HOMELESSNESS: LOCAL SOLUTIONS TO A NATIONAL CRISIS

MAY 19, 2020
3-5 PM
Welcome!

Thank you for joining today’s webinar, “Homelessness: Local Solutions to a National Crisis”
Today’s Agenda

3-3:10 pm: Welcome from ULI Colorado

3:10-3:30 pm: Virtual tour of Attention Homes (1440 Pine St., Boulder) by CEO Chris Nelson

3:30-4:30 pm: Panel presentations

- Moderator: Shannon Cox Baker, Principal, SCB Consulting
- Kurt Firnhaber, Housing & Human Services Director, City of Boulder
- Greg Harms, CEO, Boulder Shelter for the Homeless
- Laura Sheinbaum, Director of Real Estate Development, Boulder Housing Partners
- Mark Solomon, Founder, Veterans Community Project and Kevin Mulshine, Partner, HMS Development
- Nate Richmond, President/CEO, BlueLine Development

4:30-5 pm: Q&A

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Upcoming Programs

More information and registration available at colorado.uli.org/events.

- May 20 – June 19: Virtual Spring Meeting
- June 4, 8-9am: New Member Coffee
- **June 4, 3-5pm: Affordable and Attainable Housing in Colorado Springs**
- June 11, 3-4pm: Armchair Tour of the Karcher project with Brinkmann Construction
- June 18, 4-5pm: WLI Leadership Connection with Andrea Fulton of the Denver Art Museum

Professional Development Programs (colorado.uli.org/get-involved/professional-development-programs):
- Real Estate Diversity Initiative (for women and people of color): Applications due 5/29
- Development 360 (for ULI members under 35 years old): Applications due 6/19
Virtual Tour of Attention Homes

Led by Chris Nelson, CEO, Attention Homes
WHATEVER
JUST WASH YOUR HANDS
RESTROOM
We Love You, Attention Homes!
Happy Easter, Love Your Neighbors
Dear [Name],

Welcome to the neighborhood! I hope you enjoy your time here.

I have been thinking about starting a neighborhood library. If you have any books you are no longer using, please let me know. I would be happy to help organize and run it.

Let me know if you have any other ideas or suggestions. Thank you for being a part of our community.

Sincerely,
[Your Name]
Panel on Local Solutions to the National Homelessness Crisis
Meet Our Panelists

Moderator: Shannon Cox Baker, Principal, SCB Consulting

Kevin Mulshine, Partner, HMS Development

Mark Solomon, Founder, Veterans Community Project

Greg Harms, CEO, Boulder Shelter for the Homeless

Laura Sheinbaum, Director of Real Estate Development, Boulder Housing Partners

Nate Richmond, President/CEO, BlueLine Development
Shannon Cox Baker
Principal
SCB Consulting

AN AFFORDABLE HOUSING DEVELOPMENT CONSULTANCY
COVID-19 ANNOUNCEMENT
Yaareeh shi Ke doo shi Dine'
Taasbga'ai Remember:

+ WASH HANDS
  for at least 20 seconds & often.

+ BE SAFE in public,
  stay at least 6 feet apart

+ STAY HOME
  New curfew on Navajo Nation between 8pm - 5am

+ WEAR A MASK
Populations at Risk of Homelessness over Time, 2007-2018

- Severe Housing Cost Burdened Living in Poverty
- Doubled Up and Living in Poverty

<table>
<thead>
<tr>
<th>Year</th>
<th>Severe Housing Cost Burdened Living in Poverty</th>
<th>Doubled Up and Living in Poverty</th>
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<td>2008</td>
<td>3,546,184</td>
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<td>2014</td>
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<tr>
<td>2016</td>
<td>3,963,692</td>
<td>3,546,184</td>
</tr>
<tr>
<td>2018</td>
<td>3,546,184</td>
<td>6,464,652</td>
</tr>
</tbody>
</table>
The Cost = $30,000-50,000 per person per year
Kurt Firnhaber
Director of Housing & Human Services,
City of Boulder
Strategic Development

• Situation Prior to Strategy Development
  • Fragmented, disconnected service delivery
  • Emphasis on sheltering and emergency responses
  • People cycled through available services with little long-term solutions

• Nov. 2016: convened community working group, facilitated by Corporation for Supportive Housing (CSH)

• Goals
  • Align the overall system with the Housing First approach
  • Take an outcomes orientation to system management and adopt evidence-based practices
  • Prioritize resources for Boulder County community members and for the most vulnerable
  • Focus investment on housing solutions
Evidence from Prior Sheltering Experience

Historical Trends in BOHO Capacity and Shelter Turnaways
Boulder Homeless Strategy

- Developed in 2017
- Use data for policy decisions
  - Reallocated funding from sheltering programs to housing
  - Made changes to program eligibility criteria
- Keep Families Housed program
  - Partnership with EFAA
  - Rental assistance and supports
- Created Homeless Solutions for Boulder County (HSBC)
  - Collaboration between Boulder, Longmont, and Boulder County
Boulder Homeless Strategy

- Expand Pathways to Permanent Housing and Retention
- Support Access to Public Information
- Support Access to a Continuum of Basic Services
- Create Safe and Welcoming Public Spaces
- Support Best Practices and Data-Driven Results
- Expand Access to Programs to Reduce or Prevent Homelessness
HSBC Structure

• Housing First Philosophy
• Includes housing authorities and partner nonprofits
• Serves adult individuals
Service Models

Coordinated Entry
- Centralized entry point for system
- Referral for appropriate service
- Data collection
- Utilized by 1,774 people in 2019

Diversion
- Targeted, quick resolution
- Goal to keep newly homeless out of shelter system
- Most common resolution = reunification
- Newest program - began 2/2

Navigation
- Case management and targeted, short term sheltering
- Designed for people with fewer barriers to housing.
- Creative housing solutions

Housing Focused Shelter
- Sheltering and case management for chronically homeless
- Most common intervention – Permanent Supportive Housing
Coordinated Entry (CE) Client Flow

1. In Boulder County for six months or more? (Yes/No)
   - No: Diversion Services
   - Yes: Can this person be Diverted? (Yes/No)
     - No: Disability? (Yes/No)
       - No: Navigation
       - Yes: Housing Focused Shelter
     - Yes: Severe Weather Shelter
Connection to Housing

• Homeless Outreach Team
  • Non-enforcement Police officers
  • Engage with and connect people experiencing homelessness with services and housing

• Municipal Court Homeless Navigator
  • Focused on matching high justice system(utilizers) with housing resources

• Housing is goal of all outreach efforts

• Focused HSBC effort
  • Housing Exit Strategic Plan exceeded goal of 200+ housing opportunities

• Expanded city-funded PSH vouchers over past three years
  • 2018: 12 vouchers available
  • 2019: 30 vouchers available
  • 2020: 48 vouchers available
Permanent Supportive Housing System

- PSH is key factor in housing the most vulnerable
- Currently investigating enhancements to housing portfolio. Options include:
  - Rapid Re-housing as bridge housing to PSH
  - Treatment-based housing for meth addicted persons
  - Master Lease pilot project

Continuum of Care HUD Vouchers
- Clients chosen through One Home system (primarily unsheltered and tri-morbid)

Locally Funded Vouchers
- Can target specific needs/sub-populations

Housing Authority Set-Aside Vouchers
- 20% of HCV vacancies set aside for PSH
- Case management leveraged from grant through SAMHSA

CO Dept. of Housing Vouchers
- Usually tied to LIHTC properties or through Mental Health Partners

Creation of New Units
- Local goal = 15% of all housing development will be permanently affordable.
- AH developments include a set aside for PSH.

- **393** Housing
- **249** Reunified Outside Boulder County
- **46** Reunified Inside Boulder County
- **97** Long-term Programming
- **31** Treatment Facility
Greg Harms
Chief Executive Officer,
Boulder Shelter for the Homeless
Shelter Mission

To create avenues to stable housing for our community's homeless adults, from a foundation of supportive and safe shelter.
Boulder Shelter, 38 Years of Service

• Serving adults experiencing homelessness in Boulder County since 1982
• Community-based, 501c3 nonprofit
• Serving men, women and non-binary adults
• Services for the most vulnerable with ties to Boulder County
• Over half of our clients are over the age of 45
• 60% self-identified as having a disability
Karen's Story

• Karen is a highly intelligent, but also highly paranoid Shelter resident
• She thinks everyone is out to get her, including Shelter staff
• She has been using Shelter services for years
• We have been working to get her housing, but she is very suspicious, and resources are limited
• A congregate living facility like the Shelter is not a great place for Karen. She needs a place of her own.
Shelter Programs

• Temporary Shelter facility in Boulder
  • 160-bed capacity, open 365 days/year
  • Meals, showers, laundry
  • Team of 25 staff giving daily support
  • Team of four working to get people into housing

• Permanent Supportive Housing Program
  • Currently support 100 formerly homeless residents
  • Team of seven supporting those in supportive housing
2019, a Milestone Year...

119 CLIENTS transitioned into a stable place to call HOME
Housing Exits

119 Homes

- Skilled Nursing Facility
- Walnut Place
- Mental Health Partners
- Misc Housing Authorities
- The Suites
- Self-Reported Solution
- The Inn Between
- Veterans Assistance
- Market Rate
- Reunification
- Rapid Re-Housing
- Housing Choice Voucher
- Non-Elderly, Disabled Voucher
- Permanent Supportive Housing

Number of Clients
Permanent Supportive Housing

• The PSH three-legged stool
  • An asset
  • A rent subsidy
  • Case management support
## Permanent Supportive Housing Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Scattered (22)</th>
<th>Lee Hill (31)</th>
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<tbody>
<tr>
<td>Housed at 6 months</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Housed at 2 years</td>
<td>68%</td>
<td>72%</td>
</tr>
<tr>
<td>Greater skill &amp; income</td>
<td>84%</td>
<td>84%</td>
</tr>
<tr>
<td>Greater self determination</td>
<td>97%</td>
<td>89%</td>
</tr>
</tbody>
</table>
COVID-19 Response

- Reduced maximum number of residents at Shelter
- Screening for CV-19 symptoms
- Isolating those with symptoms
- Moved the most vulnerable to hotel rooms
- Requiring masks, cleaning, distancing, etc.
- Serving only bagged meals
- Now, even more important to get people into housing
Laura Sheinbaum
Director of Real Estate Development, Boulder Housing Partners
Introduction to Boulder Housing Partners

✓ Housing Authority of the City of Boulder dba BHP
✓ Development and Property Management Company
✓ BHP owns in perpetuity
✓ 35 Apartment Communities in Boulder
✓ 1404 Individual Apartment Homes
✓ 1202 Housing Choice Vouchers
✓ Since 2017—Added 350 homes added to our portfolio with majority of those affordable to 30-60% AMI residents.
✓ In 2020--199 New Units Under Construction and 116 Units being renovated

BHP MISSION
To provide quality, affordable housing, inspire vibrant communities, and create the opportunity for change in people’s lives.
Tools BHP Employs to House the Homeless

1. Develop New Construction 100% Permanently Supportive Housing Projects such as Lee Hill

2. Develop New Construction Projects with Unit Set Aside for PSH Residents that includes service partners such as Boulder Shelter and Voucher Funding such as 030Pearl

3. Acquisition of Existing Properties with Set Aside of Units Dedicated to Housing the Homeless

4. Local Voucher Funding for residents existing homelessness
Case Study
Lee Hill PSH Project

• 31 one-bedroom units
• Opened in 2014
• Houses chronically homeless adults
• Developed in Partnership between
  • Boulder Housing Partners
  • The Boulder Shelter for the Homeless
• Part of Boulder County’s 10-Year Plan to address homelessness
• Located across street from BHP and adjacent to the Shelter in North Boulder
Lee Hill Financing—9% LIHTC

Sources
- City of Boulder $1,801,000
- Boulder County Funds $832,150
- CDOH Home Funds $465,000
- GP Notes (RHFF & FNMAE) $625,000
- Equity (Construction Loan) $2,038,000
- Equity (GP CC, LIHTC Balance, SOLAR, DEV FEE) $1,852,850
  - Subtotal $7,614,000

Uses
- Land & Buildings $885,045
- Site Work $579,484
- Rehab. & New Construction $3,815,603
- Professional Fees $490,086
- Construction Interim Costs $779,809
- Soft Costs $172,973
- Syndication Costs $10,000
- Developer Fees $590,000
- Project Reserves $291,000
  - Subtotal $7,614,000
## Lee Hill Operating Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Rental Income (PBVs)</td>
<td>$335,377</td>
</tr>
<tr>
<td>Maintenance</td>
<td>($62,030)</td>
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<tr>
<td>Utilities</td>
<td>($45,783)</td>
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<tr>
<td>Salaries</td>
<td>($37,341)</td>
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<td>Administration</td>
<td>($36,316)</td>
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<td>Insurance</td>
<td>($19,388)</td>
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<tr>
<td><strong>“Surplus Operating Funds”</strong></td>
<td><strong>$134,519</strong></td>
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<tr>
<td>Case Management &amp; Admin</td>
<td>($127,153)</td>
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<td>24/7 Staffing</td>
<td>($154,350)</td>
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<td><strong>Gap</strong></td>
<td><strong>($146,984)</strong></td>
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<tr>
<td>Continuum of Care Funds</td>
<td>$165,724</td>
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<tr>
<td>Surplus (1.05 ECR)</td>
<td>$18,740</td>
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Lee Hill Design Elements

- 24-hour front desk
- Indoor and Outdoor Community space for residents
- Community Gardens
- Locked and covered bike parking
- Outdoor community space protected from street view
- Furnished apartments
- Public Art
- Resident Computer Lab
- Office space for BHP and BSH Staff
Lee Hill Property and Case Management

✓ BHP and BSH work hand in hand to manage Lee Hill
✓ BHP provides property management and Shelter provides on-going services and referrals for tenancy
✓ Important to have strong partners in each role
✓ Good Neighbor Operating Agreement helps to manage expectations with the community
✓ Has resulted in stable housing for homeless residents, better health care, no police intervention, no neighbor complaints
Lee Hill Results and Lessons Learned

- Expect neighbor opposition to PSH projects
- Use small meetings, not big coalition first
- Establish relationships with elected officials early and often
- Reach out early
- Use Fair Housing laws if needed
- Offer some control to neighbors
- Patience and persistence
- Pick a good partner; align your outreach values
- Provide forum for neighborhood input
- Communicate successes annually
VETERANS COMMUNITY PROJECT
the problem.
37,878 Homeless Veterans were counted on a single night in January 2018.
40% of homeless Veterans live in places not suitable for human habitation.

1.5 M Veterans live in poverty.
Veterans die by suicide, every day, on their home battlefield
We offer innovative solutions designed to end Veteran homelessness. From providing housing to offering walk-in support services, we refuse to let any Veteran fall through the cracks.
Support every man and woman who took the oath to defend our country.
Increase in number of residents with income stability from Jan - Dec 2019:

- 36% → 93%

Residents participating in financial and job training programs:

- 100%

Residents successfully transitioned to permanent housing:

- 65%
Homeless camps mapped and visited throughout Kansas City

Hygiene kits distributed in 2019

Meal kits distributed in 2019

Free bus rides
OUR PLAN

End veteran homelessness everywhere.
Number of cities Veterans Community Project will serve by 2022.
VCP Village's 2-acre site is approximately 13 miles northeast of Boulder and is part of a larger development that will feature single-family homes, townhomes and condos ranging from $350,000 to $900,000.
Compassion is an Amenity

• Background
  • 2018: The city of Longmont, CO passed a comprehensive Inclusionary Housing Ordinance
    • 12% of all new residential units must be “affordable residential units”
    • Or builders may make “payment in lieu” equal to $7.90/sqft of market rate
    • Ordinance included incentives for developers who provide housing to individuals with income less than 40% AMI
  
• 2018: Longmont also adopted the, “Envision Longmont Comprehensive Plan”
  • Provided increased density for projects close to urban centers
  • Provided flexibility in developing affordable housing within multiple zoning categories
  • Additional emphasis was provided by the Longmont City Counsel around housing for homeless Veterans
Compassion is an Amenity

- Entitlement Process with Veterans Community Project (VCP)
  - HMS partnered with VCP to provide transitional housing for homeless veterans in conjunction with a new development called, “Mountain Brook”
    - 64 acres
    - Approximately 457 housing units
    - Will be comprised of condos, townhouses and single-family homes
    - Estimate market pricing to be between $350,000 - $900,000

- Transitional housing for homeless Veterans
  - 26 “tiny” houses (240sqft – Single residence / 320sqft – Family residence)
  - 3000sqft “community center” to provide onsite, wrap-around services for housed vets
    - Hair cuts
    - Veterinary services for Veteran’s pets
    - Classrooms
Compassion is an Amenity

• Benefits
  • Expedited Review:
    • The 64 acres the make up the Mountain Brook project were annexed in March 2018
    • City of Longmont expedited the Preliminary Plat, Final Plat and Site Plan process enabling construction of on and off-site infrastructure to commence in the coming weeks
  • Planning Creativity:
    • The sub-parcel that is the VCP site was zoned as Mixed-Use Employment
    • Affordable multi-family is a secondary use within the Mixed-Use Employment
    • By using a single meter and a creative site plan, the VCP units are designated as multi-family thus avoiding the onerous restrictions on the construction market rate single family homes, including minimum lot sizes, parking etc.
Compassion is an Amenity

• Benefits (cont.)
  • Building Permit Process:
    • The City Staff is working with VCP to streamline the building permit process

• Economics:
  • The donation of land and infrastructure to VCP and Habitat to Humanity is appraised at approximately $3 million
  • The financial benefit of the expedited review and application of PIL credits provided a net financial benefit
  • The community compassion and volunteer opportunities on-site will provide a unique amenity
Help our Veterans come home.
Apsaalooke Warrior Apartments
Crow Agency, MT

• 15 Units of Supportive Housing for Homeless Veterans
• Total Project Cost: $3,200,000

• Funding Sources:
  • Low Income Housing Tax Credits – MBOH
  • Affordable Housing Program Grant – FHLB
  • NAHASDA - AHA
St. Francis Apartments at Cathedral Square
Denver, CO

• 49 Units of Permanent Supportive Housing
• 1 Manager’s Unit
• Total Project Cost: $11,800,000
• Funding Sources:
  • Low Income Housing Tax Credits-CHFA
  • Housing Development Grant-DOH
  • Housing Loan Fund- City of Denver
Arroyo Village Apartments
Denver, CO

• 35 Units of Permanent Supportive Housing
• 95 Units of Affordable Rental Housing
• 50 Bed Shelter for Homeless Women and Transgendered Individuals
• Total Project Cost: $31,900,000

• Funding Sources:
  • Low Income Housing Tax Credits - CHFA
  • Tax Exempt Bond – CHFA
  • Tax Exempt loan– Freddie Mac
  • Housing Development Grant- DOH
  • Interest Only Loan – City of Denver
Providence at the Heights
Aurora, CO

• 49 units of Permanent Supportive Housing
• 1 Family Re-unification Unit
• Total Project Cost: $14,300,000
• Funding Sources:
  • Low Income Housing Tax Credits – CHFA
  • Housing Development Grant – DOH
  • Subordinate Loan – National Equity Fund
Karis Apartments
Grand Junction, CO

• 34 Units of Permanent Supportive Housing
• Total Project Cost: $9,000,000
• Funding Sources:
  • Low Income Housing Tax Credits – CHFA
  • Housing Development Grant – DOH
  • Fee Waiver – City of Grand Junction
Espero Apartments
Durango, CO

• 40 Units of Permanent Supportive Housing
• Total Development Costs: $9,600,000

Funding Sources:
• Low Income Housing Tax Credits – CHFA
• Housing Development Grant - DOH
Please enter your questions in the “chat box” feature, and our panel will do their best to address them.

Thank you!
THANK YOU!

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We’re here to help!

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