



2017 Annual Action Plan

City of Colorado Springs
Community Development Division
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Executive Summary

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

1. Introduction

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

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

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

2. Summarize the objectives and outcomes identified in the Plan

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

Stabilize and improve struggling neighborhoods.

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

Increase and preserve the supply of affordable housing.

- Preserve existing units at risk of being converted to market rate.
- Prioritize new housing units for very low income (30-60%AMI) with emphasis on housing for seniors and persons with disabilities. Locate new units near public transportation and

employment to encourage affordability throughout the community and to allow for housing choice.

- Continue to fund housing rehabilitation to improve housing quality and neighborhood livability. Focus on accessibility and energy efficiency improvements that reduce costs to homeowners.

Invest in facilities and services that prevent and end homelessness.

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

3. Evaluation of past performance

The City has fulfilled the spirit and intent of the CDBG and HOME programs by facilitating affordability of decent housing, availability and accessibility of suitable living environments, sustainability of suitable living environments, and the accessibility of economic opportunities. Past performance, as reported to HUD in the FY2016 Consolidated Annual Performance and Evaluation Report (CAPER), the most recent report filed is summarized below:

Highlights from 2016 include:

- \$3M in CDBG funds for the expansion of the Springs Rescue Mission campus located on Las Vegas Street in southwest downtown. An additional \$150K of CDBG funds were used to improve sidewalks and lighting in the project corridor.
- \$355K of CDBG funds to install missing sidewalks and improve access to transit in the Flanagan Park neighborhood.
- \$335K of CDBG funds for ADA improvements, roof repairs, and electrical upgrades to the Meadows Park Community Center.
- \$28K of CDBG funds for the remodel of a medical clinic serving the homeless.
- \$150K of CDBG funds for improvements to the Colorado House kitchen, dining, and program offices.
- \$287K in CDBG funds for residential improvements through CDD's Emergency Repair, Architectural Barrier Removal, and Lights and Locks programs.
- \$321K of CDBG funds for public service activities that help prevent and end homelessness.
- \$278K of HOME funds for repair of substandard living conditions in low- to moderate-income households.
- \$335K of HOME funds for rental assistance for 30 ongoing and 11 additional low- to moderate-income households.

- Completion of the Hatler May senior housing project originally assisted with \$500K of HOME gap financing in 2015.

Significant accomplishments in 2016 include:

- The successful resolution of an Office of the Inspector General (OIG) 2014 audit of CDD programs. All findings related to the audit have been closed to the OIG and HUD's satisfaction.
- Meeting CDBG timeliness requirements for expenditures. The Division must show timely expenditure of grant funds by carrying out eligible activities within a two-year timeframe.
- Improvements to CDD's internal structure and administrative performance through updated policies and procedures, revised contract templates, technical assistance and subrecipient monitoring plans. The Division also responded to comments by HUD's Office of Fair Housing and Economic Opportunity by significantly improving its federal reporting of beneficiaries, including contracting and job opportunities related to grant funding of construction projects.

4. Summary of Citizen Participation Process and consultation process

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

5. Summary of public comments

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

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

All comments were accepted.

7. Summary

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

Community Development Block Grant = \$2,707,608

HOME Investment Partnership = \$1,065,882

Emergency Solutions Grant = \$238,307

In addition, the City conservatively estimates receiving approximately \$100,000 in CDBG Program Income and \$78,011 in HOME Program Income. Program Income received in excess of anticipated amounts will be directed to housing rehabilitation activities.

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

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

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

Table 1 – Responsible Agencies

Consolidated Plan Public Contact Information

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

1. Introduction

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

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

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

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

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

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

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

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

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

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

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

In 2016, CDD created written standards to communicate federal regulations guiding ESG programs, establish local procedures for managing them, and develop performance measures. In early 2017, CDD

convened members of the CoC to review and refine the written standards before implementation for PY 2017.

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

(see next page)

Table 2 – Agencies, groups, organizations who participated

| | | |
|---|--|---|
| 1 | Agency/Group/Organization | City of Colorado Springs |
| | Agency/Group/Organization Type | Other government - Local |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | More precise identification of areas in need of more housing units, housing rehabilitation, affordable housing preservation, or other stabilization methods. CDD participates in the Facilities Maintenance, ADA, and Infrastructure Coordinating Committees. |
| 2 | Agency/Group/Organization | Pikes Peak United Way Continuum of Care |
| | Agency/Group/Organization Type | Services-homeless |
| | What section of the Plan was addressed by Consultation? | Homelessness Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | The Continuum of Care encompasses El Paso County, Colorado. The implementing organization for the Homeless Management Information System (HMIS) is Pikes Peak United Way. CDD serves on the board and collaborates with area providers to identify gaps in homeless facilities and services. We prioritize CDBG Public Services projects for homeless issues. |
| 3 | Agency/Group/Organization | COLORADO SPRINGS HOUSING AUTHORITY |
| | Agency/Group/Organization Type | PHA Services - Housing |
| | What section of the Plan was addressed by Consultation? | Public Housing Needs |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | CSHA is the local PHA. Met with Executive Director to discuss accessibility challenges in public housing, permanent supportive housing, and debt relief strategies. |
| 4 | Agency/Group/Organization | El Paso County Housing Authority |
| | Agency/Group/Organization Type | PHA Services - Housing |
| | What section of the Plan was addressed by Consultation? | Public Housing Needs |

| | | |
|---|--|---|
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | El Paso Housing Authority is a funding source for local affordable housing. They have supported affordable developments and workforce housing. |
| 5 | Agency/Group/Organization | Black and Latino Coalition |
| | Agency/Group/Organization Type | Civic Leaders Neighborhood Organization |
| | What section of the Plan was addressed by Consultation? | Community Needs |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | CDD staff attended BLC meetings to present the 2017 Action Plan and exchange information on community needs. The CDD wishes to build stronger relationships with communities of color by bringing their voices into the planning process. |
| 6 | Agency/Group/Organization | CHAP Comprehensive Homeless Assistance Providers |
| | Agency/Group/Organization Type | Services-homeless |
| | What section of the Plan was addressed by Consultation? | Homelessness Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | CHAP is a community of service providers caring for people experiencing homelessness in the Colorado Springs area and comprises much of the membership of the CoC. CDD hosted a meeting with CHAP to discuss immediate responses to homeless encampments. |

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

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

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

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

Table 3 – Other local / regional / federal planning efforts

AP-12 Participation – 91.105, 91.200(c)

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

The Division's public outreach for the 2017 Action Plan featured more targeted events for our more vulnerable communities, including the elderly, disabled, and homeless residents. In the Fall of 2016, the Division also launched an online survey for members of the community to submit their feedback about funding priorities. The feedback received helped the CDD determine project priorities for its 2017 program year. The feedback was also shared with many housing and homeless service agencies, as well as the City's own comprehensive planning team, as issues of transit and housing were mentioned repeatedly.

Four initial public meetings were held from October 4-14, 2016 at various locations around the City, including City Hall, Southeast YMCA, Marian House Soup Kitchen, and the Colorado Springs Senior Center. A bilingual notice was posted in the paper on 9/16/16. The Division also advertised these via targeted flyers and listserve emails.

Once the 2017 Action Plan draft was ready, the Division made it available for public review and comment. A public notice was published on January 10, 2017 announcing the 30-day comment period of January 25 through February 24, 2017. The comments shed light on the need to invest in the southeast neighborhoods and shed light on new, upcoming sober living homes opening in the City.

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

CDD amended the Citizen Participation Plan and solicited feedback in the Spring of 2017. The draft was made available throughout the city, particularly in areas where low and moderate-income people reside or seek services such as community and senior centers, the Colorado Springs Housing Authority, the City Administration Building and City Hall, Pikes Peak United Way, Pikes Peak Library District locations, and the Housing and Building Association, from March 2 to March 31, 2017. A public notice was published on 2/15/17.

The main changes included a Limited English Proficiency Plan, a participatory plan for the City's Assessment of Fair Housing, and an updated Residential Anti-Displacement & Relocation Assistance Plan. A public hearing was held at a fully accessible venue, The Independence Center, on March 8. Comments received helped the Division expand its list of community partners for information distribution.

The CPP remains available in English and Spanish on the CDD website at www.coloradosprings.gov and at the Community Development Division office located at 30 S. Nevada Avenue, Suite 604, 80903.

Citizen Participation Outreach

| Sort Order | Mode of Outreach | Target of Outreach | Summary of response/ attendance | Summary of comments received | Summary of comments not accepted and reasons |
|------------|---------------------|---|--|--|--|
| 1 | Stakeholder Meeting | Homeless service providers | Ending Homelessness for People Living in Encampments Summer 2016 Planning Meeting, June 7, 2016 (8:00am-5:00pm) at the Gold Hill Community Room. | The group came up with a list of priorities and metrics for progress. A motel voucher pilot program headed by Catholic Charities came out of this gathering. | All comments were accepted |
| 2 | Public Hearing | Non-targeted/broad community | Action Plan Public Hearing on October 4, 2016 at City Hall (6:00-7:30pm) Public notice published on 9/16/16. | Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises are attached. | All comments were accepted. |
| 3 | Stakeholder meeting | People experiencing homelessness | Public Forum for Residents Experiencing Homelessness on October 6, 2016 at Marian House Soup Kitchen (2:30-4:00pm). Over 60 people attended. Public notice published on 9/16/16. | See attached. Summary of comments was presented at the 10/13/2016 meeting Comprehensive Homeless Assistance Providers (CHAP) to ensure coordinated responses from local service providers. | All comments were accepted. |
| 4 | Public Meeting | Residents of Southeast Colorado Springs, an identified target area for local CDBG funding | Action Plan Public Meeting October 6, 2016 (6:00 - 7:30pm). One resident attended. Public notice published on 9/16/16. | See attached. | All comments were accepted. |
| 5 | Public Meeting | Persons with disabilities | Action Plan Public Meeting October 13 (4:00-6:00pm) at the Independence Center. Public notice published on 9/16/16. | Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises and the open discussion that followed are attached. | All comments were accepted. |

| Sort Order | Mode of Outreach | Target of Outreach | Summary of response/ attendance | Summary of comments received | Summary of comments not accepted and reasons |
|------------|------------------------------|---|--|--|--|
| 6 | Public Meeting | Persons with disabilities Senior community | Action Plan Public Meeting October 14, 2016 (1:30-3:00pm) at the Colorado Springs Senior Center. Public notice published on 9/16/16. | Attendees completed "radar exercises" to list their top community issues by priority. Summary of all input from these exercises and the open discussion that followed are attached. | All comments were accepted. |
| 7 | Survey | Non-targeted/broad community | SpeakUp COS survey tool | None | All comments were accepted |
| 8 | Stakeholder meeting | Continuum of Care members, public stakeholders | CoC Membership Consultation (open to the public) August 11, 2016 at the Marian House Soup Kitchen in downtown Colorado Springs. | We asked about spending priorities for preventing and ending homelessness, in terms of crisis management, "root problem" solving, and messaging. Summary of the discussion attached. | All comments were accepted |
| 9 | 30-Day Public Comment Period | Non-targeted/broad community | The City's CDD held its 30-day public comment period from January 25, 2017 to February 24, 2017. Residents were invited to submit comments via phone, email, mail, or in person at the January 30, 2017 public hearing. A notice was advertised through the newspaper, city communications, and through the CDD's community list serve. Public notice published on January 10, 2017. | All comments were received and accepted. All comments were from the public hearing on January 30, 2017. | All comments were received and accepted. |

| Sort Order | Mode of Outreach | Target of Outreach | Summary of response/ attendance | Summary of comments received | Summary of comments not accepted and reasons |
|------------|------------------|------------------------------|--|---|--|
| 10 | Public Hearing | Non-targeted/broad community | On January 30, 2017 from 5:30PM to 7:00PM, the City held a public hearing to review the highlights of the Action Plan to hear questions and comments from the public. Attendees were able to ask questions throughout the presentation. Comment cards were also provided and attendees had an opportunity to submit them at the end of the presentation. Five citizens were in attendance. | Among some of the concerns and issues raised were: There was a need for more funding for recovery housing to keep people recovering from addiction issues off the streets, local community organizations needed more assistance for funding of housing and a community center, and there was need for more affordable housing and a need to focus on overlooked parts of the city (South and Southeast Colorado Springs). | All comments were received and accepted. |

| Sort Order | Mode of Outreach | Target of Outreach | Summary of response/ attendance | Summary of comments received | Summary of comments not accepted and reasons |
|------------|------------------|---------------------------|--|--|---|
| 11 | Public Hearing | Persons with disabilities | <p>The City held a public hearing at The Independence Center on March 8, 2017 to 1) review the purpose of the Citizen Participation Plan, 2) explain recent updates to it, 3) initiate discussion about civic engagement and 4) hear comments and answer questions from the public. Public notice published 2/15/17.</p> | <p>- Do you work with CONO?- A lot of people get all their info from El Paso County Citizen Center- Buses and transit center overlooked space/community- Frame with impact for individuals (What is in it for me?)- HUD lingo scares people off- Who are the affordable housing development contacts?- Neighborhood associations have their own networks- Everyone has to hear or see something at least 3 times. Every event or PR has to be framed for every audience- SpeakUp turns people off by requiring you to start an account. Sometimes your comments are not counted as public comment or public record.- We need to reach out to the local minority chambers women, black, etc.- It is nice to see public comments (esp. verbatim) in the appendix of public plans and documents makes you feel like you are heard.- Other worthwhile outlets: SpringsTV, social media, Human Relations Commission</p> | <p>All comments were accepted and addressed the day of the hearing.</p> |

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

The numbers below reflect the City's most conservative estimates for 2017 allocations. Until the 2017 allocations are announced, the City is budgeting for allocations 3% lower than 2016 allocations. The 2017 Annual Allocations will be announced by HUD in Spring 2017. The City expects to receive \$2,707,608 in CDBG funding, \$1,065,882 in HOME funding, and \$238,307 in ESG funding for Program Year 2017.

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

CDBG

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

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

HOME

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

ESG

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

Please note that any preaward costs will not affect grant award amounts to subrecipients.

Anticipated Resources

| Program | Source of Funds | Uses of Funds | Expected Amount Available Year 1 | | | | Expected Amount Available Remainder of ConPlan \$ | Narrative Description |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|---|--|
| | | | Annual Allocation: \$ | Program Income: \$ | Prior Year Resources: \$ | Total: \$ | | |
| CDBG | public - federal | Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services | 2,707,608 | 100,000 | 186,000 | 2,993,608 | 0 | Based on two more years of funding for this ConPlan period. All program income will be programmed to affordable housing and public facilities/infrastructure. Prior year resources include: Unused funds originally programmed for slum and blight removal reprogrammed to 2017 housing rehabilitation. Unused funds from code enforcement reprogrammed for 2017 public facilities and infrastructure. |
| HOME | public - federal | Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA | 1,065,882 | 78,000 | 450,000 | 1,593,882 | 0 | Based on two more years of funding for this ConPlan period. Prior year resources come from remaining 2015 and 2016 housing rehab funds. |

| Program | Source of Funds | Uses of Funds | Expected Amount Available Year 1 | | | | Expected Amount Available Remainder of ConPlan \$ | Narrative Description |
|---------|------------------|--|----------------------------------|--------------------|--------------------------|-----------|---|---|
| | | | Annual Allocation: \$ | Program Income: \$ | Prior Year Resources: \$ | Total: \$ | | |
| ESG | public - federal | Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing | 238,307 | 0 | 0 | 238,307 | 0 | Based on two more years of funding for this ConPlan period. ESG collects no program income. |

Table 5 - Expected Resources – Priority Table

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

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

Per the 2016 CAPER, Colorado Springs will carry 3,330,482 in excess HOME matching funds from prior years into PY 2017.

The City will meet the ESG match requirement of 100% (or \$238,307 as of current allocation estimate) through Subrecipient Agreements and City cash match. ESG subrecipients are required to provide matching funds in an amount equal to or greater than their grant award. The requirements and anticipated sources of matching funds are described in the Subrecipient Agreement and monitored over the performance period. A final match report is required before final reimbursement is made and the activity closed. Administrative activities conducted by the City are matched with cash contributions for salaries and wages. Matching funds are reported in the CAPER.

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

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

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

Not applicable.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

| Sort Order | Goal Name | Start Year | End Year | Category | Geographic Area | Needs Addressed | Funding | Goal Outcome Indicator |
|------------|--|------------|----------|-----------------------------|-----------------|---|---------|--|
| 1 | Provide for Homeless Prevention Services | 2015 | 2019 | Affordable Housing Homeless | CITY WIDE | Facilities/Services that Prevent/End Homelessness | | Public service activities other than Low/Moderate Income Housing Benefit: 2070 Persons Assisted Homelessness Prevention: 50 Persons Assisted |
| 2 | Provide for Rental Assistance for Homeless Persons | 2015 | 2019 | Affordable Housing Homeless | CITY WIDE | Facilities/Services that Prevent/End Homelessness | | Tenant-based rental assistance / Rapid Rehousing: 30 Households Assisted |
| 3 | Provide for Affordable Rental Housing | 2015 | 2019 | Affordable Housing | CITY WIDE | Increase/Preserve the Supply of Affordable Housing Stabilize and Improve Struggling Neighborhoods | | Rental units constructed: 60 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing: 30 Households Assisted |
| 4 | Preserve Existing Affordable Housing | 2015 | 2019 | Affordable Housing | CITY WIDE | Increase/Preserve the Supply of Affordable Housing Stabilize and Improve Struggling Neighborhoods | | Homeowner Housing Rehabilitated: 20 Household Housing Unit |

| Sort Order | Goal Name | Start Year | End Year | Category | Geographic Area | Needs Addressed | Funding | Goal Outcome Indicator |
|------------|---|------------|----------|-----------------------------------|---|--|---------|---|
| 5 | Expand Public Facilities & Infrastructure | 2015 | 2019 | Non-Housing Community Development | CITY WIDE 2015 Neighborhood Target Areas | Stabilize and Improve Struggling Neighborhoods | | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted |
| 6 | Expand Public Services | 2015 | 2019 | Non-Housing Community Development | CITY WIDE | Facilities/Services that Prevent/End Homelessness Stabilize and Improve Struggling Neighborhoods | | Public service activities other than Low/Moderate Income Housing Benefit: 50000 Persons Assisted |

Table 6 – Goals Summary

Goal Descriptions

| | | |
|----------|-------------------------|--|
| 1 | Goal Name | Provide for Homeless Prevention Services |
| | Goal Description | <p>The City shall make investments in facilities and services that help to prevent very low-income households from entering or relapsing into homelessness. Additionally, the City is hiring a full-time Homelessness Prevention and Response Coordinator with General Funds. This person will act as a liaison between service providers, local government, housing and employment providers, and City residents to improve communication and identify solutions to issues of homelessness.</p> <p>Funding will be provided for services and facilities to assist persons and families who are experiencing homelessness or at risk of becoming homeless. We are funding street outreach for homeless youth, youth shelter operations, domestic violence shelter operations, family shelter operations, and low-barrier shelter operations for single adults.</p> <p>With the adoption of Coordinated Entry for all area providers and the new Written Standards for all ESG recipients, the City is establishing an expectation that all homeless services must emphasize case management to guide clients to stable housing. Ending homelessness requires sustained multisector coordination, but by adopting a Housing First model and standardizing outcome measures, the City hopes to provide a clearer path.</p> <p>Additionally, this year the City is using General Fund money to fund the city’s newest women’s shelter, the Ecumenical Social Ministries’ WISH House, which provides transitional housing to homeless women as well as intensive counseling, employment placement, and service coordination.</p> |
| 2 | Goal Name | Provide for Rental Assistance for Homeless Persons |
| | Goal Description | <p>The City shall utilize a portion of its ESG funding each year to fund Rapid Re-housing programs that assist persons and households who are experiencing homelessness, quickly rehouse them and provide counseling and other supportive services to keep them stably housed.</p> |
| 3 | Goal Name | Provide for Affordable Rental Housing |
| | Goal Description | <p>The City will work toward increasing the supply of affordable rental housing as well as preserving the existing affordable rental housing stock. CDD is completing its underwriting and subsidy analysis for three new construction multi-family projects that will result in the addition of 305 units of low- to moderate-income housing. CDD also anticipates rehabbing at least one multi-family property to improve accessibility and increase the number of fully accessible, affordable units.</p> |

| | | |
|---|-------------------------|--|
| 4 | Goal Name | Preserve Existing Affordable Housing |
| | Goal Description | The City will provide funding to assist homeowners with repairs and housing rehabilitation in an effort to preserve the existing affordable housing stock. |
| 5 | Goal Name | Expand Public Facilities & Infrastructure |
| | Goal Description | The City shall invest in the improvement and/or expansion of public facilities and infrastructure in an effort to stabilize and improve struggling neighborhoods. In 2017, the City will invest in repairs to the Hillside Community Center to enable greater accessibility for the community and more critical programming for the surrounding neighborhood. CDD also has plans to carry out sidewalk and ramp improvements in the area surrounding a cluster of senior housing. The improvements will enable older residents with mobility impairments to better access a nearby public transportation route. |
| 6 | Goal Name | Expand Public Services |
| | Goal Description | CDBG funding shall be utilized to provide for public services for low to moderate income households throughout the community. By "expansion," the City is intentionally seeking new projects that serve communities we haven't targeted before. For instance, in addition to funding some of our community's most critical resources for the homeless population and those at risk of homelessness, like the Marian House Soup Kitchen, we are funding new programs that reach new vulnerable populations, like early childhood classrooms for children experiencing homelessness, a family stabilization program for refugees, and the expansion of respite care for the area's hospitals' homeless patients. |

Projects

AP-35 Projects – 91.220(d)

Introduction

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

Projects

| # | Project Name |
|---|--|
| 1 | CDBG Administration (2017) |
| 2 | HOME Administration (2017) |
| 3 | HOME CHDO Projects (2017) |
| 4 | ESG Projects (2017) |
| 5 | CDBG Public Services (2017) |
| 6 | CDBG Housing Activities (2017) |
| 7 | CDBG Public Facilities and Infrastructure (2017) |
| 8 | HOME Development Projects (2017) |

Table 7 - Project Information

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

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

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

AP-38 Project Summary
Project Summary Information

(see next page)

| | | |
|----------|--|--|
| 1 | Project Name | CDBG Administration (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Homeless Prevention Services Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing Expand Public Facilities & Infrastructure Expand Public Services |
| | Needs Addressed | Stabilize and Improve Struggling Neighborhoods Increase/Preserve the Supply of Affordable Housing Facilities/Services that Prevent/End Homelessness |
| | Funding | CDBG: \$533,528 |
| | Description | Costs associated with administering the CDBG program as well as managing neighborhood planning efforts. Costs are capped at 20% of the total CDBG entitlement grant for 2017. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | N/A |
| | Location Description | Citywide administration of the CDBG program |
| | Planned Activities | Citizen participation activities Fair housing promotion and education Planning studies, including a neighborhood plan for a low-income community adjacent to downtown Colorado Springs Administrative staff expense Operating costs |
| 2 | Project Name | HOME Administration (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Rental Assistance for Homeless Persons Provide for Affordable Rental Housing Preserve Existing Affordable Housing |
| | Needs Addressed | Stabilize and Improve Struggling Neighborhoods Increase/Preserve the Supply of Affordable Housing |
| | Funding | HOME: \$106,588 |

| | | |
|----------|--|--|
| | Description | HOME administration funds are capped at 10% of the annual allocation amount. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | N/A |
| | Location Description | Citywide |
| | Planned Activities | TBRA administration Staff salaries and benefits Planning studies |
| 3 | Project Name | HOME CHDO Projects (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Affordable Rental Housing Preserve Existing Affordable Housing |
| | Needs Addressed | Increase/Preserve the Supply of Affordable Housing |
| | Funding | HOME: \$159,882 |
| | Description | CDD will provide funding for 60 additional affordable units |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | 4 low-income households |
| | Location Description | Citywide |
| | Planned Activities | CHDO Admin CHDO Housing development (15% set aside from \$1,065,883 allocation) |
| 4 | Project Name | ESG Projects (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Homeless Prevention Services Provide for Rental Assistance for Homeless Persons |
| | Needs Addressed | Facilities/Services that Prevent/End Homelessness |
| | Funding | ESG: \$238,307 |

| | | |
|---|--|---|
| | Description | ESG funds address acute needs of the homeless in the community by funding outreach, emergency shelter, rapid rehousing, homeless prevention, and data collection. ESG administration is capped at 7.5% of the annual allocation. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | All beneficiaries are homeless or at risk of homeless and very low-income CDD aims to serve 2,100 people through shelter and rapid rehousing assistance, as well as additional youth through street outreach assistance. |
| | Location Description | Citywide |
| | Planned Activities | The City is funding all components of the ESG program with the exception of Homeless Prevention projects due to a lack of applicants. All projects have been awarded and all caps are observed. ESG Program Admin (\$17,870 - 7.5% cap) Street Outreach for homeless youth (Urban Peak, \$44,302) Emergency Shelter operations for the City's only low-barrier shelter (Springs Rescue Mission, \$85,698) HMIS Administration for data management (Pikes Peak United Way, \$30,000) Rapid Re-housing (Partners in Housing, \$34,000) |
| 5 | Project Name | CDBG Public Services (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Rental Assistance for Homeless Persons Expand Public Services |
| | Needs Addressed | Facilities/Services that Prevent/End Homelessness |
| | Funding | CDBG: \$417,200 |
| | Description | 2017 funds are capped at 15% of the annual CDBG entitlement grant. The total Public Services budget consists of less than 15% of Current Entitlement plus Previous Year PI. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | Through its 2017 awards, the City aims to help over 23,000 very low- and low-income people. |
| | Location Description | Citywide |

| | | |
|---|--|---|
| | Planned Activities | Youth and family shelter operations Women’s shelter and case management Domestic violence shelter operations Meals for homeless and at-risk of homeless Family supportive services Early childhood educational services for homeless children Convalescence care for homeless patients |
| 6 | Project Name | CDBG Housing Activities (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Affordable Rental Housing Preserve Existing Affordable Housing |
| | Needs Addressed | Stabilize and Improve Struggling Neighborhoods Increase/Preserve the Supply of Affordable Housing |
| | Funding | CDBG: \$974,680 |
| | Description | CDBG funded housing activities throughout the City |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | CDD is targeting very low income households. The Division is planning for 65 permanent supportive housing units attached to the Springs Rescue Mission campus, 20 architectural barrier removal projects, and 15 emergency repair projects. |
| | Location Description | Citywide housing activities |
| | Planned Activities | Housing rehabilitation for accessibility (20 households) Emergency repairs program (15 households) Affordable housing (65 households) The Division’s housing repair programs contribute to the preservation of the City’s existing affordable housing stock by remedying urgent substandard living conditions and making homes accessible for low-income people seniors with disabilities. Additionally, CDD will use a portion of its CDBG funds to demolish a blighted structure in preparation for the construction of a new 65 unit permanent supportive housing facility known as Greenway Flats. Greenway Flats will serve extremely low-income individuals exiting homelessness. |
| 7 | Project Name | CDBG Public Facilities and Infrastructure (2017) |
| | Target Area | Citywide |
| | Goals Supported | Expand Public Facilities & Infrastructure |

| | | |
|----------|--|--|
| | Needs Addressed | Stabilize and Improve Struggling Neighborhoods Facilities/Services that Prevent/End Homelessness |
| | Funding | CDBG: \$1,068,200 |
| | Description | The City will make improvements to high-priority public facilities and infrastructure projects throughout the City. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | CDD will aim to serve 10,000 residents in low and very low income neighborhoods for facility/infrastructure projects. |
| | Location Description | Citywide public facility and infrastructure improvements |
| | Planned Activities | TBD |
| 8 | Project Name | HOME Development Projects (2017) |
| | Target Area | Citywide |
| | Goals Supported | Provide for Affordable Rental Housing Preserve Existing Affordable Housing |
| | Needs Addressed | Stabilize and Improve Struggling Neighborhoods Increase/Preserve the Supply of Affordable Housing |
| | Funding | HOME: \$1,327,422 |
| | Description | CDD is targeting very low income households. The Division is planning for 80 affordable housing and housing rehab units and to serve 30 households with TBRA funds. |
| | Target Date | 3/31/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | 110 low and very low income households <ul style="list-style-type: none"> • TBRA: 30 households • Affordable rental units: 60 households • Owner occupied housing rehabilitation: 20 households |
| | Location Description | Citywide |
| | Planned Activities | Owner-occupied housing rehab program – projects to be identified in the coming application period Affordable housing development – coordinated with local housing developers Tenant based rental assistance (TBRA) – These funds will be made available to homeless families and individuals who are referred through a coordinated entry process. |

AP-50 Geographic Distribution – 91.220(f)

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

The City generally distributes federal funds city-wide, but identified geographic target areas with high priority needs for the 2015 Consolidated Plan. Geographic target areas were identified using an index that assessed need across a spectrum of six different housing and economic variables. The variables utilized were:

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

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

Geographic Distribution

| Target Area | Percentage of Funds |
|--------------------------------|---------------------|
| Citywide | 100 |
| 2015 Neighborhood Target Areas | |

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

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

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

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

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

HOMELESS: With 2017 funds, we are assisting a service provider in housing and counseling 30 households through our Rapid Rehousing program. NON-HOMELESS/RENTAL ASSISTANCE: We anticipate assisting 30 households through Tenant Based Rental Assistance funds. SPECIAL NEEDS: By providing gap financing, we anticipate the rehabilitation/preservation of 20 existing units of affordable housing for very-low and low-income households.

PRODUCTION OF NEW UNITS: By providing gap financing, we anticipate the creation of 60 new units of affordable housing for very-low and low-income households. REHAB OF EXISTING UNITS: We anticipate assisting 55 very low-income senior households with essential repairs to their homes through the housing rehab, barrier removal, and emergency repair programs. We also will assist our CHDO by providing funds for the rehab of 4 low-income rental units in their 36-unit housing complex rehabilitation project.

| One Year Goals for the Number of Households to be Supported | |
|--|------------|
| Homeless | 30 |
| Non-Homeless | 110 |
| Special-Needs | 20 |
| Total | 160 |

Table 9 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through | |
|--|------------|
| Rental Assistance | 30 |
| The Production of New Units | 60 |
| Rehab of Existing Units | 59 |
| Acquisition of Existing Units | 0 |
| Total | 149 |

Table 10 - One Year Goals for Affordable Housing by Support Type

AP-60 Public Housing – 91.220(h)

Introduction

Colorado Springs Housing Authority (CSHA) is the largest provider of affordable housing in Colorado Springs. CSHA owns 707 units of federally funded public and senior housing, administers approximately 2,290 additional units through the federal Housing Choice Voucher Program, operates about 813 units of locally funded affordable housing not included in its public housing portfolio, is involved in approximately 1,481 units through tax credit partnerships, and administers a HOME-funded Tenant-Based Rental Assistance Program, which serves approximately 40 households. CSHA will continue its housing activities in 2017, utilizing its annual formula grant to implement these activities.

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

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

The Colorado Springs Housing Authority (CSHA) owns and manages a portfolio of approximately 700 rental units scattered throughout the city. As federal funding for capital improvements to public housing continues to decline, Community Development is entering into a dialogue with CSHA to collaborate on a long range plan for addressing the condition of its aging housing stock. Some of the strategies being discussed include modifying existing units to increase accessibility, catalyzing redevelopment of underused sites by evaluating existing loan obligations and removing obstacles to refinancing, and providing gap financing for tax-credit projects where CSHA is a sponsor. Specific activities have yet to be identified; however, Community Development anticipates using a portion of its CDBG and HOME funds allocated for the preservation of existing affordable housing to advance this effort.

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

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

Over the years, the Housing Authority administered a first-time home buyer’s program open to the general public. The program consisted of pre-purchase counseling and a down payment assistance loan. Due to lingering impacts from the financial crisis and issues in the local real estate market, the program

has been on hold with the Authority managing the existing loan portfolio.

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

The CSHA is not designated as troubled.

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

Introduction

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

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

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

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

- Increase outreach efforts that are consistent, frequent, and targeted to chronically homeless
- Improve collaboration between service providers and CSPD Homeless Outreach Team to identify the chronically homeless and move them off the street and into shelter and housing
- Increase the number of shelter beds and set aside beds to provide an immediate housing opportunity to outreach clients
- Identify transportation options to aid the homeless in accessing services

Furthermore, a City representation and CDD staff will continue to serve on the CoC Governing Board to promote better collaboration and ensure the highest priorities are funded first. The CoC has a consumer

advisory committee to ensure people experiencing homelessness have a voice in identifying the programs they need to return to stable housing. In addition, a Comprehensive Homeless Assistance Providers (CHAP) committee made up of service providers and interested community members will continue to meet monthly to discuss homeless issues. Members of this committee work firsthand in reaching out to the homeless population, including unsheltered and chronically homeless persons, delivering services and assessing needs in Colorado Springs.

Addressing the emergency shelter and transitional housing needs of homeless persons

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

- Increase year round shelter capacity, especially for chronically homeless, families with children and persons recovering from illness
- Ensure the availability of nightly winter shelter beds between November 1st, 2017 and March 31st, 2018
- Simplify access requirements to reduce barriers to entry at shelters
- Target investments to move clients out of shelter and into housing quickly, including case management and rental assistance

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

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

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

to offer supportive services.

CDD will continue to administer State ESG funds awarded on a competitive basis for homeless prevention and rapid rehousing. Funds are awarded to two agencies and other agencies refer clients through these agencies. By limiting the number of agencies administering the funds, CDD can provide more technical assistance and better monitoring to ensure outcomes are achieved.

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

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

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

The City uses Coordinated Entry data as benchmarks to assess housing need, fund specific housing type construction, and fund providers with strongest record of successful exits to housing. This year, in response to the incredible need for units at low and very low-income levels, the City is partnering with a local housing provider (Greccio Housing) and committing funds to the construction of 60 new rental housing units in a high opportunity neighborhood. Residents will have access to a range of support services that ensure long-term housing stability.

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

Introduction:

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

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

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

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

- Implement recommendations in the Infill and Redevelopment Action Plan to permit accessory dwelling units, shorten appeals processes to reduce housing development risks, establish water development charges for smaller units, and establish a TOD (Transit Oriented Design) overlay to allow for more mixed uses in areas of opportunity.
- The City will continue its comprehensive planning process, expected to be completed over the next year, that will include recommendations for meeting affordable housing needs and identify areas for affordable housing development consistent with Affirmatively Furthering Fair Housing Rule.

- CDD will pilot a neighborhood planning process with the Mill Street Neighborhood and adjacent business owners and human service providers to identify opportunities for neighborhood improvement and identity and encourage economic activity.
- CDD will continue to advocate for affordable housing through public presentations, letters to the editor, making recommendations on federal, state and local legislation and local development proposals, and providing technical assistance to affordable housing developers and managers on housing development and Fair Housing laws.
 - CDD will investigate more robust Fair Housing tools to help low-income renters and homebuyers.

AP-85 Other Actions – 91.220(k)

Introduction:

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

Actions planned to address obstacles to meeting underserved needs

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

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

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

Actions planned to foster and maintain affordable housing

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

Actions planned to reduce lead-based paint hazards

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

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

Actions planned to reduce the number of poverty-level families

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

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

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

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

Actions planned to develop institutional structure

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

Internal Systems. The City's CDBG and HOME programs were audited by the HUD OIG in 2014-2105. As a result of those audits, CDD has developed a better system for time tracking; updated its policies and procedures for environmental review, monitoring and file management; updated HOME program policies and procedures; and updated all of its subrecipient and developer agreements. CDD received HUD technical assistance and trained all staff members in IDIS in 2016. Technical assistance and IDIS training will be ongoing in 2017.

Community Service Delivery. The City is actively engaged with the Pikes Peak Continuum of Care and will

help implement its long-term strategic plan. To aid our community in building a durable system of places and programs to serve people in need, in 2017 CDD will:

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

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

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

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

Program Specific Requirements

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

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

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

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

Other CDBG Requirements

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

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

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

Not applicable.

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

Prior to program year 2016, CDD applied resale provisions to home ownership programs assisted with HOME funds. The resale provision was included in the Deed of Trust recorded for each property transaction. CDD recently completed a thorough review of all of its prior year investments in order to update its loan database, and to review affordability periods, inspection procedures, and underwriting criteria for low- to moderate-income homebuyers. As properties have changed hands, CDD has worked with its subrecipients to preserve existing affordable housing by ensuring resale provisions and affordability periods consistent with HOME program regulations remain in effect.

CDD did not offer a homebuyer program in 2016 and has no plans to implement one in 2017. CDD is using the interim to review prior year homebuyer programs as well as the CHDO certifications of multiple prior year subrecipients. If and when CDD decides to implement a homebuyer program using HOME funds, CDD will develop and provide a description of either the resale or recapture provisions that would be in effect.

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

In order to ensure that housing rehabilitated with HOME funds remains modest and non-luxury, CDD references data from the FHA single family mortgage program for existing housing. For program year 2017, the median sales price of a single family home in the Colorado Springs MSA is \$248,000. 95% of this figure results in a maximum after-rehab value of \$235,604.

In order to determine that the after-rehab value will not be exceeded, CDD will use the El Paso County Assessor's office website to establish the current market value for each property proposed for rehab. Because the Division's housing rehab programs address key health and safety issues directly related to habitability, the current market value and the after-rehab value will be considered the same.

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

Not applicable.

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

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

CDD is currently updating the written standards for providing ESG assistance. A copy of the current standards is attached.

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

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

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

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

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

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

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

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

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

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

- 5. Describe performance standards for evaluating ESG.**

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