



A. Call Meeting to Order

B. Introductions and Roll Call

C. Public Comment

D. Approval of Agenda

E. Consent Agenda

1. Approve the Consent Agenda
 - a) January 6, 2022 Minutes
 - b) December 2021 Financial Statements

F. Decision Items

1. RFQ – Consultant Selection
 - a) Report out and recommendation on interview by hiring subcommittee
 - b) Present revised scope of work
 - c) Present a timeline, next steps and hiring process deadline
 - d) Discussion of administrative services and options
 - e) Recommendation to set a Special Meeting in February to conclude process
2. RHA Records Retention - Resolution 2022-01 Adopting the Colorado Records Retention Manual

G. Discussion/Updates

1. Board Member At Large Applications
2. RFP for Financial Audit Services
3. Administrative Services
4. Meeting Dates and Locations
5. Discussion of Future Strategies to Fund the RHA: Brainstorming and Information Needs
6. Housing Planning Grant Application
7. Board Action Plan Updates
8. Policy Committee and Pending Legislation Update

H. Presentations and Engagement with Non-RHA Entities

1. Coordinating Council on Homelessness SMART Goal/Action Items

I. Member Updates

1. Town of Bayfield
2. City of Durango
3. Town of Ignacio
4. La Plata County

J. Adjournment

Section A – Call Meeting to Order

Section B – Roll Call

Section C – Public Comment

The Board welcomes public participation in the Board meetings. Individuals wishing to address the Board under Public Comment are asked to please notify either the Chair of the Board or the Clerk to the Board upon their arrival at the meeting. Public Comment will be taken as time permits. Comments shall be limited so that everyone may be heard. This item is limited to matters under the jurisdiction of the Board, which are not on the posted agenda and items which have not already been considered by the Board. The Board limits testimony on matters not on the agenda to 3 minutes per person and not more than 20 minutes total unless the Board approves an extended time as part of the agenda. No formal action may be taken at the meeting on matters addressed at Public Comment. Comments on matters on the current agenda will be taken following discussion of each item by the Board.

Section D – Approval of Agenda

Section E – Consent Agenda

Minutes
Board of Directors Meeting ~ January 6, 2022
Via Webinar

A. Call Meeting to Order

B. Roll Call – Quorum Determination

Board Members Present: Marsha Porter-Norton – La Plata County
Kevin Hall – City of Durango
Katie Sickles – Town of Bayfield
Kelly Polites – Town of Bayfield
Mark Garcia – Town of Ignacio
Kim Baxter – City of Durango
Stella Cox - Town of Ignacio

Staff/Others Attendees: Mike Segrest – La Plata County
Eva Henson – City of Durango
Lisa Bloomquist Palmer – HomesFund
Elizabeth Salkind - Housing Solutions for the Southwest
Monique DiGiorgio
Jessica Laitsch – Southwest Colorado Council of Governments

The meeting began at 2:02 p.m.

C. Public comment

D. Approval of the Agenda

Marsha mentioned that she would like to discuss a potential long term funding source. She also mentioned that they should remain aware the discussion may include personnel matters.

Marsha Porter-Norton motioned to approve the agenda, Mark Garcia seconded, unanimously approved.

E. Consent Agenda

1. Approve the Consent Agenda
 - a) December 2, 2021 Minutes
 - b) December 9, 2021 Minutes
 - c) November 2021 Financial Statements

Katie Sickles motioned to approve the consent agenda, Kelly Polites seconded, unanimously approved.

F. Decision Items

1. Election of Officers

There was discussion about keeping the same officers at this time.

Marsha Porter-Norton motioned to maintain the existing officers, Katie Sickles seconded, unanimously approved.

Kim clarified that Eva has been appointed at the City of Durango’s second representative. Marsha stated that Mike is serving for La Plata County. Mark mentioned that he and Stella would continue as representatives, although Ignacio would need to replace Stella after the election. Katie reported that she and Kelly would be Bayfield’s representatives.

G. Discussion/Updates

a. RFQ Response

Marsha reported that one response was received, the review committee would like questions from the Board then would set up an interview. The review committee would welcome other board members to the interview. Kevin added that the proposal seemed broad, he suggested that the scope may need to be narrowed and refined. There is an outstanding question about who would do the administrative work. Kim added that La Plata Economic Development Alliance had offered administrative support. Marsha suggested moving forward it would be important to ensure there is a key point person and that the focus remains on the primary goal of building housing. Mark asked how they would work with the Alliance. Kim replied that the Alliance has an existing relationship with the consultant. Mike added that generally staff would be providing some oversight of the consulting work, this proposal seems to include clerical work, he suggested a committee of Board members provide oversight of the contracted work. There was discussion about considerations related to and options for administrative support. Kim requested the board submit questions for the review committee, questions will be sent to Jessica.

b. Selection of Board Member at Large

Kim asked about the process to fill position. Mike mentioned that there were specific criteria sought for a member at large. Jessica will work with entity staffs to set up the public process prior to the next meeting.

c. Board Action Plan Updates

Kim asked about the correct timing to revisit the action plan, the consensus was to wait until leadership is on board.

d. Pending or upcoming legislation update

Marsha reported that the policy team has not yet met. She described pending legislation related to ARPA funds, modular homes, zoning initiatives, and short-term rental taxation. There was discussion about various implications related to short-term housing classification and taxation changes.

e. Policy Committee Update

No additional comments.

f. Direction to staff

Jessica requested direction to initiate an RFP process for an annual financial audit.

Mike Segrest motioned to authorize staff to construct an RFP for audit services, Mark Garcia seconded, unanimously approved.

Jessica requested direction for the payment schedule to the SWCCOG for administration services. The consensus was to issue payment on a monthly basis. There was discussion about the process for issuing payments.

Jessica requested direction for staff to proceed with digitization of historic records to be billed as additional work outside the scope of work in the agreement. Mark asked if the grant administration would be included. Jessica replied that the grant administration would be included in the scope of services, the scanning would be beyond that scope. Kevin suggested ensuring the cataloguing of the records is appropriate. Mike suggested ensuring alignment with the RHA's records retention requirements.

Mark Garcia motioned to approve the work moving forward to digitize the RHA's records, Marsha Porter-Norton seconded, unanimously approved.

I. Presentations and Engagement with Non-RHA Entities

a. Local First Foundation La Plata Impact Fund Presentation

Monique provided an overview of the impact fund concept and the current status of the project,

J. Member Updates

1. Town of Bayfield

Katie reported they have a number of annexations in process. They have hired a community development director. The Cinnamon Heights project will need to re-platted. They were awarded a broadband grant.

2. City of Durango

Eva introduced herself. The City is working on a number of projects. She will be working on a housing update.

3. Town of Ignacio

Mark reported the year ended financially strong. They are seeking grant funds for some available acreage.

4. La Plata County

Marsha reported the County is evaluating potential options for future projects. The Green Business Roundtable will be hosting a discussion on green building. There is concern about the potential loss of a trailer park, there was discussion about the status of various efforts related to this issue.

Marsha mentioned the idea of retention of the sales tax vendor fee. There was discussion about what this concept may entail and implications thereof. Eva asked if this would be related to short term rental, there was clarification that this would be related to general sales tax since there is not a local short-term rental sales tax.

Lisa mentioned the Housing 101 session beginning at 4:00 p.m. Fort Lewis College issued a press release that they will be putting money toward affordable housing, which may include mortgage assistance administered by HomeFund.

Elizabeth reported they are working on a water infrastructure issue. They are working on a workforce housing project in Montezuma County.

Mark mentioned the Green Business Roundtable had a presentation on a housing project in Basalt.

The meeting was adjourned at 3:58 pm

Regional Housing Alliance Mission Statement

As a local governmental partnership, the Regional Housing Alliance develops housing policy, identifies priorities, and allocates resources to provide La Plata County workforce and residents with affordable housing opportunities and to ensure the county remains diverse and economically strong.

RHA Financials 1/1/2021-12/31/2021

To: Regional Housing Alliance of La Plata County

From: Jessica Laitsch

Date: February 3, 2021

Comments: A Balance Sheet and Budget to Actual Report for the period January 1 to December 31, 2021 is attached.

Regional Housing Alliance of La Plata County
Balance Sheet
As of December 31, 2021

	Dec 31, 21
ASSETS	
Current Assets	
Checking/Savings	
Operating Funds (Unrestricted)	
1000 · Operating Account	11,344.56
Total Operating Funds (Unrestricted)	11,344.56
Loan Funds (Restricted)	
1006 · LPC MA Revolving Loan Fund	
LPC MA Revolving LF Interest In	1,975.60
LPC MA Revolving LF - EIAF	248,997.71
Total 1006 · LPC MA Revolving Loan Fund	250,973.31
Total Loan Funds (Restricted)	250,973.31
Total Checking/Savings	262,317.87
Total Current Assets	262,317.87
TOTAL ASSETS	262,317.87
LIABILITIES & EQUITY	
Equity	
2052 · Restricted Net Assets	250,739.08
2053 · Unrestricted Net Assets	13,970.56
2054 · Reserved for Emergencies	22,500.00
Net Income	(24,891.77)
Total Equity	262,317.87
TOTAL LIABILITIES & EQUITY	262,317.87

Regional Housing Alliance of La Plata County
Profit & Loss Budget vs. Actual
 January through December 2021

	Jan - Dec 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
3215 · EIAF Released from Restricted	0.00	250,701.00	(250,701.00)	0.0%
3000 · Unrestricted Revenues				
3121 · Interest Income - Bank Accounts	250.84	600.00	(349.16)	41.8%
Total 3000 · Unrestricted Revenues	250.84	600.00	(349.16)	41.8%
Total Income	250.84	251,301.00	(251,050.16)	0.1%
Expense				
4010 · Advertising	20.78			
4060 · Dues and Subscriptions	335.00			
4080 · Liability Insurance	1,513.95	1,514.00	(0.05)	100.0%
4315 · Professional Services				
4398 · Prof'l Services - Admin Fee	17,200.00	10,000.00	7,200.00	172.0%
4322 · Prof'l Services- Legal Fees	1,122.88	11,000.00	(9,877.12)	10.2%
4315 · Professional Services - Other	4,950.00	50,000.00	(45,050.00)	9.9%
Total 4315 · Professional Services	23,272.88	71,000.00	(47,727.12)	32.8%
6240 · Miscellaneous	0.00	1,000.00	(1,000.00)	0.0%
Total Expense	25,142.61	73,514.00	(48,371.39)	34.2%
Net Ordinary Income	(24,891.77)	177,787.00	(202,678.77)	(14.0)%
Net Income	(24,891.77)	177,787.00	(202,678.77)	(14.0)%

Section F – Decision Items

RFQ - Hiring Subcommittee Report

To: Regional Housing Alliance Board

From: Mayor Baxter, Commissioner Porter-Norton, and Kevin Hall

Date: February 1, 2022

Project Moxie/Cappelli team was interviewed by the sub-committee on 1/26/22. The team recommends hiring these firms. We asked them for a revision of their proposal and that is included in the 2/3/22 RHA meeting packet. The revisions are:

1. Ensure the products they create focus on how more housing will be built and where. Thus, their first product is to create a Strategic Housing Investment Plan (note: they will settle on a final name). This plan will be specific to where housing can be built and how, priorities, opportunities, costs for key projects and next steps. The plan will be county-wide but also add value to the municipalities' and their housing goals.
2. Once the plan is done, we will do another scope for moving into implementation. All of this will be accomplished over the course of 12 months from their hire date.
3. The plan will continue to focus on workforce housing but as per the 2021 retreat decision can flex the AMI on projects depending on the project and the funding sources.
4. Our main contacts will be Jenn Lopez and Jonathan Cappelli. Their revised proposal will better clarify, among all the consultants they have access to, who is doing what, roles, duties, responsibilities. There will be a point person, someone to "direct traffic" (their words).
5. These consultants will help the RHA set the stage for getting housing built and ensure plans for a long-term, successful RHA including the necessary pieces to moving to a full-time executive director. Note: serving as the "executive director" is not in their scope of work.
6. Once hired, the RHA partners will provide to them a beginning list of opportunities for housing projects. They can add to our initial lists with their own research.
7. Grant writing: They are willing to serve this function but emphasized the importance of completing a strategy (i.e., plan) first.
8. They will help us identify synergies not only within La Plata County but potentially the region and for sure, the State. This is a key aspect their unique firms bring to the table.
9. They will be taking on some administrative duties and we need to clarify what those are. So, the RHA Board needs to determine how it wishes to accomplish administrative tasks. See below.
10. They will, in this phase, de-emphasize the communications activities and reduce that budget in that area. We know it's important and some branding/communications work is necessary now but more specific strategies, along with a communications plan, will occur once the Strategic Housing Investment Plan is done.

-
11. The consultants would like the RHA to move to an executive committee model so that they can have a group to do detailed work, planning and thinking with, especially between RHA board meetings. We need to determine who will serve in this function.

The hiring committee recommends hiring Project Moxie/Cappelli.

Immediate next steps:

1. Set up a special meeting in February when all RHA Board members can be present to make the final offer. Before that time, we will need to write a contract and scope of work that reflects the above points and any others the RHA Board wishes to include.
2. We need to make a decision on the administrative functions of the RHA and how they will get done. The choices are: a) keep contract with SWCCOG b) move contract to LPEDA c) assign some functions to consulting team and/or d) combination of the above choices
3. Form the executive committee.

LA PLATA COUNTY REGIONAL HOUSING ALLIANCE

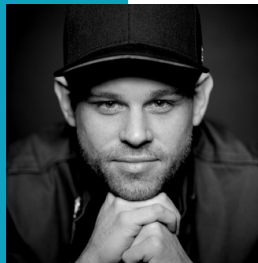


TEAM INTRODUCTIONS

Project Moxie



Jenn Lopez
President



Matt Lynn
Director of Community Engagement



Dr. Kathleen Van Voorhis
Director of Community Strategy



Cynthia Roebuck
Land Use Consultant

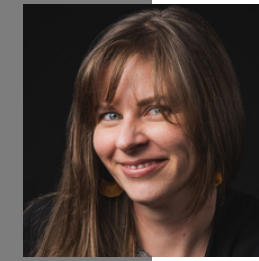


Bob Munroe
Real Estate Development Consultant

Cappelli Consulting



Jonathan Cappelli
Founder



Mary Coddington
Partner



Augustina Remedios
Associate

UNDERSTANDING THE CONTEXT

ISSUES

- **URGENCY**
- **Less than 2 weeks of inventory**
- In excess of **1,000 STRs** in the market
- **Capacity challenges**
- **Changing demographics** in La Plata County
- **Insufficient coordination** and **lack of role clarity**

OPPORTUNITIES

- Unprecedented **diversity of new stakeholders**
- **Community support & interest in engagement**
- Momentum from the **Housing Investment Strategy**
- Massive influx of **federal funds**

APPROACH

PHASE 1

Administration
Communications
Business Plan Development

PHASE 2

Unit Development
Resource Development (Project Sponsorship)
Policy Development
Strengthening Development Capacity
3-Year Business Plan Implementation

TIMELINE 2022

PHASE 1

PHASE 2

1st Quarter

- Kick off
- Assume RHA Admin
- Comms Audit
- RHA Structural Assessment
- Development Opportunities
- Grant Strategy
- Workforce Housing Workshop
- Define Subcommittees

2nd Quarter

- Business Plan Development Process
- Prioritize Strategies
- Implementation Plan
- Implement Brand Refresh
- Long-term Staffing Plan

3rd Quarter

- Formal Scope for Business Plan
- Prioritize Parcels
- ID Resource Development Opportunities
- Roadmap for Policy Development
- Engage Development Partners

4th Quarter

- Submit Annual Report
- Final Strategy for Business Plan
- Unit Development
- Long-term RHA Funding

THANK YOU

QUESTIONS





CAPPELLI
CONSULTING

JANUARY 31, 2022



LA PLATA COUNTY REGIONAL HOUSING ALLIANCE

REQUEST FOR QUALIFICATIONS

SUBMITTED BY CAPPELLI CONSULTING & PROJECT MOXIE

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We are pleased to submit this proposal as a consulting team composed of Cappelli Consulting, Project Moxie, and their associated subcontractors. Our team brings significant breadth and depth of experience through our affordable housing work with a diversity of communities across the state, and our organizational capacity building with numerous nonprofit organizations and foundation programs. **We will draw on our expertise to help the RHA become internally sustainable and externally impactful.**

Together, we bring a cumulative half century of affordable and attainable housing experience to this project. Some key facts about our team:

- We are dedicated to increasing access to housing and passionate about its ability to transform people’s lives and communities for the better.
- We have extensive experience in mountain and rural communities, as well as years of experience working in Durango and La Plata County.
- Our collective education and experience includes city planning, community organizing, development, finance, management and operations, project management, economic development, participation in and interaction with public committees, and organizational leadership.
- Our clients include non-profit, for-profit, and government agencies large and small.

Our team is a strong collaborative of two independent and experienced consulting firms which allows us to be agile and flexible in our response to clients needs. To ensure the best possible outcomes for the new Regional Housing Alliance, **we will partner with local leadership and members of the community to lay the groundwork for a successful housing authority for years to come.**

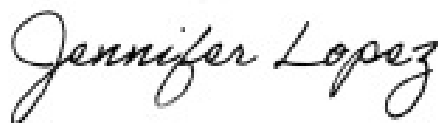
To achieve this goal, we will conduct our work with an eye towards both current and future needs; and together with stakeholders, collaborate to ensure that the RHA has the ability to help La Plata County adapt resiliently to the changes, challenges, and opportunities it faces now and in the future.

Thank you for your consideration.

Sincerely,



Jonathan Cappelli
Cappelli Consulting



Jennifer Lopez
Project Moxie

On behalf of the Vendor providing a submittal for the Professional Services Request for the Regional Housing Alliance of La Plata County:

The individual signing certifies that he/she is authorized to contract on behalf of the Vendor.

The individual signing certifies that the Vendor is not involved in any agreement to pay money or other consideration for the execution of this agreement, other than to an employee of the Vendor.

The individual signing certifies that the prices in this proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition.

The individual signing certifies that the prices quoted in this proposal have not been knowingly disclosed by the Vendor from submitting a proposal.

The individual signing certifies that there has been no attempt by the Vendor to discourage any potential other vendor from submitting a proposal.

The individual signing certifies that the Vendor meets all of the general standards concerning qualifications, licensing, independence, due professional care and quality control.

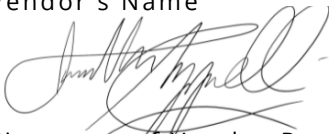
The individual signing certifies that he/she has read and understands all of the information in this Request for Qualifications.

The individual signing certifies that the Vendor, and any individuals to be assigned to the contract, do not have a record of substandard work and has not been debarred or suspended from doing work with any federal, state, or local government.

Dated this 17th day of December, 2021

CAPPELLI CONSULTING

Vendor's Name



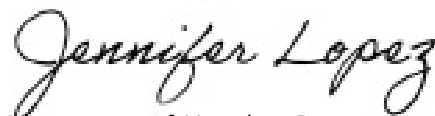
Signature of Vendor Representative

JONATHAN CAPPELLI, PRINCIPAL

Printed Name and Title of Individual Signing

PROJECT MOXIE

Vendor's Name



Signature of Vendor Representative

JENNIFER LOPEZ, PRESIDENT

Printed Name and Title of Individual Signing

UNDERSTANDING THE CONTEXT

La Plata County and its local communities have seen a significant need in below-market housing and have decided to come together to reconstitute the regional housing alliance (RHA). Never has the market been so difficult, with median house prices climbing above \$800,000 and monthly rents climbing from \$1800 to \$2400 in a matter of months. The market lagged behind demand for over a decade, and then COVID-19 brought significant interest from out-of-area buyers, which absorbed limited units and raised prices substantially. **The issue is so extreme that restaurants have had to limit the days they operate and major public sector employers like the 9R school district have dozens of job openings,** but no relief for their immediate need for teachers and support staff.

Because of these substantial market challenges, the Southwest Council of Governments recently commissioned a five-county housing needs assessment completed in 2021 by Root Policy. From this assessment, the community was advised to develop hundreds of units, targeted to create for sale housing stock for the local workforce. This needs assessment provided important context on broader regional trends for La Plata County. **Some key takeaways from the report are included below:**

- Community stakeholders responding to a survey conducted by Root Policy reported that **housing challenges** affecting Southwest Colorado **were most severe in the La Plata County-Montezuma County commute shed.**
- Needs for additional units are significant in the “missing middle” demographic (those earning 80-120% of the area median income).
- The short-term rental (STR) market (AirBnB, Vrbo, and similar services) has been bolstered by the pandemic, and it cuts deeply into the region’s available housing inventory. There are **more than 1,100 STR properties in and around Durango** proper. During the first quarter of 2021, STR listings increased across the region by 18% from the previous year and by 28% from 2019.
- **Between 2010 and 2019, none of the five counties in the region were able to meet demand for housing to accommodate employment growth, seasonal housing needs, and the skyrocketing popularity of the area for vacation housing.**
- Based on an analysis of long-term housing needs and forecasts from the Colorado State demographer, the **five-county region needs to increase annual residential development to about 900 units per year.** This is sobering, given that the region averaged just 130 units per year between 2010 and 2019.

- Over the last decade, La Plata County has seen **a decline in families with children** and an increase in senior adults moving to the area.
- Wages in La Plata County **increased by 5%** between 2010 and 2019 while rents increased by 22% (*more than 4X the wage increases*).
- 28% of La Plata County’s workforce lives outside of the county and commutes to work - **both a testament to the area’s unaffordability and a burden on transportation networks.**
- A significant amount of the region’s forecasted demand falls in La Plata County. The Root Policy authors projected that **the county will need 570 new permanent units and 45 seasonal surge beds in the next 3-5 years** to accommodate workforce growth and address some of the county’s unmet housing needs.

In October 2021 Root Policy provided a simplified chart to illustrate need by area median income for **La Plata County**:

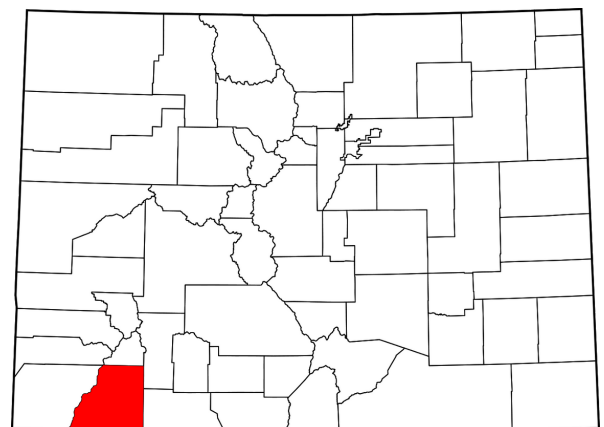
TARGET POPULATION	Current Households	Cost-Burdened Households	Severely Cost-Burdened Households	New Worker Households	Known Supply	Unmet Need	Unmet Need with Small CB Reduction
RENTERS 0-60% AMI	3,277			232	40		
RENTERS 61%+ AMI	3,117			111			
ALL RENTERS	6,394	1,704	1,490	343	40	3,595	461
OWNERS 0-120% AMI	8,010			111			
OWNERS 120%+ AMI	7,391			0			
ALL OWNERS	15,401	2,387	1,152	111	0	3,650	111
SEASONAL WORKERS				45		45	45
TOTAL	21,795	4,091	2,642	499	80	7,290	617

While the RHA is discussing a renewed leadership role in addressing the region's housing challenges, the Economic Alliance of La Plata County also received a grant to develop a countywide workforce housing strategy. That strategy launched in September of 2021 and is currently underway. That project will be completed in late March/early April of 2022 and will provide a three-year roadmap for the community to increase workforce housing while defining strategies, roles, and resources for implementation.

Project Moxie and Cappelli Consulting are also working to develop this strategic plan and believe this synergy alongside their knowledge and experience uniquely positions them to help the RHA launch its new organization and strategies in 2022. To successfully create workforce housing, the RHA will likely need to undertake the following actions:

- Identify parcels for direct development into workforce housing.
- Develop public financing tools to deliver infrastructure and increase housing development.
- Coordinate development between public sectors and private sectors and co-create a strategy to leverage development opportunities between players.
- Create partnerships with local employers to identify resources such as underutilized sites, funds for more robust mortgage assistance opportunities and funding for predevelopment.
- Identify long-term local funding streams for workforce housing. Although the federal government is providing significant increases in funding their resources are still limited and often do not support persons earning more than 80% area median income.

This RFQ response provides an approach, timeline and budget to help the RHA move quickly and serve as a leader in creating workforce housing opportunities in 2022.



La Plata County, Colorado.
Source: Wikipedia Commons

OVERALL APPROACH & PROPOSED STRUCTURE

In order to accomplish the scope of work, we propose dividing it into the following **eight initiatives across two phases**:

PHASE 1: CONTINUITY MANAGEMENT & PLAN DEVELOPMENT

Administration

Communications

Development of Housing Investment Roadmap

PHASE 2: ROADMAP IMPLEMENTATION

Unit Development

Resource Development (Project Sponsorship)

Policy Development

Strengthening Development Capacity

Operations

The RHA consulting team sees this scope of work as one ideally broken into **two distinct phases**. **Phase 1** of this bid is to assist the RHA with administration, communications and to develop a Housing Investment Roadmap for the RHA. Once the RHA accepts the Roadmap, **Phase 2** of this bid will follow the Team's proposal of a refined scope of work that reflects implementation of the Roadmap.

While we are providing a full **12-month budget** as an estimate for both development and implementation of the Housing Investment Roadmap, **we believe that an accurate work plan must be informed by an actionable Roadmap** – and thus the former must follow the adoption of the latter.

Below is a suggested schedule and flow of work for 2022 that contains all the necessary initiatives divided into our two recommended phases.

ADMINISTRATION

Context: While the planning process is critical, there will be ongoing administrative duties necessary for organization continuity before the successful implementation of the strategic plan.

Proposed Activities:

1. Provide support for board meetings, board trainings and board retreats,
2. Budget development and management

PHASE 1

COMMUNICATIONS

Context: Critical to the success of any new organization is a strong brand, website, and communications framework. The team proposes a full brand refresh and the launch of a website to bolster the successful relaunching of the RHA.

Proposed Activities:

- 1.Rebranding (development of a new logo, brand refresh)
- 2.Redesigning/Launching an RHA Website
- 3.Administering RHA Communications

DEVELOPMENT OF THE HOUSING INVESTMENT ROADMAP

Context: The creation of a Housing investment Roadmap is essential to ensuring the RHA is successful. To do this, the Team will utilize the scope of work identified for the RHA in the Economic Alliance countywide workforce housing plan to help guide the creation of a three-year Roadmap for the RHA.

Proposed Activities:

- 1.Create draft Roadmap (beginning in March)
- 2.Receive feedback from the Economic Alliance and the RHA Board
- 3.Finalize Roadmap (July)

Proposed Housing Investment Roadmap Components:

- 1.Identify core RHA activities
- 2.Identify resources to fund said activities
- 3.Identify project timelines for specific activities

UNIT DEVELOPMENT

Context: Given the acuity of housing needs in La Plata County, it will be important to have the creation of the RHA Roadmap accompanied by swift action to create housing opportunities. For example, there are eligible parcels currently being reviewed by local governments and private developers—presenting an opportunity for the RHA to assist with feasibility services and manage development projects on an as needed basis.

Proposed Activities:

- 1.Identify public and private parcels suited for development
- 2.Prioritize these parcels based on their feasibility and suitability to address stated housing needs
- 3.Act as project manager to realize development opportunities

RESOURCE DEVELOPMENT (PROJECT SPONSORSHIP)

Context: La Plata County is likely to gain access to significant new funding sources over the next two years. In order to ensure the community is well-positioned to benefit from these opportunities, we recommend that the RHA engage in the following activities.

Proposed Activities:

1. Where funding constraints limit eligibility for development partners to apply for new federal, state, and philanthropic funding opportunities, the RHA could serve as a resource development clearinghouse for the region
2. Manage grant opportunities for partner non/for-profit developers
3. Help municipalities access public incentive grants (SHP, HB-1271, etc) for the development of workforce housing
4. Develop approaches for public/private partnerships to encourage private sector developers to include low market/workforce opportunities in new developments. For example, the RHA team could apply for a grant that would buy down rents for a percentage of units in these new developments.
5. The RHA team would also provide information to developers regarding lower interest loans such as the HUD 221d4 program, Freddie Mac product for workforce housing and mezzanine financing from CHFA

POLICY DEVELOPMENT

Context: The policy landscape has changed dramatically since the RHA was last active. In this new environment, coordination with local jurisdictions will be critical to the success of the RHA. While each of these entities has unique goals and challenges, we see this as an opportunity to help local governments create new policies to facilitate workforce housing and/or to update existing policies to increase housing opportunities.

Proposed Activities:

1. Align policies across the government partners whenever possible to help level the playing field for development throughout the region; while also balancing the autonomy of each government entity (this was done successfully from 2002-2013; thus providing example best-practices from these previous efforts).
2. Address short-term rentals with effective policies tailored to local contexts
3. Strategically increase density in a site-responsive way
4. Identify strategic annexation opportunities
5. Utilize public resources to incentivize housing development for various tenures and price points throughout the county

STRENGTHENING DEVELOPMENT CAPACITY

Context: Because there are several large-scale opportunities in discussion that would require different skills and development capacity than what currently exists locally, one of the most important steps needed to ensure that developers chose to build in La Plata County will be to increase local development capacity.

Proposed Activities:

1. Identify development opportunities and increase regional coordination in order to attract more development interest in the region and increase overall development capacity in La Plata County
2. Recruit developers: Utilize Team's experience and relationships to help the community identify development partners for larger projects and new initiatives. Additionally, we will build developer confidence by brokering partnerships with local government and assurances regarding access to predevelopment, predictability of entitlement processes, and assistance with due diligence and/or project management in order to recruit new developers
3. Increase access to permanent financing through organizations such as the HomesFund and the Impact Development Fund in order to identify developers for projects, confirm mortgage products and help to create homebuyer pipeline for for-sale products in the region.
4. Develop systems to encourage new product types such as modular homes

Additional Proposed Activities:

The RHA consulting team would also employ two key tools to ensure success in development activities:

1. Convene an RHA development committee that would meet frequently and would advise on projects
2. Convene a professional development advisory committee consisting of 4-6 development experts from around the state.

Both bodies would be approved by the board and would be used to guide projects, mitigate and manage risk, and assist with building knowledge and capacity quickly in 2022. Finally (as mentioned above), because there are some initiatives that need to be undertaken that will require more in-depth development experience, the Team suggests creating both an RHA board development committee and a statewide development advisory committee to guide unit and land development. This committee would include investors, developers, state agencies, and design experts and would help the RHA to identify resources and capacity, approach, and new models.

OPERATIONS

Context: Significant time and effort will be necessary to implement the formally adopted RHA Housing Investment Roadmap. The RHA board and city and county have several ideas already in development and our team will work with these concepts to assist the board with final determinations regarding strategy as part of the RHA Roadmap.

Proposed Activities:

1. Assist the board with final determinations regarding strategy as part of the 3-year RHA Housing Investment Roadmap
2. Secure long-term funding for the RHA and its initiatives
3. Implement identified core RHA activities, strategies, and policy recommendations as needed to increase workforce housing development
4. Develop units through identified partnerships
5. Meet identified deadlines for specific activities



DESIRED RELATIONSHIP, FORM OF ENGAGEMENT, AND CONTRACTUAL AGREEMENT

This proposal provides an approach to re-establish the Regional Housing Alliance through a professional services contract with Project Moxie and Cappelli Consulting to realize the following goals: develop a business plan, launch lines of business, develop a workforce housing unit pipeline and assist the RHA board in finding a permanent staffing scenario within two years.

Project Moxie is a small consulting firm based in southwest Colorado, and has the expertise, local relationships and understanding of the local landscape to ensure success for the RHA as it is repositioned to become a major workforce housing agency for the La Plata County region.

Cappelli Consulting is a three-person consulting firm based in Denver. Their experience in organization capacity-building, organization management, housing policy, land use, and community engagement position them to ensure that the RHA is administered in a way that maximizes its ability to realize its goals.

As part of this packet, these two firms (collectively known as the “RHA consulting team” or “Team” for this proposal) are presenting an approach, timeline, and budget for this project. The proposed approach ensures that the RHA board has administrative support, clear direction through the development of a Housing Investment Roadmap, and the capacity needed to begin developing workforce housing units for the local community.

The ultimate goal of this potential engagement is to create a three-year Housing Investment Roadmap paired with the capacity to begin immediately implementing the Roadmap in 2022. We foresee this contract as a 12-month engagement with a second 12-month renewal option.

Collectively, the RHA consulting team has decades of experience in housing and residential development and is uniquely positioned to carry out this engagement. Jonathan Cappelli (founder of Cappelli Consulting) and Jenn Lopez (President of Project Moxie) will co-lead implementation work. By combining Cappelli Consulting’s experience in organizational management, housing policy, community engagement, and housing development, with Project Moxie’s local knowledge and experience in negotiating partnerships, and identifying resources; we feel that our collaboration ensures that the RHA has the personnel infrastructure to support its success.

PERSONNEL, ROLES, AND ASSOCIATED EXPERIENCE

Project Moxie is a Durango-based affordable housing and homelessness strategy consultancy firm specializing in strategic planning across the housing continuum. Project Moxie also provides pre-development services for nonprofits, local governments, and organizations at all stages of the development process. Project Moxie was launched in 2018 by its President, Jenn Lopez, and its services are based on her more than two decades of experience working in housing and homelessness programming.

Project Moxie has three full-time staff and four subcontractors providing a depth of experience from strategic planning, communications, fundraising strategy development to predevelopment and owner's representative services. Project Moxie is currently working on five developments totaling almost 400 units in two states.

Biographies for Project Moxie's staff and subcontractors anticipated to be involved in this project are included below. As detailed in the following sections, Project Moxie anticipates that this project will be supported primarily by Jenn Lopez and Cynthia Roebuck. Community engagement and communications will be managed by Matt Lynn.

Jenn Lopez, President

Prior to founding Project Moxie, Jenn held a senior position in the Hickenlooper administration in Colorado and led regional housing efforts in southwest Colorado for several years. She loves working with local community leaders and excels at both strategy development and implementation work. A Fort Lewis College alumna, Jenn brings passion and deep knowledge to her work to address the housing crisis in Durango and the surrounding community. Jenn has developed thousands of housing opportunities during her 21-year career and thrives on projects where the public and private sector are aligned for maximum impact. Jenn has an MA in Urban Planning from the University of New Mexico, and a BA in English Language & Literature from Fort Lewis College. She currently serves on the Board of Directors for the COVID-19 Defense Project, and was previously a longtime Board member at the Colorado Housing Finance Authority (CHFA).



Matt Lynn, Director of Community Engagement

Matt is a marketing and communications professional with broad experience working for nonprofit organizations and corporations. He is a seasoned media relations consultant with a history of earned coverage across local and national media outlets, and he enjoys getting into the nitty gritty details of projects to ensure everything we touch is completed with excellence. Matt is fluent in a range of creative disciplines that empower our community engagement strategies including graphic design, video production, branding, digital advertising, and social media. Matt has a BA in English Literature from the University of Arizona.



Dr. Kathleen Van Voorhis, Director of Community Strategy

Kathleen holds a Ph.D. in Public Policy and Administration from Walden University and a Master's in Public Administration from the University of Colorado Denver. She has held a variety of leadership roles in emergency sheltering, service design, delivery coordination, and coalition building, and she has worked to design and implement innovative solutions to homelessness and food insecurity around the United States and abroad. Kathleen's expertise in housing and homelessness solutions shapes our strategic approach as we partner with clients to address their specific challenges and needs. Kathleen sits on the Board of Directors for All in Denver and Las Americas Immigrant Advocacy Center.



Cynthia Roebuck, Land Use Consultant

Cynthia Roebuck is a 40-year resident of Durango with over 25 years of experience with land-use permitting, environmental compliance, entitlements, development and project management in La Plata County, San Juan County, Mineral County and Archuleta County. Cynthia has worked on a variety of projects in the City of Durango. As a land-use consultant, Cynthia managed all permitting of the Master Plan and Subdivision with La Plata County for the Edgemont Highlands Subdivision including green building codes, wildlife friendly development and firewise land management. In Mineral County, she processed land use permits and entitlements through Mineral County Planning Department, managed/permitted a \$1.7 million river enhancement on 4 miles of the Rio Grande, and coordinated superfund reclamation for the Wason Ranch.



Bob Munroe, Real Estate Development Consultant

Since 2012, Bob has been a Partner at Solvera Affordable Housing Advisors, a financial services and real estate development firm serving nonprofit and housing authority owner/operators of affordable rental housing. Prior to that, Bob managed commercial lending at the Colorado Housing and Finance Authority (CHFA) and served as the Director of Portfolio Risk Management at Mercy Housing, Inc. Bob currently focuses on providing development expertise to nonprofit entities and acts as an owner's representative for several groups on the Front Range. Bob oversaw some of the first affordable housing projects in Durango as a regional president for Mercy Housing. He also managed the development of the Lumien Apartments on 32nd street.



Cappelli Consulting is a small affordable housing firm located in metro-Denver that has worked with government agencies, counties, municipalities, foundations, and nonprofits across the state since 2015 to help create housing opportunities for all. Cappelli consulting has three full-time staff specializing in affordable housing, land use, community development, nonprofit management, and organizational capacity building. Biographies for Cappelli Consulting staff anticipated to be involved in the project are included below.

Jonathan Cappelli, Founder



Jonathan is the founder of Cappelli Consulting, LLC. Since 2012, he has worked with the majority of non-profit housing developers in metro-Denver to foster collaborative approaches to serving low-income communities—both through his work as a consultant and as the contract Executive Director of the nonprofit Neighborhood Development Collaborative. As a consultant, his recent experience includes helping create anti-displacement plans in north Denver for Mile High United Way and west Denver for Colorado Health Foundation, helping create an affordable housing plan and shape affordable housing land use incentives for Lake County, providing housing technical assistance to eight rural CO towns in collaboration with the CO Housing Finance Authority, and co-leading the creation of an affordable housing assessment and action plan for Craig, CO.

As the contract Executive Director of the Neighborhood Development Collaborative, his recent experience includes securing and administering \$760,000 in philanthropic funding for COVID eviction assistance, coordinating the development efforts of six nonprofit affordable housing organizations in Metro Denver, and crafting and successfully advocating for hundreds of millions in state and local affordable housing programs. Previously, Jonathan worked for the nonprofit Urban Land Conservancy, leading its affordable housing and community development efforts in west Denver. Jonathan received his Master's of Urban and Regional Planning from the University of Colorado, Denver, and a BA in Political Science and Environmental Science from St. Olaf College, MN. He sits on the Board of Directors for Housing Colorado, All In Denver, and Mile High Connects.

Mary Coddington, Partner

Mary is a partner at Cappelli Consulting. Over the last several years, she has leveraged her background in urban planning to work on land-use, community engagement, GIS mapping, and data visualization work for public, non-profit, community, and philanthropic clients in metro Denver, Sterling, and Lake County. Mary has a Master's of Urban Planning from the University of Colorado, Denver, and previously worked in corporate curriculum development and facilitation. Mary currently sits on the Board of Directors for YIMBY ("Yes in My Backyard") Denver.



Augustina Remedios, Associate

Augustina is an associate at Cappelli Consulting. Before joining the firm, Augustina was an AmeriCorps VISTA Volunteer in Lake County, Colorado. Her experience has included creating and marketing housing programs with Chaffee Housing Trust, advocacy for housing policy, and working with the Housing Authority of the City of Leadville through Lake County Build A Generation.



EXPERIENCE AND SUCCESSES WITH FUNDERS, PROJECTS, AND RELATED HOUSING DEVELOPMENT

The RHA Consulting Team's collective experience includes affordable housing development, organizational management, fundraising, technical assistance, strategic planning, policy, and community engagement. Below is a list of work experiences we feel are relevant to the task at hand.

GENERAL EXPERIENCE

- **Organizational Management**

- Cappelli Consulting provides staff services to the **Neighborhood Development Collaborative**, a coalition of 19 affordable housing organizations in Metro-Denver. Through their work in recent years, NDC grew from 10-19 members, quintupled its budget, and implemented over \$1.2M in affordable housing programs.
- In 2006, Project Moxie's President Jenn Lopez was recruited to La Plata County, Colorado to develop a new **Regional Housing Authority (RHA)** structure with four rural local governments. For seven years, she built regional housing programs from scratch and navigated local politics and other challenges associated with regional collaboration and resource allocation. She reported to a board of directors consisting of elected officials from four local governments. Jenn managed the RHA from 2006-2013 and launched the **HomesFund** in 2011 to leverage local resources through the development of a local Community Development Financial Institution (CDFI). Jenn then created the first homebuyer education and training program of scale in the region, negotiated Fair Share agreements and sponsored tax credit developments such as Lumien I and II and identified the site for the Espero Apartments in Durango.

- **Policy**

- From 2016-2022, Cappelli Consulting worked with the Neighborhood Development Collaborative to craft and advocate for \$100s of Millions in affordable housing funding and programs at the State and Local level.
- From 2014-2017, Jenn Lopez worked across Colorado's state agencies as the **Director of Homelessness Initiatives for Governor Hickenlooper** implementing outcome-based policies and programs to prevent and end homelessness in Colorado.

- **Community Outreach/Engagement**

- Cappelli Consulting worked with the **Mile High United Way Foundation** to help implement a Collective Impact program to address housing, education, and workforce needs in N. Denver.
- Jenn Lopez worked with the local **Southern Utes Tribe**, to leverage resources to address tribal employment housing needs in Ignacio, Colorado.

HOUSING DEVELOPMENT EXPERIENCE

- **CHFA** – Cappelli Consulting is part of a team of consultants working to provide technical assistance on the development of affordable housing projects in small rural towns across the State of CO for the CHFA “Small Housing Project” (SHP) program. To date, they have assisted 8 development projects in the towns of Pueblo, San Luis, Saguache, Silverton, Leadville, Lake City, and Alamosa.
- **Low Income Housing Tax Credits** - Through Jenn Lopez, Project Moxie brings significant experience in affordable housing financing and program development to their work with local communities. This includes managing bonds and tax credit financing projects for affordable and workforce housing.
- **Urban Land Conservancy (ULC)** – Jonathan Cappelli worked as a development associate for the ULC, leading acquisition and development activities in west Denver
- **Ft. Lewis College & local development** - Cynthia Roebuck brings extensive knowledge of land use and real estate development in the region and brings a robust network of relationships to this initiative. Cynthia is an ideal team lead for the development portion of this work and recently advised Fort Lewis College on specific development opportunities for their local workforce.
- **LifeSpan Local** - Cappelli Consulting worked with the nonprofit LifeSpan Local to create a for-sale housing development/preservation program for W. Denver.
- **Durango and other housing development** - Currently, Project Moxie is working on two developments in Durango and creating community-wide housing plans in La Plata County, Taos, and Fort Morgan. They are also currently working on development efforts in Aurora, Denver, Rocky Ford, Durango, Santa Fe, and Glendale, Arizona.

FUNDER EXPERIENCE

- **Colorado Health Foundation (CHF)** - In 2019, Project Moxie helped to facilitate the first affordable housing investment strategy for the Colorado Health Foundation, the fourth largest health foundation in the country, as part of their health equity work in Colorado.
- **Chase Foundation** – Cappelli Consulting developed a close relationship with the Chase Foundation and secured \$700,000 in grants for direct COVID-19 eviction prevention.

FUNDER EXPERIENCE (CONTINUED)

- **Enterprise Community Partners** – Cappelli Consulting has raised over \$225,000 in operational and programmatic funding through engagement with this funder in the last 5 years.
- **Denver Foundation/SPARCC** – Cappelli Consulting has successfully raised over \$90,000 in programmatic funding through engagement with this funder in the last 4 years.
- **National Reinvestment Coalition** – Through engagement with NCRC, Cappelli Consulting has helped inform CRA strategies and community benefit agreements for U.S. Bank and KeyBank in Colorado.
- **Colorado Housing Finance Authority** - Jenn served on the board of directors for the Colorado Housing Finance Authority for 6 years, sponsored multiple tax credit developments, and retains deep knowledge regarding CHFA's programming and financing opportunities.

RECENT CLIENTS (LAST THREE YEARS)

CAPPELLI CONSULTING

- Colorado Health Foundation
- LifeSpan Local
- Sterling, CO
- United Way
- National Western Center
- Neighborhood Development Collaborative
- Colorado Housing Finance Authority:
 - Saguache, CO
 - La Puente, CO
 - Pueblo, CO Fuel & Iron
 - Silverton, CO
 - San Luis, CO
 - Alamosa, CO
 - Leadville, CO
- Lake County Public Health
- Lake County Build a Generation
- La Plata County Economic Alliance
- Santa Cruz Housing Authority
- Craig, CO
- Hayden, CO
- Weld County, CO

PROJECT MOXIE

- New Mexico Coalition to End Homelessness
- Colorado Health Foundation
- La Plata County Economic Alliance
- City of Durango & La Plata County
- Pitkin County
- EarthLinks, Denver
- Interfaith Alliance of Colorado
- Restoration Christian Fellowship
- Native American Housing Circle, Denver
- Covid-19 Eviction Defense Project
- Taos County
- El Camino Real Housing Authority, Socorro, New Mexico
- Mono County Behavioral Health, Mono County, California
- The Athena Group
- Mercy Housing
- MGL Partners
- GHC Housing Partners
- Total Concept
- Housing Resources of Western Colorado

SPECIFIC AREAS OF RESPONSIBILITY

The primary scope of work for this consulting team is to take over administration of the RHA, develop a communications strategy, create a Housing Investment Roadmap, and begin implementation of the Roadmap. The consulting team will be managing the project jointly with specific tasks for each consultant laid out in below. **The following assumptions are built into the distribution of tasks:**

- We are submitting this scope with the knowledge that the activities and costs associated with the Roadmap implementation will not be fully known until that plan is adopted. Once the team has established that the RHA board has attained a high level of engagement and decision-making authority with regard to the development of the Roadmap, we will then submit a more refined scope of work for the second half of 2022.
- Furthermore, we recognize that some of the tasks required to fulfill the RHA's workforce housing mission may fall outside of our current experience. Fortunately, we believe the necessary experience is contained in the local community. Thus, **we propose the creation of a Development Advisory Committee to assist in guiding our efforts.**

Administration

Lead: Cappelli Consulting

Ongoing administrative support will be provided by Augustina Remedios, Associate at Cappelli Consulting, who recently supported Leadville's emergent Housing Authority in a similar capacity.

Communications

Lead: Project Moxie

Matt Lynn, Director of Community Engagement at Project Moxie, will spearhead branding and communications strategies, leveraging his years of experience in digital marketing, brand development, and media relations.

Development of the Housing Investment Roadmap

Lead: Full Team

The two firms are currently undertaking a countywide workforce housing strategic plan commissioned by the Economic Alliance and will draw on this to identify core RHA activities and their associated timelines.

Unit Development

Lead: Project Moxie

Support: Cappelli Consulting

Cynthia Roebuck, Land Use Consultant for Project Moxie, brings extensive knowledge of land use and real estate development in the region and brings a network of relationships to this initiative.

Resource Development (Project Sponsorship)

Lead: Full Team

The two firms will bring the full breadth of their fundraising experience to this initiative, which includes knowledge of new opportunities including ARPA, HB21-1271, Polis initiatives, Build Back Better, and the State Tax Credit Expansion.

Policy Development

Lead: Project Moxie

Support: Cappelli Consulting

Project Moxie will leverage its relational network and local political experience to lead policy development initiatives, including its understanding of local developers and the synergies and tensions currently at play between developers and local governments. Cappelli Consulting will support these efforts, drawing on their policy development experience from other communities throughout the state.

Strengthening Development Capacity

Lead: Full Team

Support: Subcontracted agencies to support financing

This effort will be supported by both firms, as well as subcontracted organizations to facilitate permanent financing such as Impact Development Fund and HomesFund.

Operations

Lead: Project Moxie

Support: Cappelli Consulting

Project Moxie will lead the operations work needed for organizational sustainability, supported by the expertise of Cappelli Consulting, and drawing on previous projects as well as its deep knowledge of the regional stakeholders and local governments.

The team assumes that some of the actions identified in the RHA Roadmap will require additional expertise or support and have identified the following subcontractors and partners that would be available as needed: Bob Munroe (Financial Advisor), Ryan Jones (Housing & Finance Development Consultant), Wendy Sullivan (Housing Planner & Attorney), HomesFund, Impact Development Fund.

PROPOSED SCHEDULE AND PHASES

For our schedule, we propose dividing the work into the **two phases** and **eight initiatives** as described in previous sections of this report. We've divided the associated tasks and outcomes by quarter below with the knowledge that **the development of the Housing Investment Roadmap in the early part of the year will inform much of the work in quarters three and four.**

QUARTER ONE 2022 - Phase 1 Begins

Tasks & Outcomes:

- Negotiate a contract for services.
- Schedule a kick-off meeting with the RHA board, review scope of work and make any final adjustments.
- Take over RHA administration, conduct a communications audit to assess website, brand and communication needs for the RHA in 2022.
- RHA consulting team does an assessment and review of the RHA structure and provides recommendations regarding any structural changes needed to be positioned to move into a development role in 2022.
- Through conversations with the board, begin refining the role of the RHA as part of the Economic Alliance strategic plan, and begin narrowing development opportunities that could be spearheaded by the RHA.
- RHA team develops a grant strategy and matrix for the RHA to be refined as part of the Housing Investment Roadmap. RHA teams identify public funding sources and begin feasibility on which sources are most viable.
- Provide a board training on workforce housing strategies in preparation for the Roadmap development in second quarter.
- Define board subcommittees.

QUARTER TWO 2022

Tasks & Outcomes:

- RHA consulting team launches Housing Investment Roadmap development process.
- Prioritize to 4-5 strategies for the RHA and develop implementation plans for each activity.
- Finalize and implement brand refresh; launch new website.
- Flesh out the operations plan to include specific budget items, timelines, partnerships, legal or financial considerations and a scorecard to indicate success for that plan.
- Examine the financials and structure of the RHA board, how it should be staffed longer term, including the pros and cons of different strategies so that the RHA board can make informed decisions about the next 3 years of operations and impact for this agency.

Note: The RHA consulting team's goal is to begin implementation by July of 2022 so that there is momentum and specific project outcomes by the end of the year. If an opportunity is presented and is time sensitive the team is open to beginning a project prior to the Housing Investment Roadmap being completed.

QUARTER THREE 2022 - Phase 2 Begins

Tasks & Outcomes:

- The RHA consulting team submits a formal scope and plan for Roadmap implementation.
- Identify and prioritize public and private parcels suited for development.
- Identify and prioritize resource development opportunities for short- and long-term financial sustainability of the RHA and its projects, and begin relevant partnerships with nonprofits and local governments to apply for funding.
- Develop a strategy for policy development and implementation.
- Engage/recruit development partners

QUARTER FOUR 2022

Tasks & Outcomes:

- The RHA consulting team will submit an annual report for the board and community highlighting successes and next steps for the RHA for 2023.
- Assist the board with final determinations regarding strategy as part of the 3-year Housing Investment Roadmap.
- Begin development of units through identified partnerships.
- Secure long-term funding for RHA and its initiatives.

BUDGET & COST ESTIMATES

This bid is **not-to-exceed** in nature, and the team always strives to perform below this funding level whenever possible. Below is a not-to-exceed cost summary for this scope of work.

	Hourly Rate	2022 Hours	Totals <i>(not to exceed)</i>
<u>Administration</u> <i>(does not include legal or accounting)</i>	\$50	360	\$18,000
<u>Communications</u>	\$125		
Audit existing website, branding, etc.		6	\$750
Logo and brand refresh		10	\$1,250
Logo and branding subcontractor fees		TBD	\$3,500
Communications plan development		12	\$1,500
Website design and launch		40	\$5,000
<i>Total Communications Budget:</i>			\$12,000
<u>Roadmap Development</u>			
Lead consultants develop strategies, revenues, approach for 3 years	\$160	250	\$40,000
<u>Roadmap Implementation*</u>			
Real estate initiatives/due diligence	\$125	~190	~\$23,750
Real estate project management	\$160	~200	~\$32,000
Policy development	\$160	~120	~\$19,200
External consultant fees	\$175	~80	~\$14,000
<i>Total Implementation Budget:</i>			~\$88,950
Total not-to-exceed costs for 2022			\$160,000

*Costs for the implementation work are estimates, actual costs will be determined by what workplan elements are approved and finalized in the Housing Investment Roadmap.

SPECIAL PROVISIONS & REFERENCES

RHA CONTRACT AND SPECIAL PROVISIONS

Project Moxie will use the Fort Lewis College Contract and Special Provisions if awarded this contract. The consulting team can provide a standard contract and both consultants have insurance as required by local governments.

PROJECT MOXIE REFERENCES

Nicol Killian, Community Development Director, City of Durango,
Nicol.killian@durangogov.org

Cris White, CEO, Colorado Housing and Finance Authority, cwhite@chfainfo.com

Steve Schwarz, Vice President for Finance & Administration, FLC,
SCHWARTZ_S@fortlewis.edu

Greg Glade, MGL Partners, GGlade@mglpartners.com

Amy Duggan, Senior Program Officer, Colorado Health Foundation,
Aduggan@coloradohealth.org

John Whitney, Senator Bennet's Office, John_Whitney@bennet.senate.gov

CAPPELLI CONSULTING REFERENCES

Alison George, Director, Division of Housing, Colorado Department of Local
Affairs, alison.george@state.co.us

Ismael Guerrero, President and CEO, Mercy Housing,
Ismael.Guerrero@mercyhousing.org

Jerilynn Francis, Director, Marketing and Community Relations , Colorado
Housing and Finance Authority, jfrancis@chfainfo.com

Jeremy Durham, Executive Director, Boulder Housing Partners
DurhamJ@boulderhousing.org

Noah Sosin, Executive Director, Lake County Build a Generation
Noah@lcbag.org

RHA Records Retention Policy

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

At the direction of the RHA during their January 6 meeting, the SWCCOG and Region 9 staff have begun the process of digitizing the RHA's historic records. After searching the RHA's electronic files and contacting the State Archives Office, staff was unable to locate a records retention schedule for the Regional Housing Alliance. The State Archives Office suggested the RHA may wish to follow the Records Management Manual for Special Districts.

With respect to scanning specifically, the suggestions offered by the State Archives Office were "PDF is preferred format at 600 dpi. Make sure you scan the whole file, not just the "important" stuff. Come up with a standardized file classification system so the records can be easily found and accessed. You can destroy the paper after verifying the scans. You may want to consider holding onto the paper records that have permanent retention but there isn't any requirement to do so." SWCCOG and Region 9 staff will adhere to these recommendations unless directed otherwise by the RHA Board.

If the RHA would like to follow the Colorado Records Management Manual for Special Districts, attached is an Approval Request Form and a draft resolution to initiate this process.

If the RHA would like to take a different approach to determine retention of historic and ongoing records, staff requests direction.



Records Management Manual Approval

Request Form

County Municipality School District/BOCES Special District

NAME OF ENTITY

CONTACT PERSON/TITLE:

MAILING ADDRESS:

TELEPHONE:

E-MAIL:

LOCAL EXCEPTIONS:

(List and provide basis and description of any local exceptions for records retention periods that are specified by formal direction of the local ordinance, Home Rule Charter provision, by board resolution or formal direction of the school board, governing body, etc., that differ from those set out in the Records Retention Manual for your specific entity. Use additional pages if needed.)

THE ABOVE ENTITY HEREBY REQUESTS APPROVAL FROM THE COLORADO STATE ARCHIVES TO FOLLOW THE SPECIFIC ENTITY'S RECORDS RETENTION MANUAL, WITH THE LOCAL EXCEPTIONS INDICATED.

SIGNATURE OF AUTHORIZED ENTITY REPRESENTATIVE

DATE OF SUBMITTAL OF REQUEST FOR APPROVAL



RESOLUTION NO. 2022-01

A RESOLUTION ADOPTING THE COLORADO RETENTION MANUAL AS THE RECORDS RETENTION SCHEDULE FOR THE REGIONAL HOUSING ALLIANCE OF LA PLATA COUNTY, COLORADO

WHEREAS, the Board of the Regional Housing Alliance of La Plata County recognizes the need for a comprehensive records retention schedule for the Alliance's non-permanent records and the retention of those records that have long-term administrative, fiscal, and historical value, and;

WHEREAS, the Colorado State Archives has developed a state-wide record retention schedule in cooperation with the Colorado Special Districts Association, the Colorado Attorney General's Office, and the State Auditor's Office for special districts to follow;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Regional Housing Alliance of La Plata County, Colorado that it hereby adopts the current Colorado Special District Records Retention Schedule and all subsequent revisions and authorizes Jessica Laitsch to submit the request to be used as legal authority for the destruction and preservation of Alliance records to the Colorado State Archives on behalf of the Alliance.

ADOPTED, in La Plata County Colorado this 3 day of February, A.D., 2022.

Kim Baxter, Board President

Section G – Discussion/Updates

Board Member-at-Large Applications

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

At the January 2022 Board meeting, the RHA Board directed staff develop a public application process seeking a Board Member-at-Large. To maximize the time allowed for responses, applications were requested to be returned by Wednesday, February 2, 2022. As of the time of publication of this packet, one application had been received. Staff will provide an update regarding the responses received and seek direction from the Board regarding next steps, for example establishment of an interview committee and scheduling any interviews.

RFP for Financial Audit Services

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

At the January 2022 Board meeting, The RHA Board directed staff to issue an RFP seeking professional audit services for the annual audit of the financial statements for fiscal year 2021. The RFP was issued on January 7, 2022 with responses requested by January 31, 2022. No responses were received in response to the RFP. Staff is seeking direction; would the Board like to:

- Reissue an RFP, timing being the most obvious concern with this approach.
- Undertake an informal bidding process as identified in the RHA's Procurement Policies by soliciting a minimum of three bids.

Administrative Support

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

At the November 2021 meeting the RHA approved the attached professional services agreement with the Southwest Colorado Council of Governments (SWCCOG) to provide certain administrative and bookkeeping services. In return for these services, the RHA agreed to pay the SWCCOG \$22,800 (\$1,900/month) for the fiscal year 2022. It is the SWCCOG's understanding that the RHA has subsequently received offers by other organizations to provide administrative support services. Though the SWCCOG is undergoing a leadership transition, the administrative support will not be impacted.

The Agreement with the SWCCOG is attached, Exhibit A details the Scope of Services related to specific administrative and bookkeeping services. For reference, in the month of January the SWCCOG:

- Coordinated the interview process for the responding consultants to the RHA's Request for Qualifications for professional services to re-establish the RHA.
- Issued an RFP seeking professional financial audit services for the fiscal year 2021.
- Coordinated the public notification and application process for the Board member-at-large position.
- Coordinated with Region 9 staff to begin the project to digitize the RHA's historic records.
- Researched and sought guidance from the State Archives Office related to a proposed records retention schedule for the RHA.
- Prepared and distributed an agenda and supporting documentation for the January 2022 regular Board meeting.
- Drafted minutes of the January Board meeting for consideration at the February meeting.
- Coordinated a meeting of the RHA Policy Committee.
- Compiled a summary of bills related to housing issues that have been introduced in the Colorado General Assembly in the 2022 general session.
- Processed payments for the RHA's regular expenses, including to renew the RHA's insurance policy to ensure no lapse in coverage.
- Filed Federal Nonemployee Compensation forms as required by the IRS.
- Filed the adopted annual Budget for the year 2022 with the Department of Local Affairs in accordance with Exhibit C, RHA Calendar of Important Dates.
- Maintained that RHA's Board meeting materials and financial records.

-
- Prepared and coordinated public notices of assorted Board meetings, committee meetings, and special events to be attended by Board members.
 - Provided bookkeeping services utilizing GAAP accounting processes and maintained the RHA's books in QuickBooks.
 - Provided monthly financial statements.

If the RHA Board chooses to accept an alternate offer for administrative services, the existing agreement may be terminated by providing 90 days written notice.

The Economic Development Alliance sent the following additional information:

In preparation for the Board meeting I wanted to give some updates to the idea of leveraging the Alliance for any RHA administrative services that may be needed as you make decisions on operations and strategic leadership. I have discussed with Jenn Lopez on how the Alliance may collaborate with Moxie and Cappelli and she indicated that it would be productive for her organization as their focus will be on the consulting on structure and strategic development of the organization and projects.

Resources

The Alliance's Director of Operations, Michelle Furi, has reviewed the regulations and reporting requirements with the State and is comfortable and familiar with the processes. She is a certified municipal clerk and ran Silverton for several years with existing relationships with DOLA.

Carolyn Moller is our accountant and is the former Finance Director for Housing Solutions. She too has a strong background in this space and has reviewed the budget and finances of the RHA.

Administrative Capacity

The Alliance has capacity and competencies to fulfill the following types of roles but is not limited to these in the event other activities are required:

- Board Administrative Support- Scheduling, Meeting Preparation/Packets, Minutes, Venue and Hybrid Technology
- Regulatory Reporting
- Project Progress Reporting
- Digital Asset Management and Archival
- Research and Data Collection
- Inbound inquiries (digital or voice)
- Outbound Administrative Communication
- Basic Web Development and Management
- Insurance

-
- Grant Application Preparation and Editing
 - Finances- Bank Access and Security, Reporting, Book Keeping, Budgeting and Tax Preparation
 - Contractor Management- Web or other One-off Resources
 - RFP Development as needed

Fee structure can be similar to existing expenditures and seek cost savings with some efficiencies we may be able to find.

**AGREEMENT BETWEEN
SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS
AND
THE REGIONAL HOUSING ALLIANCE OF LA PLATA COUNTY**

THIS AGREEMENT (the "Agreement") is entered into this 4 day of November 2021, by and between the SOUTHWEST COLORADO COUNCIL OF GOVERNMENTS, (hereinafter referred to as the "SWCCOG" or "Contractor") whose address is 295 Girard St, Ste B, Durango, CO 81303, and the Regional Housing Authority of La Plata County, a Colorado Housing Authority, whose address is 295 Girard St, Ste B, Durango, CO 81303 (hereinafter referred to as the "RHA") (and collectively, the "Parties").

RECITALS

WHEREAS, the RHA is in need of certain administrative support, meeting support, and book-keeping services as set forth in Exhibit A and whereas SWCCOG would provide those administrative, book-keeping, and meeting support services; and

WHEREAS, it is the mutual desire of the Parties to set forth their understanding and agreement, in writing, with respect to said obligations:

NOW, THEREFORE, the parties agree as follows:

1. *Retention of Contractor.* RHA hereby retains SWCCOG to provide certain Services on the terms herein provided.
2. *Term of Agreement.* Unless terminated earlier by either party hereto, the period during which Contractor shall provide services to RHA under this Agreement shall be from **1 January 2022** until **31 December 2022**. This Agreement shall not automatically renew. Both SWCCOG and RHA must agree to any renewal terms.
3. *Termination.* This Agreement may be terminated by either Party, with or without cause, by providing at least 90 days' written notice to the other Party.

RHA may terminate this Agreement immediately without prior notice if any of the following occurs:

- a. Contractor commits a material breach of any provision of this Agreement and thirty days' notice and an opportunity to cure, without curing lapses; or
- b. Contractor commits an act of fraud, dishonesty or any other act of gross negligent, reckless or willful misconduct in providing the services to the RHA violates any other provision of law; or
- c. Contractor fails to commence the work within the RHA calendar dates, Exhibit B, attached to the Contract or in the opinion of RHA the Contractor fails to perform the work with sufficient workers and equipment or with sufficient materials to assure the prompt completion of said work; or

- d. Contractor discontinues the work; or
- e. Contractor fails to resume work which has been discontinued within a reasonable time after notice to do so.

The SWCCOG may terminate this Agreement immediately without prior notice if any of the following occurs:

- a. RHA Board fails to communicate changes to Exhibit B; or
- b. RHA Board fails to provide direction, information, and other relevant information needed for the SWCCOG to provide services in Exhibit A; or
- c. RHA Board fails to notify SWCCOG on meetings or gatherings of Board Members outside of Exhibit B.

Upon termination, RHA shall issue SWCCOG any payments owed for the annual period, however pro-rated to the date of termination, and SWCCOG shall return to RHA all of RHA property, correspondence and records (including copies of RHA computer files), and the parties shall thereafter be relieved from further obligations under this Contract.

4. *Contractor's Duties.* Contractor shall furnish the Services to RHA as described in Exhibit A, Scope of Services. The RHA agrees that it will at any time, and from time to time, execute and deliver all documents and instruments, and take all actions as may reasonably be required by the SWCCOG in order for the SWCCOG to effectuate and fully carry out its obligations in accordance with the terms of this Agreement. SWCCOG is not responsible for incomplete Colorado Open Records Requests as a result of the RHA not having a centralized email system and prior lack of communication with SWCCOG on behalf of the RHA Members regarding RHA business.

5. *Compensation and Invoices.* The compensation paid to the Contractor is to be paid on a schedule and at rates as described in Exhibit A. SWCCOG's obligation to perform is condition on RHA payment.

6. *Agreement to Perform Services as an Independent Contractor.* It is understood through this contract that RHA is contracting with Contractor to provide specific services and this contract should in no way be interpreted that Contractor is an employee of RHA.

Contractor shall perform said services in its own way in the pursuit of its independent calling and not as an employee of RHA and shall be solely responsible for the means and methods and the proper performance of the services in compliance with the terms, requirements, and specifications of this Agreement. Contractor and any persons employed or retained by Contractor for the performance of services hereunder shall be independent contractors and not employees or agents of RHA. Contractor shall not be under the control of RHA or its employees as to the means or manner by which such result is to be accomplished.

Contractor shall have no claim against RHA hereunder or otherwise for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits, or employee benefits of any kind. Contractor shall be solely responsible for meeting all applicable withholding, tax, and insurance requirements.

7. *Notices.* Any notice this Agreement requires must be written and hand-delivered or sent by U.S. Certified mail, return receipt requested, to the parties at the address listed above and also via email, to the following e-mail addresses:

If to SWCCOG: director@swccog.org AND info@swccog.org

If to RHA: _____ (insert e-mail notice address)

8. *Assignment.* Neither party shall have the right to assign this Agreement except with the express written consent of the other.

9. *Enforceability.* If any term or provision of this Agreement shall be adjudicated to be invalid, illegal or unenforceable, this Agreement shall be deemed amended to delete the term or provision thus adjudicated to be invalid, illegal or unenforceable and the validity of the other terms and provisions of this Agreement shall not be affected thereby so long as the purposes of this contract can be met.

10. *Governing Law and Enforcement.* The terms and conditions of this Agreement shall be construed, interpreted and enforced in accordance with the applicable laws of the State of Colorado. Any dispute concerning the performance or interpretation of the agreement which cannot be resolved by the designated points of contact or their immediate superiors shall be referred to the party's board of directors. If the matter is not resolved within 45 days after referral, either party may file legal action. If any legal action is necessary to enforce the terms and conditions of this Agreement, the parties agree that the jurisdiction and venue for bringing such action shall be in the appropriate court in La Plata County, Colorado.

11. *Entire Agreement.* The parties agree that this Agreement constitutes the entire Agreement between the parties and supersedes any and all prior oral representations, promises, covenants, understandings and other agreements, if any, between the parties and their agents, and this Agreement may not be modified in any manner except by an instrument in writing executed by both parties.

12. *Waiver.* No failure by either party to exercise any right it may have shall be deemed to be a waiver of that right or of the right to demand exact compliance with the terms of this Agreement.

13. *Construction.* This Agreement's final form resulted from review and negotiations among the parties and/or their attorneys and no part of this Agreement shall be construed against any party on the basis of authorship.

14. *Signatory's Authority.* Each person signing this Agreement in a representative capacity expressly represents that the signatory has the subject party's authority to so sign and that the subject party will be bound by the signatory's execution of this Agreement.

15. *Funding availability.* Financial obligations of the RHA and performance obligations of SWCCOG are contingent upon annual appropriation of funds by their organizations to pay for the scope of work defined in this agreement. The Parties understand and accept that RHA obligations to make any payments, and SWCCOG obligations to perform services are

contingent on annual appropriation of funds. The parties represent that funds have been appropriated for the initial term.

16. *Third Party Beneficiaries.* The parties to this Agreement do not intend to benefit any person not a party to this Agreement. No person or entity, other than the parties to this Agreement shall have any right, legal or equitable, to enforce any provision of this Agreement.

17. *Breach of Contract.* The prevailing party to any litigation arising out of this agreement shall be entitled to all costs of that action, including reasonable attorney's fees. Notwithstanding, neither party shall be liable for any damages for loss of profits, loss of revenues, loss of goodwill, loss of anticipated savings, loss of data or cost of purchasing, replacement services, or any indirect, incidental, special, consequential, exemplary or punitive damages arising out of its performance or failure to perform under this agreement. Additionally, any damages against SWCCOG shall be capped at the amount of funds that SWCCOG has received from the RHA during the fiscal year in which such liability or damage accrued.

18. *Liability Insurance.* SWCCOG shall maintain its CIRSA insurance coverages in the amount presently held (at the time of execution of this Agreement) by the SWCCOG and RHA shall maintain its CIRSA insurance coverages during the term of this contract.

19. *Indemnification.* Each party, to the extent authorized by law, shall indemnify and hold the other harmless, their agents, employees, and Directors from and against any claim, damages, losses and expenses, including but not limited to attorney's fees and court costs, arising out of or related to that party's own failure to properly perform under this agreement, but only to the extent the failure to perform is caused in whole or in part by the negligent acts or omission of that party, or anyone directly or indirectly employed by that party, and so long as that party did not cause, in whole or in part, the other party not to properly perform. RHA to the extent authorized by law, shall indemnify and hold the SWCCOG harmless from any claims made against the SWCCOG arising from RHA's actions or inactions that are either negligent or a breach of their contract with others, including reasonable attorney's fees and court costs.

20. *Intent.* It is the intent of the Parties that all contractual and statutory obligations of the RHA remain those of the RHA and are not assigned to the SWCCOG and do not become the obligation of the SWCCOG. This Agreement does not create a joint venture or partnership or merger of the Parties. RHA is and shall remain a separate and distinct entity from the SWCCOG. The business operations of RHA shall in no way combine with the business operations of the SWCCOG. The role of the SWCCOG is merely to assist the RHA Board by supplying it with administrative support, meeting support, and book-keeping support, as set forth in this Agreement. The SWCCOG is not responsible for the RHA's actions or inactions.

21. *Immunity.* By executing this agreement, SWCCOG does not waive any immunity or limit liability contained in the Colorado Governmental Immunity Act, does not create a multi-year financial obligation, and does not create any other financial obligation not supported by a current appropriation.

22. *List of Exhibits*

Exhibit A – Scope of Services and Compensation

Exhibit B – RHA Meeting Schedule

Exhibit C – RHA Calendar

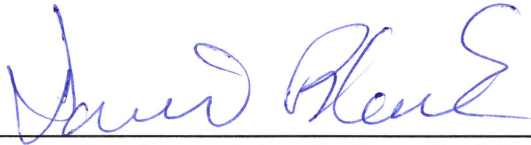
IN WITNESS WHEREOF, the Parties hereto have executed this Agreement the day and year first above written.



Regional Housing Alliance of La Plata County

President 1/10/22

Title, Date



Southwest Colorado Council of Governments

CHAIR 1-25-2022

Title, Date

EXHIBIT A
SCOPE OF SERVICES & COMPENSATION

Administrative Services are limited to:

- Filing any necessary papers at RHA Board's direction to renew RHA's insurance policy(s) in the amount including errors and omissions coverage, to ensure no lapse in coverage, the costs of the same to be paid by RHA.
- Collecting and opening mail and email correspondence forwarded by RHA to SWCCOG and forwarding the correspondence to RHA's Board President and Executive Committee. The SWCCOG will reasonably assist RHA in transmitting RHA Board responses to correspondence.
- Supporting RHA Board Meetings set forth in Exhibit B, which shall include the following:
 - Per the direction of the RHA Board President, creating an agenda and supporting documentation.
 - Distributing the agenda to the Board.
 - Taking minutes and drafting minutes of the meeting which will be at the following regularly scheduled Board Meeting.
- Maintaining RHA board meeting minutes and financial records obtained during the time of this Agreement. SWCCOG does not know the status of the RHA's records prior to the original contract execution date hereof and is not responsible therefor.
- SWCCOG shall be the official Custodian of the RHA's records. SWCCOG will assist RHA in responding to any record requests made of the organization under applicable Colorado law. The cost of the same, including the payment of any necessary legal fees or court costs in complying with same or replying to record requests shall be promptly paid by RHA to SWCCOG in addition to the annual payments. Files provided by RHA to SWCCOG shall be kept in a locked and secure location.
- Update bank signatories
- Posting public notices of meetings, budget hearings, and other items required by Colorado Revised Statutes.
- Assisting RHA in meeting its deadlines as specified in Exhibit C: RHA Calendar.
- 40 hours of grant writing
- One RFP process on behalf of the RHA

Bookkeeping Services limited to:

- Providing bookkeeping services utilizing GAAP accounting processes
- Maintaining RHA books in QuickBooks from date of execution of this Agreement.

- Providing financial statements including Balance Sheet, Profit & Loss, and Budget to Annual statements to the RHA Board in the Board Packets
- Assist the RHA Board in scheduling the annual audit, as necessary, to be performed by an Audit Firm selected by RHA Board. Facilitate the audit by providing records in its possession as requested. Costs of audit and auditor contract to be the responsibility of the RHA Board.
- Assist RHA in complying with their audit and auditor's requests for information
- Assisting the RHA Board in preparing an annual budget for approval by the Board, when approved by the RHA Board file the budget and budget amendments with any additional agencies or persons as directed by RHA.
- File financial paperwork on behalf of the RHA with the State.
- Meet with RHA Treasurer to review financials as needed.

Administration and Bookkeeping Services provided in this scope of work shall include labor costs, rent, liability insurance, utilities, telephone, office supplies, and computer hardware and software. Other costs that the RHA may incur including, but not limited, to legal fees and costs, audit fees, PO Box costs, postage, mileage and travel (as authorized by the RHA Board), liability insurance renewal, payment of RHA Vendors and RHA invoices, are the responsibility of the RHA.

RHA shall pay SWCCOG \$22,800 for Fiscal Year 2022.

If additional work is requested above and beyond what is listed in this Scope of Work, the hourly rate shall be: \$51.00/hour, billed at 15-minute increments.

EXHIBIT B

Regular Meeting Schedule

At the July 27, 2021 Board Meeting, the Board approved a regular meeting schedule on the first Thursdays of the month from 2-4pm. The following are the dates for 2022.

January 6, 2022 – This may be cancelled or rescheduled due to proximity of a federal holiday

February 3, 2022

March 3, 2022

April 7, 2022

May 5, 2022

June 2, 2022

July 7, 2022 – This may be cancelled or rescheduled due to the proximity of a federal holiday

August 4, 2022

September 1, 2022 – This may be cancelled or rescheduled due to the proximity of a federal holiday

October 6, 2022

November 3, 2022

December 1, 2022

EXHIBIT C

RHA Calendar of Important Dates

- No later than January 31: Adopted Budget filed with Department of Local Affairs
- January/February: Set audit date with Auditors (when applicable)
- March/April: Conduct audit (when applicable)
- May/June: Audit presentation to Board and Accept Audit
 - o No later than June 30, audit must be complete
- No Later than July 31: audit must be filed with Office of the State Auditor
- August: CIRSA Insurance renewal application
 - o Sign and return by October 1
- No later than October 15: Proposed budget must be presented to RHA Board
 - o Notice of Budget must be published in advance of October Board Meeting
- No later than December 31: RHA Board adopt annual Budget
 - o Notice of Meeting must be published in advance of December Board Meeting

2022 Meeting Dates and Locations

Date: February 3, 2022

From: Jessica Laitsch

At the Regional Housing Alliance meeting in July, the Board decided to meet the first Thursday of every month, with the location on a rotating basis between Durango, La Plata County, Bayfield, and Ignacio, with Durango and La Plata County to alternate hosting dates as they are both in Durango. Due location changes resulting from public health concerns, and to ensure meeting locations are reserved for the remainder of 2022, below is the meeting schedule for the remainder of the year with proposed locations:

February 3, 2022 – Virtual

March 3, 2022 – La Plata County

April 7, 2022 – Town of Bayfield

May 5, 2022 – Town of Ignacio

June 2, 2022 – City of Durango

July 7, 2022 – Town of Bayfield (May be cancelled or rescheduled due to proximity of a federal holiday)

August 4, 2022 – Town of Ignacio

September 1, 2022 – La Plata County (May be cancelled or rescheduled due to proximity of a federal holiday)

October 6, 2022 – Town of Bayfield

November 3, 2022 – Town of Ignacio

December 1, 2022 – City of Durango

RHA 2021-22 Action Plan Update

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

Attached is the action plan updated through February 2022. This is being presented monthly with any updates as applicable. If the Board would prefer a different update schedule or report format, please notify Jessica.

RHA 2021-22 Action Plan

Updated February 2022

	Jan-22	Feb-22
Leadership: Coordination & Collaboration	Outreach to stakeholders Who Board Status Not Started	Outreach to stakeholders Who Board Status Not Started
	Public outreach How: PSA's, News/Media, etc Who Status Not Started	Public outreach How: PSA's, News/Media, etc Who Status Not Started
	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Status Ongoing
Staffing: Administration & Management	Ideal future: Secure all administrative support needed for the RHA - Executive Director / support staff Who Status Not Started	Ideal future: Secure all administrative support needed for the RHA - Executive Director / support staff Who Status Not Started
	Hire Consulting Firm/ Contractor Who Board Status Ongoing	Hire Consulting Firm/ Contractor Who Board Status Ongoing
	Develop Scope of Work, RFP & Timeline for consulting firm / contractor Who Status Ongoing	Who Status
Funding	Who Status	Who Status
	Who Status	Who Status
Development	Coordinate effort to support and/or start 2 projects Who Consultant Status Not Started	Coordinate effort to support and/or start 2 projects Who Consultant Status Not Started
	Outreach to developers Who Consultant Status Not Started	Outreach to developers Who Consultant Status Not Started

RHA 2021-22 Action Plan

Updated February 2022

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Leadership: Coordination & Collaboration	Renovate/amend IGA & send to RHA Board for review. Who Mike, Mark & Kevin Status Complete		Get political alignment from all entities & decision from all 4 to approve the amended IGA for buy-in. Who Board Status Complete			RHA exposure to elected officials first. Get out of hiding! Who Board Status Not Started
	Meet monthly & involve partners in meetings (communicate) Who Board, SWCCOG Coordinate Status Ongoing			Quarterly updates & presentations for Electeds. Who Board Status Ongoing		Public outreach How: PSA's, News/Media, etc Who Board Status Not Started
	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Board, SWCCOG Coordinate Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who SWCCOG Add to Agenda Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who SWCCOG Add to Agenda Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Board Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Board Status Ongoing	Add agenda item to board meetings to review pending legislation for advocacy needs: CML, CCI, CCAT Who Board Status Ongoing
Staffing: Administration & Management	Dedicate funding for contractor/firm. \$50k is already in budget, less facilitation costs Who Board, SWCCOG Coordinate Status Complete				RHA board to approve the Scope of Work, RFP & Timeline for hiring consulting firm/ consultant Who Board Status Complete	Consultant to develop the structure of the RHA (priorities, staffing structure, etc) Who Board Status Not Started
			Allocate gap resources for SWCCOG scope of work to hire consultants. Who SWCCOG Add to Agenda Status Complete		In-between steps of releasing RFP, vetting proposals, interviews, negotiations, etc Who SWCCOG and Board Status Ongoing	In-between steps of releasing RFP, vetting proposals, interviews, negotiations, etc Who Board Status Ongoing
						Develop Scope of Work, RFP & Timeline for consulting firm / contractor Who Board Status Ongoing
Funding		Track & organize funding opportunities to ensure no funding is missed (ARPA, State, federal) Who Grantwriter/Consultant Status Not Started		2022 Draft Budget Who SWCCOG/Board Status Complete		Approve 2022 Budget Who SWCCOG/Board Status Complete
		DOLA-Housing. Local rep: Andrew Atchley presentation Who Katie/Miriam Status Complete				
Development	Identify and list of potential immediate development opportunities & joint ARPA projects. Who Board, Mike S, Kevin Status Ongoing					
	Create a checklist to be used for all development projects Who Marsha Status Ongoing					

Policy Committee and Legislation Update

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: January 6, 2022

The RHA Policy Committee met on January 19, 2022.

Attached is the Affordable Housing Transformational Task Force Recommendation Report which was submitted to the Colorado General Assembly.

Also attached is a summary of various bills related to housing issues that have been introduced in the Colorado General Assembly in the 2022 general session.



Affordable Housing Transformational Task Force

Recommendation Report

January 2022



Wellstone Collaborative Strategies



73rd General Assembly

Colorado General Assembly

Developed by the
**Affordable Housing Transformational Task Force
and Subpanel**

with Support by:



Wellstone
Collaborative
Strategies

Task Force leadership: Representative Dylan Roberts (Chair, December 2021 - Present), Representative Dominique Jackson (Chair, August 2021 - December 2021), and Senator Julie Gonzales (Vice Chair)

Subpanel leadership: Brian Rossbert (Chair, Housing Colorado) and Cathy Alderman (Vice Chair, Colorado Coalition for the Homeless)

Legislative Council Staff support: Jeanette Chapman, April Bernard, and Elizabeth Ramey

Wellstone Collaborative Strategies consulting team: Jacob Bornstein, Katherine Archuleta, Erik Arndt, and Meagan Picard

Suggested Citation: Affordable Housing Transformational Task Force and Subpanel (2022). *Affordable Housing Transformational Task Force Recommendation Report*. Prepared by Wellstone Collaborative Strategies.

COLORADO GENERAL ASSEMBLY

LEGISLATIVE COMMITTEE MEMBERS

Rep. Dylan Roberts, Chair
Sen. Julie Gonzales, Vice Chair
Sen. Jeff Bridges
Sen. Dennis Hisey
Rep. Iman Jodeh
Rep. Andres Pico
Rep. Steven Woodrow
Sen. Rob Woodward
Rep. Dan Woog
Sen. Rachel Zenzinger



EXECUTIVE BRANCH COMMITTEE MEMBERS

Alison George, Division of Housing
Rick Garcia, Department of Local Affairs
Kristin Toombs, Office of Homeless Initiatives
Will Toor, CO Energy Office
Chantal Unfug, Division of Local Government
Cris White, CO Housing & Finance Authority

AFFORDABLE HOUSING TRANSFORMATIONAL TASK FORCE

January 2022

Governor Polis & Members of the Seventy-third General Assembly,
Submitted herewith is the final report on the recommendations from the Affordable Housing Transformational Task Force, pursuant to the direction of the Executive Committee of the Legislative Council, authorized by Section 229 of Article 75 of Title 24, Colorado Revised Statutes (House Bill 21-1329).

This report is the culmination of several months of hard work from both legislative and executive branch members of the Task Force, as well as citizen members of the Task Force Subpanel, representing many diverse perspectives spanning the housing spectrum. The recommendations included in this report — which received nearly unanimous support from the Task Force — are intended to utilize a once-in-a-generation funding opportunity to institute transformative policies to Colorado's housing sector that will provide immediate, sweeping, and long-lasting change.

Though it has been exacerbated by the COVID-19 pandemic, the housing crisis that our state faces is not new. For decades, the lack of affordable housing has upended the lives of thousands who face homelessness in the Metro area and across the state, shuttered Colorado businesses and hindered working-class jobs due to a lack of workforce housing, and exacerbated inequities for communities of color.

We know that the recommendations in this report will not solve Colorado's affordable housing crisis completely but we believe they will be a transformational step forward. We are confident that if adopted by the General Assembly and implemented in our communities, these policies will make significant strides in increasing access to flexible capital sources, fostering innovation, strengthening the social safety net, enhancing market stability, and ultimately, promoting more broad and equitable access to homeownership and rental housing for Coloradans in every corner of the state.

Thank you for your consideration and we look forward to working with you in the 2022 legislative session and beyond to make these proposals a reality.

Sincerely,

The Affordable Housing Transformational Task Force



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Executive Summary

Colorado has a once-in-a-generation opportunity to transform its affordable housing system and make sure it works for Coloradans in every corner of the state. The \$400 million in unallocated funding from the “American Rescue Plan Act of 2021” (ARPA) offers us a chance to make one-time transformational investments that improve access to affordable housing across the state for those experiencing homelessness and for our essential workers with low to middle incomes.

In order to face these challenges, the Governor and General Assembly formed the Affordable Housing Transformational Task Force and Subpanel to develop recommendations in 2021. Comprised of legislators, executive branch representatives, and diverse affordable housing practitioners and experts, the Task Force and Subpanel undertook a deliberative, iterative, and transparent process. Ultimately, the Task Force came to near unanimous consensus on all funding recommendations and allocations, as well as agreement on several policy concepts.

The outline below summarizes these transformational investments. Such investments will mean more new affordable homes will be built and that existing homes at risk of becoming unsafe or unaffordable are maintained. It will lead to greater innovation for how homes are built, reducing costs and expanding access. The recommendations will help reduce disparities and address homelessness. They will help people purchase homes that were out of their financial reach, which will help build intergenerational wealth. With this significant investment, Colorado can and must rise to the challenge.

<i>Funding Recommendation Summary</i>	<i>Funding Range</i>	
	<i>Low End</i>	<i>High End</i>
Revolving Loan Fund: New and Existing Capacity	\$150M (37.5%)	\$222M (55.5%)
Nonprofit and Local Government Grants	\$150M (37.5%)	\$222M (55.5%)
Resident Owned Communities, Mobile Home Parks, and Land-Banking	\$35M (8.75%)	\$51M (12.75%)
Property Conversion for Transitional or Long-Term Housing	N/A*	N/A*
Permanent Supportive Housing and Supportive Services Fund	N/A*	N/A*
Innovative Housing Incentive Program	\$40M (10%)	\$48M (12%)
CHFA Middle Income Access Program	\$25M (6.25%)	\$25M (6.25%)
<i>Totals</i>	<i>\$400M (100%)</i>	<i>\$568M (142%)</i>

* Allocation to be accessed through other ARPA funds.

Affordable Housing Transformational Task Force Recommendation Report

Introduction

In January 2022, the Affordable Housing Transformational Task Force reached near unanimous agreement on a set of transformational recommendations that will reshape Colorado’s affordable housing system. The Task Force was created to ensure that this once-in-a-generation, one-time investment of \$400 million, made possible by the American Rescue Plan Act (ARPA), will allow Colorado to better meet the growing challenge of affordable housing, ranging from addressing homelessness to supporting housing Colorado’s workforce. With this report, the Task Force submits its consensus recommendations to the General Assembly and the Governor.

The Opportunity

Colorado has been working hard to address the affordable housing crisis over the past few years and is on the precipice of major reform. The Strategic Housing Working Group developed recommendations to address affordable housing challenges. The Division of Housing developed an approach to address homelessness. At the same time, the General Assembly passed a number of bills directed at improving, funding, and incentivizing affordable housing. One key ingredient needed to be transformational is sufficient and flexible funding.

The Task Force

ARPA funds provided the impetus to bring together the legislative and executive branches, as well as diverse stakeholders to tackle the affordable housing crisis and determine where investments would be most impactful. The 16-member Task Force was made up of a bipartisan cohort of ten legislators from Colorado’s General Assembly and six agency directors. A 15-member subpanel of diverse affordable housing experts was appointed to advise the Task Force. Additional insights and input were provided through a public survey, stakeholder participation, and public testimony.

The Report

The following report lays out the challenges, outcomes, and recommendations. In order to address these challenges, a series of outcomes are described. The following section provides a summary of the final set of recommendations agreed upon by the Task Force, as well as the policies that were discussed. Following the conclusion, are several appendices, including details of the process of developing and finalizing recommendations.



The Challenges We Face

Our state faces significant challenges with providing affordable housing. We continue to attract new residents and jobs, but with this growth has come ever-increasing housing prices.

Increasing housing prices create a challenge for many low, middle, and working class families who are trying to rent or purchase a home at a price they can afford. In 2019, an estimated 315,000 households in Colorado paid *over 50% of their income* towards housing.

It's no wonder people find housing so unaffordable. The Federal Housing Finance Agency's all-transactions house price index for Colorado suggests that home prices have *nearly doubled* over the last decade.

This is exacerbated by a housing deficit. *225,000 housing units* must be built for current Colorado residents in the next couple years, and an additional 100,000 to accommodate new residents.

These challenges call for transformational change in housing policy.

Not enough new affordable homes are being built. Colorado saw a dramatic decrease (40%) in the number of homes built across the housing continuum between 2010 and 2020. This significant decrease has coincided with a population increase of 14.8% in the state, creating a situation where low supply and high demand have greatly driven up prices. While programs such as the Low Income Housing Tax Credit (LIHTC) and the State Affordable Housing Tax Credit have helped alleviate some of the pressure of construction for low- to moderate-income households, both programs are oversubscribed and unable to meet the demand for these households.

We are losing existing affordable housing at a high rate. While demand for housing has increased, both project-based and naturally occurring affordable housing have been lost to market forces. State data show that the number of units deemed affordable for those making less than \$45,000/year decreased by almost 300,000 units in the last decade. These losses have deep implications for low- to moderate-income individuals and families.

Colorado faces a crisis in the number of people who are not housed or are insecure in their housing. While physical and/or mental disabilities, substance use, unemployment or underemployment, and various other challenges are part of the broader picture of homelessness, a leading cause of homelessness is a lack of affordable housing. Almost 10,000 Coloradans were homeless in 2020, up 2.4% from the previous year according to the annual Point-In-Time report. Further, school-based McKinney-Vento liaisons identified over 23,000 students as experiencing homelessness, doubled up, or unstably housed during the 2018-2019 school year. More than 53,000 individuals covered by Colorado's Medicaid system in 2019 were without stable housing.

From 2020 to 2021, [first-time homelessness](#) in the Denver Metro area doubled and the number of people accessing emergency shelter increased by 40%. This trend has been reportedly mirrored throughout the state in rural and urban areas with a significant increase in the number of people experiencing homelessness.

[A 2021 Urban Institute study](#) showed that it costs on average \$20,000 a year to house a person who is experiencing homelessness, as compared to the \$30,000-50,000 it would cost to leave them unhoused and using emergency services like jails, detox facilities, shelters, and emergency rooms.

Colorado has lost its factory-built housing capacity. As we try to solve the housing crisis, Colorado has the unique opportunity to position itself as a national leader in innovative building technology. For example, factory-built housing can provide both an innovative, affordable housing option to create scalable, long-term transformational change for local communities, as well as grow businesses and factories operating in this industry. However, while factory-built homes can offer an additional affordable housing option to Colorado communities, this option is currently limited in all four corners of the state. Affordability is impacted by installation cost increases due to transportation costs.

To be an accessible option for communities faced with housing shortages, investment is needed to strengthen this industry, as well as other innovative building technologies, to ensure local community affordability. Such investments will create opportunities to embrace new building techniques that will help solve the state's housing crisis. These include manufactured, prefabricated, and modular housing units. These units can be built at half the cost per square foot (about \$50 - \$100/sq. ft. or \$80-150K per unit) and in a quarter of the time compared to traditional construction. In addition, modular and manufactured construction can be built eco-friendly.

Middle income families can no longer afford to buy or rent a home. A convergence of factors have come together, exacerbated by the COVID-19 pandemic, to create more affordability challenges for middle-income households (60-120% of an area's median income, or AMI). Housing cost burdens are rising across Colorado, especially in high growth areas, creating a significant gap in middle-income housing. People are pushed further and further away from their place of work due to high price and limited inventory, creating more traffic congestion and longer commutes. Existing state and federal resources are limited to address this housing gap, as they primarily support the development of housing for those earning 60% AMI or less. Colorado Housing and Finance Authority's (CHFA) Middle Income Access program (MIAP) can help address the middle-income workforce with incomes too high for Housing Credit units, but who are often overburdened by market rents.

Too many Coloradans from different walks of life experience deep disparities and cannot access affordable housing. According to recent reports by the National Low Income Housing Coalition (NLIHC), Colorado is ranked the 9th least affordable state for housing. For minimum wage earners to afford a modest two-bedroom apartment, they would need to work 89 hours per week. Coloradans with the greatest need are also facing a shortage of housing stock. There are 162,557 extremely low-income households (below 30% AMI) across Colorado, but only 48,767 units are available and affordable to this demographic, leaving more than one in three without an affordable option. Additionally, only one in four eligible households is able to access limited rent assistance through vouchers.

While federal, state, and local governments have acted to create relief funding, many households still face eviction and are at risk of homelessness. There is an overrepresentation of Black, Latino/a, and Indigenous individuals in the homeless population. In the Denver Metro Seven County Area, for instance, there is a significant overrepresentation of Native American and Black individuals who, despite only being 0.7% and 5.3% of the general population respectively, make up 4.2% and 31% of the population of people experiencing homelessness.

Envisioning a New Future

an affordable housing system

1

Is Affordable: Ensures that anyone can access housing for less than 30% of their household income.

2

Revitalizes Housing Stock: Increases housing supply across all price points, especially workforce, transit-oriented, extremely low-income, and middle-income housing, and invest in the preservation of existing housing.

3

Overcomes Disparities, Especially Systemic: Reconfigures housing to undo historic racism, for example redlining, low appraisal rates, subprime loans, and predatory practices, to ensure that marginalized people no longer suffer the most for affordable housing.

4

Addresses Homelessness Quickly: Provides simple access to intentional, statewide resources to quickly and effectively get people experiencing homelessness housed and provide access to critical supportive services.

“Fundamentally, we need more housing opportunities that are affordable for Coloradans for them to live a high-quality lifestyle and... also for our economy to thrive and be able to attract workers”

~ Governor Jared Polis

that:

5

Builds Wealth: Ensures anyone can access housing where they need it, and that they aren't pushed out of current housing due to increasing property values or other market pressures, creating the opportunity to build intergenerational wealth.

6

Is Sustainable: Ensures that housing development is balanced with the preservation of Colorado's natural landscapes, and that new housing is constructed to be energy efficient or zero energy to reduce or eliminate utility expenses. It is important that new affordable housing investments are strategically located and constructed in ways that will both reduce residents' overall costs of living, by minimizing expenditures for energy and transportation, and will support the state's goals for reducing air pollution and greenhouse gas emissions.

7

Is Integrated with Other Systems: Create a system in which housing is integrated with funding and other systems to rapidly re-house people, and with behavioral health and other wraparound services to continue to support them once housed.

8

Removes Obstacles: Does away with unnecessary regulatory barriers (e.g., parking requirements, occupancy limits, and exclusionary zoning) to both development of and access to affordable housing, especially near jobs or transit.

Defining Affordable Housing

A consideration of the term “affordable housing” must include an evaluation of the **full continuum of housing needs** for all people, including those experiencing homelessness, those seeking attainable, accessible, and stable rental housing, and those entering home ownership for the first time.

While certain programs and / or funding sources are tied directly to defined standards of affordability, to the extent possible, a guiding definition of affordable housing for new programs, services, and developments with the ARPA funds should recognize that affordability is tied to people and not to the market. **People should not have to spend more than 30% of their income on housing costs**, inclusive of rent or mortgage and utilities.

When affordability must be tied directly to area median income (AMI) because of program or funding requirements, it should be **responsive to the unique characteristics of that community** (i.e., is it a resort community? Do AMI standards adequately address the workforce? Are there considerations for populations on fixed incomes?). Affordability should also include a sustainability and stability component to **ensure that long-term affordability** can be achieved for both rental and home-ownership opportunities.



Recommendations

The following funding recommendations and allocations were ultimately adopted by consensus-minus-one by both the Task Force and Subpanel. This included broad bipartisan support from the Task Force during their meeting on December 8, 2021. Funding recommendations incorporate proposals submitted by the Subpanel and from the Governor’s Budget Proposals related to affordable housing. Guidelines for funding distribution and policy recommendations were developed by the Subpanel and adopted in this report by a Task Force vote.

Achieving this new future would mean that we met Colorado’s affordable housing challenges. To accomplish these outcomes, the Task Force unanimously agreed to a series of transformational recommendations.

While this funding alone will not be able to fully realize the vision for a new future, these investments will bring us much closer to fixing a too often broken affordable housing system. The funding allocations are summarized below, followed by detailed descriptions of each. Three sections concerning policies discussed by the Task Force and Subpanel follow the sections on funding recommendations.

All funding recommendations recognize that if funds are not used at the necessary rate, such funds will revert to the Division of Housing’s (DOH) Housing Development Grant Line or to other funding mechanisms where utilization is high and funds are needed by a certain date. The appropriate funding mechanism (loan or grant) is to be determined by the administering agency pursuant to program requirements. However, funds should be allocated to both loan and grant lines to account for projects with targeted populations, type of project, and the type of organization requesting funds.

All funding recommendations are also contingent on a full fiscal analysis. Final funding allocations will not necessarily fall within the ranges provided and could be lower or higher for each recommendation. Further, per federal requirements, ARPA funds must be obligated by December 2024 and spent before the end of 2026.

All Task Force recommendations are subject to the final guidance issued by the United States Treasury on the use of State and Local Fiscal Recovery Funds. All legislation drafted by the General Assembly will need further fiscal analysis to ensure compliance, and bills based on recommendations may be funded by ARPA or any other revenue source under the discretion of the General Assembly.

Summary of Funding Recommendations

The following table summarizes the recommendations and allocation amounts approved by the Task Force by a vote of 15-1. Low-end funding allocations indicate the total amount of ARPA funding available for recommendation by the Task Force, and high-end funding allocations indicate an “up to” amount to allow the administering agency flexibility in funding prioritization and disbursement.

<i>Funding Recommendation Summary</i>	<i>Funding Range</i>	
	<i>Low End</i>	<i>High End</i>
<p>Revolving Loan Fund: New and Existing Capacity</p> <p>This includes aspects of the following recommendations appropriate for loans:</p> <ul style="list-style-type: none"> • Gap Financing to Align with Expansion of Tax Credit and Other Funding Programs • Maintain Existing Affordable Housing • Governor’s Office Proposal: Green Energy for Affordable Housing 	<p>\$150M (37.5%)</p>	<p>\$222M (55.5%)</p>
<p>Nonprofit and Local Government Grants</p> <p>This includes aspects of the following recommendations appropriate for grants:</p> <ul style="list-style-type: none"> • Gap Financing to Align with Expansion of Tax Credit and Other Funding Programs • Maintain Existing Affordable Housing • Sustainable Rental Assistance • Governor’s Office Proposal: Strong Communities • Governor’s Office Proposal: Green Energy for Affordable Housing 	<p>\$150M (37.5%)</p>	<p>\$222M (55.5%)</p>
<p>Resident Owned Communities, Mobile Home Parks, and Land-Banking</p>	<p>\$35M (8.75%)</p>	<p>\$51M (12.75%)</p>
<p>Property Conversion for Transitional or Long-Term Housing</p> <p>The Task Force expressed support for this recommendation, but removed funding with the expectation that the Task Force on Economic Recovery and Relief Cash Fund will provide \$200M of funding.</p>	<p>N/A*</p>	<p>N/A*</p>
<p>Permanent Supportive Housing and Supportive Services Fund</p> <p>The Task Force expressed support for this recommendation, but removed funding with the expectation that the Task Force on Economic Recovery and Relief Cash Fund will provide \$200M of funding.</p>	<p>N/A*</p>	<p>N/A*</p>
<p>Innovative Housing Incentive Program</p>	<p>\$40M (10%)</p>	<p>\$48M (12%)</p>
<p>CHFA Middle Income Access Program (Governor’s Office Proposal)</p>	<p>\$25M (6.25%)</p>	<p>\$25M (6.25%)</p>
<p><i>Totals</i></p>	<p>\$400M (100%)</p>	<p>\$568M (142%)</p>

* Allocation to be accessed through other ARPA funds.



Detailed Funding Recommendations

Revolving Loan Fund

Develop or fund flexible low interest, below market revolving loan funds to support increases in new developments, preservation and rehabilitation of existing housing, property conversions, and non-traditional housing capacity in diverse geographic communities where the economic impact of COVID-19 has significantly impacted housing affordability and availability. This includes development of new affordable housing units or the purchase of existing affordable housing units, either rental housing or for-sale homes, including mixed-income developments. Interest rates should be below market and not exceed those necessary to meaningfully further affordable housing development or preservation in local communities across the state. Funds should be available to local and regional groups and governments to be used for for a variety of needs. These include:

- Develop and integrate infrastructure and offset construction and predevelopment costs.
- Provide gap funding for housing development projects with a particular focus on 4% LIHTC transactions, including the ability to purchase existing affordable housing and multi-family structures, particularly in communities where efforts have been made to encourage affordable housing development.
- Maintain existing affordable housing via funding for preservation, restoration through rehabilitation, retrofitting, renovation, capital improvements/repairs of current affordable housing stock, including Section 8 and public housing for populations/households disproportionately impacted by COVID-19 with commitments for long-term affordability.

This should include investments for:

- Seniors to age in place.

- Remediation of low-quality / condemned properties.
- Housing specifically designed for people living with disabilities.
- Weatherization and energy improvements to multi-family and single-family residences to maintain/improve quality of affordable homes / rentals.
- Purchase and transition of current housing stock, including properties currently in use as short term rentals, into affordable housing.
- Programs or initiatives to ensure existing housing remains affordable for local workforce or community households.
- Finance energy improvements in affordable housing, which will provide funding for incremental upfront costs for efficient, electric measures and renewable energy systems for both existing buildings and new housing construction.

Priority should be given to efforts to proactively reach out to property owners whose properties are nearing the end of both the affordability and compliance period to see if they are interested in selling. For both new projects and preservation projects, priority should be given to sustainable developments that are green, highly-energy efficient, and electric. Investments should align with other state economic development efforts. Efforts should be made to support innovative financing mechanisms that allow funds to revolve quickly for rapid re-use.

Funding Allocation: \$150-222M

Nonprofit and Local Government Grants

Provide direct, flexible, and timely grant funding to nonprofits and local governments that have or are pursuing measures to facilitate affordable housing development, including the purchase of land. This includes development of supportive, rental, and for-sale housing targeted at populations disproportionately impacted by COVID-19. Ensure flexibility of funding, including allowances for operating grants to community-based organizations and qualified local governments, particularly in small, rural, and mountain resort communities, so they can best meet their own development needs. Also allow for grants to community-based organizations for housing navigation and rehousing support, timely deployment of assistance, and technical assistance. Funds should be available to local and regional groups and governments to be used for for a variety of needs. These include:

- Develop and integrate infrastructure.
- Provide gap funding for housing development projects with a particular focus on 4% LIHTC transactions, including the ability to purchase existing affordable housing and multi-family



structures, particularly in communities where efforts have been made to encourage affordable housing development.

- Maintain existing affordable housing via funding for preservation and/or restoration through rehabilitation, retrofitting, renovation, capital improvements or repairs of current affordable housing stock. This includes Section 8 and public housing for populations or households disproportionately impacted by COVID-19 with commitments for long-term affordability. This should include investments for:
 - Seniors to age in place.
 - Remediation of low-quality/condemned properties.
 - Housing specifically designed for people living with disabilities.
 - Weatherization and energy improvements to multi-family and single-family residences to maintain/improve quality of affordable homes and rentals.
 - Purchase and transition of current housing stock, including properties currently in use as short term rentals, into affordable housing.
 - Programs or initiatives to ensure existing housing remains affordable for local workforce or community households.
- Provide time-limited rental assistance for households disproportionately impacted by COVID-19 and at risk of losing their home or in need of rapid re-housing, including funding for outreach and education efforts, and provide additional funds to the state's Eviction Legal Defense Fund given ongoing COVID-19-related evictions/renters' need.
- Finance energy improvements in affordable housing, which will provide funding for incremental upfront costs for efficient, electric measures and renewable energy systems for both existing buildings and new housing construction.

These potential uses for ARPA funds are in alignment with the Governor's budget priority to invest in strong communities. This includes funding for local infill infrastructure needs to help support and catalyze affordable housing development and further Colorado's sustainable development patterns, provide community benefits, ensure multimodal connectivity, reduce greenhouse gas emissions, strengthen social and environmental equity, and improve quality of life and community resilience. Similar to both HB21-1271 and HB21-1117, the structure of funding criteria, especially for development grants, should encourage the use of local policies that allow for affordable housing to be developed. Funding criteria should also leverage local funding resources. When appropriate, such funds should be aligned with loan funds and priority given to projects that significantly leverage other funding sources.

Funding Allocation: \$150-222M

Resident Owned Communities, Mobile Home Parks, and Land-Banking

Provide direct grants and/or low interest loans for preservation of naturally occurring affordable housing and future development opportunities through land-banking, land trusts, and community-owned land opportunities prioritized for communities and populations disproportionately impacted by COVID-19. Invest in resident-owned community (ROC) infrastructure to facilitate the purchase by residents of properties that may be coming up for sale or whose deed restrictions might be ending. This includes purchase by mobile homeowners or community or non-profit organizations under the Mobile Home Park Act in order to prevent eviction and displacement, and build community capacity, especially among communities

disproportionately disadvantaged and impacted by COVID-19. Funding may also include rehabilitation of rental units in mobile home parks to support underlying infrastructure.

Funding Allocation: \$35-51M

Property Conversion for Transitional or Long-Term Housing¹

Provide direct grant funding to quickly develop and build transitional housing for those leaving congregate settings (i.e., criminal justice, hospital, shelter) or fleeing dangerous home environments, for those who are experiencing homelessness with behavioral health needs, or to address local community housing needs for populations disproportionately impacted by COVID-19. This includes funding to rehabilitate under-utilized properties throughout the state by increasing direct funding for acquisition / conversion of motels / hotels, underutilized government-owned property, commercial properties, or other land or property for immediate conversion into non-congregate shelter, transitional, or long-term housing. It also includes set-aside or matched funds for operations to quickly help resolve homelessness and housing insecurity / instability. This recommendation utilizes the authorization and funding mechanism created in SB21-242. If possible, funds should be aligned with Behavioral Health Transformational Task Force funding to provide behavioral health and wraparound services. This may include seed funding and grants for short-term rental assistance programs to help with operational costs.

Funding Allocation: \$N/A

Permanent Supportive Housing and Supportive Services Fund¹

Provide direct grants to fund the development or creation of permanent supportive housing for individuals experiencing homelessness and those living with disabilities, including behavioral health disorders. Align funds with Behavioral Health Transformational Task Force funding to provide wraparound services. Invest in long-term supportive services funds for existing affordable housing programs that do not have tenancy support services funding to keep people stably housed.

Funding Allocation: \$N/A

Innovative Housing Incentive Program

In alignment with the Governor's budget priority to invest in the Innovative Housing Incentive Program, provide direct funding in combination with local government ARPA funds to attract, encourage, and support the implementation and construction of prefabricated housing (i.e., modular, 3-D printed, manufactured, kits, etc.) in diverse geographic areas of the state where

¹ The Task Force strongly supports the recommendations for "Property Conversion for Transitional or Long-Term Housing" and "Permanent Supportive Housing and Supportive Services Fund," but didn't allocate specific dollar amounts with the expectation that the Task Force on Economic Recovery and Relief will provide \$200M of funding for the Governor's budget proposal on homelessness, which largely overlaps with these recommendations. This curtails a duplication of efforts. It should also be noted that both of these priorities are recommended by the Task Force as eligible uses of the funds within the revolving loan and grant funds. Lastly, it is expected that funding allocated from the Task Force on Economic Recovery and Relief will compliment the nearly \$25M in HOME-ARP funding directly allocated to DOH, the \$15M given to HCPF through the HCBS program to support a social impact bond program, the nearly \$43 million given directly to local governments through HOME-ARP to address homelessness, as well as other sources of funding received by DOLA.

communities have been disproportionately impacted by COVID-19 and have traditionally lacked access to affordable housing and housing resources. Support opportunities for sustainable, green, and highly energy efficient developments.

Funding Allocation: \$40-48M

CHFA Middle Income Access Program

Provide \$25M for CHFA’s Middle-Income Access Program (MIAP) to fund an increased investment for missing middle, workforce housing. MIAP serves middle income families and individuals (often referred to as the “missing middle”) with incomes too high for LIHTC units but who are often overburdened by market rents. Typically, the missing middle is comprised of renters whose income is between 80-120% (AMI. MIAP loans are currently funded by CHFA’s Housing Opportunity Fund, which has insufficient dollars to meet the need. Despite this, there is a high degree of interest in this program due to its successes where funding was available, and additional funding would expand both MIAP and its marketing reach.

Funding Allocation: \$25M



Guidelines for Funding Distribution

The following guidelines for agencies administering ARPA funds were developed by the Subpanel and adopted by the Task Force. They acknowledged that all funding decisions made by the administering agencies of these funds in Colorado should be made pursuant to the most current federal regulations and guidelines promulgated by the U.S. Department of Treasury, and that the following considerations are secondary to any federal guidance. Guidelines are organized to reflect the funding criteria with which the Subpanel evaluated each recommendation: funding flexibility, funding timeliness, ability to leverage other funds, and potential for equitable distribution. These do not reflect any order of prioritization.

Project Prioritization

Consistent with federal guidance, DOH, CHFA, and other administering agencies should give preference to projects and initiatives responsive to local priorities and needs, particularly those that:

- Ensure long-term affordability.
- Have sustainable energy impact of green build component.
- Are in geographically diverse communities actively working to reduce barriers to development of affordable housing (i.e., similar approaches as identified in HB21-1271).
- Have a measurable impact on workforce development.
- Are targeted to and/or have involved specific impacted populations identified in the Subpanel Funding Recommendations, federal regulations/guidance recognizing that all projects and initiatives must be responsive to communities disproportionately impacted by COVID-19.
- Seek to prevent involuntary displacement.²

Recommendations for Agencies to Help Ensure Flexibility

The Task Force and Subpanel identified flexibility of ARPA funds as critical to enable adaptability for local housing needs/conditions and to allow administering agencies additional discretion as they disburse funds.

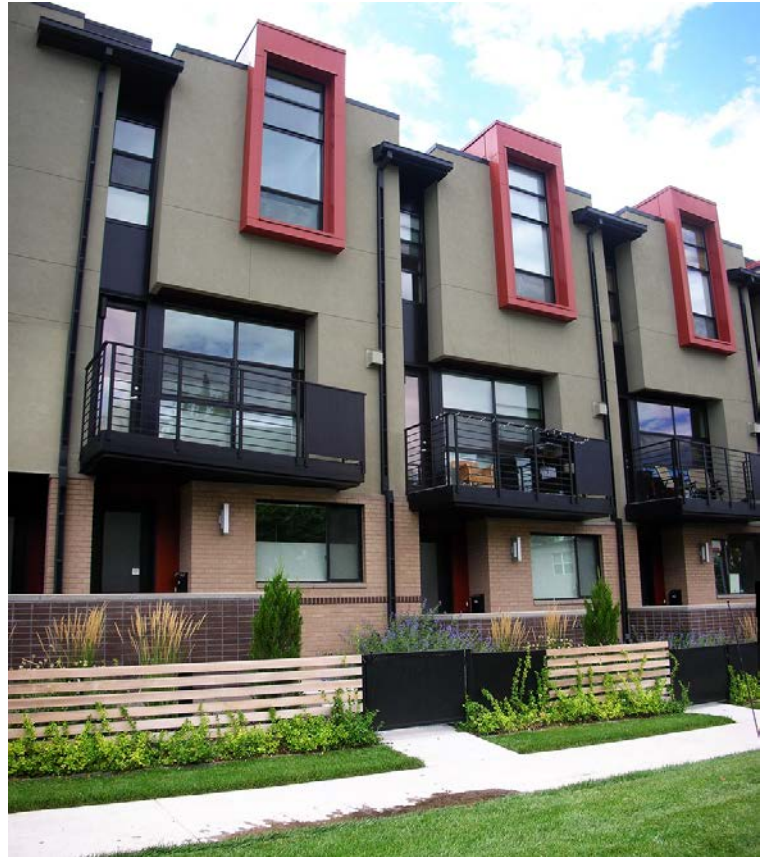
- Ensure grant and loan applications are easy to access, straightforward, and streamlined.
- Allow for Area Median Income (AMI) flexibility in geographic areas where cost of living and income standards are not consistent with current AMI restrictions, especially in rural and rural resort areas.
- Make/provide considerations for non-entitled communities and communities that have traditionally not had access to state funds.²
- Provide flexible capital resources beyond tax credit projects.²
- Avoid strict requirements for all projects (i.e., do not require high-density development or ADUs where not a necessity for communities).

² Indicates alignment with the Strategic Housing Working Group's recommendations. Note: Many funding recommendations previously made by the Subpanel also align with SHWG recommendations but are not discussed here.

Recommendations for Agencies to Ensure Timeliness of Funding

In addition to flexibility, the Task Force emphasized the importance of timely funding to address immediate housing needs produced or exacerbated by the COVID-19 public health emergency.

- Fast-track applications, contracting, and distribution of funds.
- Report out regularly on availability of funds, pending applications for funds, and anticipated recapture of funds.
- Provide funding to administering agency for capacity, staff, expertise, technical assistance, etc.²
- Provide direct funding instead of only gap financing and loan funds.
- Reduce partnership requirements depending on local community capacity and reduce need to engage in lengthy processes for receiving intergovernmental agreements.



Recommendations for Agencies to Ensure Leveraging

Given that ARPA funds are one-time dollars, the Task Force encouraged they be leveraged to the greatest extent possible to maximize transformational change in Colorado.

- Administer loans and grants for specified programs through DOH and within current mechanisms.
- Administer loans beyond DOH programs/mechanisms through CHFA.
- Lend at low interest or below market loan rates (i.e., 0.5-1.0%).
- Educate borrowers and lenders on the process and timeline for recuperation of funds for re-use.
- Provide timely public reports of timeline for recapture of funds for organizations to plan for applying for funds.
- Ensure that all unused funds revert to the Housing Development Grant Line or other ARPA funding lines with insufficient funds to meet the need.

Recommendations to Ensure Equity

The Task Force identified equitable funding distribution as critical in order to effectively respond to the mandate of addressing disproportionate impacts from COVID-19.

- Prioritize/ensure development for populations most in need, including those at risk of or experiencing housing insecurity or with historical barriers in accessing safe, quality housing.
- Ensure development is provided across the housing spectrum through AMI targeting and/or projects targeting specified project types for identified populations in need.
- Reduce barriers for organizations and households (i.e., use funds consistent with HB21-1054).
- Identify non-traditional partners working with targeted populations.
- Invest in property that could be used for future development.
- Invest in targeted outreach and education to ensure resources reach out to and meaningfully engage marginalized communities.
- Evaluate projects by geography.²
 - Per unit subsidies should align with community attributes and standards.
 - Consider impact of Short-Term Rental market on affordable housing.

Other Considerations

Finally, the following three considerations were identified as important but didn't fit into the previous criteria.

- Evaluate projects by their intended outcomes and actual impact on communities and populations.
- Use funds to support recipient organizational capacity, staffing, and expertise to expend the funds quickly and efficiently.
- Set targets for how funds will be distributed.(i.e., for permanent supportive housing and 30% AMI and below rental, traditional/LIHTC rental and preservation, for property conversion and/or transitional housing, and for homeownership or rehabilitation). Regularly report on progress.

Policy Ideas that Achieved Consensus for Inclusion

In addition to previously identified funding priorities and guidance, the Task Force adopted the following six policy recommendations that came from the Subpanel via a vote of consensus. While some policy ideas have a potential fiscal impact, their inclusion here does not represent a commitment to ongoing funding.

Expand the State Tax Credit Program: The housing tax credit program administered through CHFA is a well-utilized and a proven resource in supporting the development of affordable housing. Having more tools to expand affordable rental housing is critical, and we also need a similar tool to increase home ownership production.

Establish a Standing or Interim Committee or Task Force on Housing and Homelessness: Affordable housing will continue to be a critical issue in Colorado and merits specific focus from the legislature. A standing body can ensure streamlining and evaluation of housing legislative initiatives and alignment with any goals and strategies identified by administrative agencies. Key members on such a committee should include legislators, agency and organization staff, local government representatives, and practitioners.



Provide Funding for the Division of Housing within the Department of Local Affairs to Update and Expand a Statewide Housing Needs Assessment: The intent of such an assessment is to incorporate and consolidate existing data resources and local needs assessments in support of HB21-1028. Once established, the Division should provide regular (e.g., annual) public reporting. Important data to come from a statewide needs assessment could include recent (e.g., past 5 years) affordable housing trends, amount and type(s) of affordable housing lost to the market, and existing gaps along the affordable housing continuum. The data could be provided in a dashboard and should align with housing production and preservation goals to demonstrate progress towards those goals. Support to local governments that have or are able to conduct a local housing needs assessment will: ensure existing datasets are up to date and fill data gaps for those local governments with current or in-process assessments; provide incentive to those without a current or in-process assessment; and allow funding for regional needs assessments where local governments indicate a desire to approach housing from this broader perspective.

Ensure Sustainable Funding for Supportive Services, and Integration with Affordable Housing: Fund the current and ongoing need for supportive services. Current state efforts are underway to align funds for supportive services, including an effort by the Behavioral Health Transformational Task Force for “bridge” funding support before the establishment of a long-term solution. Create an ongoing supportive services fund or funding mechanism in partnership with Division of Housing (DOH), the Office of Behavioral Health (OBH), and the Department of Health Care Policy and Finance (HCPF) for a full range of wraparound services and expanded provider types. Require DOH to fund supportive services until such time that a supportive services fund is created for new and existing affordable housing projects. Identify options to sustainably fund supportive services, including putting services “above the line” in operations budgets, and enabling housing providers to receive reimbursement for tenancy support services through sources other than limited housing funds.

Address Short-Term Rentals: Short-term rentals (STRs) have affected the affordable housing market in many Colorado communities, especially in mountain and resort communities. Examine the work of the Legislative Oversight Committee Concerning Tax Policy and Task Force in developing data-driven recommendations for STRs.

Ensure Statewide Homelessness Prevention and Resolution: Develop a statewide strategy for homelessness prevention and resolution that is responsive to and takes into account unique local community needs. Examine the potential for sustainable funding for the Office of Homelessness Initiatives and community partners to assess, create, adopt, and implement a flexible state and local government plan with identified goals to respond to individuals and families experiencing homelessness.

Additional Policy Ideas Discussed

The following issues and concerns were discussed by the Task Force and Subpanel, but did not reach consensus; they are included here as a record of those discussions.

Study of State and Local Factors Impacting the Development of Affordable Housing

- Provide one-time funding for a study of state and local laws, ordinances, regulations, permitting practices, and fees that contribute to or impact the development of affordable housing. The study should identify both barriers and best practices in the development of affordable housing.
- The study should be a collaboration between state and local government entities, should take into consideration any currently available assessments or evaluations, and should include analysis on home-rule and state authority issues.
- The study must be sufficiently robust to provide the information necessary to consider well-informed action and avoid unintended consequences.
- Support for such a study potentially reducing regulatory burden of building affordable housing was expressed. It could provide additional context for elected officials.
- Concerns were raised about whether such a study would provide meaningful data beyond that of a statewide needs assessment, how unique local nuance would be taken into account, and whether this would be an effective use of limited funds.

Statewide Contractor Licensing and Land Use Policy

- Consider statewide zoning incentive programs. The Subpanel was divided on whether local entities should be incentivized to eliminate single-family zoning limits.
- Consider a statewide contractor licensing program. No concerns were raised about a statewide contractor licensing program.
- Consider a statewide building code similar to requirements already instituted for modular housing. Concern was expressed about a statewide building code, and whether it could be effective at meeting local needs.
- Adopt a land use policy, like the 99-year ground lease, that ensures the affordable housing preserved or built today with state and federal dollars will always be a community asset.

First Right of Refusal (Renters and Nonprofits/Developers)

- Assess the feasibility of Tenant Opportunity to Purchase Act (TOPA) and Community Opportunity to Purchase Act (COPA) as a method to limit the loss of existing but expiring affordable housing to the market. Concern was expressed that the first right of refusal could lower property values and/or discourage investor and lender buy-in. It was also mentioned that for existing agreements, this is shifting the ground to which the owner agreed.

Data and Systems Integration

- Design, develop, integrate, and sustain the state's public data infrastructure aimed at identifying and supporting needed investments; support interagency coordination; and track the impact of the state's affordable housing programs.

Workforce

- Incentivize employers (via payroll tax credits or rebates) in diverse geographies to recruit and train skilled workers in housing related industries with intentional effort to provide training, recruitment, and utilization of diverse workers who are under-represented.

- Consider apprenticeship utilization requirements in conjunction with the State Apprenticeship Agency for qualified projects, with a goal of long-term workforce development.
- Coordinate with the Economic Development Task Force to meet workforce and affordable housing funding priorities.

Construction Defect Laws

- Recognize that Construction defect laws are an existing policy issue that many developers indicate adds to for-sale costs. Support any examination underway of existing Construction Defect laws to determine if more market-provided for-sale affordable housing opportunities exist while still providing consumer protections.
- Concerns were raised about the balance between developer and consumer roles in construction defect laws, and whether to acknowledge this since other efforts are underway to address it.

Land Banking

- Prioritize the use of land banking and land trust strategies for long-term affordable housing planning and development.
- Recognize the difference between land trusts and land banking — land banking is a longer-term strategy to ensure affordability.
- Concern was raised about the lack of discussion time on this item.

Intergovernmental Agreements

- Eliminate the requirement for Intergovernmental Agreements (IGAs) to receive funding unless they are federally required, and eliminate “service area/territory” especially for DOH & CHFA funded projects, including weatherization.





Subpanel Chair Brian Rossbert and Vice Chair Cathy Alderman speaking to the Affordable Housing Transformational Task Force.

Conclusion

The final recommendations approved by the Affordable Housing Transformational Task Force are expected to make housing more affordable in Colorado and save people money on housing costs. With state revolving loan fund dollars continuing to feed Colorado's affordable housing needs, these one-time ARPA funds will support the creation of affordable housing over the next several years. The flexibility and opportunity to match ARPA funds with local resources will open pathways for even the most challenging housing projects to break ground. It will support communities across the state and where the need is greatest. These recommendations will make a real difference for the many thousands of Coloradans who struggle to find stable and affordable places to live.

Members of the Task Force from both the General Assembly and Executive Branch agencies are broadly united in taking these critical steps to meet this need. This overwhelming level of agreement resulted from a unique process conducted and led by Colorado's General Assembly. The Affordable Housing Transformational Task Force of legislative and executive branch members, supported by an expert Subpanel, was a powerful mechanism to build broad consensus and understanding.

It is with great appreciation of the approximately 1,000 hours of time by Task Force members and volunteer Subpanel members that these recommendations are submitted to the Executive Committee of the Legislative Council and Governor Polis.

Appendix A. Guidance & Foundational Framework for Developing Recommendations

Guidance on Establishing Recommendations

At the first hearing of the Task Force, members agreed on guidance for the Subpanel to guide the development of recommendations. The Task Force determined that funding and policy proposals should meet the following guidance (listed in priority):

1. Be transformative for the long-term.
2. Address populations in need, especially those experiencing systemic disparities (e.g., redlining).
3. Are one-time funding proposals with no or very little out-year costs, or with a financing plan that doesn't increase the state's structural deficit (e.g., reallocating from less effective existing programs).
4. Leverage local, private, and federal dollars, including public-private partnerships.
5. Are evidence-based, and/or best practices in other states, or with certain communities or partners.
6. Are community-based solutions informed by the uniqueness of that community.
7. Are culturally and linguistically informed and relevant.
8. Are consumer-driven, with a strong voice from those most impacted and involved in the affordable housing system.
9. Address the full continuum of affordable housing supports, from prevention to high intensity.
10. Fill the gaps in services, policies, and programs.
11. Are innovative and flexible, when appropriate.

Members of the Task Force also defined transformational change, its top priority, as follows (and in no specific order):

- **Builds Wealth:** Ensures anyone can access housing where they need it, and that they aren't pushed out of current housing due to increasing property values or other market pressures, creating the opportunity to build intergenerational wealth.
- **Revitalizes Housing Stock:** Increases housing supply across all price points, especially workforce, transit-oriented, extremely low-income, and middle-income housing, and invest in the preservation of existing housing.
- **Be Affordable:** Ensures that anyone can access housing for less than 30% of their household income.
- **Be Sustainable:** Ensures that housing development is balanced with the preservation of Colorado's natural landscapes, and that new housing is constructed to be energy efficient or zero energy to reduce or eliminate utility expenses. It is important that new affordable housing investments are strategically located and constructed in ways that will both reduce residents' overall costs of living, by minimizing expenditures for energy and transportation, and will support the state's goals for reducing air pollution and greenhouse gas emissions.
- **Overcomes Disparities, Especially Systemic:** Reconfigures housing to undo historic racism, including redlining, low appraisal rates, subprime loans, predatory practices, etc., to ensure that marginalized people no longer suffer the most for affordable housing.

- **Removes Obstacles:** Does away with unnecessary regulatory barriers (parking requirements, occupancy limits, exclusionary zoning, etc.) to both development of and access to affordable housing, especially near jobs or transit.
- **Addresses Homelessness Quickly:** Provides simple access to intentional, statewide resources to quickly and effectively get people experiencing homelessness housed and provide access to critical supportive services.
- **Be Integrated with Other Systems:** Create a system in which housing is integrated with funding and other systems to rapidly re-house people, and with behavioral health and other wraparound services to continue to support them once housed.

Foundational Framework

Once the guidance was developed, a foundational framework was adopted by the Task Force and Subpanel to focus the recommendations. This foundational framework A) defines affordable housing in the context of their work, B) identifies gaps contributing to Colorado’s housing crisis, and C) outlines four strategic priority areas and establishes a vision statement. Furthermore, ARPA Guardrails were used to ensure that the recommendations fit within the federal act. The foundational framework deliberations ultimately led to the set of recommendations approved by the Task Force.

A. Definition of Affordable Housing

The following definition outlines the major facets of affordable housing:

A consideration of the term “affordable housing” must include an evaluation of the **full continuum of housing needs** for all people, including those experiencing homelessness, those seeking attainable, accessible, and stable rental housing, and those entering home ownership for the first time. While certain programs and/or funding sources are tied directly to defined standards of affordability, the Subpanel recommended that, to the extent possible, a guiding definition of affordable housing for new programs, services, and developments with the ARPA funds should recognize that affordability is tied to people and not to the market. **People should not have to spend more than 30% of their income on housing costs**, inclusive of rent or mortgage and utilities. When affordability must be tied directly to AMI because of program or funding requirements, it should be **responsive to the unique characteristics of that community** (i.e., is it a resort community? Do AMI standards adequately address the workforce? Are there considerations for populations on fixed incomes?). Affordability should also include a sustainability and stability component to **ensure that long-term affordability** can be achieved for both rental and home-ownership opportunities.

To generate this definition of affordable housing in the context of this work, Subpanel members were asked to respond to the question: “What does affordable housing mean to you?” The responses and discussion led to the above definition and adoption by the Subpanel and Task Force.

B. Identified Gaps

Four important areas in which ARPA funds could make a transformative impact were identified. Current local, state, and national data sources should be used to define the following gaps in Colorado’s affordable housing crisis:

- Gaps in supply for both rental and home ownership units by income groups.
- Gaps in funding sources for housing development opportunities.

- Gaps in infrastructure needs, the labor market, and supply needs for development.
- Gaps in systems that, with reform and support, could more effectively connect people to housing opportunities.

Similar to above, these gaps were identified by asking Subpanel members the question: “Where are the biggest gaps?”

C. Strategic Priorities

Early on, the Subpanel discussed what an ideal future state of affordable housing would look like in Colorado, and strategies and mechanisms that could be used to manifest that future state. The ideas generated through this discussion coalesced around four strategic priority areas, which the Subpanel and Task Force used to develop and categorize recommendations.

Expand Capacity

- Increase access to flexible capital sources and other funding mechanisms that incentivize innovation and reduce costs.
- Align critical infrastructure investments with housing investments.
- Increase new supply of traditional and nontraditional affordable housing units (rental and ownership).
- Align subsidies and vouchers with unit development whenever possible.
- Purchase land and property to secure them for future development.
- Expand capacity through system changes/regulatory framework.
- Evaluate and secure additional sources for funding for ongoing capacity investment.

Stabilize Existing Affordable Housing

- Keep people housed through investments in emergency rental assistance and mortgage programs that will remain available long-term.
- Enhance market stability by purchasing and preserving existing affordable housing supply (rental and ownership).
- Invest in housing interventions that are specifically tailored to the population being served, including seniors, people living with disabilities, and households with other distinct needs.
- Use policies/covenants and other tools to ensure long-term affordability.
- Implement strategies to reduce the impacts of involuntary displacement.

Strengthen the Safety Net

- Invest in solutions to address housing insecurity and instability to prevent people from entering the cycle of homelessness.
- Invest in transition planning and services for people exiting certain institutions (systems shouldn't be able to discharge people into homelessness).
- Invest in homelessness resolution for those who are experiencing it today with flexible vouchers, alternative or transitional housing, and long-term supportive housing options.
- Reduce the long-term detrimental effects of homelessness on people and communities through enhanced integration of homelessness support systems with other safety net systems and ongoing supportive services policies and funding.

Ensure Equity and Access

- Prioritize historically and disproportionately affected households and communities for investment.
- Invest in statewide housing assessment and long-term strategies to evaluate and respond to housing inequities.
- Promote equitable access to homeownership and rental housing that accounts for transportation, climate, and other community needs through:
 - Inclusionary policies.
 - Innovative and creative tools for affordable, accessible homeownership, including loans.
 - Land trusts and land-banking, economic co-ops, protection of renters / tenants.
 - Expansion of flexible rental vouchers and subsidies.
 - Reduced barriers to access for resources, housing, and subsidies.

In addition to the four above priorities, the Task Force adopted a foundational statement to highlight the interconnection between priority areas and to identify an ideal future state of housing in Colorado:

Access to affordable, safe, and attainable housing for all, via rental or home ownership, in order to prevent homelessness and housing instability and allow all community members to thrive. When homelessness and housing instability are unavoidable, ensure there are systems in place to make the experience rare, one-time, brief, and quickly resolvable. Solutions to be proposed to the Affordable Housing Transformational Task Force, and ultimately the General Assembly, will be policy or funding oriented.

American Rescue Plan Act of 2021 Guardrails

The following guidelines provided by the Office of Legislative Legal Services were used during this process concerning 1) the permissible uses of money allocated to the state for housing purposes under ARPA; and 2) whether ARPA or its accompanying regulations provide any specificity as to the populations, households, or geographic areas disproportionately impacted by the COVID-19 public health emergency.

- 1) The federal money received by the state must be broadly used to build stronger communities through investments in housing and neighborhoods to assist those disproportionately affected by COVID-19. Such eligible uses encompass programs or services that alleviate the immediate economic impact of COVID-19 on housing insecurity, as well as programs or services that address conditions that contributed to poor public health and economic outcomes during the pandemic, namely concentrated areas with limited economic opportunity and inadequate or poor-quality housing.
- 2) The ARPA Regulations make clear that the effects of the pandemic have most severely fallen upon low-income communities, people of color, and tribal communities and, therefore, those are the persons disproportionately impacted by COVID-19. As low-income communities, people of color, and tribal communities are concentrated in certain qualified census tracts (QCTs), the ARPA Regulations specify a presumption that certain types of services, are eligible uses of ARPA funds when provided in a QCT to families and individuals living in a QCT, or when those services are provided by tribal governments. These services may also be provided to other populations, households, or geographic areas disproportionately impacted by the pandemic. In identifying these disproportionately impacted communities, a recipient of ARPA funds must be able to support their determination that the pandemic resulted in disproportionate public health or economic outcomes to the specific populations, households, or geographic areas to be served.

Appendix B. The Process

The process of developing recommendations to create transformational change in Colorado’s affordable housing sphere was designed to be deliberative, iterative, and transparent (Figure 1). Supported by Wellstone Collaborative Strategies’ facilitation team and Legislative Council Staff, the Task Force and Subpanel took a broad approach to understand and identify historic and current trends in affordable housing, the current state of the affordable housing crisis in Colorado, the exacerbating impacts of COVID-19, and what an ideal future state of affordable housing in the state might look like. This initially broad approach narrowed as the two bodies identified four key priority areas of focus and began crafting recommendations that addressed the manifold challenges faced by Coloradans. Incorporating input from the public, and with multiple iterations passing between the Task Force and Subpanel, the recommendations became more refined, while still remaining flexible. They concerned how the ARPA funds could best be spent, what kinds of policies might be necessary to enable effective use of funds, and how to alleviate non-funding related housing issues. By the final meeting, the Subpanel and Task Force came to consensus-minus-one on all funding recommendations and allocations, guidance for administering agencies, and six additional policy concepts.

The Task Force

The Task Force was comprised of 16 members, including legislators from both parties of the House and Senate, as well as six agency directors or their representatives (See Appendix D for full list). They met seven times from August 19, 2021 to January 6, 2022 to deliberate and vote on the final set of recommendations included in this report. To achieve the final recommendations, the Task Force completed the following:

1. **Defined transformation and charged the Subpanel:** During their first meeting, Task Force members collaboratively identified what transformative change in affordable housing could look like in Colorado. Based on this definition, they drafted a charge to the Subpanel to guide the development of recommendations.
2. **Received learning presentations on the state of affordable housing:** Throughout the process, the Task Force received presentations from various state agencies, including the Department of Local Affairs, DOLA’s Division of Housing, Colorado Housing and Finance Authority, Colorado Energy Office, and the Office of Economic Development and International Trade. All presentations can be found on the [AHTTF legislative site](#).
3. **Adopted a foundational framework and provided feedback to the Subpanel on Priority Areas:** At their second meeting, the Task Force adopted the foundational framework developed by the Subpanel, including a definition of affordable housing, gaps in the system to be addressed, and guidelines related to the use of ARPA funds. In addition, Task Force and Subpanel members collaboratively refined the four Priority Areas.
4. **Considered input from the public input survey:** The Task Force was presented with the results of the public input survey to consider in the context of the four priority areas.
5. **Deliberated on the first draft recommendations from the Subpanel:** The Subpanel Chair and Vice Chair, with support from various Subpanel members, presented each funding recommendation to the Task Force for their consideration, including the full text of the recommendation, average recommended funding ranges, and the extent to which each addressed the four priority areas and four additional criteria. These included the potential for transformation, ability to leverage other funds, ease of funding distribution, and funding

flexibility. Following the presentation, the Task Force provided feedback and directed the Subpanel to develop second draft funding recommendations.

6. **Heard public testimony on draft recommendations:** Over two meetings, the Task Force heard from members of the public, including individuals with lived experience as well as housing advocates and experts, on each of the draft funding recommendations.
7. **Considered the Governor’s affordable housing priorities:** After the release of the Governor’s State Budget Proposal, members of the executive branch presented affordable housing related budget priorities to the Task Force. These were considered in context with the funding recommendations developed by the Subpanel.
8. **Deliberated on the second draft recommendations from the Subpanel:** Considering the feedback from the Task Force on the first draft of funding recommendations, the Subpanel revised the package and presented the second draft of funding recommendations to the Task Force during their meeting on November 30. Similar to the first draft, this presentation included the full text of each recommendation, recommended funding ranges, and an evaluation of how the revised recommendations addressed the priority areas and other criteria.
9. **Voted on the content of funding recommendations:** In the same meeting, the Task Force debated and voted on the content of the second draft of funding recommendations. This final funding package combined Subpanel recommendations and Governor’s Office budget requests.
10. **Considered impact metrics:** Metrics were developed based on historic data to provide rough estimates per recommendation for how many affordable housing units might be created, preserved, stabilized, or maintained.
11. **Voted on allocations for funding recommendations:** After considering the impact estimates, the Task Force discussed and voted on final funding allocations for each of the recommendations moved forward by vote from the previous meeting.
12. **Considered the Guidelines for Funding Distribution and Policy recommendations from the Subpanel:** Once a funding package had been finalized, the Task Force considered both guidelines for agencies administering ARPA funds and policy recommendations and ideas developed by the Subpanel.
13. **Voted to approve a concept draft of the report:** In their final meeting, the Task Force reviewed and voted to approve a draft of the report in concept.

The Subpanel

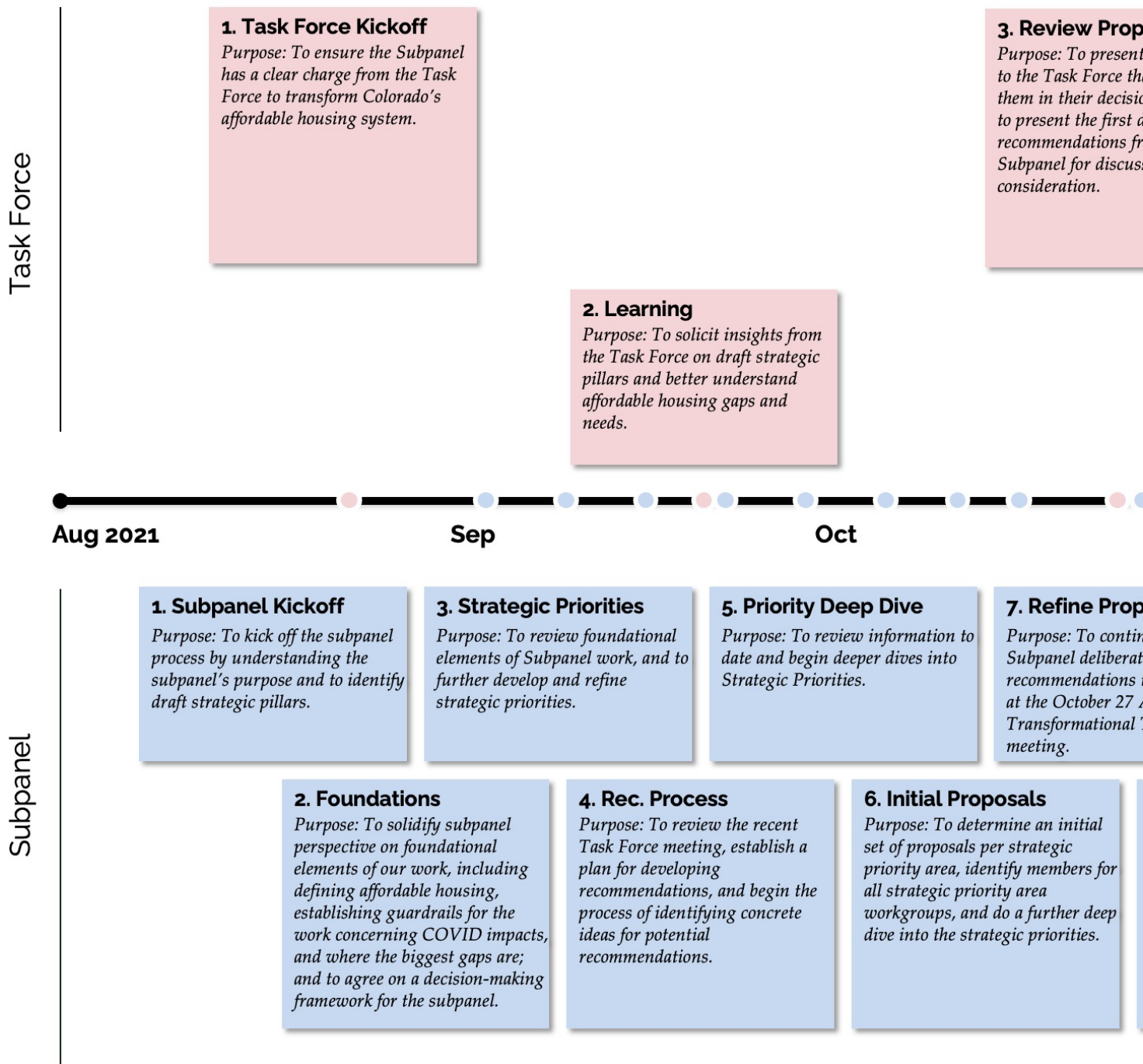
The Subpanel was comprised of 15 members representing various organizations and geographies, and with a breadth of affordable housing expertise and experience (See Appendix D for full list). They met 13 times from September 1 through December 15, 2021, to develop funding and policy recommendations for consideration by the Task Force (Figure 1).

Developing Funding Recommendations

The Subpanel underwent a structured and deliberative process to arrive at their final set of recommendations for Task Force consideration. Beginning with the foundational framework developed during their first two meetings (detail in Introduction), the Subpanel completed the following:

1. **Refined the four Priority Areas:** After identifying the four priority areas of Expand Capacity, Stabilize Existing Affordable Housing, Strengthen the Safety Net, and Ensure Equity and Access in their first two meetings, the Subpanel further refined them. They defined what transformational change would look like for each area. They also identified which important

Colorado Affordable Housing Transformational Task Force Process Summary



Indicates consensus or consensus minus 1 was reached

Transformational Task Force

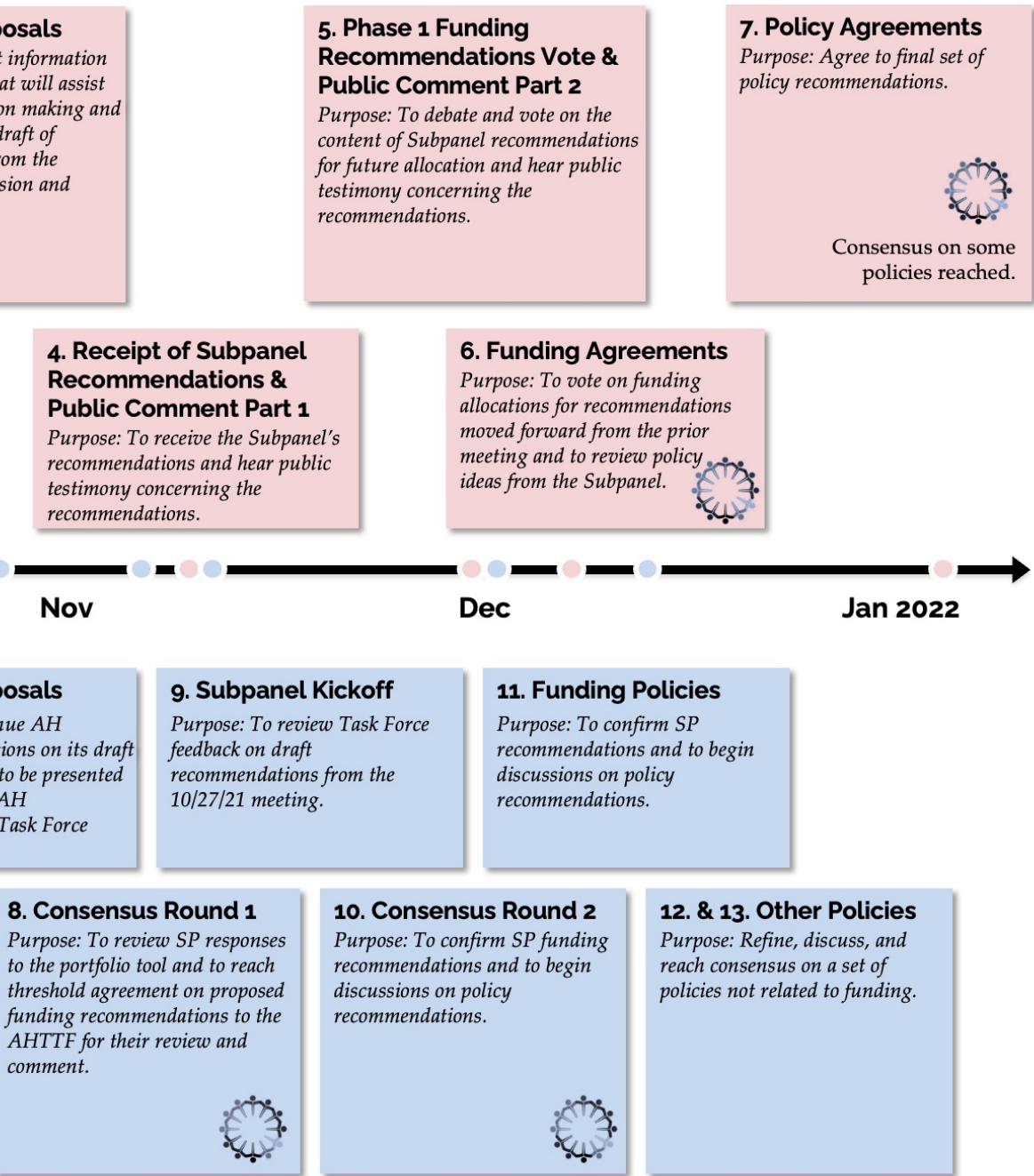


Figure 1: Summary timeline of the iterative process and coordination between the Task Force and Subpanel

policy and funding areas each priority area could address. These fleshed out Priority Areas were presented to the Task Force for feedback and discussion during a joint meeting on September 21, 2021.

2. **Received Task Force feedback on Priority Areas:** Feedback from the Task Force largely supported the direction the Subpanel identified as the four strategic priority areas, with some important new additions and considerations for each.
3. **Generated specific policy and funding ideas:** During their fourth meeting, Subpanel members generated specific funding and policy ideas via survey (see p. 17 for policy). The Subpanel Chair and Vice Chair, with support from Wellstone, compiled and organized the ideas into categories for discussion and prioritization in future meetings.
4. **Prioritized recommendations:** The Subpanel used virtual “dot” polling to assist them in prioritizing ideas generated via member and public surveys. The highest-priority categories for each Priority Area were identified and taken for further discussion. As funding recommendations were the primary focus of the Subpanel, per a request from the Task Force Chair, policy recommendations were considered near the end of the process (see the following section for details on Policy).
5. **Identified strategies, questions, and concerns about prioritized recommendations:** After prioritizing, Subpanel members further refined high-priority categories with the goal of providing workgroups a clear starting point developed by the entire group. While workgroups were soon after deemed unnecessary, the refinement process was nonetheless a critical step in drafting the first set of funding recommendations. Important takeaways included key strategies to develop, what additional details to include, and questions and concerns related to each category.
6. **Reviewed drafted recommendations:** The Subpanel Chair and Vice Chair drafted an initial set of funding recommendations based on previous discussions and prioritization. The Subpanel then discussed each recommendation in detail during their seventh meeting. They focused on whether the list fully and accurately captured the breadth of prioritized recommendation ideas, the problem each recommendation was striving to address and the intended impact, the extent to which recommendations could make a transformational difference for Coloradans experiencing housing insecurity, and whether the recommendations successfully responded to the mandate of the Subpanel.
7. **Identified how draft recommendations align with priorities and criteria:** Using a portfolio tool developed by Wellstone, Subpanel members had the opportunity to anonymously rank how each recommendation met the four priority areas. Additionally, members evaluated recommendations on their potential for transformation, ability to leverage other funds, ease of funding distribution, and funding flexibility. Finally, members identified a percentage of ARPA funds they would like to go to each recommendation, including their description of any justifications or concerns (Appendix A). All Subpanel members participated, and individual results were compiled and summarized in the tool for discussion.
8. **Prepared first draft package of funding recommendations:** Subpanel members had an opportunity to discuss the results of the Portfolio Tool, including whether there were concerns about the funding ranges or criteria / priority alignment, pros and cons per recommendation, and any justifications to move lower ranked recommendations up. The Subpanel discussed at length the most effective way to present these results to the Task Force before the document was finalized (see Appendix C).

9. **Presented first draft package of funding recommendations to the Task Force:** Subpanel members supported the Chair and Vice Chair in presenting the first package of recommendations to the Task Force.
10. **Reviewed Task Force feedback on first draft package and prepared a second draft:** After receiving feedback from the Task Force and considering the input from the public received via the Public Input Survey, Subpanel members refined and streamlined a second funding recommendation package, similar to step 6, and completed a second Portfolio Tool to evaluate the rewritten recommendations in the same fashion as step 7. This second draft package of funding recommendations was the final product of the Subpanel's deliberations and was transmitted to the Task Force for deliberation, voting, and funding allocation. It passed the consensus-minus-one threshold.

Developing Policy Recommendations

In addition to funding recommendations, the Subpanel considered various policies to address Colorado's housing crisis. After developing the second and final funding recommendation package, the Subpanel:

1. **Discussed funding-related policy considerations:** Using previously prioritized policy ideas generated in steps 3 and 4 of the above *Developing Funding Recommendations* section, Subpanel members identified the most important policy ideas related to funding for the Task Force to consider. After identifying considerations for each policy idea, the Subpanel approved a set of funding-related policy considerations for administering agencies (found in *Guidelines for Funding Distribution*).
2. **Discussed non-funding related policy ideas:** In addition to funding-related policies, the Subpanel deliberated on non-funding related policies elevated from previous discussions via survey. The group came to consensus on six non-funding related policy ideas, and discussed several others without coming to consensus. The Task Force was provided a summary of each non-funding-related policy idea discussed by the Subpanel. In their final meeting, the Subpanel took Task Force feedback and continued discussion on a handful of the ideas that didn't reach consensus to see if the group could find common ground. Results of this discussion were shared with the Task Force at their final meeting for consideration.

Public Input Survey

After establishing the four Strategic Priority Areas and receiving Subpanel and Task Force feedback on them, Task Force and Subpanel leadership agreed upon the need to solicit feedback from the public. A public input survey instrument was developed by Wellstone and the Subpanel Chair and Vice Chair. The survey instrument received feedback from Subpanel members. It was deployed and active from September 29, 2021 through October 11, 2021. The survey was disseminated by Subpanel and Task Force members to their own networks, and by the Legislative Council Staff on social media and the Colorado Legislative Website.

The primary objective of the survey was to understand the extent to which the public supported each of the four priority areas, how they prioritized the tactics within each priority area, and whether anything critical was missing that the Subpanel and Task Force should consider. During the 13 days it was active, the survey received 715 responses from 46 of the 64 counties in Colorado. Quantitative and qualitative data was analyzed by Wellstone with volunteer support from PhD graduate Lorel Holsinger, and was presented to the Subpanel and Task Force by Wellstone (see Appendix E).

While the survey provided the Subpanel and Task Force with important information about the strategic priority areas and aspects of the housing crisis that should be focal points, there were a handful of limitations as well. First, because the survey was developed and deployed during, rather than prior to, the AHTTF process, it was more effective at confirming existing ideas rather than generating new ideas. Second, respondents were more likely to be those individuals already involved in housing issues in Colorado due to how the survey was disseminated via existing networks, meaning that individuals with lived experience, non-English speakers/readers, and those not connected to existing housing networks may have been underrepresented. Lastly, there were critiques from Subpanel members that the survey contained too much jargon and technical language, which could have further marginalized those same individuals as before.

Public Comment and Testimony

During their November 10 and 30 meetings, the Task Force heard public testimony concerning the draft funding recommendations under consideration. In addition to in-meeting testimony, members of the public also had the opportunity to submit letters and documents to the Task Force via the legislative website. The Task Force received over 40 submissions.

Appendix C. Subpanel Documents

The following documents comprise the body of work developed by the Subpanel, including each transmittal letter to the Task Force, and the original recommendations and evaluations put forth by this body for consideration by the Task Force.

1. [Transmittal Letter #1](#), including the foundational framework and initial strategic pillars (referred to as strategic priorities in this document).
2. [Transmittal of Initial Recommendations](#), including initial recommendation text, initial funding range, and criteria evaluation.
 - a. [Portfolio Tool #1](#), a summary of the evaluation of initial recommendations.
3. [Transmittal Letter #3](#), including the second draft of funding recommendations and Portfolio Tool #2.
 - b. [Portfolio Tool #2](#), a summary of the evaluation of second draft recommendations.
4. [Transmittal Letter #4](#), including recommended funding ranges.
5. [Transmittal Letter #5](#), including final policy items for Task Force consideration.

Appendix D. Task Force & Subpanel Membership

Task Force Member	Affiliation
Rep. Dylan Roberts (Chair, December 2021 - Present)	CO State Representative
Rep. Dominique Jackson (Chair, August 2021 - December 2021)	CO State Representative
Sen. Julie Gonzales (Vice Chair)	CO State Senator
Sen. Jeff Bridges	CO State Senator
Sen. Dennis Hisey	CO State Senator
Rep. Iman Jodeh	CO State Representative
Rep. Andres Pico	CO State Representative
Rep. Steven Woodrow	CO State Representative
Sen. Rob Woodward	CO State Senator
Rep. Dan Woog	CO State Representative
Sen. Rachel Zenzinger	CO State Senator
Rick Garcia	Executive Director, Department of Local Affairs
Alison George	Director, DOLA, Division of Housing
Kristin Toombs	Director, DOLA, Office of Homeless Initiatives
Will Toor	Executive Director, CO Energy Office
Chantal Unfug	Director, DOLA, Division of Local Government
Cris White	Executive Director and CEO, Colorado Housing and Finance Authority

Subpanel Member	Affiliation
Brian Rossbert (Chair)	Executive Director, Housing Colorado
Cathy Alderman (Vice Chair)	Chief Communications & Public Policy Officer, Colorado Coalition for the Homeless
Steven Cordova	Executive Director, Tri-County Housing & Community Development Corporation
Andrew Hamrick	General Counsel and Senior VP of Government Affairs, Apartment Association of Metro Denver
Wanda Harrison	Senior Care Manager, The Second Chance Center
Kinsey Hasstedt	State & Local Policy Program Director, Enterprise Community Partners

Subpanel Member	Affiliation
Carl Koelbel	COO, Koelbel and Company
Eric Leveridge	Strategic Research Analyst, Colorado Jobs with Justice
Aaron Miripol	President & CEO, Urban Land Conservancy
Adam Paul	Mayor, City of Lakewood
Tawny Peyton	Executive Director, Rocky Mountain Home Association
Julie Piepho	President of Consumer Banking, Adams Bank & Trust
Tamara Pogue	County Commissioner, Summit County
Roberto Rey	Associate State Director for Multicultural Outreach, AARP
Paul Weissman	Senior Managing Director, Head of Affordable Housing Production, Lument

Appendix E. Additional Resources

The following presentations and reports provide extensive context for the historic and current state of affordable housing in Colorado, which was foundational to the Task Force’s work of developing recommendations. All additional resources used during the process can be found on the [AHTTF legislative website](#).

Public Input Survey

- [Presentation to the Task Force](#). Analysis of the public input survey was presented to the Task Force at their October 27, 2021 meeting, including demographics, and quantitative and qualitative findings.

Governor’s Budget Priorities

- [Governor’s Budget Priorities for Affordable Housing](#). Summary of Governor Polis’ affordable housing priorities, including proposals for Strong Communities, Financing Green Energy Improvements for Affordable Housing, Housing Innovation Incentive, and CHFA’s Missing Middle Income Program.
- [Presentation on Governor's Budget Priorities for Homelessness Initiatives](#). Summary of Governor Polis’ homelessness initiatives, including Competitive Grant Program, Denver Recovery Campus, Ridge View Recovery Campus, and Data Collection and Outreach for Homelessness Response.

Additional Reports and Presentations

- [Strategic Housing Working Group Report](#). Final report of the SHWG, which was convened in September 2020 to discuss and make recommendations to the Colorado State Housing Board on long-term strategies to achieve the state’s housing policy.
- [Special Eviction Task Force Report](#). Final report of the SETF, which was convened in August 2020 to examine housing instability challenges due to COVID-19 and report these recommendations to the Governor.
- [DOLA Presentation on Housing-Related Relief Funding](#). Summary of the various affordable housing related funding streams in use in Colorado, current and potential expenditures, and eligible uses.
- [U.S. Department of the Treasury Final SLFRF Guidance](#). Final Rule from the U.S. Department of the Treasury on allowable uses of State and Local Fiscal Recovery Funds (SLFRF), commonly referred to in this report as ARPA funds.



Colorado General Assembly
Affordable Housing Transformational Task Force Website
[https://leg.colorado.gov/committees/affordable-housing-task-force/
2021-regular-session](https://leg.colorado.gov/committees/affordable-housing-task-force/2021-regular-session)



Wellstone Collaborative Strategies

2022 Legislative Summary - State

Bill No	Short Title	Subject	Summary	Sponsors	Recent Action	Action Date	Position	Result	Staff Comments
HB22-1051	Mod Affordable Housing Tax Credit	Housing	Modification of the Colorado Affordable Housing Tax Credit, extending the time during which the credit may be claimed and increasing the yearly amount of credits that can be allocated.	Bird, McKean, Zenzinger, Hisey	Introduced	13-Jan-2022			CML supports, CCI supports
HB22-1083	Colorado Homeless Contribution Income Tax Credit	Housing	Repeals an existing income tax credit available to taxpayers who make contributions to enterprise zone administrators to promote temporary, emergency, or transitional housing programs for people experiencing homelessness and replaces that income tax credit with one that is available in the entire state.	Tipper, Rich, Winter	Introduced	19-Jan-2022			
SB22-072	Grants To Incentivize Home Use For Renters	Housing	Concerning the creation of a grant program to make grant awards to home owners who make residential space in their homes available for individuals seeking housing on a long-term rental basis.	Lundeen	Introduced	19-Jan-2022			

Section H – Presentation(s)

Coordinating Council on Homelessness SMART Goal/Action Items

To: Regional Housing Alliance Board

From: Jessica Laitsch

Date: February 3, 2022

Representatives of the Durango-La Plata County Coordinating Council (CCH) on Homelessness will provide an update, including a planned update to the annual Action Plan. For reference, below is a link to the 2020 Durango/La Plata County Strategic Plan on Homelessness:

[https://www.durangogov.org/DocumentCenter/View/16571/D-LPC-Strategic-Plan-on-Homelessness---
Final](https://www.durangogov.org/DocumentCenter/View/16571/D-LPC-Strategic-Plan-on-Homelessness---Final)