

City of Arvada

City Council Agenda

DECEMBER 7, 2024
STUDY SESSION

Councilmembers:

Lauren Simpson, Mayor
Randy Moorman, Mayor Pro-Tem
Shawna Ambrose, District 2
Sharon Davis, At large
Bob Fifer, District 4
John Marriott, District 3
Vacant, At large

Staff Members Usually Present:

Linda Haley, Acting City Manager
Don Wick, Deputy City Manager
Rachel Morris, City Attorney
Jacqueline Rhoades, Director of Public Works
Sharon Israel, Director of Utilities
Jessica Garner, Director of Community & Econ. Dev.
Bryan Archer, Director of Finance
Gabriella Bommer, Director of Human Resources
Ryan Stevenson, Director of Vibrant Community & Neighborhoods
Rachael Kuroiwa, Director of Communications & Engagement
Ed Brady, Chief of Police
Kristen Rush, City Clerk

Info: 720-898-7550

THIRD FLOOR CONFERENCE ROOM
The study session can only be watched via Zoom
[Join the Zoom](#)
8:00 AM

1. Call to Order/Roll Call of Councilmembers
2. Study Session Topics
 - A. Homelessness Strategy Study Session
3. Adjournment

Url for Zoom meeting:

<https://arvadaco-gov.zoom.us/j/89475850775?pwd=84m1LiQXxLFnKPPpF9bJ4fWRKglTxN.1>



REPORT TO CITY COUNCIL STUDY SESSION

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: December 7, 2024

SUBJECT: Homelessness Strategy Study Session

Report in Brief

The Arvada City Council will conduct a study session on homelessness to reassess strategy and gain alignment on their vision moving forward.

Background

The Arvada City Council has heard community feedback about the draft Homelessness Action Strategy, including potential plans for the site at 4905 W. 60th Ave. In response, the Council has decided to pause any immediate action to reassess strategy. This study session will allow for a needed discussion among Council members to focus on high-level vision setting. Council will first establish a common understanding of the current challenges of homelessness in Arvada followed by a discussion to create clear alignment on what Council wants the city's role to be regarding homelessness.

Strategic Alignment

This study session discussion is in alignment with City Council's Strategic Plan, specifically Council's strategic result regarding homelessness: "Collaborate and coordinate with nonprofits, local organizations, and regional governments to advance services to individuals experiencing homelessness or at risk of experiencing homelessness."

Next Steps

FOR WORKSHOPS ONLY

Prepared by:
Chris Koch, CCO Admin

Reviewed by:

Approved by:

Don Wick, Deputy City Manager 11/18/2024
Rachel Morris, City Attorney 11/19/2024
Linda Haley, Acting City Manager 11/19/2024

Enclosure, exhibits & attachments required to support the report

City of Arvada Study Session Agenda December 7, 2024

Study Session Agenda

8:00 a.m.	Welcome and Introductions (20 min)
8:20 a.m.	Study Session Overview and Objectives (10 min)
8:30 a.m.	Collaboration Principles (45 min)
9:15 a.m.	The Status Quo: Arvada's Homelessness Strategy Today (45 min)
10:00 a.m.	Break (15 min)
10:15 a.m.	Establishing a Clear Vision: Arvada's North Star for Homelessness Response (60 min)
11:15 a.m.	Determining an Overarching Policy Direction (30 min)
11:45 a.m.	Looking Ahead: Next Steps (15 min)
12:00 p.m.	Adjourn

CITY OF ARVADA

City Council Study Session

December 7, 2024

● WELCOME & INTRODUCTIONS

Please share with the group and our public participants:

- Name
- Role
- District (if serving in an elected capacity)
- Hopes for today

● MEET THE FACILITATION TEAM



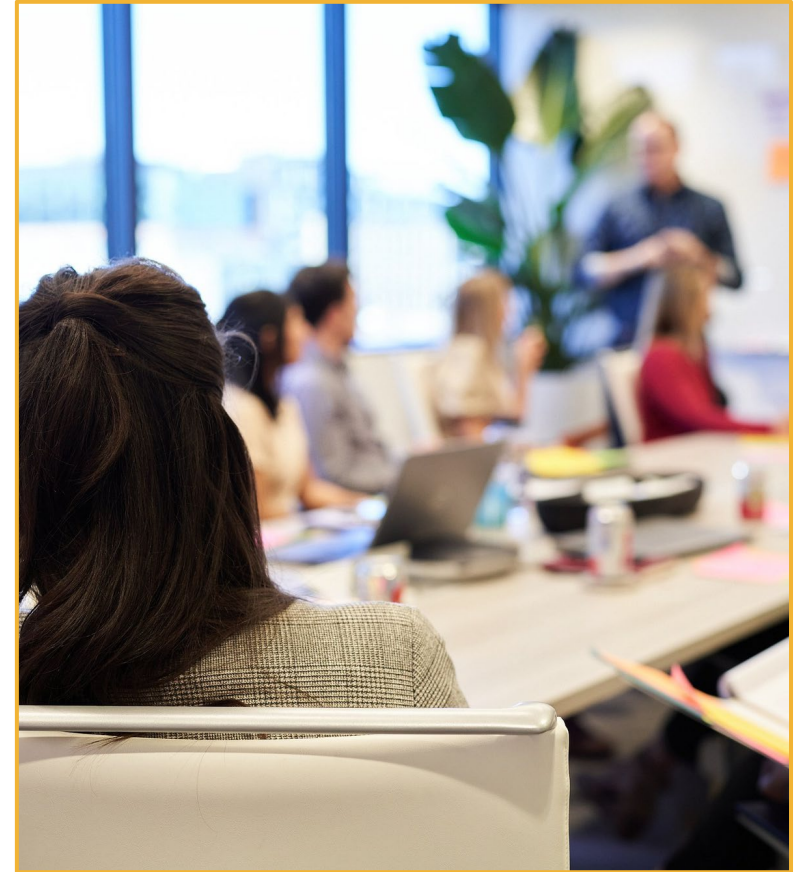
Alana Plaus
Senior Associate



Molly Sharp
Associate

OUR ROLE TODAY

- Facilitate a discussion to help encourage thoughtful conversation and generate alignment.
- Create a framework to achieve clarity of understanding and vision.
- Ensure a collaborative and productive environment.
- Center the wellbeing of the City and residents of Arvada throughout the day.



● INITIAL DISCOVERY



STAKEHOLDER INTERVIEWS

The GBSM team met with members of City Council, City staff and subject matter experts who have worked closely with Arvada on homelessness strategy.



RESOURCES REVIEW

The GBSM team reviewed existing relevant resources including the draft Homelessness Action Strategy, City Council Strategic Plan and relevant City Council meetings.



PUBLIC INPUT & SENTIMENT

GBSM assessed relevant public response, concerns and perceptions regarding the City's homelessness response including public comment, social media, media and physical assets.

● TODAY'S AGENDA

1. Welcome & Introductions (20 minutes)
2. Study Session Overview & Objectives (10 minutes)
3. Collaboration Principles (45 minutes)
4. The Status Quo: Arvada's Homelessness Strategy Today (45 minutes)
5. Break (15 minutes)
6. Establishing a Clear Vision: Arvada's North Star for Homelessness Response (60 minutes)
7. Determining an Overarching Policy Direction (30 minutes)
8. Looking Ahead (15 minutes)

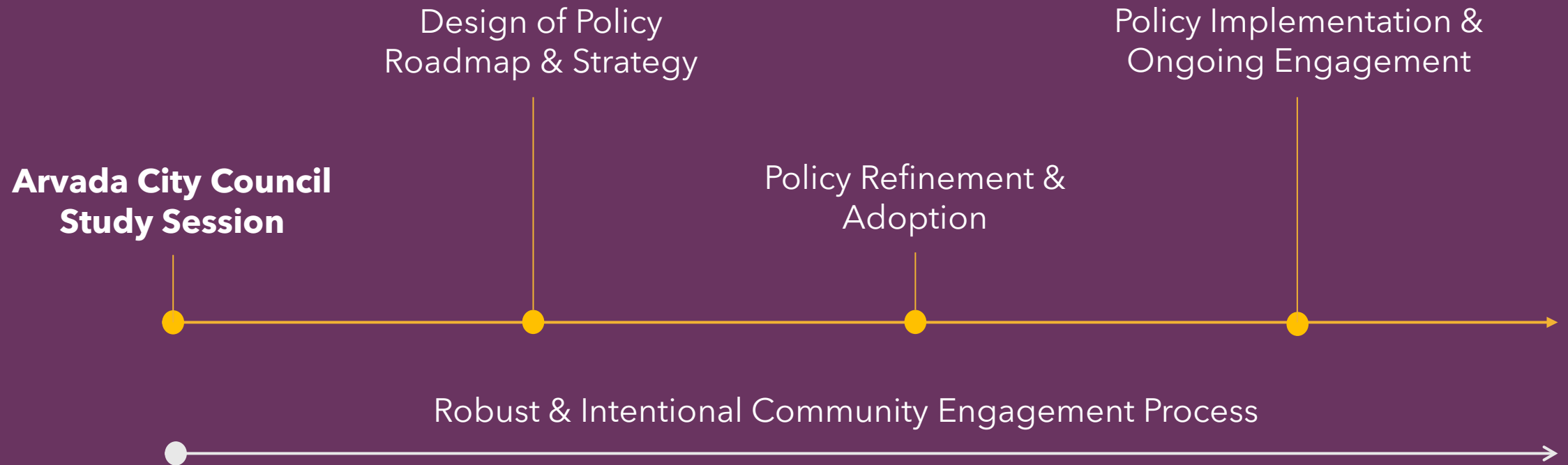
● TODAY'S GOALS



By the end of the meeting, participants will:

- **Status Quo Alignment:** Create a shared understanding of the successes and challenges related to the City's current response to homelessness.
- **Commitment to the City's North Star:** Establish clear majority alignment on what City Council wants the city's overarching vision to be regarding homelessness.

● AN ONGOING PROCESS



● COLLABORATION PRINCIPLES

Purpose: These norms will ground us in realistic **expectations**, discussion **boundaries** and a **collaborative spirit** for today's study session.

- **THE STATUS QUO**
ARVADA'S HOMELESSNESS
STRATEGY TODAY

● ALIGNING ON THE CURRENT STATE

The continuum of **potential responses** to homelessness



● DIRECTION 1: OVERVIEW



What does Direction 1 look like in practice?

- City of Arvada enforces applicable laws to maintain public safety.
- City allows organizations to maintain a presence in Arvada to deliver services and lead homelessness response.
- City staff support access to services in the event of severe weather or other emergent need.

Services available from City:

- Law enforcement
- Housing vouchers
- Funds to refer folks in need of services to organizations

● DIRECTION 2: OVERVIEW



What does Direction 2 look like in practice?

- City supports providers through letters of support for grants.
- City facilitates opportunities for providers to share information and resources with community members.
- Case managers take active roles in connecting unhoused community members to resources.
- City provides some financial and logistical support for programs.
- City plays an active role in coordinating access to services for community members.
- City staff attend coordinating meetings and provide feedback.

Services available from City:

- Law enforcement
- Housing vouchers
- Funds to refer folks in need of services to organizations
- Case managers

● DIRECTION 3: OVERVIEW



What does Direction 3 look like in practice?

- City provides space for agencies to deliver services to unhoused people.
- City provides opportunities for co-location of services within City facilities.
- City actively promotes other organizations' services and creates seamless access to services for community members.
- City and organizations enter into Memoranda of Understanding or Intergovernmental Agreements to define relationships.

Services available from City:

- Law enforcement
- Housing vouchers
- Funds to refer folks in need of services to organizations
- Case managers
- Funding to partner organizations

● DIRECTION 4: OVERVIEW



What does Direction 4 look like in practice?

- City creates/manages human services strategies, policies and tactics.
- City dedicates significant funding to manage programs, people and logistics.

Services available from City:

- Law enforcement
- Housing vouchers
- Funds to refer folks in need of services to organizations
- Case managers
- Funding to partner organizations
- Staffing to manage programs, people and logistics
- Grant writing support

● ALIGNING ON THE CURRENT STATE

From your perspective, where on this continuum does

Arvada's current response to homelessness (e.g., staffing, services, programs, facilities, funding, etc.) lie?



● DISCUSSION: THE CURRENT STATE

SUCCESSSES

Where has the current approach resulted in **success**?

CHALLENGES

What **challenges** or **gaps** have persisted in the City's current approach?



Q & A

● TODAY'S AGENDA

1. Welcome & Introductions (20 minutes)
2. Study Session Overview & Objectives (10 minutes)
3. Collaboration Principles (45 minutes)
4. The Status Quo: Arvada's Homelessness Strategy Today (45 minutes)
5. Break (15 minutes)
6. Establishing a Clear Vision: Arvada's North Star for Homelessness Response (60 minutes)
7. Determining an Overarching Policy Direction (30 minutes)
8. Looking Ahead (15 minutes)

- **ESTABLISHING A CLEAR VISION**

ARVADA'S NORTH STAR FOR
HOMELESSNESS RESPONSE

● NORTH STAR

Why are we establishing a North Star vision for Arvada's response to homelessness?

There currently exists **some confusion** among the community, City staff and members of City Council about Arvada's future vision for homelessness response.

A **clear overarching vision** will allow for the design of aligned policies, strategies, tactics and community engagement.

● ACTIVITY: RISKS, BENEFITS & CONSIDERATIONS

As we consider the future direction of Arvada's response to homelessness, what are the key **risks, benefits** and **considerations** for each potential North Star direction?



● DIRECTION 1: RISKS, BENEFITS & CONSIDERATIONS



What are the possible **risks, benefits** and **considerations** if the City were to pursue **Direction 1** as its North Star vision?

● DIRECTION 2: RISKS, BENEFITS & CONSIDERATIONS



What are the possible **risks, benefits** and **considerations** if the City were to pursue **Direction 2** as its North Star vision?

● **DIRECTION 3:** RISKS, BENEFITS & CONSIDERATIONS



What are the possible **risks, benefits** and **considerations** if the City were to pursue **Direction 3** as its North Star vision?

● DIRECTION 4: RISKS, BENEFITS & CONSIDERATIONS



What are the possible **risks, benefits** and **considerations** if the City were to pursue **Direction 4** as its North Star vision?

● NORTH STAR POLL

Based on the risks, benefits & considerations discussed, where do you believe the **future North Star vision** for Arvada's homelessness response should lie?

- **PROPOSAL-BASED DECISION**
MAJORITY ALIGNMENT ON
POLICY DIRECTION

● ESTABLISHING NORTH STAR DIRECTION

Based on the discussion and poll results, City Council is asked to **propose, discuss, question, compromise** and **secure majority alignment** on a North Star for the City's approach to homelessness.

In creating potential North Star language, please consider today's discussions and activities, including:

- Successes and challenges relating to the City's current homelessness response
- The risks, strengths and considerations of each potential direction
- The directional alignment (or lack thereof) in the poll responses



DECISION PROCESS



● LOOKING FORWARD

- Immediate next steps
- Long-term strategy & roadmap
- Robust and authentic community engagement



• THANK YOU!