



*Providing Homes, Creating Community, Changing Lives*

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March 12, 2012

Mayor and Members of the City Council  
Jane Brautigam, City Manager  
City of Boulder  
1779 Broadway  
Boulder, CO 80303

Dear Mayor and Councilmembers,

In a letter to the Mayor and City Council dated January 19, 2012, the BHP Board of Commissioners (Board) voluntarily offered the following prior to submitting a building permit application for the proposed 1175 Lee Hill project:

- Continued opportunities for public input and engagement;
- Creation of a Statement of Operations to address resident and property management at 1175 Lee Hill, including the solicitation of public comments and testimony before final adoption of the Statement of Operations by the Board; and
- Request for public input on the building's proposed design.

As you know, BHP has held over 20 meetings with neighborhood groups and HOAs since September 2011, in addition to many individual meetings. BHP has also kept the community informed about the project via regular distribution of a project newsletter and through regular postings to the project website. In January 2012, BHP led a tour of three supportive housing projects in Denver for 11 area homeowner's association representatives and three City Councilmembers. A summary of the meeting held subsequent to the tour is attached. BHP will continue its commitment to public outreach through the process outlined below. Requests by the public to meet and/or discuss the project will, as a matter of course, continue to be encouraged and accepted.

As detailed on page 2 of this memo, BHP has outlined a voluntary process for engaging the public in the building's operations plan and design. Specific to the Statement of Operations (SO), BHP intends to incorporate in the SO the rules and regulations governing operations and we expect it will also reflect best management practices employed by similar Housing First communities around the country. Attached to this memo is an **initial outline and general framework** for the SO that includes the key topics to be covered. Each topic area includes a short narrative as well as some of the criteria BHP has incorporated to date, including those provided by the project's investors and regulators, such as the Department of Housing and Urban Development (HUD).





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As part of this effort, BHP will solicit comments from the community in the preparation of the SO and the building design based on the following proposed timeline. The timeline describes three public meetings for the public and a continual process of electronic communication and feedback:

Q1 2012

- Publish the attached SO general framework (March 15);
- City Council public hearing (March 20);

Q2 2012

- Submit a development review application to City planning staff;
- Make available to the public a preliminary draft of the SO and drawings of the building's design;
- Hold a public forum to solicit comments and questions on the SO and the building's design;
- Publish a revised draft of the SO and revised drawings of the building's design;

Q3 2012

- Submit a Low Income Housing Tax Credit application to the Colorado Housing and Finance Authority;
- Submit the revised SO draft and building design to the BHP Board of Commissioners for consideration, on first reading, at a regularly scheduled and publicly noticed meeting which includes public testimony;
- Board consideration and adoption of the final Statement of Operations at second reading, and approval of the final building design; and
- Submit a building permit application to City building department

We welcome any City Council and City staff comments on this proposal. Please contact me with any comments or questions. Thank you.

Sincerely,

Betsey Martens  
Executive Director  
BHP



## Statement of Operations Framework

### **I. Project Scope**

1175 Lee Hill is a 31-unit permanently affordable apartment building intended to house the chronically homeless in Boulder County. Approximately 30,000 square feet in size, the building will include case management offices, maintenance and property management storage facilities, covered bicycle parking, a community room, laundry facilities and an outdoor courtyard. Boulder Housing Partners (BHP) will be the developer, owner, leasing agent, and property manager. The Boulder Shelter for the Homeless (the Shelter) will provide the case management support for the residents.

### **II. Governing Principles**

The community at 1175 Lee Hill will be operated by a number of guiding documents including those summarized below and those established by our investors and regulators.

The mission of BHP is to provide quality, affordable housing, developed and managed with respect for the dignity of all involved. We also seek to create a sense of community strength and spirit that supports resident efforts to realize success in their lives.

The 1175 Lee Hill Guiding Principles, adopted by the BHP Board of Commissioners, are as follows:

- Help address chronic homelessness in Boulder County through the provision of housing and supportive services.
- Strive to fully integrate the building and its residents into the surrounding neighborhood.
- Design and construct an environmentally high performing building that is energy efficient, healthy, comfortable, and cost effective to operate.

To that end, we intend to:

- Expand Boulder County's Housing First program and inventory to reduce the costs of homelessness on the broader community.
- Create a community that fosters a sense of home and self-determination.
- Emphasize durability, efficiency, and utility without sacrificing quality, comfort, or beauty.
- Further the missions of Boulder Housing Partners and the Boulder Shelter for the Homeless in all aspects of this new community.

### **III. Housing First Program Goals and Outcomes**

The residents at 1175 Lee Hill will be part of the Boulder County Housing First program. The goal of the Housing First program is:

- Clients have safe, permanent housing; become more stable and retain housing in perpetuity.

Program success is measured by monitoring the following desired outcomes:

- Clients move into housing;
- Clients increase skills and income;
- Clients garner greater self-determination;
- Clients stay housed; and
- Clients maintain progress made.

#### **IV. Resident Eligibility and Selection Process**

Resident eligibility and screening criteria are primarily determined by rules associated with the funding agencies that are anticipated to fund this project. Potential funding sources may include: the U.S. Department of Housing and Urban Development (HUD) (McKinney-Vento Act funding as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and Section 8 Housing Choice Voucher funds), the U.S. Department of Veterans Affairs' (VA) Veterans Affairs Supportive Housing (VASH) Program, and the Low Income Housing Tax Credit (LIHTC) Program. The statement of operations will, at a minimum, address the following:

- The process for determination of homeless status;
- Income qualification requirements;
- The process for conducting mandatory criminal background checks;
- The eligibility threshold for prior criminal history (including a summary of criminal convictions that impact eligibility);
- Basis for denial of admission and due process rights for applicants; and
- Documentation of lawful presence in the U.S.

Background checks will be required and registered sex offenders will not be permitted housing.

BHP will consult with other Boulder County service providers, including the Boulder Shelter for the Homeless, in selecting potential residents who meet the eligibility requirements of the different funding programs and who can be successful in the program. The intention is to prioritize individuals who, first and foremost, want to be housed and, second, who can be successful in the Housing First program.

#### **V. Case Management and Supportive Services**

Residents of 1175 Lee Hill will be assigned a case manager. Case managers will meet regularly with residents to assist them in meeting the goals and outcomes set forth by the program (see Section III above). Activities such as assisting residents with acquiring benefits, obtaining health care, finding employment, and securing addiction recovery services are potential case management roles.

## **VI. Lease Agreement**

Each resident of 1175 Lee Hill will be required to sign a lease with BHP. Violations of this lease agreement will result in corrective action up to, and including, eviction. Residents will pay rent according to their income. Residents must agree to abide by house rules, guest policies, and any other building policies. A copy of the current lease agreement will be made available to the public.

## **VII. Property Management**

The primary building features include:

- 31-units of one bedroom apartments;
- Indoor community room;
- Laundry facilities;
- Screened bike storage area;
- Offices for on-site Housing First case management; and
- Potential office space for on-site Veteran's Administration representative.

The role of the property manager is to enforce the lease, house rules and addendums.

In order to assure the residents' safety and well-being, the property will incorporate the following features:

- One main entrance for clients and guests;
- 24-hour locked exterior doors with restricted access;
- Surveillance cameras;
- 24-hour on-site staffing;
- Random security patrols of the building's exterior and interior; and
- Screened, private outside courtyard.

## **VIII. Building and site maintenance**

BHP will work with the neighborhoods to define standards of care for the neighbors during construction of 1175 Lee Hill.

The building will be maintained by BHP and their in-house maintenance staff. BHP will be responsible for landscape upkeep, snow removal and both exterior and interior repairs and preservation.

## **IX. Resident Complaint Process**

As with all BHP properties, complaints and grievances from residents are handled in the following way:

- Resident calls or submits a written complaint to Property Manager, Case Manager, or equivalent;
- Staff researches the complaint, logs it in the resident's file, and provides written follow up to the resident upon request (i.e., lease violation letter, adverse action letter, referral to mediation);
- If the complaint is not resolved, it continues up the supervisory levels in the same fashion, until it reaches the Executive Director; and
- If not resolved at the Executive Director level and the complainant seeks a non-legal option, the BHP Board of Commissioners can receive a complaint (but again only one that has been fully reviewed by staff). The Board chair may appoint a sub-committee of the Board to review and/or hear the complaint.

## **X. Neighborhood Communication**

Communication between BHP, as the owner and operator of 1175 Lee Hill, and the neighboring community is important to develop and maintain positive relationships. Methods will be established to ensure routine communication, feedback, and monitoring of this Statement of Operations.

In general, the residents and staff of 1175 will be available to participate in community activities, events, meetings as appropriate to help build good relations with the community. BHP has an active Resident Services program that will be available to support on site case management. The BHP Board meets monthly in public session and begins each meeting with public participation and the Board encourages all members of the community to participate in these meetings. Any person can address the Board on any topic, consistent with the public participation guidelines.

In the event of a problem, neighbors will be asked to call the property manager assigned to 1175 Lee Hill for problem resolution. If the property manager cannot resolve the problem, the complaint will be elevated, in a timely manner, through supervisory levels, until it reaches BHP's Executive Director. If the Executive Director and the neighbor cannot come to resolution of the problem, the issue can be elevated to the BHP Board for resolution. Contact information for the property manager and Executive Director will be made available to the public via BHP's website.

## **XI. Monitoring Plan**

The BHP Board of Commissioners will define a plan for reviewing the operations and outcomes related to 1175 Lee Hill.

## **XII. Amendments to the Statement of Operations**

BHP anticipates determining a reasonable timeframe to periodically review and amend this Statement of Operations. Any future modifications to the Statement of Operations will be preceded by a public notice and a public comment period prior to Board adoption.

February 23, 2012

**Meeting Notes – Follow Up Discussion with Permanent Supportive Housing (PSH) Tour Attendees**

On February 23, 2012, several community members and other stakeholders who attended the tour of the Cornerstone Residences, Renaissance at Lowry, and Renaissance Blue Spruce projects on February 11, 2012 met to discuss their insights from the tour. The meeting was held at Boulder Housing Partners' Office (4800 N. Broadway) and was moderated by Louise Smart. The agenda and guidelines for the discussion were as follows, with the primary focus on #4:

1. Introductions
2. Meeting purpose
  - o To gather your insights about what you heard and saw on the tour
  - o To get your advice about how to design and operate a Housing First project based on your observations
  - o To answer any factual questions
3. Guidance to help this be a productive meeting
  - o Focus on what you learned from the tour
  - o Speak only for yourself and your own observations
  - o You may ask questions of anyone
  - o Allow all who went on the tour to speak
  - o One person speaks at a time
  - o Be honest and courteous
  - o Listen deeply and be willing to be influenced
4. Insights from the tour
  - o What you liked
  - o What worried you
  - o Desired outcomes
5. Questions and clarifications
6. Next steps

The group had a productive discussion and all parties were able to give input on positive attributes of the Housing First model, voice their concerns, and express desired outcomes.

February 23, 2012

With respect to what the group liked and what worried them about the projects they visited, we received the following comments:

LIKES	WORRIES
<ul style="list-style-type: none"> <li>• <b>LOCATION</b> <ul style="list-style-type: none"> <li>○ Lowry: projects blend into diverse, integrated neighborhood</li> </ul> </li> <li>• <b>BUILDING</b> <ul style="list-style-type: none"> <li>○ Nice exterior design</li> <li>○ Room size and composition</li> </ul> </li> <li>• <b>OPERATIONS</b> <ul style="list-style-type: none"> <li>○ Comprehensive and rigorous selection process for residents – starts by choosing people who can be successful</li> <li>○ Enforced rules and non-compliant residents were asked to leave</li> <li>○ Case management: high levels of support onsite</li> <li>○ 24/7 staffing safeguarded resident well-being, safety</li> <li>○ Locked exterior doors</li> <li>○ Management had high levels of institutional knowledge</li> </ul> </li> <li>• <b>RESIDENTS</b> <ul style="list-style-type: none"> <li>○ Residents seemed motivated to stay housed, work towards independence</li> <li>○ Residents appreciative of what the community offered them</li> <li>○ Strong sense of community amongst residents</li> <li>○ Lowry communities mixed formerly homeless with low income residents</li> </ul> </li> <li>• <b>SURROUNDING COMMUNITY</b> <ul style="list-style-type: none"> <li>○ Inspired other local homeless to work towards permanent housing</li> <li>○ Community involvement from the beginning and continuous throughout project</li> <li>○ Limited, benign neighborhood complaints</li> </ul> </li> <li>• <b>GENERAL</b> <ul style="list-style-type: none"> <li>○ 3 Boulder Council members in attendance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>LOCATION</b> <ul style="list-style-type: none"> <li>○ Close proximity to other homeless services results in a high concentration of homeless population in neighborhood</li> <li>○ Siting PSH next to the Shelter will dissuade businesses from locating in NoBo, negatively impact future development</li> </ul> </li> <li>• <b>BUILDING</b> <ul style="list-style-type: none"> <li>○ Institutional interior design</li> </ul> </li> <li>• <b>OPERATIONS</b> <ul style="list-style-type: none"> <li>○ Increased staffing presence a result of close proximity to shelter(s)</li> <li>○ No control of resident behavior once they leave the building</li> </ul> </li> <li>• <b>RESIDENTS</b> <ul style="list-style-type: none"> <li>○ Ability to succeed in program may be compromised by close proximity to shelter</li> <li>○ Without diverse surrounding land uses, residents will not get a good example of a truly integrated neighborhood</li> <li>○ Unsure if residents can ever truly “leave the street life behind”</li> </ul> </li> <li>• <b>SURROUNDING COMMUNITY</b> <ul style="list-style-type: none"> <li>○ Unknown long term impact on community of high concentration of homeless services</li> <li>○ Property values may decrease</li> <li>○ Continuous neighborhood engagement – can it be sustained?</li> </ul> </li> <li>• <b>GENERAL</b> <ul style="list-style-type: none"> <li>○ Locating PSH next to a Shelter creates a perception of “concentration” or “institutionalization” of residential care uses</li> <li>○ Concerned about the unforeseen or unintended consequences that nobody can predict</li> </ul> </li> </ul>
<p><b>(Additional comments not based on insights from the tour are included below)</b></p>	



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Additional concerns were raised by various stakeholders specifically relating to the proposed Housing First project at Lee Hill in Boulder and the group proposed various "desired outcomes".

One stakeholder voiced a concern that some people may try to compare the toured projects to Lee Hill. He noted that Boulder has different land use conditions and policies that will not allow for comparable densities or integration, especially since there is little developable land available in Boulder.

Relating to land use planning, the group also commented that North Boulder is in a vulnerable planning stage and that this is a complex project with policy implications with long term potential impacts. The group expressed several desired outcomes including: revisiting the North Boulder Sub-community Plan (NBSP) and working with the community to ensure neighborhood diversity, diverse real estate development, and economic growth. One participant noted that the commercial center in North Boulder was not developed per the NBSP and the City needs to revisit this issue to re-establish the vision for the neighborhood and ensure balanced commercial development.

Another concern that arose was whether or not Housing First project next to the Homeless Shelter was optimum for the Housing First residents. The issue at hand was whether "over concentration" of the homeless in one area is possibly detrimental to the neighborhood as well as Housing First residents themselves. Some neighbors thought the Housing First residents would be more likely to fall back into homelessness or lifestyle patterns that contributed to their homelessness if they were exposed to homeless people coming and going from the Shelter, or hanging around north Boulder.

The group desired an outcome that would encourage collaboration and communication between all stakeholders, and would provide guidance on what can be done to make this project acceptable to the neighborhood including:

- Before any decisions are made, such as site selection, the community should be consulted and give its approval;
- Request for a thorough discussion of where (i.e., the best location) a Housing First Project should be located in Boulder before operations are considered;
- Evidence or arguments supporting BHP's contention that locating a Housing First community next to a homeless shelter is not harmful to the Housing First community's residents;
- Request for an honest evaluation of its impacts on the community; and
- More data and research that would provide better guidance on the best location to help assure successful results.

Several concerns were raised by the participants regarding the negative impacts of homeless people in North Boulder. The Boulder Shelter for the Homeless indicated they are strongly committed to being a good neighbor in North Boulder. They are always open to hear comments and concerns from the public and will work diligently to address these issues. Stakeholders' were concerned that the Lee Hill Housing First project will exacerbate problems in the community that have increased over the years as a result of increased homeless activity in the area since the Shelter moved up to North Boulder. Yet another stakeholder worried about future homeless services moving to North Boulder (e.g. a day shelter) that would further concentrate the homeless population in their neighborhood. When asked, BHP

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responded they would never build a second Housing First project in North Boulder. The City could also aggressively annex the remaining enclaves to eliminate the jurisdictional issues the police and sheriff have responding to complaints.

BHP has provided a brief response to the 'desired outcomes' expressed by the meeting attendees. Comments and questions for BHP are encouraged and should be directed to Shannon Cox Baker: [cox-bakers@boulderhousingpartners.org](mailto:cox-bakers@boulderhousingpartners.org).

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### **BHP's Response to 'Desired Outcomes'**

- Request to revisit the North Boulder Sub-Community Plan and/or create a land use plan for a North Boulder commercial center

BHP strongly supports the neighborhood's request to revisit the North Boulder Sub-Community Plan. As a long-time resident of the community, owner and property manager of several rental units and integral contributor to the area's redevelopment, BHP has a strong stake in the community's future. We hope the focus of such an exercise will be on the redevelopment potential of undeveloped and underdeveloped areas of the community and the reestablishment of a vision for the commercial center and civic amenities.

- Address the Inclusionary Housing Ordinance's off-site provisions, which currently allow for 100% affordable housing projects

BHP has actively worked with neighborhood representatives and City staff to address the implications for the current ordinance and potential changes in policy and regulation. Neighborhood representatives have indicated that they will continue to meet with City staff on this issue.

- Request for continued public outreach

BHP has committed to voluntarily engaging the public in a Statement of Operations and building design process. This effort will take place prior to BHP's submission of a building permit application for 1175 Lee Hill. Included in the Statement of Operations will be a descriptions of our plans for the long-term operations of 1175 Lee Hill.

- Request to create a community-wide site selection and approval process for Housing First developments

BHP believes that the 1175 Lee Hill Rd site is suitable for a Housing First community. The City of Boulder established zoning and related land use regulations governing housing and sheltering for the homeless in 2002 after a substantial and inclusive public process. We feel these standards sufficiently address the community's interests and goals.

- Evidence or arguments supporting BHP's contention that locating a Housing First community next to a homeless shelter is not harmful to the Housing First community's residents;

BHP believes there is not sufficient evidence showing that supportive housing communities located next to or near shelters are harmful to the residents of the supportive housing community. To the contrary, there are many examples around the country where the two, separate uses coexist, such as: Portland Housing Authority's Bud Clark Commons, Catholic Charities of St. Paul and Minneapolis' Box's Place, and Archway Housing's Cornerstone Residences in Denver. Our own experience housing the formerly homeless, as well as that of several supportive housing operators, shows that with proper management and clearly defined expectations, success of the residents can result independent of the supportive housing community's location.

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- Request for information about the community impacts of Housing First projects

BHP has included a link on its website to a compilation of studies on the community impacts of Housing First projects. The website can be accessed by clicking [here](#) or by pasting this link into a web browser: <http://shnny.org/research-reports/research/>.

- Request to address existing problems and issues with the homeless population in North Boulder

The Boulder Shelter for the Homeless' Executive Director and Board of Directors are in the process of reestablishing the Shelter Neighborhood Action Group to address community concerns about homeless behaviors in north Boulder. The Group will be comprised of residents and business owners in north Boulder. Please direct all questions and concerns about homeless related issues to Greg Harms at [greg@bouldershelter.org](mailto:greg@bouldershelter.org).