



2017 Action Plan DRAFT

For Public Review

Community Development Division

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Colorado Springs is an entitlement jurisdiction that receives federal funds from the US Department of Housing and Urban Development (HUD) to invest in local housing and community development activities identified by the City. To receive these federal funds, the City must submit an Annual Action Plan each year. The purpose of the Annual Action Plan (AAP) is to guide the use of federal funds over the next program year. The AAP is guided by three overarching priority needs as identified previously in the Five Year Consolidated Plan. The priority needs are:

- 1) To stabilize and improve struggling neighborhoods
- 2) To increase and preserve the supply of affordable housing
- 3) To increase the availability of public facilities and services to prevent and end homelessness.

As required by HUD, the City of Colorado Springs is committed to investing in strategies that serve the needs of low- and-moderate-income (LMI) residents – residents earning up to 80% of Area Median Income (AMI). Very low income (less than 50% AMI) and extremely low income (less than 30% AMI) households are the highest priorities. The City has also identified special needs individuals including the homeless and persons threatened with homelessness, the elderly, and persons with disabilities as among those who face the greatest challenges and who should receive high priority in the expenditure of federal funds.

2. Summarize the objectives and outcomes identified in the Plan

The 2017 Action Plan identifies specific activities to meet the goals and objectives outlined in the 2015-2019 Consolidated Plan:

Stabilize and improve struggling neighborhoods.

- Invest in infrastructure projects that promote walkability, accessibility and connections to transit.
- Assist a low-income downtown neighborhood in creating a neighborhood plan to guide future improvements.

Increase and preserve the supply of affordable housing.

- Preserve existing units at risk of being converted to market rate.
- Prioritize new housing units for very low income (30-60%AMI) with emphasis on housing for seniors and persons with disabilities. Locate new units near public transportation and employment to encourage affordability throughout the community and to allow for housing choice.
- Continue to fund housing rehabilitation to improve housing quality and neighborhood livability. Focus on accessibility and energy efficiency improvements that reduce costs to homeowners.

Invest in facilities and services that prevent and end homelessness.

- Support public services that prevent and end homelessness and aid the working poor. Programs include shelter and day center operations, family services and meals.
- Provide gap funding to increase the number of permanent supportive housing units.
- Continue to fund architectural barrier removal projects so that low and very low income disabled residents can continue to live in their homes

3. Evaluation of past performance

The City has fulfilled the spirit and intent of the CDBG and HOME programs by facilitating affordability of decent housing, availability and accessibility of suitable living environments, sustainability of suitable living environments, and the accessibility of economic opportunities. Past performance, as reported to HUD in the FY2015 Consolidated Annual Performance and Evaluation Report (CAPER), the most recent report filed is summarized below:

Executed actions in the Initiative to End Homelessness in Colorado Springs:

- Expanded day center services for families and the chronically homeless.
- Released the Pikes Peak Continuum of Care's Strategic Plan, using its goals as a tool to prioritize incoming CDBG project applications.
The low-barrier emergency shelter the City invested \$2.5 million in opened its doors, adding 180+ beds for men and women.
- Assisted 68 low-income homeowners in making needed repairs to their homes.
- Provided 31 households with up to two years of rental assistance by supporting the tenant based rental assistance program administered by the Colorado Springs Housing Authority
- Continued to improve institutional structure and program performance by engaging internal and external expertise in identifying and reviewing project proposals and coordinating activities across City departments and local service providers.
- Continued to evaluate how to best meet economic development objectives.

4. Summary of Citizen Participation Process and consultation process

The City is in compliance with a citizen participation plan that satisfies the requirements of 24 CFR 91.105. The City's Citizen Participation Plan details procedures for involving the public to determine its housing and community development needs, to develop strategies for addressing those needs, and to undertake specific actions consistent with those strategies. Citizen participation took place through meetings with the Continuum of Care, targeted groups of vulnerable populations, online surveys, neighborhood meetings to discuss capital improvements projects, local interest group meetings, and an open and competitive Notice of Funding Availability process. In gathering input on community needs for consideration in preparing the 2017 Action Plan, Community Development Division (CDD) staff hosted five public hearings in locations around the City; hosted a community forum with residents experiencing homelessness; and conducted an online survey about affordable housing needs. City Council hosted a public input meeting on the municipal budget on October 20, 2016, which included the estimated budgets for the federal entitlement programs. Public comment and responses are summarized herein as required by HUD.

5. Summary of public comments

Input from public hearings and meetings largely centered on needs for: more affordable housing, especially for persons with disabilities and people experiencing homelessness; expanded transit services; higher paying jobs; housing and resource navigational services; more resources for seniors (housing and "age in place" policies); better agency collaboration; better pedestrian infrastructure (accessible sidewalks and complete neighborhood approach); more non-faith based shelter and supportive housing; more training and incentives for landlords to eliminate housing barriers for the homeless; and hearing accessible technology in more community venues. A more complete summary of citizen participation comments appears in the appendix section of this plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments were accepted.

7. Summary

The City of Colorado Springs expects to receive the following HUD funding for program year 2017:

Community Development Block Grant = \$2,567,600

HOME Investment Partnership = \$1,030,600

Emergency Solutions Grant = \$228,800

In addition, the City conservatively estimates receiving approximately \$100,000 in CDBG Program Income and \$12,000 in HOME Program Income. Program Income received in excess of anticipated amounts will be directed to housing rehabilitation activities.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	COLORADO SPRINGS	Community Development Division (CDD)
HOME Administrator	COLORADO SPRINGS	Community Development Division (CDD)
ESG Administrator	COLORADO SPRINGS	Community Development Division (CDD)

Table 1 – Responsible Agencies

Narrative (optional)

Consolidated Plan Public Contact Information

Aimee Cox, Community Development Manager

City of Colorado Springs

Department of Finance

30 S. Nevada Avenue, Suite 604

Colorado Springs, CO 80903

Office: 719-385-6609

aicox@springsgov.com

www.coloradosprings.gov

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Colorado Springs Community Development Division (CDD) developed an outreach effort to maximize input from a large cross-section of stakeholders. This outreach effort included public hearings with published meeting notices, public and stakeholder meetings, a community forum to address homeless encampments, and a forum to hear from residents experiencing homelessness.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

CDD actively consulted with a variety of non-profits, social service providers, community residents, and governmental agencies to determine the needs of the City and better allocate entitlement resources. The CDD manager is a member of the Pikes Peak Continuum of Care and met with the governing board monthly. The governing board is made up of private, governmental, mental health and service agencies. The Colorado Springs Housing Authority is also a member of the governing board. CDD reviewed the Colorado Springs Housing Authority Annual Plan to ensure consistency with the City’s own Action Plan goals. CDD also convened a forum with area providers on Ending Homelessness for People Living in Encampments on June 7, 2016 to discuss interim plans to serve the homeless while the low-barrier emergency shelter was under construction. This forum resulted in a Catholic Charities pilot project at their Family Day Center. After hosting a forum for people experiencing homelessness in October, the Division reported feedback to the local Comprehensive Homeless Assistance Providers (CHAP).

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

Pikes Peak Continuum of Care. CDD is actively involved in the Pikes Peak Continuum of Care, which exists to plan and support implementation of strategies that will support a collaborative community-based system of housing and services for those experiencing homelessness or those persons at risk of homelessness within the City of Colorado Springs and El Paso County. The Community Development Manager sits on the CoC governing board as an ex officio member to support long-range planning and policy formation and to develop a strategic funding model that maximizes the impact of federal block grant dollars. The CoC adopted a ten-year strategic plan in April 2016 and the Action Plan includes the priorities identified by the CoC. CoC members are invited to comment on the City’s Annual Action Plans. The Community Development Manager is also a member of the Ranking and Prioritization Committee, making recommendations for use of CoC competitive funding. CDD also used the CoC’s strategic plan goals as priority criteria to solicit and score 2017 Public Services projects.

Low Barrier Emergency Shelter. The City partnered with Springs Rescue Mission to begin construction of a wraparound homeless service campus with a \$2.5 million CDBG investment to leverage more public and private funding. Phase 1 was a low-barrier, 183-bed emergency shelter that opened in November 2016.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City recognizes that collaboration is an ongoing and evolving process and uses a combination of mechanisms for conducting consultation with the CoC and other key stakeholders. These mechanisms include the following:

- **Governing Board Participation** – Per the CoC Governance Charter, the City appoints a representative from the City Division responsible for administering ESG Program funds to the CoC Governing Board. The representative serves in an ex-officio capacity. The City representative also participates in the meetings of the Executive Committee of the Governing Board to provide technical assistance on ESG requirements, advocate for best practices and coordinate consultation processes. Participation better ensures coordination occurs on an on-going basis.
- **Stakeholder Meetings** – The City convenes meetings of representatives of the CoC leadership and the Consolidated Plan jurisdiction to set priorities for ESG funding and to provide input in the development of plans and policies. Priority setting and allocations begins annually with the City's needs assessment process for the Consolidated Plan or Annual Action Plan. CoC staff attends public meetings and the City hosts at least one meeting with CoC members. The meetings may include additional key stakeholders as well, such as leaders from other homeless planning committees or networks. The City prepares a plan for use and allocation of funds and presents the plan to the CoC Governing Board for approval prior to being submitted for approval to City Council.

The City prepares a recommendation for use of funds with the Annual Action Plan and presents it to the CoC for input prior to being submitted for approval to City Council. ESG subrecipients for emergency shelter, street outreach, homeless prevention and rapid rehousing are selected through a competitive application process administered by the City. HMIS is funded through a direct allocation to the HMIS lead, though an application is required.

The Pikes Peak United Way (PPUW) still serves as the HMIS administrator. The CoC and PPUW introduced a coordinated entry and assessment system to ensure there is no wrong door for people seeking services to prevent and end homelessness and to serve the highest priority needs first.

In 2016, CDD created written standards to communicate federal regulations guiding ESG programs, establish local procedures for managing them, and develop performance measures. In early 2017, CDD convened members of the CoC to review and refine the written standards.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

The CDD limited participation in the ESG Written Standards review to members of the CoC.

DRAFT

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	City of Colorado Springs
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	More precise identification of areas in need of more housing units, housing rehabilitation, affordable housing preservation, or other stabilization methods. CDD participates in the Facilities Maintenance, ADA, and Infrastructure Coordinating Committees.
2	Agency/Group/Organization	Pikes Peak Continuum of Care
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Continuum of Care encompasses El Paso County, Colorado. The implementing organization for the Homeless Management Information System (HMIS) is Pikes Peak United Way. CDD serves on the board and collaborates with area providers to identify gaps in homeless facilities and services. We prioritize CDBG Public Services projects for homeless issues.
3	Agency/Group/Organization	COLORADO SPRINGS HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CSHA is the local PHA. Met with Executive Director to discuss accessibility challenges in public housing, permanent supportive housing, and debt relief strategies.

4	Agency/Group/Organization	El Paso County Housing Authority
	Agency/Group/Organization Type	PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	El Paso Housing Authority is a funding source for local affordable housing. They have supported affordable developments and workforce housing.
6	Agency/Group/Organization	Black and Latino Coalition
	Agency/Group/Organization Type	Neighborhood Organization Civic Leaders
	What section of the Plan was addressed by Consultation?	Community Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CDD staff attended BLC meetings to present the 2017 Action Plan and exchange information on community needs. The CDD wishes to build stronger relationships with communities of color by bringing their voices into the planning process.
7	Agency/Group/Organization	CHAP – Comprehensive Homeless Assistance Providers
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CHAP is a community of service providers caring for people experiencing homelessness in the Colorado Springs area and comprises much of the membership of the CoC. CDD hosted a meeting with CHAP to discuss immediate responses to homeless encampments.

Identify any Agency Types not consulted and provide rationale for not consulting

In addition to regular consultation with the CoC and Colorado Springs Housing Authority, CDD actively consulted throughout the year with a variety of non-profits, social service providers, community residents, neighborhood organizations and governmental agencies to determine the needs of the City and better allocate entitlement resources. CDD also consulted internally with City departments including Parks, Police, Planning, Public Works, Fire, Economic Development, and Emergency Management.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Pikes Peak Continuum of Care Strategic Plan	City of Colorado Springs	Goals were adopted by the CoC and form the basis for the goals of preventing and ending homelessness identified in this plan.
Colorado Springs 2014 Affordable Needs Analysis	City of Colorado Springs & El Paso County	Affordable housing needs assessment and barriers to affordable housing are extrapolated from the results of this analysis.
Initiative to End Homelessness in Colorado Springs	City of Colorado Springs	The Initiative goals were adopted by the CoC and form the basis for the goals of preventing and ending homelessness identified in this plan.
Colorado Springs Analysis of Impediments	City of Colorado Springs	Impediments to Fair Housing Choice and the goals & strategies necessary to overcome them are extrapolated from this analysis.
Capital Improvement Program	City of Colorado Springs	The CIP prioritization informed the public facilities goals outlined in this plan, specifically in regards to rehabilitating existing facilities and investing in energy efficiency improvements to reduce long-term operating costs.
N. Nevada & S. Academy Economic Opportunity Zones	City of Colorado Springs	The research and analysis performed for these target areas identifies uses that would be most catalytic and beneficial to low and moderate income residents in these communities. EOZs are included in the geographic priority areas identified in this plan.
2016-2020 Strategic Plan	City of Colorado Springs	The CDD supports the City's Strategic Plan by funding projects and services that provide emergency shelter and supporting affordable housing for vulnerable populations.
Language Accessibility Plan	City of Colorado Springs	The City strives to make all City programs and events accessible to diverse populations, from marketing to customer service to feedback. This plan informed the outreach strategies CDD will use to implement the projects outlined in the Action Plan.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2016 CAPER & Annual Action Plan	City of Colorado Springs	These federal documents are considered in order to assess progress, long term strategic planning, and future goals in light of past efforts.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

DRAFT

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizen Participation Plan (CPP) provides for and encourages public participation and consultation, emphasizing involvement by residents and the organizations and agencies that serve low/moderate income persons in the planning and implementation of community development and housing programs. The CPP establishes the policies and procedures by which citizens of the City of Colorado Springs, public agencies, and other interested parties can actively participate in the development of the Consolidated Plan, Annual Action Plan, Substantial Amendments, and the Consolidated Annual Performance and Evaluation Report (CAPER).

CDD is proposing minor changes to the Citizen Participation Plan. The draft is available throughout the city, particularly in areas where low and moderate-income people reside or seek services such as community and senior centers, the Colorado Springs Housing Authority, the City Administration Building and City Hall, Pikes Peak United Way, Pikes Peak Library District locations, and the Housing and Building Association. The CPP is also available on the CDD website at www.coloradosprings.gov and at the Community Development Division office located at 30 S. Nevada Avenue, Suite 604, 80903.

The Division's outreach for the 2017 Action Plan featured more targeted events for our more vulnerable communities, including the elderly, disabled, and homeless residents. The Division also launched an online survey for members of the community to submit their feedback about funding priorities. The feedback received helped the CDD determine project priorities for its 2017 program year.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Stakeholder Meeting	Homeless service providers	Ending Homelessness for People Living in Encampments Summer 2016 Planning Meeting, June 7, 2016 (8:00am-5:00pm) at the Gold Hill Community Room.	The group came up with a list of priorities and metrics for progress. A motel voucher pilot program headed by Catholic Charities came out of this gathering.	All comments were accepted	
2	Public Hearing	Non-targeted/broad community	Action Plan Public Hearing on October 4, 2016 at City Hall (6:00-7:30pm)	Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises are attached.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
3	Stakeholder meeting	People experiencing homelessness	Public Forum for Residents Experiencing Homelessness on October 6, 2016 at Marian House Soup Kitchen (2:30-4:00pm). Over 60 people attended.	See attached. Summary of comments was presented at the 10/13/2016 meeting Comprehensive Homeless Assistance Providers (CHAP) to ensure coordinated responses from local service providers.	All comments were accepted.	
4	Public Meeting	Residents of Southeast Colorado Springs, an identified target area for local CDBG funding	Action Plan Public Meeting October 6, 2016 (6:00 -7:30pm). One resident attended.	See attached.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
5	Public Meeting	Persons with disabilities	Action Plan Public Meeting October 13 (4:00-6:00pm) at the Independence Center	Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises and the open discussion that followed are attached.	All comments were accepted.	
6	Public Meeting	Persons with disabilities Senior community	Action Plan Public Meeting October 14, 2016 (1:30-3:00pm) at the Colorado Springs Senior Center.	Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises and the open discussion that followed are attached.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
7	Survey	Non-targeted/broad community	SpeakUp COS survey tool		All comments were accepted	
8	Stakeholder meeting	Continuum of Care members, public stakeholders	CoC Membership Consultation (open to the public) August 11, 2016 at the Marian House Soup Kitchen in downtown Colorado Springs.	We asked about spending priorities for preventing and ending homelessness, in terms of crisis management, "root problem" solving, and messaging. Summary of the discussion attached.	All comments were accepted	

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

The numbers below reflect the City’s most conservative estimates for 2017 allocations. Until the 2017 allocations are announced, the City is budgeting for allocations 3% lower than 2016 allocations. The 2017 Annual Allocations will be announced by HUD in Spring 2017. The City expects to receive \$2,567,638 in CDBG funding, \$1,030,674 in HOME funding, and \$228,800 in ESG funding for Program Year 2017.

In the event that the 2017 allocations from HUD are different than our estimates in this draft, the additional funds will be programmed in the following manner:

CDBG

If higher: 50% to Affordable Housing, 50% to Public Facilities/Infrastructure

If lower: Reductions will be applied on a pro rata basis across all projects

HOME

If higher: All additions will be applied to affordable housing

If lower: All reductions will be applied on a pro rata basis across all projects

ESG

All additions and reductions will be applied on a pro rata basis across all projects

DRAFT

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$2,567,638	\$100,000	\$470,142	\$3,137,780	\$5,135,276	<p>Expected Amount Available is based on two more years of funding for this ConPlan period.</p> <p>Additional program income will be programmed to public facilities/infrastructure.</p> <p>Prior year resources include: <u>Reprogrammed to Housing Rehab</u> Pre-2015: \$91,000 (from slum and blight) 2015: \$183,624 (from unbudgeted funds; program income exceeded projections)</p> <p><u>Reprogrammed to Public Facilities/Infrastructure</u> Pre-2015: \$94,415 ((from unbudgeted funds; program income exceeded projections) 2015: \$101,103 (from code enforcement)</p>

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	\$1,030,674	\$12,000	\$474,975	\$1,517,649	\$2,061,348	Expected Amount Available is based on two more years of funding for this ConPlan period. Prior year resources include: <u>Reprogrammed to Affordable Housing</u> 2015: \$474,975 (from housing rehab)

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$228,800	0	0	\$228,800	\$457,600	Expected Amount Available is based on two more years of funding for this ConPlan period. ESG collects no program income.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Colorado Springs complies with federal matching requirements for both HOME and ESG funds.

Per the 2015 CAPER, Colorado Springs maintained \$3,479,269 in excess HOME matching funds from prior years.

The City will meet the ESG match requirement of 100% (or \$228,800 as of current allocation estimate) through Subrecipient Agreements and City cash match. ESG subrecipients are required to provide matching funds in an amount equal to or greater than their grant award. The

requirements and anticipated sources of matching funds are described in the Subrecipient Agreement and monitored over the performance period. A final match report is required before final reimbursement is made and the activity closed. Administrative activities conducted by the City are matched with cash contributions for salaries and wages. Matching funds are reported in the CAPER.

The City will use federal block grant funding and City General Funds to address the objectives identified in this Plan. In addition, agencies and developers will be directed to other programs as available and appropriate. Programs include:

- CoC competitive grant funds – application process administered by the CoC.
- Private Activity Bond – City’s capacity is set aside for affordable housing development each year. This program is implemented in conjunction with the El Paso County Housing Authority. The CDD Manager is a voting member of the Housing Authority Board.
- Low-Income Housing Tax Credit (LIHTC) program – LIHTC has proven to be a highly effective method of increasing the supply of affordable housing for low- and moderate-income residents.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Not applicable.

Discussion

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

No Goals Found

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Provide for Homeless Prevention Services	2015	2019	Affordable Housing Homeless	CITY WIDE	Facilities/Services that Prevent/End Homelessness	ESG	Homelessness Prevention: 50 Persons Assisted
2	End Homelessness	2015	2019	Homeless	CITY WIDE	Facilities/Services that Prevent/End Homelessness	CDBG	Public service activities other than Low/Moderate Income Housing Benefit: 2,000 Persons Assisted
3	Provide for Rental Assistance for Homeless Persons	2015	2019	Affordable Housing Homeless	CITY WIDE	Facilities/Services that Prevent/End Homelessness Increase/Preserve the Supply of Affordable Housing	HOME, ESG	Tenant-based rental assistance / Rapid Rehousing: 50 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Provide for Affordable Rental Housing	2015	2019	Affordable Housing	CITY WIDE	Increase/Preserve the Supply of Affordable Housing Stabilize and Improve Struggling Neighborhoods	HOME, CDBG	Rental units constructed: 60 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing:50 Households Assisted
5	Preserve Existing Affordable Housing	2015	2019	Affordable Housing	CITY WIDE	Increase/Preserve the Supply of Affordable Housing Stabilize and Improve Struggling Neighborhoods	HOME, CDBG	Homeowner Housing Rehabilitated: 17 Household Housing Unit
6	Expand Public Facilities & Infrastructure	2015	2019	Non-Housing Community Development	CITY WIDE 2015 Neighborhood Target Areas	Stabilize and Improve Struggling Neighborhoods	CDBG	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10,000 Persons Assisted
7	Expand Public Services	2015	2019	Non-Housing Community Development	CITY WIDE	Facilities/Services that Prevent/End Homelessness Stabilize and Improve Struggling Neighborhoods	CDBG	Public service activities other than Low/Moderate Income Housing Benefit: 50,000 Persons Assisted

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Provide for Homeless Prevention Services
	Goal Description	The City shall make investments in facilities and services that help to prevent homelessness.
2	Goal Name	End Homelessness
	Goal Description	The City shall utilize funding to provide for services and facilities to assist persons and families who are experiencing homelessness or at risk of becoming homeless.
3	Goal Name	Provide for Rental Assistance for Homeless Persons
	Goal Description	The City shall utilize a portion of its funding each year to provide for Tenant Based Rental Assistance (TBRA) to assist persons and households who are experiencing homelessness or at risk of becoming homeless.
4	Goal Name	Provide for Affordable Rental Housing
	Goal Description	The City will work toward increasing the supply of affordable rental housing as well as preserving the existing affordable rental housing stock.
5	Goal Name	Preserve Existing Affordable Housing
	Goal Description	The City will provide funding to assist homeowners with repairs and housing rehabilitation in an effort to preserve the existing affordable housing stock.
6	Goal Name	Expand Public Facilities & Infrastructure
	Goal Description	The City shall invest in the improvement and/or expansion of public facilities and infrastructure in an effort to stabilize and improve struggling neighborhoods.
7	Goal Name	Expand Public Services
	Goal Description	CDBG funding shall be utilized to provide for the expansion of public services for low to moderate income households throughout the community.

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

Very low income beneficiaries: 2,120

Low income: 80

Moderate income: 0

HOME - Projected total assisted:

Provide gap financing to affordable housing developers to produce, rehabilitate, and/or preserve 60 affordable rental housing units for low income persons as well as provide for owner occupied rehabilitation for 20 single family homes owned by low and moderate income households.

HOME TBRA - Projected total assisted:

HOME TBRA subsidies will be made available to homeless individuals who are referred through a community assessment process. Homeless veterans will be given a priority through 2016. 30 households will be served over the next year.

ESG- Projected total assisted:

ESG supports operations at two permanent shelter facilities –2,000 extremely low income persons served.

CDBG - Projected total assisted:

Provide gap financing to affordable housing developers to produce, rehabilitate, and/or preserve affordable housing; 20 low and moderate income households

AP-35 Projects – 91.220(d)

Introduction

The following projects have been identified for funding during the 2017 Program Year.

#	Project Name
1	CDBG Administration (2017)
2	HOME Administration (2017)
3	HOME CHDO Projects (2017)
4	ESG Projects (2017)

Table 8 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

In the 2015-2019 Consolidated Plan, the City identified special needs individuals including the homeless and persons threatened with homelessness, the elderly, and persons with disabilities as among those who face the greatest challenges and who should receive highest priority in the expenditure of federal funds. During 2017, CDD will continue to remove physical barriers in housing to improve accessibility, install pedestrian ramps and make safe connections to transit routes, and increase housing for homeless and very low income families and individuals. Because the City is not a direct service provider and does not manage affordable housing, distribution of funds for housing development and services is dependent upon responses from organizations to City-issued applications and Notices of Funding Availability. A lack of responses can be an obstacle for addressing underserved needs. Additionally, there is only one certified CHDO in the City, limiting the rate of affordable housing production. The City will also take on more Spanish-language marketing in 2017. Limited bilingual capacity in City government may provide some obstacles in serving a proportional share of the Spanish-speaking community.

CDD staff continues to work with the Continuum of Care, public and private housing developers, other community organizations, target populations and the local media to better ensure community awareness of funding opportunities and will specifically seek out and select only those projects that clearly meet the highest priorities.

Projects

AP-38 Projects Summary

Project Summary Information

Table 9 – Project Summary

1	Project Name	CDBG Administration and Planning (2017)
	Target Area	City wide
	Goals Supported	Provide for Homeless Prevention End Homelessness Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing Expand Public Facilities & Infrastructure Expand Public Services
	Needs Addressed	Stabilize and Improve Struggling Neighborhoods Increase/Preserve the Supply of Affordable Housing Facilities/Services that Prevent/End Homelessness
	Funding	\$533,528
	Description	Costs associated with administering the CDBG program as well as managing neighborhood planning efforts. Costs are capped at 20% of the total CDBG entitlement grant for 2017.
	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	City wide administration of the CDBG program

	Planned Activities	<p>Citizen participation activities</p> <p>Fair housing promotion and education</p> <p>Planning studies</p> <p>Administrative staff expense</p> <p>Operating costs</p>
2	Project Name	CDBG Public Services (2017)
	Target Area	City wide
	Goals Supported	Expand public services
	Needs Addressed	Facilities/services the prevent/end homelessness
	Funding	\$417,200
	Description	Capped at 15% of the annual CDBG entitlement grant.
	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	CDD is still evaluating applications and reviewing award amounts. Outcomes and beneficiary information have yet to be determined.
	Location Description	City wide
Planned Activities	CDD is still evaluating applications and reviewing award amounts. Grant subrecipients and awards will be announced in March 2017.	
3	Project Name	CDBG Housing Activities (2017)
	Target Area	City wide
	Goals Supported	<p>Provide for affordable rental housing</p> <p>Preserve existing affordable housing</p>
	Needs Addressed	<p>Stabilize and improve struggling neighborhoods</p> <p>Increase/preserve the supply of affordable housing</p> <p>Facilities/services the prevent/end homelessness</p>
	Funding	\$1,074,915 (Includes \$274,624 in Previous Year Resources)
	Description	CDBG funded housing activities throughout the City

	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	CDD is targeting very low income households. The Division is planning for 80 affordable housing and housing rehab units.
	Location Description	City wide housing activities
	Planned Activities	Housing rehabilitation for accessibility Owner occupied housing rehabilitation Emergency repairs program Affordable housing
4	Project Name	CDBG Public Facilities and Infrastructure (2017)
	Target Area	City wide
	Goals Supported	Expand public facilities and infrastructure
	Needs Addressed	Stabilize and improve struggling neighborhoods Facilities/services the prevent/end homelessness
	Funding	\$1,112,137 (Including \$195,518 in Previous Year Resources)
	Description	The City will make improvements to high-priority public facilities and infrastructure projects throughout the City
	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	CDD will aim to serve 10,000 residents in low and very low income neighborhoods for facility/infrastructure projects.
	Location Description	City wide public facility and infrastructure improvements
	Planned Activities	TBD
5	Project Name	HOME Development Projects (2017)
	Target Area	City wide

Goals Supported	Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing						
Needs Addressed	Stabilize and improve struggling neighborhoods Increase/preserve the supply of affordable housing						
Funding	\$1,223,781 (Including \$474,975 in Previous Year Resources)						
Description	CDD is targeting very low income households. The Division is planning for 80 affordable housing and housing rehab units and to serve 30 households with TBRA funds.						
Target Date	3/31/2018						
Estimate the number and type of families that will benefit from the proposed activities	110 low and very low income households <ul style="list-style-type: none"> • TBRA: 30 households • Affordable rental units: 60 households • Owner occupied housing rehabilitation: 20 households 						
Location Description	City wide						
Planned Activities	Owner-occupied housing rehab program – projects to be identified in the coming application period Affordable housing development – coordinated with local housing developers Tenant based rental assistance (TBRA) – These funds will be made available to homeless families and individuals who are referred through a coordinated entry process.						
6	<table border="1"> <tr> <td data-bbox="220 1577 776 1633">Project Name</td> <td data-bbox="776 1577 1445 1633">HOME Administration (2017)</td> </tr> <tr> <td data-bbox="220 1633 776 1690">Target Area</td> <td data-bbox="776 1633 1445 1690">City wide</td> </tr> <tr> <td data-bbox="220 1690 776 1848">Goals Supported</td> <td data-bbox="776 1690 1445 1848">Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing</td> </tr> </table>	Project Name	HOME Administration (2017)	Target Area	City wide	Goals Supported	Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing
Project Name	HOME Administration (2017)						
Target Area	City wide						
Goals Supported	Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing						

	Needs Addressed	Stabilize and improve struggling neighborhoods Increase/preserve the supply of affordable housing
	Funding	\$104,267
	Description	HOME administration funds are capped at 10% of the annual allocation amount.
	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	City wide
	Planned Activities	TBRA administration Staff salaries and benefits Planning studies
7	Project Name	HOME CHDO Projects (2017)
	Target Area	City wide
	Goals Supported	Provide for Affordable Rental Housing Preserve Existing Affordable Housing
	Needs Addressed	Increase/Preserve the Supply of Affordable Housing
	Funding	\$189,600
	Description	CDD will provide funding for 60 additional affordable units
	Target Date	3/31/2018
	Estimate the number and type of families that will benefit from the proposed activities	60 low-income households
	Location Description	City wide
	Planned Activities	CHDO Admin: \$35,000 CHDO Housing development: \$154,600
8	Project Name	ESG Projects (2017)
	Target Area	City wide

Goals Supported	Provide for Homeless Prevention End Homelessness
Needs Addressed	Facilities/Services that Prevent/End Homelessness
Funding	\$228,800
Description	ESG funds address acute needs of the homeless in the community by funding outreach, emergency shelter, rapid rehousing, homeless prevention, and data collection. ESG administration is capped at 7.5% of the annual allocation.
Target Date	3/31/2018
Estimate the number and type of families that will benefit from the proposed activities	All beneficiaries are very low income CDD aims to serve 2,070 people
Location Description	City wide
Planned Activities	ESG Program Admin: \$17,160 (7.5% cap) Emergency Shelter: \$137,280 (60% cap) Remaining amount will be divided into Street Outreach, HMIS Management, and Homeless Prevention/Rapid Re-housing projects. The 2017 application process is underway.

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City generally distributes federal funds city-wide, but has identified geographic target areas with high priority needs for planning purposes. Geographic target areas were identified using an index that assessed need across a spectrum of six different housing and economic variables. The variables utilized were:

- Unemployment rate (Employment Index)
- Median household income (Prosperity Index)
- Vacancy rate (Occupancy Index)
- Median household value (Housing Value Index)
- Rental rate (Homeownership Index)
- Normalized and aggregated property crimes (Safety Index)

These variables were input into an index of 0 to 100, with 0 being the lowest possible score and 100 being the highest. City staff considered the results of this analysis and information on key community initiatives to identify five target areas encompassing 14 census tracts. All areas are designated as LMI areas by HUD.

Geographic Distribution

Target Area	Percentage of Funds
CITY WIDE	100

Table 10 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Identification of geographic target areas enables staff to prioritize services and improvements to areas with the highest priority needs and to leverage resources and investments identified in other City initiatives targeted to these areas including City General Funds, Trails Open Space and Parks funds, and Pikes Peak Regional Transportation Authority funds. While CDD is not funding Code Enforcement anymore, the activity most reliant upon target area usage, staff may still use the target areas to prioritize other activities when all other qualifying criteria are met.

Investments in geographic target areas are not tracked in IDIS but are identified in the CAPER.

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The following one-year goals have been established based on the indicators and scope of the City of Colorado Springs' projects this year.

One Year Goals for the Number of Households to be Supported	
Homeless	2,050
Non-Homeless	110
Special-Needs	37
Total	2,197

Table 11 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	100
The Production of New Units	60
Rehab of Existing Units	20
Acquisition of Existing Units	0
Total	180

Table 12 - One Year Goals for Affordable Housing by Support Type

Discussion

AP-60 Public Housing – 91.220(h)

Introduction

Colorado Springs Housing Authority (CSHA) is the largest provider of affordable housing in Colorado Springs. CSHA owns 707 units of federally funded public and senior housing, administers approximately 2,351 additional units through the federal Housing Choice Voucher Program, operates about 813 units of locally funded affordable housing not included in its public housing portfolio, is involved in approximately 1,481 units through tax credit partnerships, and administers a HOME-funded Tenant-Based Rental Assistance Program, which serves approximately 30 households. CSHA will continue its housing activities in 2017, utilizing its annual formula grant to implement these activities.

CSHA will continue to manage the Section 8 Housing Choice Voucher Program for all of El Paso County except the City of Fountain. According to September 2014 survey data of local inventory from CSHA, one-bedroom units are the most common size of unit. Notably, demand for larger units, as judged by the waiting list unit size preference, suggests that the supply is drastically insufficient to meet current need, especially for two- and three-bedroom units.

CSHA serves vulnerable populations. Over 80% of people in conventional public housing and Section 8 vouchers recipients are Extremely Low Income (making less than 30% AMI). Just over half of all public housing residents and 44% of voucher recipients are disabled.

Actions planned during the next year to address the needs to public housing

The Housing Authority will continue to use the capital fund program over the next few years to rehabilitate and modernized its public housing units to ensure housing quality standards. The City will continue to support CSHA in maintaining safe and decent public housing for families and seniors by allocating funding for repairs and maintenance to Authority-owned and operated facilities.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

CSHA has a number of strategies to increase resident involvement and to improve the living environment for residents. CSHA staff meets with residents to share information regarding the Authority and to receive input on renovation needs and priorities. There is a “tenant-Commissioner” position on the Board of the Housing Authority. That position is currently filled by a resident of the Authority’s housing and provides input to the Board and Executive staff. The Authority also provides congregate meals to residents in multi-family senior housing through a partnership with Silver Key Senior Services.

In the past, the Housing Authority administered a first-time home buyer’s program open to the general public. The program consisted of pre-purchase counseling and a down payment assistance loan. Due to lingering impacts from the financial crisis and issues in the local real estate market, the program has been on hold with the Authority managing the existing loan portfolio.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The CSHA is not designated as troubled.

Discussion

DRAFT

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Preventing and ending homelessness continues to be a top priority in 2017. In 2014, the City launched the Initiative to End Homelessness, an action plan framework designed to bring a fresh focus to the growing and expensive problem of homelessness in Colorado Springs by raising public awareness, building collaboration and investing in urgent needs quickly. Though not a direct service provider, the City of Colorado Springs engages with CoC, business leaders, policy-makers, and other service providers to achieve the following goals as outlined in the Pikes Peak Continuum of Care Strategic Plan:

- Stimulate sufficient supportive, affordable, and attainable housing for people inclusive of emergency and temporary housing for those in transition
- Trigger the development of programs and services that are accessible, sufficient and effective in helping people move toward maximum independence
- Build a durable and unified system focused on performance, coordination, and sustainability

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Expanding outreach programs is a key component of helping homeless persons in making a transition into permanent housing. In Colorado Springs, faith-based organizations provide a significant amount of outreach. However, most outreach is performed by volunteers. There are currently very few professional staff dedicated to outreach. The City of Colorado Springs Police Department (CSPD) Homeless Outreach Team provides specialized outreach activities, but cannot always help homeless persons transition to permanent housing. This year, the focus of the City's outreach strategy is to:

- Increase outreach efforts that are consistent, frequent, and targeted to chronically homeless
- Introduce performance measures to outreach providers, ensuring that as many people experiencing homelessness are connected to shelter and housing as possible
- Improve collaboration between service providers and CSPD Homeless Outreach Team to identify the chronically homeless and move them off the street and into shelter and housing
- Increase the number of shelter beds and set aside beds to provide an immediate housing opportunity to outreach clients

Furthermore, the CDD Manager will continue to serve on the CoC Governing Board to promote better collaboration and ensure the highest priorities are funded first. The CoC has a consumer advisory committee to ensure people experiencing homelessness have a voice in identifying the programs they need to return to stable housing. In addition, a Comprehensive Homeless Assistance Providers (CHAP) committee made up of service providers and interested community members will continue to meet monthly to discuss homeless issues. Members of this committee work firsthand in reaching out to the

homeless population, including unsheltered and chronically homeless persons, delivering services and assessing needs in Colorado Springs.

Addressing the emergency shelter and transitional housing needs of homeless persons

There is significant unmet need for emergency shelter in Colorado Springs. Shelter programs have routinely operated at or above their maximum capacity since November 2013. In 2016, the City awarded \$2.5 million to expand the number of year round shelter beds and build the city's first day center with comprehensive services. In 2017 CDD seeks to:

- Increase year round shelter capacity, especially for chronically homeless, families with children and persons recovering from illness
- Ensure the availability of nightly winter shelter beds between November 1st, 2016 and March 31st, 2017
- Simplify access requirements to reduce barriers to entry at shelters
- Target investments to move clients out of shelter and into housing quickly, including case management and rental assistance

The City contributes CDBG, ESG and General Fund dollars to help assist local service agencies in providing these services. Non-profit agencies apply through CDD. Funds are also used to provide supportive services such as case management, counseling, job training, and life skills classes.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Residents remain in shelters from several days to months depending on their needs. Shelters offer supportive services such as counseling and case management to help homeless persons make the transition to permanent housing. The City contributes CDBG, ESG, State ESG and General Fund revenues to assist local service agencies in providing these services. Non-profit agencies apply through CDD. Through the local Continuum of Care system, the agencies have cooperative arrangements with human service agencies, educational institutions, Pikes Peak United Way, and various non-profit and civic groups to offer supportive services.

CDD will continue to administer State ESG funds awarded on a competitive basis for homeless prevention and rapid rehousing. Funds are awarded to two agencies and other agencies refer clients

through these agencies. By limiting the number of agencies administering the funds, CDD can provide more technical assistance and better monitoring to ensure outcomes are achieved.

In 2017, the CoC will continue to train the local service providers in coordinated entry and assessment process to best identify and better coordinate housing and supportive services to ensure long-term housing stability for people who have experienced homelessness. Competitive CoC funds will be awarded only to agencies that use the coordinated assessment tools. Performance will be evaluated annually as part of the application process.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Increasing access to stable and affordable housing is a key element of the community's strategy to prevent homelessness. Stakeholders interviewed as part of the Consolidated Plan process placed an emphasis on providing wraparound services over the next five years in order to promote long-term housing stability. The current plan to end homelessness largely centers on providing health, social, and employment services in tandem with housing in order to comprehensively address the needs of the extremely low-income individuals and families in Colorado Springs. In 2017, CDD anticipates providing gap funding to support construction of 60 units of permanent supportive housing with wrap around services on site – the first PSH project of its kind in Colorado Springs. CDD is also recommending funding to support a respite care program for homeless persons discharged from hospitals, to support rapid rehousing for youth and families, and to fund tenant based rental assistance for homeless persons or persons at imminent risk of homelessness.

Discussion

One year goals for the number of households to be provided housing through the use of HOPWA for:
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family
Tenant-based rental assistance
Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds
Total

DRAFT

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

We identified the following strategies to remove or ameliorate the barriers to affordable housing in Colorado Springs in the 2014 Affordable Housing Needs Assessment.

- Engage in public education and outreach to help residents understand that there are costs associated with an undersupply of affordable housing such as lower achievement scores among school-age children, increased traffic congestion, increased commuting times and distance, increased need for road maintenance, less time for volunteer and other civic activities, etc.
- Put a human face on workforce housing needs
- Change negative perceptions through quality design that is compatible with existing surrounding neighborhoods
- Conduct workshops with local government planners, developers and builders
- Encourage partnerships between nonprofit and for-profit developers
- Update the City's Comprehensive Plan
- Amend the City's zoning code to address barriers to affordable housing
- Take an active role in the preservation of subsidized units at risk for conversion
- Foster the completion of the restructuring of the CoC
- Focus on the infill redevelopment potential in the City
- Encourage the development of new housing tax credit projects
- Treat nonprofit organizations that specialize in affordable housing as a special class of developer

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The City has actively addressed barriers to affordable housing as outlined above. In 2017, the City will:

- Implement recommendations in the Infill and Redevelopment Action Plan to permit accessory dwelling units, shorten appeals processes to reduce housing development risks, establish water development charges for smaller units, and establish a TOD (Transit Oriented Design) overlay to allow for more mixed uses in areas of opportunity.
- The City will continue its comprehensive planning process, expected to be completed over the next year, that will include recommendations for meeting affordable housing needs and identify areas for affordable housing development consistent with Affirmatively Furthering Fair Housing Rule.
- CDD will pilot a neighborhood planning process with the Mill Street Neighborhood and adjacent business owners and human service providers to identify opportunities for neighborhood improvement and identity and encourage economic activity.

- CDD will continue to advocate for affordable housing through public presentations, letters to the editor, making recommendations on federal, state and local legislation and local development proposals, and providing technical assistance to affordable housing developers and managers on housing development and Fair Housing laws.
 - CDD will investigate more robust Fair Housing tools to help low-income renters and homebuyers.

Discussion

DRAFT

AP-85 Other Actions – 91.220(k)

Introduction

In alignment with the goals and strategies of the Consolidated Plan, the City will implement the other actions listed below.

Actions planned to address obstacles to meeting underserved needs

CDD staff continues to work with local government and service providers to build community capacity to meet underserved needs. Distribution of federal funds for housing development, public facilities, and public services is dependent upon responses from organizations to City-issued applications and Notices of Funding Availability. A lack of responses can be an obstacle for addressing underserved needs. Some agencies that do apply do not have the necessary financial systems and professional staff to ensure compliance with HUD regulations and either cannot be funded or require significant technical assistance.

To address this obstacle, CDD staff has clarified its priorities, adopted better monitoring procedures, sponsored educational sessions (in cooperation with the State and CoC) and expanded subrecipient training. CDD has also expanded its citizen outreach as documented in the Citizen Participation Plan; continues to work with the Continuum of Care, public and private housing developers, and other community organizations; target populations and the local media to better ensure community awareness of funding opportunities; and specifically seek out and select only those projects that clearly meet the highest priorities.

In accordance with the City's Limited English Proficiency/Language Accessibility policies, CDD has had many HOME and CDBG applications, policies, and other critical documents translated into Spanish and has hired two bilingual staff to make sure they reach the right communities.

Actions planned to foster and maintain affordable housing

CDD will continue to administer its housing development, rehabilitation and tenant-based rental assistance programs to increase and preserve the supply of decent, affordable housing and provide more access to existing housing. The City is also updating its comprehensive plan and developing an infill and redevelopment action plan, which will address zoning, utility and transportation issues that impact housing costs and will recommend tools and incentives. Please refer to AP 55 for further discussion on affordable housing strategies and goals.

Actions planned to reduce lead-based paint hazards

The elimination of lead-based paint hazards in existing housing is an important part of CDD's strategy for addressing potential health conditions faced by at-risk low- to moderate-income families, particularly those with young children in target housing. All CDBG and HOME funded housing rehabilitation and affordable housing preservation projects include testing for lead-based paint and related hazard

elimination activities when needed. In order to ensure compliance with HUD's Lead Safe Housing Rule, a senior staff person with extensive construction experience and HUD/EPA training in the identification and elimination of lead-based paint hazards oversees this effort. The Division's goal is to increase the number of hazard-free, affordable housing units available in the community.

Actions planned to reduce the number of poverty-level families

Reducing poverty requires job creation and increasing income. Job creation is a platform goal of the City of Colorado Springs 2016-2020 Strategic Plan. Strategic objectives are:

- Nurture local businesses and promote alignment of educational institutions, the local workforce, and job opportunities.
- Encourage the development of a defined and well-promoted City image.
- Make it easy to do business with the City.

While General Funds have largely funded job recruitment and retention efforts, federal funds have been invested in neighborhood stabilization activities, including public facilities and infrastructure, public housing rehabilitation and code enforcement with the goal of improving quality of life and making the area more attractive for private investment. This combined investment will encourage job creation and retention and help reduce the number of poverty-level families in the City.

And as described throughout this Action Plan, CDD will continue to support programs, facilities, and housing to prevent and end homelessness and help all low-income households better achieve economic stability.

Actions planned to develop institutional structure

The City is committed to developing institutional structure by improving its internal systems and helping to develop a durable service delivery system in the broader Colorado Springs community.

Internal Systems. The City's CDBG and HOME programs were audited by the HUD OIG in 2014-2105. As a result of those audits, CDD has developed a better system for time tracking; updated its policies and procedures for environmental review, monitoring and file management; updated HOME program policies and procedures; and updated all of its subrecipient and developer agreements. CDD has received HUD technical assistance and trained all staff members in IDIS in 2016.

Community Service Delivery. The City is actively engaged with the Pikes Peak Continuum of Care and will help implement its long-term strategic plan. To aid our community in building a durable system of places and programs to serve people in need, in 2017 CDD will:

- Align federal funding with key goals established by the CoC to prevent and end homelessness

- Work with the CoC to refine the coordinated assessment tool and train local service providers in its use. HUD intends for coordinated assessment systems to establish system-wide entry, assessment, and referral processes.
- Continue to support year round, winter, and emergency shelters, youth and family shelters, and day centers.
- Engage the community. Convene meetings and conversations with stakeholder groups to get input and address emergent issues.
- Host and attend meetings, hearings, and consultations at more geographically diverse venues to hear from different communities.
- Work with City and other local entities to identify high priority, shovel-ready public infrastructure projects.

In 2017, CDD will work with the Mill Street Neighborhood and area stakeholders specifically to develop a plan for improving that area for residents and encouraging more economic activity.

Actions planned to enhance coordination between public and private housing and social service agencies

The City will continue to collaborate with the CoC, Colorado Springs Housing Authority, CHDOs and other housing agencies to coordinate housing and services to achieve the goals and objectives of the Consolidated Plan. This will be achieved through meetings and subcommittee work. Also, CDD will ensure code enforcement officers have the training and resources to identify issues in the field and connect housing providers with appropriate service agencies to address needs.

Discussion

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	100,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	100,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	80.00%

**HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

Not applicable.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Prior to program year 2016, CDD applied resale provisions to home ownership programs assisted with HOME funds. Homeowners should contact CDD for information about the resale provision in effect at the time their home was purchased.

Starting with program year 2016, the following recapture provision applies to Community Housing Development Organizations (CHDO), or other subrecipients, acquiring, or acquiring and rehabilitating, properties for initial occupancy by low- to moderate-income households using HOME funds:

If ownership of the property is transferred through sale at any time prior to the termination of the affordability period, the City will recapture the entire amount of the direct subsidy received by the homebuyer. If the amount of the direct subsidy is less than \$15,000, the affordability period is 5 years; if \$15,000-\$40,000, the affordability period is 10 years; if greater than \$40,000, the affordability period is 15 years.

Prior to loan closing, the CHDO, or other subrecipient, will review the City's recapture provision with the homebuyer. The recapture provision will be included in the Deed of Trust executed with each transaction and recorded with the Public Trustee for El Paso County.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

In order to ensure the affordability of units acquired or rehabilitated with HOME funds, CDD will use HUD's limits for affordable existing housing based on FHA single family mortgage data for the Colorado Springs MSA. For program year 2017, the median sales price is \$248,000. 95% of this figure results in an affordable limit of \$235,600.

The El Paso County Assessor's Office website will be used to determine a current market value for each property considered for acquisition or rehabilitation. HOME funds will not be used on properties that

exceed the current affordable limit. Because the Division's owner-occupied housing rehab programs address key health & safety issues directly related to habitability, the current market value and the after-rehab value will be considered the same.

Current FHA data can be found at the following link: <https://entp.hud.gov/idapp/html/hicost1.cfm>

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Not applicable.

**Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

CDD has updated the written standards for providing ESG assistance. A copy of the current standards is attached.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The CoC established a centralized coordinated assessment system that meets HUD requirements.. Currently, the PPCoC operates a Coordinated Entry System for clients who meet the definition of literally homeless. The process goes as follows:

- Client entry begins with the subrecipient service provider.
- Providers administer the Housing Survey. (VI-SPDAT is the common assessment tool).
- Survey data entered into HMIS and vulnerability score is generated.
- Case conferencing is scheduled weekly (if a housing resource is available).
- Client lists pulled from HMIS based upon available housing resources. (Different vulnerability scores are tied to different levels of housing resources. Housing resources are submitted by providers with the resource along with the eligibility for the specific resource.)
- Client is matched with appropriate available resource.
- Client is located and further eligibility for available resource is verified by the subrecipient agency.
- If client remains eligible for resource, client referred to housing resource.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

CDD consults with the CoC to determine priorities. In 2017, ESG will be allocated as follows:

Emergency Shelter Operations: 60% of the entitlement award will be allocated for emergency shelter operations. In early 2017, CDD conducted an open and competitive process for funding. Respondents are evaluated based on consistency with the written standards for ESG assistance and past performance.

HMIS: HMIS funds will be directly allocated to the Pikes Peak United Way – the sole source manager of the CoC HMIS as designated by the CoC Governing Board – following CoC Governing Board approval of a HMIS operating budget.

Rapid Rehousing/Homeless Prevention: The balance of funds will be allocated for Rapid Rehousing and/or Homeless Prevention activities. CDD will conduct an open and competitive process for funding. Respondents will be evaluated based on consistency with the written standards for ESG assistance and past performance.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

CDD consults with the Pikes Peak Continuum of Care when considering policies and funding decisions regarding facilities and services funded under ESG. Per the CoC Governance Charter, the CoC governing board composition must include at least one homeless or formerly homeless person. In addition, the CoC has established a Consumer Advisory Council comprised of currently or formerly homeless consumers. The committee identifies consumer priorities, reviews matters requested by the Governing Board, provides inputs to processes and program requirements, assists in identification of barriers and potential solutions, and generally provides consumer-oriented recommendations to the Governing Board. The committee meets at least monthly.

5. Describe performance standards for evaluating ESG.

Now that the written standards are complete, the CDD will continue to work with the CoC to monitor performance metrics and evaluate outcomes across all funding sources/agencies. CDD will continue to monitor agencies receiving ESG funds to ensure that program guidelines are being followed. Monitoring procedure will be conducted as outlined in the ESG Monitoring Plan. All agreements require quarterly reimbursement requests and timely expenditure of funds. In addition, before reimbursement can be made, verification of expenditures is required.

Discussion

DRAFT