



Urban Land
Institute

Colorado

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”

Audience will be
muted throughout
the session.



Submit questions
using the Q&A
function.



This is being recorded
and will be available
after the event.



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

Thank you to our Community Partner!

Our 2020 Annual Sponsors

Summit



Alpine



Montane



Foothills



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



Urban Land Institute Colorado







































LAUNDRY HOURS
OF OPERATION
7:00AM - 10:00PM
ONLY

LAUNDRY

Friendly
Reminder!!

Please remember to use the
laundry room for laundry only.
No other items are allowed.
Thank you!





WHATEVER
JUST WASH YOUR HANDS





















We Love You, Attention Homes!
Happy Easter, ♡ Your Neighbors











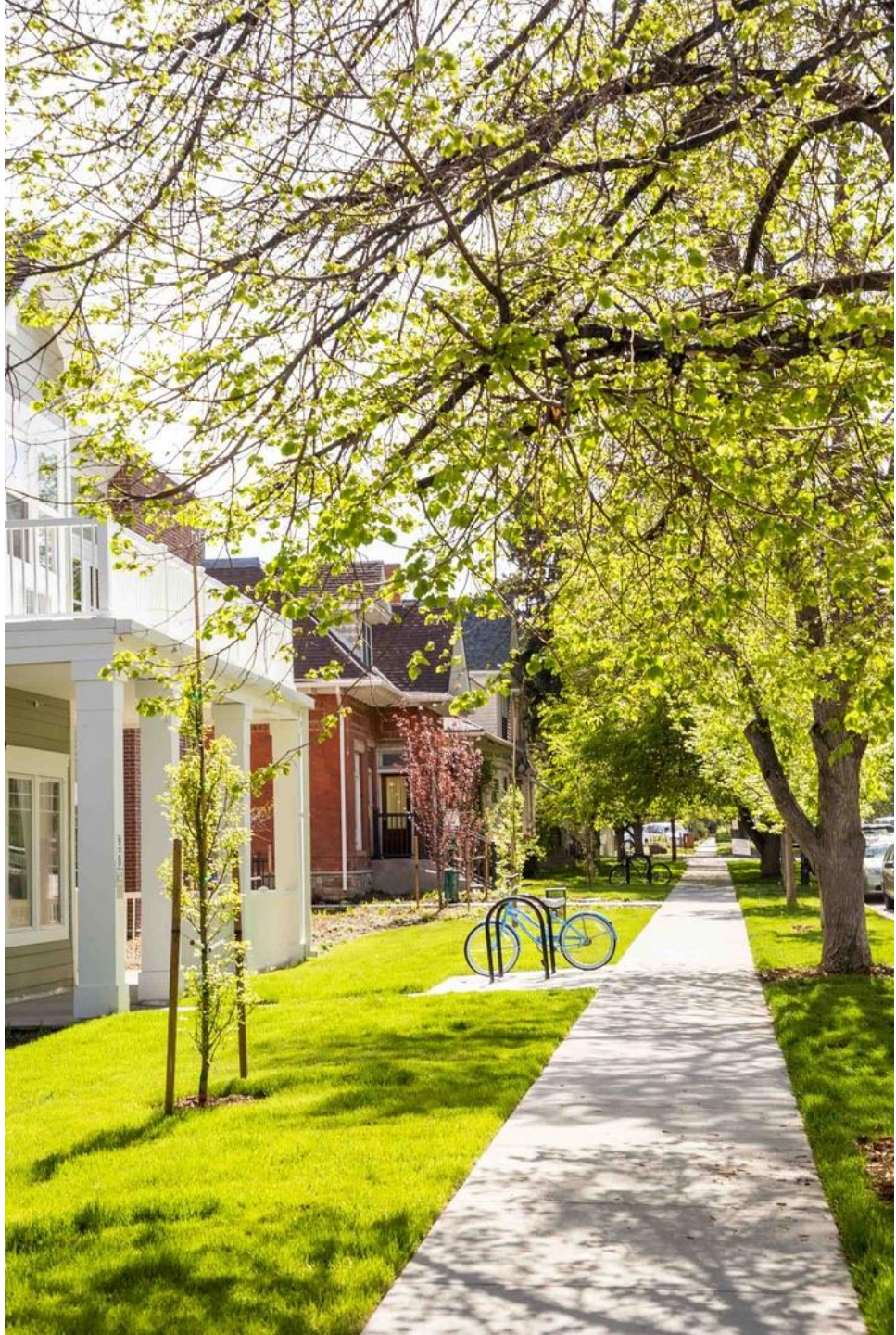






Dear Attention Homes Kids -
Welcome to the neighborhood!
I have been saving these books
which might be of interest -
especially if you have a little
library there. Please spare a little
health during this time of
coronavirus. We hope a couple
more rolls of paper towels will
help. Best wishes - Judy & David
neighborhood







Panel on Local Solutions to the National Homelessness Crisis

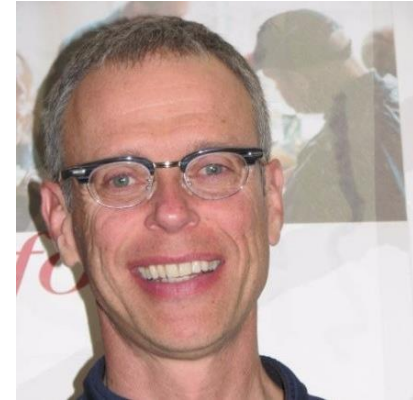
Meet Our Panelists



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



Kevin Mulshine, Partner,
HMS Development



Mark Solomon, Founder,
Veterans Community Project



Nate Richmond, President/CEO,
BlueLine Development



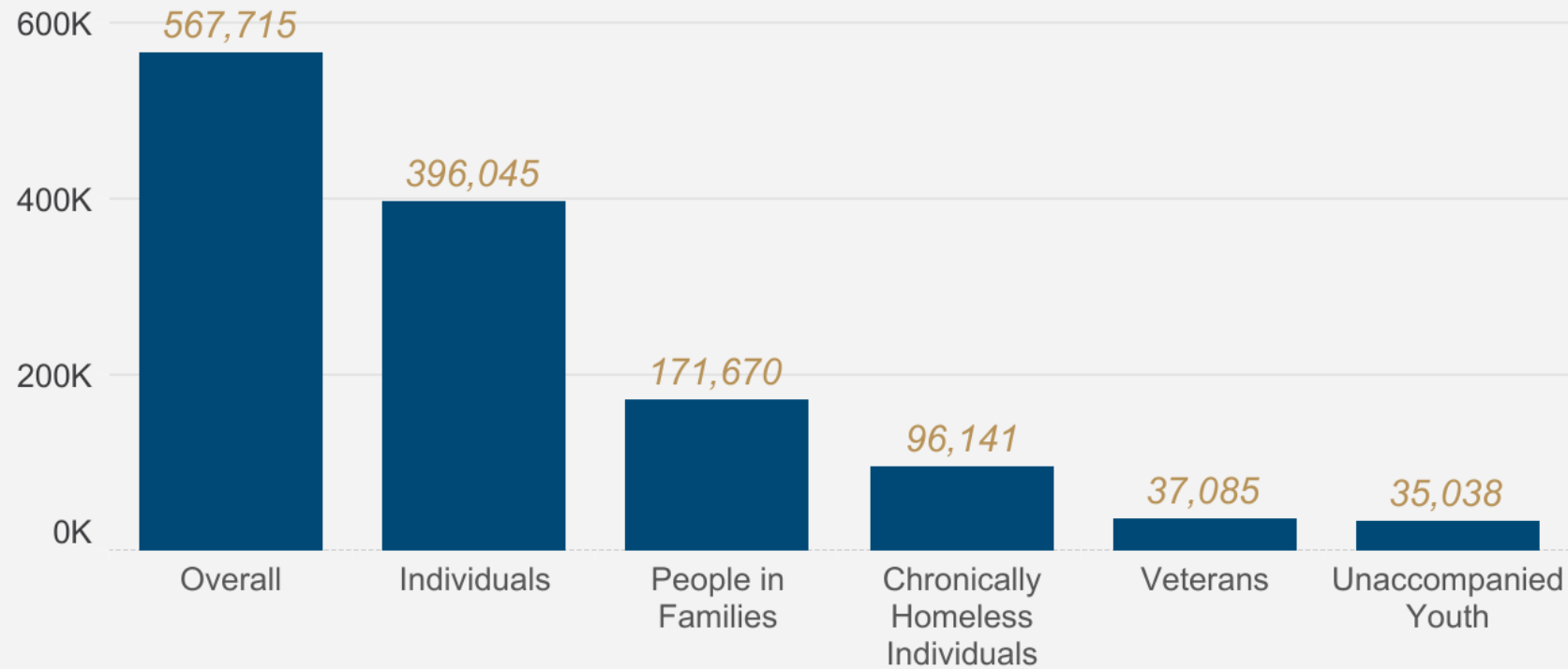
Shannon Cox Baker
Principal
SCB Consulting

AN AFFORDABLE HOUSING DEVELOPMENT CONSULTANCY



Total Number of People Experiencing Homelessness per Year by Type, 2007–2019

CHANGE YEAR
2019





COVID-19 ANNOUNCEMENT

Yáát'éełh shí Ké dóó shí Dínéé

Taásho'odí Remember:

+ WASH HANDS

for at least 20 seconds & often.

+ BE SAFE in public,

stay at least 6 feet apart

+ STAY HOME jini.

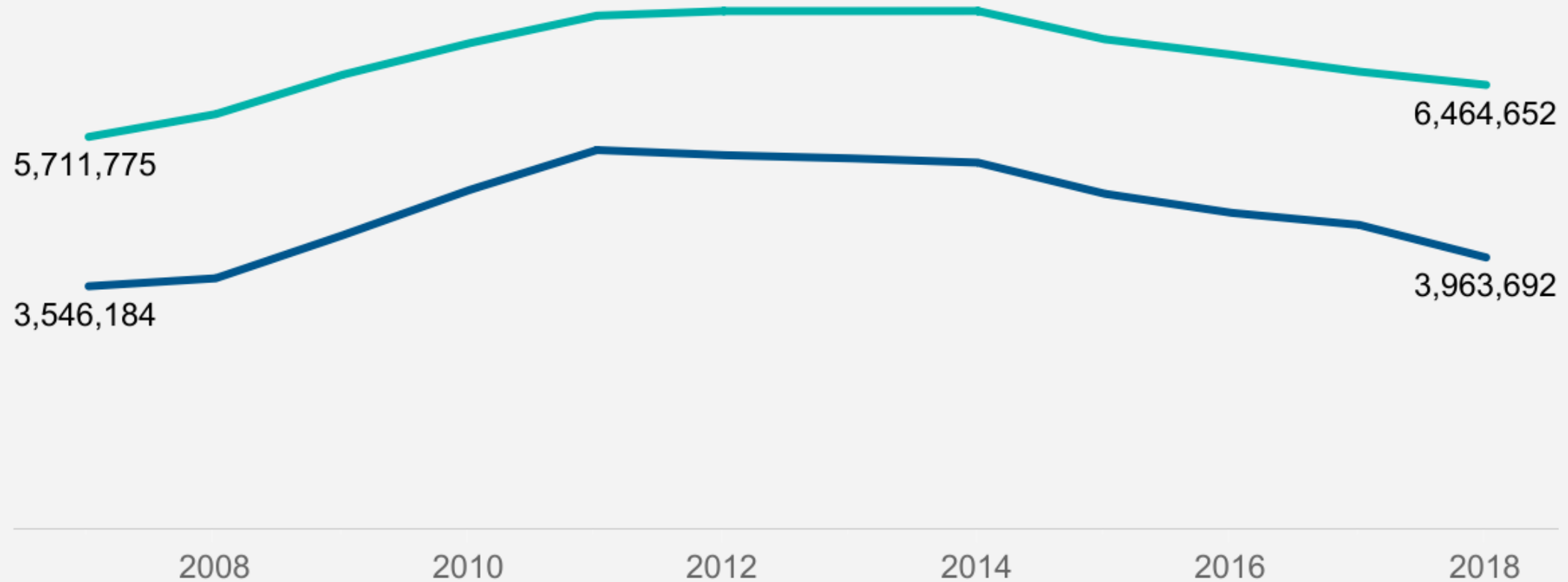
New curfew on Navajo Nation

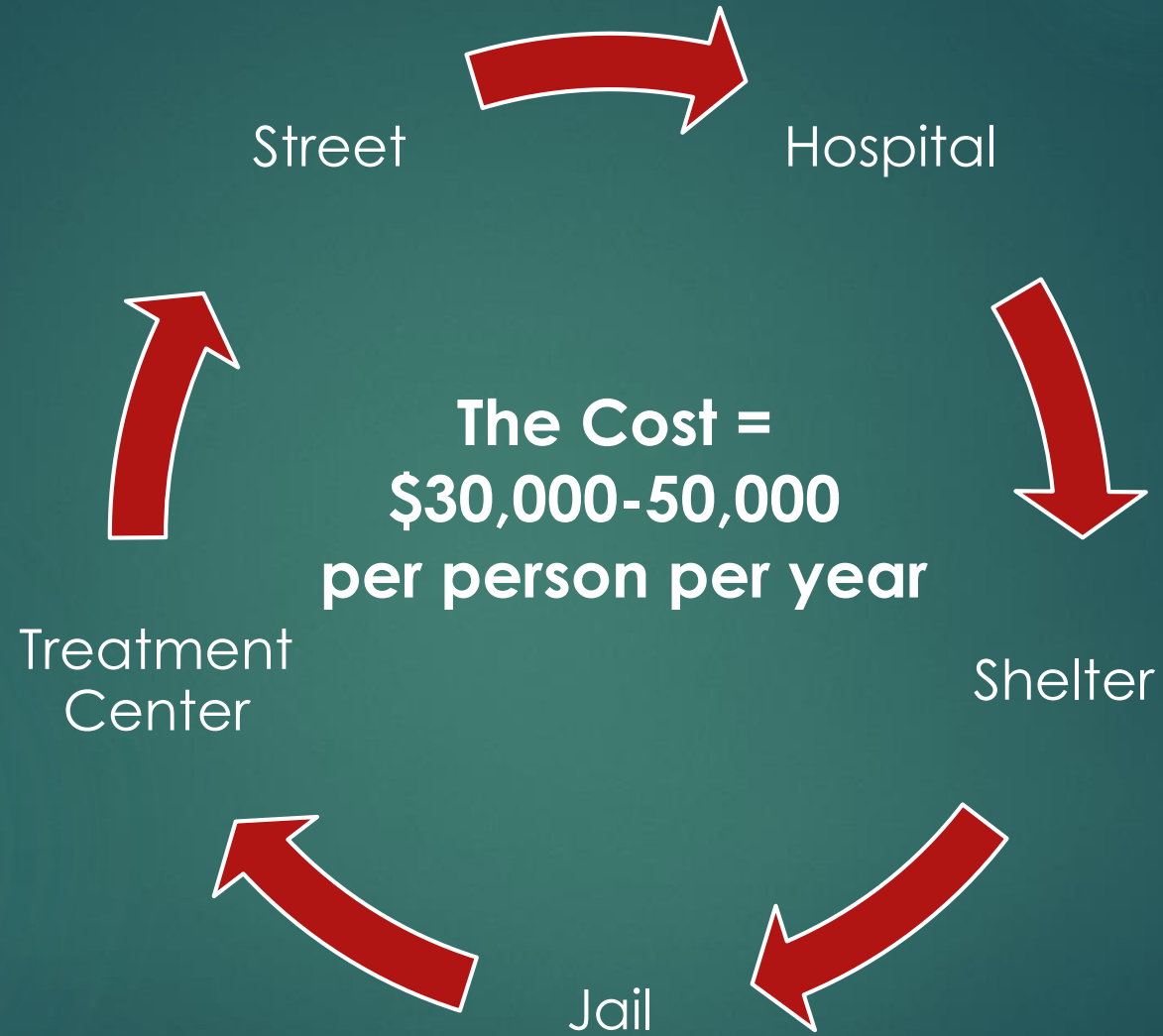
between **8pm - 5am**

+ WEAR A MASK

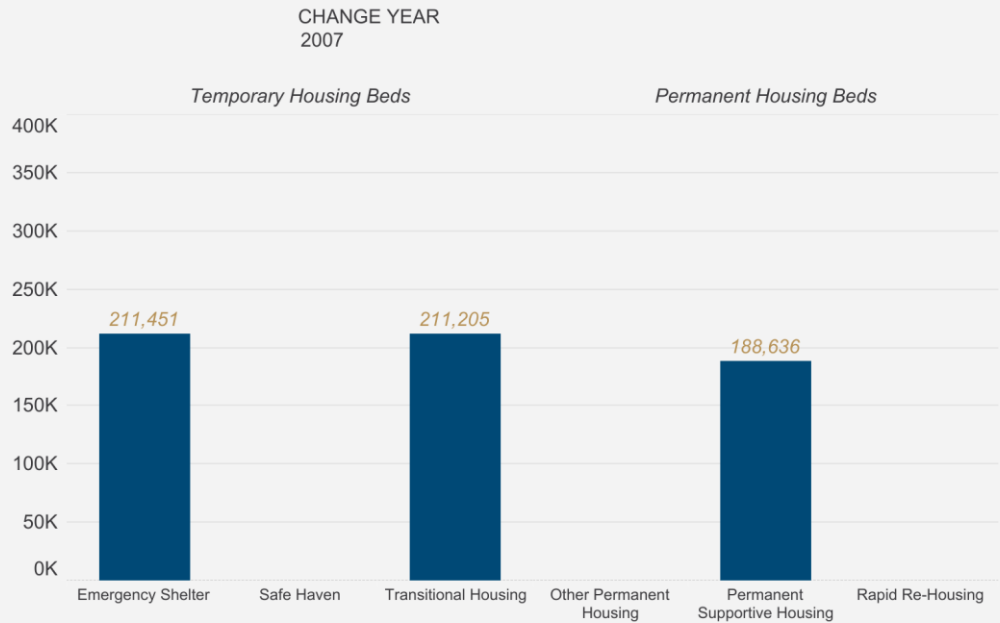
Populations at Risk of Homelessness over Time, 2007-2018

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

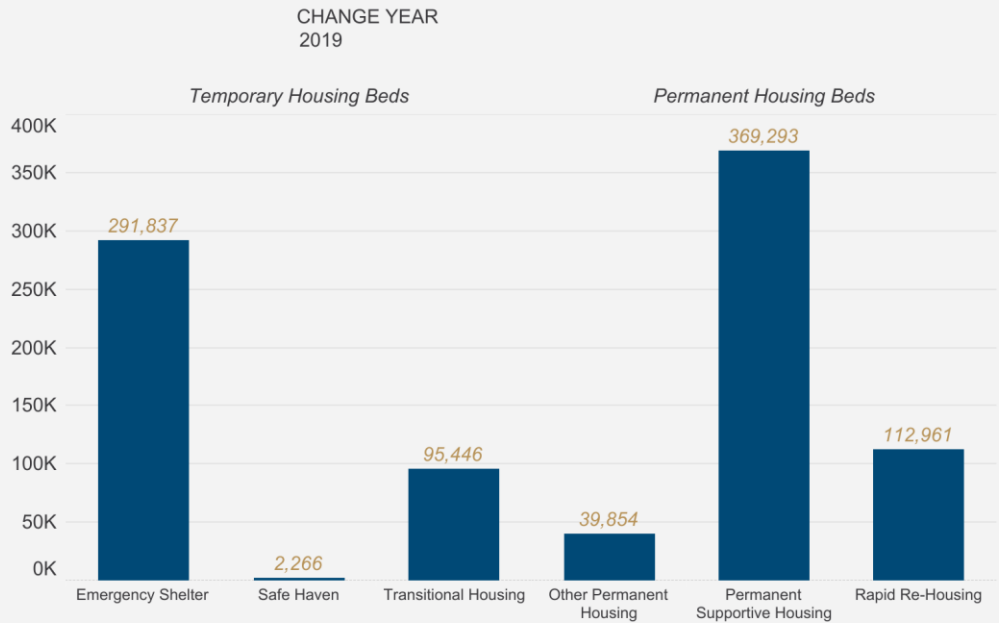




Homeless Assistance Bed Inventory Trends, 2007-2019



Homeless Assistance Bed Inventory Trends, 2007-2019





Kurt Firnhaber
Director of Housing & Human Services,
City of Boulder



Hope for the future, help when you need it.

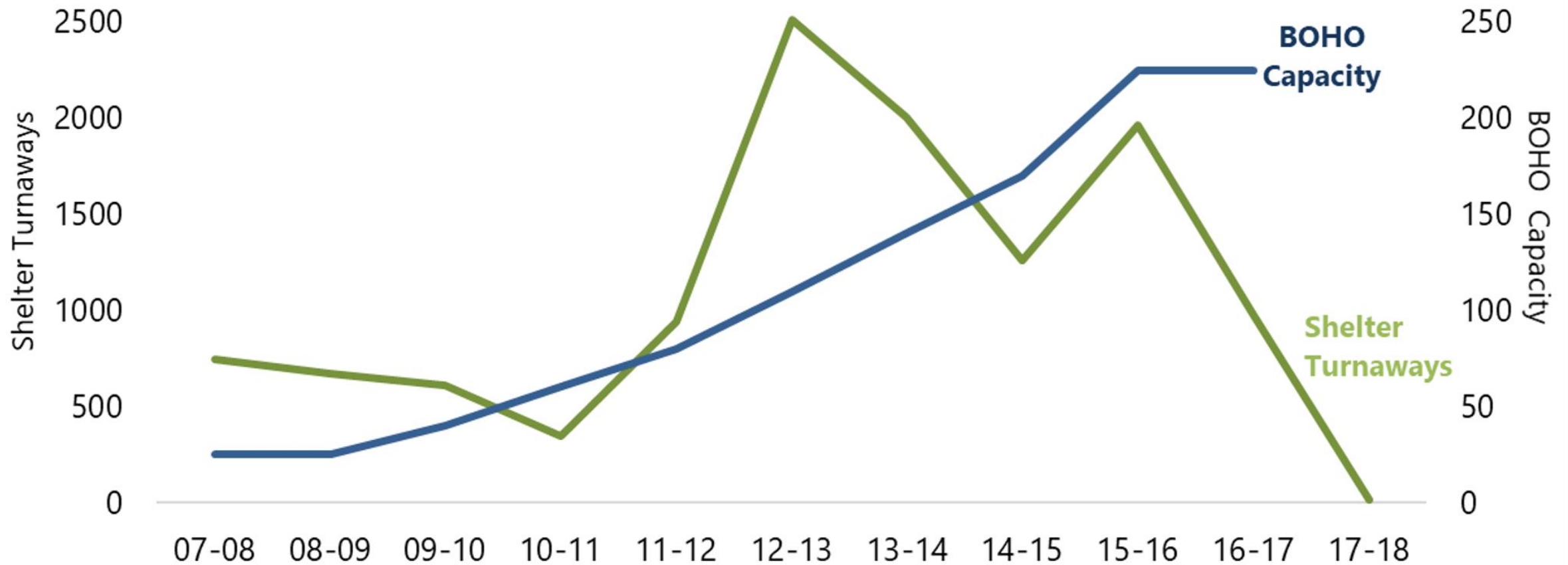
Strategy Development

- 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

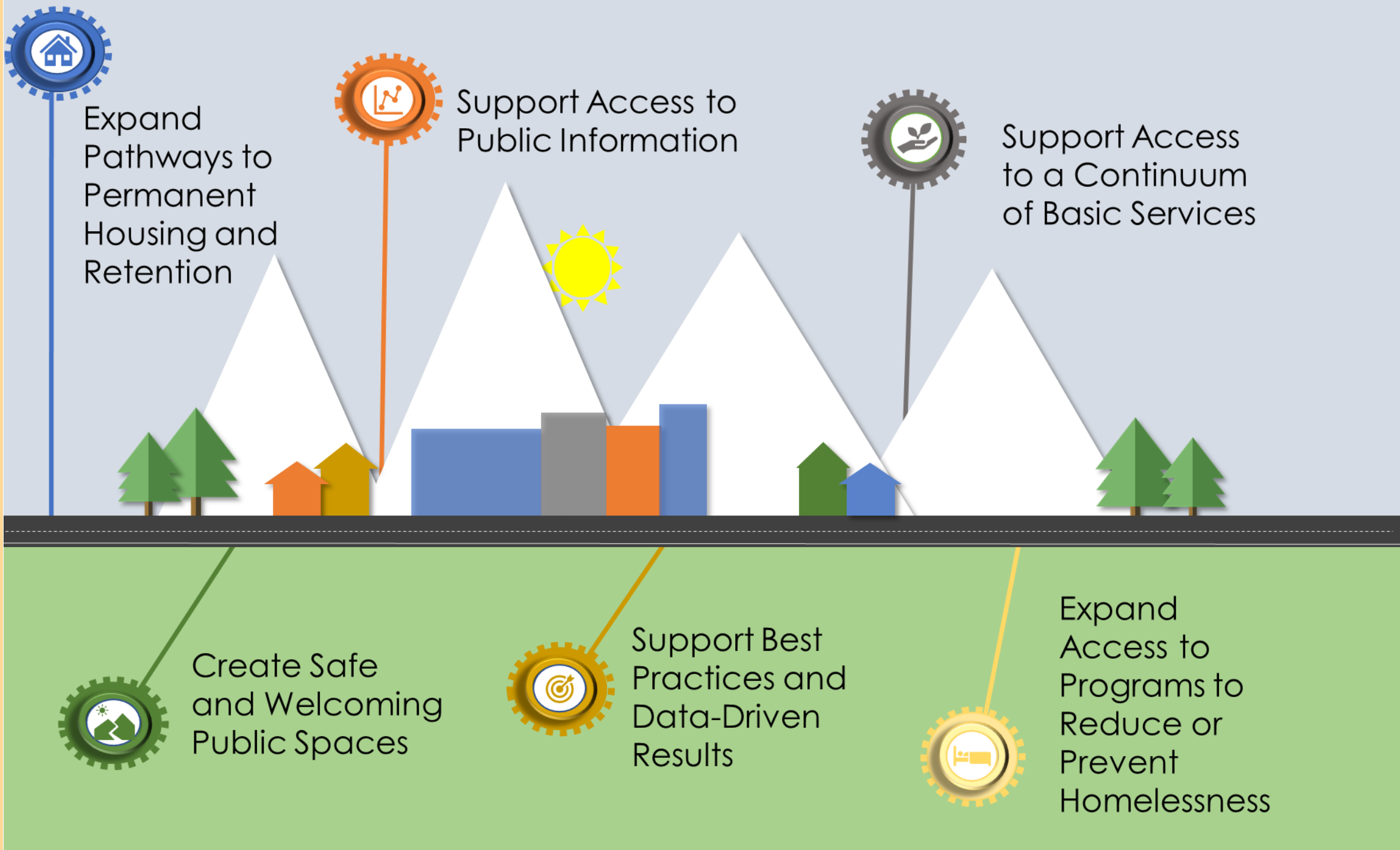


Boulder Homeless Strategy

- 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

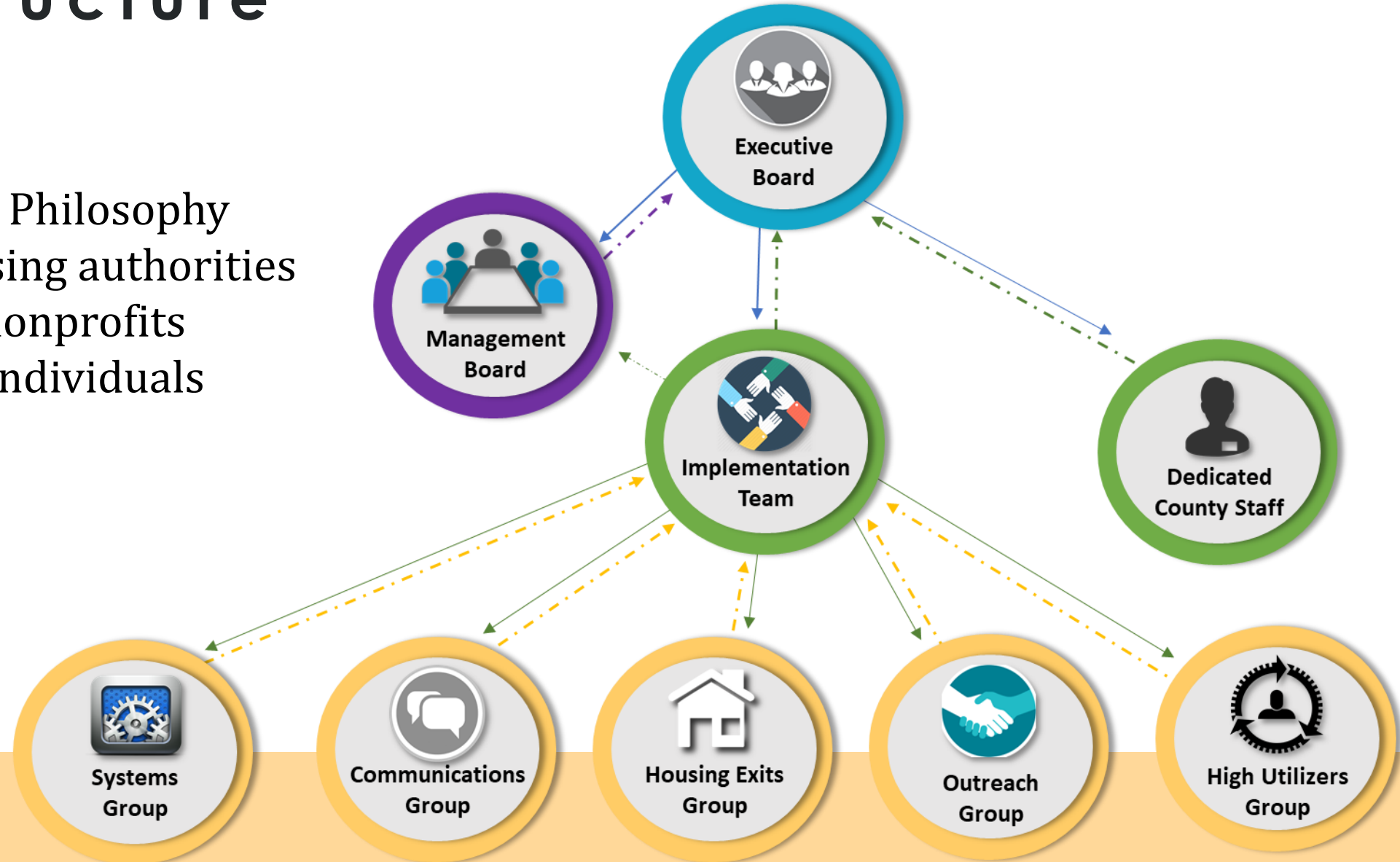


Boulder Homeless Strategy



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

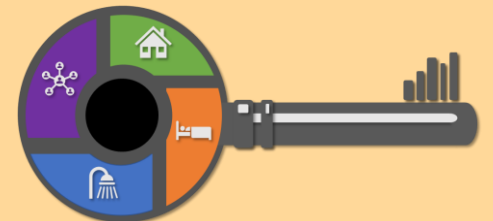
Navigation

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

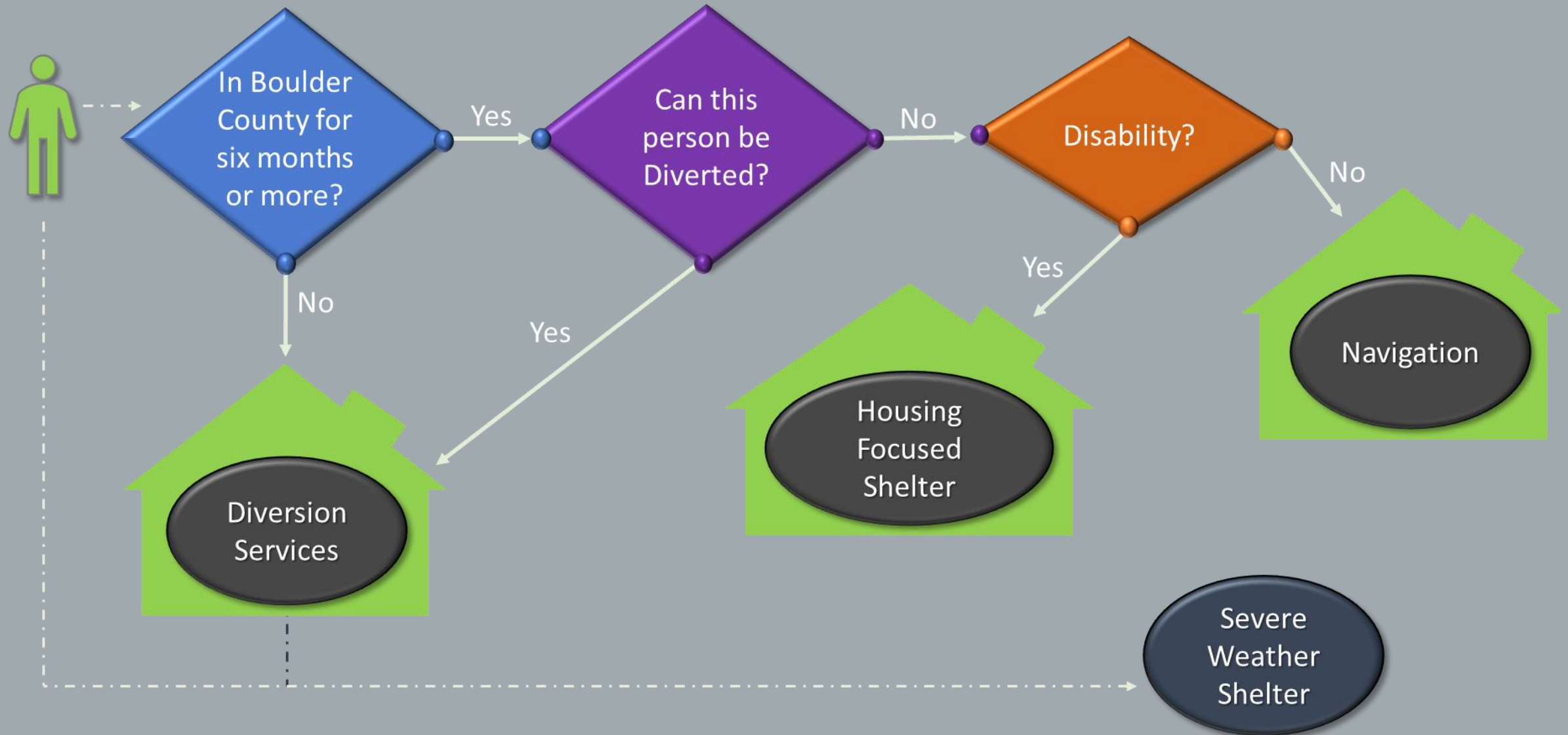


Housing Focused Shelter

- Sheltering and case management for chronically homeless
- Most common intervention – Permanent Supportive Housing



Coordinated Entry (CE) Client Flow

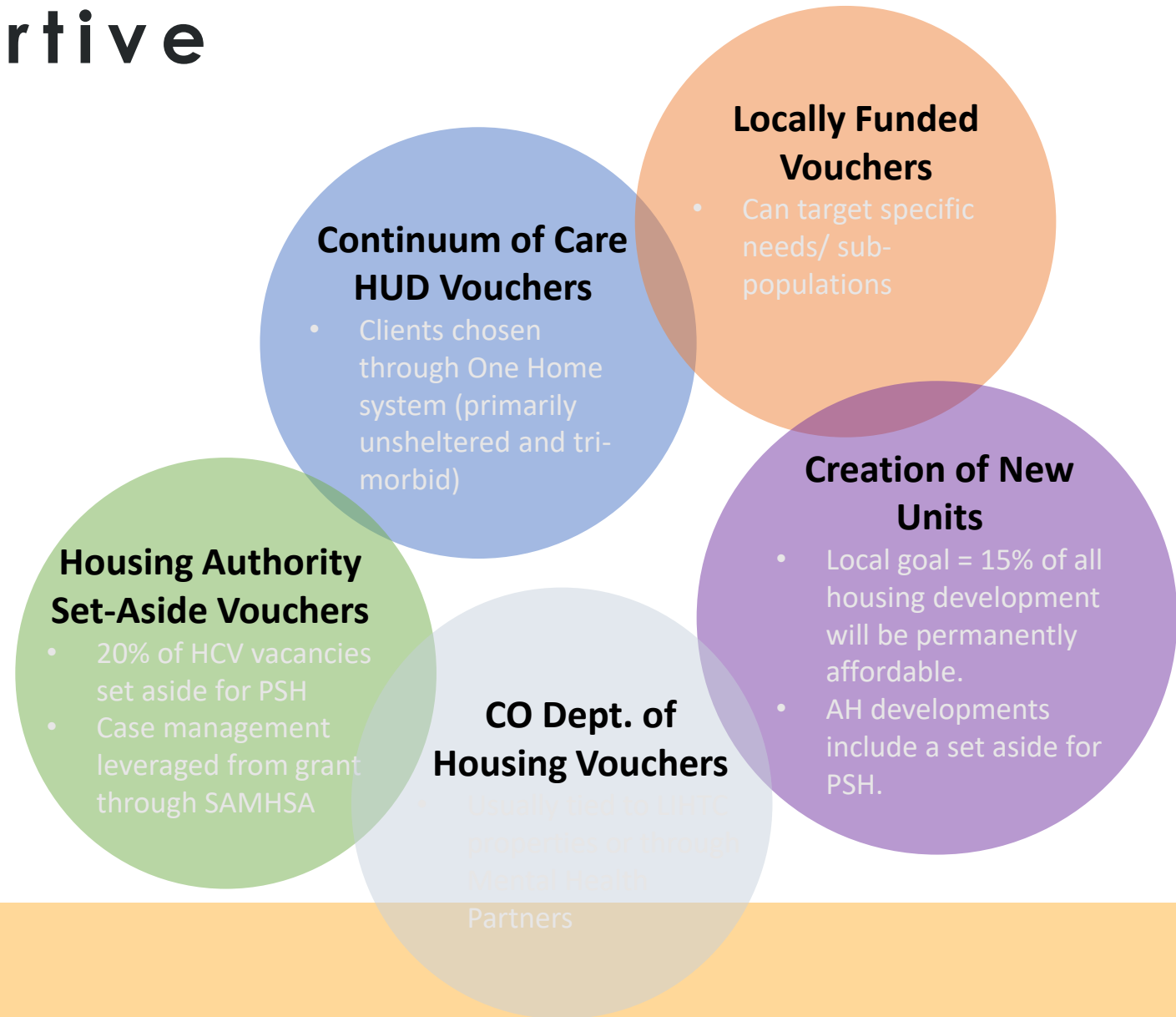


Connection to Housing

- 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



Exits from Homelessness (Oct. 2017-Jan. 2020)

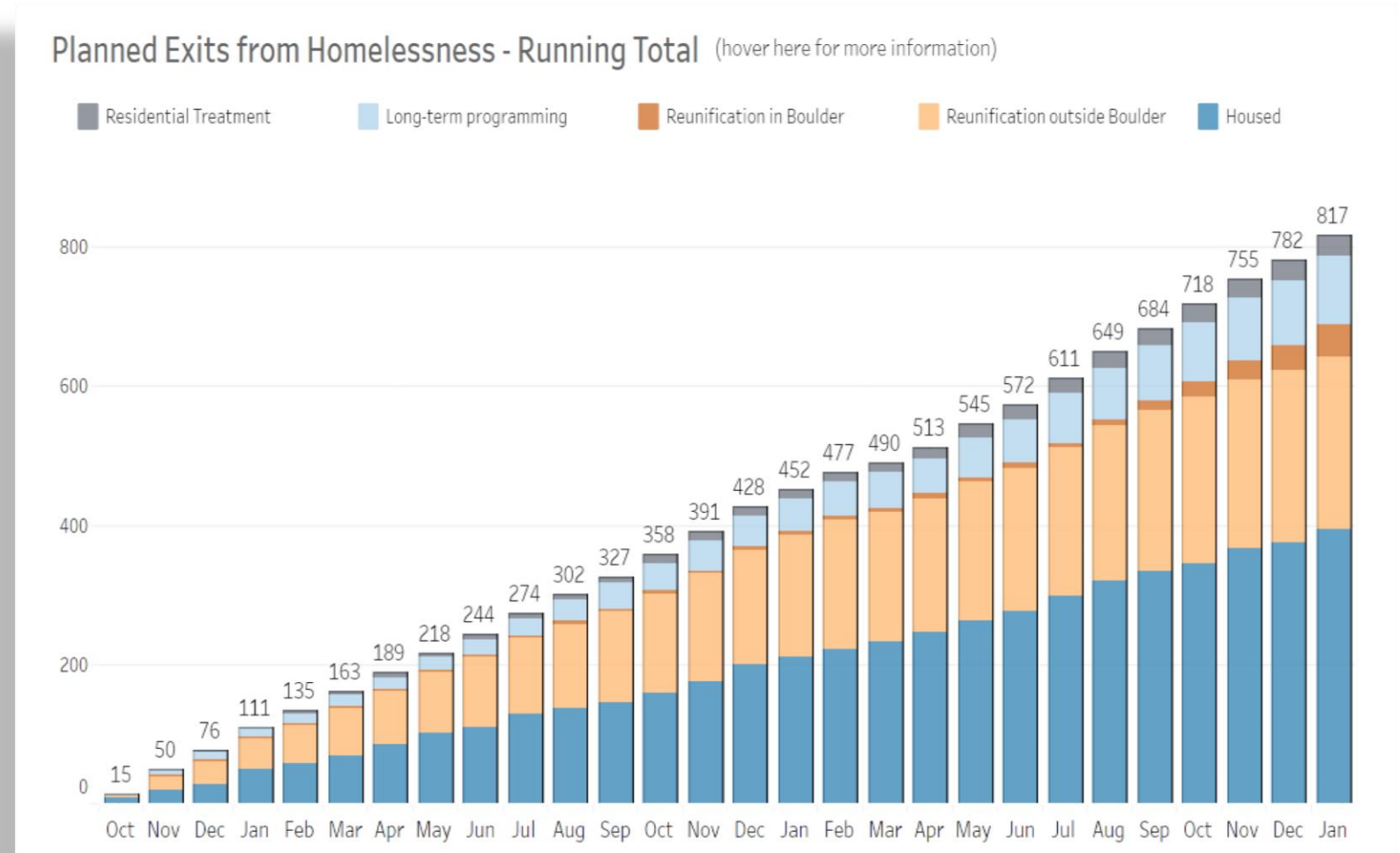
393 Housing

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

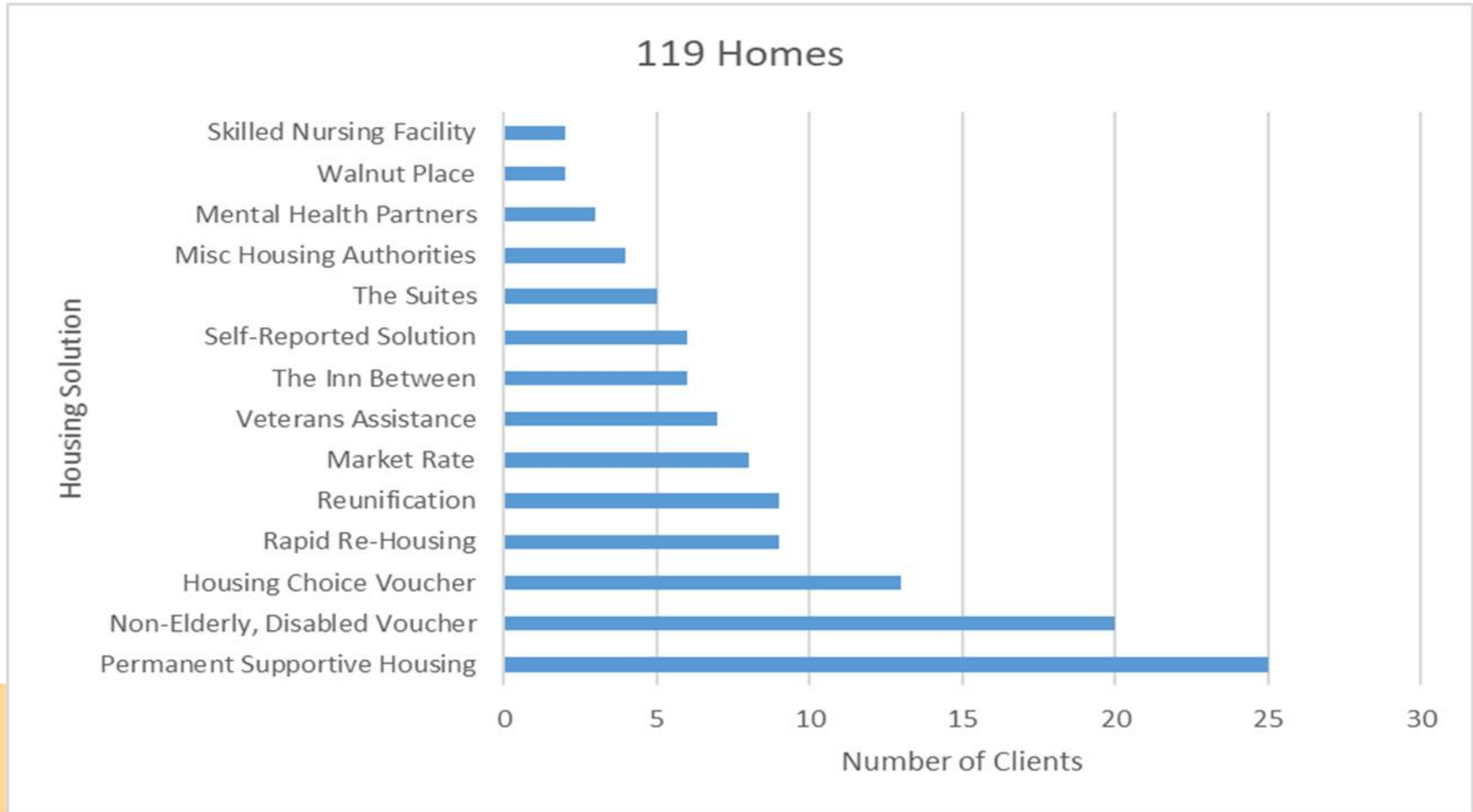


2019, a Milestone Year...

119 CLIENTS transitioned into a stable place to call **HOME**



Housing Exits



Permanent Supportive Housing

- The PSH three-legged stool
 - An asset
 - A rent subsidy
 - Case management support



1175 Lee Hill



Permanent Supportive Housing Outcomes

	Scattered (22)	Lee Hill (31)
Housed at 6 months	90%	88%
Housed at 2 years	68%	72%
Greater skill & income	84%	84%
Greater self determination	97%	89%

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

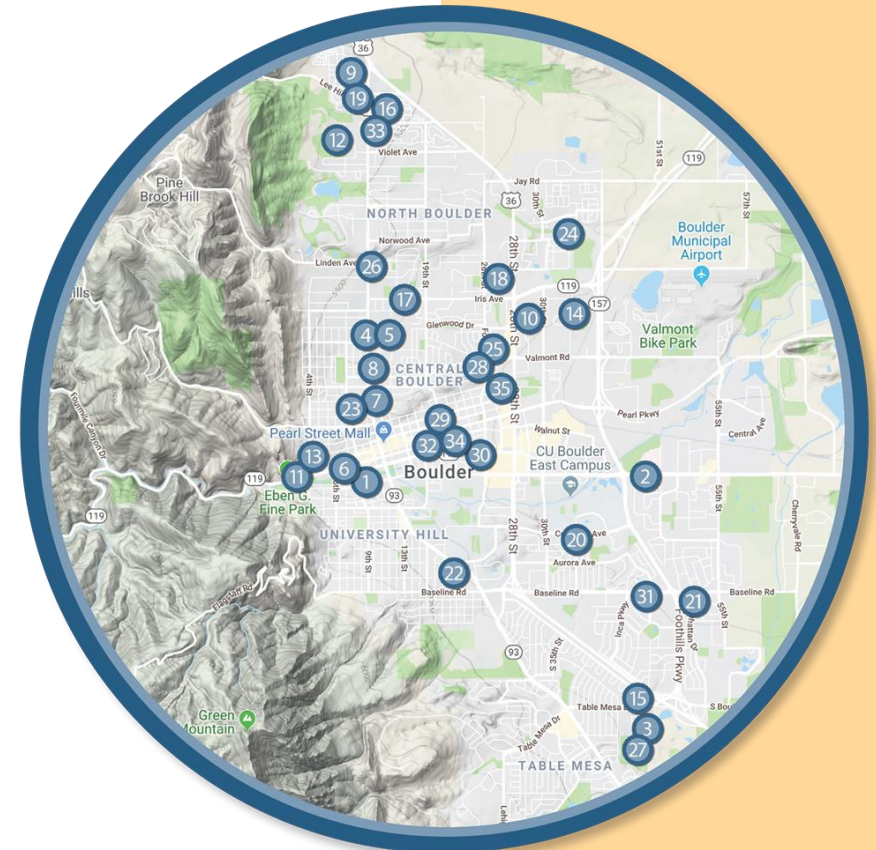


Introduction to Boulder Housing Partners

- ✓ 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



Lee Hill



Rendering
of 30Pearl



Twenty37



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	\$7,614,00

□ 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



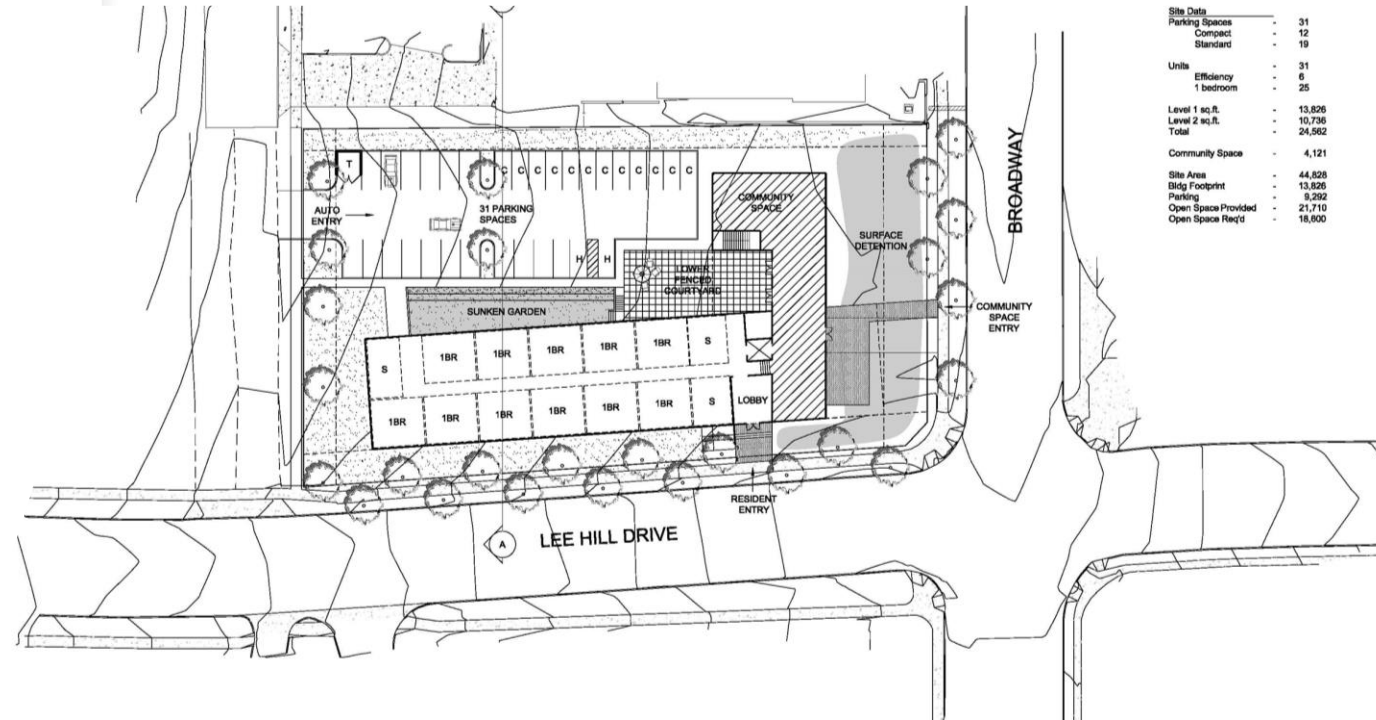
Lee Hill Operating Budget

Rental Income (PBVs)	\$335,377
Maintenance	(\$62,030)
Utilities	(\$45,783)
Salaries	(\$37,341)
Administration	(\$36,316)
Insurance	(\$19,388)
“Surplus Operating Funds”	\$134,519
Case Management & Admin	(\$127,153)
24/7 Staffing	(\$154,350)
Gap	(\$146,984)
Continuum of Care Funds	\$165,724
Surplus (1.05 ECR)	\$18,740



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 Design Elements

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

A yellow house icon with a white star inside, positioned between the words 'VETERANS' and 'COMMUNITY PROJECT'.

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

Veterans live in poverty

M





22

Veterans die by suicide, every day, on their home battlefield



our solution.

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.

- 1 Transitional Housing and Case Management
- 2 Outreach Center for any Veteran in Need
- 3 Connect Veterans and the community.



Support every man and woman who took the oath to defend our country.



VETERANS
COMMUNITY PROJECT



VETERANS
COMMUNITY PROJECT



VCP Village – Kansas City



36% → 93%

Increase in number of residents with income stability from Jan - Dec 2019

100%

Residents participating in financial and job training programs

65%

Residents successfully transitioned to permanent housing





VETE

8
8
2
5

OUTREACH CENTER





70 Homeless camps mapped and visited throughout Kansas City

808 Hygiene kits distributed in 2019

5,592 Meal kits distributed in 2019

2.3 M Free bus rides

OUR PLAN

End veteran homelessness everywhere.

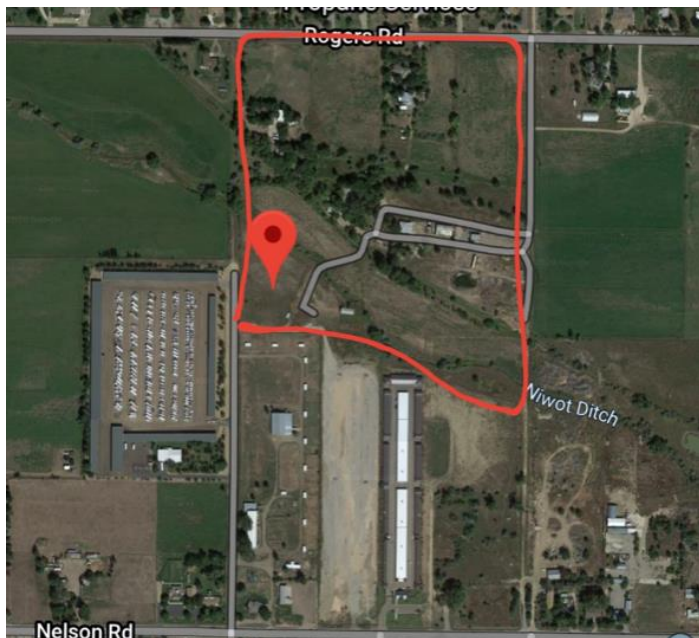


A large, bold yellow number 8 is positioned to the left of the text.

Number of cities Veterans Community
Project will serve by 2022.



Future Site of VCP Village – Longmont, CO



VCP Village

451 S. Anderson St



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.



LONGMONT VETERANS' VILLAGE

LONGMONT, COLORADO

CONCEPTUAL SITE PLAN

VETERANS
COMMUNITY PROJECT



Future Greenway

Future East-West Road

2

3

4

5

6

7

8

9

Administration/
Common Space

Detention/
Water Quality Area

20' 0' 10' 20' 40'
Scale in feet

ETM
England, Thims & Miller, Inc.
VISION • EXPERIENCE • RESULTS



VCP Village – Longmont



HMS Development

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 that 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

Mountain Brook Development



Longmont, Colorado

Help our Veterans come home.



VETERANS

COMMUNITY PROJECT

www.veteranscommunityproject.org

Nate Richmond

nate@bluelinedevelopment.com



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



KARIS APARTMENTS
GRAND JUNCTION, CO



SHOPWORKS
architecture

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



SOUTH ELEVATION

1/16" = 1'-0"



EAST ELEVATION

1/16" = 1'-0"

ESPERO APARTMENTS
1051 AVENIDA DEL SOL
DURANGO, COLORADO

**HOUSING
SOLUTIONS**
for the southwest

FCI
Constructors, Inc.

BLUELINE
DEVELOPMENT, INC.

shopworks
architecture

Q&A

Please enter your questions
in the “chat box” feature,
and our panel will do their
best to address them.

Thank you!

THANK YOU!

ULI Colorado
1536 Wynkoop St, Suite 211
Denver, Colorado 80202
colorado.uli.org
(303) 893- 1760

We're here to help!



MICHAEL LECCESE
EXECUTIVE DIRECTOR



SARAH FRANKLIN
DIRECTOR



MARIANNE EPPIG
DIRECTOR



ELISE MARTINEZ
ASSOCIATE