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Final Report

December 1, 2008

**City and County of Denver**  
**Office of Economic Development**  
**Business and Housing Services (BHS)**  
**2009 Annual Action Plan**



**DENVER**®  
**THE MILE HIGH CITY**

**GROWDENVER**  
The Office of Economic Development



# SF 424

The SF 424 is part of the CPMP Annual Action Plan. SF 424 form fields are included in this document. Grantee information is linked from the 1CPMP.xls document of the CPMP tool.

## SF 424

Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

December 1, 2008	Applicant Identifier: 84-60000580	<b>Type of Submission</b>	
Date Received by state	State Identifier	<b>Application</b>	<b>Pre-application</b>
Date Received by HUD	Federal Identifier	<input checked="" type="checkbox"/> Construction	<input type="checkbox"/> Construction
		<input type="checkbox"/> Non Construction	<input type="checkbox"/> Non Construction
<b>Applicant Information</b>			
City and County of Denver		UOG Code CO80390	
Division of Housing and Neighborhood Development		Organizational DUNS 11-932-7752	
201 W. Colfax Avenue, Dept. 204		Organizational Unit Local Government	
Denver	Colorado	Office of Economic Development	
80202	U.S.A.	Division of Housing and Neighborhood Development	
<b>Employer Identification Number (EIN):</b>		Denver	
<b>84-6000580</b>		Program Year Start Date (01/01/09)	
<b>Applicant Type:</b>		<b>Specify Other Type if necessary:</b>	
Local Government: City		Specify Other Type	
<b>Program Funding</b>		<b>U.S. Department of Housing and Urban Development</b>	
Catalogue of Federal Domestic Assistance Numbers; Descriptive Title of Applicant Project(s); Areas Affected by Project(s) (cities, Counties, localities etc.); Estimated Funding			
<b>Community Development Block Grant</b>		14.218 Entitlement Grant	
CDBG Project Titles: 2009 Action Plan		Description of Areas Affected by CDBG Project(s): City and County of Denver	
\$CDBG Grant Amount \$8,176,765	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income \$4,954,765		Other (Describe)	
Total Funds Leveraged for CDBG-based Project(s)			
<b>Home Investment Partnerships Program</b>		14.239 HOME	
HOME Project Titles Home funds for program year 2009		Description of Areas Affected by HOME Project(s) City and County of Denver	
\$HOME Grant Amount \$3,553,913	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	

Total Funds Leveraged for HOME-based Project(s) \$3,553,913		
<b>Housing Opportunities for People with AIDS</b>		14.241 HOPWA
HOPWA Project Titles HIV/AIDS (HOPWA)		Description of Areas Affected by HOPWA Project(s) Denver Metropolitan Statistical Area
\$HOPWA Grant Amount \$1,414,000	\$Additional HUD Grant(s) Leveraged	Describe
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged
\$Locally Leveraged Funds		\$Grantee Funds Leveraged
\$Anticipated Program Income		Other (Describe)
Total Funds Leveraged for HOPWA-based Project(s) \$1,414,000		
<b>Emergency Shelter Grants Program</b>		14.231 ESG
ESG Project Titles: Emergency Shelter Grant Stewart B. McKinney Homeless Assistance Act		Description of Areas Affected by ESG Project(s) City and County of Denver
\$ESG Grant Amount \$380,000	\$Additional HUD Grant(s) Leveraged	Describe
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged
\$Locally Leveraged Funds		\$Grantee Funds Leveraged
\$Anticipated Program Income		Other (Describe)
Total Funds Leveraged for ESG-based Project(s) \$380,000		
Congressional Districts of:		Is application subject to review by state Executive Order 12372 Process?
Applicant Districts: CO	Project Districts: CO	
Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation.		<input type="checkbox"/> Yes This application was made available to the state EO 12372 process for review on DATE
		<input type="checkbox"/> No Program is not covered by EO 12372
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	<input type="checkbox"/> N/A Program has not been selected by the state for review

Person to be contacted regarding this application		
Terrance Ware		
Director, Division of Business and Housing Services	720.913.1570	720.913.1800
Terrance.ware@denvergov.org	<a href="http://www.denvergov.org/">http://www.denvergov.org/</a>	Connie Campos
Signature of Authorized Representative		Date Signed
John Hickenlooper-Mayor of Denver Phone: 720-865-9000		11/24/2008



# CPMP Non-State Grantee Certifications

Many elements of this document may be completed electronically, however a signature must be manually applied and the document must be submitted in paper form to the Field Office.

- This certification does not apply.  
 This certification is applicable.

## NON-STATE GOVERNMENT CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

**Affirmatively Further Fair Housing** -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

**Anti-displacement and Relocation Plan** -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential antidisplacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

**Drug Free Workplace** -- It will or will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about –
  - a. The dangers of drug abuse in the workplace;
  - b. The grantee's policy of maintaining a drug-free workplace;
  - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
  - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
4. Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will –
  - a. Abide by the terms of the statement; and
  - b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted –
  - a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

- b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- 7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

**Anti-Lobbying** -- To the best of the jurisdiction's knowledge and belief:

- 8. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
- 9. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
- 10. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

**Authority of Jurisdiction** -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

**Consistency with plan** -- The housing activities to be undertaken with CDBG, HOME, ESG, and HOPWA funds are consistent with the strategic plan.

**Section 3** -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.

11-24-2008

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Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Business and Housing Services

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1570

Telephone Number

- This certification does not apply.
- This certification is applicable.

## Specific CDBG Certifications

The Entitlement Community certifies that:

**Citizen Participation --** It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

**Community Development Plan --** Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

**Following a Plan --** It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

**Use of Funds --** It has complied with the following criteria:

11. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);
12. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) 2009, 2010, 2011, (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
13. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

**Excessive Force --** It has adopted and is enforcing:

14. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and

15. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

**Compliance With Anti-discrimination laws** -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

**Lead-Based Paint** -- Its activities concerning lead-based paint will comply with the requirements of part 35, subparts A, B, J, K and R, of title 24;

**Compliance with Laws** -- It will comply with applicable laws.

11-24-2008

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Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Housing and  
Neighborhood Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1570

Telephone Number

- This certification does not apply.  
 This certification is applicable.

## OPTIONAL CERTIFICATION

### CDBG

Submit the following certification only when one or more of the activities in the action plan are designed to meet other community development needs having a particular urgency as specified in 24 CFR 570.208(c):

The grantee hereby certifies that the Annual Plan includes one or more specifically identified CDBG-assisted activities, which are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

11-24-2008

---

Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Housing and Neighborhood  
Development

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Telephone Number

- This certification does not apply.  
 This certification is applicable.

## Specific HOME Certifications

The HOME participating jurisdiction certifies that:

**Tenant Based Rental Assistance** -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

**Eligible Activities and Costs** -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in § 92.214.

**Appropriate Financial Assistance** -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;

---

Signature/Authorized Official

Date

11-24-2008

Terrance Ware

Name

Director, Division of Housing and Neighborhood  
Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1570

Telephone Number

This certification does not apply.

This certification is applicable.

## HOPWA Certifications

The HOPWA grantee certifies that:

**Activities** -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

**Building** -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,
2. For at least 3 years in the case of assistance involving non-substantial rehabilitation or repair of a building or structure.

11-24-2008

\_\_\_\_\_  
Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Housing and Neighborhood  
Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1570

Telephone Number

- |  |
|--|
| <input type="checkbox"/> <b>This certification does not apply.</b>           |
| <input checked="" type="checkbox"/> <b>This certification is applicable.</b> |

### ESG Certifications

I, Terrance Ware, Director of the Division of Housing and Neighborhood Development, certify that the local government will ensure the provision of the matching supplemental funds required by the regulation at 24 *CFR* 576.51. I have attached to this certification a description of the sources and amounts of such supplemental funds.

I further certify that the local government will comply with:

1. The requirements of 24 *CFR* 576.53 concerning the continued use of buildings for which Emergency Shelter Grants are used for rehabilitation or conversion of buildings for use as emergency shelters for the homeless; or when funds are used solely for operating costs or essential services.
2. The building standards requirement of 24 *CFR* 576.55.
3. The requirements of 24 *CFR* 576.56, concerning assurances on services and other assistance to the homeless.
4. The requirements of 24 *CFR* 576.57, other appropriate provisions of 24 *CFR* Part 576, and other applicable federal laws concerning nondiscrimination and equal opportunity.
5. The requirements of 24 *CFR* 576.59(b) concerning the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.
6. The requirement of 24 *CFR* 576.59 concerning minimizing the displacement of persons as a result of a project assisted with these funds.
7. The requirements of 24 *CFR* Part 24 concerning the Drug Free Workplace Act of 1988.
8. The requirements of 24 *CFR* 576.56(a) and 576.65(b) that grantees develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted with ESG funds and that the address or location of any family violence shelter project will not be made public, except with written authorization of the person or persons responsible for the operation of such shelter.
9. The requirement that recipients involve themselves, to the maximum extent practicable and where appropriate, homeless individuals and families in policymaking, renovating, maintaining, and operating facilities assisted under the ESG program, and in providing services for occupants of these facilities as provided by 24 *CFR* 76.56.
10. The requirements of 24 *CFR* 576.57(e) dealing with the provisions of, and regulations and procedures applicable with respect to the environmental review responsibilities under the National Environmental Policy Act of 1969 and related authorities as specified in 24 *CFR* Part 58.
11. The requirements of 24 *CFR* 576.21(a)(4) providing that the funding of homeless prevention activities for families that have received eviction notices or notices of termination of utility

services will meet the requirements that: (A) the inability of the family to make the required payments must be the result of a sudden reduction in income; (B) the assistance must be necessary to avoid eviction of the family or termination of the services to the family; (C) there must be a reasonable prospect that the family will be able to resume payments within a reasonable period of time; and (D) the assistance must not supplant funding for preexisting homeless prevention activities from any other source.

12. The new requirement of the McKinney-Vento Act (42 USC 11362) to develop and implement, to the maximum extent practicable and where appropriate, policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons. I further understand that state and local governments are primarily responsible for the care of these individuals, and that ESG funds are not to be used to assist such persons in place of state and local resources.
13. HUD's standards for participation in a local Homeless Management Information System (HMIS) and the collection and reporting of client-level information.

I further certify that the submission of a completed and approved Consolidated Plan with its certifications, which act as the application for an Emergency Shelter Grant, is authorized under state and/or local law, and that the local government possesses legal authority to carry out grant activities in accordance with the applicable laws and regulations of the U. S. Department of Housing and Urban Development.

11-24-2008

---

Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Housing and Neighborhood  
Development

Title

201 W. Colfax Av., Dept. 204

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Denver, CO 80202

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- This certification does not apply.  
 This certification is applicable.

## APPENDIX TO CERTIFICATIONS

### Instructions Concerning Lobbying and Drug-Free Workplace Requirements

#### Lobbying Certification

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### Drug-Free Workplace Certification

- By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
- The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
- Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
- Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio stations).
- If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph three).
- The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant: Place of Performance (Street address, city, county, state, zip code) Check if there are workplaces on file that are not identified here. The certification with regard to the drug-free workplace is required by 24 CFR part 21.

Place Name	Street	City	County	State	Zip
Wellington E. Webb Municipal Building	201 W. Colfax Av.	Denver	Denver	CO	80202

- Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules: "Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15); "Conviction" means a finding of guilt (including a plea of *nolo contendere*) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes; "Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance; "Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including:
  - All "direct charge" employees;
  - all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and

- c. temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

Note that by signing these certifications, certain documents must be completed, in use, and on file for verification. These documents include:

- 1. Analysis of Impediments to Fair Housing
- 2. Citizen Participation Plan
- 3. Anti-displacement and Relocation Plan

11-24-2008

---

Signature/Authorized Official

Date

Terrance Ware

Name

Director, Division of Housing and  
Neighborhood Development

Title

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Address

Denver, CO 80202

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720.913.1570

Telephone Number



## City Council

## Office of Economic Development

## Key Participants

**John W. Hickenlooper**

Mayor of Denver

District 1	Rick Garcia
District 2	Jeanne Faatz
District 3	Paul D. Lopez
District 4	Peggy Lehmann
District 5	Marcia Johnson
District 6	Charlie Brown
District 7	Chris Nevitt
District 8	Carla Madison
District 9	Judy Montero
District 10	Jeanne Robb
District 11	Michael Hancock
At-Large	Carol Boigon
At-Large	Doug Linkhart

**André Pettigrew,**  
Director

**Cecilia K. Sánchez de Ortiz,**  
Deputy Director

**Terrance Ware,**  
Director, Business and Housing Services (BHS)

Connie Campos, Deputy Director of BHS  
Laurie Baker, Business and Housing Services  
Jerry Garcia, Contracts and Performance Mgmt  
Terra Haseman, Business and Housing Services  
Ben Levek, Department of Human Services  
Bill Lysaught, Strategic Investments  
Stella Madrid, Denver Housing Authority  
Bo Martinez, Business and Housing Services  
Doug Selbee, Business and Housing Services  
Monique Sigarst, Business and Housing Services  
Nancy Strudwick, Contracts and Performance Mgmt  
Ami Webb, Financial Management Unit  
Derek Woodbury, OED Marketing and Public Relations

Prepared by

Monique Sigarst  
Management Analyst

On behalf of the  
Office of Economic Development  
Business and Housing Services

In Collaboration with the

Department of Human Services  
Denver Housing Authority

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# Executive Summary

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## *Introduction*

The City and County of Denver is submitting Action Plan 2009 as the second action plan of the 2008-2012 Consolidated Plan. An annual Action Plan is required by the U.S. Department of Housing and Urban Development (HUD) from all jurisdictions receiving annual entitlements of formula grants. This plan discusses the general issues related to Action Plan 2009, including available and potential resources. In 2009, Denver expects to receive the following entitlement grants:

- Community Development block Grant (CDBG)
- HOME Investment Partnerships Program (HOME)
- American Dream Downpayment Initiative (ADDI)
- Housing Opportunities for People with AIDS (HOPWA)
- Emergency Shelter Grants (ESG)

The plan reports on the status of needs and outcomes the City expects to achieve in the coming year. All of the activities mentioned in this Action Plan are based on current priorities and quantified by level of need. By addressing these priorities, the City hopes to meet local objectives stated in the five-year Consolidated Plan. All the proposed projects and activities are intended to principally benefit residents of Denver who have extremely low-, low- and moderate-incomes, and populations that have special needs, such as elderly, disabled and HIV/AIDS families and individuals.

## *General*

The City and County of Denver is comprised of 78 neighborhoods, which are culturally and socio-economically diverse. Denver is beginning the implementation of the new Neighborhood Revitalization Strategy, which was developed from extensive research and analysis primarily conducted in 2005. The overall goal of the Strategy is to create mixed-income neighborhoods of choice that attract and retain households of diverse income, racial, and ethnic backgrounds. To implement the Strategy, the city will build on the successes of previous neighborhood initiatives by providing enhanced opportunities for neighborhood

The NRS has identified a cluster of neighborhoods in the north and west of the City as ripe targets for revitalization. These areas roughly coincide with neighborhoods of minority concentration. All the proposed activities and projects are intended to principally benefit residents of Denver who have extremely low-, low- and moderate-incomes, and populations that have special needs, such as elderly, disabled and HIV/AIDS families and individuals.

On May 1, 2008, the Office of Economic Development (OED) launched the Denver Neighborhood Marketplace Initiative (DNMI). This new approach was developed to strengthen and enhance Denver's diverse neighborhood and business districts. This approach was established by a team of city officials partnering with community and economic development experts that gathered input from hundreds of stakeholders throughout the city.

OED also worked in partnership with consulting firm Progressive Urban Management Associates to research several cities for benchmarking and acquiring best practices to develop the overall initiative. The goal is to strategically leverage and deploy OED resources and enter into stronger public/private partnerships. The primary elements of the initiative include:

- Centralized leadership in Denver's Office of Economic Development
- Aligned neighborhood and business services across city departments and agencies
- A community and economic development approach that can serve all city neighborhoods and business districts, not just a few
- Creation of a city-wide Business District Alliance
- Assessment tools that use current data and city-wide benchmarks to establish a district's current status
- District ownership profiles that market and promote Denver's diverse neighborhood business districts
- Assessment of both primary and secondary residential markets near the districts, including community outreach to determine market demands and opportunities
- Combination of existing resources and strategic partnerships to provide expertise and funding for needed improvements based on market staging
- Detailed, locally produced plans with an eye toward sustainability

**Past performance.** The City and County of Denver met or exceeded all of its program goals in 2007, for projects that have a one-year cycle. For example, through the third quarter of the 2008 program year each program area is on track to meeting its goals through the third quarter 2008.

The City and County of Denver makes steady progress in meeting its 2008 goals and objectives. Programs that have a one-year cycle are on track to met or exceed its 2008 program goals. Other programs, notably in housing and economic development, can take up to three years to implement. Consequently, one-year accomplishments for these projects have not been met. However, the projects continue as planned, and will attain stated goals once they are completed and placed in service.

**Institutional Structure.** As the Office of Economic Development continues to grow and implement the City's goals our institutional structure has been realigned to better meet the needs of our residents and partners. The Business and Housing Services (BHS) is the lead agency of the City in the development of the Consolidated Plan and annual Action Plans. BHS is a division of the Office of Economic Development (OED) within the City and County of Denver.

Along with the realigning of OED and as a part of the Denver Neighborhood Marketplace Initiative (DNMI) implementation staff were assigned to each of Denver's 11 council districts. The intent of this was to have a dedicated staff to identify needs and concerns of Denver's residents. Further discussion about this process is explained in the Community/Neighborhood Development section below.

OED operates to create a local environment that stimulates balanced growth through job creation, business assistance, housing options and neighborhood redevelopment through its teams. OED's structure consists of six teams, which are highly dependent on each other in order to meet our goals.

- Business and Housing Services (BHS);
- Strategic Investments (SI);
- Small Business Advocacy and Support (SBAS);
- Workforce Development (DWD);
- OED Supportive Services (SS); and
- Office of the Director.

OED's mission is purposely designed to fulfill the five goals articulated by the Mayor for the residents and City of Denver. To the extent possible, this Action Plan also ties to the context of those goals. The Mayor's goals for are to:

- Achieve the highest customer service rating in the country
- Create 25,000 net, new private sector jobs
- Make Denver an even better place to live than it was in 2003
- Make Denver an even better place to work than it was in 2003
- Make Denver City government live within its means.

The following is the strategic outcome OED has created in an effort to attain the Mayor's goals. This outcome is outline with seven initiatives.

**Outcome:** Vibrant and Dynamic Economy; People lead healthy and successful lives; Cultural & Recreational Opportunity; Efficient and Diverse Transportation; Safer Communities; Environmental Stewardship.

**Initiatives:**

- ◆ Increase business formation and expansion by implementing the “Grow Our Own”
- ◆ Increase development of green businesses by implementing recommendations from the sector analysis focusing on supporting development and recruitment of the green business sector.
- ◆ Increase dollars available for strategic investments by leveraging funds for projects with economic development partners and other local community and business entities.
- ◆ Increase employment and tax revenue growth in Denver neighborhoods through implementation of the Neighborhood Marketplace strategy.
- ◆ Develop programs and policies that increase the potential for small businesses (including minority and women owned business) to take full advantage of market opportunities while using partnerships to build the capacity of these businesses.
- ◆ Encourage wealth creation by improving the coordination of programs and services.
- ◆ Increase program outcomes by identifying high demand industries in order to develop talent and asset building strategies that will capitalize on current and future market opportunities and assist in building a skilled workforce for Denver and the region.

**Managing the Process.** The Business and Housing Services Team is a division of the Office of Economic Development (OED), is the lead agency and administers and implements the CDBG, HOME, ADDI and HOPWA funded programs within three program areas discussed under the resources section below-Housing, Neighborhood Development and Economic Development. OED’s Strategic Investment team will be assisting with small business lending. The Department of Human Services (DHS) directs the Emergency Shelter Grant (ESG) program and the Housing Authority of the City and County of Denver (DHA) oversees public housing. In addition to the three program areas, BHS also has a Contract and Performance Management section that ensures compliance with rules and regulations of all funded programs.

The significant aspects or activities of the process by which the plan was developed are illustrated in the following exhibit.

**Exhibit 1. 2009 Action Plan Process**

Activity	Responsible Agency
Meet with HUD local offices representatives to review goals, programs, progress and available resources.	BHS
Access needs and opportunities	BHS, DHA, DHS
Solicit and review feedback from neighborhood/community groups, non-profit providers and other partners.	BHS, DHA, DHS
Based on feedback, define objectives and outcomes for the coming year.	BHS, DHA, DHS
Draft Action Plan	BHS
Present Action Plan draft to community/groups for discussion and feedback	BHS
Review and revise Action Plan to incorporate any changes based on community feedback	BHS
Finalize and publish the Action Plan	BHS

Source: City and County of Denver.

Denver’s 2009 Action Plan was developed through a collaborative process with DHA, DHS, OED and numerous other city agencies. In the effort to enhance collaboration with other agencies, BHS participates in various citywide initiatives and committees that assess needs and propose solutions to community problems. BHS works closely with DHA, DHA and many other city and state agencies on planning and program implementation. There are also a number of participants from the private sector that provide a variety of housing, economic and human services programs that serve community needs. These include lenders, developers, contractors, business persons, foundations, community development corporations, nonprofit housing developers, nonprofit service providers, human services and shelter providers, organizations with special needs populations, churches and community-based organizations.

Several agencies whose funds are not covered by the Consolidated Plan will continue to be a part of the development and implementation of the Consolidated Plan and annual Action Plans. These agencies include Community Development & Planning, Public Works, Parks and Recreation, Budget and Management, etc.

Denver Department of Human Services (DHS) will continue to provide leadership and management to Denver’s Road Home (DRH) 10 Year Plan to End Homelessness. More than 75 community based partners are currently involved in this major initiative. DHS is committed to an alignment of resources (TANF, SSBG, Food Stamps, Child Welfare, etc.) to ensure the most effective and efficient use possible to benefit low-income, homeless, special needs populations, and other vulnerable persons. DHS helps coordinate the City’s Welfare Reform Board as a mechanism for public and stakeholder input on programs and policies.

The following exhibit shows the proposed 2009 allocation plan for housing and community development.

**Exhibit 2. 2009 Action Plan Programs**

<b>Program</b>	<b>Fund Source</b>	<b>Funding Allocation</b>	<b>Proposed</b>	<b>Accomplishment</b>	<b>Outcome Category</b>
<b>Decent Affordable Housing:</b>					
<b>Owner Housing:</b>					
American Downpayment Assistance Initiative	ADDI	\$13,841	2	households	Affordability
For-Sale Housing Development & Preservation	CDBG	\$535,000	35	housing units	Affordability
Homeowner Assistance Program	HOME	\$500,000	50	households	Affordability
Land Trust Acquisition & Rehabilitation Program		\$0	-		NSP
Single Family/Emergency Rehabilitation Program	CDBG	\$550,000	93	housing units	Affordability
<b>Rental Housing:</b>					
Rental Housing Development & Preservation Fund	HOME	\$2,501,888	170	housing units	Affordability
Section 108 Repayment Fund	CDBG	\$275,000	-		Affordability
Tenant Based Rental Assistance Program	HOME	\$453,498	140	households	Affordability
<b>Owner and Rental Housing:</b>					
CHDO Core-Operating Support	HOME	\$177,000	-		Affordability
CHDO Set-Aside: Housing & Development Fund	HOME	\$533,087	30	housing units	Affordability
Housing Access & Modification Program	CDBG	\$204,275	20	housing units	Affordability
Housing Support Program	CDBG	\$410,000	1700	people	Availability/Accessibility
<b>Special Needs Housing:</b>					
Adams County Housing Authority	HOPWA	\$34,000	4	households	Availability/Accessibility
Colorado AIDS Project (CAP)	HOPWA	\$1,509,252	1200/373	people/households	Availability/Accessibility
Empowerment Program	HOPWA	\$70,000	210	people	Availability/Accessibility
HIV/AIDS Rental Housing & Development Program	HOPWA	\$90,000	5	housing units	Availability/Accessibility
Visiting Nurse Association	HOPWA	\$120,071	180	people	Availability/Accessibility
<b>Total Decent Affordable Housing</b>		<b>\$7,976,912</b>	<b>3290</b>	<b>people</b>	
			<b>549</b>	<b>housing units/households</b>	
<b>Decent Affordable Housing and Sustainable Living Environment</b>					
<b>Homeless Residential Services</b>					
Catholic Charities/Samaritan House	ESG	\$25,000	550	people	Availability/Accessibility
Delores Project	ESG	\$23,500	260	people	Availability/Accessibility
Interfaith Hospitality Network	ESG	\$10,000	20	households	Availability/Accessibility
Sacred Heart House	ESG	\$14,500	100	households	Availability/Accessibility
Safe House Denver	ESG	\$13,500	110	households	Availability/Accessibility
Urban Peak	ESG	\$27,000	320	youth	Availability/Accessibility
Volunteers of America	ESG	\$17,500	350	people	Availability/Accessibility
<b>Total Residential Services</b>	<b>ESG</b>	<b>\$131,000</b>	<b>1480</b>	<b>people</b>	
			<b>230</b>	<b>households</b>	
<b>Non-Residential Service:</b>					
Colorado Coalition for the Homeless	ESG	\$26,000	30	people	Availability/Accessibility
DDHS Homeless/GA	ESG	\$59,500	80	people	Availability/Accessibility
DDHS Homeless Prevention	ESG	\$50,000	75	households	Availability/Accessibility
Denver Urban Ministries	ESG	\$27,000	30	households	Availability/Accessibility
Empowerment Program	ESG	\$17,000	260	people	Availability/Accessibility
Senior Support Services	ESG	\$15,000	250	people	Availability/Accessibility
St. Francis Center	ESG	\$29,500	2000	people	Availability/Accessibility
The Gathering Place	ESG	\$25,000	170	households	Availability/Accessibility
<b>Total Non-Residential Services</b>		<b>\$249,000</b>	<b>2620</b>	<b>people</b>	
			<b>275</b>	<b>households</b>	
<b>Total Decent Affordable Housing &amp; Sustainable Living Environment</b>		<b>\$380,000</b>	<b>4100</b>	<b>people</b>	
			<b>505</b>	<b>households</b>	

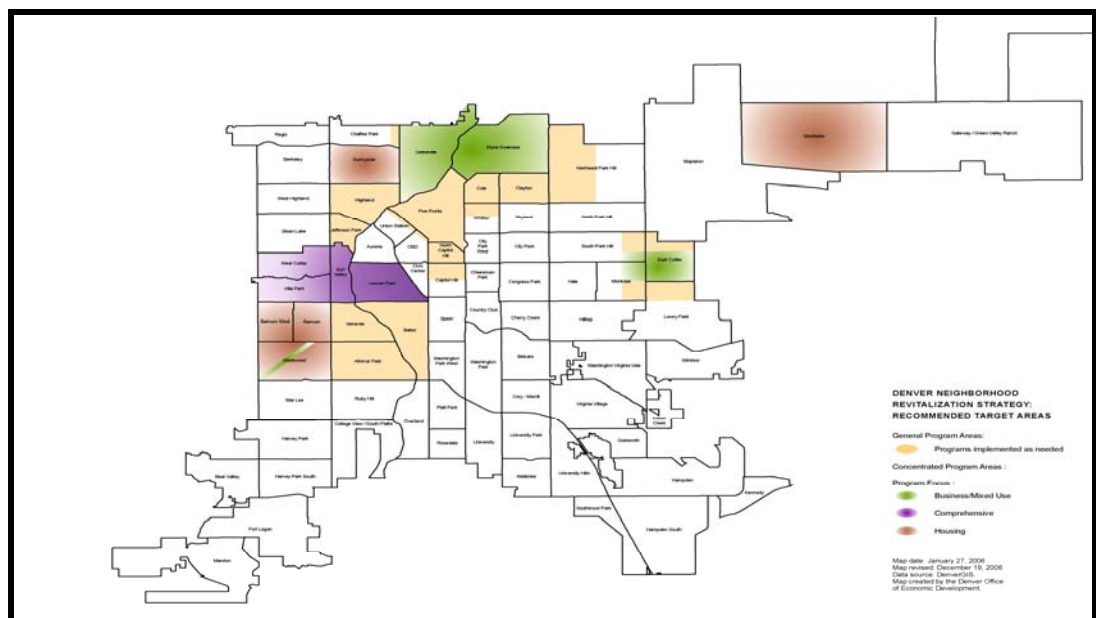
**Exhibit 2 cont. 2009 Action Plan Programs**

Program	Fund Source	Funding Allocation	Proposed Accomplishment	Outcome Category
<b>Suitable Living Environment (Neighborhood Development):</b>				
Neighborhood Public Improvements	CDBG	0	public facilities	
Neighborhood Support	CDBG	\$590,544	7000 people	Availability/Accessibility
Non-profit Facilities & Improvements	CDBG	\$1,527,659	10000 people	Availability/Accessibility
Economic Development Initiatives	CDBG	\$409,300	30 businesses	Availability/Accessibility and Sustainability
Total Suitable Living Environment (Neighborhood Development):		<b>\$2,527,503</b>	<b>17000 people</b>	
			<b>30 public facilities/businesses</b>	
<b>Economic Opportunity:</b>				
Neighborhood Business Revitalization	CDBG	\$3,850,000	125 jobs	Availability/Accessibility
Revolving Loan Fund	CDBG	\$950,000	50 jobs	Availability/Accessibility
Total Economic Opportunity		<b>\$4,800,000</b>	<b>175 jobs</b>	

Source City and County of Denver, Division of Business and Housing Services

**Geographical allocation of funds.** Recognizing that healthy neighborhoods are the building blocks of a healthy society, the City is currently implementing a neighborhood revitalization study with the express purpose of identifying strategies, action, programs, and resources that will point the trajectories of all neighborhoods in the right direction. Central to the strategy is a methodology for identifying target areas based on two principals-need and opportunity. Analysis of several need- and opportunity-based criteria has identified clusters of neighborhoods in the north, east and west of the City as ripe targets for revitalization.

**Exhibit 3. Denver Neighborhood Revitalization Strategy Target Areas**



As the previous map shows, the target areas roughly coincide with the areas of minority and ethnic concentration (discussed in Section III of the Consolidated Plan) in the City. All the proposed activities and projects are intended to principally benefit residents of Denver who have extremely low-, low- and moderate-incomes, and populations that have special needs, such as elderly, disabled and HIV/AIDS families and individuals. Consequently, most of the activities and projects planned for 2009 will be targeted to neighborhoods north and west of downtown Denver.

**Monitoring.** Denver assures fair and accurate monitoring of grantee and sub-grantee program functions and activities to maintain compliances with city, state and federal requirements. The monitoring responsibilities associated with the use of CDBG, HOME and HOPWA funds are carried out by BHS. All recipients of HUD funds through the City and County of Denver's Business and Housing Services program are subject to monitoring for regulatory and statutory compliance by the Division's Contracts and Performance Management Unit (CPM).

**Application process.** BHS follows an extensive process for federally funded projects. All applications are thoroughly reviewed by project specialists to ensure that all federal guidelines and regulations are complied with. All applicants must submit a detailed scope of services with clearly stated objectives, outcomes, matrix codes and relevant citations.

**Contracting process.** During contracting, CPM reviews all documentation, including scopes of services, loan fact sheets, and contract documents before obtaining a contract control number for the project. Working with the City Attorney's Office, CPM contract administrators review regulations, prepare contract documents and ensures that the contract terms meet federal regulations and requirements. Our City statute requires a city council review of any contract of \$500,000 or more. Furthermore, to ensure long-term compliance with regulations, a deed of trust and covenant are recorded against each project that receives housing development funds.

**Integrated Disbursement Information System (IDIS).** Project monitoring and compliance is also effectuated during setup, update, and closeout of project information in IDIS. Although the main purpose of IDIS is to track the draw-down of grant funds, it provides another level of monitoring to ensure program eligibility requirements are met. Projects that do not meet eligibility criteria are rejected by IDIS. The system is also utilized for quarterly reporting of contracts in which an additional level of monitoring is done.

**Sub-Grantee training.** Each year, the CPM unit invites all sub-grantees to attend a training session that covers the City's Consolidated Plan goals. At training, the CPM unit provides information about eligibility requirements, appropriate indicators to

measure outcomes, and general reference materials. A compiled notebook is distributed to all attendees. Information contained in the notebook includes:

- Methods of collecting required information from program participants
- Federal, State and Local regulations
- Reports required for matching funds, if applicable
- Environmental Review and clearance requirements
- Audit requirements as well as long-term compliance monitoring

Ongoing Monitoring. Program staff and CPM staff review project reports when they are submitted by recipients. In addition, both CPM staff and fiscal staff review invoice submissions. These reviews may identify the need for technical assistance or trigger a more thorough monitoring review, which could be an onsite monitoring (see below). Ongoing monitoring is also done on loans that have repayment requirements. The review of the loan repayment contracts may reveal the need to complete a formal monitoring. The CPM staff assesses the needs of the recipient contract or loan during the ongoing monitoring process.

Formal Monitoring. A Contractor Risk Assessment is utilized to improve the efficiency and effectiveness of BHS oversight of contracts and improve on internal control systems. A risk assessment is completed on every contractor by CPM staff to determine what level and frequency monitoring will be required for a particular contractor. Upon the completion of a risk assessment, CPM staff can assess the contractor's ability and capacity to administer and implement the contract as it exists and identify any deficiencies in the same areas that would affect the achievement of the goals of the contract. A monitoring schedule, which could include one or more site visits, desk reviews, or both, is developed based on the outcome of the risk assessment.

In the case of an onsite review, the recipient will receive notification prior to, and an entrance conference will be scheduled in which an overview of the review will be provided. At that time, an exit conference will also be tentatively scheduled. The on site review will consist of an administrative overview and sample review of files as appropriate. The following list consists of the program (project) areas that CPM contract administrators monitor:

- HOME:
  - Tenant Based Rental Assistance (TBRA)
  - For Sale Housing
  - Rental Housing
  - American Dream Downpayment Initiative
- CDBG Economic Development

- CDBG Housing:
  - Housing Counseling
- CDBG Neighborhood Facilities
- CDBG Public Service
- HOPWA
- Cross Cutting Legislation:
  - Section 3
  - Section 504
  - Davis Bacon
  - Relocation
  - Environmental/Historical Clearance

Site visits and inspections. For each multi-family housing development that is funded, BHS conducts an on-site inspection to determine compliance with tenant selection processes, affirmative marketing, tenant income verification, as well as all requirements included in the contract between the City and the Sub-recipient. BHS has developed a monitoring handbook that incorporates federal rules and regulations and a defined set of actions to monitor different programs and projects on a long-term basis.

## **Lead Based Paint**

BHS requires that developers intending to rehabilitate housing built prior to 1978 provide documentation on how they will abate lead-based paint hazards. This is a condition for loan/grant approval. Additionally, BHS retains the services of a construction and rehabilitation consultant who reviews descriptions of work, construction bids, and conducts physical inspections for project undergoing rehabilitation.

BHS has a full time program specialist who conducts annual inspections of developments that have been funded by the agency. Each inspection must certify that the development meets Housing Quality Standards (HQS) mandated by HUD. The program specialist oversees and monitors lead-based paint compliance for the Single Family Rehab programs of the Denver Urban Renewal Authority (DURA) and Del Norte Neighborhood Development Corporation. For each single family home rehabilitated under this program, the specialist reviews the description of work and ensures that lead safe work practices are adhered to; and conducts lead assessments and provide clearances.

BHS has historically provided support and acted as a pass-through for local non-profit organizations applying for lead-based paint abatement grants. Currently, BHS is working to apply for a lead based grant program from HUD. The program includes three focuses including education and outreach, risk assessment and lead hazard

control. The education and outreach performs targeted screening of high risk populations by performing testing of elevated lead blood levels in children.

The Denver Department of Environment Health, the Mayor’s Office, DHA, and BHS are actively collaborating on the Safe and Healthy Homes Initiative to eliminate lead-based paint hazards in ten years. Denver is one of the pilot cities selected by HUD for this program. Through its collaborative effort, the City is embarking on a detailed census and inventory of potential lead-based hazard areas.

BHS is also a member of the Colorado Lead Coalition. The Coalition is made up of eight agencies represented by eleven members. The agencies are the Colorado Department of Public Health and Environment/CDPHE, U.S. Environmental Protection Agency/EPA, Denver Department of Environmental Health/DEH, Northeast Denver Housing Center/NDHC, BHS, Colorado Department of Housing/CDOH, Agency and Toxic Substances and Disease Registry/ATSDR, and Denver Water Board. The Coalition is a dedicated and diverse group of environmental and housing professionals from various organizations who draw on their respective backgrounds to fulfill the Coalition's mission statement.

## Resources

The following is a discussion of the resources-federal, state, local and private-expected to be available in 2009 to address priority needs and specific objectives identified in the City and County of Denver 2008-2012 Consolidated Plan.

Federal grants. The City and County of Denver expects to receive approximately \$19.3 million in formula grants from the U.S. Department of Housing and Urban Development (HUD) and program income for the 2009 program year.

Formula grants. Exhibit 4 provides the 2009 program year expected funding levels for each of the five HUD programs and program income. These resources will be allocated to address the identified housing and community development strategies and actions.

**Exhibit 4. 2009 Consolidated Plan Projected Funding Allocations by Program**

Program-Funding Source	2009 Projected Funding
Community Development Block Grant (CDBG)	\$8,176,765
HOME Investment Partnership Program (HOME)	\$3,553,913
American Dream Downpayment Initiative (ADDI)	\$13,841
Housing Opportunities for Person with AIDS (HOPWA)	\$1,414,000
Emergency Shelter Grants Program (ESG)	\$380,000
Total Projected 2009 Allocation	<b>\$13,538,519</b>
Program Income	\$5,592,612
Total 2009 Allocation	<b>\$19,131,131</b>

**Section 108.** In 2008, Denver provided a HUD Section 108 loan in the amount of \$4.3 million to finance the construction of a new Denver Health clinic at the redevelopment site of the old Dahlia Shopping Center. This clinic should be open and serving the public in January/2009.

In addition, Denver provided a HUD Section 108 loan in the amount of \$6.0 million and BEDI grant in the amount of \$2.0 million to finance the development of a 95,000 square foot commercial building at the old Yellow Taxi site. Construction should commence late summer/2009. The new building is expected to create an estimated 200 jobs.

Other federal resources. The projected funds do not include \$3,625,000 of Skyline urban renewal closeout funds, which will be reprogrammed under their respective program areas, as described in the plan. Additionally, the City receives approximately \$22 million of annual volume cap from the State of Colorado, which is issued as private activity bonds (PABs). The bonds are used to finance rental housing developments and/or provide low-interest mortgages to eligible families. Denver also receives other federal funds that are not reflected in the Consolidated Plan. These resources include:

- Community Services Block Grant (CSBG);
- Federal Emergency Management Agency (FEMA) funds;
- Community Foods and Nutrition (CFN) Program;
- McKinney-Vento Homeless Assistance (Supportive Housing Program (SHP) and Shelter Plus Care); and
- Temporary Assistance for Needy Families (TANF).

These resources benefit households in CDBG-eligible areas.

Non-federal resources. In addition to the promised federal fund several other non-federal resources are also anticipated to be available for housing and community development activities.

City resources. Denver's 2009 Proposed General Fund revenues budget is projected to be \$896 million, an increase of 3.2 percent from 2008. Proposed expenditures are expected to be \$914 million for 2009. The City's budget priorities are guided by the Mayor's five goals, which were listed previously. Approximately \$80.4 million are proposed to be available for capital projects. Highlights of the 2009 proposed budget activities that have a direct impact on housing and community development include:

- Improve energy and water efficiency in facilities in capital projects through Greenprint Denver.
- Increase funding for safety recruitment efforts to diverse populations.
- Improve pedestrian and bicycle connections in key multi-modal areas.

- Increase our efforts to address the increase in graffiti by adding new removal crews in both Public Works and Parks.
- Add additional eight-hour days to six Denver Public Library branches.
- Increased funding for the maintenance of approximately 873 vacant City-owned parcels.
- Implement the 5-year strategic plan that was recently developed in collaboration with the Board of Human Services, service providers, and members of the Denver Community.
- Increase the TANF work participation rate from 35% in May 2007 to meet the Federal benchmark of 50 percent by 2008.
- In support of Denver's Road Home, the 10-Year Plan to End Homelessness, 200 units of housing will be obtained to be used for the chronically homeless.
- Complete the public health "All Hazards" preparedness and response plans.

***Community Development Financial Institution (CDFI).*** In 2009 Denver intends to use up to \$3 million of CDBG funds to invest in Seedco a CDFI in the City and County of Denver. The portfolio will leverage an additional \$6 million in net new funds to Denver.

Private resources. BHS activities leverage millions annually from the private sector to carry out important programs. For example in 2006, the \$5.5 million in loans for the Revolving Loan Fund (RFL) and Neighborhood Business Revitalization (NBR) programs leveraged more than \$42 million in total private debt and equity, and created over 200 jobs.

***OED Line of Credit.*** The City negotiated a \$8 million Line of Credit with JP Morgan Chase that is used to provide low interest financing for affordable housing projects, including mixed-use developments and for business loans. This LOC, through Chase, represents a substantial expansion of resources available for affordable housing projects and business loans.

***New Market Tax Credits (NMTC).*** In collaboration with the Colorado Housing and Finance Authority (CHFA) and the Colorado Enterprise Community Partners, Denver received \$35 million in New Market Tax Credits in October 2008. The credits will be used to provide equity to commercial real estate developments and small business loan programs in qualified low-income areas throughout the Denver metropolitan area.

Foundations. Several national and local foundations also provide needed services and outreach in Denver neighborhoods. The Enterprise Community Partners provides technical assistance in housing and community development. Making Connections

Denver is active in community capacity building and economic development projects in five low-income neighborhoods. The Piton Foundation plays a critical role in the development of education and child poverty alleviation policy in Denver. Other active foundations include: the Stapleton foundation, which is active in northwest Denver, and the Denver Foundation, which provides small grants for various neighborhood initiatives throughout the city.

State resources. CHFA administers the Low-Income Housing Tax Credit (LIHTC) program for the State of Colorado and has allocated credits to many Denver projects. CHFA also provides bond financing and has additional rental housing and homeownership programs available to developers and businesses in Denver.

The Division of Housing, an agency of the Colorado Department of Local Affairs administers programs for housing, economic development and public facilities projects throughout the state. Assistance is offered to local communities for new housing and rehabilitation of existing housing from federal and state funds for direct loans; loan guarantees; equity investments; grants; and subordinated debt for construction or permanent financing. The Division of Housing frequently collaborates with the City in providing financing for a number of programs located in the City and County of Denver.

**Obstacles.** As described in the Strategic Plan, the primary obstacle to meeting underserved needs is insufficient financial resources, staff and operating funds. During the next year, the City will pursue all potential funding resources and funding applications for other resources from other agencies will be supported. Funding resources will continue to be leveraged when possible by the City. When appropriate, funds provided to projects and programs will be in the form of loans and repayments will revolve to serve the greatest possible number of households over time.

**Match requirements.** The use of HOME and ESG funds carry match requirements from non-federal sources. The required match contribution is 25 percent. To secure this match the City will utilize a local appropriation for affordable housing (TABOR), nonprofits' ability to secure funding from private foundations, fees earned from bond financing and the value, minus all encumbrances, of land or other real property not acquired from federal resources, and other allowable contributions.

In 2007, the Denver Department of Human Services verified matching funds of approximately \$411,000 for the ESG grant. The ESG grant received by each of the grantees was matched dollar-for-dollar by various sources such as United Way, Daniels Fund, private foundations, private donations, and volunteer hours.

## Program Activities

The City and County of Denver organizes its activities and funding in three broad program areas:

- Housing,
  - Neighborhood Stabilization Program
- Economic Development,
- Neighborhood Development and

Each program area support one or more activities, and each activity is compromised of one or more projects. This section provides Denver's proposed activities and funding under each program area for 2009.

### Housing

The Denver 2008–2012 Consolidated Plan identifies priorities that are intended to address its affordable housing needs. The priority needs and objectives were developed based on the findings from both quantitative research (Housing Market Analysis) and qualitative research (public meetings, citizen survey and stakeholder meetings). The priority housing needs were determined based on the number of households who were cost-burdened, living in substandard and overcrowded conditions, and/or who could not afford homeownership. All of Denver's 2009 housing activities support the affordable housing priorities listed in its Consolidated Plan.

In 2009, Denver will undertake several activities to address a wide range of housing issues including affordable rental and for-sale housing; public housing; homeless and homeless prevention; special needs and Housing Opportunities for People with AIDS (HOPWA) and neighborhood stabilization (addressing foreclosure prevention, intervention, and stabilization).

**Goal: Affordable Housing: Expanded housing options and a safe home for every resident.**

Objective: Provide decent affordable housing *while creating mixed-income and mixed-use neighborhoods.*

Outcomes: Improved Affordability and Availability/Accessibility.

**Affordable Rental and For Sale Housing.** The proposed 2009 housing activities will be addressed by one or more of the HUD grants received by the City. The following exhibits shows the affordable rental and for sale housing activities and proposed funding and outcomes the City wishes to accomplish during 2009 for each grant.

**Exhibit 5 .Affordable Rental and For Sale Housing, 2009 Action Plan**

<b>Program</b>	<b>Fund Source</b>	<b>Funding Allocation</b>	<b>Proposed Accomplishment</b>	<b>Outcome Category</b>
Decent Affordable Housing:				
Owner Housing:				
American Downpayment Assistance Initiative	ADDI	\$13,841	2 households	Affordability
For-Sale Housing Development & Preservation Fund	CDBG	\$535,000	35 housing units	Affordability
Homeowner Assistance Program	HOME	\$500,000	50 households	Affordability
Land Trust Acquisition & Rehabilitation Program		\$0	-	NSP
Single Family/Emergency Rehabilitation Program	CDBG	\$550,000	93 housing units	Affordability
Rental Housing:				
Rental Housing Development & Preservation Fund	HOME	\$2,501,888	170 housing units	Affordability
Section 108 Repayment Fund	CDBG	\$275,000	-	Affordability
Tenant Based Rental Assistance Program	HOME	\$453,498	140 households	Affordability
Owner and Rental Housing:				
CHDO Core-Operating Support	HOME	\$177,000	-	Affordability
CHDO Set-Aside: Housing & Development Fund	HOME	\$533,087	30 housing units	Affordability
Housing Access & Modification Program	CDBG	\$204,275	20 housing units	Affordability
Housing Support Program	CDBG	\$410,000	1700 people	Availability/Accessibility
Special Needs Housing:				
Adams County Housing Authority	HOPWA	\$34,000	4 households	Availability/Accessibility
Colorado Aids Project (CAP)	HOPWA	\$1,509,252	1200/373 people/households	Availability/Accessibility
Empowerment Program	HOPWA	\$70,000	210 people	Availability/Accessibility
HIV/AIDS Rental Housing & Development Program	HOPWA	\$90,000	5 housing units	Availability/Accessibility
Visiting Nurse Association	HOPWA	\$120,071	180 people	Availability/Accessibility
Total Decent Affordable Housing		<b>\$7,976,912</b>	<b>3290 people</b> <b>549 housing units/households</b>	

Source: City and County of Denver, Division of Business and Housing Services

**Owner occupied housing:**

- *American Downpayment Assistance Initiative (ADDI).* To increase the number of homeowner households in Denver the City of Denver will provide ADDI funding to a nonprofit to will administer downpayment assistance to 2 income eligible households
- *For-Sale Housing Development and Preservation Fund.* To increase the supply of affordable homeowner housing in Denver the City proposes to provide financing to developers of affordable housing in the city for the acquisition, new construction or rehabilitation of 35 housing units.
- *Homeowner Assistance Program.* To provide freedom of choice in housing in ways that promote neighborhood stability and promote and preserve affordability the City of Denver will provide direct assistance to 50 homebuyers with downpayment assistance. An estimated 6 households will participate in the Homeownership Individual Development Account (IDA) saving opportunities in order to preserve and increase the number of homeowners in Denver.

- *Land Trust Acquisition and Rehabilitation Program.* Denver does not expect to fund this program in 2009, but perhaps in the future Consolidated Plan years. The Neighborhood Stabilization Program for the City and County of Denver will carry out activities related to this program.
- *Single-Family/Emergency Rehabilitation Program.* To preserve the supply of decent, safe affordable houses in Denver, the City of Denver will provide direct assistance to 93 income-eligible homeowners for emergency repairs (10 homes) and/or rehabilitation (93 homes) of single-family houses throughout the city. In addition, the Single-Family/Emergency Rehabilitation Program will replace historic windows.

Rental housing:

- *Rental Housing Development and Preservation Fund.* To increase the supply of affordable rental housing in Denver the city will provide financing to developers of affordable housing for the acquisition, new construction or rehabilitation of 90 affordable rental units.
- *Tenant-Based Rental Assistance Program.* The City will provide funds to the Colorado Coalition for the Homeless and Arapahoe House to prevent homelessness by providing TBRA assistance to 140 very-low income households earning at or less than 30 percent AMI. The TBRA project subsidizes rental rates in the city that remain unaffordable for very-low income households.

Owner and rental housing:

- *CHDO Core-Operating Support.* The project provides operating support to support the ongoing housing development activities in Denver by certified Community Housing Development Organizations.
- *CHDO Set-Aside: Housing Development and Preservation Fund.* This program provides financing to Denver-certified Community Housing Development Organizations. Funds will be utilized for the acquisition, new construction or rehabilitation of 40 housing units.
- *Housing Access and Modification Program.* This project will provide funds to a non-profits(s) to help rehabilitate 20 existing housing units for income-eligible individuals with disabilities. This program meets the HUD national objective of benefiting low- and moderate-income persons and the primary purpose is to help persons with disabilities. The program will also increase the availability/accessibility of housing for individuals with recognized disabilities under the American with Disabilities Act.

- *Housing Support Program.* The City will provide funding to a variety of non-profit developers to provide housing services benefiting low- and moderate-income persons and foreclosure assistance. The funding will assist 700 people with housing counseling and education, sustainability education; 1,000 people with housing referral resources.

**Public Housing.** The Housing Authority of the City and County of Denver (DHA) is the largest public housing authority in the rocky mountain region and serves the City and County of Denver. DHA's mission is to promote adequate and affordable housing, economic opportunity, and a suitable living environment free from discrimination in Denver. DHA is a quasi-municipal corporation that provides affordable housing to more than 24,000 very low, low and middle-income individuals representing approximately 10,000 families in Denver. DHA is governed by a nine-member Board of Commissioners appointed by the Mayor of Denver.

DHA provides for public participation in the development of their agency annual plan process and five-year Capital Fund Program (CFP) process. DHA, in conjunction with the Resident Council Capital Fund Committee, prioritizes capital improvement items primarily on statutory requirements as determined by HUD, health and safety of residents, infrastructure and related housing quality standards. As such, DHA develops and solicits resident and management input into the capital needs of their respective public housing developments for development of its Capital Fund Plan and Annual Plan submission to HUD.

The HomeOwnership Program provides educational and financial benefits to DHA residents. This program is designed to educate participants regarding what they need to do to become homeowners. As of third quarter 2008, over 128 homes have been sold under DHA Homeownership program, with 480 participants are engaged in DHA's Family Self-Sufficiency, Residents Opportunities for Self Sufficiency (ROSS) HomeOwnership program and HomeBuyers Club.

Safety is a high priority of DHA for all of its residents in its portfolio including family row-type developments, high-rises and dispersed housing. DHA continues with crime prevention activities. Over the past 13 years, DHA continues its proven coordination with Denver's Department of Safety, including work with the Denver Fire Department on fire prevention and fire safety, collaboration with DPD administration on policy issues, District Police Stations and related departments.

As a part of the Consolidated Plan, DHA proposes to:

- Comprehensive neighborhood revitalization leading to de-concentration of poverty and renewed economic vitality. As demonstrated, through work with DHA in the successful implementation of their mixed income redevelopment initiatives at the Villages at Curtis Park and Benedict Park Place through a balance of market rate, low-income housing tax credit and

public housing units in the Five Points neighborhood and adjacent to downtown Denver.

- Coordinated strategies with station area plans, small area plans by revitalization of obsolete, distressed and aging public housing development, with priority to those along transit corridors by exploring and begin long range planning for other mixed income public housing redevelopment opportunities in conjunction with future area station planning or neighborhood revitalization initiatives, through HUD HOPE VI funding or other financial structures.
- Where feasible, support DHA energy efficiency initiatives which are consistent with Greenprint Denver, including but not limited to DHA Energy Performance initiative and other energy efficient initiatives (i.e., pilot geo-thermo heating system, etc.).
- Support and where feasible expand affordable home ownership opportunities to low-mod income households through financial education programs. Including, but not limited to coordination with DHA successful homeownership programs, which are provided to DHA public housing residents to successfully transition from public housing into homeownership, stabilize neighborhoods, and contribute to HUD and local goals of increasing minority homeownership in America's urban cities.
- As appropriate, coordinate with DHA and other housing stakeholder organization in the development, strategic planning and implementation of 2008 federal stimulus programs, including new HUD legislation in the area of housing and community revitalization (i.e., Neighborhood Stabilization Program, etc.).

**Barriers to Affordable Housing.** In addition to the 2009 activities supporting affordable rental and owner housing, the following activities will be implemented in 2009 and beyond to reduce or eliminate barriers to affordable housing.

***Current studies.*** The Analysis of Impediments to Fair Housing Choice was completed in 2007. As a part of the AI, two focus groups were conducted with nonprofit and for-profit developers who were currently or had developed affordable housing in the city. The purpose of these focus groups was to explore the primary barriers to affordable housing development in the city, and discuss potential solutions. The discussions, although not originally intended to, were almost completely centered on Not-In-My-Backyard Syndrome (NIMBYism). These focus groups suggest that more than any other types of barriers, NIMBYism is a significant barrier to affordable housing development in Denver.

One action item in the AI was to understand and mitigate predatory lending practices. BHS conducted a research study on foreclosures in Denver. Additionally, OED has completed a Neighborhood Revitalization Study that recommended

strategies and programs to create mixed-income communities. Denver is also creating a Denver Housing Plan, whose goals and objectives are reflected in the five year goals and objectives of the Consolidated Plan.

***City Ordinances and Zoning Code.*** Denver passed a preservation Ordinance in 2001 and an Inclusionary Housing Ordinance (IHO) in 2002. These Ordinances are aimed at preserving and increasing the affordable housing stock, respectively. In addition, the City has recently adopted the International Building Code, and is currently reviewing its Zoning Code to improve efficiencies in the development process. Specific actions for 2008 are as follows:

- Continue enforcing the preservation ordinance, which requires that the City be notified of any impending conversions of Section 8 projects into market-rate housing, and the imposition of a minimum of 20 years rent and income restrictions for affordable housing projects receiving City funds.
- Continue implementation of the Inclusionary Housing Ordinance, which requires for sale developments of 30 or more units set-aside 10 percent of the units as Moderately-Priced Dwelling Units (MPDU).
- Accelerate efforts to overhaul the zoning code to streamline or eliminate provisions that negatively impact the design review process.

***Mayor's Development Council.*** In 2003, the Mayor created a multi-agency Development Council to set policy for development issues, projects and regulations involving the key agencies responsible for reviewing and permitting projects in Denver. This reform effort seeks to:

- Provide predictable time frames and results to all parties interested in development.
- Improve city staff accountability for meeting established time frames and resolving inter-departmental disagreements expeditiously.
- Increase flexibility to accommodate large, complex projects as well as smaller, simpler projects, and accord each project type an appropriate level of review.
- Ensure that requirements applied in the development review process be based on clear legal authority emanating from the Charter, ordinances and duly adopted rules and regulations.
- Require that proposed ordinances and regulations relating to development be reviewed by all City departments and agencies involved in the development process and by all interested stakeholders before they are sent forward for broad public review and official adoption.

HOME/American Dream Downpayment Initiative (ADDI). The City and County of Denver does not use any other forms of investments for its HOME funds other than those described in Section 92.205(b). The City uses some of its HOME funds for homebuyer activities as described in Section 1 above. For-sale housing assisted with HOME funds will be subject to resale or recapture requirements.

**Resale.** For projects receiving a development subsidy that reduces the cost of producing housing to below market value, resale provisions will apply for the prescribed affordability period. This requirement is enforced by a recorded covenant and deed of trust.

**Recapture.** HOME assistance which reduces the home's purchase price from fair market value to an affordable price will be subject to recapture if the housing does not continue to be the principal residence of the family for the period of affordability. The amount subject to recapture is based on the amount of HOME assistance that enabled the homebuyer to buy the dwelling unit. In addition, HOME assistance that provided up to \$10,000 in downpayment assistance will be subject to recapture even if the home's purchase price was not reduced. The method of recapture will be one of the following three:

- Recapture the entire amount of the HOME investment, except that the HOME investment amount may be reduced pro rata based on the time the homeowner has owned and occupied the unit measured against the required affordability period.
- If the net proceeds (i.e., the sales price minus loan repayment, other than HOME funds, and closing costs) are not sufficient to recapture the required HOME investment plus enable the homeowner to recover the amount of the homeowner's down payment and any capital improvement investment, Denver's recapture provisions may share the net proceeds. The net proceeds may be divided proportionally as provided in the HOME regulations.
- Alternatively, Denver may allow the homebuyer to recover all the homebuyer's investment (down payment and capital improvements) first before recapturing the HOME investment. To prevent the loss of HOME investment, the City requires that it be notified promptly in the event of foreclosure. By so doing, the City will endeavor to find other income-qualified buyers or designated non-profit organization to purchase the home and keep the HOME investment intact.

**Refinancing.** Refinancing for multi-family projects is an eligible activity if it is necessary to permit or continue affordability for a targeted population under HUD HOME program Section 92.206. Refinancing will be allowed citywide under the following guidelines:

- The minimum affordability period shall be 20 years;

- Multi-family loans made or issued by any federal program are ineligible for refinancing;
- Rehabilitation must equal at least 25 percent of the total project costs; and
- Project management practices will be reviewed to ensure that disinvestment in the property has not occurred and that the long-term needs of the project can be met.

Use of ADDI funds. The City and County of Denver will provide all of its ADDI funds for 2009 to a non-profit partner to fund a homeownership downpayment assistance program.

### **Neighborhood Stabilization Program (NSP)**

The Neighborhood Stabilization Program (NSP) is a new emergency assistance program created to implement Title III of the Housing and Economic Recovery Act (HERA) of 2008. It will provide targeted emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities. The intent is to put grant funds to work in communities with the highest need and to have a meaningful impact. The NSP Program also seeks to prevent future foreclosures by requiring housing counseling for families receiving homebuyer assistance.

The funding is provided through HUD's Community Development Block Grant (CDBG) Program under the Housing and Economic Recovery Act of 2008. These targeted funds will be used to purchase foreclosed homes at a discount and to rehabilitate or redevelop them in order to respond to rising foreclosures and falling home values.

Denver will use its neighborhood stabilization grants to acquire land and property; to demolish or rehabilitate abandoned properties; and/or to offer downpayment and closing cost assistance to low- to moderate-income homebuyers (household incomes not exceed 120 percent of area median income). In addition, the grant can be used to create "land banks" to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property.

In determining Denver's allocation of \$6,060,170, HUD followed Congress's direction that grants be targeted to areas based on the number/percent of foreclosures, subprime mortgages and mortgage defaults and delinquencies. Denver has also applied for an additional \$10 million from the state's NSP allocation to supplement its direct allocation from HUD. The final amount of state NSP funds to be allocated to Denver has not been determined yet. Appendix IV contains Denver's final **NSP Grant**

**Application and Checklist.** The application contains detailed program descriptions and implementation timeframes. As Congress directed, NSP grant funds will be obligated for specific activities within 18 months

## **Homeless**

The Denver Commission to End Homelessness is the municipal organization that oversees coordination of services and facilities for Denver's homeless population, and "Denver's Road Home" is the name of its 10-year program to end homelessness in Denver. The Denver Department of Human Services (DHS) is the lead agency coordinating this initiative. Initiated in 2005, Denver's Road Home has reported success in increasing the housing and supportive services in Denver and employment support for homeless individuals. The first priority of the program is housing assistance, followed by case management, mental health and substance abuse counseling, and employment.

In 2009, Denver will undertake several activities to address a wide range of housing issues including affordable rental and for-sale housing; public housing; homeless and homeless prevention; special needs and Housing Opportunities for People with AIDS (HOPWA).

**Goal: Assist persons who are homeless or at-risk of becoming homeless.**

Objective: Provide decent affordable housing and sustainable living environment.

Outcomes: Improved affordability and availability/accessibility.

The proposed 2009 homeless activities will be addressed by one or more of the HUD grants received by the City. The following exhibits shows the activities funded through the Emergency Shelter Grant, along with the proposed funding levels and outcomes the City wishes to accomplish during 2009 for each activity.

**Exhibit 6. Emergency Shelter Grant, 2009 Action Plan**

Program	Fund Source	Funding Allocation	Proposed Accomplishment	Outcome Category
Suitable Living Environment (Homeless)				
Residential Services				
Catholic Charities/Samaritan House	ESG	\$25,000	550 people	Availability/Accessibility
Delores Project	ESG	\$23,500	260 people	Availability/Accessibility
Interfaith Hospitality Network	ESG	\$10,000	20 households	Availability/Accessibility
Sacred Heart House	ESG	\$14,500	100 households	Availability/Accessibility
Safe House Denver	ESG	\$13,500	110 households	Availability/Accessibility
Urban Peak	ESG	\$27,000	320 youth	Availability/Accessibility
Volunteers of America	ESG	\$17,500	350 people	Availability/Accessibility
Total Residential Services	ESG	\$131,000	1480 people 230 households	
Non-Residential Service:				
Colorado Coalition for the Homeless	ESG	\$26,000	30 people	Availability/Accessibility
DDHS Homeless/GA	ESG	\$59,500	80 people	Availability/Accessibility
DDHS Homeless Prevention	ESG	\$50,000	75 households	Availability/Accessibility
Denver Urban Ministries	ESG	\$27,000	30 households	Availability/Accessibility
Empowerment Program	ESG	\$17,000	260 people	Availability/Accessibility
Senior Support Services	ESG	\$15,000	250 people	Availability/Accessibility
St. Francis Center	ESG	\$29,500	2000 people	Availability/Accessibility
The Gathering Place	ESG	\$25,000	170 households	Availability/Accessibility
Total Non-Residential Services		\$249,000	2620 people 275 households	
Total ESG Allocation		\$380,000	4100 people 505 households	

Source City and County of Denver, Division of Business and Housing Services

All of the following activities will provide supportive services and housing opportunities to address the needs of special-needs populations. Emphasis is placed on the provision of emergency services, transitional or permanent housing to help prevent homelessness.

Residential outcomes:

- *Catholic Charities/Samaritan House.* Provide shelter and assist with housing coordination for 550 homeless households. Funding will be used for operating costs.
- *Delores Project.* Provide overnight shelter and services to 260 adult women who are homeless. .Funding will be used for operating costs.
- *Interfaith Hospitality Network.* IHN is a network of churches that provide shelter, supportive services, transportation, and child care for 20 homeless families. Funding will be used for operating costs.

- *Sacred Heart House.* The funding will provide 100 homeless families with emergency housing and case management services. Supportive services and emergency housing will be for homeless women and children. Funding will be used for operating costs.
- *Safe House Denver.* Provide operating support for emergency housing until safe housing is available for 110 women with children. Funding will be used for operating costs.
- *Urban Peak.* Urban Peak will provide 320 homeless youth with shelter and youth at-risk of homelessness with case management. Assistance includes reuniting kids with their families and finding alternative housing. Funding will be used for essential services.
- *Volunteers of America/Theodora House.* Provide 350 homeless single women with shelter, case management and assistance with obtaining eligible benefits. Funding will be used for essential services.

Non-Residential outcomes:

- *Colorado Coalition for the Homeless.* Provide eviction assistance to 30 individuals and families to prevent eviction and provide referrals to other community support programs. Funding will be used for homeless prevention services.
- *Denver Department of Human Services (DDHS) Homeless/General Assistance.* DDHS will provide cash assistance to 80 families facing eviction. Funding will be used for homeless prevention
- *Denver Department of Human Services (DDHS) Community Services.* DDHS will contract with several community based organizations to manage homeless prevention activities and support an estimated 75 families facing eviction. Funding will be used for homeless prevention.
- *Denver Urban Ministries.* The funding will provide cash assistance to 30 families to prevent eviction. Funding will be used for homeless prevention services.
- *Empowerment Program.* The Empowerment Program will provide homelessness prevention and non-shelter assistance to 260 low-income and/or homeless women who have been or are involved in the criminal justice system. Assistance includes, finding housing, intensive case management, food bank, GED classes, job readiness, mental health and substance abuse treatment. Funding will be used for essential services.
- *St. Francis Center.* The Center will provide a variety of non-shelter assistance to keep 2,000 persons who are homeless in a warm, safe environment. Assistance includes, overnight coffee house, showers, case

management, storage, food and mail access. Funding will be used for essential services.

- *Senior Support Services.* Provide 250 low-income seniors day shelter and services including mail access, case management and assistance with applications for benefits. Funding will be used for operating costs.
- *The Gathering Place.* Provide day shelter for 170 homeless women and their children. Assistance includes hotel vouchers, pro bono counselors and lawyers, and partnership with St Street Clinic to provide health care and drop-in child care center. Funding will be used for essential services.

*Sources and uses of funds.* Implementation of the Ten Year Plan to End Homelessness in Denver is dependent on the availability of financial resources. All of the funds will go directly to targeted homeless specific action steps. Denver’s Road Home estimates a total need for \$12 million each year to implement Denver’s Road Home (all 8 goals combined). Approximately half of the funds will be from public sources (local, state, federal), 25 percent from foundations and 25 percent from corporations and individuals. Currently, after two complete years, Denver’s Road Home is on target for successful goals and outcomes and is ahead of the fund development schedule. Year 1 and 2 are 100 percent funded, Year 3 is 100 percent funded, and Year 4, 45 percent funded.

The table below lists the sources and uses of funds for activities of the first three years of the Plan, which start in 2007. Included in the government sources is \$380,000 in Emergency Shelter Grants expected in 2009.

**Exhibit 7. Denver Ten Year Plan to End Homelessness**

	Amount
<b>Sources:</b>	
Government (Local, State and Federal)	\$3,850,000
Foundations	\$1,925,000
Corporations and individuals	<u>\$1,925,000</u>
Total Sources	\$7,700,000
<b>Uses:</b>	
Permanent and Transitional Housing	\$4,425,000
Shelter System	\$535,000
Prevention	\$168,000
Services	\$2,107,000
Public Safety and Outreach	\$165,000
Education, Training and Employment	\$240,000
Community Awareness & Coordinated Responses	<u>\$60,000</u>
Total Sources	\$7,700,000

Denver Ten Year Plan to End Homelessness Goals. Denver has eight core goals with a series of action steps to end homelessness in Denver. The core goals and 2009 proposed outputs follow:

Goal 1: Permanent and Transitional Housing. Develop permanent and transitional housing opportunities to meet the needs of people at 0-30 percent AMI or less than \$15,050 per year.

*Outputs:*

- Create 1,040 (208/yr over 5 years) permanent affordable housing opportunities for first time homeless persons, to include new construction, expansion of rental subsidies and rehabilitation of existing units.
- Create 470 (94/year over 5 years) permanent supportive housing opportunities for chronic homeless.
- Coordinate with Denver Housing Authority to set-aside 90 units annually of rental housing.

Goal 2: Shelter System. Make safe and legal beds and activities available for all populations both day and night until adequate housing is in place.

*Outputs:*

- Provide 80 respite beds annually for homeless persons discharged from medical facilities, yet still require bed rest and follow-up care.
- Partner with community based service providers to utilize day shelter space, or other nonprofit or public space to serve as resource centers for the potential to serve as 24-hour daily shelter.
- Utilize the opportunities afforded by an ordinance passed by Denver City Council, so that in extreme weather conditions when shelters and housing are at capacity, open public recreation centers, churches, non-profit facilities or public buildings to prevent homeless deaths.

Goal 3: Prevention. Provide Denver residents facing homelessness more tools to keep them from ending up on the streets or in emergency shelters.

*Outputs:*

- Coordinate with agencies to improve the discharge policies and procedures of the Correctional System, Mental Health System, Child Welfare System and Public Health System to include housing resources to reduce the number of persons discharged with no place to go and who consequently end up in the emergency shelter system.

- Coordinate with organizations to fund one-time eviction, foreclosure and utility shutoff prevention assistance for 300 persons/households at 0 – 30 percent AMI.

Goal 4: Services. Provide better access to supportive services that promote long-term stability and improved functioning for those in need and movement into permanent housing as soon as possible.

*Outputs:*

- Annually assist 358 persons (1,790 over 5 years) who are homeless and eligible for public benefits, specifically SSI and SSDI, to apply and receive benefits and services through a Benefits Assistance and Acquisition Retention (BART) Team model.
- Annually assist 253 (1,265 over 5 years) homeless persons not eligible for public benefits to access targeted mental health services.
- Annually assist 245 (1,225 over 5 years) homeless persons not eligible for public benefits to purchase outpatient substance abuse services.

Goal 5: Public Safety and Outreach. Improve public safety by increasing outreach efforts to reduce panhandling, loitering and crimes against people while better linkages are built between homeless people and service agencies.

*Outputs:*

- Continue to strengthen enforcement of existing aggressive panhandling ordinance in conjunction pre-arrest diversion efforts.
- Increase collaboration with Denver Police Department and provide education and training to police officers on expanding Crisis Intervention Team (CIT) when needed in dealing with homeless persons.
- Enforce and expand the existing protocol for disbanding homeless encampments on public and private properties.

Goal.6: Education, Training and Employment. Provide education, training, and employment to assist people who are homeless obtain skills and knowledge necessary to participate in the workforce.

*Outputs:*

- Continue and expand employment program with the hospitality industry for 50 homeless persons to train and be placed in employment.

- Develop 1,000 employment opportunities annually for people who are homeless with an emphasis on jobs paying more than minimum wage and providing benefits.
- Continue partnership with CO Division of Vocational Rehabilitation to connect homeless persons with vocational rehabilitation services.

Goal.7: Community Awareness and Coordinated Responses. Build community awareness and support for coordinated responses to eliminate homelessness in 10 years.

*Outputs:*

- Coordinate policy development and work with Metro Denver Homeless Initiative, Colorado Interagency Council on Homelessness, Federal Interagency Council on Homelessness, Metro Mayors Caucus, and Metro Area County Commissioners.
- Use data collection and evaluation research to educate the public on homeless issues and solutions.

Goal.8: Zoning, Urban design and Land Use. Reform Denver's zoning, building and development codes to facilitate an adequate supply of emergency and affordable housing.

*Outputs:*

- Continue to coordinate with housing developers, funding agencies and affordable housing advocates in a comprehensive review of Denver's zoning, building and housing codes to recommend changes to Denver's Housing Plan.

Chronic homelessness. Denver is embracing two approaches to respond to chronic homelessness:

1. Implementation of 7 day weekly, 12 hours daily outreach and response strategy that coordinates law enforcement and service intervention.
2. Housing first projects which expedite placement of chronic homeless persons into permanent supportive housing.

The Plan also seeks to examine the root causes of displacement and homelessness within the economic and social conditions prevalent in the City and County of Denver. The primary barriers to meeting underserved needs are insufficient financial resources and obtaining cooperation from landlords.

**Homelessness prevention.** Denver will dedicate financial resources for homeless prevention. The homeless prevention activities funded by the ESG program—specifically, the rental and mortgage payment assistance to prevent eviction and foreclosure—will help to preserve affordable housing for those at risk of homelessness. ESG homeless prevention funds will be allocated to Colorado AIDS Project, Colorado Coalition for the Homeless, Denver Human Services and Denver Urban Ministries to provide homeless prevention services.

Denver Human Services will provide eviction assistance. This assistance is available to individuals and families whose income is at or below 125 percent of the federal poverty level and who can demonstrate an emergency that has prevented them from being able to pay rent. Denver will also provide follow-up services to clients receiving eviction notices to ensure necessary supports are in place to ensure stability.

DHS has created and manages a Homeless Outreach Team (HOT). This is an assertive program to engage homeless families and individuals while they are in shelters and encourage them to apply for benefits including, but not limited to, TANF, Food Stamps, Medicaid, Old Age Pension (OAP), Aid to Needy and Disabled (AND), as well as child care assistance. Additionally, Denver Human Services Veterans Services Office (VSO) coordinates an outreach program, in cooperation with Veterans Affairs (VA), to encourage veterans to apply and determine eligibility for VA benefits including cash benefits and health care. Both HOT and VSO circulate to Denver homeless shelters to ensure they come into contact with and encourage homeless persons to secure benefits, rather than wait for them to travel to Denver Human Services facility which, to some persons, can be a formidable and intimidating institutional experience.

DHS also manages a homeless outreach collaborative which includes several homeless service providers, Denver Police Dept, and Downtown Denver Business Improvement District. The collaborative targets chronic homeless persons and is an aggressive attempt to engage them into housing and treatment services.

Recognizing one of the primary impediments to movement into the homeless housing and service delivery system, Denver's road Home has concentrated on helping homeless persons in need of identification secure documents (birth certificates, Colorado State ID etc) necessary to access many programs and services.

BHS will also commit available funding resources to aid families with their housing needs, while only selectively adding units to rental housing stock that is already challenged. The Tenant Based Rental Assistance (TBRA) program subsidizes rental rates in Denver to very low-income households earning at or less than 30 percent AMI. Beneficiaries may be working families living in shelters, families who are homeless, or are waiting for Section 8 or public housing, or in other temporary housing arrangements. Approximately 158 households will be assisted through this

program in 2008. The City of Denver has allocated \$760,000 of its HOME grant and \$180,000 of its CDBG funds to the TBRA program in 2008.

Discharge coordination policy. The City and County of Denver continues to develop and implement a discharge policy to promote successful emancipation of youth, discharge planning for individuals from the corrections system and release of individuals from health care facilities. Issues being addressed include vital documents, education, employment, community support, housing, financial, personal support and dental/medical/mental health services. DHS is also working with the discharge committee of the Interagency Council on Homelessness to revise and coordinate discharge guidelines related to discharge of individuals from foster care, health care facilities and correctional programs.

In May 2007 Colorado's governor, Bill Ritter, reconvened the Community and Interagency Council on Homelessness to develop a strategic plan to end homelessness in Colorado. This Council will address discharge planning policy statewide over the next year. Currently, the Metropolitan Denver Homeless Initiative's 2007 Continuum of Care Discharge Planning Policy includes policies covering foster care, health care, mental health care and corrections.

## **Non-Homeless Special Needs Housing**

The following discusses activities Denver proposes to address a wide range of housing issues to address special needs populations and Housing Opportunities for People with AIDS (HOPWA).

**Special needs populations:** Special needs populations include extremely low income persons, frail elderly, persons with developmental disabilities, persons with physical disabilities, persons with severe mental illness, persons with alcohol/other drug addictions, persons with HIV/AIDS and their families and public housing residents.

In 2009, Denver will undertake several activities to address a wide range of housing issues to address special needs populations housing needs. Please see the Non-Homeless Special Need Table in the Appendix section for specific goals assisting non-homeless special needs populations. The following five-year goal addresses the housing needs of special needs populations. Additionally, other five-year goals for rental and for sale housing also address this population and are discussed under the housing portion of this section.

**Goal: Assist special needs populations with supportive services, facilities and housing needs.**

Objective: Provide decent affordable housing and a suitable living environment.

Outcomes: Improved Availability/Accessibility and Affordability.

The proposed 2008 non-homeless special needs population activities will be addressed by one or more of the HUD grants received by the City. The following exhibits shows the housing activities targeted to special needs populations and proposed funding and outcomes the City wishes to accomplish during 2009 for each grant.

**Exhibit 8. Special Needs Housing, 2009 Action Plan—**

Program	Fund Source	Funding Allocation	Proposed Accomplishment	Outcome Category
Decent Affordable Housing:				
Single Family/Emergency Rehabilitation Program	CDBG	\$550,000	93 housing units	Affordability
Housing Opportunities for Persons With AIDS (HOPWA)	HOPWA	\$1,823,323	1590/5 people/housing units	Availability/Accessibility
Total Special Needs Housing Allocation		\$2,373,323		

Source: City and County of Denver.

**Housing Opportunities for People With HIV/AIDS (HOPWA).** Business & Housing Services (BHS) continues to work with organizations within the Denver metropolitan area to provide stable permanent housing for households affected by HIV/AIDS. BHS administers the HOPWA program for Denver. The HOPWA grant is one of the primary resources used for funding activities which benefit persons with HIV/AIDS in the Denver metropolitan area.

The purpose of HOPWA is to provide states and localities with the resources and incentives to devise long-term comprehensive strategies for meeting the housing and support services needs of low-income persons and households affected by AIDS and HIV-related diseases. A broad range of housing-related activities may be funded under HOPWA, including, but not limited to: project or tenant based rental assistance, supportive services, short-term rent, mortgage, and/or utility assistance to prevent homelessness, move-in deposit assistance to secure permanent housing, and technical assistance.

As a HOPWA formula grantee, BHS is expected to receive approximately \$1,400,000 for the 2009 program year. BHS contracts with various agencies to provide the services listed above within the Denver Eligible Metropolitan Statistical Area (EMSA). The following five-year goal addresses the housing needs of persons living with HIV/AIDS.

**Goal: Assist persons living with HIV/AIDS achieve and maintain a high standard of living and satisfactory health status.**

Objective: Provide decent affordable housing.

Outcomes: Improved Availability and Accessibility.

Specific objectives Denver hopes to achieve are to increase the number of households transitioning into permanent housing from homelessness and to increase the range of housing options and related services. The following exhibit shows the housing activities targeted to HIV/AIDS populations and proposed funding and outcomes the City wishes to accomplish during 2009 for each grant.

**Exhibit 9. Housing Opportunities for People with HIV/AIDS (HOPWA), 2009 Action Plan**

Program	Fund Source	Allocation	Proposed Accomplishments	Outcome Category
Adams County Housing Authority	HOPWA	\$34,000	4 households	Availability/Accessibility
Colorado AIDS Project (CAP)	HOPWA	\$1,509,252	373 households 1200 people	Availability/Accessibility Availability/Accessibility
Empowerment Program	HOPWA	\$70,000	210 people	Availability/Accessibility
HIV/AIDS Rental Development Fund	HOPWA	\$90,000	5 housing units	Availability/Accessibility
Visiting Nurse Association	HOPWA	\$120,071	180 people	Availability/Accessibility
<b>Totals:</b>		<b>\$1,823,323</b>	<b>377 households</b> <b>1590 people</b> <b>5 housing units</b>	

Source: City and County of Denver.

**HOPWA** will assist households affected by HIV/AIDS with direct rental and mortgage assistance for the purpose of creating decent affordable housing. Funding will also assist very low income women living with HIV/AIDS with new or improved access to affordable independent living through case management, supportive services, and homeless programs. New or improved access to independent living through in-home health care services will also be provided to persons living with HIV/AIDS.

- *Adams County Housing Authority:* Funds will provide administrative support and housing opportunities to four households affected by HIV/AIDS living in Adams County.
- *Colorado AIDS Project (CAP):* Funding will provide facility/project based and tenant based rental assistance, move-in deposit assistance, short term rent/mortgage and/or utility assistance, eviction prevention, housing coordination, intensive case management and other supportive services to households affected by HIV/AIDS.
- *Empowerment Program:* Funds will provide case management and other supportive services to individuals who are living with HIV/AIDS and may also be involved in the criminal justice system, homeless, suffering from mental illness, and/or struggling with substance abuse issues.
- *HIV/AIDS Rental housing Development Fund:* Five (5) new housing units will be created to provide affordable rental housing for

households affected by HIV/AIDS for the purpose of creating decent affordable housing.

- *Visiting Nurse Association (VNA)*: Funds will provide in-home health care and nursing services and support to individuals living with HIV/AIDS. In addition, VNA manages a day shelter (Hope Program) that provides meals, access to health services, access to a shower, and other supplies such as soap, toothpaste, etc.

**Organization and service area:** The City and County of Denver is expected to receive approximately \$1,400,000 in HOPWA funding for program year 2009. BHS administers the HOPWA program for the Denver Eligible Metropolitan Statistical Area (EMSA) and other nearby counties. These include the City and County of Denver and Broomfield, Adams, Arapahoe, Clear Creek, Douglas, Elbert, Gilpin, Jefferson, and Park counties. The HOPWA grant is one of the primary resources used for funding activities which benefit persons with HIV/AIDS in the Denver area.

The following housing activities are planned for 2009:

- Long-term Rental Assistance, including Tenant Based and Project Based Rental Assistance
- Short-term Rent/Mortgage and Utility (STRMU) assistance
- Supportive Services and homeless prevention

BHS has a HOPWA Administrator who will coordinate HOPWA funds and programs. The HOPWA Task Force Committee acts in an advisory capacity for all HOPWA funding.

Evaluation of program year 2007 and 2009 goals: The City and County of Denver will expect to receive approximately \$1,400,000 for program year 2009 of HOPWA funds. Denver has a goal of assisting approximately 2100 households affected by HIV/AIDS and creating five new housing units. The following exhibit shows the proposed goals for 2009 and provides the accomplishments of the organizations during 2007.

**Exhibit 10.**  
**HOPWA 2009 Proposed Goals and 2007 Accomplishments**

project	indicator	2009 proposed		2007 accomplishments			% of goal
		goal	allocation	goals	actual	expended	
<i>Adams County Housing Authority</i>							
TBRA	households	4	\$34,000	4	6	\$17,316	150%
<i>Colorado AIDS Project</i>							
Supportive Services	people	1200	\$395,047	875	1181	\$302,072	135%
Emergency Support	households	260	\$144,000	260	280	\$149,842	108%
Tenant Based Rental assistance	households	113	\$798,205	128	108	\$503,328	84%
Administrative Costs	-	-	\$172,000	-	-	\$66,866	0%
	Total CAP:	1573	\$1,509,252	1263	1569	\$1,022,107	124%
<i>Empowerment Program</i>							
Supportive Services	people	210	\$70,000	200	206	\$55,154	103%
<i>HIV/AIDS Rental Housing &amp; Development Fund</i>							
Unit development	housing units	5	\$90,000	5	0	\$0	0%
<i>Visiting Nurse Association</i>							
Health management	people	140					
In-home Health Care	people	40					
	Total VNA:	180	\$120,071	75	91	\$92,579	121%
<i>HOPWA Admin</i>							
	-		\$42,420	-	-	\$42,420	
<b>TOTAL HOPWA:</b>		<b>1972</b>	<b>\$1,865,743</b>	<b>1547</b>	<b>1872</b>	<b>\$1,229,576</b>	<b>121%</b>

Source: City and County of Denver.

The goals established for 2007 were accomplished as indicated in the previous exhibit. Plans to create access to five new units are on track for 2009. The success of our programs is due to the following factors:

- All housing assistance programs are implemented metro-wide and project sponsors encourage clients to use services throughout the MSA.
- Portability of housing assistance vouchers allow clients to live anywhere they choose.
- All project sponsors provide case management services to all clients regardless of where they live in the metro area. However, the majority of the clients live in Denver where the majority of the medical and case management services are located.
- All of the project sponsors are on or near major public transportation lines.

Existing HOPWA funds are leveraged with Ryan White funds, which are used to support case management.

Despite the successes, the high cost of construction in the metro Denver area continues to hamper the development of new housing units for HIV/AIDS households. No housing projects or community residences were acquired or constructed in 2008. We are working on developing units in 2009.

The City's HOPWA Administrator serves as the facilitator of the HOPWA Task Force Committee, which provides recommendations regarding City's HOPWA program. Committee members include Ryan White staff, housing developers, project sponsor staff, HIV/AIDS case management agencies and participants in the community. Although progress is being made, the number of homeless and newly diagnosed HIV/AIDS clients in Denver continues to rise. Moreover, people of color and women continue to have disproportionately higher infection rates.

The Business and Housing Services Team plans to continue its evaluation and assessment of the HOPWA program in 2009.

## **Community/Neighborhood Development**

The City and County of Denver accomplishes non-housing community development through two program areas---Neighborhood Development and Economic Development. Each of these program areas has a menu of activities and projects that are implemented in targeted neighborhoods. As mentioned earlier, the City beginning to implement a comprehensive Neighborhood Revitalization Study. The study provides policy, programmatic, and implementation guidance for community development projects under girded by an asset building approach. The following six elements were identified by the study as pivotal to the creation of successful mixed income communities in Denver.

1. Quality schools
2. Human capital investment and workforce development
3. Affordable housing options
4. Business development
5. Transportation and transit
6. Public safety and health

**Neighborhood Development.** The following five-year goals address the community development needs concerning Neighborhood Development.

**Goal: Improve public facilities for low- and moderate-income persons predominantly in the targeted neighborhoods.**

**Goal: Improve public infrastructure for low- and moderate-income persons predominately in the targeted neighborhoods.**

**Goal: Improve and increase the services for low- and moderate-income individuals predominately in the targeted neighborhoods**

Objective: Create suitable living environments.

Outcomes: Improved Availability and Accessibility.

Specific objectives Denver hopes to achieve are to improve quality and increase quantity of public improvements for lower income persons; remediate and redevelop Brownfields; improve services for low and moderate income persons; and improve the quality and increase the quantity of neighborhood facilities for low and moderate income persons.

In addition to CDBG funds, Neighborhood Development utilizes funds from the City's General Fund, Foundations and Skyline Funds. Neighborhood Development also utilizes a variety of plans and studies, in addition to the NRS previously discussed, to assist in determining funding priorities. These include the TOD Strategic Plan, Comprehensive Plan, Blueprint Denver, OED Strategic Plan, Infrastructure Priorities Plan, Greenprint Denver and Denver's Pedestrian Plan.

The majority of BHS neighborhood development activities are targeted to low- and moderate-income areas whose trajectories have fallen below city norms. Some of the indicators used in targeting these areas include, housing values, income, crime, educational attainment, unemployment, and poverty rates. In 2009, the City of Denver's priority non-housing economic development needs will focus on providing and improving access to public facilities, public services and economic development. As indicated on the Community Development Needs Table, the City will continue its program of neighborhood beautification, which includes alley and sidewalk improvements, and tree planting. In addition, resources to address public service needs to benefit youths, seniors, persons with disabilities and other low- to moderate-income households through employment training, health services, and crime awareness and prevention will be provided.

**Exhibit 11. Neighborhood Development, 2009 Action Plan**

Program	Fund Source	Funding Allocation		Proposed Accomplishment	Outcome Category
Suitable Living Environment (Neighborhood Development):					
Neighborhood Public Improvements	CDBG	0		public facilities	
Neighborhood Support	CDBG	\$590,544	7000	people	Availability/Accessibility
Non-profit Facilities & Improvements	CDBG	\$1,527,659	10000	people	Availability/Accessibility
Economic Development Initiatives	CDBG	\$409,300	30	businesses	Availability/Accessibility and Sustainability
Total Suitable Living Environment (Neighborhood Development):		<b>\$2,527,503</b>	17000	<b>people</b>	
			30	<b>public facilities/businesses</b>	

Source City and County of Denver, Division of Business and Housing Services

- Over 10,000 persons will have access to three new neighborhood facilities and three renovated facilities to improve public facilities for low- and moderate-income persons in order to create a suitable living environment.
- Over 7000 persons will have access to general public services for the purpose of creating a suitable living environment.

The following lists the Neighborhood Development activities expected to be funded during program year 2009.

**Neighborhood Public Improvements 2009 Activities:** At this time Denver does not have any activities budgeted for this program.

**Non-Profits Facilities Improvements 2009 Activities:**

*Savio House* will use 2009 CDBG funds for project planning, design, site development for construction of new facility, The Denver Juvenile Assessment Center. This project will serve 500 children, youth and families to eliminate violence, crime, drug and alcohol abuse, child abuse and neglect.

*Groundwork Denver* will use funds to redevelop vacant land in the Globeville neighborhood for community use. This is an Area Benefit.

*Project Angel Heart* will use funds for architectural/engineering cost associated with remodeling of their new facility. This organization provides nutritious home delivered meals to people living with HIV/AIDS, Cancer and other life-threatening illnesses 750 clients are served.

*COMPA Food Bank* will use CDBG funds to purchase an in-house canning line for food production at their facility. Increased food production will assist 200 food hunger relief programs and will create 2 FT jobs and 6 vocational training positions.

*Inner City Health Center* will use funds for landscaping, fencing and signage of their new facility. This volunteer based health care facility provides medical/dental to uninsured very low income families. Area Benefit.

*Archdiocesan Housing* will use funds for the construction of a Community Center in the Mar Lee neighborhood 250 individuals will be served.

*Denver Urban Gardens Community Gardens Program*- this program will provide technical assistance and training in community garden and community park preservation, planning, installation, community management, and year-round maintenance for active community garden sites in Denver.

*Platte River Industries* will use funds for acquisition and rehabilitation of their new facility. Forty-three (43) clients will be served (Presumed Benefit).

*Neighborhood Support Program (Public Services) Activities:*

*SWIC* – operates a comprehensive full service community center that serves to empower people and assist them in improving their lives. They provide educational services to adults and children, assist with emergency food, clothing and shelter needs of the community, cooperate with other organizations serving the community, provides opportunities for recreation and wellness programs and community building activities.

*Learning Landscapes* – BHS will provide funding for a full time community outreach coordinator who generates community engagement regarding the playgrounds that have been installed. They recruit, train and maintain volunteers, organize community events, develop a youth leadership program and provide training in fundraising.

*Cross Community Coalition.* Programs and services are offered to residents of communities through two Family Resource Centers. Programs include adult education, family advocacy, information and referral, assistance in applying for Human Services benefits and assistance programs, assistance with utilities bills, parent education and support, school readiness, job search assistance, after school homework help and other youth programs, a community computer center, programs to promote active living and healthy eating, activities for seniors, a weekly free child health clinic, and a range of support services for families and children including emergency needs, counseling, and other support through a Family to Family network of community partners.

*Metro Organization of People (MOP).* This contract will provide a public service grant in CDBG Funds through BHS to the Metro Organization for People (MOP). The goal of MOP's program is Building Broad Based Resident Community Organizing Efforts and Education Organizing in the lower income Denver Neighborhoods.

*Mile High Youth Corps* provides employment, training, scholarship opportunities and GED Classes for young adults.

*Denver Urban Gardens Seed and Transplant Program* will distribute vegetable seeds and transplants to low income-eligible Denver residents. This program will supplement resident's food supply and upgrade their nutritional statuses.

*Mayor's Office for Education and Children (MOEC)* will receive CDBG funding in 2009.

*Economic Development Initiative Program Activities:*

As part of the DNMI implementation, OED realigned the organization so that each council district has dedicated staff to identify and respond to community and economic development needs and opportunities. The implementation of the DNMI began with the selection of five (5) pilot project corridors that represent a range of existing conditions categorized as follows: Challenged, Underutilized, Developing and Thriving. The experience and data gathered from working in these initial pilot neighborhoods will assist the city in refining its approach and the strategic allocation of resources moving forward. New districts/areas will be selected based upon a clear set of criteria for 2009.

DNMI also includes the Business Support Office (BSO) program which provides funding for existing and proposed BSO's throughout the City. The program funds business support services in targeted commercial corridors in Denver. The program serves as a catalyst to help strengthen and enhance economic development opportunities, leverage resources,, build the capacity and enter into stronger public/private sector partnerships of targeted neighborhood business districts in Denver.

Currently two BSO's are expected to be funded for 2009:

- Morrison Road for of CDBG \$70,000
- NEWSED for \$70,000 of CDBG

The existing BSO's will be asked to complete an updated scope of work and business plan for the 2009 funding cycle to encourage them to take a more market-based approach to the areas they serve and become more results-oriented. The BSO's will have benchmarks and performance measurements to gauge the business districts progress in meeting its goals as articulated in the scope of work and business plan for continued funding.

In addition, OED is working partnership with other city agencies, non-profit, business and neighborhood organizations to approve an ordinance to create a new Community Improvement District program. The citywide program will begin in 2009 that will include modifications and changes to the existing maintenance and local improvement district ordinances. Potential new residential, commercial mixed-use districts will be provided greater assistance with organizing and forming new districts for their areas.

**Economic Development.** The following three goals address the economic development needs for the 2008-2012 Consolidated Plan.

**Goal: Develop a workforce for 21st Century jobs.**

**Goal: Create a regulatory environment that encourages entrepreneurship, strengthens existing businesses and helps build a synergistic network.**

**Goal: Develop and execute strategies that promote and encourage sound development and redevelopment of the urban core.**

Objective: Create economic opportunities.

Outcomes: Improved availability/accessibility and sustainability.

The specific objective Denver hopes to achieve is to improve economic opportunities for low- and moderate-income persons.

The Small Business Lending section of OED is the Strategic Investment team and their primary focus is on economic development activities that have a community impact, therefore the City targets its economic development CDBG funds to the following activities for 2009.

**Exhibit 12.  
Economic Development, 2009 Action Plan**

<b>Program</b>	<b>Fund Source</b>	<b>Funding Allocation</b>	<b>Proposed Accomplishment</b>	<b>Outcome Category</b>
Suitable Living Environment (Neighborhood Development):				
Economic Opportunity:				
Neighborhood Business Revitalization	CDBG	\$3,850,000	125 jobs	Availability/Accessibility
Revolving Loan Fund	CDBG	\$950,000	50 jobs	Availability/Accessibility
<b>Total Economic Opportunity</b>		<b>\$4,800,000</b>	<b>175 jobs</b>	

Source City and County of Denver, Division of Business and Housing Services

- Persons will have access to new jobs through the financing of neighborhood businesses for the purpose of creating economic opportunity.
- CDBG funding will provide persons with access to improved jobs through renovation and acquisition of new equipments for neighborhood businesses for the purpose of creating economic opportunity.
- Businesses will have improved access to job training, equipment and capital improvements for the purpose of creating economic opportunities.
- Persons will have new/improved access to jobs and homeownership through Individual Development Accounts (IDAs) for the purpose of creating economic opportunities.

The City will continue to target its existing resources to provide “gap” financing to eligible start-ups and grow existing businesses. These businesses must be located in Revolving Loan Fund (RLF) and Neighborhood Business Revitalization (NBR) target areas.

The Small Business Lending Program aims to create permanent jobs and retain existing jobs for low- and moderate-income Denver residents, provide economic opportunities in Denver's targeted industrial and commercial areas for new and expanding job intensive industries, including industries owned by minorities and women and stimulate the redevelopment of under-utilized and deteriorated commercial and industrial property. The Revolving Loan Fund Program (RLF) and the Neighborhood Business Revitalization Program (NBR) make up the OED Small Business Lending Program.

Recent lending totals have been substantial. The program is almost fully self-supporting with recent program income generated nearing or exceeding \$5 million in the last several years:

- 2006 - \$4,752,797
- 2007 - \$7,382,000
- 2008 - \$3,800,000

Private investment leveraged in 2006 on the \$5.5 million in loans totaled more than \$42 million for the City of Denver. The \$5.5 million invested created over 200 jobs. Due to the clear success of this program and the ability to coordinate it with other initiatives of the Office of Economic Development, the 2009 requested Lending Budget for OED is \$5,500,000. A minimum of \$4.5 million of the proposed 2009 budget can come out of program income. The additional \$1 million will likely be able to also come out of program income, but if not, may come from CDBG.

**Revolving Loan Fund.** The RLF program funds several activities which provide small businesses with loans for new and expanding commercial and industrial areas in Denver's "Special Impact Areas" with an objective to retain and create employment opportunities for low- and moderate-income persons. The RLF seeks to enhance the ability of business owners to secure the necessary capital to finance start-up ventures or business expansion projects. This gap financing program works by lending up to 25 percent of project costs, thereby inducing banks to provide the bulk of the financing for small businesses. The RLF program is expected to receive the following funding amounts for 2009:

- City Revolving Loan Fund for \$950,000 of CDBG

The Creative Enterprise Fund offers creative enterprises in the City and County of Denver access to affordable and flexible business capital to increase income and build assets. Creative enterprises are defined as non-profit organizations and for-profit businesses producing or selling fine art, photographic and graphic art, performance art, handcraft and design and media. The fund provides loans up to \$40,000 to the creative community.

**Neighborhood Business Revitalization.** The NBR program helps local entrepreneurs start or expand their businesses in targeted Denver neighborhoods. OED provides gap financing, technical and permitting assistance, design consultation, and public improvement construction to enhance investment opportunities in NBR target areas. BHS proposes to fund the following two programs in 2009:

- Neighborhood Business Revitalization City for \$950,000 of CDBG.
- Seedco Financial for \$2,900,000 of CDBG

*Community Development Financial Institution (CDFI).* Denver launched a new, private, nonprofit community development financial institution (CDFI). Seedco Financial Services of New York City will operate the CDFI, which will work closely with the City on community economic development, including neighborhood commercial revitalization, affordable housing and small business expansion. It will leverage and invest at least \$17 million in 2007 alone in local projects to create jobs and stabilize distressed neighborhoods.

CDFIs are mission-based financial entities that provide equity and debt financing to projects that benefit low- and moderate-income people and fund projects that cannot secure sizable amounts of financing from conventional sources. They often serve as a conduit for private entities—including foundations, pension funds and individual social investors—that do not typically utilize government as a vehicle for investing in community projects. The new Denver CDFI will leverage capital from sources that are not currently investing in the Denver region. It also will draw support from local and statewide institutions such as the Colorado Housing and Finance Authority.

As another method to address the economic status of the City and County of Denver, OED has an antipoverty strategy.

**Anti-Poverty Strategy.** The most potent antidote to poverty is a job. To reduce poverty, the City will undertake a multi-faceted approach that addresses both the symptoms and causes of poverty. CDBG funds will be used to support subsidized housing, food and healthcare programs, and literacy and job training programs. HOME funds will be used to provide TBRA to prevent homelessness. Additionally, programs to help residents build assets such as, Individual Development Accounts (IDA), and small business loans will be offered. The following are part of the City's anti-poverty strategy in 2009:

Increase effective income: *Tax credits:*

- The City of Denver will continue to promote awareness of the EITC to make sure all eligible families receive the credit. This means coordinating free tax filing service and supporting campaigns to raise awareness about the EITC in partnership with organizations including the Piton Foundation and Mile High United Way.
- The City of Denver will also promote filings for the Child Tax Credit and Child Development and Child Tax Credit (CDCTC) in addition to the federal Earned Income Tax Credit.

## 2. Support asset accumulation

- City of Denver will continue to partner with Mile High United Way in providing funding, program outreach and support to the Savings Plus program in order to encourage asset accumulation through Individual Development Accounts (IDAs).
- The Division of Workforce will work with DHS to increase the TANF work participation rate.

## 3. Support small business development

- The City of Denver will continue to support small businesses and encourage commercial development in low-income neighborhoods through financial assistance offered by its RLF and NBR programs.

## 4. Encourage micro credit lending

## 5. Promote workforce development

- The Division of Workforce Development will continue to assist low-income residents in obtaining gainful employment by offering practical job training and career development programs.

## 6. Provide services to at-risk youth

*Training and employment:*

- The City of Denver will continue to support education, training and employment programs to prepare disadvantaged youths for career success.

*Mentoring:*

- The City of Denver will continue to support a mentoring program for low-income youth so they can improve their outcomes and ensure increased communication and cooperation among youth mentoring organizations.

*Family and community support:*

- The City of Denver will continue to support children at-risk of abuse and neglect or involvement in the child welfare system through neighborhood based services.
- The City of Denver will continue to support and collaborate with organizations in their community and education organizing efforts.

*Early childhood education:*

- The City of Denver will move forth with its Denver Preschool Plan to provide early-childhood education to its children, linked to superior academic and economic outcomes later in life.

7. Create mixed-income communities

- The City of Denver will encourage the deconcentration of poverty and the creation and stabilization of mixed-income neighborhoods through the development of affordable housing outside of exclusively low-income areas. This may be achieved in part through its inclusionary zoning ordinance.

## Performance Measurement

This section provides Specific Outcome Indicators that Denver will use to evaluate its performance during FY2009. The indicators are organized around HUD's Objective Categories.

### Objective Category: Decent Housing

1. Availability/Accessibility and Affordability—HOME and ADDI. During FY2009, the City will allocate \$4.3 million of HOME and ADDI funds to assist in the production and/or rehabilitation of 170 housing units, to assist 140 households with rental assistance and 9 household with downpayment assistance.

2. Availability/Accessibility and Affordability—CDBG. During FY2009, the City will allocate just under \$2 million of CDBG funds to assist in the production and/or rehabilitation of 113 housing units, assist 1,700 people with housing supportive services, to assist 50 households with homeowner assistance.

3. Availability/Accessibility and Affordability—HOPWA. During FY2009, the City will allocate \$1.8 million of HOPWA funds to assist 1900 persons and households

affected by HIV/AIDS with housing and supportive services in order to increase the number of homeless persons moving into permanent housing and to increase the range of housing options & related services for persons with special needs. HOPWA funds will also be allocated to assist in the development of 5 units for households affected by HIV/AIDS.

4. Availability/Accessibility and Sustainability of shelters—ESG. In FY2009, Denver will allocate approximately \$380,000 of ESG funds to assist 4100 persons and 505 households who are homeless or at-risk of becoming homeless with housing and supportive services.

**Objective Category: Economic Opportunities**

Availability/Accessibility—CDBG. In FY2009, approximately \$4.8 million of CDBG will be allocated to provide economic development activities in Denver.

**Objective Category: Suitable Living Environment**

Availability/Accessibility and Sustainability—CDBG. In FY2009, \$2.5 million of CDBG will be allocated to provide assistance for public facility improvements and public services. These funds are anticipated to benefit over 16,000 people and 6 public facilities.

**APPENDIX I.**  
**Citizen Participation Plan & Public Hearing**  
**Documents**

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## APPENDIX I.

### Citizen Participation Plan

The City believes that safe and supportive neighborhoods strengthen families. The City's Citizen Participation Plan is based on the view that residents play an important role in improving the quality of life in their neighborhoods and, therefore, encourages residents to become involved in the Consolidated Plan process. When people become involved in their neighborhood and the Consolidated Plan process, they become an important force to improving neighborhoods.

The Citizen Participation Plan is also intended to fill a requirement by the U.S. Department of Housing and Urban Development (HUD), which sets forth the City's policies and procedures for public involvement in the Consolidated Plan process and the use of the:

- Community Development Block Grant (CDBG),
- HOME Investment Partnerships Program (HOME),
- American Dream Downpayment Initiative (ADDI),
- Emergency Shelter Grant (ESG), and
- Housing Opportunities for Persons With AIDS (HOPWA).

To receive these federal grant monies, HUD requires jurisdictions to submit a Consolidated Plan every three to five years. This Consolidated Plan covers a five-year timeframe from January 1, 2008 through December 31, 2012. The City's Consolidated Plan is a comprehensive strategic plan for housing and neighborhood development activities. The purpose of programs and activities covered by this Consolidated Plan is to improve the Denver community by providing decent housing, a suitable living environment, and growing economic opportunities, especially for low- to moderate-income residents.

**Purpose of the Citizen Participation Plan.** The Citizen Participation Plan (CPP) describes the process the City uses to collect public input and involve the public in development of the Five-Year Consolidated Plan. The CPP also addresses how the City obtains public comment on its Annual Action Plan and Consolidated Annual Performance Evaluation Report (CAPER). This Citizen Participation Plan was developed in accordance with Sections 91.100 and 91.105 of HUD's Consolidated Plan regulations.

**Coordination with other efforts.** The City of Denver, Division of Housing and Neighborhood Development (BHS), has been laying the foundation for the new Five-Year Consolidated Plan through development of several supporting efforts. The efforts most closely related to the Consolidated Plan include the Neighborhood Revitalizations Strategy, Denver's Road Home, Blueprint Denver, and the Denver Housing Plan.

Denver's approach to citizen participation is focused in neighborhoods with the greatest needs and is comprehensive and inclusive. Denver agrees with the concept of building and strengthening partnerships. The City collaborates on housing and neighborhood

development programs with the Housing Authority of the City and County of Denver (DHA), Denver Human Services, and numerous other city agencies. Denver works in a collaborative partnership with service providers, other federal/state government agencies and the private sector on all community development programs. The City believes that good collaboration and coordination of programs, services and budgets will result in healthier communities.

### Encouraging Citizen Participation

The City recognizes the importance of public participation in both defining and understanding current housing and neighborhood development needs and prioritizing resources to address those needs. The City's Citizen Participation Plan is designed to encourage citizens of Denver equal access to become involved each year.

## Development of the Plans and Performance Report

This document outlines how members of the Denver community may participate in the development and review of the City's Five-Year Consolidated Plan; each annual Action Plan; each Annual Performance Report; and any substantial amendments to a Consolidated Plan and/or Action Plan. The City of Denver's program/fiscal year begins January 1 and ends December 31. The City's Division of Housing and Neighborhood Development (BHS) under the Office of Economic Development (OED) is responsible for implementing and reporting on the all aspects of the Consolidated Plan process. The following schedule provides an approximate timeline for the Consolidated Plan, which happens every five years, the annual Action Plan and the CAPER.

City and County of Denver Citizen Participation Plan Annual Schedule	
January	<ul style="list-style-type: none"> <li>▪ Begin annual Action Plan year</li> <li>▪ Begin Consolidated Annual Performance and Evaluation Report (CAPER) process</li> </ul>
February	<ul style="list-style-type: none"> <li>▪ At the end of month publish CAPER Public Notice of draft availability for public comment</li> </ul>
March	<ul style="list-style-type: none"> <li>▪ Beginning to middle of month begin 15-day Public Comment period for CAPER</li> <li>▪ CAPER submitted to HUD by March 31</li> </ul>
May-June- July	<ul style="list-style-type: none"> <li>▪ Hold public meetings for Consolidated Plan and annual Action Plan</li> <li>▪ Middle of July release Request for Funding (RFF) for annual contracts</li> </ul>
August	<ul style="list-style-type: none"> <li>▪ Request For Funds (RFF) due, date to be determined</li> <li>▪ Review funding requests</li> </ul>
September	<ul style="list-style-type: none"> <li>▪ Publish Public Notice informing public the draft Consolidated Plan/annual Action Plan are available for public comment</li> <li>▪ Contact all public meeting participants about the availability of the draft plan(s)</li> </ul>
October	<ul style="list-style-type: none"> <li>▪ Begin 30-day Public Comment period for draft Consolidated Plan and draft annual Action Plan</li> </ul>
November	<ul style="list-style-type: none"> <li>▪ Consolidated Plan and Action Plan submitted to HUD by November 15</li> </ul>
December	<ul style="list-style-type: none"> <li>▪ End of annual Action Plan year</li> </ul>

**Annual Action Plan.** Each year the City must submit an annual Action Plan to HUD, reporting on how that year's funding allocation for the HUD entitlement grants will be used to achieve the goals outlined in the Five-Year Consolidated Plan.

Citizen/agency input. BHS staff holds at least two public hearing to describe the City's proposed allocation of the program year's funding allocation. The hearing is a detailed description of the programs, agencies, organizations and respective funding proposed by the City.

Draft Action Plan. A reasonable written notice is given to announce to the public the availability of the draft Action Plan. Availability of the draft Plan is advertised on the City's website, along with Public Service Announcements on Denver's Channel 8.

The draft Action Plan is available for 30-days to gather public comment on the proposed spending allocation.

Final Action Plan. The BHS staff reviews and considers all written public comments. The final Action Plan that is submitted to HUD includes a section that summarizes all citizens' comments or views in addition to explanations of why any comments were not accepted.

**Consolidated Annual Performance and Evaluation Report (CAPER).** The City is required to submit by March 30 a CAPER to HUD that describes the City's progress in meeting the goals in the Consolidated Plan

and Annual Action Plan. Prior to submitting the CAPER to HUD, the City makes available to interested parties the proposed CAPER for a comment period of no less than 15 days. The public is notified of the CAPER's availability through newspaper notification in an area newspaper. A reasonable notification is published to announce the beginning of the CAPER public comment period.

The City reviews and considers all public comments received in writing, or orally at public hearings, if any, in preparing the CAPER. The final CAPER submitted to HUD includes a summary of these comments or views.

**Substantial Amendments to Consolidated Plan/Action Plan.** Occasionally changes occur during the year to warrant an amendment to the Consolidated Plan and/or Action Plan.

**Criteria.** The criteria for whether to amend is referred by HUD as "Substantial Amendment Criteria." These Substantial Amendments apply only to changes in CDBG funding allocations. Changes in funding allocation for other HUD grant programs received by the City—HOME, ADDI, ESG, HOPWA—are not required to secure public review and comment. The City considers the following conditions to be Substantial Amendment Criteria needed to amend the Consolidated Plan and Action Plan and projected use of fund:

- A new program or project activity is proposed for funding that was not previously identified in the Consolidated Plan and Action Plans;
- A program that was listed in the Consolidated Plan or Action Plan is eliminated during the program year; and
- The City increases/decreases funding for a listed project or program area by more than 50 percent.

**Procedure.** In the event of a substantial amendment citizens will be notified of the substantial amendment's availability through newspaper notification of the 30-day public comment period. The notification will appear in an area newspaper. The notice of the substantial amendment will summarize the programs involved and the nature of the substantial amendment to be implemented. The notice will identify where the complete substantial amendment(s) can be viewed and will advise the citizens that there will be a 30-day public comment period.

All comments received in writing or orally at the public hearing, if any, will be considered, and if deemed appropriate, the City shall modify the amendment(s). A summary of these, and a summary of any comments not accepted and the reason therefore, shall be attached to the substantial amendment(s) of the Consolidated Plan and/or Action Plan.

**Amendments to Citizen Participation Plan.** In the event that changes to this Citizen Participation Plan are necessary, the BHS staff shall draft them. After reasonable notice, the amendment(s) will be available to the public for 15-days for written comment. All comments received in writing will be considered, and if deemed appropriate, the BHS staff shall modify the amendment(s).

## General Requirements

**Public Hearings/Meetings.** The City's citizen participation plan encourages the inclusion of all City residents during the Consolidated Plan and annual Action Plan development process, especially low- to moderate-income residents who are the primary clients for HUD programs. There are many opportunities for public involvement through meetings, workshops and hearings.

At least two public hearings are held each year to obtain views of citizens, public agencies, and other interested parties on housing and community development needs, development of proposed activities, and review of program performance. The public hearings are conducted at a minimum of two different stages of the program year. The City and County of Denver's BHS holds at least one of these hearings before the proposed Consolidated Plan is published for public comment.

In addition to the required public hearings, the City may use alternative methods to encourage citizen participation. Public meetings, surveys, stakeholder group meetings, open houses, and workshops may be used to solicit citizen input.

BHS staff holds special public meetings in the target neighborhoods as identified in the Neighborhood Revitalization Strategy and the Consolidated Plan and Action Plans. These meetings focus on topics of special interest to the neighborhood, the general public or the agency, and are held in effort to obtain feedback about ideas prior to the publication of plans or documents. The City continues to work regularly and informally with the nonprofit organizations, services providers, businesses and other groups, and individuals to make sure there is on-going communication. Neighborhoods in target neighborhoods are the primary beneficiary.

Hearings/meetings that occur require at least two weeks notification. Public hearing/meeting notifications are placed in local neighborhood newspapers, newsletters, flyers or a combination. Notification is also provided on the City's web page ([www.denvergov.org](http://www.denvergov.org)). As mailing lists are established, they are used to provide direct notification through the mail and email. The City also consults and coordinates with the Denver Housing Authority and Denver Human Services during the development of the Consolidated Plan and annual Action Plan.

Public hearings/meetings will be conveniently timed and located so as to ensure the maximum participation by people who might or will benefit from program funds. All public hearings are held at locations accessible to people with disabilities. Translation for non-English speaking residents and/or those who are hearing impaired will be provided when requests are made at least five business days' prior to a hearing.

**Document access.** BHS publishes the Consolidated Plan/Action Plan summary of priority programs and preliminary budget, the availability of the CAPER and announces substantial amendment(s) in The Rocky Mountain News to notify citizens, service providers and nonprofit organizations of the availability of documents. A reasonable notice of their availability is provided.

The notification also encourages the public to review and comment on the draft Consolidated Plan/Action Plan during the 30-day public comment period, the draft CAPER during the 15-day comment period and the substantial amendment(s) during the 30-day comment period.

The Consolidated Plan, Action Plan, CAPER and substantial amendment(s) documents are made available at the main public library, the Denver Housing Authority Administration Building, Denver Human Services, BHS and on the City's web page ([www.denvergov.org](http://www.denvergov.org)). Upon request, these documents are provided in a form accessible to persons with disabilities. Citizens, groups, and other interested organizations may obtain hard copies of the plans, performance report and/or amendment(s) by calling BHS at (720) 913-1530.

Denver notifies adjacent jurisdictions about priority non-housing community development needs and will continue to work with the metro area on homeless issues and HIV/AIDS issues and solutions.

**Access to information/records.** The City provides reasonable and timely access for citizens, public agencies, and other organizations to access information and records relating to the City's Consolidated Plan, annual Action Plan, performance reports, substantial amendment(s), Citizen Participation Plan, and the City's use of assistance under the programs covered by the plan during the preceding five years.

The City and County of Denver's web page is [www.denvergov.org](http://www.denvergov.org) for citizens interested in obtaining more information about city services and programs or to review the plans and performance reports.

**Comments/complaints.** The public may provide comments and complaints related to any HUD program. Written public comments and complaints can be mailed to 201 West Colfax Avenue, Department 204, Denver, Colorado, 80202 or by email to [ConsolidatedPlan@denvergov.org](mailto:ConsolidatedPlan@denvergov.org). BHS can also be reached by fax at (720) 913-1800.

Written complaints must clearly state the complainant's name, address, and zip code. A daytime phone number or email should also be included in the event further information or clarification is needed. BHS will provide a timely, substantive written response to every written complaint, within 15 days of receipt.

**Technical assistance.** The City can provide technical assistance to groups representative of the target neighborhoods or other low-income areas that request such assistance for the preparation of funding proposals to the greatest extent possible. Technical assistance may consist of workshops, one-on-one assistance, or information and referral. When the City initiates a request for proposals, it provides a pre-application or bidders workshop to ensure all organizations are aware of the opportunities and limits of the funding source. The City's provision of technical assistance does not include the preparation of grant applications for individuals or organizations. The City's provision of technical assistance can be limited by funds and staff availability.

## 2009 Citizen Participation

**Citizen Participation.** Citizen participation is another important part of the Action Plan process including developing and amending the Plan as well as commenting on program performance. As a part of the planning process information on housing and community development needs of Denver citizens was gathered through: public meetings; a citizen survey of Denver residents; stakeholder/key person interviews; and public comments were emailed to the city through a designated email address ([ConsolidatedPlan@denvergov.org](mailto:ConsolidatedPlan@denvergov.org)). Business and Housing Service's public participation is on-going in many neighborhoods as staff coordinate and implement neighborhood programs. This on-going public participation will continue throughout 2009. Our Business Development Team will continue to go out into the community talking and working with businesses to gauge their needs and develop working partnerships.

Two public meetings were held to discuss the proposed Action Plan, to hear the concerns and requests of the citizens of Denver and to hear concerns about the foreclosure issues affecting Denver. Flyers advertising the public meetings were widely distributed to various housing and community development agencies, including several email lists. In addition to the flyer, a public notice of all meetings was published in the newspaper.

The public meetings were held on October 15<sup>th</sup> and 29<sup>th</sup> 2008 at the Webb Building in Denver, CO from 6-7:30pm. A total of 38 participants attended the meetings.

The meeting included a summary of the purpose of the Action Plan, descriptions of the HUD programs administered by the City, a summary of how the City has historically allocated the HUD grant. It also served as an outlet to hear concerns about foreclosure.

A Citizen Survey was also distributed to our sub-recipients requesting an evaluation of our current public notification process and how we could do better. The results from this survey will be used to streamline and enhance our process.

In addition to the public meeting, stakeholder meetings with housing and community development professionals were conducted to gather their input for the Action Plan and our Neighborhood Stabilization Program application. Letters and comments regarding housing and community development needs were also collected during the Action Plan process from residents of Denver. These comments have been included in the following summary of housing and community development needs.

The City and County of Denver accepted public comments on the Draft Action Plan 2009 between October 3, 2009 and November 3, 2009. All of the comments received—both verbal and written—will be summarized or appended to the Action Plan, unless otherwise requested by the commenter.

Denver's complete Citizen Participation Plan is included in the attachment of the Consolidated Plan.

**DHA Public Participation.** DHA provides for public participation in the development of their agency annual plan process and five-year Capital Fund Program (CFP) process. The Agency Plan stipulates the mission, goals, objectives, and policies for DHA, any and all projected capital improvements, redevelopment, relocation, renovation, rehabilitation, modernization and management improvements for public housing developments. Examples of topics include: policy's include, but not limited to: Admissions and Occupancy Terms, Section 8 Administrative Plan Annual Capital Fund Performance and Evaluation, and resident/public comment.

DHA, in conjunction with the Resident Council Capital Fund Committee, prioritizes capital improvement items primarily on statutory requirements as determined by HUD, health and safety of residents, infrastructure and related housing quality standards.

As such, DHA develops and solicits resident and management input into the capital needs of their respective public housing developments for development of its Capital Fund Plan and Annual Plan submission to HUD. The DHA Capital Fund Plan and Agency Annual Plan are a regular agenda item of DHA local resident councils (LRC) and the established Resident Council Board (RCB) Capital Fund Committee. Based on resident, management, LRC, and RCB input and contingent upon funding and within capital fund budget, DHA staff then incorporates recommendations within the Capital Fund Plan and Annual Plan.

## Public Meeting Notes: 10-15-2008 Webb Building 4.F.6 6:00pm

q=question a=answer r=response c-comment

The meeting started at 6:14pm

Introductions were given by Business and Housing Services staff and director Terrance Ware.

Connie Campos gave a presentation on the HERA and NSP. This covered the basic information about the program. Each slide of the presentation discussed the following:

- Purpose of HERA
- HUD Allocations
- CDBG-like funding
- Eligible Uses and Activities
- Ineligible Activities
- City of Denver's (OED's) strategy to creating a plan

The purpose of this meeting was to gage the input and ideas from the public about OED's HUD Action Plan for program year 2009 and on the NSP program.

- q. Are we using the money to protect current mortgages or is it more physical saving? Are Public Inspectors evaluating the inventory of the properties foreclosed?
  - a. The general focus of HERA is Neighborhood Stabilization.
  - a. Yes we are currently in the planning stage for the NSP and we will be working collectively with the other departments within the City.

The Foreclosure Hotline is 1-877-601-HOPE.

HUD has two programs for foreclosure:

- Foreclosure HOPE
- FHA Assistance

- q. Will most of the neighborhoods become high rental neighborhoods?
  - r. That is a possibility, it is still to early to know %100.
- c. The target map presented in the presentation may or may not be a replica of the the foreclosure areas.
- q. Is single family rehab a good avenue to bring the homes out of foreclosure?
  - a. We are going to look into all avenues to spend the money wisely. We will continue to hold meetings with investor, non-profits, and the public to gage the best avenue to spending the money.

q. Is the City interested in community groups to help better understand the problem and affects of foreclosure?

a. Yes we are very interested.

c. We do not want our neighborhoods to change significantly with a large increase of rentals.

q. Are we going to put out a RFP?

a. Yes, please look for it in the spring.

q. Are we interested in going into neighborhoods that are not high risk for foreclosure?

a. The HERA legislations is specific that the money must be spent in certain neighborhoods as identified by the legislation.

r. The City and County of Denver was looking into the issue of foreclosure prior to the creation of HERA.

q. With home that are purchased does HERA have a housing counseling component?

a. Yes, however the money can not be used for housing counseling specifically. OED programs already require pre/post homeownership counseling.

q. What about the people that live in neighborhoods that do not have a Home Owner Association? Where do those homeowners go for questions or support?

a. They can come to us directly or one of our sub-recipients that are currently providing counseling.

q. How do we convert neighborhoods back to high value rates?

c. We need NOT to return the money back to HUD due to the fact we can't spend it. The need is there and it needs to be addressed

c. A representative from DUG-Denver Urban Gardens talked about receiving money from the City and what an impact it has made on the neighborhoods. The City may want to focus on blighted areas and putting gardens in those areas. The Community Gardens are especially important for the community, they are just as vital as parks.

q. How much money is the City and County of Denver going to request from the State of CO?

a. We do not have a number yet, we want to come up with a realistic amount.

c. The City should continue to focus on the targeted neighborhoods it has identified through is Neighborhood Revitalization Strategy. Neighborhoods like Villa Park are still awaiting revitalization.

q. How is our PR group combating the US PR market? We are not doing as bad as we are being portrayed in mainstream media, for example Green Valley Ranch.

a. Our PR group has been working to get actual data, and compiling data for analysis.

q. Will the RFP be open to new developers?

a. Yes of course, and we are encouraging partnerships with private and non-profit.

c. Refereing to DUG- Communities can be built garden by garden and perhaps the City can bring in Habitat for Humanity to rehab homes.

c. From Atlantis- They love the community garden that was built for Atlantis because it provides community enrichment and is vital to the success of the neighborhood.

c. We are hoping that the neighborhoods that are declining get the money from HERA.

c. The neighborhoods with people of color and of significant historic value be saved.

r. The City is committed to historic preservation as we have staff dedicated to assuring historic preservation.

c. There are studies that support the community gardens and will email those studies to OED.

r. The City would like everyone to keep in mind there are limits to have we can spend the money.

q. Are we going to make the homes handicap accessible with home modifications?

a. Yes that will be a requirement

c. Thank you to the OED for inviting us to the meeting and we invite your staff to the Gardens, Please come to our "Oasis".

The meeting ended at 7:30pm. Staff stayed around for individual questions and concerns.

**Public Meeting Notes: 10-29-2008 Webb Building 4.F.6 6:00pm**

q=question a=answer r=response c-comment

The meeting started at 6:05pm

Introductions were given by Business and Housing Services staff and director Terrance Ware.

Connie Campos gave a presentation on the HERA and NSP. This covered the basic information about the program. Each slide of the presentation discussed the following:

Purpose of HERA

HUD Allocations  
CDBG-like funding  
Eligible Uses and Activities  
Ineligible Activities  
City of Denver's (OED's) strategy to creating a plan

The purpose of this meeting was to gage the input and ideas from the public about OED's HUD Action Plan for program year 2009 and on the NSP program.

This meeting was cast on Channel 8.

- q. What is the decrease of funding?  
a. About 3% decrease each year

Terry/Connie talked about our new name change of Business and Housing Services and the new OED mission and goals. They also discussed the 2010 Green Building Communities.

- q. When will applicants be notified of their 2009 award amount?  
a. Applications were to be due on Oct. 24. 2008. We have not allocated funds to any particular entity. We are going to look at performance of our entities as we must become a performance based organization.

- q. Are we going to introduce a particular model/standard for the Greener standards?  
a. We should all think about working together to mirror all of the standards. We are planning to meet with CHFA and DHA to discuss the model we are going to adopt.

- q. Have we seen any regulations/standards from HUD about Green Building?  
a. Not yet, although HUD is recommending some standards but no requirements yet. Energy Star is similar to Enterprise Green Communities.

- c. We are going to meet with the Zoning Department to make Greener Standards accommodate everyone.

The attendees then began to give their praises to DUG (Denver Urban Gardens). The also suggested that we could buy properties and demolish them to build up gardens. The community gardens are vital to neighborhood revitalization.

The meeting ended at 7:30pm. Staff stayed around for individual questions and concerns.

## **APPENDIX II.**

### **Proposed Project Tables & HUD Required Tables (Needs and Goals)**

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**APPENDIX II.**  
**Proposed Project Tables**

- **Housing Projects**
  - **HOPWA Projects**
- **Economic Development Projects**
- **Neighborhood Development Projects**
- **Emergency Shelter Projects**
- **Summary of Specific Annual Objectives**
- **Housing Needs Table**
- **Table 3B Annual Housing Completion Goals**
- **2008 Income limits (source: U.S. Department of Housing and Urban Development)**

## **APPENDIX III.**

### **Glossary**

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## APPENDIX III.

### Glossary

**AFFORDABLE HOUSING:** Affordable housing is federally defined as housing where the occupant is paying no more than 30 percent of gross income for gross housing costs including utility costs.

**ADDI:** The American Dream Down payment Assistance Initiative (ADDI) program assists low and moderate-income first-time homebuyers and those who have not owned a home in the last three years. This 2004-funded program will be implemented in 2005.

**AIDS:** Acquired Immune Deficiency Syndrome

**AIDS AND RELATED DISEASES:** The disease of acquired immunodeficiency syndrome or any conditions arising from the etiologic agent for acquired immunodeficiency syndrome

**ALCOHOL/OTHER DRUG ADDICTION:** A serious and persistent alcohol or other drug addiction that significantly limits a person's ability to live independently

**AMI:** Area median income for the metropolitan statistical area established by HUD and updated annually

**ASSISTED HOUSEHOLD OR PERSON:** For the purpose of identification of goals, an assisted household or person is one, which during the period covered by the annual plan, will receive benefits through the Federal funds, either alone or in conjunction with the investment of other public or private funds. The program funds providing the benefit(s) may be from any funding year or combined funding years. A renter is benefited if the person takes occupancy of affordable housing that is newly acquired, newly rehabilitated, or newly constructed, and/or receives rental assistance through new budget authority. An existing homeowner is benefited during the year if the home's rehabilitation is completed. A first-time homebuyer is benefited if a home is purchased during the year. A homeless person is benefited during the year if the person becomes an occupant of transitional or permanent housing. A non-homeless person with special needs is considered as benefited, however, only if the provision of supportive services is linked to the acquisition, rehabilitation, or new construction of the housing unit and/or the provision of rental assistance during the year. Households or persons who will benefit from more than one program activity must be counted only once. To be included in the goals, the housing unit must, at a minimum, satisfy the HUD Section 8 Housing Quality Standards (see 24CFRSection 882.109)

**ASSISTED LIVING:** Housing for individuals or families who are not physically able to care for themselves full time to maintain an independent living environment

**Business and Housing Services BHS):** Division of Business and Housing Services

**CAP:** Colorado Aids Project

**CDBG:** Community Development Block Grant

**CFN:** Community Food and Nutrition

**CHDO:** Community Housing Development Organization

**CHFA:** Colorado Housing and Finance Authority

**CIPP:** Capitol Improvements Program Plan

**CMI:** Chronically Mentally Ill

**COMMITTED:** Generally, means there has been a legally binding commitment of funds to a specific project to undertake specific activities

**COST BURDEN (> 30%):** The extent to which gross housing costs, including utility costs, exceed 00 percent of gross income, based on data published by the U.S. Census Bureau

**CRA:** Community Reinvestment Act

**CSBG:** Community Services Block Grant

**DNMI:** Denver's Neighborhood Marketplace Initiative

**DHS:** Department of Human Services

**DHA:** Denver Housing Authority

**DHMC:** Denver Health Medical Center

**DOH:** Colorado Division of Housing

**DURA:** Denver Urban Renewal Authority

**ECSH:** Emergency Community Services for the Homeless

**EHR:** Emergency Home Repair

**EITC (Earned Income Tax Credit):** This federal program presents costs in the form of decreased tax revenue from individuals already working

**EMA:** Eligible Metropolitan Area - federally defined as a metropolitan area having 2000 or more cases of AIDS, making that area eligible for an emergency funding relief program, the Ryan White Care Act. The Denver EMA consists of Denver, Jefferson, Adams, Arapahoe and Douglas counties

**ESG:** Emergency Shelter Grant

**ETR:** Expected to Reside

**EXTREMELY LOW INCOME:** Households whose incomes do not exceed 30 percent of the median for the area

**FAMILY:** The Bureau of Census defines a family as a householder (head of household) and one or more other person living in the same household who are related by birth, marriage or adoption

**FAMILY SELF-SUFFICIENCY (FSS) PROGRAM:** A program enacted by Section 554 of the National Affordable Housing Act which directs Public Housing Agencies (PHAs) and Indian Housing Authorities (IHAs) to use Section 8 assistance under the rental certificate and rental voucher programs, together with public and private resources to provide supportive services, to enable participating families to achieve economic independence and self-sufficiency

**FEDERAL PREFERENCE FOR ADMISSION:** The preference given to otherwise eligible applicants under HUD's rental assistance programs who, at the time they seek housing assistance, are involuntarily displaced, living in substandard housing, or paying more than 50 percent of family income for rent. (See, for example, 24 CFR 882-219)

**FEMA:** Federal Emergency Management Agency

**FIRST-TIME HOME BUYER:** An individual or family who has not owned a home during the three-year period preceding the HUD-assisted purchase of a home that must be used as the principal residence of the home buyer, except that any individual who is a displaced homemaker (as defined in 24 CFR 92) or a single parent (as defined in 24 CFR 92) may not be excluded from consideration as a first-time homebuyer on the basis that the individual, while a homemaker or married, owned a home with his her spouse or resided in a home owned by the spouse

**FOR RENT:** Year-round housing units that are vacant and offered/available for rent. (U.S. Census definition)

**FOR SALE:** Year round housing units offered/available for sale only

**FRAIL ELDERLY:** An elderly person who is unable to perform at least 3 activities of daily living (i.e., eating, dressing, bathing, grooming, and household management activities). (See 24 CFR 889.105.)

**GROUP QUARTERS:** Facilities providing living quarters that are not classified as housing units. (U.S. Census definition) Examples include: prisons, nursing homes, dormitories, military barracks, and shelters

**HOME:** HOME Invest & Partnership Program

**HOPE:** Housing Opportunities for People Everywhere

**HOUSEHOLD:** All persons who occupy a housing unit

**HOPWA:** Housing Opportunities for Persons With AIDS is a federal grant given to the City and County of Denver, Jefferson, Adams, Arapahoe and Douglas counties. Denver currently receives \$1.4 million annually

**HUD:** U.S. Department of Housing and Urban Development

**INDEPENDENT LIVING:** People living with disabilities or HIV disease, whether AIDS diagnosed, symptomatic or a symptomatic, and others who are physically capable of caring for themselves on a full time basis. Also used to define housing for the elderly without supportive services

**LEAD BASED PAINT:** Paint containing lead that can elevate lead levels in the blood of children and cause developmental delays

**LIHTC:** Low Income Housing Tax Credit

**LOW AND MODERATE INCOME:** The terms "persons of low and moderate income" and "low- and moderate-income persons" mean families and individuals whose incomes do not exceed 80 percent of the median income of the area involved, as determined by the Secretary with adjustments for smaller and larger families.

**LOW INCOME:** Households whose incomes do not exceed 80 percent of the median income for the area, as determined by HUD with Adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. NOTE: HUD income limits are updated annually and are available from local HUD offices (This term corresponds to low and middle income households in the CDBG Program).

**MDHI:** Metro Denver Homeless Initiatives

**MEDIAN FAMILY INCOME:** The income where half the families in an area had incomes above that figure and half below. This figure changes by family size.

**MIDDLE INCOME:** Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families, except that HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings

that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. (This definition is different from that of the CDBG Program)

**MILE HIGH HOUSING TRUST FUND:** Non-profit housing fund that makes low-interest loans for the development of affordable housing

**MINORITY CONCENTRATION:** Areas of the City where the concentration of racial or ethnic minority populations is 10 percent or greater than their total citywide representation

**MODERATE INCOME:** The term "persons of moderate income" means families and individuals whose incomes exceed 50 percent, but do not exceed 80 percent, of the median income of the area involved, as determined by the Secretary with adjustments for smaller and larger families.

**MOHRC:** Mayor's Office of HIV Resources Coordination.

**NBR:** Neighborhood Business Revitalization

**NFI:** Neighborhood Facilities & Improvements

**NOFA:** Notice of Fund Availability

**NON-HOMELESS PERSONS WITH SPECIAL NEEDS:** Includes frail elderly persons, persons with AIDS, disabled families, and families participating in organized programs to achieve economic self-sufficiency

**NON-INSTITUTIONAL:** Group quarters for persons not under care or custody. (U.S. Census definition used)

**NRS:** Neighborhood Revitalization Strategy

**OCCUPIED HOUSING UNIT:** A housing unit that is the usual place of residence of the occupant(s)

**OED:** Denver's Office of Economic Development

**OTHER INCOME:** Households whose incomes exceed 80 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families

**OTHER LOW-INCOME:** Households whose incomes are between 51 percent and 80 percent of the median income for the area, as determined by HUD, with adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of HUD's findings that such

variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes

**OVERCROWDED:** HUD defines an overcrowded unit as having more than one person per room

**PAB:** Private Activity Bond

**RLF:** Revolving Loan Fund

**SECTION 215:** Section 215 of Title II of the National Affordable Housing Act. Section 215 defines "affordable" housing projects under the HOME program

**SERVICE NEEDS:** The particular services identified for special needs populations, which typically may include transportation, personal care, housekeeping, counseling, meals, case management, personal emergency response, and other services to prevent premature institutionalization and assist individuals to continue living independently

**SEVERE MENTAL ILLNESS:** A serious and persistent mental or emotional impairment that significantly limits a person's ability to live independently

**SEVERELY COST BURDEN (> 50%):** The extent to which gross housing costs, including utility costs, exceed 50 percent of gross income, based on data published by the U.S. Census Bureau

**SHELTERED:** Families and persons whose primary nighttime residence is a supervised publicly or privately operated shelter, including emergency shelters, transitional housing for the homeless, domestic violence shelters, residential shelters for runaway and homeless youth, an any hotel/motel/apartment voucher arrangement paid because the person is homeless. This term does not include persons living doubled up or in overcrowded or substandard conventional housing. Any facility offering permanent housing is not a shelter, nor are its residents homeless

**SKILLED NURSING FACILITIES/HOSPICE SERVICES:** Facilities for final stage living

**SRO:** Single Room Occupant

**SSI:** Supplemental Security Income

**SUBSTANDARD CONDITION AND NOT SUITABLE FOR REHAB:** By local definition, dwelling units that are in such poor condition that they are neither structurally nor financially feasible for rehabilitation

**SUBSTANDARD CONDITION BUT SUITABLE FOR REHAB:** By local definition, dwelling units that do not meet standard conditions but are both financially and

structurally feasible for rehabilitation. This does not include units that require only cosmetic work, correction, minor livability problems or maintenance work.

**TANF:** Temporary Assistance to Needy Families

**TITLE I FUNDING:** Refers to the Ryan White Comprehensive AIDS Resources Emergency Act of 1990

**Transitional housing:** HUD defines it as a project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

**VERY LOW INCOME:** Households whose incomes do not exceed 50 percent of the median for the area

**YEAR ROUND HOUSING UNITS:** Occupied and vacant housing units intended for year round use. (U.S. Census definition) Housing units for seasonal or migratory use are excluded

## **APPENDIX IV.**

# **Housing and Economic Recovery Act Neighborhood Stabilization Program Activities**

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