



# 3–5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

3–5 Year Strategic Plan Executive Summary:

Please see the stand alone Executive Summary that is part of the Boulder County/Broomfield County Regional HOME Consortium FY2007-2009 Consolidated Plan and Action Plan.

### Strategic Plan

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

Mission:

This Strategic Plan is part of the three year Boulder County/Broomfield County Regional HOME Consortium Consolidated Plan and Action Plan, covering program years FY2007-2009.

### General Questions

- 1. Describe the geographic areas of the jurisdiction (including areas of low-income families and/or racial/minority concentration) in which assistance will be directed. Please see the response under item 2 below.**
- 2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.**

The distribution of HOME funds has been determined by HUD through the HOME funding formula. The Consortium members are using HUD's formula to determine the allocation of funds geographically within the Consortium. Funds will be allocated as follows:

<b>Government</b>	<b>Percentage of Total</b>
City of Boulder	50%
Longmont	23%
Boulder County	20%
Broomfield	7%

Boulder County’s funds will be used within the Boulder County incorporated and unincorporated areas outside of Longmont and Boulder. CDBG funds for Boulder and Longmont will be spent in each of those jurisdictions as deemed appropriate by their respective governing bodies. Generally, priority within each jurisdiction is given to projects which provide, preserve, or increase the supply of affordable housing since that is such a pressing need in the consortium area. However, as the economy changes, priorities may change to reflect and adapt to changing community needs.

No specific geographic target areas have been prioritized for funding within the different entities. Longmont does have two neighborhoods that have been determined by City Council to be local Neighborhood Revitalization Areas (although not meeting the requirements of the CDBG program) which may receive funding over the course of this Consolidated Plan time period. These neighborhoods include the Historic Eastside Neighborhood (generally bounded by 3<sup>rd</sup> Avenue, Kimbark St., 9<sup>th</sup> Avenue and Martin St.) and the Kensington Neighborhood (generally bounded by 3<sup>rd</sup> Avenue, Martin St., 9<sup>th</sup> Avenue and Lashley St.).

**3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).**

One of the primary obstacles to producing affordable housing is the high cost of land in the Consortium area, along with the limited availability of land. The Regional Housing Assessment conducted for the Consortium estimated that there are a little less than 40 acres of publicly owned land in the Consortium which could be used to produce between 550 and 700 housing units. The publicly owned land is located in Boulder (potential for 370 units), Lafayette (127 to 285 units) and Longmont (up to 270 units). As these units are produced they will certainly alleviate some of the unmet demand for affordable housing in the Consortium area. However, much more land would need to be available to address the full range of needs.

The Consortium’s public housing authorities face growing constraints as their budgets are tightened, coupled with increased needs of the populations they serve. The Consortium’s lowest income renters often require social supports, ranging from substance abuse counseling to mental health services to job training, which the PHAs are inadequately staffed and/or trained to provide. Finally, the aging PHA housing stock and rehabilitation needs put even more pressure on budgets.

The primary obstacle to meeting the underserved needs is insufficient financial resources. All potential funding resources will be pursued by the Consortium and funding applications for other resources from other agencies will be supported. Funding resources will continue to be leveraged when possible by the Consortium. When appropriate, funds provided to projects and programs will be in the form of loans and repayments will revolve to serve the greatest possible number of households over time.

---

---

## Managing the Process (91.200 (b))

- 1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.**

The Boulder County/Broomfield County Regional Consortium has designated the City of Boulder's Department of Housing and Human Services (HHS) to act as the lead agency for the Consortium. The City of Boulder, in collaboration with the City of Longmont, Boulder County and Broomfield, has worked to prepare the Consortium's Regional Consolidated Plan. Boulder will also assume the responsibility for the coordination and preparation of the Annual Action Plans, the environmental reviews, and the Consolidated Annual Performance and Evaluation Reports (CAPERS). City of Boulder staff will work with the other communities to coordinate processes and carry out the public participation process including: holding the required public hearings, publishing the legal notices, collecting and responding to public comments, and presenting the Plans to City Councils for approval.

- 2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.**

The Boulder/Broomfield Counties HOME Consortium Consolidated Plan was a collaborative effort. Representatives from the Cities of Boulder, Broomfield and Longmont, as well as Boulder and Broomfield Counties worked together to contract with a consultant to complete the plan, assisted in crafting and managing the public participation process, provided data and information for the Consolidated Plan and assisted in preparing the final draft. BBC Research & Consulting, a housing economics and planning firm in Denver, was contracted to complete the Consolidated Plan. The City of Boulder administered the consultant contract.

- 3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.**

**\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.**

As part of the Boulder/Broomfield HOME Consortium Consolidated Planning process, four focus groups and follow-up interviews were conducted with individuals from organizations representing public housing authorities (PHAs) and serving special populations, and local elected officials.

---

---

A total of 32 individuals representing 24 organizations and city and county departments participated in the focus groups. The participants served a broad range of populations, including:

- Low-income individuals and families;
- Persons with physical or mental disabilities;
- Persons with HIV/AIDS;
- Persons impacted by domestic violence;
- Families in need of emergency assistance;
- Persons who are chronically homeless;
- Persons transitioning from homelessness to permanent housing;
- Persons in need of transitional housing; and
- Adults who are homeless and families who are homeless.

## **Citizen Participation (91.200 (b))**

### **1. Provide a summary of the citizen participation process.**

Citizens contributed to the development of the Consolidated Plan through stakeholder focus groups and interviews, and a 30-day draft public comment period. In August 2006, four focus groups and follow-up interviews were conducted with individuals from organizations representing public housing authorities (PHAs) and serving special populations, and local elected officials. A total of 32 individuals representing 24 organizations and city and county departments participated in the focus groups. In addition, there were three public hearings held in Longmont, three in the City of Boulder/Boulder County and one in Broomfield as part of the HOME Consortium and CDBG Consolidated Plan (Longmont and Boulder) processes.

### **2. Provide a summary of citizen comments or views on the plan.**

Only verbal comments were received during the Consolidated Plans' citizen participation efforts; these were received as part of the public hearings. In sum:

1. The Consortium members were complimented for their efforts in creating the HOME Consortium. One commenter asked if the Consortium could be extended to include Weld County.
2. Because it is already the Consortium's most affordable community, concern was expressed that Longmont would become the "host area" for affordable housing which could potentially increase the amount of affordable housing (e.g., what would stop a Consortium member from spending its HOME funds only in Longmont?). The Consortium members

---

---

explained that the consortium cities do not intend for HOME to be used in other jurisdictions, except as part of a joint project and/or unless the jurisdiction approves and agrees to host the project.

3. The strategic goals and objectives were well-received in the public hearings. There was some concern if the Consortium was intending to accomplish all of the strategies and objectives in each jurisdiction. The Consortium members explained that the strategic plan and objectives are a comprehensive list that will allow all entities to be able to do what they needed to meet the various needs in their communities, rather than a mandated or laundry list that needs to be completed in each area.
4. Clarification on the administration of the funds was requested. Staff answered that the funds coming into the Consortium will begin in 2007 and will provide approximately an additional \$700,000-\$750,000 annually. The City of Boulder, as the lead agency for the Consortium, has assumed the duty of allocating the HOME funds designated for Boulder County, as well as the City of Boulder. The City of Boulder's Technical Review Group (TRG) will review project applications and make recommendations for funding. The City of Longmont's TRG and Housing Advisory Board for CDBG and Affordable Housing funds will perform this task for the City of Longmont, with the City of Boulder performing lead agency duties. The City and County of Broomfield will perform this task for Broomfield, with the City of Boulder performing lead agency duties

Meeting minutes from the Boulder County Consortium of Cities meeting held on October 23, 2006, which included the public hearing for the HOME Consortium Consolidated Plan, are attached to this report.

**3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.**

During the public comment period, the Consolidated Plan was made available on city websites, by direct request, and at libraries, civic centers and other community buildings. In addition, the Consortium's special needs populations and low-income renters and owners participated in and/or had their views and needs represented by the stakeholder groups of whom they are clients.

**4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.**

None received.

**\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.**

---

---

## Institutional Structure (91.215 (i))

### 1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.

#### *City of Boulder Institutional Structure*

Boulder is served by a comprehensive human services infrastructure, comprised of traditional social service agencies (e.g., the Boulder County Department of Social Services and the City Department of Housing and Human Services), two quasi-public entities (the Mental Health Center of Boulder County and Imagine, formerly the Developmental Disabilities Center) and a range of non-profit service providers. The system also includes educational, law enforcement, judicial, and recreational agencies. These agencies and the services they provide comprise the human services network serving the City of Boulder.

The City Department of Housing and Human Services was created in 1973 and charged with three basic mandates that have guided the work of the Department throughout its 32 year history:

- Evaluate social problems and conditions in the community and provide the means and capacity to respond to identified social issues and concerns;
- Work toward solving social problems and improving social conditions through City coordination and cooperation with other entities; and
- Develop and implement programs to respond to social problems and conditions.

The Division of Housing, located within the Department of Housing and Human Services is the local government entity specifically responsible for carrying out housing activities. The Division of Housing proposes housing policy, which must be adopted by the nine member City Council, and serves as a source of funds and technical assistance to other entities within the community who own and manage assisted housing. The Division of Housing does not directly own or manage housing.

Several other organizations and Community Housing Development Organizations (CHDO'S) partner with the City to address the affordable housing needs in the community. The coordination of resources and efforts is accomplished through on-going discussions with service providers and special meetings to solicit their feedback on housing programs and policies.

The City also works closely with various other organizations to carry out its housing and community development objectives. These include, but are not limited to:

- Affordable Housing Alliance;
- Boulder Housing Partners (Boulder's housing authority);
- Boulder Shelter for the Homeless;
- Center for People with Disabilities;

- 
- 
- Emergency Family Assistance Association;
  - Mental Health Center;
  - People's Clinic; and
  - Safehouse Progressive Alliance for Nonviolence.

The private sector in Boulder is primarily involved in human service and affordable housing projects by providing financing for larger projects. Several community development non-profits agencies have been successful in identifying lenders to provide short term financing to their agencies. In addition, both Thistle and Boulder Housing Partners have established lines of credit with local lenders to assist them in acquiring affordable properties in the community.

The private sector also contributes to affordable housing through payment of a housing excise tax that is levied against all new development. These funds are used to finance permanently affordable housing for households earning between 15 percent and 60 percent of the Area Median Income.

Additionally, in the City of Boulder, all new residential development has to provide 20 percent of total units developed as permanently affordable. Developers may provide the actual units or pay a cash-in-lieu amount that is used by the City to secure permanently affordable housing elsewhere in the community.

#### *Longmont Institutional Structure*

The institutional structure in Longmont for carrying out housing and the community development plan includes the City of Longmont, the Longmont and Boulder County Housing Authorities, the Boulder County Mental Health Center, the OUR Center, the Safe Shelter of the St. Vrain Valley, the Center for People with Disabilities, Habitat for Humanity, Thistle Community Housing, Inc., the State Division of Housing and HUD. The organizational chart on the next page gives a visual look at the structure established to carry out the affordable and supportive housing strategies. The non-profit groups in the City have been very successful in tapping into private resources such as local churches, private donations, corporations and local lenders to promote their housing and human service programs. Most agencies and organizations receiving CDBG funds commit private or other resources to funded projects.

#### *Boulder County Institutional Structure*

Boulder County provides human services through three major departments: Social Services, Health Services and Community Services. These agencies provide federally mandated, income maintenance programs for low-income residents, such as Temporary Aid to Needy Families (TANF), as well as non-mandated programs addressing broader needs in the community through the Community Action Program. In addition, the County contracts with several non-profit agencies to address human service needs throughout Boulder County. In 2005, the County spent over \$42 million in direct services. Of this amount, nearly \$3.0 million was spent on purchased service contracts for human services throughout the County and approximately \$2.3 million was allocated from Worthy Cause tax to eligible non-profits.

---

---

The Consortium area currently has five active designated CHDO's: Boulder County Advocates for Transitional Housing, Boulder Housing Coalition, Flatirons Habitat for Humanity, the Longmont Housing Development Corporation, and Thistle Community Housing. As required, 15 percent of the Consortium's HOME entitlement is set aside for CHDO projects. From time to time, the Consortium will also makes operating funds available to CHDO's. The CHDO's are monitored to ensure that they are expending their HOME allocations according to federal guidelines.

**2. Assess the strengths and gaps in the delivery system.**

One of the major gaps in the institutional structure for housing program delivery is staff capacity to support programs and services. The greatest need for non-profits is the ability to pay sufficient wages to retain good employees, along with rising health care costs were recurring themes in the survey of human service agency non-profits. The major strength is the dedication of non-profits committed to the delivery of supportive housing and assisted housing in the community. Coordination of various aspects of the Consolidated Plan implementation with other City divisions, non-profit organizations and Housing Authorities will be performed by the City.

**3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.**

The *Longmont Housing Authority* board is appointed by the Longmont City Council; however, the housing authority is an independent body from the City. There is one City Council member that serves on the housing authority board and City staff provides technical assistance to the housing authority on an as-needed basis. Hiring practices, contracting and procurement, and provision of services are independent functions of the housing authority not involving the City in any way. The housing authority is proposing several initiatives over the term of this Consolidated Plan. A Comprehensive Plan for the housing authority has been completed, and the city had significant input into the development of the Plan. The City will work cooperatively and support the housing authority and non-profit agencies to overcome any gaps in the institutional structure.

*Boulder County Housing Authority* is a "blended-component unit" of Boulder County government and receives financial support from Boulder County in its operations. The administrative offices of the BCHA are housed within Boulder County offices in Boulder. BCHA owns the office space for The Authority is governed by the Boulder County Housing Authority Board (the "Authority Board"), which is comprised of the members of the Board of County Commissioners of Boulder County (the "County Board"), who serve as the ex-officio commissioners of the Housing Authority. On January 14, 2003, the Board of the County Commissioners constituted itself as the Commissioners of the Boulder County Housing Authority and became the governing body of the Authority pursuant to the authorizing statute, C.R.S. 29-4-504.

---

---

*Boulder Housing Partners.* In 1966 the Housing Authority of the City of Boulder was created as a state-chartered entity to build, own and manage affordable, subsidized housing for low and moderate-income Boulder citizens. By State Statute, the Housing Authority consists of eight members serving five-year terms, one of whom is a City Council member and one of whom is elected by residents directly assisted by HUD. The Mayor appoints all members. The City of Boulder has a goal of having ten percent of the housing inventory in Boulder as permanently affordable. BHP is a “primary implementer” of the City’s vision, and is strongly supported by the City of Boulder.

*Consortium-wide delivery system.* The gaps in the delivery systems of public housing varies among the municipalities. In general, the municipalities in which the housing authorities reside have been supportive of the housing authority efforts, making general funds available in times of need and assisting the housing authorities with affordable housing development. In general, the delivery systems work well within the housing authorities themselves, but relationships among the housing authorities have grown strained. Specifically, the Longmont Housing Authority would prefer to maintain the vouchers located in Longmont and issued by the other housing authorities in the Consortium. Longmont feels that having three entities administer vouchers in the City complicates the voucher system and may be confusing to participating landlords and clients. Boulder Housing Partners and the Boulder County Housing Authority would prefer to maintain the Memorandum of Understanding that the three housing authorities have had in place for some time, which allows all of the PHAs to administer vouchers within the Consortium area.

## Monitoring (91.230)

### **1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.**

The Lead Agency, the City of Boulder, is committed to ensuring compliance with all federal regulations through an on-going system of monitoring CDBG and HOME funded activities. City staff conducts two types of project monitoring: in-house monitoring and on-site monitoring.

In-house monitoring is an ongoing process of reviewing the City’s program performance and the performance of recipients. It involves using all available data in making judgments about appropriate funding and performance. The following information is reviewed and analyzed in conjunction with the applicable HUD regulations:

- Applications and supporting documents
- Grant or regulatory agreements and contracts
- Environmental reviews
- Drawdown requests for reimbursement
- Project update reports
- Annual Homeowner monitoring

---

---

This information is used to observe the strengths and weakness of programs or the lack of activity or inappropriate changes in city funded projects. It also helps identify problems or potential problems that may hinder accomplishments or projects. Analysis of recipient records and activity may indicate a need for special monitoring visits by City staff to resolve or prevent further problems.

City staff also conducts periodic on-site monitoring of federally funded activities and CHDO's. On site reviews are conducted according to the CDBG and HOME program requirements.

Additional on-site visits are conducted if findings in the initial on-site visit deem it necessary. On-going, in-house monitoring of federally funded projects are conducted by Division of Housing staff.

Each activity is reviewed under the following categories:

- Applicant eligibility review (prior to funding)
- Grant or regulatory agreement (containing all Federal and State compliance requirements)
- Conflict of Interest
- Local recordkeeping requirements
- Review of drawdown of funds (original source documentation/reasonableness of costs)
- Real property acquisition
- Relocation (URA and Section 104(d))
- Labor standards (wage decisions/payroll reviews)
- Housing rehabilitation (program guidelines, housing quality standards, scope of work, cost estimates, inspections)
- Beneficiaries- demographic and income eligibility reviews
- Fair Housing/EEO—including affirmative marketing
- Section 3 opportunities
- Financial and compliance audits
- Timeliness of project completion

## **Priority Needs Analysis and Strategies (91.215 (a))**

### **1. Describe the basis for assigning the priority given to each category of priority needs.**

During development of its Consolidated Plan, Consortium members worked with elected officials and stakeholders to identify goals its goals. Based on feedback from these groups, and data from the Plan's Housing Needs Assessment, the following goals were developed:

1. Increase and maintain the supply of affordable housing units for low- to moderate-income homebuyers.
2. Increase affordability of rental housing for the Consortium's lowest income renters.
3. Preserve existing affordable housing stock.

- 
- 
4. Work to reduce homelessness in the Consortium.
  5. Maintain and/or improve a suitable living environment and expand economic opportunities for low- and moderate-income persons.
  6. Eliminate impediments to Housing Choice while providing education, training and information on Fair Housing.
  7. Develop and foster collaborative partnerships within the Consortium area.
  8. Identify additional financial resources to help achieve goals.

The goals are beyond the capacity of the Consortium to accomplish alone. In addition, each community may focus on these goals in a different order than shown depending on their individual priorities.

## **2. Identify any obstacles to meeting underserved needs.**

One of the primary obstacles to producing affordable housing is the high cost of land in the Consortium area, along with the limited availability of land. The Regional Housing Assessment conducted for the Consortium estimated that there are a little less than 40 acres of publicly owned land in the Consortium which could be used to produce between 550 and 700 housing units. The publicly owned land is located in Boulder (potential for 370 units), Lafayette (127 to 285 units) and Longmont (up to 270 units). If these units were produced they would certainly alleviate some of the unmet demand for affordable housing in the Consortium area. However, much more land would need to be available to address the full range of needs.

The Consortium's public housing authorities face growing constraints as their budgets are tightened, coupled with increased needs of the populations they serve. The Consortium's lowest income renters often require social supports, ranging from substance abuse counseling to mental health services to job training, which the PHAs are inadequately staffed and/or trained to provide. Finally, the aging PHA housing stock and rehabilitation needs put even more pressure on budgets.

## **Lead-based Paint (91.215 (g))**

- 1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.**

Please see Section II. Housing Market Analysis for an estimate of lead-based paint hazards faced by extremely low-income, low-income, and moderate-income families.

- 2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.**

---

---

*Longmont.* In 2002 and 2003, the City had no recorded incidence of lead based paint poisoning according to the State Department of Public Health and Environment. Between 1996 and 2002, 26 of the 712 children tested in the County, or 3.6%, had elevated levels of lead in their bloodstream. The rate for the state was 2.5% during the same period. It is not known how many of the children lived in Longmont.

The City will utilize its housing rehab programs to reduce any possible lead based paint materials observed by the rehab inspector by testing and abating the hazard when needed. The City also provides Lead Based Paint Notices to households participating in the City's housing rehabilitation programs.

*City of Boulder.* To date, Boulder has not determined that lead poisoning is a health issue in the community. The City will continue to work with its local health department and the State Department of Health to determine how critical this problem is. If it is determined that a problem exists, the City will work with state and local health departments to reduce lead based paint hazards. The City of Boulder will continue to provide programs to low to moderate-income families and remain in compliance in the following manner:

- The Division of Housing will ensure that staff understands and complies with HUD's lead-based paint regulations.
- Staff members will attend HUD's Lead-Based Paint Training & refresher courses.
- The City will continue to provide methods and assemble materials to educate rental property owners, homeowners, and occupants of rental housing about the lead-based paint requirements.
- The City will continue to nurture the existing relationships and establish new contacts with lead professionals and key partners, such as risk assessors and clearance technicians, public health departments, and HUD lead grantees.
- The City will continue to reduce the exposure to lead-based paint hazards in housing units through its housing programs over the next 3 years and to provide lead-based paint reduction assistance to low-income homeowners through all federally funded programs. This also improves the quality of the City's older housing stock.

---

---

## HOUSING

### Housing Needs (91.205)

\*Please also refer to the Housing Needs Table in the Needs.xls workbook

- 1. Describe the estimated housing needs projected for the next three year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).**

See Section III. Housing Needs Assessment for the current five year needs. The section also addresses disproportionate need.

The housing needs projected for 2010 include:

**Extremely low-income renters.** The gaps analysis completed for the Housing Market Analysis found a current need for 5,000 rental units for renters earning less than \$15,000 per year. If extremely low-income renters experience the same population growth as the Consortium overall and no new units are developed to assist this group, this need will increase to 5,100 units in 2010.

**Very low-income renters.** The need will increase to 1,000 units from 960 currently, given the same assumptions listed above.

**Moderate-income renters.** No current need; no future need estimated.

**Middle-income renters.** No current need; no future need estimated.

**Renters hoping to become owners.** If for-sale housing prices continue to increase in the Consortium area, affordable homeownership will quickly be out of reach for low-income renters hoping to become owners. In 2005, less than one-third of renters could afford to buy the median-priced attached unit in the Consortium area; between 8 and 16 percent could afford the median-priced detached unit. Since much of the new affordable housing stock for sale that is being developed is attached, it is likely that detached units will be unaffordable except to the very highest-income renters in the future.

**Extremely low-income and low-income owners.** Current low-income owners may have difficulty maintaining their homes and making their mortgage payments, particularly as they age and transition to living on fixed incomes. These owners would also have difficulty moving within the Consortium area if they needed to: The gaps analysis completed for the housing market section of the Consolidated Plan demonstrated that homeowners who make less than \$50,000 per year would have a tough time selling their home and finding an

---

---

affordable replacement home within the Consortium boundaries because of limited supply, unless they had substantial equity in their existing home they could apply toward a significant downpayment.

**Moderate-income and middle-income owners.** No current need; no future need estimated if attached units remain relatively affordable.

**Elderly persons and persons with disabilities.** There are a number of subsidized affordable independent-living developments in Boulder County; however, there are fewer subsidized assisted-living facilities. Elderly renters and disabled persons with very low-incomes are limited in the type of subsidized housing they can find in the Consortium area. As households in the Consortium area continue to age, their housing needs will increase. These needs will range from home rehabilitation for homeowners, and accessibility improvements for both owners and renters, to more affordable rental housing, to in-home supports.

**Public housing residents/Section 8 voucher holders.** The waiting list for families wanting vouchers was 1,200 in June 2006; the waiting list for PHA units was 700 households. Since these wait lists are closed when the numbers become high, they artificially measure the true need. If the 1,900 households on waiting lists are a lower-bound estimate of need, and assuming the same growth rate as the Consortium overall, the need in 2010 would be 2,029 households on wait lists.

- 2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.**

An examination of CHAS data for 2000 found that disproportionate need exists for low-income, large families who are renters, as they tend to have higher incidences of cost burden and housing problems, and, in Boulder County, low-income elderly renter households, who tend to have higher levels of cost burden.

For owners, disproportionate need existed for low-income small and large families, who experience higher levels of cost burden than low-income owners overall.

A comparison was also conducted between renters and owners of Hispanic descent (the predominant minority population in the Consortium area) and the non-Hispanic White population. Using 2000 CHAS data, the percentage of households with housing problems (as defined by HUD) was compared for Hispanic and non-Hispanic households. In 2000, the percentage of Hispanic renters with housing problems was 64.8 percent. This compared with 46.4 percent of White renters with housing problems—a difference of 18.4 percentage points, indicating disproportionate need. Similarly, 55.6 percent of Hispanic owners had housing problems compared with 30.7 percent of non-Hispanic White owners—a difference of 24.9 percentage points.

---

---

## Priority Housing Needs (91.215 (b))

- 1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.**

The housing market analysis conducted for this Consolidated Plan identified top housing needs as: 1) Lack of affordable rental units for the Consortium's extremely- and very-low-income populations; and 2) Lack of affordable homeownership opportunities for households earning less than \$50,000 per year. In addition, homeowners who earn less than \$50,000 would have trouble moving if they needed to unless they had substantial equity in their homes. An estimated 10,000 renters and owners in the Consortium area have extremely low-incomes, housing problems and/or are cost burdened.

- 2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.**

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

Given the top needs identified by the market analysis, the Consortium has developed the following priorities for funding housing requests over the course of the Consolidated Plan:

*Priority 1: Households served by rental housing:*

- Households at or below 45 percent of Area Median Income (AMI). The housing market analysis found a shortage of rental housing to serve renter households at this income level. In addition, these households have a greater incidence of cost-burden than other households.
- Households with special needs and housing for persons who are homeless. Service providers consulted for the Consolidated Plan identified special needs and homeless households as having some of the greatest needs in the Consortium area. The Consortium will follow the guidance of homeless providers and agencies that serve the homeless as well as Boulder County Advocates for Transitional Housing and the Longmont Housing Opportunities Team when considering homeless activities in the Consortium area.

*Priority 2: Acquisition and rehabilitation:* To preserve existing affordable rental housing, the consortium will support acquisition and rehabilitation of existing housing for low- to moderate-income households.

*Priority 3: Mixed-income and mixed-use developments:* The Consortium will support development of these types of developments if they contain units for very low-income households.

---

---

*Priority 4: Preservation of existing housing at risk of losing federal subsidies:* To the extent that units serving rental households earning at or below 30 percent of AMI, the Consortium will provide funds to preserve this housing.

**3. Describe the basis for assigning the priority given to each category of priority needs.** The above priorities were chosen to address the primary needs of households as identified in the Consolidated Plan, primarily the Consortium's lowest income renters (earning less than 45 percent of AMI).

**4. Identify any obstacles to meeting underserved needs.**

One of the primary obstacles to producing affordable housing is the high cost of land in the Consortium area, along with the limited availability of land. The Regional Housing Assessment conducted for the Consortium estimated that there are a little less than 40 acres of publicly owned land in the Consortium which could be used to produce between 550 and 700 housing units. The publicly owned land is located in Boulder (potential for 370 units), Lafayette (127 to 285 units) and Longmont (up to 270 units). If these units were produced they would certainly alleviate some of the unmet demand for affordable housing in the Consortium area. However, much more land would need to be available to address the full range of needs.

The Consortium's public housing authorities face growing constraints as their budgets are tightened, coupled with increased needs of the populations they serve. The Consortium's lowest income renters often require social supports, ranging from substance abuse counseling to mental health services to job training, which the PHAs are inadequately staffed and/or trained to provide. Finally, the aging PHA housing stock and rehabilitation needs put even more pressure on budgets.

## **Housing Market Analysis (91.210)**

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

**1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.**

Please see Section II. Housing Market Analysis for a detailed assessment of the housing market in the Consortium area, along with an identification of housing needs. Section III. Housing Needs Assessment provides a description of special populations needs and assisted housing programs, including an assessment of those units that are expected to be lost from the inventory.

**Housing market application.** The housing market analysis conducted for this Consolidated Plan identified top housing needs as: 1) Lack of affordable rental units for the Consortium's extremely- and very-low-income populations; and 2) Lack of homeownership opportunities for renters earning less than \$50,000 per year. In addition, homeowners who earn less than \$50,000 would have trouble moving if they needed to unless they had substantial equity in their homes. In addition, an

---

---

estimated 10,000 renters and owners in the Consortium area have extremely low-incomes, housing problems and/or are cost burdened.

- 2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).**

Please see the Income-restricted section of Section III. Housing Needs Assessment for a discussion of assisted housing and at-risk properties.

- 3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.**

The housing market analysis conducted for this Consolidated Plan identified top housing needs as: 1) Lack of affordable rental units for the Consortium's extremely- and very-low-income populations; and 2) Lack of affordable homeownership opportunities for households earning less than \$50,000 per year. In addition, homeowners who earn less than \$50,000 would have trouble moving if they needed to unless they had substantial equity in their homes. An estimated 10,000 renters and owners in the Consortium area have extremely low-incomes, housing problems and/or are cost burdened.

These findings influenced the Consortium's prioritization of funding to prioritize: 1) Development and preservation of rental housing for households earning less than 45 percent of AMI, special needs households and households who are homeless. 2) An emphasis on acquisition and rehabilitation of housing to preserve the existing housing occupied by low- and moderate-income households. 3) Development of mixed-income and mixed-use projects that include housing for very low-income households. 4) Preservation of rental units serving households at or less than 30 percent of AMI, which are at risk of being lost from the affordable housing inventory.

## **Specific Housing Objectives (91.215 (b))**

- 1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.**

The Consolidated Plan lays out the Consortium's goals and objectives for the next three years. It includes specific strategies designed to help make progress toward those goals and objectives.

The goals reflect the purposes of the various federal housing and community development funds covered by this Consolidated Plan, including:

- ✓ Development/maintenance of safe, decent, affordable housing;
- ✓ Developing and maintaining a suitable living environment; and
- ✓ Creating economic opportunities for low and- moderate-income households.

---

---

The Plan establishes desired outcomes, with measurable outcome indicators. The desired outcomes are impacted by many factors, including the local and regional economy, and the stability of federal funding including CDBG, HOME and the Section 8 program. The goals are beyond the capacity of the Consortium to accomplish alone. In addition, each community may focus on these goals in a different order than shown depending on their individual priorities.

1. Increase and maintain the supply of affordable housing units for low- to moderate-income homebuyers.
2. Increase affordability of rental housing for the Consortium's lowest income renters.
3. Preserve existing affordable housing stock.
4. Work to reduce homelessness in the Consortium.
5. Maintain and/or improve a suitable living environment and expand economic opportunities for low- and moderate-income persons.

In 2007, the Consortium will undertake the following activities to address its affordable housing needs:

**GOAL 1: Increase and maintain the supply of affordable housing units for low to moderate-income homebuyers.**

The following activities address this goal:

**Habitat for Humanity**

Development of five homeownership units for households between 40 and 60 percent of AMI.

**Boulder Opportunity Fund City Wide**

The City administers an Opportunity Fund round process at least once a year. These funds will be combined with local resources to assist housing providers respond to housing opportunities that present themselves in the coming year.

**GOAL 2: Increase affordability of rental housing for the Consortium's lowest income renters.**

**Longmont Housing Authority—Acquisition 1200 Kimbark Longmont, CO**

Acquisition of existing rental 48 unit apartment complex by Longmont Housing Authority to provide permanently affordable housing to low-income families.

**Thistle Community Housing—Acquisition of Cannery Apartments  
15 3<sup>rd</sup> Street Longmont, CO**

Acquisition of three building apartment complex which will become permanently affordable to households at or below 50% Area Median Income

---

---

**Boulder County Housing Authority** will receive predevelopment support to pay for costs associated with development of 13 acres in Lafayette. As planned, the site will include 130 units of housing; between 40 and 50 percent will be affordable to low- to moderate-income households.

**Broomfield Housing First Program** will continue to provide Tenant Based Rental Assistance to families at risk of homelessness to support its Housing First Program. Assistance will be provided throughout the community.

**GOAL 3: Preserve existing affordable housing stock.**

The following activities address this goal:

**Boulder Housing Partners- Boulder Mobile Manor 2637 Valmont**

Boulder Housing Partners requested funds for predevelopment costs associated with the redevelopment of Boulder Mobile Manor, a 66 unit mobile home park located in central Boulder. All of the households in the park are low-income. The agency will receive \$63,000 in 2007 HOME funds for the project.

**Boulder Housing Partners—Capital Improvements**

Boulder Housing Partners submitted an application for its 2007 Capital Improvements Program. The request included public housing units as well as properties in its reduced rent portfolio. Funds are also provided to make 504 improvements at public housing sites. The City is providing a total of \$312,300 in 2007 CDBG funds to the project.

**Boulder County Advocates for Transitional Housing: CHDO Support**

Boulder County Advocates for Transitional Housing is a designated Community Housing Development Corporation (CHDO) whose sole mission is to create affordable transitional housing opportunities for persons in emergency shelters. 2007 HOME CHDO funding in the amount of \$ 20,000 is recommended to assist the organization identify units for purchase.

**GOAL 6: Eliminate impediments to Housing Choice while providing education, training and information on Fair Housing**

The following activities address this goal:

**Boulder County Housing Authority: Counseling Program**

Boulder County Housing Authority administers a Countywide housing counseling program. Affordable Housing funds in the amount of \$22,000 were awarded to the County to support this effort.

All of the Consortium's 2007 housing activities support the affordable housing priorities listed in its Consolidated Plan.

**2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.**

*General resources.* The Regional Housing Needs Assessment completed for the Consortium area examined the housing programs, tools and funding available to help

---

---

the Consortium communities address housing needs. A discussion of the available resources follows.

The municipal programs that encourage or require private developers to produce affordable housing in the Consortium fall into three categories:

- Boulder, Lafayette and Longmont, which have enacted programs to produce income-restricted units for low-income households.
- Louisville and Broomfield, communities that have an inventory of low-income housing units (all rentals in Louisville and a combination of renter- and owner-occupied units in Broomfield) but no city programs at this time that mandate future affordable housing production; both have negotiated affordable housing requirements as part of recent development approvals and are now in the process of developing housing policies and the programs needed to achieve them.
- Erie, Lyons, Superior and the smaller communities in rural Boulder County which do not have any policies or implement programs to encourage and/or require the development of income-restricted units for low- and moderate-income persons.

There is considerable variation within these three general categories in terms of the complexity of housing programs and the period of time in which the communities have been engaged in efforts to address housing needs.

- Boulder affordable housing efforts have the longest history. The City has a goal for making 10 percent of the housing stock permanently affordable and is the only community in the region with a tax for low-income housing. Its Community Housing Assistance Program (CHAP) receives approximately \$800,000 per year from a property tax and \$300,000 annually from residential and commercial linkage fees in the form of an excise tax on new development. Several years ago, Boulder enacted an inclusionary zoning program through which private developers are required to produce 20 percent of the housing they develop for low-income households. If the developer exceeds the 20 percent requirement, the City subsidizes building permit and development review/application fees and waives its excise tax on income-restricted units.
- Longmont has a 10 percent inclusionary zoning requirement through which builders must produce units for households with incomes from 50 percent to 80 percent AMI. Rental units have a 20-year affordability requirement while restrictions are placed on for-sale units for a minimum of 10 years with a new 10 year period beginning with each sale during the period of affordability. Developers are allowed to pay fees in lieu, only with Council approval, into an Affordable Housing Fund, which now has a balance of approximately \$3 million. The City also waives 14 development application fees on a sliding scale basis and pays a portion of the water/wastewater system development fees for developments providing more than the minimum requirements.
- In 2002, Lafayette enacted an inclusionary zoning program following a housing study and updating of its Comprehensive Plan in 2003 to contain goals and objectives for affordable housing. Lafayette's program requires that 10 percent of new residential development be permanently restricted for households with incomes at or below 80 percent AMI.

- 
- 
- Louisville is in the process of updating its Comprehensive Plan and anticipates that a program to produce affordable homeownership housing will be implemented after its completion.
  - Broomfield has been devoting a portion of a staff person's time to affordable housing but is now hiring a full-time person to perform housing-related activities.

### **Funding for Housing**

- In all municipalities other than Superior, Federal, State and local public funds have been spent producing affordable housing for low-income residents, and most contribute general funds to support staff that administers housing activities.
- As mentioned previously, Boulder is the only municipality that has a local tax specifically for low-income housing; 90 percent of the income-restricted units in the community have received a CHAP allocation. The City also utilizes Federal grants—33 percent of the community's income-restricted units have received Community Development Block Grant (CDBG) funds and 17 percent have received HOME dollars.
- In Longmont, City Council created a revolving loan fund known as the Affordable Housing Fund in 1996 to support affordable housing activities. This Fund is supported by the city's General Fund and by payments from housing developers in-lieu of providing affordable housing under the Community Housing Program. The City has contributed between \$150,000 to \$500,000 annually to this Fund and 1.5 FTE are covered from the Fund to support the city's Affordable Housing Programs (totaling about \$125,000 in salaries, benefits and general administrative costs). Fifteen projects have been completed to date providing 299 rental units and 13 owner units. An additional five projects are underway which will provide 109 owner units and 112 rental homes. Approximately \$4.8 million will be or has been provided for these affordable housing projects. Affordable Housing Funds are used to fund the Homeowner Housing Rehab Program, the Foreclosure Prevention Program and the Village Place acquisition/rehab project in 2006. Longmont also relies heavily on its CDBG entitlement funds, the Federal Low-income Housing Tax Credit program, the State Division of Housing and Private Activity Bonds.

In the other communities, the Boulder County Housing Authority, non-profit groups and private developers have all accessed a variety of funding sources for affordable housing including tax credits, HOME, CDBG, and State Division of Housing grants.

The federal government is a key player in the availability of housing. Currently, only the Cities of Boulder and Longmont receive federal Community Development Block Grant funds directly from HUD on a non-competitive basis; Boulder has also received HOME dollars in the past. The other jurisdictions in the region compete for CDBG funds from the State of Colorado.

---

---

## Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3–5 Year Strategic Plan Needs of Public Housing response: Please see Section II. Housing Market Analysis, Section III. Housing Needs Assessment and the priority needs table.

## Public Housing Strategy (91.210)

- 1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.**

### *Boulder County Housing Authority*

The mission of the Boulder County Housing Authority is to foster the availability of quality, affordable housing and related services for the residents of Boulder County, using broad community resources. The Boulder County Housing Authority strives to accomplish its mission through: community collaboration, effective services and programs, professional organization, efficient resource management, and the expansion of funding sources. We strive to provide a comprehensive model of services for our clients in the community and connect them to other resources that may be available. As a result, BCHA owns and manages a diverse portfolio of affordable housing alternatives from many funding sources—LIHTC, HUD-MF, PH, USDA-RD, and Reduced Rent Affordables. BCHA is working to expand its housing stock throughout Boulder County. Additionally, BCHA has developed or acquired units in Nederland, Niwot, Lyons, Broomfield, Erie, Longmont, Gunbarrel, Lafayette, and Louisville.

BCHA operates a wide breadth of affordable housing and related services, including an Assisted Housing Program for Families; an Assisted Living Program for the Elderly called Project HOPE; a Family Self-Sufficiency Program; an Agricultural Worker Housing Program; a Section 8 Housing Choice Voucher Program; a HUD-certified Housing Counseling Program; a Public Housing Program, a Multifamily Housing Program, a Rehabilitation and Weatherization Program; an Elder Services Program;

---

---

and a Youth Building Program. The Authority presently owns, manages, or administers subsidies for a total of approximately 1,100 affordable housing units for low-income families and individuals, older adults, and individuals with disabilities. This includes the administration and maintenance of 69 units of public housing, 50 HUD multifamily units, and a fluctuating number of Housing Choice Vouchers based on future funding. BCHA provides housing for individuals and families in the 334 units of affordable rental housing units it owns and operates. BCHA also manages 116 units of affordable rental housing units owned by the Housing Authority of the City of Louisville, Colorado and 12 units of affordable rental housing owned by the Housing Authority of the Town of Erie, Colorado. BCHA staff reaches out to the residents of all units to provide access to additional community resources.

The major trends that are impacting the future path of BCHA include:

1. Increasing demand for energy-efficiency enhancements and implementation of green-building techniques. This impacts Longs Peak Energy Conservation (LPEC), the rehab and weatherization unit of BCHA and BCHA in their rehab, acquisition and development efforts.

2. Increasing demand for comprehensive case management services for the populations we serve, whether they be seniors, people with disabilities, people living with HIV/AIDS, low-income families, or Hispanic/Latino families. In many respects, all staff at every level of the organization must develop resource skills to ensure partnerships with community service providers. Internally, this requires:

- Increase in FSS service delivery. Expansion of FSS case management services to all populations served.
- Increase in Senior Service delivery. The population of seniors within our Section 8 program and who reside in the units we manage is aging in place. Average age on Section 8 is 74, average age in the units we own and manage is 76.
- Increase in financial management, default and foreclosure prevention, and comprehensive housing counseling.
- Increasing demand for services for the Hispanic population (bi-lingual services).

3. Building community partnerships throughout the human services sector to enhance collaboration, allocate resources appropriately and ensure the long-term vitality of the organizations providing services.

4. Enhancing partnerships within the Community Services Department. Clients of LPEC and BCHA are eligible for the services of nearly every division in CSD. Our linkage of these services and our ability to leverage the strengths of each division will be critical.

---

---

*Boulder Housing Partners Strategies.* In its PHA 5-Year Plan for 2005-2009, Boulder Housing Partners states the following mission:

*Our primary mission is to provide quality affordable housing that is developed and managed with respect for the dignity of all involved. We also seek to create a sense of community strength and spirit that supports resident efforts to realize success in their lives.*

Its goals are to protect and enhance the housing that we currently own and manage so that all of our housing is an asset to the community and a wonderful place to live for the residents; and to create new opportunities for affordable housing through the purchase of existing housing, construction of new homes, and increase in supply of vouchers that can be used in the private market.

BHP's other specific goals and related objectives include:

- Acquire 150 new homes by 2008 that respond to identified community need in Boulder;
- Develop 250 new homes by 2008 that respond to identified community need in Boulder;
- Identify and utilize new revenue streams for all programs, including development; and
- Identify and incorporate one new source of equity and capital funds each year.

The People's Clinic development, 3120 Redevelopment and High Mar development will be the focus of BHP's activities over the next five years.

These activities will require major investments of BHP staff time and resources. Operation of the agency's other units (elderly/disabled housing, scattered site family housing, the Section 8 rental assistance program) will continue as before. It is anticipated that the completion of these projects will greatly improve the living environment for low-moderate-income families who are fortunate enough to reside there. The development of these new affordable units may also accommodate at least some of the families currently on the public housing and Section 8 waiting lists (especially those in the 40 percent—50 percent AMI range). However, it is unlikely that even these projects will meet all the needs of extremely low-income families who will still require additional assisted housing units.

*Longmont Housing Authority Strategies.* The Longmont Housing Authority's (LHA) vision is to be the leader in the provision of affordable housing in its service areas. Its mission is to provide housing and related services to low- to moderate-income families, elderly and disabled households and to relieve the community of substandard housing.

---

---

To achieve this, the LHA employs the following objectives:

- Protect and enhance the housing units and programs operated by LHA and the Longmont Housing Development Corporation.
- Develop the organizational infrastructure to manage a growing inventory, enhance service delivery and respond to the complexities of the mission.
- Create affordable housing opportunities.
- Develop, enhance and strengthen external relationships with other groups, agencies and the community.

LHA's activities to improve the living environment of its residents include:

1. LHA sends customer evaluations to residents of assisted housing to assess and improve ways LHA may be able to identify problem areas of management and implement changes to the admission and administrative policies.
2. LHA has sign and Spanish language speaking staff. LHA has also increased its office hours, and reorganized its office setting to provide a more professional and customer friendly atmosphere.
3. The City of Longmont Inspection Services distributes a brochure to inform landlords and Section 8 participants of acceptable housing standards.
4. LHA continues to provide mobility counseling by providing group briefings twice a month allowing clients greater housing choices.
5. LHA monitors the Census Tracts its residents live in to ensure mixed-income arrangements.
6. The LHA has a Voucher holder that is a board member. The six families in the LRPH units are the Resident Advisory Board and LHA convenes meetings with the RAB and available Housing Counseling services.

In addition to the LHA agency plan, LHA operates on four organizational development workplan objectives refined each year at the October retreat for the upcoming year. The OD plan is more comprehensive than the PHA plan. Taken together they form the strategies for LHA/LHDC to serve the low mod income population of our service areas.

The four OD objectives are:

1. Protect and enhance the programs and property owned and managed by the LHA and LHDC.
2. Implement management and organizational infrastructure activities to manage a growing agency that enhances services delivery and is capable of responding to the complexities of the mission.
3. Create additional opportunities for affordable housing.

---

---

4. Develop, enhance, and strengthen external relationships and participate with other groups, agencies, and affordable housing providers and partners.

**2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))**

*Boulder County Housing Authority*—BCHA has performed extremely well on the required REAC inspections at the PH and HUD-MF sites owned and managed by BCHA. BCHA has internal staff within maintenance and property management that manages the properties and maintain them to the UPCS standards. In addition, BCHA serves as the General Contractor for any Capital Funds rehabilitation at the associated sites. The needs of the sites are outlined in the CFP and rehab plans of BCHA and expensed from the CFP or other reserve funds that are available. BCHA has unaddressed capital needs and the challenge facing affordable housing providers is to obtain the necessary capital to invest in the properties while maintaining reduced rents.

The Consolidated Plan will assist Boulder County Housing Authority address its needs by:

- 1) Providing leadership on coordinated planning, acquisition and development. Focus on developing a true housing continuum of care throughout Boulder/Broomfield counties where housing and community services are joined in a wrap around service model for ELI families, seniors, and individuals with disabilities.
- 2) Allocating of capital rehabilitation dollars to meet the needs of an aging housing stock that has historically served ELI clients.
- 3) Funding to meet the increasing demand for energy-efficiency enhancements and implementation of green-building techniques.
- 4) Funding to meet the increasing demand for comprehensive case management services for the populations we serve, whether they be seniors, people with disabilities, people living with HIV/AIDS, low-income families, or Hispanic/Latino families
  - a. Increase in Family Self-Sufficiency service delivery. Expansion of FSS case management services to all populations served. Increasing demand for services for the Hispanic population (bi-lingual services).
  - b. Increase in Senior Service delivery. The population of seniors within our Section 8 program and who reside in the units we manage is aging in place. Average age on S8 is 74, average age in the units is 76.
  - c. Increase in financial management, default and foreclosure prevention, and comprehensive housing counseling.
- 5) Building community partnerships throughout the human services sector to enhance collaboration, allocate resources appropriately and ensure the long-term vitality of the organizations providing services.

---

---

Additionally, BCHA has an annual meeting of the Resident Advisory Board that is attend by approximately 30 individuals to express their needs in BCHA's Public Housing. The requests outlined in the RAB determine the scope of work for CFP in the 5-year and annual plans. In addition, BCHA markets all of the above resources to PH residents and encourages the movement to homeownership.

*Boulder Housing Partners*—The Consolidated plan will help address the needs of public housing and other low-income residents in the community by continuing to support the completion of People's Clinic, 3120 Broadway and High Mar. Besides providing 46 public housing units, the projects will provide 79 affordable housing units in a variety of styles and sizes. City support and resources have been, and will continue to be, crucial to the success of these new developments.

*Longmont Housing Authority*—while the LHA will have no public housing units after 2007, the Consolidated Plan will help address the needs of low-income residents of Longmont by continuing to support the housing projects that will be implemented over the term of the Plan. Some of these include the purchase and rehab of The Briarwood Motel project, acquisition and rehab of 1200 Kimbark Apartments, development of the Hover Crossing senior rental housing 202 project, the Housing First program and others.

- 3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g)) N/A.**

### **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

- 1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.**

The high cost of land and, subsequently, the high cost of development of affordable housing is related to the growth limits employed by many of the municipalities within the Consortium boundaries. These barriers are examined in more depth in the Analysis of Impediments to Fair Housing Choice.

Efforts to address barriers to affordable housing. Over the next three years, the Consortium will continue to work to remove barriers to affordable housing, including (1) continue to implement Inclusionary Zoning Programs; (2) provide fee waivers for the development of affordable housing, (3) provide density bonuses to encourage development of affordable housing, and (4) continue to provide funds to private and public housing developers to increase the supply of permanently affordable housing in the community.

---

---

The Consortium will also:

Support, develop or enhance programs that assist low and moderate-income households financially by helping them to rent or buy affordable, adequate housing;

Continue to provide technical assistance to public and private housing developers to provide funding information for housing development projects; and

Work regionally to develop affordable housing solutions in the Boulder/Broomfield area.

- 2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.**

Please see the Analysis of Impediments to Fair Housing Choice for the HOME Consortium, which discusses barriers to affordable housing development, and contains an Action Plan to address the barriers.

## HOMELESS

### Homeless Needs (91.205 (b) and 91.215 (c))

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook

**Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.**

Please see the Homeless section of Section III. Housing Needs Assessment.

---

---

## Priority Homeless Needs

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table—Homeless Populations and Subpopulations.

One of the focus groups held by the Consortium was with homeless service and shelter providers. Organizations serving the currently homeless, households at risk of homelessness and formerly homeless entering transitional housing consider the populations they serve to have acute affordable housing needs. For the longer-term, participants identified a need for increasing permanently affordable units. In the short term, there is a need for increasing single-room occupancy (SRO) and other transitional housing units.

Boulder County has experienced a 178% increase in homelessness in 4 years from 2001 to 2005. This increase is a result of better counting during the Point-in-Time surveys, the worsening economy during this time which has led to a record number of foreclosures, and the increased mobility of folks seeking work. People in this community are becoming homeless at an alarming rate due to loss of jobs and their income being stretched too thin. More folks are homeless for longer periods of time due to a lack of sufficient housing they can afford, and there is an increasing incidence of being homeless multiple times speaking to their inability to become economically stable over time.

There are four objectives under the goal of reducing homelessness in the Consortium. The objectives relate to 1) homeless prevention; 2) homeless housing programs such as emergency and transitional housing support; 3) permanent housing and 4) long term planning.

The Consortium will work with homeless providers to develop a long term goal to address homelessness. Long term outcomes will relate to prevention and reduction of homelessness in the Consortium.

- Continue to allocate funds to human service providers that provide grants, emergency shelter and counseling to households facing eviction or who are at risk of homelessness.
- Allocate funds for emergency shelter and transitional housing programs for operations and supportive services and rental assistance.

- 
- 
- Expand the Housing First Programs being piloted in Longmont and Boulder and combine them into a countywide program. These programs will address both the chronically homeless family and individual populations.
  - Provide support for development of permanently affordable housing for homeless households.
  - Coordinate with community based organizations, housing providers, housing funders and other stakeholders to plan for a range of additional permanent housing units and options that serve very low-income households at 30% of AMI and below, and that are targeted to serve homeless households.

### **Homeless Inventory (91.210 (c))**

**The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.**

Please see Section III. Housing Needs Assessment.

### **Homeless Strategic Plan (91.215 (c))**

1. Homelessness—Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.

The Boulder County Human Services Coordinating Council (HSCC) is spearheading a communitywide initiative to develop a countywide Human Services Regional Plan that will assist agencies and governments in more comprehensively funding public and nonprofit human services programs. The process began in January 2007 and will be completed by August 2007. Key stakeholders include Boulder County, the cities of Boulder, Longmont, Louisville, Lafayette, Superior and other smaller municipalities and towns within Boulder County, nonprofit human service providers, the two school districts serving Boulder County, private funders and representatives from the business, faith, and consumer communities.

---

---

The goals of the planning process include:

- Creating a shared vision and principles for a comprehensive human services system;
  - Proposing an integrated and coordinated funding and delivery model that uses evidence based approaches with improved efficiencies;
  - Developing a comprehensive financial map of the major sources of support for human services by type of service;
  - Developing a plan for a unified performance measurement system
  - Creating a unified application process for all funders to use with service providers;
  - Ensuring maximum public benefit from all planning efforts;
  - Providing for flexibility to address emerging needs over time;
  - Sustaining a safety net of services for Boulder County’s most vulnerable residents; and
  - Proposing a collaborative governance model to manage the new system.
2. Chronic homelessness—Describe the jurisdiction’s strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

The Consortium’s strategy to eliminate chronic homelessness will be part of the County-wide human services master plan process referenced above. This master plan will include a long term strategy for all homeless populations, including the chronically homeless.

In the short term, the Cities of Boulder and Longmont have are participating in a pilot Housing First program.

This pilot is the first step in the Consortium to address chronic homelessness in the region.

3. Homelessness Prevention—Describe the jurisdiction’s strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.

The Consortium will continue to provide operating support to Emergency Family Assistance Association (EFAA) and the Inn Between. EFAA has emergency shelter beds in Boulder County, to shelter families at risk of becoming homeless. In addition, the agency provides a comprehensive range of services that help families meet basic needs on an emergency basis and work towards securing stable and permanent housing.

The Inn Between in Longmont provides safe, transitional housing with case management and supportive services to families at risk of homelessness.

- 
- 
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.

The institutional structure through which the Consortium's homelessness strategy will be defined through the aforementioned planning process.

5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

### **Strategies to Address Homelessness.**

#### *Longmont's Homeless Strategy*

Longmont's Continuum of Care is a cooperative effort among several local housing and human service agencies in the community. While a formalized system for addressing the needs of the homeless, or those at risk of becoming homeless does not currently exist, many services to meet the needs of homeless and at-risk families are available in Longmont and Boulder County. Three major efforts to address housing and homelessness in Longmont include:

- Denver Metro Homelessness Initiative—Boulder County (including the City of Longmont) participates in this regional coalition of housing and human service providers and government representatives from six counties in the metro area that continually assess the regional continuum of care for homeless and at-risk families and apply as a group for Super NOFA funds from HUD to provide transitional and supportive services.
- Longmont Housing Opportunities Team (LHOT)—a local coalition of over 50 housing and human service providers, government, business and faith community representatives that are assessing the level of homeless services in Longmont and will work to address the gaps in the Continuum of Care. The Team has received funding for a Housing First Program to address the needs of 10 homeless and at-risk families with another 15 families to receive assistance in early 2007. It started a Day Shelter for single homeless individuals in July, 2005, it expanded the Boulder County Care program into Longmont to provide outreach to the homeless living outside during the winter. In addition, LHOT has worked with the City of Longmont to provide funding for a Mental Health Services contract to serve the families in the Housing First Program.

- 
- 
- Boulder County Housing Consortium—a countywide coalition of housing providers that meet quarterly to discuss a wide variety of housing issues, programs, legislations and needs.

The City sees its housing programs which benefit households with incomes below 50 percent of the median as actions to prevent homelessness. Supportive services and the ongoing Foreclosure Prevention, Rent Deposit, and Housing Counseling programs will also play an important role in preventing homelessness. Job training, education, budget and homeownership training and counseling and many other services may keep families self-sufficient so they will not lose their homes.

Prevention of low-income individuals and families with children (especially those below 30 percent of median) from becoming homeless will be addressed not only through the City of Longmont’s counseling and service programs, but also through its non-profit organizations, including the Inn Between, the Safe Shelter of the St. Vrain Valley, the Atwood Shelter, but most essentially the OUR Center. The OUR Center’s preventive measures include a whole range of services including, rent and utility payments, motel vouchers, counseling and referral to the countywide job bank center, etc.

#### *Boulder’s Homeless Outreach Efforts*

Outreach in place and how homeless persons access: Outreach efforts are coordinated by the Boulder County CARES Program and Boulder Shelter for the Homeless. Street outreach workers are expected to work in areas the homeless live outside of shelter (i.e. streets, parks, riverbanks, bridges, etc.) and make connections with them for on-going access. On a regular basis (generally monthly), Boulder County CARES outreach workers meet to ensure: all areas of the community are covered and to plot out homeless camps and street dwellings to ensure access; service delivery is coordinated, duplication avoided, and seek specialized expertise for specific street homeless cases and provide for multi-disciplinary treatment team interventions; needs/disciplines; and conduct a quarterly street survey to determine on-going needs and impact of efforts.

Outreach efforts are provided by specific street outreach workers with expertise in special needs areas. Outreach workers may work individually with a street homeless person or may team up to provide expertise to the homeless individual on a variety of levels.

Outreach is provided by street outreach workers to connect the following special populations with services and housing:

- Seriously mentally ill through street outreach/canvassing programs of the Mental Health Center.
- Substance abuse and panhandlers through the Alcohol Recovery Center
- Individuals with HIV/AIDS with street and shelter level case management provided by Boulder County AIDS Program
- Domestic Violence, with a 24-hour hotline provided by Safehouse Progressive Alliance for NonViolence.

---

---

## Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3–5 Year Strategic Plan ESG response: N/A

## COMMUNITY DEVELOPMENT

### Community Development (91.215 (e))

\*Please also refer to the Community Development Table in the Needs.xls workbook

- 1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B)—i.e., public facilities, public improvements, public services and economic development.**
- 2. Describe the basis for assigning the priority given to each category of priority needs.**
- 3. Identify any obstacles to meeting underserved needs.**
- 4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.**

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

3–5 Year Strategic Plan Community Development response:

#### *City of Longmont*

Longmont's long-term community development objective is to provide a suitable living environment through economic development expansion and new job creation opportunities in the City and by delivering timely and efficient services to the community. Short and mid-term community development objectives include improving infrastructure, transportation, neighborhood revitalization, and recreational opportunities. At this time, the city does not have a neighborhood revitalization strategy that includes economic empowerment for low-income residents. The primary objective and priority for economic development is the creation of new jobs.

The major priority projects are for infrastructure, recreational needs and City image improvements. These projects are prioritized and funded through the City's Capital Improvement Program (CIP). A capital project is defined as new, replacement of, or improvements to infrastructure (buildings, roads, parks, water and sewer systems,

---

---

beautification projects, etc.) which has a minimum life expectancy of five years. The plan implements some of the community's goals and objectives and encourages the discussion of the direction the City wants to take in these efforts. There are two primary areas given priority by the City for future improvements—the Municipal Service Area and the Longmont Planning Area.

While the City does not have a HUD-approved Neighborhood Revitalization Strategy that includes economic goals for low-income areas, it does have an entire division devoted to ensuring that neighborhoods receive what they need to improve their quality of life. In many instances, the problems of a neighborhood defy a neat fit with government programs. A neighborhood approach to problem solving allows a community to capitalize on the strengths of each sector of the community to improve its overall quality of life, while maintaining the value and uniqueness of the neighborhood character. The City's Neighborhood Resources division facilitates the mobilization of all of the resources of the community to respond to community issues. Thus, inclusive partnerships are formed with citizens, as well as with the non-profit and private sectors. The primary objectives of the program are to:

- Work with neighbors to identify and solve problems in individual neighborhoods
- Explore creative capacity-building approaches to issue resolution by maximizing opportunities for improved/expanded use of existing resources
- Become proactive in fostering the development of successful relationships among neighbors
- Coordinate the use of existing resources to support neighborhood development and revitalization
- Develop capital and/or programmatic resources to address problems identified by neighbors
- Establish effective working relationships with schools, churches, civic groups and the business community as partners in providing resources for neighborhoods
- Enhance public involvement and trust, and service partnerships

### **Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

---

---

3–5 Year Strategic Plan Antipoverty Strategy response:

**Anti-poverty plan and strategies.** The Consortium maintains a commitment to both assisting those residents in need as well as preventing such needs from occurring whenever possible. A number of programs are designed to assist individuals to attain self-sufficiency. For some, this assistance centers around basic needs (food, shelter, medical needs). For others, several programs are designed to assist residents in obtaining a marketable skill, thus enabling an income which can sustain self-sufficiency. For still others, programs for the mentally ill and developmentally disabled are designed to assist individuals approach self sufficiency within the community.

Boulder Housing Partners, the Boulder County Housing Authority and the Longmont Housing Authority recruit for new staff positions among its residents and provides the necessary training when an interest in a particular position is expressed.

Boulder County sponsors Project Self-Sufficiency, which receives funds from the four local housing authorities in the County, the City of Boulder and the United Way. The project coordinates the services of other agencies to low-income single parents, including employment training and education.

Workforce Boulder County, formerly Boulder County Employment and Training Center, provides job training and supportive services, including vocational skills training at community colleges and tech schools, career counseling, and math and reading testing. From July 1, 2004—June 2005, Workforce Boulder County Center served 13,228 clients (county-wide). The Center served slightly more men (51 percent) than women (49 percent).

*City of Boulder Anti-Poverty Efforts.*

The City of Boulder and other agencies will continue to collaborate in pooling necessary resources to assist individuals and families with obtaining the tools to overcome poverty. The City strategy will include:

- Addressing the housing needs of very low-income renter households through programs which provide new affordable housing or acquisition and rehabilitation of existing housing stock.
- Improving the quality of the existing housing stock for low-income homeowners who may be at or near the poverty level.
- Providing programs to assist low-income persons and families to prepare for and/or achieve homeownership, improving their financial condition and increasing stability.
- Collaborating with the school district to continue the Family Resource School Program.
- Providing funding to the Colorado Enterprise Foundation to increase entrepreneurial opportunities for low-income business owners.

---

---

*Longmont Anti-Poverty Efforts.* Education and training are important components in achieving long-term success in the work world. Therefore, a key strategy must be to invest in education and training, particularly those programs that will motivate and assist low-income persons to pursue education and training opportunities while they are still working in low wage jobs.

It is very important to note that while designing an anti-poverty strategy, there are those individuals who are capable of being gainfully employed and those who are not. Persons with debilitating diseases, persons with disabilities, and persons who are elderly with infirmities, often cannot generate household income through employment. Income assistance in the form of Old Age Pensions, Aid to Needy Disabled, Supplemental Security Income, Medicare or Medicaid, food stamps and assisted housing and Housing Choice Vouchers, may be the more realistic strategy for maintaining household income and limiting the effects of extreme poverty in these situations.

The strategy for those who could be gainfully employed is much more complex than simply offering income assistance. It is important to realize that households capable of being gainfully employed are not necessarily lifted out of poverty by holding a job. A household consisting of a single mother and a pre-school child cannot escape poverty with the mother working a minimum wage job. A single adult cannot afford to live in Longmont and be totally self-sufficient working a full-time, 40 hour per week, minimum wage job. S/He would have to work two full-time minimum wage jobs to make ends meet. A single mother with a pre-schooler would have to work 3.8 full-time jobs paying minimum wage in order to be self-sufficient.

Minimum-wage jobs cannot replace cash assistance for most families. A job is likely to increase their need for assistance with child care, transportation, and clothing. Housing, health care, and food are more constant needs, but how they are financed in a family budget can be affected by going to work. A key strategy must be to develop innovative ways to support the work effort of low-income individuals and families.

### **Goals and Philosophy**

The goal is to help people living in poverty to meet their basic needs and achieve and maintain the highest degree of self-sufficiency possible. It is recognized that there is great diversity among those persons and families in poverty, and the most effective ways of responding to needs will vary.

Poverty is an extremely complex problem and it must be addressed in a multi-faceted way. Self-sufficiency is not a static condition or a point-in-time, but is a process through which individuals move at different rates and in different ways. A continuum of services to promote progress at each stage of the process must be provided. Services must be applied in an appropriate manner based on the needs of each individual or family.

The most effective strategies will be those that encourage persons and families to remain in their neighborhoods, where there may be a wealth of natural supports, and continue to contribute to the health and well being of their neighborhood. Services must be easy to access. Economic development strategies must focus on attracting new jobs that will employ neighborhood and community residents. Methods of transportation must be developed to facilitate convenient and efficient access to jobs in other locations.

---

---

There is no one solution to achieving self-sufficiency. For some, increasing household income through employment is adequate to lift them out of poverty. For others, additional and on-going support services may be necessary to achieve the same relative degree of success. These services and supports may include childcare, education and training, mental health and substance abuse treatment, parenting classes, budgeting and financial management, and tenant responsibilities training.

Again, it must be accepted that some people will never be able to support themselves and will always need a safety net of services and assistance. This segment of the population should NOT be the target of self-sufficiency programs. The primary priority should be toward those individuals who have demonstrated the capacity to become self-sufficient.

### **Priorities**

- Families with children: Children are the most likely to experience poverty without the ability to improve their situation.
- Seniors: Elderly who lack adequate retirement benefits and little to no means of supporting themselves.
- Disabled: Individuals should receive assessments to determine whether their special needs may be addressed so that they may realize their greatest potential.
- High Risk Youth: Youth leaving foster homes, group homes or who are granted emancipation, homeless youth, school drop-outs, teen parents, and pregnant or teen mothers.
- Individuals: Persons who are not capable of supporting themselves and who do not have families who can support them.

### **Strategies**

The following strategies could be employed to prevent and combat poverty in Longmont:

#### *Prevention:*

Efforts must be increased to prevent factors that are highly correlated with poverty. Some of the strategies to prevent poverty could include:

- Address teen pregnancy and its associated problems such as lack of parenting skills
- Increase the availability and quality of pre-school and child care for children in poverty
- Provide programs addressing substance abuse and gang activities for at-risk youth
- Work with the school district to monitor academic progress including remedial academic programs, enrichment and recreation

- 
- 
- Promote the state and federal tax credit for child care and the federal “earned income tax credit”
  - Increase “school to work” programs so that high school graduates not attending college are ready to be gainfully employed when they graduate
  - Make housing available on a short-term, temporary basis to families having temporary problems (e.g. health, job loss) so they can live in affordable housing while they overcome their challenges and return to independence without being forced into homelessness or welfare dependency
  - Improve the education, outreach and delivery of services to persons living in poverty or who are at-risk, by forming partnerships and collaborative efforts

*Sustained Efforts:*

Sustained and concerted efforts must be continued to help individuals and families, especially those with children, living in poverty, or at-risk of poverty, to achieve self-sufficiency. The most effective programs will be ones that provide affordable housing and child care for those participating in the programs. They may include:

- Expand housing assistance for individuals and families that are transitioning to employment (such as the Longmont Housing Authority’s Work over Welfare program). Or this may take the form of providing a revolving loan fund to assist with the security deposit or first month’s rent.
- Increase the resources for child care for families transitioning to or maintaining their commitment to work
- Provide vocational training or basic work skills to low-income families and individuals
- Provide job training, GED classes and college tuition assistance (possibly through the IDA Program)
- Offer effective programs to teen parents so they can graduate from high school and obtain the skills, including parenting skills as well as education, necessary to secure and maintain employment
- Work with mental health agencies to provide opportunities for persons with chronic mental illness and substance abuse problems to be valued and productive members of the community

*Increase Income and Employment Opportunities:*

Many adults transitioning from assistance programs will not be able to move immediately into jobs that enable them to be self-sufficient. Many entry level jobs pay slightly more than minimum wage and may not provide benefits. It may be necessary to increase the effective income of these adults for several years in order to provide a decent standard of living, a stable living

---

---

environment and an incentive to continue to strive for self-sufficiency. Examples of ways to provide higher effective income include:

- Provide temporary rental assistance and/or a revolving loan fund for move-in expenses
- Provide information to employees and employers about the “earned income tax credit” and how to take advantage of it on a consistent basis
- Increase access to affordable health care and mental health services
- Partner with employers to underwrite, for a specific period of time, the benefits paid by employers, as an incentive for them to employ persons transitioning from self-sufficiency programs
- Broaden support for affordable, quality child care services
- Create access to more, better-paying jobs with benefits
- Encourage partnerships in neighborhoods between residents and businesses with an emphasis on creating and employing persons from the neighborhood
- Improve transportation to jobs

### **Low-income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3–5 Year Strategic Plan LIHTC Coordination response: N/A

## **NON-HOMELESS SPECIAL NEEDS**

### **Specific Special Needs Objectives (91.215)**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

---

---

## Resources to address needs.

*City of Boulder.* The majority of human services activities provided by the City of Boulder are carried out by the Department of Housing and Human Services. Specific divisions within the department provide services to seniors, children, youth and families. These services include child care referral, family resource schools, youth intervention in the high schools, and support services for seniors. The Department also provides operating and capital support to human service agencies through its Divisions of Housing and Community Services. The Department's budget for 2006 is estimated at \$13.5 million, including \$4.7 million for program services and \$8.8 million for service contracts and capital projects.

Boulder County and Foothills United Way both provide substantial funding to the human services community. Boulder County's budget in 2005 was \$42 million, of which nearly \$3 million was allocated to human services providers. United Way's budget in 2005 was \$2.8 million, of which \$1.1 million was allocated to human service providers.

A number of programs exist in Boulder to assist the developmentally disabled and chronically mentally ill achieve self-sufficiency. These include:

The Mental Health Center operates the Chinook Clubhouse, a vocational training and rehabilitation facility for the chronically mentally ill.

Boulder County Enterprises provides Employment Services for individuals with developmental disabilities, including résumé assistance, job development, employment consultation with employee and employer, and transportation assistance.

Imagine's Labor Source program provides employment services for people with disabilities. Imagine also provides assistance and support to families with developmental disability dependents in the home through its Child and Families Services program.

Carmel Community Living Corp. provides community-based living support for adults with developmental disabilities. The services provided encourage greater personal control over general living experience. In this regard, clients are assisted to maintain personal and vocational relationships, to maximize their talent and ability in a vocational setting for improved self-respect, and provided necessary social support and training programs.

There are many non-profit agencies that offer a wide variety of programs and services to address both emergency and ongoing needs of Boulder residents. Specific programs include primary and preventive health care, victim support services, shelter for individuals and families in crisis or transition, legal assistance, parenting and family skill development, and innumerable other support services.

Reviews of the services currently provided by existing agencies throughout the community suggest that the treatment of existing problems is the primary approach. This is not surprising, as this is typically one of the funding conditions. However, most services also include some prevention and early intervention through their programs, reflecting the importance of integration of these three service strategies.

---

---

*City of Longmont.* Each year the City allocates 1.6 percent of General Fund budgeted revenues to assist non-profit organizations that provide direct human services to low- and moderate-income households in Longmont. In 2005, the City provided a total of \$873,845 to support operating costs for human service agencies in Longmont. An additional \$899,312 is budgeted for this purpose in 2006. In 2006, \$145,312 will be used for the Child Care Certificate Program. This program covers the difference between what low-income families can pay for child care, what social service agencies cover on their behalf and what the true costs of the child care are.

The city operates a Senior Center and will provide \$519,308 to operate it and the programs operated out of it in 2006. Senior Services staff provide services and develop resources in three major services areas: recreation; connecting people to resources using an information, referral and problem-solving approach; and resource coordination and development, focusing on frail elder and caregiver services. The demand for programs, activities and services is increasing in its variety as staff respond to diverse generations of people and the increasing population of adults 55 years of age and older.

The City will provide for a GENESIS Program resource worker to work full-time in Longmont with pregnant and parenting teens. Four police officers are assigned to the City's high schools and some middle schools as School Resource Officers to help the kids during the school year. In addition, the city provides in-kind time to Longmont High School and Silver Creek High School for youth intervention services. The City will continue to provide funding for summer jobs for Longmont teens. The City also will provide funding to support Youth Asset Building activities in our local neighborhoods and will provide in-kind case management services to the Inn Between for homeless youth. The City has also budgeted over \$610,852 in 2006 to operate the Children and Youth Services Division. In addition, \$188,700 is budgeted for general recreation programs for youth and \$73,9000 for after school programs at Longs Peak and Sunset Middle Schools.

## **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.

- 
- 
3. Describe the basis for assigning the priority given to each category of priority needs.
  4. Identify any obstacles to meeting underserved needs.
  5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
  6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

**Estimate of special needs populations, facilities and services.** Please see Section III. Housing Needs Assessment for a description of the numbers and needs of special needs populations residing in the Consortium area. This section also contains descriptions of the facilities, services and resources available to special needs populations.

**Obstacles to meeting needs.** Organizations serving populations with special needs agreed that lack of affordable housing—and lack of adequate funding and land to address the problem—was a largest obstacle to meeting the needs of special populations. All of the participating organizations had closed waiting lists for rental assistance vouchers or for affordable units the organizations manage. For people with physical disabilities there is a lack of affordable *accessible* housing for rent or ownership. For people with HIV/AIDS there are an insufficient number of affordable units with wraparound services such as counseling. For people with mental disabilities, there are an insufficient number of affordable units with attendant supportive services. Participants also believe that a number of people with disabilities of any type are “housed” in nursing homes because they have no place else to go.

## **Housing Opportunities for People with AIDS (HOPWA)**

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.

The Boulder County AIDS Project is the only agency in the Consortium area currently receiving HOPWA funds. The funds are used to provide rental assistance throughout Boulder County to persons who are HIV positive or living with AIDS. Approximately 12 households are assisted annually. Additionally BCAP provides case management

---

---

to living in Broomfield County.

2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation). N/A
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.

BCAP HOPWA dollars are allocated throughout Boulder County.

5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

3–5 Year Strategic Plan HOPWA response: N/A

### **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response: N/A

---

---

## OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.