unhoused people not being able to get the assistance they need), and 96 people being enrolled in mainstream benefits.

# of People Receiving Coordinated Entry (CE) in the Field	16	# of People Receiving CE & Diversion Outcome in the Field	11
Housing-Related Services, Assistance & Referrals			
# of Medical Referrals	22	# of Identification Documents Assistance Provided	291
		# of People Screened for Common Assessment Tool (formerly VI-SPDAT)	36
# of Mental Health Referrals	7	# of Benefits Enrollment Assistance Provided	96
		# of Transport Services Provided	330

Action 2.2.3: Connect Community Court activities to outreach efforts (court-specific outreach, navigator office hours).

The Community Court addresses many of the needs of unhoused people with ties to the criminal justice system, who overlap with the people in encampments. The Day Service Center has been designed to accommodate the court navigators.

% Complete		Notes
Q1	50%	Community Court navigators coordinate outreach activities regularly with other outreach teams
Q2	75%	Further expansion to occur following the opening of the Day Service Center
Q3		
Q4		

Strategy 2.3

Mitigate impacts of service limitations resulting in staffing turnover inherent to the type of work being done.

Outreach work typically has a high staff turnover. Vacancies in this team can have a deleterious effect on SAMPS operations.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Livable

Objective: Supports community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security.

Action 2.3.1: Support BTHRE provider in training and hiring activities.

The BTHRE team has been supported by city staff to ensure that the impacts of vacancies are mitigated.

% Complete		Notes
Q1	25%	Boulder Shelter has staffed $\frac{3}{4}$ of the positions; recruiting is occurring for the Lead B THERE team member
Q2	50%	The lead position has been filled and will begin to participate in case conferencing, once onboarding is complete
Q3	95%	The team is fully staffed, outreach continues, and the team is participating in case conferencing.
Q4	95%	The team is fully staffed with an existing shelter team member; the individual has a legal background.

Strategy 2.4

Improve connections, data sharing, and communication between SAMPS team members.

These actions are geared toward ensuring that all pieces of the SAMPS team who work with individuals are aware of community outreach efforts on behalf of those individuals and to provide an understanding for operational staff of homelessness response.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Responsibly Governed

Objective: Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all city business.

Action 2.4.1: Conduct regular staffing and problem-solving meetings between outreach and operations teams.

The Homelessness Policy Manager facilitates monthly meetings between outreach and SAMPS operational teams. In addition, the operations teams have regular meetings, during which outreach concerns are problem-solved.

% Complete		Notes
Q1	100%	The Homelessness Policy Manager established monthly meetings at the first of the year and has been consistently hosting them.

Action 2.4.2: Enhance data sharing and analyses with the High Utilizer Team and the Boulder Police Department for their use of the Bureau of Justice Assistance grant, which is focused on encampments.

There is significant data overlap between the Boulder Police Department and the SAMPS work. This also includes data collected and analyzed as part of the High Utilizer program (work to reduce the impact of unhoused people who are high utilizers of criminal justice and healthcare systems).

% Complete		Notes
Q1	50%	BJA grant – The data inventory is mostly complete, but analysis has not been started. The High Utilizer team conducted initial analysis of overlap between high utilizers and encampment contacts; this is still pending – executing data sharing agreement, re-run analysis
Q2	75%	Data that had been requested data has been shared with BPD and BJA grant, and the data inventory is complete. The High Utilizer team conducted overlap between high utilizers and encampment contacts for the baseline list. Information sharing was established between relevant parties (HOT, BSH) and the High Utilizer effort.
Q3	85%	Requested data was shared with BPD and BJA grant, and the data inventory was completed. The High Utilizer team conducted overlap between high utilizers and encampment contacts for the baseline list. Information sharing was established between the relevant parties (HOT, BSH) and the High Utilizer effort.
Q4	100%	The data sharing structure has been completed, with the High Utilizer multi-agency Memorandum of Understanding signed on Nov. 2023. No new data requests from the BJA grant team have come through, but requests are handled as they come in.

Action 2.4.3: Establish learning and training programs to ensure new team members understand roles and expectations of all components of the SAMPS team as well as to provide a basic understanding of the community's homelessness response system.

The need for basic training programs has been prioritized. As such, the development of training plans specific to homelessness, outside of SAMPS, has been de-prioritized. However, SAMPS team members continue to be connected to appropriate training sessions, where applicable.

% Complete		Notes
Q1	0%	No tangible progress this quarter.
Q2	40%	Task force meeting and developing training plans and course topics
Q3	50%	Training plan for SAMPS cleanup team established
Q4	50%	Training plan for SAMPS cleanup team established

Goal 3: Access to Public Space and Infrastructure is Not Impeded

Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
Urban Park Ranger	\$477,633	\$477,633	\$345,627	\$132,006

This long-term goal is designed to focus on access spaces while also focusing on life/safety risks associated with blocked access. The Steering Committee, along with significant guidance from Legal, spent considerable time in determining what could be accomplished as well as what pieces belonged in Goal 3 versus Goal 6.

Strategy 3.1

Evaluate programs and practices that ensure the provisions of access to public space and infrastructure.

The Park Rangers support the re-establishment of regular bike patrols in partnership with Boulder Police along creek paths with the goal of consistent visibility (for deterrence) and to educate people camping along creek paths as to the dangers of impeding traffic along these paths. The annual audit of the prioritization framework gives the SAMPS team flexibility in addressing changing conditions.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public spaces.

Action 3.1.1: Re-establish bike patrols on the creek paths.

In 2023, the focus was on planning and training. The re-establishment of bike patrols is contingent on collaboration between Boulder Police Department and Boulder Parks and Recreation. It also requires sufficient staff availability. This will be included in the 2024 Action Plan as a continuation of planning toward this plan.

% Complete		Notes
Q1	10%	Urban Rangers have been coordinating with BPD for bike patrol training.
Q2	25%	Two of the four Urban Rangers completed BPD bike patrol certification; less than 1% of all Urban Ranger patrols are on bike.
Q3	50%	BPD began offering overtime shifts for bike patrol. Urban Rangers continue with approximately 5% of all patrols.
Q4		

Action 3.1.2: Establish an annual audit of the prioritization framework.

The initial audit of the prioritization framework took into account various factors such as the passage of the Safe Routes to School ballot initiative. While work continues on this action, the team made a real difference on how prioritization scores are calculated.

% Complete		Notes
Q1	0%	
Q2	50%	Evaluating criteria
Q3	75%	The evaluation and alignment of the Workforce scoring matrix (i.e., field data collection) with the Abatement Protocol prioritization framework language continues as needed.
Q4	85%	Beta testing of the modified prioritization is in progress.

Strategy 3.2

Establish criteria for identifying areas which require immediate response due to acute life/safety issues or access to public buildings.

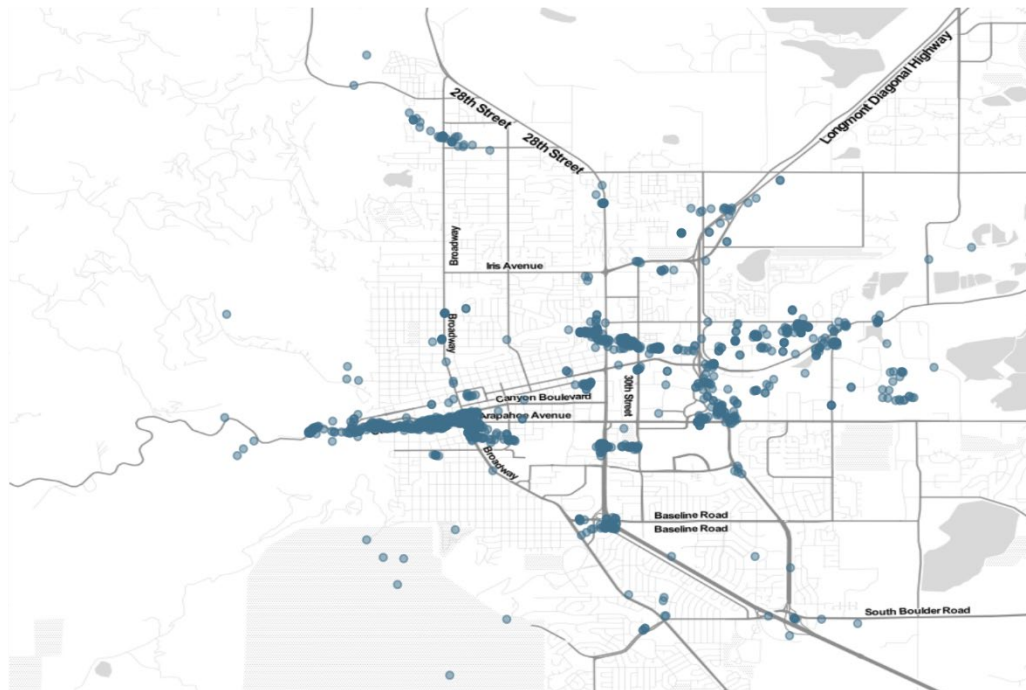
The focus of this strategy is to study underpass issues before determining significant changes to policies. In addition, the Parks team is interested in exploring the provision of regular pre-storm danger education, specifically about the danger of being in the way of snowplows who may not be able to see unhoused people who are in the pathway.

Sustainability, Equity, and Resilience Framework Alignment

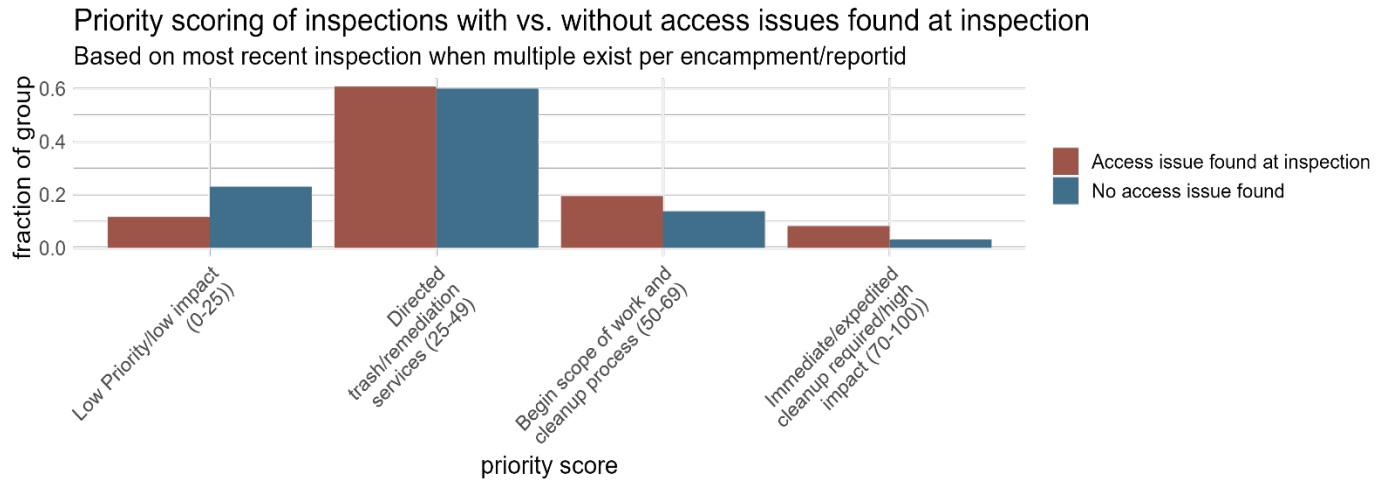
Goal: Safe

Objective: Prevent crime, alleviate harm, and improve quality of life for community members and visitors while minimizing disparate impacts on community members of color and considering the needs of different cultures, individuals, and community values.

Location of Encampments with Access Issues Found at Inspection



Access issues are strongly aligned with the highest-frequency locations for encampments.



In cases where the encampments are classified to be low priority, there are fewer access issues. Those encampments requiring immediate clean-up tend to have more access issues.

Action 3.2.1: Investigate and address conditions that create more dangerous situations under certain underpasses.

The launch of a new protocol has allowed the operations team better ability to respond to dangerous situations in specific sites. Crews are now allowed to quickly address obstructions and unsafe conditions without the need to post the area at least 72 hours in advance of a scheduled clean-up.

% Complete		Notes
Q1	50%	Internal coordination to update the Abatement Protocol is occurring.
Q2	75%	The team launched a new protocol with an exception to noticing requirements to more quickly address obstructions and other unsafe conditions.
Q3	75%	There is a need for continued implementation; there is room for improvement in terms of resources to respond.
Q4	75%	Standard Operating Procedure is to call non-emergency Police line, and SAMPS supports this effort using cameras, frequent visits, etc.

This action was not fully met, as the team determined that this is an action that requires continuous improvement. Situations change based on the actions of those who live in the encampments, the severity of encampment development, resources, and staffing.

Action 3.2.2: Identify specific actions targeted to areas presenting an immediate public health hazard (underpasses and people in front of doors).

The identification of immediate public health hazards has led to key revisions of the protocol.

% Complete		Notes
Q1	50%	In first quarter, draft revisions to the Protocol were developed.
Q2	100%	The Protocol was finalized and signed by the City Manager.

Action 3.2.3: Establish a pre-storm investigations/information practice (e.g., snow plowing).

This initiative has been pushed to 2024. In late Summer there were staffing challenges and initial forecasts pointed to a relatively mild winter. Capacity was targeted to higher priority areas such as focusing on pathways and main pedestrian transportation routes.

% Complete		Notes
Q1	0%	Work has not begun.
Q2	0%	Work on this initiative is anticipated to begin as the summer high season winds down (approx. Aug-Sept.)
Q3	0%	Discussions paused due to staff capacity and shifting priorities.
Q4	0%	Moved to 2024

Goal 4: Reduction in Crime and Disorder in Designated Areas of Emphasis

Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
Dedicated Police Support	\$505,902	\$505,902	\$505,902	\$0

This long-term goal is designed to focus on crime and disorder in the community. The Boulder Police Department's Data expert developed these strategies and actions.

Strategy 4.1

Evaluate historical patterns of crime and disorder in designated areas of emphasis.

This strategy aims to allow staff to conduct important evaluation which leads to informed programs and practices.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Prevent crime, alleviate harm, and improve quality of life for community members and visitors while minimizing disparate impacts on community members of color and considering the needs of different cultures, individuals, and community values.

Action 4.1.1: Distinguish impact of offenses (person, property, and society) in designated areas.

Generally, personal (crimes committed against another person), property (the stealing or destroying of a victim's property), and society (societal prohibitions of certain behaviors or activities where there is not harm to a specific victim) crimes rose in 2023 compared to 2022. The evaluation of data for specific areas of interest helps the SAMPS team determine any potential changes to operations.

% Complete		Notes
Q1	100%	The are approximately 3x more offenses than expected in encampment areas; offenses have been stable in the past 48 months.
Q2	100%	Compared to 2022, there was no change in person crime, an increase in property crime, and a decrease in society crime.
Q3	100%	Compared to 2022, increase in person, property, and society crimes
Q4	100%	Compared to 2022, increase in person crime (lower than city increase), increase in property crime, increase in society crime

Strategy 4.2

Evaluate historical patterns of crime and disorder in designated areas of emphasis.

This strategy is about increased presence in order to mitigate criminal behavior and disorder.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

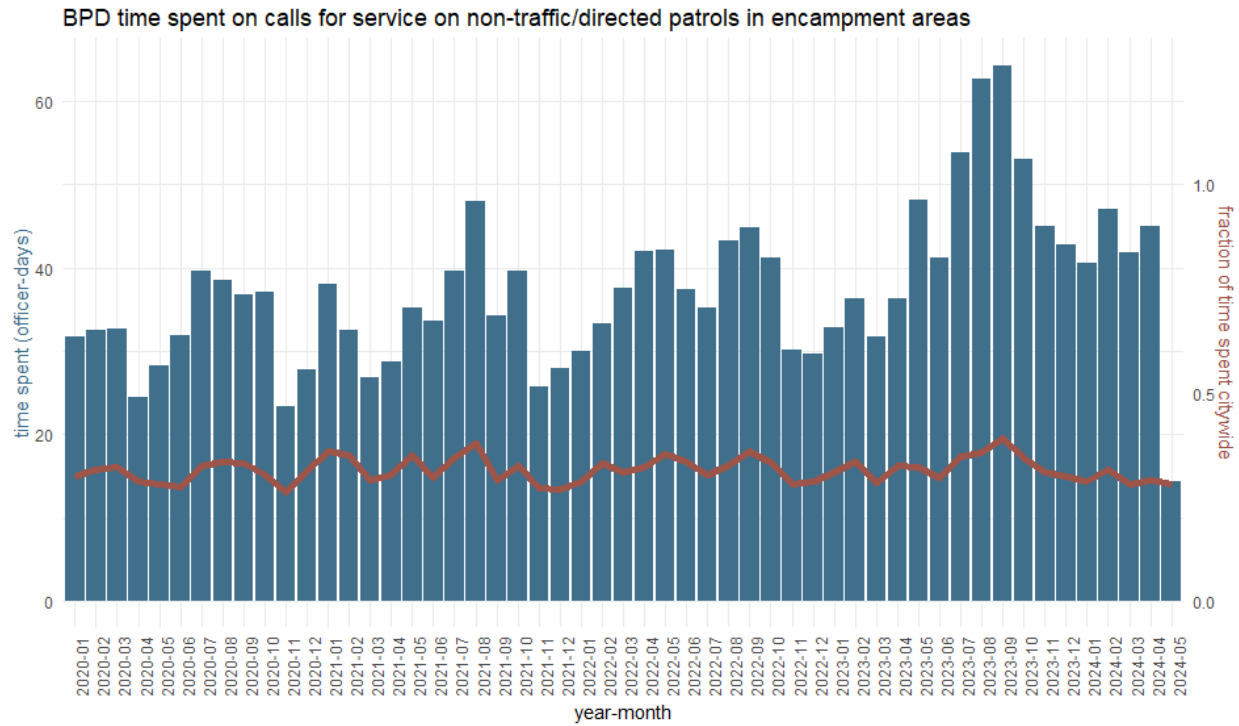
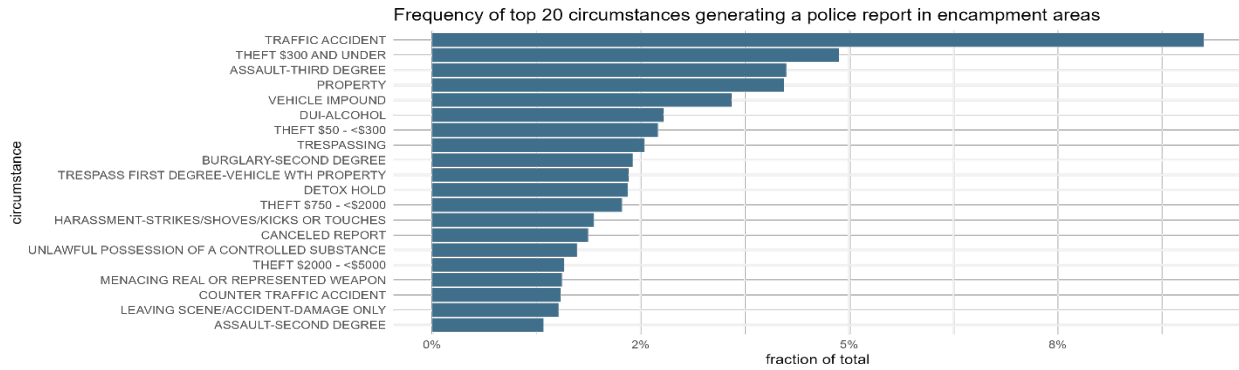
Objective: Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public spaces.

Action 4.2.1: Increase patrols in designated areas.

While the Boulder Police Department (BPD) is not at full strength, BPD has been able to increase patrols in designated areas, as available. Patrols also include the addition of e-bikes and foot patrols. Adding extra patrols, a function of Boulder Police availability, aids in the prevention of crime and disorder.

% Complete		Notes
Q1	75%	BPD has conducted extra patrols at all designated locations on all 3 shifts
Q2	75%	BPD has conducted extra patrols at all designated locations on all 3 shifts
Q3	75%	BPD has conducted extra patrols at all designated locations on all 3 shifts
Q4	75%	BPD has conducted extra patrols at all designated locations on all 3 shifts

While traffic accidents continue to be the highest frequency circumstances for generating police reports, small theft and assaults are high frequency report incidents.



Action 4.2.2: Continue to support City of Boulder employees during notification and clean-up.

The nature of notification and clean-up processes is somewhat dangerous to the employees conducting the work. All scheduled notifications and clean-ups are supported by a Police presence.

% Complete		Notes
Q1	100%	BPD has supported COB employees on all Notifications and scheduled Clean-ups
Q2	100%	BPD has supported COB employees on all Notifications and scheduled Clean-ups
Q3	100%	BPD has supported COB employees on all Notifications and scheduled Clean-ups
Q4	100%	BPD has supported COB employees on all Notifications and scheduled Clean-ups

Goal 5: Visitors Have Access to Knowledgeable Resources on City Services

Program	Base Budget	Adjusted Budget	Actual Expenditures	Remaining Balance
Downtown Ambassador	\$475,000	\$475,000	\$475,000	\$0

Different from Goal 2, this goal focuses on the primarily non-homelessness resource components of the SAMPS team – Rangers and Downtown Ambassadors.

Strategy 5.1

Fully implement Urban Park Ranger program.

This strategy emphasizes presence and training.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Healthy and Socially Thriving

Objective: Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all people regardless of their race, ethnicity, age, gender, sexual identity, ability, or socioeconomic status.

Action 5.1.1: Fully staff and train Urban Rangers with 3 FTEs.

The Urban Ranger pilot program has been fully staffed and also included the hiring of seasonal rangers for high-activity times.

% Complete		Notes
Q1	75%	One Supervisor and two Urban Ranger IIs have been hired. The team is hiring 2 seasonal employees.
Q2	100%	The team has retained the supervisor and the two Urban Ranger II positions.
Q3	100%	The team has retained the supervisor and the two Urban Ranger II positions.
Q4	100%	The team has retained the supervisor and the two Urban Ranger II positions.

Action 5.1.2: Ensure that Urban Rangers spend at least 50% of their patrol time in areas of emphasis.

The Urban Rangers average between 27-90% of their time in designated areas of emphasis.

% Complete		Notes
Q1	51%	27% of Ranger patrol time is spent in priority areas (Boulder Creek Path & Downtown/Pearl St.). The team expects this percentage to naturally rise as more events and summer camping issues arise.
Q2	100%	65% of ranger patrol time is spent in priority areas
Q3	100%	65% of ranger patrol time is spent in priority areas
Q4	100%	65% of ranger patrol time is spent in priority areas

Strategy 5.2**Increase scope of Downtown Ambassador program.**

The focus of this strategy is on personnel development and understanding of visitor access to requested information, specific to the Downtown Ambassadors.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Economically Vital

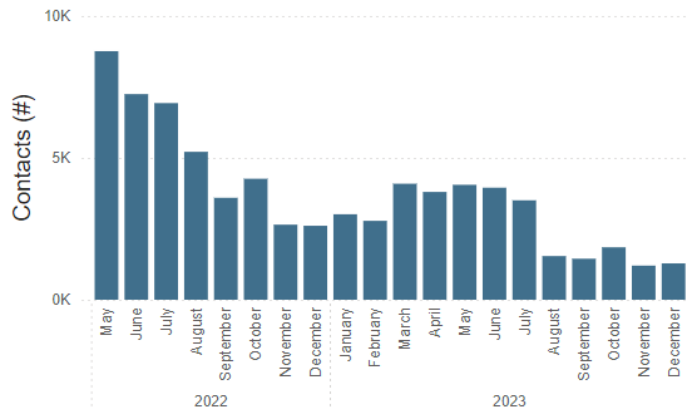
Objective: Fosters a collaborative, resource-rich, and thriving regional environment for business, educational, and public institutions.

Action 5.2.1: Integrate new personnel/roles into SAMPS framework.

The Downtown Ambassadors have established a quarterly operational meeting, where they discuss how the work is being performed and identify any efficiency-related changes. To meet the economic environment/hiring market needs, funding for the ambassadors was increased in 2024.

% Complete		Notes
Q1	25%	Downtown Business Partners will expand connections between the Downtown Ambassadors and other work areas.
Q2	50%	Efficiencies are being identified in quarterly multi-agency operations meetings
Q3	75%	Efficiencies are being identified in quarterly multi-agency operations meetings
Q4	100%	Efficiencies are being identified in quarterly multi-agency operations meetings. Funding for the Downtown Ambassador program was increased for 2024.

Number of Ambassador Contacts



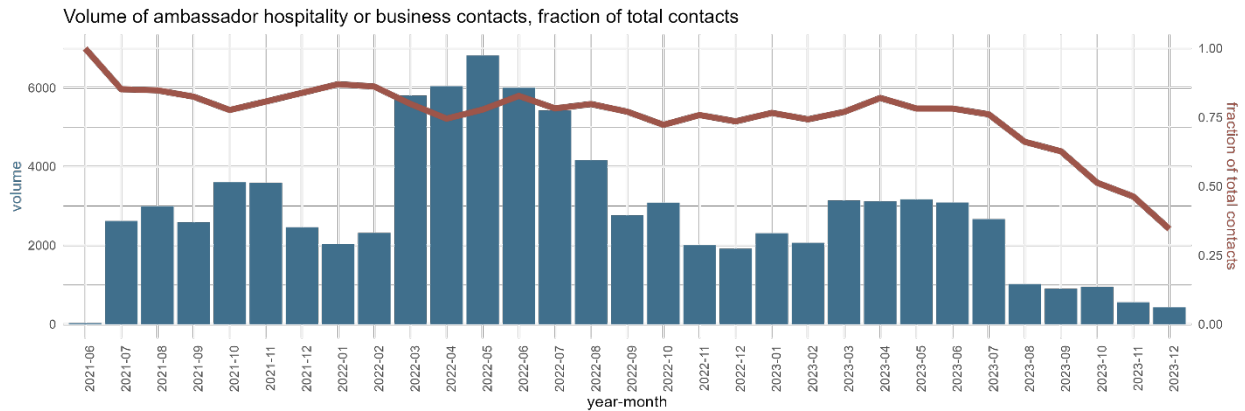
Action 5.2.2: Explore pulse survey methods to gauge visitor access to resources.

The pulse [survey](#) was completed in the fourth quarter of 2023.

% Complete		Notes
Q1	20%	DBP will lead a pulse survey regarding Ambassador efforts in Early Q4
Q2	20%	No change
Q3	40%	Pulse survey drafted for distribution
Q4	100%	Survey completed

Action 5.2.3: Explore partnership opportunities with the University of Colorado.

% Complete		Notes
Q1	100%	The University of Colorado has committed to a \$45k ongoing contribution to the ambassador program to support service expansion in the University Hill commercial district.
Q2		
Q3		
Q4		



Strategy 5.3

Improve SAMPS team knowledge base for visitor requests/questions.

This strategy is designed to enhance meaningful training and coordination to ensure responsiveness to visitor needs (separate from collaboration on unhoused individuals).

Sustainability, Equity, and Resilience Framework Alignment

Goal: Healthy and Socially Thriving

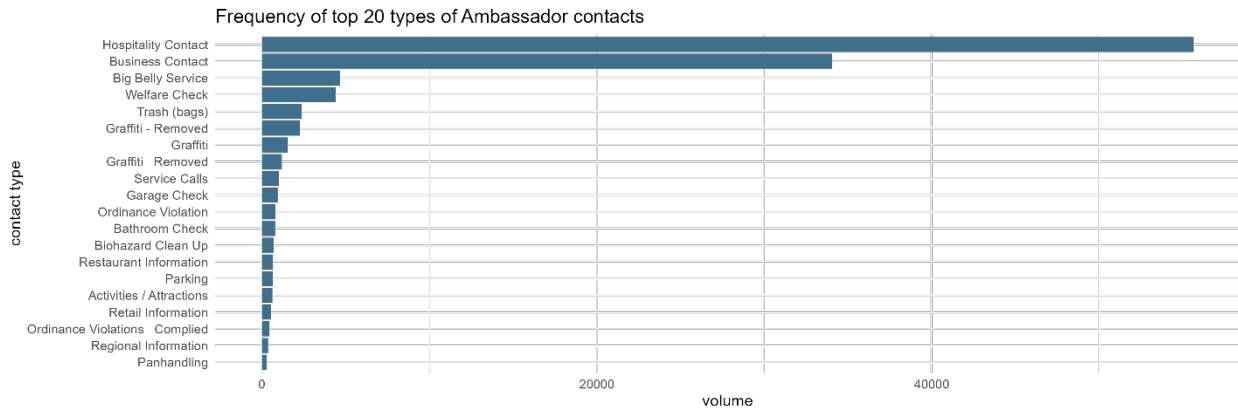
Objective: Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all people regardless of their race, ethnicity, age, gender, sexual identity, ability, or socioeconomic status.

Action 5.3.1: Establish training plans for ambassadors, rangers, and other SAMPS personnel.

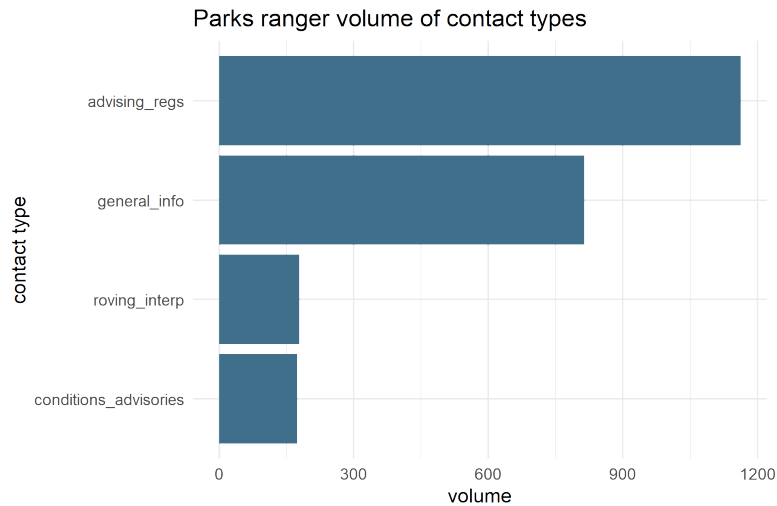
The training plans address comprehensive needs from basic situational de-escalation techniques to motivational interviewing and hazardous material disposal. The primary focus of planning has been to support the operational team and further work will occur in 2024 to assist the other SAMPS teams.

% Complete		Notes
Q1	0%	Work has not started toward this action and is expected to launch in the second quarter.
Q2	15%	The team held its first meeting on 4/27, which included initial discussions and brainstorming on training wants/needs.
Q3	50%	The team worked on refinement of needs/wants and reported to the Executive Team on 9/6.
Q4	55%	The team has developed a solid framework for Utilities SAMPS team; re-connection with other teams is needed.

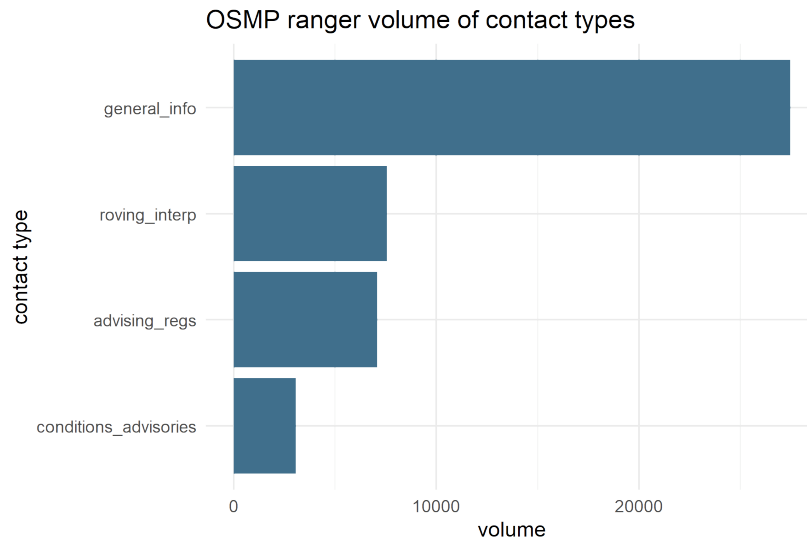
As most of Downtown Ambassador contacts are hospitality contacts, it is important that the ambassadors have answers to questions. This is consistent with Urban Park Rangers and Open Space and Mountain Park Rangers.



Urban Parks Rangers most frequently provide general information and advise people of regulations.



Similar to the Downtown Ambassadors and the Urban Park Rangers, Open Space and Mountain Park Rangers frequently are called upon to provide general information.



Action 5.3.2: Establish a framework for field-based communication and coordination between all service groups.

With a large and varied team, it is important to establish clear channels for communication and coordination. The team has incrementally added specific topics and regularity of communication.

% Complete		Notes
Q1	0%	This action was not started in the first quarter.
Q2	50%	Weekly operations team meeting were expanded to include other service groups.
Q3	75%	Cross-team meetings were expanded to address special topics.
Q4	100%	A focused workshop on cross communication was held.

Action 5.3.3: Enhance city team integration to optimize response to questions.

Leadership has emphasized the need to obtain input and feedback from the field personnel associated with the SAMPS team and to create public spaces for information sharing.

% Complete		Notes
Q1	10%	The Strategic Planning session was used to generate ideas.
Q2	80%	Group meetings have been occurring.
Q3	90%	FAQ pages were created and information continues to be shared.
Q4	100%	Communications responses were enhanced.

Goal 6: Maintenance Crews Can Safely Access Critical Infrastructure in Public Spaces

Goal 3 addresses community safety, while Goal 6 focuses on the teams who do this and associated work.

Strategy 6.1

Ensure that crews are aware of and are monitoring critical public infrastructure.

This strategy focuses on maintaining an awareness of critical infrastructure that aids in review of prioritization processes and ensuring proper responses.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Builds and maintains resilient infrastructure, landscapes and neighborhoods to mitigate existing and future hazards and risks.

Action 6.1.1: Create/verify documentation on location of critical public infrastructure.

This action is on hold as Facilities evaluates overall city space planning.

% Complete	Notes
Q1	On Hold
Q2	
Q3	
Q4	

Action 6.1.2: Establish Inventory processes.

This action is on hold. This action is contingent upon the completion of 6.1.1.

% Complete	Notes
Q1	On Hold
Q2	
Q3	
Q4	

Strategy 6.2

Explore Methods to Improve Measurement of Barriers to Safe Access.

This strategy focuses on situational monitoring.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public spaces.

Action 6.2.1: Create/verify documentation on location of critical public infrastructure.

This action is contingent on geocoded information from 6.1.1.

% Complete		Notes
Q1		On Hold
Q2		
Q3		
Q4		

Strategy 6.3

Identify Methods to Improve Worker Safety in Parks and Public Spaces.

This strategy guides work to understand the safety issues faced by SAMPS team members, with an additional goal of reducing staff turnover. Field worker input has identified a need for enhanced communications and training to address safety concerns.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Responsibly Governed

Objective: Models stewardship, resilience, and sustainability of the city's financial, human, information, and physical assets.

Action 6.3.1: Evaluate pulse survey responses and strategic planning session input to develop meaningful responses and safeguards.

The SAMPS Communications and Data Team conducted a survey of SAMPS workers to better understand perceptions of safety.

% Complete		Notes
Q1	10%	A survey was designed and issued.
Q2	100%	The survey was analyzed, and the recommendations were presented to Executive Team.
Q3	100%	No further action – action on results to be captured elsewhere
Q4	100%	No further action – action on results to be captured elsewhere

Action 6.3.2: Track incidents involving workers and evaluate trends/mitigating factors.

The team tracks incidents involving SAMPS workers. As this is a somewhat challenging work space, understanding the incidents faced by workers can help the team establish safeguards.

% Complete		Notes
Q1	100%	Psychological – the team witnessed an overdose, and there was a bed bug incident in bandshell.
Q2	100%	Viral sickness was occurring among the unhoused, and team members got sick from this. The team was also exposed to an aggressive dig resulting in dust debris in their eyes and overdoses.
Q3	100%	Operational leadership met with the team and reflected on all incidents taking place in the first three quarters. These incidents included; bee sting, an aggressive dog incident, aggressive/threatening behavior from residents, racist remarks toward workers, clean-ups in areas where people have passed away, etc.
Q4	100%	No new incidents to report in fourth quarter.

Action 6.3.3: Establish a training protocol including topics such as de-escalation tactics, situational awareness, and effective communications.

The team continues to enhance the training programs provided to SAMPS staff.

% Complete		Notes
Q1	0%	The effort is estimated to launch in the second quarter.
Q2	15%	Initial discussions and brainstorming were held to determine training wants and needs.
Q3	50%	The team refined needs and wants, and the team reported to the Executive Team on 9/6. The team is planning to provide in-person de-escalation training in fourth quarter.
Q4	50%	De-escalation training was pushed to early 2024

Action 6.3.4: Improve internal communications and responses to increase flexibility in addressing worker perceptions of safety.

Standard response templates have been created for communication with the public.

% Complete		Notes
Q1	25%	The team is developing standard response templates
Q2	25%	No change
Q3	50%	The team continued to refine standard response templates.
Q4	100%	The team improved standard responses.

Goal 7: Reduce Trash/Hazards in Waterways

Goal 7 is specific to waterways, and the strategies and actions reflect measurable steps that are within the control of the SAMPS team. In 2024, this goal will be removed from the Action Plan.

Strategy 7.1

Reduce Trash/Hazards in Waterways

Specific to waterways, these actions allow for evaluation of ideas to mitigate the impact of fecal matter and trash.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Environmentally Sustainable

Objective: Supports the natural environment and its ecosystems so they are better able to resist damage and recover quickly.

Action 7.1.1: Encourage restroom use in designated areas. This is already accomplished through the various outreach teams.

% Complete		Notes
Q1	0%	No action
Q2	0%	No action
Q3	0%	No action
Q4	0%	No action

Action 7.1.2: Investigate innovative ways to reduce trash introduction into drainage ways.

This action focused on the provision of dumpsters to mitigate the trash impact of University of Colorado student move-in and move-out.

% Complete		Notes
Q1	0%	No action
Q2	50%	Additional dumpsters were deployed on the Hill and Goss/Grove during CU move-in/move-out.
Q3	50%	Additional dumpsters were deployed on the Hill and Goss/Grove during CU move-in/move-out.
Q4	50%	This program ended.

A summary of why this program ended was provided in the Feb. 8, 2024, memo to City Council.

Strategy 7.2

Maintain Stable or Reduce E. Coli Trends, Especially During Recreation Season (May – Oct.) with the Recognition that There are Many Sources of Contamination in Boulder Creek

Focusing on E. Coli trends ensures that actions that are within the SAMPS team's scope reduce the contamination in waterways.

Sustainability, Equity, and Resilience Framework Alignment**Goal:** Environmentally Sustainable**Objective:** Supports the natural environment and its ecosystems so they are better able to resist damage and recover quickly.**Action 7.2.1:** Continue to systematically investigate and control sources of bacteria where possible.

This action looks at the impact of bacteria. This has involved updating trend graphs and investigations of the sub-sewer shed.

% Complete		Notes
Q1	25%	Trend graphs were updated with 2022 water quality data, and routine sampling (same for all quarters) was conducted.
Q2	50%	Sub-sewer shed investigations were continued.
Q3	100%	Planned sub-sewer shed investigations were completed and consultant support to evaluate actions to-date and determine next steps in 2024 was set up.
Q4	100%	Development of next steps was included as a 2024 department work plan item.

Action 7.2.2: Enhance education and current water quality efforts, risks and how to recreate safely.

Increasing understanding of safe recreation helps to ensure that water quality is maintained.

% Complete		Notes
Q1	25%	No action
Q2	50%	A utility bill insert about recreating safely was completed and distributed.
Q3	100%	The website was updated
Q4	100%	This action was completed in the third quarter.

Goal 8: Users of Public Spaces Report Feeling Safe and Welcome

The focus of Goal 8 is on communication and perceptions of safety, for the community at large and the city's employees.

Strategy 8.1

Improve Information Sharing on “Designated Areas of Emphasis”, and Crime/Calls for Service (CFS) Data for Those Areas

SAMPS work requires transparency in reporting and communications, particularly communications related to responsiveness.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Responsibly Governed

Objective: Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all city business.

Action 8.1.1: Improve responses and follow up to Inquire Boulder submissions.

Most of this activity will be completed in 2024.

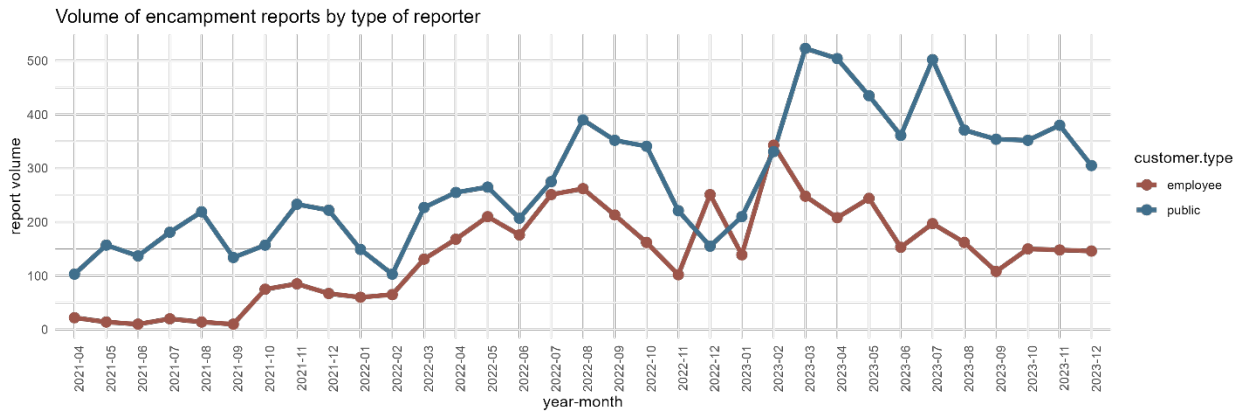
% Complete		Notes
Q1	0%	The action began in the second quarter
Q2	25%	The team worked with Utilities to get a better sense of what they would like to see and also met with the platform vendor.
Q3	50%	The team confirmed that the current platform is too limited to move in the desired direction. The minor system tweaks have been made, and the team will not have the ability to complete this goal as desired until there is a new CRM.
Q4	50%	See above

Action 8.1.2: Strengthen communications on efforts made - reporters and community at large.

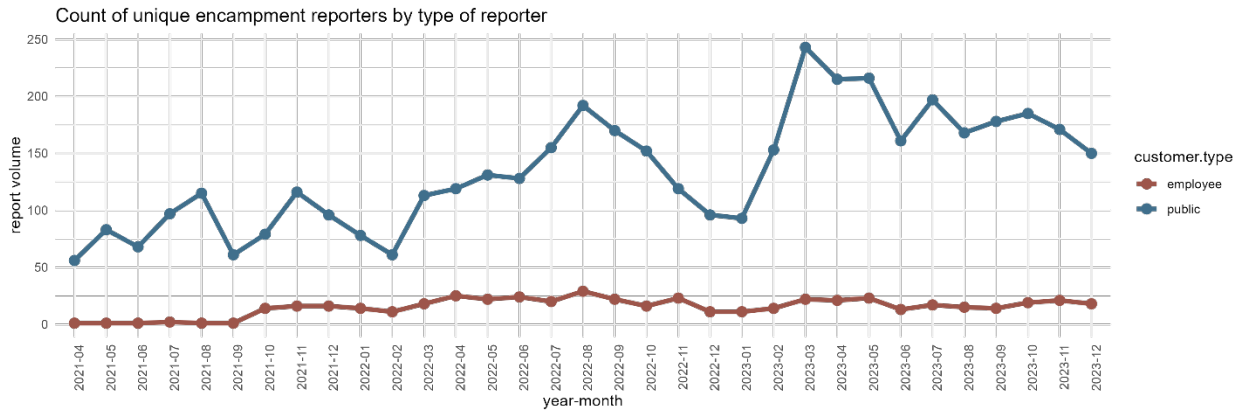
While the majority of communications are reactive, the refreshment of the web presence and improved communications materials lead to enhanced communications. This has also had an impact on the number of reports made in the Inquire Boulder System.

% Complete		Notes
Q1	0%	Communication efforts are currently 100% reactive due to current workload
Q2	0%	Communication efforts are currently 100% reactive due to current workload
Q3	50%	The data team refreshed the web presence with expanded information and improved navigation.
Q4	75%	Communication materials will continue to receive regular updates as process updates. While communications with media are still reactive, the team has made strides toward being more proactive in communications with the community.

The increased number of public reports points to success in communicating the availability of the Inquire Boulder encampment reporting mechanism.



When looking at unique individuals making reports, the number of public reports was generally higher in 2023, pointing to increased access to the Inquire Boulder tool.



Strategy 8.2

Continue to Improve Site Activation

Site activation – using public spaces for cultural and recreational purposes – was identified as a key method to reduce unsafe activity and to increase perceptions of safety.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Accessible and Connected

Objective: Ensures physical and digital access to government services and public spaces.

Action 8.2.1: Evaluate public infrastructure locations as a function of available alternative places and continue to improve site activation at access points to commonly used public areas in the city.

This action was paused as comprehensive planning discussions were to be initiated in 2024 with the kickoff of the Civic Area Phase 2 project.

% Complete		Notes
Q1	0%	Connecting with other workgroups to initiate the work
Q2		
Q3		
Q4		

Action 8.2.2: Explore how public events intended to activate areas of emphasis will be supported by Urban Rangers, Downtown Ambassadors, and BTHREE.

This is an evolving action, with dedicated communications occurring prior to special events.

% Complete		Notes
Q1	10%	The steering committee held discussions on this topic.
Q2	30%	Ongoing discussions between Urban Park Rangers and event personnel has been occurring,
Q3	60%	The team has been conducting strategic planning for events.
Q4	75%	The team continues to expand coordination for public events.

Strategy 8.3

Investigate Ways to Change Prioritization Rubric to Highlight High Visibility Areas

With the addition of a second operational team, a review of the prioritization rubric is necessary to build confidence in the team's ability to address high visibility areas.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Fosters a climate of safety for individuals in homes, businesses, neighborhoods, and public spaces.

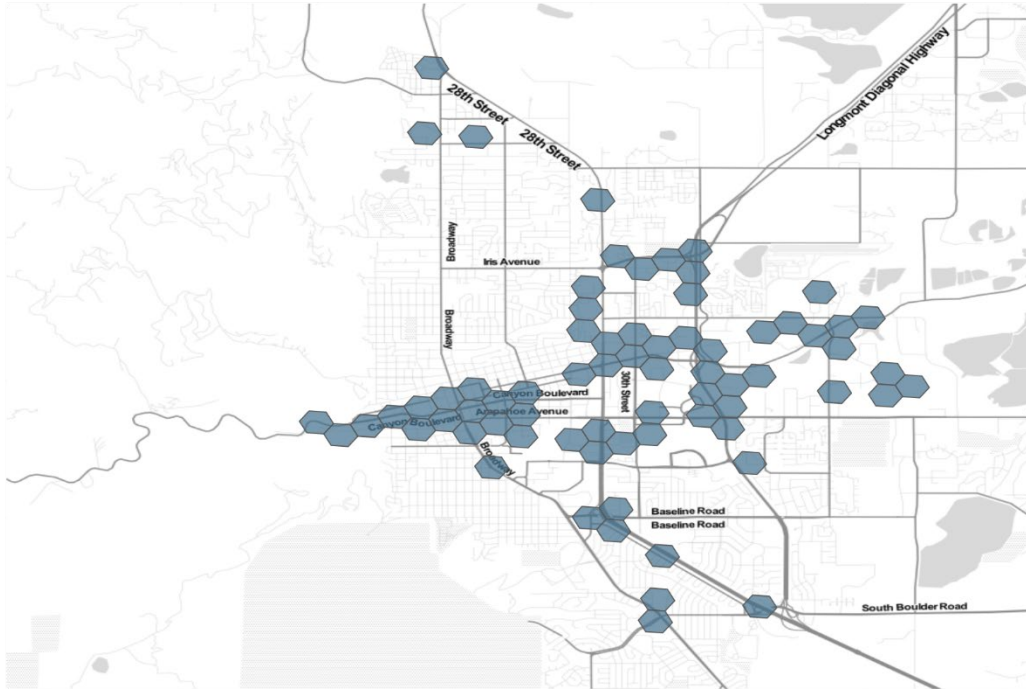
Action 8.3.1: Identify areas that are perceived to be unsafe areas (city buildings including Library, underpasses, etc.).

It was determined that the actions in 2023 would center on planning, and the majority of this work has been delayed to 2024.

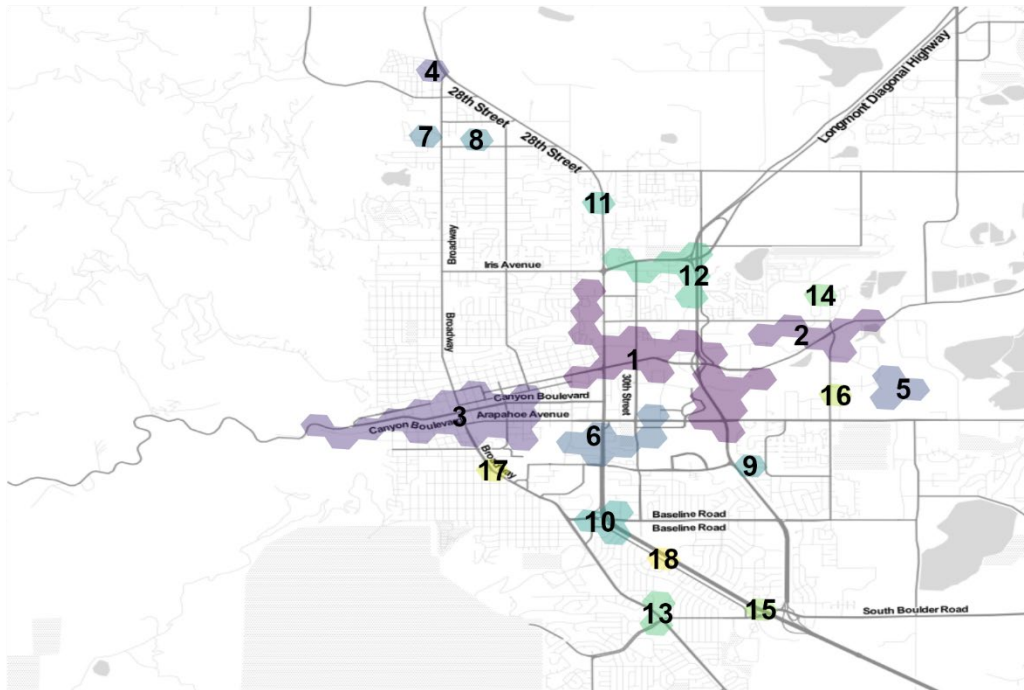
% Complete		Notes
Q1	0%	The action is under development.
Q2	10%	Analysis planning has started.
Q3	10%	Analysis offer was made to the operational team
Q4	10%	The team is awaiting engagement from the operational team.

The map below highlights the highest level areas of encampment reporting.

Areas with $\geq 75^{\text{th}}$ Percentile Volume of Encampment Reports



The map below ranks the top 20 concentrations of unsanctioned camping.



Strategy 8.4

Improve Compliance with Debris/Needle Disposal

Reducing the incidence of used needle debris protects the community and aids in the perception of safety.

Sustainability, Equity, and Resilience Framework Alignment

Goal: Safe

Objective: Prevent crime, alleviate harm, and improve quality of life for community members and visitors while minimizing disparate impacts on community members of color and considering the needs of different cultures, individuals, and community values.

Action 8.4.1: Add two sharps containers in high use areas.

At the behest of the school district, one of the two boxes was pulled from a downtown location. Therefore, this project is on hold until further space evaluation is completed.

% Complete		Notes
Q1	50%	One box has been placed near 9 th street. The Arapahoe unit is being moved.
Q2	50%	
Q3	50%	
Q4	50%	

Action 8.4.2: Explore litter mitigation programming.

This action is duplicative with 7.1.2.

% Complete		Notes
Q1	0%	No action
Q2	50%	Additional dumpsters were deployed on Hill and Goss/Grove during CU move-in/move-out.
Q3	50%	Additional dumpsters were deployed on Hill and Goss/Grove during CU move-in/move-out.
Q4	50%	This program ended. A summary was provided in the Feb. 8, 2024, memo to City Council.

Conclusion and Next Steps

The 2023 Action Plan established a work plan to ensure that SAMPS effectively and efficiently reduced the impact of unsanctioned camping in the community. The multifaceted response resulted in:

10,650	100%	1,611	230 tons
Total reports investigated	Fraction of reports investigated <i>when submitted with location</i>	Cleanups completed	Trash removed

The 2024 Action Plan is now in effect, and the SAMPS team will report regularly on performance against the Action Plan.