



2014  
ACTION PLAN

For the

Federal Block Grant Funds

**CDBG-HOME-ESG**

Provided by the U.S. Department of Housing & Urban Development

Prepared by:

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# 2014 Action Plan

## Table of Contents

GENERAL.....	03
Executive Summary.....	03
Citizen Participation.....	09
Resources .....	16
Annual Objectives.....	18
Description of Activities.....	19
Geographic Distribution/Allocation Priorities.....	27
Rationale.....	29
HOUSING	
Annual Affordable Housing Goals.....	29
Public Housing.....	30
Homeless and Special Needs.....	31
Barriers to Affordable Housing.....	35
Other Actions.....	36
PROGRAM SPECIFIC REQUIREMENTS.....	38
CDBG.....	38
HOME.....	39
ESG .....	45
OTHER NARRATIVE.....	48
Human Services .....	48
Matching HOME and ESG Dollars.....	48
Home Modification and Energy Efficiency.....	49
Rehabilitation Housing Standards Definitions.....	49
Fair Housing.....	50
APPENDICES.....	51



# 2014 Action Plan

## GENERAL

### **Executive Summary 91.220(b)**

#### 1. Executive Summary

2014 marks the final program year in the City of Colorado Springs' 2010 – 2014 Consolidated Plan. The Consolidated Plan delineates the overall strategies that govern the City's use of three federal allocations from the U.S. Department of Housing and Urban Development from the following programs:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership Act (HOME)
- Emergency Solutions Grant (ESG)

#### **2010-2014 Consolidated Plan Priorities**

- Supporting local affordable housing development and preservation
- Increasing the supply of affordable housing (rental and homeownership)
- Support a housing continuum that includes support to those qualified agencies that provide emergency, transitional, permanent supportive and permanent affordable housing opportunities in the community
- Increase funding opportunities as appropriate for affordable and accessible housing for special needs populations
- Support neighborhood preservation through capital improvements, infrastructure and housing preservation activities in designated neighborhood strategy areas
- Support local efforts to assure that households in crisis are able to obtain and/or maintain housing stability.

The Housing Development Division (HDD) administers the federal block grants for the City of Colorado Springs. The budget and priorities are set through the City's budget review process, and the final budget is approved by the City Council. Funds are leveraged with General Fund dollars and public, private and nonprofit partners to better ensure block grant investments have meaningful impact in the community.

Though funding across all programs for 2014 is up slightly over 2013, the trend continues to reflect flat or decreasing funding levels. Significant increases in federal block grant funding are not anticipated in future years. With this fiscal forecast, the City will need to make each dollar work harder, maximize leveraging opportunities and focus on the highest priorities first.

	2014	2013	2012	2011	2010
<b>CDBG</b>	\$2,560,055	\$2,499,838	\$2,323,334	\$2,327,660	\$2,792,358
<b>HOME</b>	\$1,074,882	\$984,217	\$971,687	\$1,492,153	\$1,699,498
<b>ESG</b>	\$203,084	\$169,494	\$201,570	\$176,766	\$111,721
<b>Totals</b>	<b>\$3,838,021</b>	<b>\$3,653,549</b>	<b>\$3,496,591</b>	<b>\$3,996,579</b>	<b>\$4,603,577</b>

Activities included in the 2014 Annual Action Plan continue to address long-standing housing and community development needs identified in the City's 5-Year Consolidated Plan, while adding new activities to better address emerging needs. Funding continues to be directed primarily towards low to moderate income residents and neighborhoods, and special needs populations. Staff solicits input into activities year round and hosts a public hearing with the presentation of the City budget. In 2014, the City will continue to invest in decent, safe, and sanitary affordable housing, support public and human services that provide services to low and moderate income persons and special needs populations, and assist in infrastructure and facility improvements and blight elimination in low and moderate income neighborhoods.

This year, activities focused on preventing and ending homelessness take a higher profile in the Annual Action Plan. In January 2014, the City released the *Initiative to End Homelessness in Colorado Springs*, a two-year plan to build the capacity of the Continuum of Care to deliver needed services in Colorado Springs and to invest available dollars immediately to address problems nearing crisis status. This year, an emphasis has been placed on increasing the number of emergency shelter beds, expanding outreach to street homeless, and investing in a day center that offers comprehensive homeless services and amenities, such as showers and laundry facilities. The City is also committed to increasing the affordable housing stock and is conducting an affordable housing needs assessment to better identify needs and strategies. The final report is due August 1, 2014.

Though there is little investment in specific economic development activities in this plan, the City has budgeted funds to support a grant application to the Economic Development Administration for a South Nevada Avenue and Ivywild Neighborhood Repositioning Strategy. The Ivywild Neighborhood is a City Neighborhood Strategy Area that is experiencing the start of a renaissance with the redevelopment of a former elementary school into a brewery with adjoining eateries, a coffee house, art school, bike shop, farmer's market and public meeting spaces. A local theater company moved in across the street, and the City has invested in sidewalks and lighting and housing rehabilitation. The Positioning Strategy would further public and private sector initiatives through identification of priority capital expenditures and policy changes necessary to eliminate barriers to investment and to capitalize on market opportunities.

Initial research and stakeholder input for the 2015-2019 Consolidated Plan indicates the City may need to invest more block grant dollars into expanding economic opportunity for low and moderate income residents. Specifically, emerging fast-growing employment sectors pay lower-than-median earnings on average, and the El Paso County and Colorado Springs's unemployment rate is higher than both Colorado and the country. Possible programs include workforce development and commercial renovation to upgrade or rehabilitate storefront facades in economic opportunity zones to help create or retain jobs.

This Annual Action Plan is effective from April 1, 2014 through March 31, 2015. The table below summarizes the objectives and outcomes expected for the 2014 program year. An evaluation of previous performance follows.

**Table 1 - Summary of Annual Goals, Objective and Outcomes for 2014**

<b>OBJECTIVE: DECENT HOUSING (DH 1)</b>			
<b>OUTCOME: AVAILABILITY/ACCESSIBILITY</b>			
<b>Activity</b>	<b>Agencies</b>	<b>Description</b>	<b>Primary Funding Source</b>
Housing Rehabilitation	City Housing Development Division (HDD)	Low interest deferred loans to LMI (low to moderate income) homeowners to improve their homes and assist owners of rental properties to improve rental housing for lower income households and special needs populations	HOME, CDBG
Emergency Single-Family Repairs	HDD; Energy Resource Center	Grants for essential repairs to qualifying households	CDBG
Barrier Removal Program	HDD	Modifications to rental and residential owner properties to improve accessibility	CDBG
Fill the Gap	HDD; Energy Resource Center	Lower monthly living costs by improving energy efficiency	CDBG
Continuum of Care Governance	United Way and non-profit homeless service providers	Strengthen homeless service delivery system and move people into housing	CDBG, ESG
Homelessness Prevention	Non-profit housing and service providers	Provide assistance and services to keep families and individuals from becoming homeless	ESG
Rapid Re-housing	Non-profit housing and service providers	Provide assistance and services to re-house homeless families and individuals	ESG
Emergency and Transitional Housing and Supportive Services	Non-profit and faith-based housing and service providers	Shelter, housing and services to special populations	ESG, CDBG, HOME

Fair Housing	HDD	Affirmatively further Fair Housing	CDBG
<b>OBJECTIVE: DECENT HOUSING (DH-2) OUTCOME: AFFORDABILITY</b>			
<b>Activity</b>	<b>Agencies</b>	<b>Description</b>	<b>Primary Funding Source</b>
Housing Development	HDD; CHDOs, Public and Private Sector Housing Providers or Developers	Loans or grants for multi-family acquisition and rehab projects and development of quality new affordable housing	HOME
First Time Home Ownership	Rocky Mountain Community Land Trust	Assist income-eligible households into homeownership	HOME
Tenant-Based Rental Assistance	Colorado Springs Housing Authority	Provide rental and/or utility assistance	HOME
<b>OBJECTIVE: SUITABLE LIVING ENVIRONMENT (SL-1) OUTCOME: AVAILABILITY/ACCESSIBILITY</b>			
<b>Activity</b>	<b>Agencies</b>	<b>Description</b>	<b>Primary Funding Source</b>
Public Services Grants	Public and private nonprofit and faith-based organizations	Support agencies and programs that address emergency care and shelter, and youth services	CDBG
Golden Circle Nutrition	Colorado Springs Housing Authority	Provides support or resources to organizations providing public services to low- and moderate-income and special needs populations	CDBG
Community Centers	City Parks, Recreation & Cultural Services	Support services for recreation, health, ethnic celebrations, and socialization at three City community centers	CDBG

<b>OBJECTIVE: SUITABLE LIVING ENVIRONMENT (SL-3)</b>			
<b>OUTCOME: SUSTAINABILITY</b>			
<b>Activity</b>	<b>Agencies</b>	<b>Description</b>	<b>Primary Funding Source</b>
Public Facility Improvements	HDD, non-profit and faith-based service providers	Improve public facilities including homeless day center and recreational amenities that serve low-income neighborhoods and persons	CDBG
Infrastructure improvement	HDD, City Public Works	Improve or modernize public infrastructure that serves low income neighborhoods, households or economic opportunity zones	CDBG
Code Enforcement	CSPD	Housing Inspections	CDBG
Neighborhood Outreach and Empowerment	HDD, neighborhood organizations, non-profits	Outreach to identify needs in neighborhood strategy areas and targeted low income neighborhoods; support neighborhood cleanups and community pride	CDBG
Slum and Blight Elimination	HDD, Urban Renewal, City Planning, CSPD	Invest in spot slum and blight elimination in LMI areas City-wide	CDBG
<b>OBJECTIVE: CREATING ECONOMIC OPPORTUNITIES (EO-3)</b>			
<b>OUTCOME: SUSTAINABILITY</b>			
<b>Activity</b>	<b>Agencies</b>	<b>Description</b>	<b>Primary Funding Source</b>
South Nevada and Ivywild Neighborhood Repositioning Strategy	HDD, CSURA	Support for planning grant to EDA to eliminate barriers to redevelopment in key economic corridor	CDBG
Commercial Renovation Program	HDD, Urban Renewal, Planning, Economic Development Organizations	Upgrade or rehabilitate storefront facades and sites in economic opportunity zones to help create or retain jobs	CDBG

## Evaluation of past performance

Activities and programs supported by Consolidated Plan funds continue to provide vital services for homeless and low and moderate income residents in Colorado Springs. Some highlights from 2013, which will be further described in the Consolidated Annual Performance and Evaluation Report (CAPER), include:

- Nearly \$1 million invested in 126 owner-occupied residential rehabilitation projects that eliminated slum and blight conditions, preserved affordable housing stock and improved the quality of life for residents. Investments in affordable housing rehabilitation also help retain contracting jobs in the City.
- Completed 11 barrier removal projects to enable disabled residents to enjoy and live safely in their homes. There is a significant shortage of affordable housing available for persons with disabilities in the community. The barrier removal program helps to fill the gap. Further, HDD was selected by the State Division of Housing to work with local medical agencies to develop a pilot program for joint delivery of home modifications funded by Medicaid and barrier removal projects funded with Consolidated Plan funds.
- An Affordable Housing needs assessment was launched, with support from El Paso County, to identify housing needs and strategies for increasing the supply of affordable housing. The study will also map the affordable housing stock in relation to job centers and transportation routes.
- The *Initiative to End Homelessness*, prepared by HDD staff, was introduced in January and outlines the City's commitment to building an effective homeless service delivery system in Colorado Springs and identifies priority investments. The City acquired grant funds and provided matching dollars from General Funds to hire a consultant to develop a governance charter for the Continuum of Care and seat a governing body. This activity will be completed by August 2014.
- 5,800 shelter bed nights were added as part of a winter shelter program with Springs Rescue Mission between November 1, 2013 and April 15, 2014. The Program was funded with General Fund dollars.
- Continued to support permanent shelter operations for 25,000 shelter bed nights for 1,560 persons through the Salvation Army.
- Provided rental assistance to 40 families through the TBRA program managed by Colorado Springs Housing Authority.
- Served 98,268 meals to 1,692 individuals at meal sites within the City through the Golden Circle Nutrition Program, funded in part with a \$148,000 investment from CDBG.
- Capital investments were made in Neighborhood Strategy Areas to complete sidewalk, street and drainage improvements. Investments help retain construction jobs.
  - Mill Street                   \$246,441
  - Deerfield Hills           \$131,735
  - Westside                   \$385,001
  - Ivywild                    \$200,344
  - Adams                     \$ 63,763



In addition, HUD's Region VIII conducted an on-site monitoring review of the City's Shelter Plus Care program on February 20, 2014. No deficiencies or concerns were identified. It was noted that the City of Colorado Springs demonstrated "exceptional attention to ensure it is meeting program requirements."

## **Citizen Participation 91.200 and 91.220(b)**

2. Provide a summary of the citizen participation and consultation process (including efforts to broaden public participation in the development of the plan).
  - a. Based on the jurisdiction's current citizen participation plan, provide a summary of the citizen participation process used in the development of the consolidated plan. Include a description of actions taken to encourage participation of all its residents, including the following:
    1. low- and moderate-income residents where housing and community development funds may be spent
    2. minorities and non-English speaking persons, as well as persons with disabilities
    3. local and regional institutions, the Continuum of Care, and other organizations (including businesses, developers, nonprofit organizations, philanthropic organizations, community and faith-based organizations)
    4. residents of public and assisted housing developments and recipients of tenant-based assistance
    5. residents of targeted revitalization areas.
  - b. Identify agencies, groups, and organizations that participated in the process. This should reflect consultation requirements regarding the following:
    1. General §91.100 (a)(1) - Consult with public and private agencies that provide health services, social and fair housing services (including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, homeless persons) during the preparation of the plan.
    2. Homeless strategy and resources to address needs of homeless §91.100 (a)(2) – Consult with continuum of care, public and private agencies that address the housing, health, social services, victim services, employment, or education needs of low-income persons, homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) and person at risk of homelessness; publicly funded institutions and systems of care that may discharge persons into homelessness (such as health-care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions), and business and civic leaders.
    3. Metropolitan planning §91.100 (a)(5) -- Consult with adjacent units of general local government, including local government agencies with metropolitan-wide planning responsibilities, particularly for problems and solutions that go beyond a single jurisdiction, i.e. transportation, workforce development, economic development, etc.
    4. HOPWA §91.100 (b)-- Largest city in EMSA consult broadly to develop metropolitan-wide strategy for addressing needs of persons with HIV/AIDS and their families.

5. Public housing §91.100 (c) -- Consult with the local public housing agency concerning public housing needs, planned programs, and activities.
3. Provide a summary of citizen comments or views on the plan.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

The Citizen Participation Plan (CPP) establishes the process 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) and sets forth the jurisdiction's policies and procedures for citizen participation.

The City's CPP is available on-line at [www.springsgov.com/housing](http://www.springsgov.com/housing) and hard copies are made available throughout the community in places such as community and senior centers, the Colorado Springs Housing Authority, the City Administration Building and City Hall, and Pikes Peak United Way.

HDD staff seeks citizen input formally and informally year round. Formally, staff aims to meet the requirements in the Citizen Participation Plan for two noticed public hearings to get general input on priorities. Notices are published in the *Gazette* newspaper and generally distributed via email through stakeholder distribution lists maintained by HDD or distributed through other prominent local organizations such as the Continuum of Care list managed by the Pikes Peak United Way.

Staff also actively participates on committees, organizes and participates in meetings with other community agencies, conducts joint planning with other local governments both directly and through the Pikes Peak Area Council of Governments and hosts Mayor's caucus meetings to discuss needs in adjacent communities. Through the municipal budget process, HDD staff meets with other City department heads to plan to meet high priority needs using a variety of funding sources. The City also maintains an on on-line citizen engagement portal that allows citizens to give direct input on city programs or ask questions about resources available.

Because the 2014 Action Plan was delayed at the direction of HUD, staff was able to expand the citizen input process. For the 2014 Action Plan, citizen participation is summarized as follows:

#### Homeless Strategy

- Meetings were held with the Continuum of Care to identify and develop methods to address homeless services in the community.

Continuum of Care met monthly. The City is the Collaborative Applicant for the Colorado Springs/El Paso County Continuum of Care and also participates in the ranking and prioritization process for CoC competitive funds.

- Homeless service providers shared their agency stories and identified priority needs for their constituents.

A group of El Pomar Fellows conducted 20 interviews with homeless service providers between October and December 2013 to help identify priorities for the Initiative to End Homelessness in Colorado Springs.

- Established a Trustee Committee for the Initiative to End Homelessness in Colorado Springs to provide oversight for the Initiative.

The committee includes representatives from business, K-12 education, higher education, health care, philanthropic organizations, public safety, planning and a representative that was formerly homeless. The committee met monthly beginning in February 2014.

- Established the Downtown Safety Committee to discuss priorities for addressing homeless needs specifically in downtown Colorado Springs. The Committee consists of police, merchants, Downtown Business Improvement District, historic downtown churches, the District Attorney’s Office and City Planning staff. The committee met four times between September 2013 and April 2014.
- Assisted the Pikes Peak United Way in conducting the Point in Time count and spoke directly to people experiencing homeless about needs.

General

- Collaborated with State of Colorado Health Care Policy and Finance, State Division of Housing and Independence Center for develop a pilot program for joint delivery of home modifications funded by Medicaid and barrier removal projects funded with Consolidated Plan funds.
- Met with Colorado Legal Services and Colorado Springs Human Relations Commission to discuss Fair Housing training and manual.
- Division Manager met with the Colorado Springs Housing Authority Director to identify priority public housing needs, planned programs and activities. Large waiting lists for housing (over 4,000 people) and a \$12-\$15 million backlog in maintenance needs were high priorities. The CSHA also manages the TBRA program for the City.
- Conducted interviews between March 17 and March 19, 2014 with affordable housing stakeholders including:

- |  |  |
|--|--|
| Apartment Association of Southern Colorado | Colorado Springs Housing Authority       |
| City Planning                              | Black/Latino Coalition                   |
| City Transit Services                      | Downtown Partnership                     |
| City of Manitou Springs                    | Energy Resource Center                   |
| Urban Peak                                 | Salvation Army                           |
| Westside Cares                             | Partners in Housing                      |
| Independence Center                        | Greccio Housing                          |
| AspenPointe                                | Catholic Charities                       |
| Pikes Peak Justice and Peace Commission    | Pikes Peak Habitat for Humanity          |
| Pikes Peak United Way                      | Springs Rescue Mission                   |
|  | Colorado Springs Urban Renewal Authority |

- The Capital Improvements Program manager attended neighborhood meetings to obtain information and provide input on infrastructure projects in designated strategy areas
  - May 14, 2013 at 5:30pm – Cragmor Neighborhood Meeting at UCCS

Cragmor Neighborhood provided input regarding street improvements proposed by Housing Development, City Engineering, Traffic Engineering, Transit and Streets. Approximately 100 people attended the meeting.

- May 15, 2013 at 6:00pm – Mill Street – Meeting with Sahwatch cul-de-sac residents in the cul-de-sac  
Housing Development and City Engineering met with the cul-de-sac residents to discuss the proposed improvements to the cul-de-sac. Approximately 6 residents attended.
- August 7, 2013 at 5:30pm – Ivywild Improvement Society board meeting at the Ivywild School  
The meeting was held with the board members and City representatives from Housing Development, City Planning and City Engineering to seek preliminary input on the design of Navajo Street and the Tejon Round-a-bout. Approximately 18 people attended.
- August 12, 2013 at 6:00pm – Cragmor Neighborhood Meeting at UCCS  
Housing Development attended this meeting to answer questions regarding projects proposed in the North Nevada Economic Opportunity Zone.
- August 26, 2013 at 6:00pm – Deerfield Hills residents at the Deerfield Hills Community Center  
Housing Development provided an update on CIP activities and provided information on housing rehabilitation programs that available to residents.
- October 8, 2013 at 6:00pm – Ivywild Neighborhood Meeting at the Ivywild School  
The meeting was held to discuss the proposed design of Navajo Street and the Tejon Round-a-bout and seek input for additional capital improvement projects in the Ivywild Neighborhood. Representatives from Housing Development, City Engineering, Traffic Engineering, City Planning and the Urban Renewal Authority were present.

#### Metropolitan Planning

- Partnered with El Paso County to conduct an affordable housing needs assessment bringing together data from City and County transportation and comprehensive plans.

#### Formal Public Hearings

- City Council conducted a public hearing on October 17, 2013 to get input on the municipal budget including the federal block grant budget. The City's budget process is widely publicized and includes an after-hours town hall meeting that provides citizens the opportunity to address City Councilmembers in person. Citizens can also watch the meeting on [www.springsgov.com](http://www.springsgov.com) or on Cable TV Channel 18. Citizens are invited to send in comments by phone or by email.
  - Public notice was published in the *Gazette* on October 11, 2013
  - The proposed budget was made available in its entirety on the City's website and the Housing Development Division's web page.
  - The budget and activities was presented for a 30-day public comment period from October 17 through November 10, 2013.

- Following the announcement of program year 2014 allocations, a public hearing was held on April 29, 2014 to give citizens another opportunity to comment on the proposed use of funds.
  - The Public Hearing Notice was published in the Gazette on April 19, 2014, and April 22, 2014.
  - The draft Annual Action Plan notice was published in the Gazette on May 5, 2014, giving citizens the opportunity to review and comment on the plan during a 30 day comment period from May 5 to June 4, 2014. .
  - Citizens could obtain a copy of the draft Plan from the Housing Development Division office or by downloading a copy from the City's website, [www.springsgov.com/housing](http://www.springsgov.com/housing).

Identify any Agency Types not consulted and provide rationale for not consulting.  
N/A

### Summary of citizen comments or views on the plan

No public comment was received during the 30 day comment period on the plan budget and general activities between October 17, 2013 and November 10, 2013.

A second public hearing was conducted on April 29, 2014, to present the plan. The following comments were received during the 30 day comment period between May 5, 2014 and June 4, 2014. HDD response follows each comment.

#### Comment #1

**Annual Objectives 91.220 (c) (3) Table 3 – Goals and Objectives: None of the categories under “Expanded Economic Opportunities” are checked. This is likely because the primary emphasis area for the year is on housing. That said, we may be missing an opportunity to articulate this in “Other Narratives and Attachments” which starts on page 40. The information we’ve gotten so far from the housing needs assessment and our session on May 28<sup>th</sup> clearly indicates job creation targeted to low-income persons is needed. To leave our insights and the work ahead of us in subsequent years “un-said” could give the impression job creation is not a barrier to adequate and stable housing in this community.**

#### Response #1

Growing jobs and developing talent to fill those jobs is a top priority in our community expressed by both the Mayor and the City Council and other community groups such as the Pikes Peak United Way. There is opportunity to use CDBG funding to advance economic development activities, including job creation and workforce development, as part of a broader community strategy. Staff did not feel there was capacity to take on new economic development initiatives in 2014, however, through the 2015-2019 Consolidated Planning process, the City is working to identify priorities and will build the capacity internally to deliver dollars to economic development programs as identified through the planning process.

The Executive Summary of the Action Plan was modified to better articulate the need to include economic opportunity objectives in future plans.

Comment #2

**On page 25, second paragraph starting: “Block grant funds will be used to increase outreach programs that are consistent, frequent, and targeted to the chronically homeless”. While this sentence starts the paragraph, nothing more is said to give definition to the initiative. Clearly we’re putting money into street outreach targeted to chronically homeless individuals, but to what end? To connect them to services, identify at risk population, to share information, to get them off the streets and into shelter? Beyond the “what” we may want to set some goals for ourselves as a community, i.e. 50 contacts per month with 5% success in a follow-on engagement? Suggest we add qualifiers or criteria to give scope or definition to the effort.**

Response #2

For a variety of reasons, some of the most vulnerable people experiencing homelessness in our community are not connected with care. Consistent professional outreach is a key factor in building relationships with these people and moving them off the streets and into stable housing and supportive services. Staff will update the Action Plan narrative to include the City’s investment in Urban Peak to expand outreach to youth and young adults, ages 15 through 24, in the area of downtown Colorado Springs. Though specific performance measures have not been identified in the Action Plan, they will be identified in the agreement with Urban Peak and reported in the 2014 Consolidated Annual Performance Evaluation Report. In the course of their work, other at risk populations will be identified and at the end of the program period, the community should have a better understanding of the numbers and needs of people living on the streets. The lessons learned from this program will be shared and ideally, the work modeled by Urban Peak can be replicated in other programs community-wide.

The Action Plan narrative was modified to better describe the City’s investment in outreach.

Comment #3

**Finally, on page 39, 5<sup>th</sup> paragraph starting: “The CoC membership includes members who are either homeless or formerly homeless...” How do we measure “The City will continue to seek out and encourage participation”? If the city places 50 ads in the classifieds and holds 100 forums but no one steps forward have we been successful? Certainly, most would agree the City “sought and encouraged” but the result is still no participation from homeless or formerly homeless. A more concrete measurement would be to set a goal for 3 homeless members in year one and then build upon that in future plans. Alternatively, set the goal as a percentage of overall CoC membership. Either way, we have a measure of success that leads to our desired outcome—homeless or formerly homeless individuals engaged in the CoC.**

Response #3

The City cannot meet the requirements of 24 CFR 576.405(a) because our policy-making body (City Council) is elected and there are no requirements that one elected member be homeless or formerly homeless. We work to meet the requirement (as outlined in 24 CFR 576.405(b)) through close consultation with the Continuum of Care (CoC), which must meet homeless participation requirements. The City is managing a consultant contract (and

provided the matching funds) to develop a governance charter that identifies CoC membership, governing board and committee roles. In addition to the requirement that at least one member of the governing board be homeless or formerly homeless, the draft charter identifies a consumer advisory council that will provide for more robust input from clients experiencing homelessness.

The Action Plan narrative was modified to better describe the homeless participation process. Staff will work with the CoC Governing Board, once seated, to develop a well-defined plan for homeless participation to include in the 2015 Action Plan.

**Resources 91.220(c)(1)) and (c)(2)**

5. Identify the federal, state, and local resources (including program income) the jurisdiction expects to receive to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan.
6. Explain how federal funds will leverage resources from private and non-federal public sources, including how matching requirements of HUD programs will be satisfied.

The City will use federal block grant funding, City General Funds and CoC competitive grant funds to address the objectives identified in this Plan. In addition, a portion of the City's Private Activity Bond capacity is set aside for affordable housing development each year. This program is implemented in conjunction with the El Paso County Housing Authority. The Housing Development Division Manager is a voting member of the Housing Authority Board.

**Table 2 - Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition; Admin & planning; Homebuyer assistance; Homeowner rehab; Multifamily rental new construction; Multifamily rental rehab; New construction for ownership; TBRA	\$1,074,882	\$400,000	\$1,774,952	\$3,249,744	\$0	\$1,774,952 in unexpended prior year resources will be utilized to support affordable housing development (\$1,537,582)and home ownership programs (\$237,370)
CDBG	public - federal	Acquisition; Admin & Planning; Housing; Public improvements; Public Services	\$2,560,055	\$100,000	\$1,681,000	\$4,341,055	\$0	Prior year resources will be utilized to fund a public facilities program as well as complete projects currently underway



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder 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	\$203,084	\$0	\$0	\$203,084	\$0	\$113,130 will be allocated for emergency shelter operations and the balance will be distributed for homeless prevention, rapid rehousing and HMIS

*Leverage*

Most if not all projects funded with block grant funding are leveraged with funds from other sources. In most instances, agencies are required to provide funds to meet matching requirements and often with residential rehabilitation projects, homeowners will match costs for improvements through low or no interest serviceable loans. Match requirements are identified early in the funding process, and agencies and developers must document their ability to meet the requirements.

In 2014, HDD will continue to leverage block grant funds with other federal, state, private and local funding as available. The City has allocated \$266,348 in General Fund dollars to the Housing Development Division for public services activities, transit passes and administrative support in 2014. The City also funds four Homeless Outreach Team police officers and security at warming shelters with General Fund dollars. The HDD Manager is also funded with General Funds. The local Continuum of Care was awarded \$2,025,448 to fund renewal of a number of transitional and permanent supportive housing projects and HMIS. Another \$74,000 is expected, which would result in an increase of \$30,000 over 2013 funding. The City will continue to work with the State Division of Housing to serve as the pass through for programs as appropriate. HDD administers State ESG funding in our community. In addition, the City will continue to work with the Colorado Springs Housing Authority and the El Paso County Housing Authority to develop housing and other programs that would meet identified community needs.

*Use of Publicly Owned Land*

The City inventoried its properties and identified 28 properties with a potential to be used for affordable housing purposes. At this time, however, the City's Real Estate Manual does not include policies and procedures for the use of City-owned land for affordable housing purposes. The Housing Development Division is working with the City Attorney's Office and City Real Estate Services to develop appropriate policies.

## Annual Objectives 91.220(c)(3)

7. Provide a summary of specific objectives that will be addressed during the program year.

Goals and objectives to be carried out during the action plan period are indicated by placing an X in the following boxes:

**Table 3 – Goals and Objectives**

<input type="checkbox"/>	<b>Objective Category Decent Housing</b>  Which includes:	<input type="checkbox"/>	<b>Objective Category: Suitable Living Environment</b>  Which includes:	<input type="checkbox"/>	<b>Objective Category: Expanded Economic Opportunities</b>  Which includes:
<input checked="" type="checkbox"/>	assisting homeless persons to obtain affordable housing	<input checked="" type="checkbox"/>	improving the safety and livability of neighborhoods	<input type="checkbox"/>	job creation and retention
<input checked="" type="checkbox"/>	assisting persons at risk of becoming homeless	<input checked="" type="checkbox"/>	eliminating blighting influences and the deterioration of property and facilities	<input type="checkbox"/>	establishment, stabilization and expansion of small business (including micro-businesses)
<input checked="" type="checkbox"/>	retaining the affordable housing stock	<input checked="" type="checkbox"/>	increasing the access to quality public and private facilities	<input type="checkbox"/>	the provision of public services concerned with employment
<input checked="" type="checkbox"/>	increasing the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities, without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability	<input checked="" type="checkbox"/>	reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods	<input type="checkbox"/>	the provision of jobs to low-income persons living in areas affected by those programs and activities under programs covered by the plan
<input checked="" type="checkbox"/>	increasing the supply of supportive housing, which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence	<input type="checkbox"/>	restoring and preserving properties of special historic, architectural, or aesthetic value	<input type="checkbox"/>	availability of mortgage financing for low income persons at reasonable rates using non-discriminatory lending practices
<input checked="" type="checkbox"/>	providing affordable housing that is accessible to job opportunities	<input type="checkbox"/>	conserving energy resources and use of renewable energy sources	<input type="checkbox"/>	access to capital and credit for development activities that promote the long-term economic social viability of the community

## **Description of Activities 91.220(d) and (e)**

8. Provide a summary of the eligible programs or activities that will take place during the program year to address the priority needs and specific objectives identified in the strategic plan, the number and type of families that will benefit from the proposed activities, proposed accomplishments, and target date for the completion of the activity.

### **2014 PROJECTS**

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#### **PLANNING ACTIVITIES \$63,650 (CDBG)**

##### **Citizen Participation - \$5,000**

Funds will be used for activities to enhance citizen participation (e.g., public hearings, public notices, Community Development Week activities) and to provide information concerning federal programs.

##### **Fair Housing - \$5,000**

Funds will be used to affirmatively further Fair Housing as required by HUD.

##### **Consolidated Plan - \$16,000**

Funds will be used to complete the 2015-2019 Consolidated Plan and 2015 Annual Plan.

##### **South Nevada Avenue and Ivywild Neighborhood Repositioning Strategy - \$20,000**

Funds will be made available to support a planning grant application to the Economic Development Administration. The project would build on initiatives underway through identification of priority capital expenditures and policy changes necessary to eliminate barriers to investment and capitalize on market opportunities. The cost is estimated at \$150,000.

##### **Technical Assistance - \$4,000**

Funds will be used for technical assistance to build capacity within the Division and update policies and procedures.

##### **Organization of Westside Neighbors - \$7,000**

Funds will be used to support this Neighborhood Strategy Area (NSA) neighborhood organization. Funds will be used to provide information concerning available City and federal programs, assist with the publication and distribution of its neighborhood newsletter and to help cover neighborhood meeting expenses for the organization.

##### **Adams Neighborhood Association - \$2,100**

Funds will be used to support this NSA neighborhood organization. Funds will be used to provide information concerning available City and federal programs, assist with the publication and distribution of its neighborhood newsletter and to help cover neighborhood meeting expenses for the organization.

##### **Deerfield Hills Neighborhood Association - \$1,500**

Funds will be used to support this NSA neighborhood organization. Funds will be used to provide information concerning available City and federal programs, assist with the

publication and distribution of a neighborhood newsletter, neighborhood clean-up projects and association meetings.

**Ivywild Improvement Society - \$1,800**

Funds will be used to support this NSA neighborhood organization. Funds will be used to provide information concerning available City and federal programs, assist with the publication and distribution of its neighborhood newsletter and to help cover neighborhood meeting expenses for the organization.

**Mill Street Neighborhood Association - \$1,250**

Funds will be used to support this NSA neighborhood organization. Funds will be used to provide information concerning available City and federal programs, assist with the publication and distribution of its neighborhood newsletter and to help cover neighborhood meeting expenses for the organization.

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**NEIGHBORHOOD REVITALIZATION**      \$269,500 (CDBG)

**Code Enforcement - \$169,500**

Funds will be used to support code enforcement in designated neighborhood strategy areas - Adams, Deerfield Hills, Ivywild, Mill Street and Westside, as well as identified low income census tracts in other targeted geographic areas (Census Tract #3000, 6502, 6400, 5400, 5300, 6100, 6000, 6200) as part of an overall revitalization strategy that includes investments in housing rehabilitation and public facilities improvements. Please see Geographic Distribution/Allocation Priorities for further justification.

**2014 Indicator** – 3,000 inspections in Neighborhood Strategy Areas and targeted low-income census tracts.

**Spot Blight Elimination - \$100,000**

Funds will be used for acquisition, clearance, relocation, historic preservation, remediation of environmentally contaminated properties, and building rehabilitation activities intended to eliminate decaying buildings on a spot basis.

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**CAPITAL IMPROVEMENTS**      \$2,143,642 (CDBG)

**Infrastructure - \$1,031,000**

Funds will be utilized in CDBG-eligible areas, with priority being given to the designated Neighborhood Strategy areas based on a neighborhood input process. The funds may also be used to assist in economic development/revitalization activities where appropriate in qualified LMI areas. Areas where funds may be utilized include, but are not limited to: Adams, Deerfield Hills, Ivywild, Mill Street and Westside Neighborhood Strategy Areas; South Academy Economic Opportunity Zone; North Nevada Economic Opportunity Zone; and South Nevada Avenue Corridor. Activities may include but are not limited to sidewalk, curb and gutter installation, ADA ramps, drainage improvements, lighting and other eligible activities listed in the federal regulations. Projects totaling \$531,000 were previously identified. Another \$500,000 will be allocated in 2014. All identified projects will be vetted following the City's Citizen Participation Plan.

**Table 4 – Anticipated Projects**

<b><u>Project</u></b>	<b><u>Amount</u></b>	<b><u>Anticipated Completion</u></b>
Platte Avenue – ADA (Hancock to Wahsatch)	\$136,000	April 30, 2014
Hancock Avenue (Bentley Commons) ADA, sidewalk	\$30,000	December 31, 2014
North Nevada EOZ - 4 <sup>th</sup> Street curb ramps and sidewalk	\$125,000	December 31, 2014
Westside NSA - W. Uintah Street sidewalk, curb/gutter	\$40,000	July 31, 2014
Ivywild NSA - Navajo Street lighting, sidewalk, curb/gutter	\$200,000	December 31, 2014

**Public Facilities - \$1,112,642**

Funds will be invested in a comprehensive day center to serve the needs of homeless residents and in public facilities improvements that benefit special needs populations and/or LMI areas. Geographic areas will be targeted as outlined in the Geographic Distribution/Allocation Priorities section of this Action Plan. In addition, the City will specifically make public facilities funds available to increase the number of emergency shelter beds for the homeless. Projects will be solicited via an application process.

**2014 Indicator** – As resources are identified, the City will issue a Request for Proposal for facility improvements.

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<b>AFFORDABLE HOUSING</b>	\$3,102,346 (HOME)
	\$ 997,802 (CDBG)
	\$ 203,084 (ESG)

**Affordable Housing Assistance - \$250,000 (CDBG)**

Funds will be used for projects that increase or preserve affordable housing stock in the community. This activity could include acquisition or rehabilitation of properties. This activity includes multi-family as well as single-family housing development and rehabilitation.

**2014 Indicator** – 15 units

**Affordable Housing Salaries/Benefits - \$25,949 (CDBG)**

Funds will cover the salaries and benefits for staff associated with carrying out affordable housing activities. Staff will provide technical and administrative assistance for program development.

**Affordable Housing Assistance - \$2,000,000 (HOME)**

Funds will be used for projects that increase or preserve affordable housing stock in the community. This activity could include acquisition, new construction or rehabilitation of properties. This activity includes multi-family as well as single-family housing development and rehabilitation. Budget includes carryover funds in the amount of \$1,537,582.

**2014 Indicator** – 65 units

**Homeless Services – Emergency Solutions Grant - \$203,084 (ESG)**

Funds will be used to address areas of need that have been identified and are eligible under the new ESG regulations. Activities may include support for homeless shelters, homeless services and homeless prevention activities for individuals and families with children who are at imminent risk of becoming homeless as well as for rapid re-housing activities. The City may use a Request for Proposal process to select agencies that meet qualifications for the provision of services.

**2014 Indicator** – 40 households and development of day center

**CHDO Administration - \$53,744 (HOME)**

Funds will be used to cover administrative costs of Community Housing Development Organizations (CHDOs) that develop, sponsor or own affordable housing in the community.

**CHDO Housing Development - \$161,232 (HOME)**

Funds will be used to cover costs associated with the development of affordable housing including acquisition, rehabilitation and new construction. These funds are available to certified CHDOs in the community.

**Tenant Based Rental Assistance (TBRA) - \$250,000 (HOME)**

Funds will be used to provide rental subsidies for the tenant based rental assistance program administered by the Colorado Springs Housing Authority. This program is open to persons who are on the Housing Authority's waiting list.

**2014 Indicator** – 50 households

**TBRA Salaries and Benefits - \$70,000 (CDBG)**

Funds will be used to cover salary and benefit costs for the HOME funded Tenant Based Rental Assistance program administered by the Colorado Springs Housing Authority.

**Residential Rehabilitation - \$445,000 (CDBG)**

Funds will be used for residential rehabilitation to benefit low and moderate income persons. This activity includes rehabilitation of single family, and manufactured housing through zero and low interest loans or grants for homeowner and/or investor owner rehab, architectural barrier removal for homeowners and/or tenants, minor repairs and emergency repairs.

**2014 Indicator** – 90 units

**Residential Rehabilitation - \$400,000 (HOME)**

Funds will be used for zero percent and low interest loans to homeowners and investor owners for moderate and substantial rehabilitation of properties.

**2014 Indicator** – 15 units

**Residential Rehabilitation Salaries/Benefits - \$206,853 (CDBG)**

Funds will support the salaries and benefits for staff associated with carrying out rehabilitation activities.

**Home Ownership - \$237,370 (HOME)**

Funds will be used to support a first time homebuyer program with Rocky Mountain Community Land Trust.

**2014 Indicator** – 16 units

## **PUBLIC/HUMAN SERVICES \$398,100 (CDBG)**

### **Direct Allocations - \$113,000**

The City makes a direct allocation to the following programs:

#### **Community Centers - \$60,000**

This program provides services for recreation, social issues, health, nutrition, ethnic celebrations, education and socialization for children, teens, adults, seniors and persons with disabilities at Meadows Park, Hillside and Deerfield Hills community centers.

#### **Golden Circle Nutrition Program - Housing Authority - \$45,000**

This program provides a meal to elderly participants at a variety of locations in Colorado Springs. An analysis of existing assessments indicates that many of the City's elderly eat one meal per day and that meal is provided by the Golden Circle Nutrition Program, which operates five days per week at most of its sites and seven days per week at its main site.

#### **Pikes Peak United Way – Continuum of Care Administration - \$8,000**

Funds will be used to cover operating and salary expenses associated with the Continuum of Care administration.

### **Competitive Process - Emergency Care and Shelter and Youth Services - \$285,100**

The City has identified the need for emergency care and shelter and youth services programs and makes funds available on a competitive basis to organizations that provide these services. HDD will contract with Pikes Peak United Way to manage the competitive process, including managing the application process, contract development, payments to agencies, and contract monitoring. \$275,100 CDBG will be available for distribution and \$10,000 will fund program support. The City will match with \$100,000 from General Funds.

#### **Ascending to Health Respite Care - \$36,640**

Ascending to Health Respite Care provides a safe and supportive place for homeless individuals to recuperate once ready for release from the hospital. Client Navigators provide case management support for up to eight clients each. This includes placement into local motels or hospital beds in a dedicated space within the RJ Montgomery Center. Each client then receives daily nutritional support and other social supports as part of intensive case management. Clients receive a social and health benefits assessment and evaluation by an Alcohol and Substance Abuse Counselor.

#### **CASA – Dependency and Neglect Program - \$14,000**

This agency provides and manages CASA volunteer advocates for children who are in out-of-home placements through the courts. Trained community volunteers monitor child abuse cases in which domestic violence is also present. The volunteer advocates represent the child's best interest, assuring intervention and prevention throughout the case. The goal is a safe and permanent home for each child.

#### **CASA – Supervised Exchange and Parenting Time - \$6,500**

This program provides a court-ordered service to protect children and adult victims from witnessing or involvement in physical conflict. The program enables adult victims of domestic violence to permit parenting time with the offender without face-to-face contact, alleviating further domestic violence, trauma or revictimization. The program provides accountability, and courts are informed of lack of compliance and/or inappropriate behaviors.

**Catholic Charities - \$45,460**

Funds will be used to support the Marian House Soup Kitchen. The Marian House Soup Kitchen is the region's largest daily-serving soup kitchen. A hot, nutritious meal is served 365 days a year. Guests experience the health benefits of a well-balanced main meal. The soup kitchen serves approximately 600 guests most days, including struggling families, seniors on fixed incomes, the working poor, veterans, persons with disabilities, unsupported teens and those who are homeless.

**Colorado Springs Teen Court - \$5,000**

The Restorative Justice Sentencing Program seeks to provide the City's at-risk young people with positive peer influence, community engagement opportunities and pertinent education so that they may become responsible citizens and future leaders. Any eligible juvenile charged with committing a misdemeanor offense in the City of Colorado Springs can choose Teen Court as their sentencing option. Based on the severity of the offense and age of the offender, cases are forwarded to Peer Panels, Trial by Peer Jury or Restorative Mediation.

**Early Connections Learning Center - \$18,500**

This agency offers child care and education all day and throughout the year for low and very low-income families and single parents. The early learning program offers families comprehensive and affordable services including a literature-based curriculum focusing on literacy and school readiness, a well designed and implemented health and nutrition program, a professional development and training program for classroom staff, developmentally appropriate assessment tools, and a variety of family support and engagement opportunities.

**Ecumenical Social Ministries (ESM) - \$6,000**

The ESM Housing Program provides emergency rental assistance, temporary hotel/motel stay (maximum of one week) or assistance with payment of a security deposit in order to secure housing to those at risk of becoming homeless and who are currently working to stabilize their income, but who lack current income to maintain their current housing. The program's focus is primarily families with children.

**Interfaith Hospitality Network (IHN) - \$7,500**

IHN provides temporary housing to homeless families with children who are referred by local agencies such as the New Hope Center, Department of Human Services and other local referral agencies. Strength-based case management is the primary tool to help guest families return to independent living. Homeless families are housed in existing space in churches and synagogues. Overnight accommodations and evening fellowship are provided to the families by the congregations' own volunteer resources.

**Lutheran Family Services - \$5,000**

Lutheran Family Services provides services in foster homes to abused, neglected, and drug-endangered children and youth that have been referred by the courts and county human services departments for out-of-home placement. This program is a foster-to-adopt program, wherein families selected for foster care are also certified as prospective adoptive families. The program specializes in the placement of the most difficult to place foster children – those eligible for adoption, two or more siblings cared for in a single foster home, minority children, and disabled children.



**Safe Passage - \$9,000**

This agency provides a comfortable, private, child-friendly environment in the Fourth Judicial District Court for children from birth to age 17 involved in the investigation of child abuse. Safe Passage also provides support and system education to child victims and their non-offending parents in order to strengthen the families' abilities to begin the healing process. Services include forensic interviews and onsite sexual assault medical exams, crisis support, community referrals, court preparation and support, and educational support groups for parents and child victims.

**Salvation Army – Children's Discovery Center - 8,000**

This program provides an environment designed to meet the specific needs of homeless families with children. The environment includes child and family friendly space with developmentally appropriate games and activities and quiet family gathering space. Included are meals and nutritious snacks, educational tutoring, bringing together community and educational resources, providing clothes and school supplies, and offering parenting education.

**Salvation Army – Red Shield After School Program - \$15,000**

The Red Shield After School and Summer Day Camp provide a safe, caring haven for children to learn and grow. The children served come together with their peers and complete homework and learn social skills, as they develop their skills and talents. 90% of the children come from single parents who are the working poor. These children would be left home alone, if this program did not exist. Red Shield provides tutors and mentors to help them achieve and succeed in school.

**Salvation Army – RJ Montgomery Center - \$72,000**

The RJ Montgomery New Hope Center is the City's only 24/7 walk-in emergency shelter for the homeless. It can house and feed up to 210 residents per night. Residents receive a safe and warm place to sleep, meals, showers and laundry facilities as well as case management to help them overcome the cycle of homelessness. The New Hope Center also collaborates with the City of Colorado Springs to provide a warming shelter when the temperature falls below 32 degrees.

**Special Kids/Special Families – Zach's Place - \$17,000**

This program provides respite and independent life skills training for children between the ages of 5 and 21 with cognitive, physical, neurological, and medical disabilities. The focus of the program is directed at preserving the family unit. This facility is the only one of its kind in the Colorado Springs area, the only place where parents of children with special needs can find qualified before and after school, summer, evening, weekend, and overnight care for their children.

**Springs Rescue Mission - \$39,700**

The Springs Rescue Mission's Winter Shelter is a seasonal, cold-weather overnight shelter for homeless men and women. The shelter opens on November 1<sup>st</sup> and is operational every night through April 15<sup>th</sup> with an expected 2014-2015 seasonal capacity of 50 beds per night.

**TESSA - \$15,000**

TESSA provides intervention services for adult and child victims of domestic violence. Funds will provide emergency care and shelter, support, advocacy, restraining order assistance, case management, 24-hour telephone crisis intervention, and information and referral services.

**Urban Peak** - \$54,800

Funding will support the continuation of the shelter and outreach services as well as expand capacity for homeless street outreach to youth and young adults, ages 15 through 24. Funding would allow Urban Peak to increase outreach hours to include weekends and evenings and would increase access and safe space potential through a “drop in” collaboration with Inside Out Youth Services, a local LGBT youth center.

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**ADMINISTRATION**            \$468,361 (CDBG)  
   \$147,488 (HOME)

**General Administration** - \$81,809 (CDBG)

Funds will be used for the administration of the federal block grant programs, which includes expenses such as rent, utilities, office supplies and postage.

**General Administration** – 29,599 (HOME)

Funds will be used for the administration of the HOME program, which includes expenses such as rent, utilities and supplies.

**CDBG Administration Salaries and Benefits** - \$386,552 (CDBG)

Support for salaries and benefits for activities associated with grant and program administration.

**HOME Administration Salaries and Benefits** - \$117,889 (HOME)

Support for salaries and benefits for activities associated with grant and program administration.

## Geographic Distribution/Allocation Priorities 91.220(d) and (f)

9. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
10. Describe the reasons for the allocation priorities, the rationale for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) during the next year, and identify any obstacles to addressing underserved needs.

Though most programs are available to qualified low income residents City-wide through an application process, HDD prioritizes investments in several income-eligible geographic areas and specifically markets its programs to these areas through mailings and public meetings.

### *Neighborhood Strategy Areas*

Neighborhood Strategy Areas (NSAs) are older areas of the City with concentrations of Low/Moderate Income (LMI) residents. Four of the five areas have overlapping concentrations of LMI and minority residents as identified in LMI Impacted Area Map in the appendix. Areas were designated through a survey and planning process that identifies code issues and capital improvement needs. HDD staff meets with neighborhood organizations in these areas and funds neighborhood cleanup and enhancement projects, housing rehabilitation, code enforcement and neighborhood communications (i.e., newsletters). The City has designated five NSAs (see Map in the Appendix):

**Table 5 – Neighborhood Strategy Areas**

<b>Neighborhood Strategy Area</b>	<b>Low/Mod Income</b>	<b>Minority &amp; Low/Mod Income</b>
Adams	71.0%	Yes
Deerfield Hills	58.6%	Yes
Ivywild	54.9%	Yes
Mill Street	77.1%	Yes
Westside	56.7%	No

As part of the 2015-2019 Consolidated Plan planning process, the City will evaluate the Neighborhood Strategy Program, research alternatives and make recommendations for future investments in neighborhoods.

### *South Academy Economic Opportunity Zone*

The South Academy Economic Opportunity Zone is a 12-square-mile area of Academy Boulevard from Maizeland Road on the north to Drennan Road on the south, extending one mile wide to each side of Academy Boulevard. This area accounts for approximately 15 percent of the City's population. Once a major commercial corridor, South Academy has declined in the last decade as more commercial activity has shifted to newer development in the northern parts of the City. The area lacks a sense of place and community. It is cluttered with overhead transmission lines, concrete medians, minimal landscaping, and a hodgepodge of building styles and signage. Vacant buildings are commonplace, and many

structures are deteriorating and in disrepair. Higher crime rates and the perception of crime negatively impact the area; there is a deficiency of quality jobs and primary employers, and transportation, connectivity and access is inefficient. Generally, this area is missing many of the fundamental elements that make a great community.

In 2014, the City released the South Academy Economic Opportunity Zone Action Plan for revitalizing the South Academy corridor. Block grant funds could be made available for infrastructure and public facilities improvements and affordable housing rehabilitation. Specific projects will be reviewed over the program year.

#### *North Nevada Economic Opportunity Zone*

The North Nevada Economic Opportunity Zone consists of the immediate Nevada Avenue corridor between the University of Colorado at Colorado Springs (UCCSS) and the Old North End, starting at I-25 and proceeding south to the Rock Island Railroad Right of Way just south of Fillmore. Though anchored by UCCS and the University Village shopping center, the area is characterized by a wide, unimproved and unappealing roadway and streetscape and is impacted by higher crime rates. A community correctional facility maintains the majority of its facilities in this corridor, housing 400 - 450 residents with about 200 others checking in but not staying overnight in nine facilities.

In 2014, the North Nevada Economic Opportunity Zone Task Force released its findings and recommendations for revitalizing the area. Block grant funds could be made available for infrastructure and public facilities improvements and affordable housing development and rehabilitation. Specific projects will be reviewed over the program year.

#### *Other Areas*

Housing Development Division staff works closely with the Colorado Springs Police Department to identify areas with urgent needs and to make immediate investments to arrest neighborhood decline. These areas are low income and generally have higher density multi-family housing, high foreclosure rates, code violations (slum and blight), and higher crime rates. For 2014, HDD has expanded code enforcement to cover several additional low-income census tracts near Fountain Boulevard and Chelton Road and Pikes Peak Avenue and Murray Boulevard. Rehabilitation programs will be marketed to these areas, and public agencies in these areas will be encouraged to apply for funds to improve public facilities.

#### *Special Populations*

Homeless. Preventing and ending homelessness is a priority of the City of Colorado Springs. HDD will invest in projects and programs that increase shelter beds and enhance outreach to street homeless with an emphasis on outreach to homeless in downtown Colorado Springs.

Disabled Persons. Residents with disabilities are more likely to live in poverty than persons without disabilities. In 2010, 20.6% of disabled individuals in Colorado Springs were living in poverty compared to 11.8% of those living in poverty without a disability. Families with disabilities are also overrepresented on housing waiting lists and are disproportionately represented in Section 8 housing. HDD will prioritize funding to housing projects that exceed minimum requirements for accessible units and is expanding its barrier removal program by working with medical agencies to leverage Medicaid funds with CDBG dollars to better serve low income disabled residents city-wide.

## Rationale for the priorities for allocating investments geographically

The allocation of funds geographically is based primarily on analysis of neighborhoods, affordable housing needs and the strengths and merits of applications for competitively awarded funds. Further, investing in Economic Opportunity Zones is identified as an objective in the City's 2014-2018 Strategic Plan for increasing jobs and building community in declining areas. The allocation of funds is also considered within the context of the City's overall budget. Whenever beneficial, the City seeks to combine block grant funds with City General Funds and other funding sources, such as the Pikes Peak Regional Transportation Authority, which funds crucial transportation projects through a one-cent sales tax.

## Obstacles to serving underserved needs

The City prioritizes funding to special populations, and in 2014 will make funds available for increasing emergency shelter beds, expanding homeless outreach, providing a day center for homeless services, making housing accessible, preserving the affordable housing stock and increasing 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 is dependent upon responses from organizations to City-issued Notices of Funding Availability. HDD staff will 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 to encourage proposals.

## Annual Affordable Housing Goals 91.220(g)

11. Describe the one-year goals for the number of homeless, non-homeless, and special-needs households to be provided affordable housing using funds made available to the jurisdiction and one-year goals for the number of households to be provided affordable housing through activities that provide rental assistance, production of new units, rehabilitation of existing units, or acquisition of existing units using funds made available to the jurisdiction. The term affordable housing shall be defined in 24 CFR 92.252 for rental housing and 24 CFR 92.254 for homeownership.

Housing continues to be the focus of funding. As the economy begins to stabilize, HDD continues to focus on maintaining the existing housing stock through rehabilitation programs, supporting first-time home ownership, and identifying new opportunities to increase the number of affordable multi-family rental units. The City continues to utilize Homeless Prevention and Rapid Re-Housing funds for homeless individuals/families while addressing the needs of the chronically homeless that require supportive services.

The goal numbers presented here reflect activities to be funded with federal funds through the Housing Development Division.

**Table 6 - Annual Housing Completion Goals**

One Year Goals for the Number of Households and Resources to be Supported		
Homeless	40	ESG
Non-Homeless	251	ESG, CDBG, HOME
Special-Needs	0	
<b>TOTAL</b>	<b>291</b>	

<b>One Year Goals for the Number of Households and Resources Supported Through:</b>		
Rental Assistance	50	HOME
Production of New Units	55	HOME, Private Activity Bond, CHFA, LIHTC
Rehab of Existing Units	105	HOME, CDBG
Acquisition of Existing Units	41	HOME, CDBG
<b>TOTAL</b>	<b>251</b>	

The City of Colorado Springs, in cooperation with El Paso County, is conducting an Affordable Housing Needs Assessment (HNA). The purpose of the HNA is to study affordable housing from emergency shelter to market rate housing, as well as the barriers to development and maintenance of affordable housing. The HNA will be completed July 2014.

HDD will continue to balance housing investments in both impacted and non-impacted areas, specifically directing rehabilitation activities to impacted areas and developing new housing in non-impacted areas.

Officials from the City, area housing developers, and Mountain Metro Transit will work together to identify opportunities for the development of medium and high density affordable family housing along existing transit routes. HDD recently updated its affordable rental housing program and underwriting guidelines and launched a new application process that should clarify the requirements for using federal block grant dollars for affordable housing projects and build more interest in the program, which hopefully will result in more units added to the community's permanent affordable housing stock.

HDD will continue to partner with El Paso County and invest county CDBG funds to provide Housing Rehabilitation program services to low-income owners outside of the Colorado Springs city limits.

### **Public Housing 91.220(h)**

1. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.

The Colorado Springs Housing Authority (CSHA) is the largest provider of affordable housing in Colorado Springs. CSHA owns 705 units of federally funded public and senior housing, administers approximately 2,290 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 Tenant Based Rental Assistance Program, funded by the City, which serves 50 households. In addition, CSHA offers low-cost nutritious lunches to low income seniors and disabled residents in CSHA-owned buildings and operates the Colorado Springs Senior Center.

A significant need exists for affordable housing in Colorado Springs. Over 1,150 families are on the CSHA waiting list for 705 public housing units and over 2,783 applicants are on the waiting list for the Housing Choice Voucher Program. Maintaining housing quality standards continues to be a challenge. Efforts to improve the living environment for CSHA residents

consist of routine maintenance and educating residents on proper maintenance. The City invests in rehabilitation of locally funded units operated by CSHA. Capital Fund dollars are used to complete large renovation projects to improve the quality of public housing stock. The Capital Fund program funds, however, have not kept pace with needs and units could ultimately be lost. In 2014, CSHA will focus its Capital Fund Grant on general upkeep and renovation across the portfolio, with an emphasis on repairs/renovations, such as roof repair/replacement, water intrusion/drainage, that preserve structural integrity.

CSHA has a resident participation plan that encourages tenants to participate in meetings that affect their housing and learn about other housing opportunities. CSHA also maintains a tenant representative to the Board of Directors and holds regular building meetings with tenants to get input for planning purposes.

When funds are available, CSHA offers a homeownership program in the form of a down payment assistance loan for first-time homebuyers who are low-income.

Though different and distinct entities, the City of Colorado Springs Housing Development Division and the Colorado Springs Housing Authority have a long history of collaboration and consultation in identifying and addressing gaps in affordable housing and in providing supportive services to special needs populations. The City will continue to partner with CSHA to assist in the development and preservation of affordable rental housing community-wide and in delivery of Tenant Based Rental Assistance. The City will also continue to invest in the Golden Circle Nutrition Program and services to seniors through the Colorado Springs Senior Center.

2. 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 during the next year.

The Colorado Springs Housing Authority is not designated as "troubled."

## **Homeless and Special Needs 91.220(i)**

12. Describe, briefly, the jurisdiction's plan for the investment and use of available resources and one-year goals for reducing and ending homelessness.
13. Describe specific action steps for reducing and ending homelessness that (i) reach out to homeless persons (especially unsheltered persons) and assessing their individual needs; (ii) address emergency shelter and transitional housing needs; (iii) help homeless persons (especially persons that are chronically homeless, families with children, veterans, and unaccompanied youth) make the transition to permanent housing and independent living.
14. Homelessness Prevention—Describe planned action steps for reducing ending homelessness that help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to be discharged from publicly funded institution and systems of care or those receiving assistance from public or private agencies that address housing, health, social service, employment, education or youth needs.

15. Describe specific activities the jurisdiction plans to undertake to address the housing and supportive service needs of persons who are not homeless (elderly, frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or other substance abuse problems).

In this final year of the 2010-2014 Consolidated Plan, the City remains committed to expanding housing opportunities and serving the homeless by:

- Supporting local affordable housing development and preservation
- Increasing the supply of affordable housing (rental and homeownership)
- Supporting a housing continuum that includes support to qualified agencies that provide emergency, transitional, permanent supportive and permanent affordable housing opportunities in the community
- Increasing funding opportunities as appropriate for affordable and accessible housing for special needs populations
- Supporting local efforts to assure that households in crisis are able to obtain and/or maintain housing stability.

### **One Year Goals and Actions**

In January 2014 the City released *The Initiative to End Homelessness in Colorado Springs*, a two-year plan designed to bring a fresh focus to the growing and expensive problem of homelessness in Colorado Springs and to clarify and strengthen the City's role in combatting homelessness. Though not a direct service provider, the City of Colorado Springs is committed to promoting community-wide collaboration and championing and investing in strategies that prevent and end homelessness in our community. The plan targets six goals:

1. Increase access to emergency shelter, especially during winter months
2. Facilitate development of a day center offering comprehensive services and amenities
3. Expand outreach programs to reduce street homelessness
4. Increase access to stable and affordable housing
5. Strengthen the community's Continuum of Care (CoC)
6. Develop a 10-Year Plan to end homelessness with strong community buy-in

For 2014, the City secured CoC planning dollars matched with General Fund dollars and hired a consultant to work with the local CoC to develop a governance charter and seat a governing board. The new governing board will initiate a 10-year community plan that enhances the significant work already being done, expedites new strategies to prevent and end homelessness, funnels new dollars to those strategies, and fosters a predictable and effective system to manage and deliver services. The City will have a seat on the governing board and will invest in the 10-year plan.

### **Reaching out to homeless persons**

In Colorado Springs, faith-based organizations provide a significant amount of outreach, mostly using volunteers. However, very few professional staff community-wide are



dedicated to outreach full time. Funding for these positions is often grant dependent and, therefore, not stable. The Colorado Springs Police Department (CSPD) Homeless Outreach Team provides specialized law enforcement and outreach activities but must respond to the most urgent needs city-wide and cannot always provide consistent and frequent interaction.

The City is investing General Fund dollars to increase outreach to street homeless, specifically young people up to age 24 experiencing homelessness. For a variety of reasons, some of the most vulnerable people experiencing homelessness are not connected with care. Consistent professional outreach is a key factor in building relationships with these people and moving them off the streets and into stable housing and supportive services. The City issued a RFP in March seeking outreach services. Urban Peak, a shelter facility for youth experiencing homelessness, was awarded \$54,800 to hire an additional outreach worker to serve downtown Colorado Springs primarily. In the course of their work, other at risk populations will be identified and at the end of the program period, the community should have a better understanding of the numbers and needs of people living on the streets. The lessons learned from this program will be shared and ideally, the work modeled by Urban Peak can be replicated in other programs community-wide.

The City will also make block grant funding available to facilitate development of a community day center to support outreach efforts. The community needs a center where people experiencing homelessness can find services such as showers and laundry facilities, case management and family connections, health evaluations and treatment, job assistance and life skills services, and lockers and storage. Currently there is no single place where homeless individuals may seek shelter from the time shelters close in the morning and re-open at night, much less a safe and engaging place where people can seek resources and support to come out of homelessness. Likewise, public restrooms, showers and laundry facilities for the homeless are in short supply. It is difficult to work and take care of basic health needs without access to hygiene services and public toilets. The City continues to work with service providers to identify a qualified agency to lead this effort.

### **Emergency shelter and transitional housing needs**

There is a substantial unmet need for shelter in Colorado Springs. At the "Point in Time Count" (PIT) of the homeless conducted by the Pikes Peak United Way in January 2013, 364 year round shelter beds were available and another 162 that were available for cold weather and overflow emergencies. Of those 526 beds, 473 were occupied. At the same time, 230 people reported being without shelter, leaving a gap of 177 beds. Since the PIT, emergency shelter capacity has decreased by approximately 120 beds due to the closure of programs counted last year. Of those beds, 53 had accommodated households with children.

Since November 2013, shelter programs have routinely operated at or above their maximum capacity, and each night people still remain without a roof over their heads. The impact of the loss of beds has been most acute during cold weather months. Though the City partnered with Springs Rescue Mission and Lighthouse Mobile Ministries to bring on an additional 37 cold weather beds in 2014, more beds are needed to shelter people from the dangerous cold.

To address this significant unmet need, the City will invest block grant funds to increase shelter capacity, especially for families with children and special needs populations; increase the number of nightly winter weather shelter beds between November 1 and April 15 and target investments to move clients out of shelter and into housing quickly, including case management and rental assistance. The City released an RFP for public services funding in

March and will release an RFP for public facility projects in June. Winter weather shelter planning began in May. City staff will work closely with the Continuum of Care to identify services and resources.

In addition, the City will continue to allocate ESG funds for operational costs at two emergency shelters and for the provision of essential services such as case management, food, education and employment assistance, clothing, life skills and transportation assistance. The two agencies currently funded with ESG funds, The Salvation Army and Urban Peak Colorado Springs, are the main providers of emergency shelter and essential services for homeless adults and teens in Colorado Springs.

Transitional housing programs have been largely funded through Continuum of Care grants. The City, however, will continue to make funds available for transitional housing development and rehabilitation of transitional units to ensure units continue to meet Housing Quality Standards. Funds will also be made available to operate programs that provide transitional housing. Agencies must request support through an application process that prioritizes investments in programs and projects that prevent and end homelessness.

### **Helping homeless persons make the transition to permanent housing and independent living**

HDD specifically invests in the development and preservation of permanent affordable housing, and is currently conducting an affordable housing needs assessment to identify specific targets for permanent and transitional housing and shelter beds. Newly drafted affordable housing guidelines prioritize investments in housing that serves the homeless and very low income as well as other special needs populations. The City also funds a Tenant Based Rental Assistance Program, managed by the Colorado Springs Housing Authority, that funds rental assistance for 50 families.

HDD also makes operating funds available to organizations such as Interfaith Hospitality Network, Partners in Housing and The Salvation Army, whose programs are designed to move clients from transitional to permanent housing. Programs include frequent case management interaction in early months; fast benefits acquisition through SOAR and Colorado PEAK (online system); access to health care, counseling and treatment resources; maintaining relationships with landlords; and addressing issues quickly.

The community also supports a housing first model to meet the needs of the chronically homeless and continues to increase the number of permanent supportive housing beds; 36 beds are currently available. Funds to increase permanent supportive housing beds have largely been provided through the Continuum of Care. A City representative sits on the local CoC governing board, and HDD manages three Shelter Plus Care grants and two supportive housing grants awarded through the Continuum of Care.

The City is also working with the CoC to improve the coordinated intake and assessment system and to integrate it into HMIS, providing better identification and prioritization of clients and enhancement of tools and capacity to monitor system performance monthly.

### **Preventing homelessness**

The City's chief goal in the *Initiative to End Homelessness in Colorado Springs* is to build a durable system of care that helps prevent and end homelessness and helps individuals achieve long-term sustainability. To this end, and as described previously, the City is

investing in the development of a governance charter for the local Continuum of Care and seating a governing board to provide leadership. Likewise, HDD invests ESG funds in HMIS and the collaborative intake and assessment tools to maintain a robust data system and better deliver services and monitor and improve performance.

HDD also directly invests in affordable housing development and preservation to reduce the housing cost burden for low income families and prevent homelessness. Additionally, the City has invested block grant dollars in programs that provide support to children aging out of the foster care system to prevent homelessness. About one in five teens become homeless within a year after leaving foster care, and one in four emancipated foster youth will be incarcerated within the first two years after they leave the system. The goal is to help teens transition from foster care to becoming independent, self-sufficient and productive adults in the community.

The City works with the CoC to maintain protocols and procedures with criminal justice, health care, mental health and foster care systems to ensure that persons are not routinely discharged to the street/homelessness. Although discharge planning is supported at the state level, more work needs to be done to clarify, document and enforce local protocols. This will be a priority of the CoC governing body that will be seated in August.

### **Housing and supportive needs for persons who are not homeless**

The City's affordable housing priorities include special needs populations that are not homeless. Namely, HDD prioritizes investments in housing development that serve the elderly, disabled persons and large families. The City also allocates block funding and general fund dollars to provide low cost meals to seniors through the Golden Circle Nutrition Program and supports operations at three community centers in low-income areas. Residents can access the centers for recreation, food pantries, child care, computer skills and many other programs.

### **Barriers to Affordable Housing 91.220(j)**

16. Describe the actions that will take place during the next year to remove barriers to affordable housing.

The Affordable Housing Needs Assessment currently underway will analyze barriers to affordable housing in the city and county. These may include policy issues such as permitting, zoning, and real property taxes; public transit; physical barriers as topography and flood plains; and private sector issues, including mortgage lending underwriting and restrictive covenants, among other things.

Policy recommendations will be based on the research and analysis of data collected and on best practices in other communities. Recommendations will include programmatic and policy actions that, if implemented, would facilitate the creation of new affordable housing opportunities in appropriate locations for specified population groups.

HDD will continue to work with the City Planning Department to decrease zoning requirements that present a barrier to the development of affordable housing. The fee deferral and waiver program for affordable housing development has been in place for several years and has definitely reduced many of the economic barriers that have prevented or negatively impacted the development of affordable housing. To date, over 2.1 million dollars in tap fees have been deferred for certified affordable housing projects. In addition,

planning and development fees have been waived or deferred for certified affordable housing projects.

### **Other Actions 91.220(k)**

17. Describe the actions that will take place during the next year to address obstacles to meeting underserved needs, foster and maintain affordable housing, evaluate and reduce the number of housing units containing lead-based paint hazards, reduce the number of poverty-level families develop institutional structure, enhance coordination between public and private agencies (see 91.215(a), (b), (i), (j), (k), and (l)).
18. Describe the actions to coordinate its housing strategy with local and regional transportation planning strategies to ensure to the extent practicable that residents of affordable housing have access to public transportation.

### **Actions planned to address obstacles to meeting underserved needs**

In 2014, HDD will launch the 2015-2019 Consolidated Planning process to better identify current needs and develop data driven strategies that will be deployed over the next five years. Job creation is a key priority in the City of Colorado Springs strategic plan, and it is expected that a portion of the Consolidated Plan funds will be directed to economic development activities that results in job creation with the 2015-2019 Consolidated Plan.

For the 2014 program year, HDD will invest in building the capacity of homeless service providers in the community by supporting the Continuum of Care. Funds will be invested in human services programs public facilities that benefit low and moderate income residents with a specific emphasis on preventing and ending homelessness, and projects that serve special needs populations will be prioritized for funding. More funding will be made available through competitive processes and notices of funding availability will be distributed to agencies that serve underserved populations. In addition, HDD staff will continue to participate in community initiatives, such as serving on the Continuum of Care Governing Board, the Homeless Management Information System committee and working with several community organizations to gather input on underserved needs in the community and advocate for appropriate actions.

### **Actions planned to foster and maintain affordable housing**

HDD invests the majority of the Consolidated Plan funding in housing development and preservation. In 2014, additional carryover funds will be made available to support affordable housing development, to include new construction and acquisition/rehabilitation projects. HDD has developed a comprehensive set of guidelines with a formal application process, pre-conference requirements and a checklist of activities so that affordable housing developers have a clear understanding of the process and requirements for use of federal funds. The applications are being circulated with public sector, private sector, state and other governmental agencies to fund meaningful affordable housing projects in the community.

Housing rehabilitation will also continue to be a focus area. HDD is working with the Colorado Springs Housing Authority to identify and fund a backlog of maintenance needs within the permanent affordable housing stock. HDD will also continue to make investments in owner-occupied rehabilitation and barrier removal to improve housing quality for low income homeowners city-wide.

### **Actions planned to reduce lead-based paint hazards**

The City recognizes the need to reduce the level of lead-based paint hazards in residential units improved with City or federal funds. According to the 2009-2011 3-Year American Community Survey data, approximately 44% of the homes built in Colorado Springs pre-date 1978, when lead was prohibited as an additive to paint. HDD will continue to conduct lead-based paint testing for homes built prior to 1978 and will utilize applicable procedures for lead safe work practices and abatement. When a lead-based paint survey is conducted on a structure, clients receive a copy of the inspection summary that indicates if lead is present and provides a brief summary of the inspection. HDD routinely grants abatement for housing rehabilitation activities to reduce homeowner rehabilitation costs.

### **Actions planned to reduce the number of poverty-level families**

Over the years, the City has sponsored a network of services intended to assist families and individuals to access resources that help them move toward self-sufficiency. In 2014, the City will continue to invest in housing and human services and renew its focus to prevent and end homelessness by building the community's capacity to respond. The City is managing development of a governance charter for the Continuum of Care and the seating and orientation of a new, highly motivated governing board. Planning activities in 2014, including the Consolidated Plan activities and the South Nevada and Ivywild Neighborhood Repositioning Strategy, will identify key economic development activities to improve family and individual economic opportunities and grow jobs. New activities will be implemented with the 2015-2019 Consolidated Plan.

### **Actions planned to develop institutional structure**

The City has experienced significant transition in the last four years. In 2010, voters approved a change in the form of government from a Council-Manager to a Council Mayor form, and in 2011 elected the first Mayor to serve as CEO. A key priority of the new administration has been transforming how the City does business in order to reduce costs and increase the return on investment. Greater focus is on performance measures and strategic planning.

HDD will use the Consolidated Plan planning process this year to identify community priorities using both quantitative and qualitative data, evaluating the effectiveness of its programs, adjusting programs as appropriate, and working to align its activities with key City and community initiatives. Further, HDD is currently modifying its contracts to clearly identify performance expectations and collaborating with the public and private sector to bring fresh new perspectives to perennial social problems.

### **Actions to enhance coordination between public and private agencies**

The HDD Manager is the point person in implementing the actions identified in the Annual Action Plan and the Initiative to End Homelessness in Colorado Springs with the role of communicating with the Mayor and City Council, coordinating with the CoC leadership and building support for strategies by cultivating and expanding relationships with homeless advocates, service providers, business and neighborhood concerns. Activities include:

- Communicating with the public on the scope, causes and costs of homelessness and advocating for the needs of low and moderate income residents

- Developing and supporting policies, partnerships, legislation and other actions to prevent homelessness and promote the return to self-sufficiency, expanding housing options and growing economic vitality
- Cooperating with other jurisdictions and coalitions in conducting regional, goal-oriented planning and coordination that will identify gaps in services and seeks methods to improve existing service systems
- Identifying funding streams and advising on the distribution of funds

**Actions to coordinate housing strategy with local and regional transportation planning strategies to ensure to the extent practicable that residents of affordable housing have access to public transportation**

HDD will continue to work with Mountain Metropolitan Transit (MMT) to align housing projects with existing and planned bus routes in order to reduce the housing and transportation cost burden for low income residents. Affordable housing projects are expected to demonstrate access to public transportation. HDD also invests in sidewalk and curb cuts in areas with affordable housing to better ensure residents have safe access to transit stops. Qualified organizations can also apply for grants through HDD to offset the cost of bus passes for low income and homeless clients.

**PROGRAM SPECIFIC REQUIREMENTS**

**CDBG 91.220(I)(1)**

1. Identify program income expected to be received during the program year, including:
  - amount expected to be generated by and deposited to revolving loan funds;
  - total amount expected to be received from each new float-funded activity included in this plan; and
  - amount expected to be received during the current program year from a float-funded activity described in a prior statement or plan.
2. Program income received in the preceding program year that has not been included in a statement or plan.
3. Proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in its strategic plan.
4. Surplus funds from any urban renewal settlement for community development and housing activities.
5. Any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.
6. Income from float-funded activities.
7. Urgent need activities, only if the jurisdiction certifies.
8. Estimated amount of CDBG funds that will be used for activities that benefit persons of low- and moderate income.

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  | 0        |
| 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        |
| <b>Total Program Income:</b>   | <b>0</b> |

**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  | 85%     |
| 3. 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 | FY 2014 |

**HOME 91.220(I)(1)**

1. Describe other forms of investment. (See Section 92.205)  
If grantee (PJ) plans to use HOME funds for homebuyers, did they state the guidelines of resale or recapture, as required in 92.254.
2. If grantee (PJ) plans to use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds, state its refinancing guidelines required under 24 CFR 92.206(b).
3. Resale Provisions -- For homeownership activities, describe its resale or recapture guidelines that ensure the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4).
4. HOME Tenant-Based Rental Assistance -- Describe the local market conditions that led to the use of HOME funds for tenant based rental assistance program.

If the tenant based rental assistance program is targeted to or provides a preference for a special needs group, that group must be identified in the Consolidated Plan as having an unmet

need and show the preference is needed to narrow the gap in benefits and services received by this population.

5. If a participating jurisdiction intends to use forms of investment other than those described in 24 CFR 92.205(b), describe these forms of investment.
6. Describe the policy and procedures it will follow to affirmatively market housing containing five or more HOME-assisted units.
7. Describe actions taken to establish and oversee a minority outreach program within its jurisdiction to ensure inclusion, to the maximum extent possible, of minority and women, and entities owned by minorities and women, including without limitation, real estate firms, construction firms, appraisal firms, management firms, financial institutions, investment banking firms, underwriters, accountants, and providers of legal services, in all contracts, entered into by the participating jurisdiction with such persons or entities, public and private, in order to facilitate the activities of the participating jurisdiction to provide affordable housing under the HOME program or any other Federal housing law applicable to such jurisdiction.
8. If a jurisdiction intends to use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds, state its financing guidelines required under 24 CFR 92.206(b).

Other forms of investment include private investment equity from developers and waiver/ deferral of fees that would increase cost of developing or acquiring existing housing. State and local funds, as available, and other eligible federal matching dollars for the development or preservation of affordable housing will be pursued and utilized as appropriate.

HOME funding will be utilized to meet the unit production/preservation outlined in the Specific Housing Objectives Section. Resale provisions as applicable will be utilized to ensure that HOME requirements are met for any homeownership project with HOME investment. The City does not generally refinance properties, but in cases where this occurs, rehabilitation is the primary component and the refinancing is required for affordability purposes. All per-unit rehabilitation costs are in line with the federal per-unit subsidy guidelines. The HOME program is open city-wide. All recipients of funding must qualify based on income. Priority is given to those homeowners in designated strategy areas.

Resale restrictions, in keeping with Section 92.254 of the HOME rule, are imposed on newly constructed and pre-owned for-sale housing. A covenant or deed of trust is recorded that provides the first option to repurchase the property if, within the HOME affordability period, the home ceases as the primary residence of the buyer. The home will be sold, at an affordable price, to another HOME-qualified low income owner/occupant. The City's resale provisions are included in the Note and Deed of Trust for HOME and ADDI funded homeownership projects. ADDI is referenced in this section even though the City no longer receives ADDI funding. These provisions are designed to protect the homeowner's equity and fair market return on their investment.

The required affordability period is also included and is defined as the period of time homeowners are responsible for keeping the unit as their principal residence and as a low and very low income housing unit.

The City has identified the periods of affordability and the restrictions with regard to the recapture of funds, should there be a default.



Because the City utilizes two different agencies for homeownership activities, it is in a unique position to have both resale and recapture provisions. The City provides HOME funds for homeownership to the Rocky Mountain Community Land Trust (RMCLT) and requires that all property be resold to low- and moderate-income (LMI) qualifying families or individuals. This is included in the contract for services and the Deed of Trust. The City firmly believes that having safe, high quality affordable housing stock is essential for a vibrant and thriving community. To that end, all properties assisted with HOME funds are evaluated and approved on the basis that the housing will be a part of the community's affordable housing stock for a significant period of time. Should properties utilizing HOME funds be sold during the affordability period or after, the City's resale policy stipulates that properties are to be resold to qualifying LMI families or individuals.

The City reserves the right to evaluate the effectiveness of affordability requirements on each project and will consult with HUD when waivers are requested for projects, depending on the circumstances. Below is the Recapture and Resale Provision that is utilized by the City and included in all HOME-funded housing projects:

The City will permit HOME funds to be invested as loans, grants, deferred payment loans, and other types of investment permitted by the regulations described in 92.205(b). The City will not permit other forms of investment without the prior approval of HUD.

#### **Home Buyer Resale/Recapture Provisions**

When HOME funds are used to assist a household in the purchase of a unit, restrictions will be placed on the unit to ensure compliance with the resale and recapture requirements described in 24 CFR 92.254. This section sets forth methods that will be used by the Housing Development Division to enforce these requirements. These provisions ensure that the City of Colorado Springs recoups all or a portion of the HOME assistance to the homebuyer if the home does not continue to be the principal residence of the homebuyer for the duration of the affordability period (time during which homebuyer must maintain property as principal residence). These restrictions will be released once the period of affordability has been satisfied. In addition, the City may and will use the resale provision when there is no direct homeowner subsidy involved. This would apply to projects that have a development subsidy only.

**Recapture:** A mechanism to capture all or a portion of the direct home subsidy if the homebuyer assisted with HOME funds decides to sell the house within the affordability period.

**Resale:** A mechanism to ensure that a HOME-assisted unit remains affordable over the affordability period.

**Affordability Period:** The affordability period is the varying lengths of time for occupancy restrictions for those homeowners assisted with HOME funds. Below are the minimum periods of affordability per HOME regulations. The City reserves the right to increase affordability periods specifically for projects with subsidy at or exceeding \$100,000.

**Table 7 – Period of Affordability**

<b>HOME Subsidy</b>	<b>Minimum Period of Affordability in Years</b>
Under \$15,000	5
\$15,000 to \$40,000	10
Over \$40,000	15

**Direct Homebuyer Subsidy:** A direct subsidy consists of any financial assistance that reduces the purchase price from fair market value to an affordable price, or otherwise directly subsidizes the purchase; e.g., down payment or closing cost assistance, subordinate financing.

**Development Subsidy:** A development subsidy is the difference between the costs to develop housing and the market price. For example, the City might provide a \$50,000 construction loan to a developer to construct an affordable home. Once constructed, the appraised value will be \$45,000 due to neighborhood and market conditions. The \$5,000 difference between the \$45,000 sale price and \$50,000 construction loan is not repaid to the City and represents a development subsidy. While the subsidy does not go directly to the homebuyer, it helps make development of an affordable home feasible.

**Net Proceeds:** The sales price minus loan repayment (other than HOME funds) and closing costs.

### **Resale Provision**

In the event that no direct homeowner subsidy is provided, the resale provision will be utilized. This will be reflected in deed restriction on the property upon sale to an eligible homeowner. The deed restriction will state how long the home must remain affordable and detail what will happen in the event of a sale. If a sale occurs before the end of the affordability period, the City will use the recorded deed restriction to ensure that the home is sold to an eligible homeowner whose income is at or below 80% of Area Median Income. The City will ensure that the homeowner receives a fair return on investment, which would include any down payment and capital improvements in the property during the affordability period. *This provision is triggered when a project receives a development subsidy only.*

### **Recapture Provision**

Under the City's HOME program, several methods may be used to recapture HOME funds that are provided as direct homeownership assistance. The types of direct homeownership assistance could include subordinate financing, down payment assistance, closing costs assistance, etc. Recapture provisions are intended to ensure that the City receives all or a portion of the HOME assistance provided to the homebuyer if the housing is no longer used as the principal place of residence or in the event of a sale during the affordability period.

The City will use one of the following in determining the recapture amount:

1. Shared Net Proceeds. This is determined based on the sales price minus loan repayment. If the entire amount cannot be recaptured and allow the homeowner to recapture the investment and capital investments in the property, the proceeds will be shared proportionately. See the example below. (HOME Investment is 20% and Homeowner Investment is 80%, then the net proceeds will be split based on the 80/20 proportionate investment.)

2. If the market is strong and allows, the City may also fully recapture the entire HOME investment.
3. The City may reduce the HOME investment to be recaptured on a prorated basis based on the length of time the homeowner has occupied the property as his/her principal residence within the affordability period. The City may, through agreement, forgive a portion of the HOME investment over the affordability period. A maximum of 50% of the HOME investment may be forgiven if appropriate; e.g., the City may forgive a portion of the HOME investment over a 10-year affordability period at a rate of 5% per year to total 50% of the HOME investment:

**Table 8 – Recapture**

Formula		
HOME Investment	x Shared Net Sales Proceeds	= Recapture Amount
HOME Investment + Homeowner Investment		
HOME Investment	x Shared Net Sales Proceeds	= Amount To Homeowner
HOME Investment + Homeowner Investment		

All recaptured funds will be used for HOME eligible activities.

The targeted population for the homebuyer function shall be between 50% and 80% of area median income based on historical data collected by the sub recipients that assist the City in the homeownership program.

The City of Colorado Springs is subject to the limitation that when the recapture or resale provisions are triggered by a voluntary or involuntary sale of the housing units, and there are no net proceeds or the net proceeds are insufficient to repay the HOME investment due, the City can only recapture the net proceeds, if any are available. In the instance of resale, the City may have to place additional subsidy into the property to ensure continued affordability.

In the case of other default during the affordability period, the City may pursue all remedies available to the City under the loan promissory note, the deed of trust, or other program loan documents.

**Refinancing Existing Debt**

In accordance with 24CFR 92.206(b) and 24 CFR 91.220(c), a Participating Jurisdiction (PJ) is permitted to refinance debt on existing HOME financed projects under specific conditions and circumstances. In order to be considered, the following circumstances must be present:

Applicants must demonstrate that:

- Rehabilitation is the primary eligible activity.
  - A rehab in which HOME funds are used to reduce any dollars in the capital structure is considered rehabilitation and refinancing.
  - Applicants can demonstrate compliance by reporting a minimum of \$5,000 of rehabilitation per unit.
- Disinvestment in the property has not occurred.
- Property will meet the extended 15-year affordability period.
- The project, based on a current feasibility analysis, can reasonably service the target population over the affordability period.

- The rehabilitated property will have at least 5% of its units designated as disability accessible and 2% designated as appropriate for use by the visually and hearing impaired.
- The new investment being made
  - Maintains current affordable units, creates additional affordable units, or both
  - Funds a project that lies within the boundaries of Colorado Springs

A rehabilitation project in which all HOME funds are used for construction costs is not considered a refinancing.

*No plans utilize HOME funds to refinance existing debt.*

### **Tenant based rental assistance program**

HDD has a strong relationship with the Colorado Springs Housing Authority (CSHA). Several years ago, the vacancy rate in Colorado Springs was in the double digits and the City was placed on a market watch by CHAFA. As a result, HDD, in consultation with the Colorado Springs Housing Authority, decided to use HOME funds for Tenant Based Rental Assistance to decrease the vacancy rate and provide affordable housing options for low income persons.

The program has evolved and continues to evolve as the number of persons requiring assistance continues to increase. The program now includes case managed housing options for clients of non-profits, particularly those who are homeless and could not sustain housing without case management services. This supports the Housing First Model and provides access to housing to support the work of the Continuum of Care. Not all of the assisted units are designated for homeless individuals.

### **Affirmatively marking housing containing five or more HOME-assisted units**

HDD requires that owners of projects with five or more HOME-assisted units have available for review written procedures that describe how the owner will carry out the affirmative marketing activities as required by HDD and HUD. The affirmative marketing procedures include:

- The use of the Fair Housing logo
- The actions the owner will take to affirmatively market the HOME assisted rental project
- The method the owner will employ to inform persons not likely to apply for housing without special notice for informing the public, owners and potential tenants about outreach
- The method the owner will employ to assess the effectiveness of the marketing efforts and the corrective action that will be taken if requirements are not met
- Evidence and documentation to support that the owner is adhering to the written affirmative marketing policy. Records must document the actions taken to affirmatively market the HOME assisted rental units and document the assessment of the property's marketing efforts.

HDD will develop a marketing plan to provide more guidance for owners with HOME assisted units and develop a monitoring strategy to ensure that the plan is being utilized and is effective.

The City continues to distribute copies of the Fair Housing booklet to interested parties, including the Housing Authority, Police and Fire Departments, and Legal Services office. The booklet is available for download on the HDD website. The booklet contains contact information and serves as a resource for individuals and families with landlord/tenant issues.

HDD will continue to maintain a translator list for sign language and non-English speaking persons. HDD has dedicated a web page to Fair Housing ([www.springsgov.com/FairHousing](http://www.springsgov.com/FairHousing)), and the page includes links to agencies where fair housing complaints can be initiated. Staff is available to assist individuals in completing the Colorado Civil Rights Division forms for filing a housing discrimination complaint.

### **HOPWA 91.220(I)(3)**

The City does not provide assistance through HOPWA activities.

### **ESG 91.220(I)(4)**

- 1 Identify the written standards for providing ESG assistance in accordance with 24 CFR 576.400(e)(1) and (e)(3).
- 2 If the Continuum of Care for the jurisdiction's area has established a centralized or coordinated assessment system that meets HUD requirements, describe the centralized or coordinated assessment system and the requirements for using the system, including the exception for victim service providers, as set forth under 24 CFR 576.400(d)
- 3 Identify the process for making awards and how the jurisdiction intends to make its allocation available to nonprofit organizations, and in the case of urban counties, funding to participating units of local government.
- 4 If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), specify the plan for reaching out to and consulting with homeless or formerly homeless individuals in considering and making policies and decisions regarding any facilities or services that receive funding under ESG.
- 5 Describe the performance standards for evaluating ESG activities.
- 6 Describe the consultation with each Continuum of Care that serves the jurisdiction in determining how to allocate ESG funds, develop performance standards, evaluate outcomes of activities assisted by ESG funds, and develop funding policies, and procedures for the administration and operation HMIS.

The following ESG program standards will be utilized by the City of Colorado Springs.

Agencies will operate their programs as components of a city-wide approach to homelessness intervention, prevention and rapid re-housing, which includes participation in:

- Access – Contracted agencies will take referrals from pre-screened callers from the Community Information Line, 2-1-1 program and also receive walk-ins and referrals from partner agencies. Programs that provide services to families with children will

participate in coordinated entry and assessment process when that system has been developed.

- Housing Stability Case Management – Each household will be assessed by contracted agencies and will develop an individualized written action plan for each with goals to ensure that housing stability is achieved and maintained. Comprehensive assessments, housing plans, and program referrals will address strengths, needs, and plans.
- Financial Assistance – Financial assistance, including rental assistance, is limited to the activities and costs as described in individual contracts. Any individual or family provided with financial assistance must have at least an initial assessment with a case manager who can determine the appropriate amount, type and duration of assistance to meet the household's needs or to make referrals to appropriate resources or services.
- Current and Accurate Program Information – Contracted agencies are required to enter Program data as described in their contracts directly into the Safe Harbors Homelessness Management Information System (HMIS) and submit other reporting relating to the milestones and performance commitment established by their contracts.

Additional program standards affect the operations of the program and the delivery of services. These standards are also set forth in the individual service contracts between the City and provider agencies. These standards include the following:

- Income Eligibility – For homeless prevention, agencies will serve only households and individuals residing in the City of Colorado Springs and El Paso County limits and whose incomes do not exceed 30% of the median income. Agencies will document and verify the income eligibility of each person and household enrolled for program services. Documentation must be from each client's specific income sources, or be verified in writing by a third party Federal or State agency currently serving the client, and whose services require proof of income. The income threshold does not apply to rapid re-housing at intake. Recipients of rapid re-housing assistance are presumed eligible at intake because they are homeless, that is, they meet the ESG program definition of homeless. HUD requires an income assessment at 12 months. Clients that are still on the program must income qualify at that time for assistance to continue.
- Client and Employee Grievances – Agencies will maintain both client and employee grievance procedures, which include how individuals are informed of their rights to resolve grievances. The Agency shall maintain documentation of all grievances filed against the program including, but not limited to, the name of the person filing the grievance, date the grievance is filed, nature of the grievance, outcome of the grievance resolution, and the date of resolution. Agency grievance procedures must be prominently posted in public and employee areas.
- Right to Service - Agencies shall not require households or individuals who are eligible for services under the terms of their service contracts with the City to participate in other Agency services or programs as a prerequisite or requirement to receive services provided through those contracts.
- Maintenance of Records – Agencies shall maintain timely and accurate records which reflect service levels, participant characteristics, and specific actions taken to assist participants, and service outcomes and expenditures under the terms of their

contracts. Agencies shall maintain client demographic data and complete the required City's client reports.

HDD, in conjunction with Pikes Peak United Way, coordinated assessment with the ESG program that covers the entire geographic area (City/County) and includes assessment matrix and case/self-sufficiency plan forms and guidelines. Clients are referred to projects through 211 and provider network. HMIS data requirements include program-specific and community data elements; launched with shared client demographic information (single HMIS client record).

A proposal has been developed to use ROMA model & HMIS assessment, client & resource wait-list functions to integrate the process into HMIS and extend to all CoC projects, including shared client records. Proposals for a vendor and local consultant are under review; work should begin by the 3<sup>rd</sup> quarter of 2014. 211 provides easy and accessible point of entry (statewide database with local call center); other logical points of entry are the soup kitchen and mass shelter; entry will be possible anywhere. The model being used matches needs from assessment with programs characteristics defined in HMIS.

Awards are made through an application process among non-profit service providers. The City will use an RFP process and accept applications from all non-profit service providers in the jurisdiction's service area.

HDD will execute a written agreement with agencies selected for funding. These agency agreements contain the terms and conditions of funding, reporting and invoicing requirements, performance expectations, service delivery levels, record keeping responsibilities, and consent to on-site monitoring.

The performance standards for all HMIS participating programs include:

1. Improvement in housing stability
2. Improvement in earned (employment) income
3. Improvement in other income (SSI, SSDI, pension, AND, etc.)
4. Improvement in non-case mainstream benefits (food stamps, Medicaid/Medicare, children's health care program, etc.)

In addition, as the coordinated access/assessment/assignment (Coordinated AAA) process (VI and ROMA eLogic) is implemented, other performance standards will be identified for CoC programs, including ESG funded.

The City strives to meet the requirements set forth in 24 CFR 576.405(b) for homeless participation by coordinating ESG investments through the CoC, which must meet homeless participation requirements on its governing board. In February 2014, the City hired a consultant to develop a governance charter that identifies CoC membership, governing board and committee roles. In addition to the requirement that at least one member of the governing board be homeless or formerly homeless, the draft charter identifies a consumer advisory council that will provide for more robust input from clients experiencing homelessness. The new governance charter will be approved in August 2014 and the City will work with the Governing Board to develop a well-defined plan for homeless participation to include with the 2015 Action Plan.

The City is a member of the CoC Governing Board, is the designated Collaborative Applicant and participates on most of the committees. The City consults with both the Governing

Board and CoC providers in determining priorities, identifying funding needs and resources, developing performance standards, and evaluating outcomes. HDD works with Pikes Peak United Way (HMIS lead) and the CMIS Committee in developing procedures for the administration and operation of HMIS.

## OTHER NARRATIVES AND ATTACHMENTS

Include any action plan information that was not covered by a narrative in any other section. If optional tables are not used, provide comparable information that is required by consolidated plan regulations.

Include any Action Plan information that was not covered by a narrative in any other section of this Plan. This section of the Consolidated Plan will provide strategies to achieve the statutory goals of providing (1) decent, safe and sanitary housing, (2) a suitable living environment, and (3) expanded economic opportunities for low- and moderate- income residents of the City of Colorado Springs. This section will describe the strategies used over the next year to address affordable housing development and preservation, human services, homeless services, neighborhood capital improvement activities, economic development, and financing mechanisms to be used to address these priorities and strategies.

### Code Enforcement

The City funds three Code Enforcement Officers to serve census tracts in geographic priority areas (as described earlier in the plan) to arrest decline of the areas and support private and public investments. Code enforcement meets the LMI national objective under the area benefit category. Census tracts served are primarily residential with at least 51% LMI. Services will be provided in the following census tracts:

3000	6100
4009	6200
5300	6400
5400	6502
6000	

### Matching HOME and ESG Dollars

As a requirement of the federal grant guidelines, the City must provide matching funds for HOME and Emergency Solutions Grant dollars. HOME funds are matched through a variety of sources, to include:

- (1) State Division of Housing
- (2) Colorado Housing and Finance Authority
- (3) Low-Income Housing Tax Credits
- (4) Federal Home Loan Bank (FHLB)
- (5) Banks and other financial institutions

All matches are tracked on a per-project basis, and records are maintained in the Affordable Housing database or OneRoof database. ESG funds are matched with City general fund dollars and the value of volunteer hours for agencies receiving funding.



## Housing Rehabilitation – Home Modifications & Energy Efficiency

Late in 2013, the Housing Development Division was chosen by the State Division of Housing to work with local medical agencies to develop a pilot program for joint delivery of home modifications funded by Medicaid and barrier removal projects funded by HDD dollars. The program will provide better quality projects for disabled members of the community needing accessible & affordable housing.

HDD continues to provide staff support and program administration for the El Paso County barrier removal and emergency repair programs benefitting low to moderate income households in the County.

HDD continues to provide funding to the Energy Resource Center to provide weatherization, energy efficiency and water efficiency upgrades to eligible low to moderate income families. The goal of this program is to provide audit and energy/water installation measures in residential customers' households to reduce utility costs and wasted water resources.

### Rehabilitation Housing Standard Definitions Requirement

**Standard Condition:** A dwelling unit which meets HDD's Property Rehabilitation Standards (PRS) with no major defects in the structure and only minor maintenance is required. Such a dwelling will generally have the following characteristics: a reliable roof; a sound foundation; adequate and stable floors, walls and ceilings; surfaces and woodwork that are not seriously damaged nor have paint deterioration; sound windows and doors; adequate heating, plumbing, and electrical systems; adequate insulation; and adequate water and sewer systems; and not overcrowded (defined in City Code Section 6.12.303). With the exception of the Emergency Repair, Lights and Locks for Seniors, and Architectural Barrier Removal programs, a unit in standard condition is **not** eligible to receive Housing Development Division housing rehabilitation funds.

**Substandard Condition Suitable for Rehabilitation:** A dwelling unit that does **not** meet the "standard condition" as defined above and as reflected in HDD's Property Rehabilitation Standards (PRS) inspection, but is both structurally feasible (*the structure is determined sound and suitable for rehabilitation*) and financially feasible (*see below*) to rehabilitate. The unit is likely to have deferred maintenance and may have some structural damage such as a leaking roof, deteriorated interior surfaces, and inadequate insulation. The unit has other items noted as PRS or incipient failures, as reflected by the inspection. However, a dwelling unit that is "substandard suitable for rehabilitation" has basic infrastructure, including systems for clean water and adequate waste disposal, that allows for economically and physically feasible improvements and upon completion of rehabilitation would meet the definition of "standard condition."

**Substandard Condition Not Suitable for Rehabilitation:** A dwelling unit that is in such poor condition that it is neither structurally nor financially feasible to rehabilitate.

**Substandard Condition Suitable for Emergency Rehabilitation:** The type of work eligible under the Emergency Repair Program is for emergency correction of livability problems. This includes at a minimum things such as installation of new furnaces, water heaters and other maintenance work that is critical to habitability/livability of the unit.

**Financially Feasible for Rehabilitation:** The structure does not require more than 60%\* of the structure's after rehabilitation appraised market value to rehabilitate, or the structure requires \$60,000 or less (loan construction costs plus grant construction costs; i.e., barrier removal, excluding mitigation grants) to rehabilitate for a single family unit or \$25,000 for multifamily units.

**Poor Structural Condition:** A dwelling unit that has a structurally unsound foundation, heavy structural damage through expansive soils or other causes.

## **Fair Housing**

The City of Colorado Springs prepared an Analysis of Impediments to Fair Housing Choice (AI) in 2012 to satisfy the requirements of the Housing and Community Development Act of 1974, as amended. This act requires that any community receiving Community Development Block Grant (CDBG) funds affirmatively further fair housing. Additionally, the City of Colorado Springs receives HOME program funds from HUD to which the City's obligation to affirmatively further fair housing is also extended. Based on the identified impediments to fair housing choice, the following Fair Housing Action Plan will be implemented:

- HDD will require that all HOME-assisted units meet Uniform Federal Accessibility Standards (UFAS).
- HDD will continue to strike a balance in investing in both impacted and non-impacted areas as identified in the Housing Needs Assessment.
- Staff will continue to field telephone calls, respond to emails and provide referral services to individuals with landlord/tenant questions. Potential Fair Housing violations will be tracked.
- Staff will develop a stand-alone affirmative marketing policy to ensure that CDBG and HOME assisted projects with five or more units comply with applicable regulations.
- HDD will allocate \$5,000 from CDBG entitlement for fair housing activities such as education, outreach, and training.
- HDD will continue to partner with Colorado Legal Services, El Paso County, Apartment Association of Pikes Peak Region and Human Relations Commission to offer annual fair housing training seminars to area landlords and property management companies.
- Staff will conduct the four-factor analysis to determine the extent to which a Language Access Plan (LAP) may be needed to enhance services to persons with limited English proficiency (LEP).
- Staff will use findings in the affordable housing needs assessment to identify opportunities for development of medium and high density affordable family housing along existing transit routes and to collaborate with Mountain Metro Transit to adequately serve these areas with public transit.

# APPENDICES

Neighborhood Strategy Area Map

LMI Impacted Area Map

South Academy Economic Opportunity Zone Map

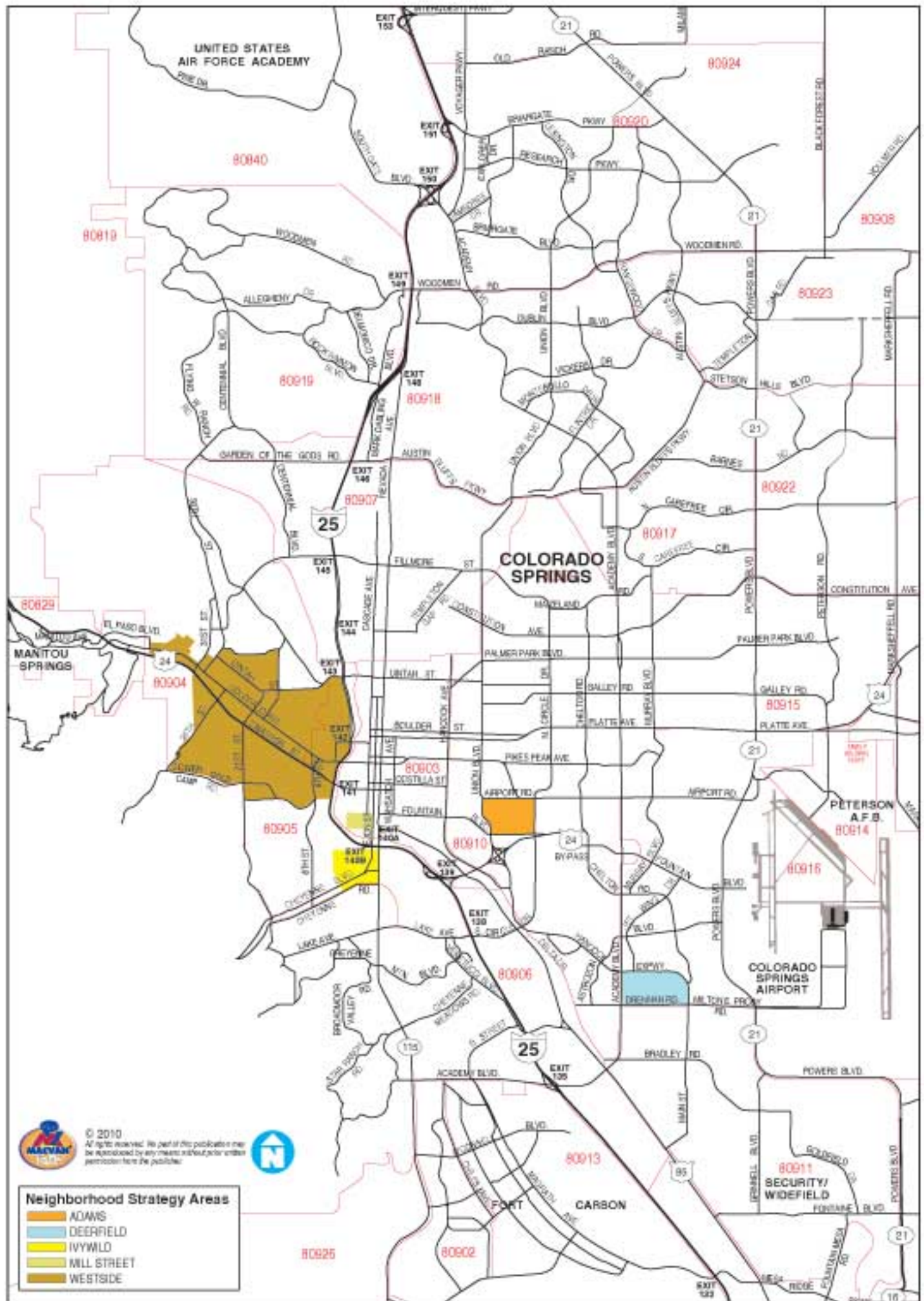
North Nevada Economic Opportunity Zone Map

Initiative to End Homelessness in Colorado Springs

Continuum of Care Homeless Population and Subpopulations Chart

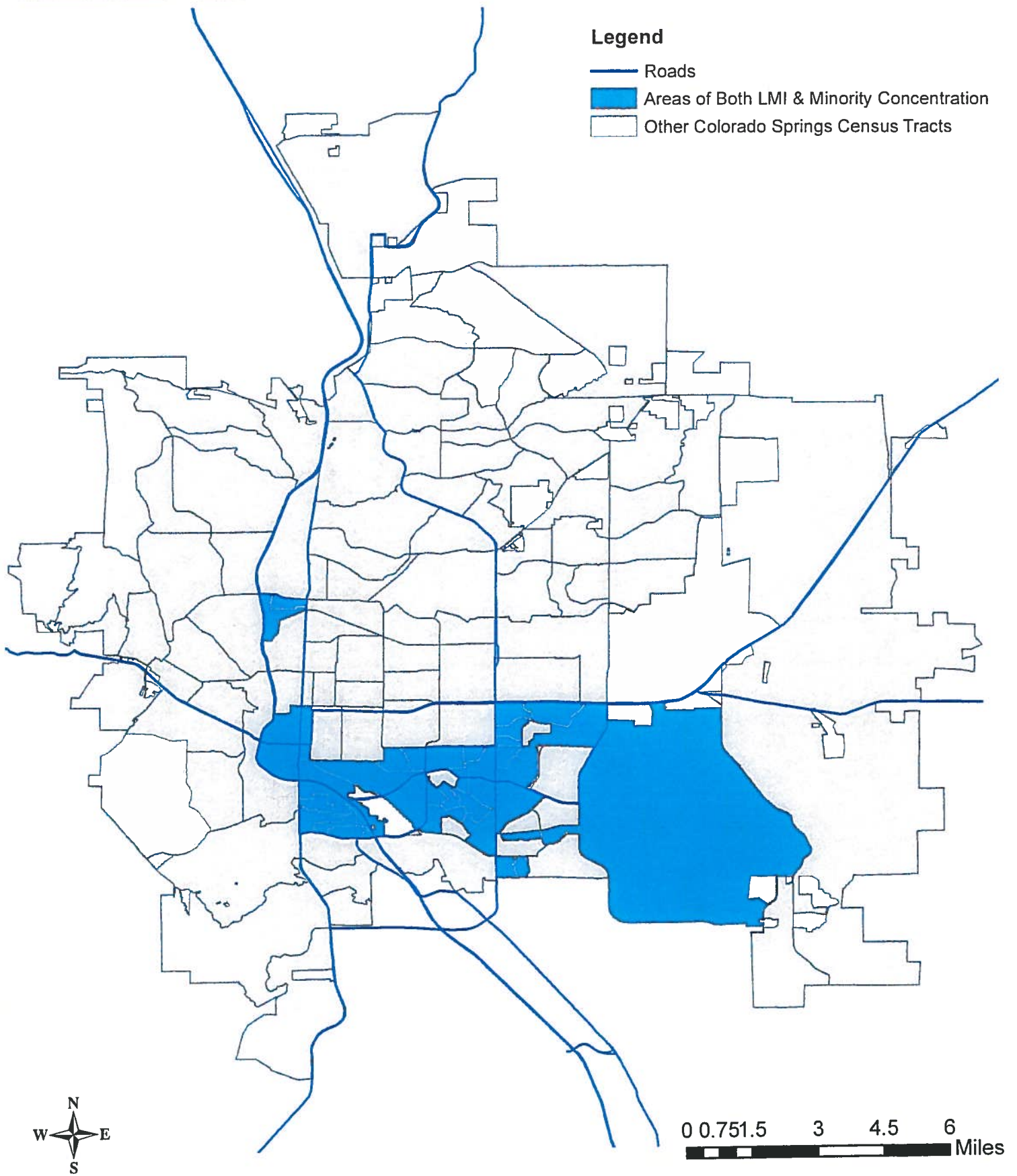
Housing Market Analysis

Responses to Citizen Comments on the Draft Action Plan

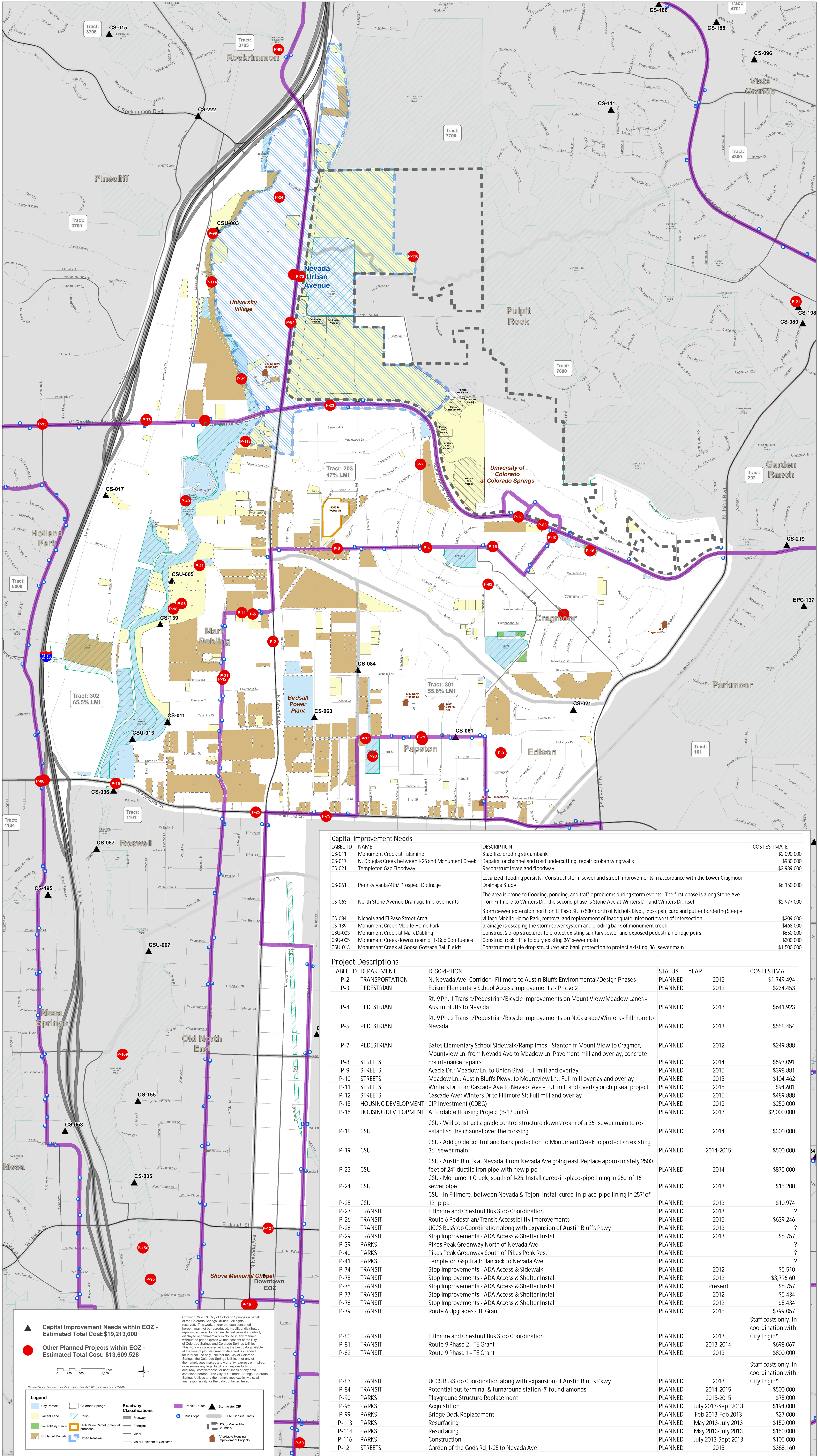


## Map 6: Impacted Areas of Both Minority and LMI Persons in the City of Colorado Springs

City of Colorado Springs Analysis of Impediments to Fair Housing Choice



# Economic Opportunity Zone North Nevada/UCCS



Capital Improvement Needs		DESCRIPTION	COST ESTIMATE		
LABEL_ID	NAME			YEAR	
CS-011	Monument Creek at Talamine	Stabilize eroding streambank	\$2,090,000		
CS-017	N. Douglas Creek between I-25 and Monument Creek	Repairs for channel and road undercutting; repair broken wing walls	\$930,000		
CS-021	Templeton Gap Floodway	Reconstruct levee and floodway.	\$3,939,000		
CS-061	Pennsylvania/4th/Prospect Drainage	Localized flooding persists. Construct storm sewer and street improvements in accordance with the Lower Cragmoor Drainage Study	\$6,150,000		
CS-063	North Stone Avenue Drainage Improvements	The area is prone to flooding, ponding, and traffic problems during storm events. The first phase is along Stone Ave from Fillmore to Winters Dr., the second phase is Stone Ave at Winters Dr. and Winters Dr. itself.	\$2,977,000		
CS-084	Nichols and El Paso Street Area	Storm sewer extension north on El Paso St. to 530' north of Nichols Blvd., cross pan, curb and gutter bordering Sleepy village Mobile Home Park, removal and replacement of inadequate inlet northwest of intersection.	\$209,000		
CS-139	Monument Creek Mobile Home Park	drainage is escaping the storm sewer system and eroding bank of monument creek	\$468,000		
CSU-003	Monument Creek at Mark Dabbling	Construct 2 drop structures to protect existing sanitary sewer and exposed pedestrian bridge piers	\$650,000		
CSU-005	Monument Creek downstream of T-Gap Confluence	Construct rock riffle to bury existing 36" sewer main	\$300,000		
CSU-013	Monument Creek at Goose Gossage Ball Fields	Construct multiple drop structures and bank protection to protect existing 36" sewer main	\$1,500,000		
Project Descriptions		DESCRIPTION	STATUS	YEAR	COST ESTIMATE
P-2	TRANSPORTATION	N. Nevada Ave. Corridor - Fillmore to Austin Bluffs Environmental/Design Phases	PLANNED	2015	\$1,749,494
P-3	PEDESTRIAN	Edison Elementary School Access Improvements - Phase 2	PLANNED	2012	\$234,453
P-4	PEDESTRIAN	Rt. 9 Ph. 1 Transit/Pedestrian/Bicycle Improvements on Mount View/Meadow Lanes - Austin Bluffs to Nevada	PLANNED	2013	\$641,923
P-5	PEDESTRIAN	Rt. 9 Ph. 2 Transit/Pedestrian/Bicycle Improvements on N.Cascade/Winters - Fillmore to Nevada	PLANNED	2013	\$558,454
P-7	PEDESTRIAN	Bates Elementary School Sidewalk/Ramp Imps - Stanton fr Mount View to Cragmoor, Mountview Ln. from Nevada Ave to Meadow Ln. Pavement mill and overlay, concrete maintenance repairs	PLANNED	2012	\$249,888
P-8	STREETS	Acacia Dr.: Meadow Ln. to Union Blvd. Full mill and overlay	PLANNED	2014	\$597,091
P-9	STREETS	Meadow Ln.: Austin Bluffs Pkwy. to Mountview Ln.; Full mill overlay and overlay	PLANNED	2015	\$398,881
P-10	STREETS	Winters Dr from Cascade Ave to Nevada Ave - Full mill and overlay or chip seal project	PLANNED	2015	\$104,462
P-11	STREETS	Cascade Ave: Winters Dr to Fillmore St; Full mill and overlay	PLANNED	2015	\$94,601
P-12	STREETS	CIP Investment (CDBG)	PLANNED	2015	\$489,888
P-15	HOUSING DEVELOPMENT	Affordable Housing Project (8-12 units)	PLANNED	2013	\$250,000
P-16	HOUSING DEVELOPMENT		PLANNED	2013	\$2,000,000
P-18	CSU	CSU - Will construct a grade control structure downstream of a 36" sewer main to re-establish the channel over the crossing.	PLANNED	2014	\$300,000
P-19	CSU	CSU - Add grade control and bank protection to Monument Creek to protect an existing 36" sewer main	PLANNED	2014-2015	\$500,000
P-23	CSU	CSU - Austin Bluffs at Nevada. From Nevada Ave going east. Replace approximately 2500 feet of 24" ductile iron pipe with new pipe	PLANNED	2014	\$875,000
P-24	CSU	CSU - Monument Creek, south of I-25. Install cured-in-place-pipe lining in 260' of 16" sewer pipe	PLANNED	2013	\$15,200
P-25	CSU	CSU - In Fillmore, between Nevada & Tejon. Install cured-in-place-pipe lining in 257' of 12" pipe	PLANNED	2013	\$10,974
P-27	TRANSIT	Fillmore and Chestnut Bus Stop Coordination	PLANNED	2013	?
P-26	TRANSIT	Route 6 Pedestrian/Transit Accessibility Improvements	PLANNED	2015	\$639,246
P-28	TRANSIT	UCCS BusStop Coordination along with expansion of Austin Bluffs Pkwy	PLANNED	2013	?
P-29	TRANSIT	Stop Improvements - ADA Access & Shelter Install	PLANNED	2013	\$6,757
P-39	PARKS	Pikes Peak Greenway North of Nevada Ave	PLANNED		?
P-40	PARKS	Pikes Peak Greenway South of Pikes Peak Res.	PLANNED		?
P-41	PARKS	Templeton Gap Trail: Hancock to Nevada Ave	PLANNED		?
P-74	TRANSIT	Stop Improvements - ADA Access & Sidewalk	PLANNED	2012	\$5,510
P-75	TRANSIT	Stop Improvements - ADA Access & Shelter Install	PLANNED	2012	\$3,796.60
P-76	TRANSIT	Stop Improvements - ADA Access & Shelter Install	PLANNED	Present	\$6,757
P-77	TRANSIT	Stop Improvements - ADA Access & Shelter Install	PLANNED	2012	\$5,434
P-78	TRANSIT	Stop Improvements - ADA Access & Shelter Install	PLANNED	2012	\$5,434
P-79	TRANSIT	Route 6 Upgrades - TE Grant	PLANNED	2015	\$799,057
P-80	TRANSIT	Fillmore and Chestnut Bus Stop Coordination	PLANNED	2013	Staff costs only, in coordination with City Engin*
P-81	TRANSIT	Route 9 Phase 2 - TE Grant	PLANNED	2013-2014	\$698,067
P-82	TRANSIT	Route 9 Phase 1 - TE Grant	PLANNED	2013	\$800,000
P-83	TRANSIT	UCCS BusStop Coordination along with expansion of Austin Bluffs Pkwy	PLANNED	2013	Staff costs only, in coordination with City Engin*
P-84	TRANSIT	Potential bus terminal & turnaround station @ four diamonds	PLANNED	2014-2015	\$500,000
P-90	PARKS	Playground Structure Replacement	PLANNED	2015-2015	\$75,000
P-96	PARKS	Acquisition	PLANNED	July 2013-Sept 2013	\$194,000
P-99	PARKS	Bridge Deck Replacement	PLANNED	Feb 2013-Feb 2013	\$27,000
P-113	PARKS	Resurfacing	PLANNED	May 2013-July 2013	\$150,000
P-114	PARKS	Resurfacing	PLANNED	May 2013-July 2013	\$150,000
P-116	PARKS	Construction	PLANNED	July 2013-Sept 2013	\$105,000
P-121	STREETS	Garden of the Gods Rd: I-25 to Nevada Ave	PLANNED	2015	\$368,160

▲ Capital Improvement Needs within EOZ - Estimated Total Cost: \$19,213,000  
● Other Planned Projects within EOZ - Estimated Total Cost: \$13,609,528

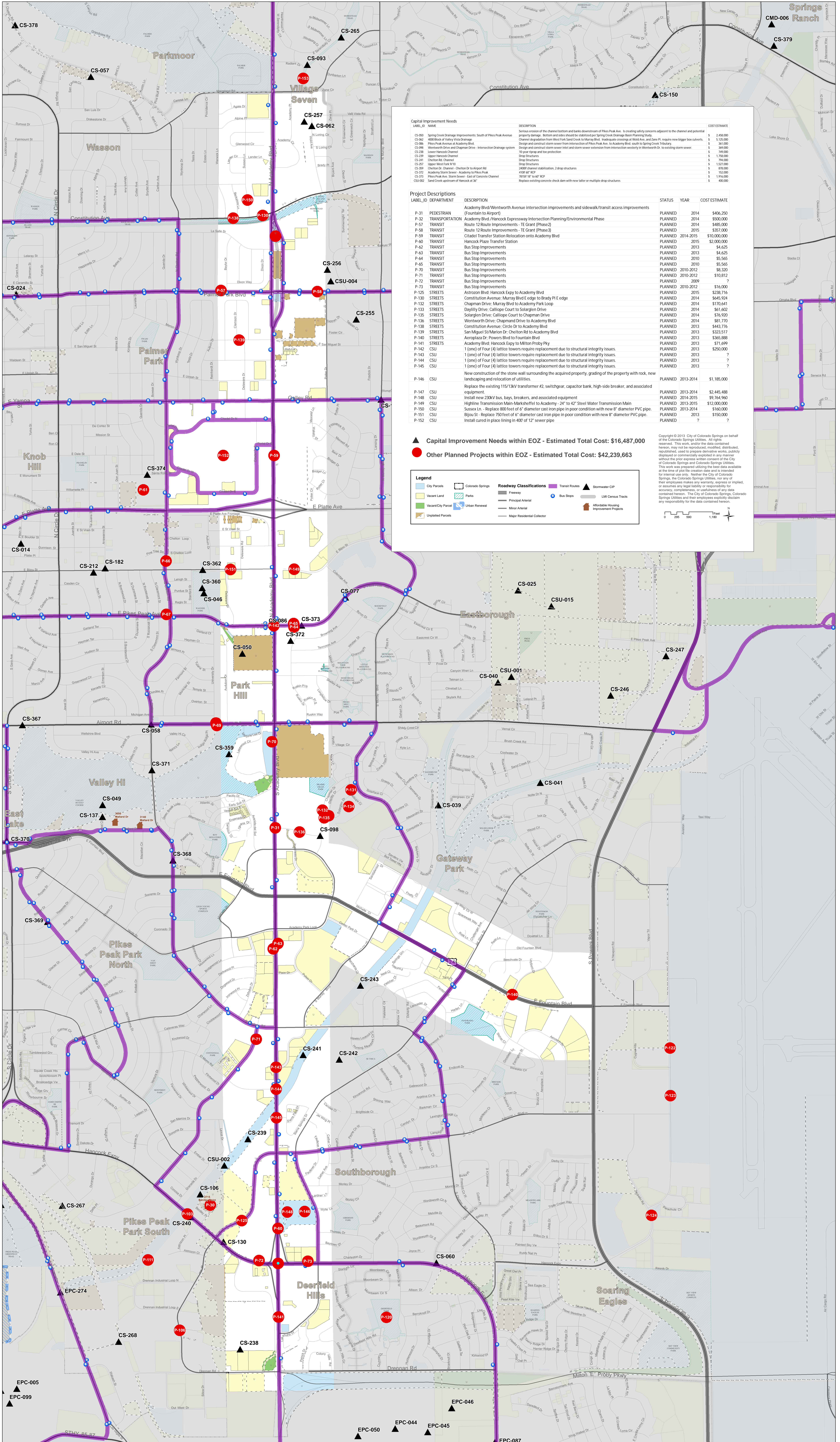
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Document Name: Economic Opportunity Zone North Nevada/UCCS.aprx Map Date: 4/28/2014

Legend

- City Parcels
- Vacant Land
- Vacant City Parcel
- Unplatted Parcels
- Colorado Springs
- High Value Parcel (potential purchase)
- Urban Renewal
- Roadway Classifications
- Freeway
- Principal
- Minor
- Major Residential Collector
- Transit Routes
- Bus Stops
- Stomwater CIP
- LMI Master Plan
- UCCS Census Tract Boundary
- UCCS Master Plan
- Affordable Housing Improvement Projects

# Economic Opportunity Zone South Academy



Label ID	NAME	DESCRIPTION	COST ESTIMATE
CS-099	Spring Creek Drainage Improvements: South of Pikes Peak Avenue	Serious erosion of the channel bottom and banks downstream of Pikes Peak Ave. Is creating safety concerns adjacent to the channel and potential property damage. Bottom and sides should be stabilized per Spring Creek Drainage Basin Planning Study.	\$ 2,438,000
CS-098	400' Block of Valley Vista Drainage	Channel degradation from West Fork Sand Creek to Merry Blvd. Inadequate crossing at West Ave. and Lane Pl. require new bigger box culverts.	\$ 1,215,000
CS-086	Pikes Peak Avenue at Academy Blvd	Design and construct storm sewer from intersection of Pikes Peak Ave. to Academy Blvd. south to Spring Creek tributary.	\$ 341,000
CS-096	Westworth Drive and Chapman Drive - Intersection Drainage system	Design and construct storm sewer along Westworth Drive and Chapman Drive to Academy Blvd. south to Spring Creek tributary.	\$ 540,000
CS-238	Lower Hancock Channel	10 year riprap and toe protection	\$ 149,000
CS-239	Upper Hancock Channel	Drop Structures	\$ 194,000
CS-241	Chelton Rd Channel	Drop Structures	\$ 132,000
CS-237	Upper West Fork Left	2000' channel stabilization, 2 drop structures	\$ 1,320,000
CS-239	Chelton Dr. Channel - Chelton Dr to Airport Rd	410' of 18" pipe	\$ 180,000
CS-372	Academy Storm Sewer - Academy to Pikes Peak	1800' of 18" RCP	\$ 102,000
CS-373	Pikes Peak Ave. Storm Sewer - East of Converse Channel	1800' of 18" RCP	\$ 102,000
CS-102	Sand Creek upstream of Hancock at 30'	Replace existing concrete check dam with new taller or multiple drop structures	\$ 194,000

Label ID	DEPARTMENT	DESCRIPTION	STATUS	YEAR	COST ESTIMATE
P-31	PEDESTRIAN	Academy Blvd/Wentworth Avenue Intersection Improvements and sidewalk/transit access improvements (Fountain to Airport)	PLANNED	2014	\$406,250
P-32	TRANSPORTATION	Academy Blvd./Hancock Expressway Intersection Planning/Environmental Phase	PLANNED	2014	\$500,000
P-57	TRANSIT	Route 12 Route Improvements - TE Grant (Phase 2)	PLANNED	2014	\$485,000
P-58	TRANSIT	Route 12 Route Improvements - TE Grant (Phase 3)	PLANNED	2015	\$252,000
P-59	TRANSIT	Citadel Transfer Station Relocation onto Academy Blvd	PLANNED	2014-2015	\$10,000,000
P-60	TRANSIT	Hancock Plaza Transfer Station	PLANNED	2015	\$2,000,000
P-62	TRANSIT	Bus Stop Improvements	PLANNED	2013	\$4,625
P-63	TRANSIT	Bus Stop Improvements	PLANNED	2013	\$4,625
P-64	TRANSIT	Bus Stop Improvements	PLANNED	2010	\$5,565
P-65	TRANSIT	Bus Stop Improvements	PLANNED	2010	\$5,565
P-70	TRANSIT	Bus Stop Improvements	PLANNED	2010-2012	\$8,320
P-71	TRANSIT	Bus Stop Improvements	PLANNED	2010-2012	\$10,812
P-72	TRANSIT	Bus Stop Improvements	PLANNED	2009	?
P-73	TRANSIT	Bus Stop Improvements	PLANNED	2010-2012	\$16,000
P-125	STREETS	Astrosen Blvd./ Hancock Expy to Academy Blvd	PLANNED	2015	\$238,716
P-130	STREETS	Constitution Avenue/Murray Blvd E edge to Brady Pl E edge	PLANNED	2014	\$465,924
P-132	STREETS	Chapman Drive/Murray Blvd to Academy Park Loop	PLANNED	2014	\$170,641
P-133	STREETS	Daylily Drive/ Calliope Court to Solarglen Drive	PLANNED	2014	\$61,602
P-135	STREETS	Solarglen Drive/ Calliope Court to Chapman Drive	PLANNED	2014	\$76,920
P-136	STREETS	Wentworth Drive/ Chapman Drive to Academy Blvd	PLANNED	2015	\$81,770
P-138	STREETS	Constitution Avenue/ Circle Dr to Academy Blvd	PLANNED	2013	\$443,716
P-139	STREETS	San Miguel St/Marion Dr/ Chelton Rd to Academy Blvd	PLANNED	2013	\$323,517
P-140	STREETS	Aeroplaza Dr/ Powers Blvd to Fountain Blvd	PLANNED	2013	\$365,888
P-141	STREETS	Academy Blvd/ Hancock Expy to Milton Proby Pkwy	PLANNED	2013	\$71,699
P-142	CSU	1 (one) of four (4) lattice towers require replacement due to structural integrity issues.	PLANNED	2013	\$250,000
P-143	CSU	1 (one) of four (4) lattice towers require replacement due to structural integrity issues.	PLANNED	2013	?
P-144	CSU	1 (one) of four (4) lattice towers require replacement due to structural integrity issues.	PLANNED	2013	?
P-145	CSU	1 (one) of four (4) lattice towers require replacement due to structural integrity issues.	PLANNED	2013	?
P-146	CSU	New construction of the stone wall surrounding the acquired property, grading of the property with rock, new landscaping and relocation of utilities.	PLANNED	2013-2014	\$1,185,000
P-147	CSU	Replace the existing 115/13kV transformer #2, switchgear, capacitor bank, high-side breaker, and associated equipment.	PLANNED	2013-2014	\$2,445,488
P-148	CSU	Install new 230kV bus, bays, breakers, and associated equipment	PLANNED	2014-2015	\$9,764,960
P-149	CSU	Highline Transmission Main - Markshoffel to Academy - 24" to 42" Steel Water Transmission Main	PLANNED	2013-2015	\$12,000,000
P-150	CSU	Saxosa Ln - Replace 300 feet of 6" diameter cast iron pipe in poor condition with new 8" diameter PVC pipe	PLANNED	2013-2014	\$160,000
P-151	CSU	Bijou St - Replace 750 feet of 6" diameter cast iron pipe in poor condition with new 8" diameter PVC pipe.	PLANNED	2013	\$150,000
P-152	CSU	Install cured in place lining in 400' of 12" sewer pipe	PLANNED	?	?

● Capital Improvement Needs within EOZ - Estimated Total Cost: \$16,487,000  
 ● Other Planned Projects within EOZ - Estimated Total Cost: \$42,239,663

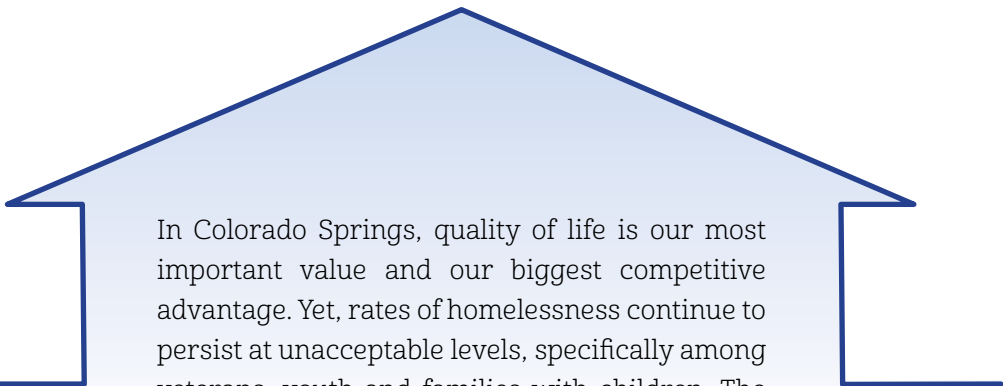
**Legend**

- City Parcels
- Vacant Land
- Vacant City Parcel
- Unplatted Parcels
- Colorado Springs
- Parks
- Urban Renewal
- Roadway Classifications: Freeway, Principal Arterial, Minor Arterial, Major Residential Collector
- Transit Routes
- Bus Stops
- Stormwater CIP
- LMI Census Tracts
- Affordable Housing Improvement Projects

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# THE INITIATIVE TO END HOMELESSNESS IN COLORADO SPRINGS

JANUARY 29, 2014



In Colorado Springs, quality of life is our most important value and our biggest competitive advantage. Yet, rates of homelessness continue to persist at unacceptable levels, specifically among veterans, youth and families with children. The costs of homelessness are significant in both actual dollars and public perceptions about the safety and vitality of our community.



- In 2010, 80.8% of female headed households with children lived below the poverty level.<sup>1</sup>
- Over 1,350 families are on the Colorado Springs Housing Authority waiting list for 705 public housing units. Families with a disabled member comprise 33% of the waiting list and families with children comprise 47%. At current turnover rates, it would take more than 10 years to accommodate the current waiting list.
- The estimated cost to serve a single chronically homeless person in Colorado Springs is \$57,760 per year.<sup>2</sup> That number includes medical treatment, incarceration, police intervention and emergency response. Research suggests that costs drop significantly – by as much as \$30,000 annually according to one study –when a person is placed in permanent supportive housing.<sup>3</sup>
- Of the 1,171 homeless persons surveyed in the El Paso County point in time survey conducted by the Pikes Peak United Way in January 2013, 33% were families with children, 31% identified as chronic drug abusers, 26% were experiencing severe mental illness, 14% were veterans and 14% were victims of domestic violence.
- The chronically homeless, who impact downtown commerce the most, are disproportionately impacted by substance abuse and mental illness.<sup>4</sup>

## ACTION PLAN FRAMEWORK

This plan is designed to bring a fresh focus to the growing and expensive problem of homelessness in Colorado Springs and to clarify and strengthen the City's role in combatting homelessness. Though not a direct service provider, the City of Colorado Springs is committed to engaging with service providers, business leaders, policy-makers and the public to promote community-wide collaboration and champion and invest in strategies that prevent and end homelessness in our community.

The long term intent is to build a 10 year community plan that enhances the significant work already being done, expedites new strategies to prevent and end homelessness, funnels new dollars to those strategies, and fosters a predictable and effective system to manage and deliver services. Over the next two years, the goal is to draw attention to the most pressing needs and invest available dollars immediately to address problems nearing crisis status. Some strategies will be quickly executed, while others may require more time and policy work. As we move forward, the City will remain committed to the challenge and provide leadership and resources to realize the goals in the plan.

We believe this powerful vision and community-wide program to tackle the complex issues of homelessness will ultimately save taxpayers money, but more important, will give our citizens experiencing homelessness both hope and a home.

### VISION

All citizens of Colorado Springs will have access to safe shelter and a strong safety net of services to help them avoid and end homelessness.

<sup>1</sup> City of Colorado Springs. (2012). *Analysis of impediments to fair housing choice*.

<sup>2</sup> Hanson, J., Phd. (2013). *Cost to care for homeless in Colorado Springs*.

<sup>3</sup> Larimer, M., Malone, D., Garner, M., Atkins, D., Burlingham, B., Lonczak, H.; & Tanzer, K. (2009). Health care and public service use and costs before and after provision of housing for chronically homeless persons with severe alcohol problems. *The Journal of the American Medical Association*, 301 (13) pp. 1349, 1357. doi 10.1001/jama.209.414 Retrieved from www.jama.jamanetwork.com.

<sup>4</sup> Pikes Peak United Way. Point in time count conducted January 2013.

## THE SIX PRIMARY GOALS

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### 1. Increase access to emergency shelter, especially during winter months.

Emergency shelter is part of a safe community and plays a key role in getting people off the street, connecting them to services and providing a pathway to permanent housing.

There is substantial unmet need for shelter in Colorado Springs. At the "Point in Time Count" (PIT) of the homeless conducted by the Pikes Peak United Way in January 2013, there were 364 year round shelter beds available and another 162 that were available for cold weather and overflow emergencies. Of those 526 beds, 473 were occupied. At the same time, 230 people reported being without shelter, leaving a gap of 177 beds. Since the PIT, emergency shelter capacity has decreased by approximately 120 beds due to the closure of programs counted last year. Of those beds, 53 had accommodated households with children.

Since November 2013, shelter programs have routinely operated at or above their maximum capacity, and each night people still remain without a roof over their heads. The impact of the loss of beds has been most acute during cold weather months. Life-threatening cases of hypothermia often occur when the ambient temperature is between 32 and 40 degrees Fahrenheit. Though the City has partnered with Springs Rescue Mission and Lighthouse Mobile Ministries to bring on an additional 37 cold weather beds, more beds are needed to shelter people from the dangerous cold.

To address this significant unmet need, the Initiative seeks to:

- Increase shelter capacity, especially for families with children and special needs populations to include persons with disabilities, elderly persons and persons recovering from illness.
- Increase the number of nightly winter weather shelter beds between November 1 and March 31.
- Simplify access requirements to increase entry into shelters.
- Target investments to move clients out of shelter and into housing quickly, including case management and rental assistance.

The City will release an RFP for shelter services by March 1, 2014 and release an RFP for facility improvements by July 1, 2014.

### 2. Facilitate development of a day center offering comprehensive services and amenities.

There is currently no single place where homeless individuals may seek shelter from the time shelters close in the morning and re-open at night, much less a safe and engaging place where people can seek resources and support to come out of homelessness. Likewise, public restrooms, showers and laundry facilities for the homeless are in short supply. It is difficult to work and take care of basic health needs without access to hygiene services and public toilets.

The City of Colorado Springs, through the Initiative, will make a significant investment to facilitate development of a community day center to include services such as:

- Showers and laundry facilities
- Case management and family connections
- Physical evaluations and treatment
- Job assistance and life skills services
- Community voice mail
- Lockers and storage bins

The City will release an RFP announcing funding availability for a day center by April 30, 2014.

### 3. Expand outreach programs to reduce street homelessness.

Street outreach brings crisis response directly to the most vulnerable people in our community – those sleeping on the streets and in camps and cars – and connects them to services and housing. Building a trusting relationship is critical and intensive. It is an accepted “rule of thumb” that it takes 100 interactions to move a chronically homeless person into services.

In Colorado Springs, faith-based organizations provide a significant amount of outreach, mostly using volunteers, however, there are very few professional staff community-wide dedicated to outreach full time. Funding for these positions is often grant dependent and therefore, not stable. The City of Colorado Springs Police Department (CSPD) Homeless Outreach Team provides specialized law enforcement and outreach activities, but must respond to the most urgent needs city-wide and cannot always provide consistent and frequent interaction. The focus of the Initiative is to:

- Increase outreach efforts that are consistent, frequent, and targeted to chronically homeless.
- 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.
- Support programs that combine outreach with behavioral health services.
- Encourage shelter programs to set aside beds to support outreach clients.
- Identify transportation options to aid the homeless in accessing services
- Improve safety where the homeless gather by increasing police patrols, lighting and security.
- Support educational efforts intended to reduce panhandling.

The City will release an RFP for outreach programs by March 1, 2014.

### 4. Increase access to stable and affordable housing.

For most people, homelessness stems from the gap between income and housing costs. Certainly, those people most vulnerable to homelessness are those with no income and those with very low income - earning less than 30% of the area median income. Rates of poverty tend to be higher amongst populations with specialized housing needs such as residents with disabilities and female-headed households with children, who are also often at risk of housing discrimination.

The current supply of affordable and accessible housing is inadequate to meet community demand. Between 2000 and 2010, Colorado Springs lost 42% of the units renting for less than \$500, while the number of units renting for \$1000 or more grew by 124%. A minimum wage worker must work 85 hours per week to make the fair market rent in a two bedroom apartment affordable. There is also a shortage of larger rental units, with rental units of three or more bedrooms accounting for only 10.5% of the total housing stock.<sup>5</sup> More illustrative, in 2014 the Colorado Springs Housing Authority reported there were over 2,968 applicants on the Section 8 Housing Choice Voucher waiting list. Extremely low income households comprised 83% of the list and over 90% indicated they were in need of a three-bedroom unit or larger.

The Initiative seeks to maximize the City's ability to tap into available funds to facilitate creation of appropriate, safe and healthy housing opportunities.

- In partnership with El Paso County, conduct a housing needs assessment to better understand the type and quantity of housing needed to effectively respond to homelessness in El Paso County.
- Prioritize investments in affordable rental housing specifically for households with very low incomes and special needs populations.

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<sup>5</sup> City of Colorado Springs. (2012). *Analysis of impediments to fair housing choice*.

- Expand delivery of rental assistance to people experiencing homelessness and those most at risk of becoming homeless.
- Preserve existing affordable housing stock through a program of housing rehabilitation.

The City released an RFP for an Affordable Housing Needs Assessment in December 2013. A consultant will be selected by January 31, 2014. The City will also use an RFP process to solicit affordable rental housing projects.

## 5. Strengthen the Community's Continuum of Care

The City supports a "Continuum of Care" approach in addressing homelessness in Colorado Springs. A Continuum of Care (CoC) program promotes a community-wide commitment to the goal of ending homelessness by coordinating housing and service providers on a local level. Housing and services providers in El Paso County receive about \$2 million annually in funding through the HUD Continuum of Care Homeless Assistance Program. Another \$4 million from other Federal programs is supported and/or coordinated by the local CoC, including Emergency Solutions Grants (ESG), Supportive Services for Veteran Families (SSFV), and VASH (Veterans Administration Supportive Housing, a joint program between the VA and HUD).

The HEARTH Act of 2009 codified the continuum of care planning process, and communities must meet the requirements of the US Department of Housing and Urban Development CoC Program interim rule by August 2014 to continue to be eligible for funding. The interim rule addresses CoC membership, board and committee structure, Homeless Management Information System management and staff support to the CoC.

The City has a vested interest in seeing that our community CoC meets HUD requirements and is high performing. In partnership with the Pikes Peak United Way and the current CoC membership, the City will lead a planning process to develop a membership and governance structure to meet HEARTH Act requirements and community needs.

The City received a planning grant from HUD in 2013 for CoC governance activities. A consultant will be selected by February 15, 2014.

## 6. Develop a 10 Year Plan to end homelessness with strong community buy-in.

The ten year planning process was made a requirement of the HEARTH Act of 2009, and the efficacy of the process is well-tested. As stated in *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* (2010), "Tremendous progress on reducing homelessness has only occurred in those communities that have organized themselves to prevent and end homelessness." In 2000, the National Alliance to End Homelessness released, *A Plan, Not a Dream: How to End Homelessness in Ten Years - bold strategies for addressing homelessness locally, which cumulatively could address the issue nationally.* The City of Denver adopted Denver's Road Home in 2005, and the program has been a successful model for building community support and bringing significant financial resources to the goal of ending homelessness there.

In a recent planning exercise conducted with the local CoC, service providers identified the need for a "road map" and a "definition of success" as priorities in ending homelessness. In Colorado Springs, a 10 year plan was introduced in 2009, prior to the release of the federal plan. The plan does not align with federal strategies.

By September 2014, the City, in partnership with the Pikes Peak United Way and the Continuum of Care, will launch a ten year strategic planning process to meet local needs and address requirements of the HEARTH Act. The process will include a diverse group of stakeholders and public engagement strategies. The plan will identify a single set of strategies with measurable outcomes. Future funding will be aligned to the strategies in the plan.

The City in partnership with the CoC will release an RFP for a 10 year plan by October 1, 2014.

# IMPLEMENTING THE ACTION PLAN

Communities effective in addressing homelessness have strong leadership and community buy-in and a program of measuring and reporting on plan outcomes. These communities assess their progress annually and recalibrate their plans to meet local needs.

## LEADERSHIP AND ENGAGEMENT

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- Assign a senior staff person to be the point person in implementing the solutions in the plan. This staff person will communicate with the Mayor and City Council, coordinate with the CoC leadership and build support for strategies by cultivating and expanding relationships with homeless advocates, service providers, business and neighborhood concerns, encouraging their participation and action
- Establish a Trustee Committee to execute the planning and implementation process. The council shall include members from diverse segments of the community, including a member who has personally experienced homelessness.

Together, the role of this leadership team will be to:

- Communicate with the public on the scope, causes and costs of homelessness.
- Develop and/or support policies, partnerships, legislation and other actions to prevent homelessness and promote the return to self-sufficiency.
- Cooperate with other jurisdictions and coalitions in conducting regional, goal-oriented planning and coordination that will identify gaps in service, and seek methods to improve existing homeless service systems.
- Identify funding streams and advise on the distribution of dollars.

## PERFORMANCE AND ACCOUNTABILITY

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- Distribute funding on a competitive basis using a Request for Proposal format. Factors relating to program performance, program effectiveness, leveraging and cost will be considered in making funding decisions.
- Require use of the Homeless Management Information System. This data can be used to identify the most effective strategies for addressing different homeless populations.
- Provide an annual update to the community on the City's performance in achieving the goals in the plan.

## SCHEDULE OF ACTION ITEMS

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January 31 2014	Select consultant for Affordable Housing Needs Assessment
February 15, 2014	Select CoC governance consultant
March 1, 2014	Release RFP for shelter services and outreach programs
April 1, 2014	Release first RFP for housing projects
May 1, 2014	Release RFP announcing funding availability for a day center
June 1, 2014	Release RFP announcing funding availability for facility improvements
July 1, 2014	Prepare governance charter for CoC
August 1, 2014	Seat new governing body for CoC
September 1, 2014	Conduct orientation with CoC governing board
October 1, 2014	Release RFP for 10 year strategic plan Release second RFP for housing projects
January 31, 2015	Report back to community on 2014 activities

## FUNDING

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At least \$5 million can be made available over the next two years from existing resources to fund strategies in the plan. Sources of funds include:

- **Community Development Block Grant Program (CDBG).** CDBG supports development of viable urban communities by providing decent housing, a suitable living environment and economic opportunities, principally for persons of low-moderate income levels. CDBG funds can be used for a wide array of activities including but not limited to: housing rehabilitation, construction or rehabilitation of public facilities and infrastructure, removal of architectural barriers and public services.
- **HOME Investment Partnerships Program (HOME).** HOME supports the development and rehabilitation of affordable rental and ownership housing for low and moderate income households. HOME funds can be used for activities including acquisition, construction, rehabilitation, and tenant-based rental assistance.
- **Emergency Solutions Grant (ESG).** ESG assists individuals and families to quickly regain stability in permanent housing after experiencing a housing crisis or homelessness. ESG funds can be used for street outreach, emergency shelter, homeless prevention and rapid rehousing and HMIS.

In addition, City staff will continue to identify and secure competitive grants. Previously awarded competitive grants include:

- **HUD CoC Program.** Competitively-awarded program created to address the problems of homelessness in a comprehensive manner with other federal agencies. Funds support transitional and permanent housing
- **State ESG.** Competitive allocation of ESG funds received by the State. Funds support shelters and transitional housing. Activities include prevention, rapid re-housing, case management, and relocation/stabilization.

Finally, the Executive Branch will continue to recommend investment of General Fund revenues for activities that prevent and end homelessness and support affordable housing. Funded activities have included the Homeless Outreach Team Officers (4), program grants, transit passes, and emergency shelter security.

## CONCLUSION

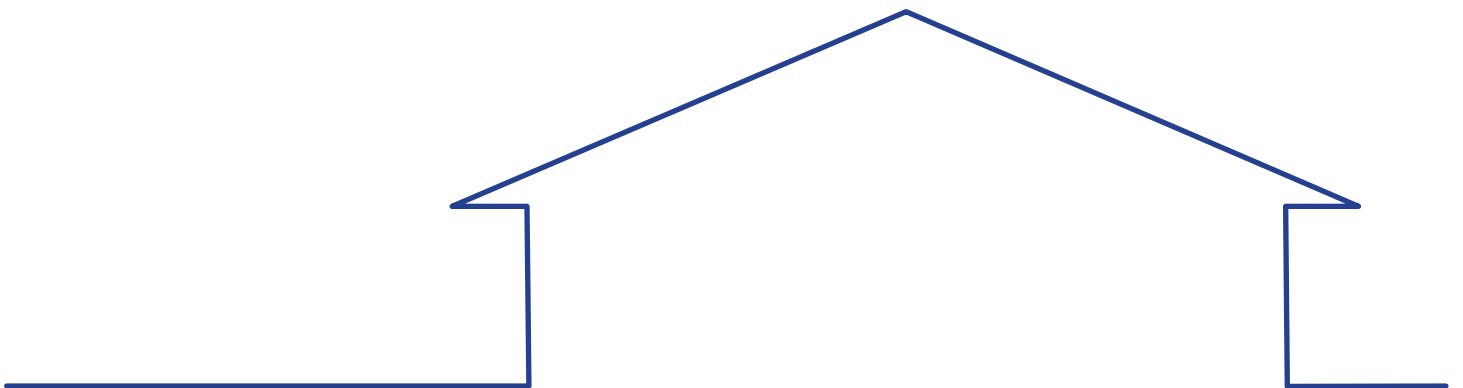
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Resolving the complex issues of homelessness requires strategic thinking and strong community collaboration. We must speak in terms of ending homelessness, not simply ameliorating conditions. We must build a predictable and reliable system of services and provide housing options. And we must reach out to the most vulnerable populations, build trust and bring them in and off the streets.

This plan is just a beginning. It puts a stake in the ground and provides for leadership and resources to address urgent needs while laying the groundwork for long term action. We know that more needs to be done in this community to truly end homelessness for those experiencing it: we must expand mental health services and substance abuse counseling, grow jobs and job training, provide educational opportunities and stability for children, and preserve families. First, we must take a stand and affirm that homelessness benefits no one and together, we will work to end it.

*“The issues of homeless in any community are too big for any single organization or group to take on. To solve the problem effectively, you must engage a broad cross section of the city.”*

Bennie L. Milliner, Executive Director, Denver’s Road Home



# Point In Time Summary for CO-504 - Colorado Springs/El Paso County CoC

Date of PIT Count: 1/26/2014

Population: Sheltered and Unsheltered Count

## Persons in Households with at least one Adult and one Child

	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Total Number of Households	26	83	2	111
Total Number of persons (Adults & Children)	<b>84</b>	<b>305</b>	<b>8</b>	<b>397</b>
Number of Persons (under age 18)	52	197	4	253
Number of Persons (18 - 24)	0	26	1	27
Number of Persons (over age 24)	32	82	3	117
Average Household Size				<b>3.6</b>

## Persons in Households with only Children (Under Age 18)

	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Total number of households	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Number of one-child Households	1	0	0	1
Number of multi-child Households	0	0	0	0
Total number of persons (under age 18)	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
Number of children in multi-child households	0	0	0	0
Average Household Size				<b>1.0</b>

## Persons in Households without Children

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Total Number of Households	350	178	0	250	<b>778</b>
Total Number of Persons (Adults)	<b>358</b>	<b>202</b>	<b>0</b>	<b>261</b>	<b>821</b>
Number of Persons (age 18 - 24)	49	25	0	15	<b>89</b>
Number of Persons (over age 24)	309	177	0	246	<b>732</b>
Average Household Size					<b>1.1</b>



## Total Households and Persons

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Total Number of Households	377	261	0	252	890
Total Number of Persons	443	507	0	269	1,219
Number of Children (under age 18)	53	197		4	254
Number of Persons (18 to 24)	49	51	0	16	116
Number of Persons (over age 24)	341	259	0	249	849
Average Household Size					1.4

### Chronically Homeless Subpopulations

	Sheltered		Unsheltered	Total
	Emergency Shelters	Safe Havens		
Chronically Homeless Individuals	149	0	166	315
Chronically Homeless Families (Total Number of Families)	4		0	4
Chronically Homeless Families (Total Persons in Household)	12		0	12

### Other Homeless Subpopulations

	Sheltered		Unsheltered	Total
	Persons in emergency shelters, transitional housing and safe havens			
Total Number of Veterans (including female Veterans)	99		46	145
Number of Female Veterans (subset of all Veterans)	11		5	16
Severely Mentally Ill	132		89	221
Chronic Substance Abuse	100		102	202
Persons with HIV/AIDS	3		2	5
Victims of Domestic Violence	67		13	80

# Point In Time Summary (Veterans) for CO-504 - Colorado Springs/EI Paso County CoC

Date of PIT Count: 1/26/2014

Population: Sheltered and Unsheltered Count

## Persons in Households with at least one Adult and one Child

	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Total Number of Households	2	3	1	6
Total Number of Persons	7	7	3	17
Total Number of Veterans	2	3	1	6
Average Household Size				2.8

## Persons in Households without Children

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Total Number of Households	68	26	0	45	139
Total Number of Persons	69	26	0	46	141
Total Number of Veterans	68	26	0	45	139
Average Household Size				1.0	

## Total Households and Persons

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Total Number of Households	70	29	0	46	145
Total Number of Persons	76	33	0	49	158
Total Number of Veterans	70	29	0	46	145
Average Household Size				1.1	

<b>Jurisdiction</b>						
<b>Housing Market Analysis</b>						
		<i>Complete cells in blue.</i>				
Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
<b>Affordability Mismatch</b>						
Occupied Units: Renter		252	82	0	334	0
Occupied Units: Owner		0	0	0	0	0
Vacant Units: For Rent	1%	4	1	0	5	0
Vacant Units: For Sale	#DIV/0!	0	0	0	0	0
Total Units Occupied & Vacant		256	83	0	339	0
<b>Rents: Applicable FMRs (in \$)</b>						
<b>Rent</b> Affordable at 30% of 50% of MFI (in \$)						
<b>Public Housing Units</b>						
Occupied Units		282	159	253	694	0
Vacant Units		8	2	0	10	0
Total Units Occupied & Vacant		290	161	253	704	0
<b>Rehabilitation Needs (in \$)</b>		3,492,000	2,576,000	4,554,000	10,622,000	



June 16, 2014

Jennifer Kleinschmidt  
Vice President, Organizational Effectiveness  
Catholic Charities of Central Colorado  
228 North Cascade Avenue  
Colorado Springs, CO 80903

Dear Jennifer,

Thank you for reviewing the City of Colorado Springs 2014 Action Plan. I appreciate the thoughtfulness in your feedback and have provided a response to each of your comments below.

**Annual Objectives 91.220 (c)(3) Table 3 – Goals and Objectives: None of the categories under “Expanded Economic Opportunities” are checked. This is likely because the primary emphasis area for the year is on housing. That said, we may be missing an opportunity to articulate this in “Other Narratives and Attachments” which starts on page 40. The information we’ve gotten so far from the housing needs assessment and our session on May 28<sup>th</sup> clearly indicates job creation targeted to low-income persons is needed. To leave our insights and the work ahead of us in subsequent years “un-said” could give the impression job creation is not a barrier to adequate and stable housing in this community.**

Growing jobs and developing talent to fill those jobs is a top priority in our community expressed by both the Mayor and the City Council and other community groups such as the Pikes Peak United Way. There is opportunity to use CDBG funding to advance economic development activities, including job creation and workforce development, as part of a broader community strategy. Staff did not feel there was capacity to take on new economic development initiatives in 2014, however, through the 2015-2019 Consolidated Planning process, the City is working to identify priorities and will build the capacity internally to deliver dollars to economic development programs as identified through the planning process.

The Executive Summary of the Action Plan was modified to better articulate the need to include economic opportunity objectives in future plans.

**On page 25, second paragraph starting: “Block grant funds will be used to increase outreach programs that are consistent, frequent, and targeted to the chronically homeless”. While this sentence starts the paragraph, nothing more is said to give definition to the initiative. Clearly we’re putting money into street outreach targeted to chronically homeless individuals, but to what end? To connect them to services, identify at risk population, to share information, to get them off the streets and into shelter? Beyond the “what” we may want to set some goals for ourselves as a community, i.e. 50 contacts per month with 5% success in a follow-on engagement? Suggest we add qualifiers or criteria to give scope or definition to the effort.**

For a variety of reasons, some of the most vulnerable people experiencing homelessness in our community are not connected with care. Consistent professional outreach is a key factor in building relationships with these people and moving them off the streets and into stable housing and supportive services. Staff will update the Action Plan narrative to include the City’s investment in Urban Peak to expand outreach to youth and young adults, ages 15 through 24, in the area of downtown Colorado Springs. Though specific performance measures have not been identified in the Action Plan, they will be identified in the agreement with Urban Peak and reported in the 2014 Consolidated Annual Performance Evaluation Report. In the course of their work, other at risk populations will be identified and at the end of the program period, the community should have a better understanding of the numbers and needs of people living on the streets. The lessons learned from this program will be shared and ideally, the work modeled by Urban Peak can be replicated in other programs community-wide.

The Action Plan narrative was modified to better describe the City’s investment in outreach.

**Finally, on page 39, 5<sup>th</sup> paragraph starting: “The CoC membership includes members who are either homeless or formerly homeless...” How do we measure “The City will continue to seek out and encourage participation”? If the city places 50 ads in the classifieds and holds 100 forums but no one steps forward have we been successful? Certainly, most would agree the City “sought and encouraged” but the result is still no participation from homeless or formerly homeless. A more concrete measurement would be to set a goal for 3 homeless members in year one and then build upon that in future plans. Alternatively, set the goal as a percentage of overall CoC membership. Either way, we have a measure of success that leads to our desired outcome—homeless or formerly homeless individuals engaged in the CoC.**

The City cannot meet the requirements of 24 CFR 576.405(a) because our policy-making body (City Council) is elected and there are no requirements that one elected member be homeless or formerly homeless. We work to meet the requirement (as

outlined in 24 CFR 576.405(b)) through close consultation with the Continuum of Care (CoC), which must meet homeless participation requirements. The City is managing a consultant contract (and provided the matching funds) to develop a governance charter that identifies CoC membership, governing board and committee roles. In addition to the requirement that at least one member of the governing board be homeless or formerly homeless, the draft charter identifies a consumer advisory council that will provide for more robust input from clients experiencing homelessness.

The Action Plan narrative was modified to better describe the homeless participation process. Staff will work with the CoC Governing Board, once seated, to develop a well-defined plan for homeless participation to include in the 2015 Action Plan.

Again, thank you for your comments. Please feel free to contact me if you have further questions.

Best regards,

A handwritten signature in blue ink that reads "Aimee Cox". The signature is fluid and cursive, with the first name "Aimee" written in a larger, more prominent script than the last name "Cox".

Aimee Cox  
Manager, Community Initiatives