City & County of Denver

2017 FINAL ANNUAL ACTION PLAN

HUD Program Year January 1– December 31, 2017

Community Development Block Grant (CDBG)
Home Investment Partnerships Program (HOME)
Housing Opportunities for Persons with AIDS (HOPWA)
Hearth Emergency Solutions Grant (HESG)
City and County of Denver Action Plan 2017

Michael B. Hancock
Mayor of Denver

City Council

District 1  Rafael Espinoza
District 2  Kevin Flynn
District 3  Paul D. Lopez
District 4  Kendra Black
District 5  Mary Beth Susman
District 6  Paul Kashmann
District 7  Jolon Clark
District 8  Christopher Herndon
District 9  Albus Brooks
District 10  Wayne New
District 11  Stacie Gilmore
At-Large  Robin Kniech
At-Large  Deborah Ortega

Office of Economic Development

Amy Edinger,
Interim Executive Director

Ledy Garcia-Eckstein,
Economic Mobility Director

Rick Padilla,
Housing and Neighborhood Director

Key Participants

Nicole Edwards, Contracts and Performance Management
Seneca Holmes, Housing & Neighborhood Development
Monique Johnson, Housing & Neighborhood Development
Susan Liehe, OED Marketing and Public Relations
Stella Madrid, Denver Housing Authority
Chiquita McGowin, Financial Management Unit
Theresa Mendoza, Strategic Investments
Ben Levek, Department of Human Services
Bernard Brady, Department of Human Services
Doug Selbee, Housing & Neighborhood Development
Ami Webb, Financial Management Unit
Derek Woodbury, OED Marketing and Public Relations
Respectfully submitted to the Citizens of Denver, CO and to the:
U.S. Department of Housing and Urban Development
Denver Field Office, Region VIII
Office of Community Planning and Development
1670 Broadway
Denver, CO 80202

Submitted by:
City and County of Denver
Office of Economic Development
Housing and Neighborhood Development
201 West Colfax Ave
Denver, CO 80202

Prepared by:
Monique N. Johnson
Management Analyst, IDIS Administrator
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**SF 424**

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Application for Federal Assistance SF-424

* 1. Type of Submission:

☐ Preapplication
☐ Application
☐ Changed/Corrected Application

* 2. Type of Application:

☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/14/2017

4. Applicant Identifier:

84-6000580

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

City and County of Denver

* b. Employer/Taxpayer Identification Number (EIN/TIN):

84-6000580

* c. Organizational DUNS:

0314108758000

d. Address:

* Street1: 201 E. Colfax Ave Fl. 7

Street2:

* City: Denver

County/Parish:

* State: CO: Colorado

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

80202-5330

e. Organizational Unit:

Department Name:

Office of Economic Development

Division Name:

Housing and Neighborhood Dev.

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Mrs.

* First Name: Amy

Middle Name:

* Last Name: Edinger

Suffix:

Title: Interim Executive Director

Organizational Affiliation:

* Telephone Number: 720-913-1564

Fax Number:

* Email: amy.edinger@denvergov.org
Application for Federal Assistance SF-424

9. Type of Applicant 1: Select Applicant Type:
   B: County Government

Type of Applicant 2: Select Applicant Type:
   C: City or Township Government

Type of Applicant 3: Select Applicant Type:
   * Other (specify):

10. Name of Federal Agency:
    U.S. Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:
    14.218

    CFDA Title:
    CDBG Entitlement Grant

12. Funding Opportunity Number:
    n/a

    * Title:
    n/a

13. Competition Identification Number:
    n/a

    Title:
    n/a

14. Areas Affected by Project (Cities, Counties, States, etc.):

    Add Attachment Delete Attachment View Attachment

15. Descriptive Title of Applicant's Project:
    n/a

Attach supporting documents as specified in agency instructions.

Add Attachments Delete Attachments View Attachments
**Application for Federal Assistance SF-424**

16. Congressional Districts Of:
   - a. Applicant  
   - b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:
   - a. Start Date: 01/01/2017  
   - b. End Date: 12/31/2017

18. Estimated Funding ($):

|   |  
|---|---|
| a. Federal | 6,602,257.00 |
| b. Applicant |  
| c. State |  
| d. Local |  
| e. Other |  
| f. Program Income | 2,500,000.00 |
| g. TOTAL | 9,102,257.00 |

19. Is Application Subject to Review By State Under Executive Order 12372 Process?
   - a. This application was made available to the State under the Executive Order 12372 Process for review on  
   - b. Program is subject to E.O. 12372 but has not been selected by the State for review.  
   - c. Program is not covered by E.O. 12372.

20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)
   - Yes  
   - No

   If "Yes", provide explanation and attach

21. "By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

   [X] I AGREE

   ** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  
First Name:  
Middle Name:
Last Name: Edinger

SUFFIX:  

Title: Interim Executive Director

Telephone Number: 720-913-1999  
Fax Number:  
Email: amy.edinger@denvergov.org

*Signature of Authorized Representative:*

*Date Signed: 6/29/17*
Application for Federal Assistance SF-424

1. Type of Submission:
   - [ ] Preapplication
   - [x] Application
   - [ ] Changed/Corrected Application

2. Type of Application:
   - [x] New
   - [ ] Continuation
   - [ ] Revision

3. Date Received: 06/14/2017
4. Applicant Identifier:
   - 84-6000580

5a. Federal Entity Identifier:
5b. Federal Award Identifier:

State Use Only:
6. Date Received by State:
7. State Application Identifier:

8. APPLICANT INFORMATION:

   a. Legal Name: City and County of Denver

   b. Employer/Taxpayer Identification Number (EIN/TIN):
      - 84-6000580
   c. Organizational DUNS:
      - 024108756000

   d. Address:
      - Street 1: 201 E. Colfax Ave Fl. 7
      - City: Denver
      - County/Parish: 
      - State: CO: Colorado
      - Province:
      - Country: USA: UNITED STATES
      - Zip / Postal Code: 80202-5330

   e. Organizational Unit:
      - Department Name: Office of Economic Development
      - Division Name: Housing and Neighborhood Dev.

   f. Name and contact information of person to be contacted on matters involving this application:
      - Prefix: Mrs.
      - * First Name: Amy
      - Middle Name: 
      - * Last Name: Edinger
      - Suffix: 
      - Title: Interim Executive Director
      - Organizational Affiliation:
      - * Telephone Number: 720-913-1564
      - Fax Number: 
      - * Email: amy.edinger@denvergov.org
<table>
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<tr>
<th>Field</th>
<th>Value</th>
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<td>9. Type of Applicant 1: Select Applicant Type:</td>
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<td>11. Catalog of Federal Domestic Assistance Number:</td>
<td>14.239</td>
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<td>CFDA Title:</td>
<td>HOME Investment Partnership Entitlement Grant</td>
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<td>* 12. Funding Opportunity Number:</td>
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<td>Title:</td>
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<td>13. Competition Identification Number:</td>
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<td>Title:</td>
<td>n/a</td>
</tr>
<tr>
<td>14. Areas Affected by Project (Cities, Counties, States, etc.):</td>
<td>Add Attachment            Delete Attachment            View Attachment</td>
</tr>
<tr>
<td>15. Descriptive Title of Applicant's Project:</td>
<td>n/a</td>
</tr>
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</table>

Attach supporting documents as specified in agency instructions.
Application for Federal Assistance SF-424

16. Congressional Districts Of:
   * a. Applicant 2
   * b. Program/Project

   Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment   Delete Attachment   View Attachment

17. Proposed Project:
   * a. Start Date: 01/01/2017
   * b. End Date: 12/31/2017

18. Estimated Funding ($):
   * a. Federal 2,362,617.00
   * b. Applicant
   * c. State
   * d. Local
   * e. Other
   * f. Program Income 500,000.00
   * g. TOTAL 2,862,617.00

19. Is Application Subject to Review By State Under Executive Order 12372 Process?
   [ ] a. This application was made available to the State under the Executive Order 12372 Process for review on
   [ ] b. Program is subject to E.O. 12372 but has not been selected by the State for review.
   [x] c. Program is not covered by E.O. 12372.

20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)
   [ ] Yes  [x] No
   If "Yes", provide explanation and attach

Add Attachment   Delete Attachment   View Attachment

21. "By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

[ ] ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: Mrs.   * First Name: Amy
Middle Name: 
* Last Name: Edinger
Suffix: 

* Title: Interim Executive Director

* Telephone Number: 720-913-1999  Fax Number:

* Email: amy.edinger@denvergov.org

* Signature of Authorized Representative: [Signature]   * Date Signed: 6/27/17
Application for Federal Assistance SF-424

* 1. Type of Submission:  
   - Preapplication  
   - Application  
   - Changed/Corrected Application  

* 2. Type of Application:  
   - New  
   - Continuation  
   - Revision  

* If Revision, select appropriate letter(s):  

* Other (Specify):  

* 3. Date Received: 06/14/2017  

4. Applicant Identifier: 84-6000580  

5a. Federal Entity Identifier:  

5b. Federal Award Identifier:  

State Use Only:  

6. Date Received by State:  

7. State Application Identifier:  

8. APPLICANT INFORMATION:  

* a. Legal Name: City and County of Denver  

* b. Employer/Taxpayer Identification Number (EIN/TIN): 84-6000580  

* c. Organizational DUNS: 0314108758000  

d. Address:  

* Street1: 201 E. Colfax Ave Fl. 7  

Street2:  

* City: Denver  

County/Parish:  

* State: CO: Colorado  

Province:  

* Country: USA: UNITED STATES  

* Zip / Postal Code: 80202-5330  

e. Organizational Unit:  

Department Name: Office of Economic Development  

Division Name: Housing and Neighborhood Dev.  

f. Name and contact information of person to be contacted on matters involving this application:  

Prefix: Mrs.  

* First Name: Amy  

Middle Name:  

* Last Name: Edinger  

Suffix:  

Title: Interim Executive Director  

Organizational Affiliation:  

* Telephone Number: 720-913-1564  

Fax Number:  

* Email: amy.edinger@denvergov.org  

<table>
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<td>* Other (specify):</td>
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<tr>
<td>* 10. Name of Federal Agency:</td>
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<tr>
<td>U.S. Department of Housing and Urban Development</td>
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<tr>
<td>11. Catalog of Federal Domestic Assistance Number:</td>
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<td>14.241</td>
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<td>CFDA Title:</td>
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<tr>
<td>HOPWA Entitlement Grant</td>
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<td>* 12. Funding Opportunity Number:</td>
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<td>* Title:</td>
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<td>13. Competition Identification Number:</td>
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<tr>
<td>Title:</td>
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<tr>
<td>n/a</td>
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<td>14. Areas Affected by Project (Cities, Counties, States, etc.):</td>
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<tr>
<td>![Add Attachment] ![Delete Attachment] ![View Attachment]</td>
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<tr>
<td>* 15. Descriptive Title of Applicant's Project:</td>
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<tr>
<td>n/a</td>
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Attach supporting documents as specified in agency instructions.

![Add Attachments] ![Delete Attachments] ![View Attachments]
16. Congressional Districts Of:
   * a. Applicant 1
   * b. Program/Project 1

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:
   * a. Start Date: 01/01/2017
   * b. End Date: 12/31/2017

18. Estimated Funding ($):
   * a. Federal
     1,780,690.00
   * b. Applicant
   * c. State
   * d. Local
   * e. Other
   * f. Program Income 0.00
   * g. TOTAL 1,780,690.00

19. Is Application Subject to Review By State Under Executive Order 12372 Process?
   □ a. This application was made available to the State under the Executive Order 12372 Process for review on
   □ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
   ☒ c. Program is not covered by E.O. 12372.

20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)
   □ Yes  ☒ No

   If "Yes", provide explanation and attach

21. "By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements
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    comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may
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    ☒ ** I AGREE

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specific instructions.

Authorized Representative:

Prefix: Mrs.
First Name: Amy
Middle Name: 
Last Name: Edinger
Suffix: 
Title: Interim Executive Director

Telephone Number: 720-913-1999
Fax Number: 
Email: amy.edinger@denvergov.org

Signature of Authorized Representative:

Date Signed: 6/29/17
**Application for Federal Assistance SF-424**

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<th><em>1. Type of Submission:</em></th>
<th><em>2. Type of Application:</em></th>
<th><em>3. Date Received:</em></th>
<th><em>4. Applicant Identifier:</em></th>
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<td>☑ New</td>
<td>06/14/2017</td>
<td>84-6000580</td>
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<td>☐ Changed/Corrected</td>
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<td>Application</td>
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<th><em>If Revision, select appropriate letter(s):</em></th>
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<tr>
<td>Revision</td>
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**State Use Only:**

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**8. APPLICANT INFORMATION:**

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<th><em>a. Legal Name:</em></th>
<th>City and County of Denver</th>
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<tr>
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<th><em>c. Organizational DUNS:</em></th>
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<tr>
<td>84-600580</td>
<td>0314108756000</td>
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<tr>
<th>d. Address:</th>
</tr>
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<tbody>
<tr>
<td><em>Street1:</em> 201 E. Colfax Ave Fl. 7</td>
</tr>
<tr>
<td>Street2:</td>
</tr>
<tr>
<td><em>City:</em> Denver</td>
</tr>
<tr>
<td>County/Parish:</td>
</tr>
<tr>
<td><em>State:</em> CO: Colorado</td>
</tr>
<tr>
<td>Province:</td>
</tr>
<tr>
<td><em>Country:</em> USA: UNITED STATES</td>
</tr>
<tr>
<td><em>Zip / Postal Code:</em> 80202-5330</td>
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<th>e. Organizational Unit:</th>
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<tbody>
<tr>
<td>Department Name:</td>
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<td>Office of Economic Development</td>
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<td>Middle Name:</td>
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<td>* Last Name: Edinger</td>
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<tr>
<td>Suffix:</td>
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<tr>
<td>Title: Interim Executive Director</td>
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<tr>
<td>Organizational Affiliation:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><em>Telephone Number:</em> 720-913-1564</th>
<th>Fax Number:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><em>Email:</em> <a href="mailto:amy.edinger@denvergov.org">amy.edinger@denvergov.org</a></th>
</tr>
</thead>
</table>

**Expiration Date:** 10/31/2019

**OMB Number:** 4040-0004
**Application for Federal Assistance SF-424**

9. **Type of Applicant 1: Select Applicant Type:**
   - County Government

Type of Applicant 2: Select Applicant Type:
- City or Township Government

Type of Applicant 3: Select Applicant Type:

* Other (specify):

10. **Name of Federal Agency:**
- U.S. Department of Housing and Urban Development

11. **Catalog of Federal Domestic Assistance Number:**
- 14.231

   **CFDA Title:**
   - Emergency Solutions Entitlement Grant

12. **Funding Opportunity Number:**
- n/a

   **Title:**
   - n/a

13. **Competition Identification Number:**
- n/a

   **Title:**
   - n/a

14. **Areas Affected by Project (Cities, Counties, States, etc.):**

15. **Descriptive Title of Applicant's Project:**
- n/a

Attach supporting documents as specified in agency instructions.
Application for Federal Assistance SF-424

16. Congressional Districts Of:
   * a. Applicant
   * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:
   * a. Start Date: 01/01/2017
   * b. End Date: 12/31/2017

18. Estimated Funding ($):

   * a. Federal 587,977.00
   * b. Applicant
   * c. State
   * d. Local
   * e. Other
   * f. Program Income 0.00
   * g. TOTAL 587,977.00

19. Is Application Subject to Review By State Under Executive Order 12372 Process?
   □ a. This application was made available to the State under the Executive Order 12372 Process for review on
   □ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
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   □ Yes  ✗ No

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   ✗ ** I AGREE

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Authorized Representative:

Prefix: Mrs.  * First Name: Amy
Middle Name:
* Last Name: Edinger
Suffix:

* Title: Interim Executive Director

* Telephone Number: 720-913-1999  Fax Number:

* Email: amy.edinger@denvergov.org

* Signature of Authorized Representative: [Signature]

* Date Signed: 6/29/17
Non-State Grantee Certifications

Many elements of this document may be completed electronically, however a signature must be manually applied and the document must be submitted in paper form to the Field Office.

This certification does not apply.
☒ This certification is applicable.

NON-STATE GOVERNMENT CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

Affirmatively Further Fair Housing -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

Anti-displacement and Relocation Plan -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential anti-displacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

Anti-Lobbying -- To the best of the jurisdiction's knowledge and belief:
1. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person
for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and

3. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

**Authority of Jurisdiction** -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

**Consistency with plan** -- The housing activities to be undertaken with CDBG, HOME, ESG, and HOPWA funds are consistent with the strategic plan.

**Section 3** -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.

---

Signature/Authorized Official

Amy Edinger

Name

Interim Executive Director, Office of Economic Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1564

Telephone Number

Date

6/29/2017
Specific CDBG Certifications

The Entitlement Community certifies that:

**Citizen Participation** -- It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

**Community Development Plan** -- Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

**Following a Plan** -- It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

**Use of Funds** -- It has complied with the following criteria:

1. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);

2. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s)2017, , , (a period specified by the grantee consisting of one specific consecutive program year), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;

3. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.
The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

**Excessive Force** -- It has adopted and is enforcing:

4. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and

5. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

**Compliance With Anti-discrimination laws** -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

**Lead-Based Paint** -- Its activities concerning lead-based paint will comply with the requirements of part 35, subparts A, B, J, K and R, of title 24;

**Compliance with Laws** -- It will comply with applicable laws.

---

**Signature/Authorized Official**

Amy Edinger

**Name**

Interim Executive Director, Office of Economic Development

**Title**

201 W. Colfax Av., Dept. 204

**Address**

Denver, CO 80202

**City/State/Zip**

720.913.1564

**Telephone Number**

---

6-29-2017
OPTIONAL CERTIFICATION
CDBG

Submit the following certification only when one or more of the activities in the action plan are designed to meet other community development needs having a particular urgency as specified in 24 CFR 570.208(c):

The grantee hereby certifies that the Annual Plan includes one or more specifically identified CDBG-assisted activities, which are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

Amy Edinger

Name
Interim Executive Director, Office of Economic Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1564

Telephone Number
Specific HOME Certifications

The HOME participating jurisdiction certifies that:

**Tenant Based Rental Assistance** -- If the participating jurisdiction intends to provide tenant-based rental assistance: The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

**Eligible Activities and Costs** -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in § 92.214.

**Appropriate Financial Assistance** -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;

Signature/Authorized Official: [Signature]

Date: 6-29-2017

Name: Amy Edinger

Title: Interim Executive Director, Office of Economic Development

Address: 201 W. Colfax Av., Dept. 204

City/State/Zip: Denver, CO 80202

Telephone Number: 720.913.1564
HOPWA Certifications

The HOPWA grantee certifies that:

Activities -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

Building -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,

2. For at least 3 years in the case of assistance involving non-substantial rehabilitation or repair of a building or structure.

Signature/Authorized Official

Date

Amy Edinger

Interim Executive Director, Office of Economic Development

201 W. Colfax Av., Dept. 204

Denver, CO 80202

720.913.1564

Non-State Grantee Certifications
ESG Certifications

I, Paul Washington, Executive Director of the Office of Economic Development, certify that the local government will ensure the provision of the matching supplemental funds required by the regulation at 24 CFR 576.201. I have attached to this certification a description of the sources and amounts of such supplemental funds.

The Emergency Solutions Grants Program Recipient certifies that:

**Major rehabilitation/conversion** – If an emergency shelter’s rehabilitation costs exceed 75 percent of the value of the building before rehabilitation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed rehabilitation. If the cost to convert a building into an emergency shelter exceeds 75 percent of the value of the building after conversion, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed conversion. In all other cases where ESG funds are used for renovation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 3 years after the date the building is first occupied by a homeless individual or family after the completed renovation.

**Essential Services and Operating Costs** – In the case of assistance involving shelter operations or essential services related to street outreach or emergency shelter, the jurisdiction will provide services or shelter to homeless individuals and families for the period during which the ESG assistance is provided, without regard to a particular site or structure, so long the jurisdiction serves the same type of persons (e.g., families with children, unaccompanied youth, disabled individuals, or victims of domestic violence) or persons in the same geographic area.

**Renovation** – Any renovation carried out with ESG assistance shall be sufficient to ensure that the building involved is safe and sanitary.

**Supportive Services** – The jurisdiction will assist homeless individuals in obtaining permanent housing, appropriate supportive services (including medical and mental health treatment, victim services, counseling, supervision, and other services essential for achieving independent living), and other Federal State, local, and private assistance available for such individuals.

**Matching Funds** – The jurisdiction will obtain matching amounts required under 24 CFR 576.201.

**Confidentiality** – The jurisdiction has established and is implementing procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted under the ESG program, including protection against the release of the address or location of any family violence shelter project, except with the written authorization of the person responsible for the operation of that shelter.
Homeless Persons Involvement – To the maximum extent practicable, the jurisdiction will involve, through employment, volunteer services, or otherwise, homeless individuals and families in constructing, renovating, maintaining, and operating facilities assisted under the ESG program, in providing services assisted under the ESG program, and in providing services for occupants of facilities assisted under the program.

Consolidated Plan – All activities the jurisdiction undertakes with assistance under ESG are consistent with the jurisdiction’s consolidated plan.

Discharge Policy – The jurisdiction will establish and implement, to the maximum extent practicable and where appropriate policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, mental health facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent this discharge from immediately resulting in homelessness for these persons.

Signature/Authorized Official

Amy Edinger
Name
Interim Executive Director, Office of Economic Development
Title
201 W. Colfax Av., Dept. 204
Address
Denver, CO 80202
City/State/Zip
720.913.1564
Telephone Number

Date
6-29-2017
APPENDIX TO CERTIFICATIONS

Instructions Concerning Lobbying and Drug-Free Workplace Requirements

Lobbying Certification
This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Signature/Authorized Official

Date

Amy Edinger

Name

Interim Executive Director, Office of Economic Development

Title

201 W. Colfax Av., Dept. 204

Address

Denver, CO 80202

City/State/Zip

720.913.1564

Telephone Number

Non-State Grantee Certifications 10
AP-05 Executive Summary

Introduction

The City and County of Denver is submitting Action Plan 2017 as the fifth action plan of the 2013-2017 Consolidated Plan. An annual Action Plan is required by the U.S. Department of Housing and Urban Development (HUD) from all jurisdictions receiving annual entitlements of formula grants. This plan discusses the general issues related to Action Plan 2017, including available and potential resources. In 2017, Denver expects to receive the following entitlement grants:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships Program (HOME)
- Housing Opportunities for Persons with AIDS (HOPWA)
- Emergency Solutions Grant (ESG)

The plan reports on the status of needs and outcomes the City expects to achieve in the coming year. All the activities mentioned in this Action Plan are based on current priorities and quantified by level of need. By addressing these priorities, the City hopes to meet local objectives stated in the five-year Consolidated Plan. All the proposed projects and activities are intended to principally benefit residents of Denver who have extremely low, low and moderate-incomes, and populations that have special needs, such as elderly, disabled and HIV/AIDS families and individuals.

Summarize the objectives and outcomes identified in the Plan

Expand housing and safe living environments
- Retain and strengthen Denver-based companies
- Help small businesses thrive
- Increase number and quality of new businesses
- Invest strategically in neighborhoods

Evaluation of past performance

The City made significant investments instrumental in advancing Denver’s community development through the use of its Community Development Block Grant (CDBG), Home Investment Partnership Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) entitlement grants. Denver feels the variety of programs and activities it has funded with HUD block grant funds in the past have been effective in addressing the greatest housing, community and economic development needs in the City and intends to continue these programs and activities during
the current program year. The City has had great success in anti-poverty, fair housing, special needs assistance, and multi-family new construction. The City continues to seek new opportunities to leverage funds to make the greatest impact feasible.

**Summary of Citizen Participation Process and consultation process**

The City of Denver began its citizen participation and consultation process on November 21st, through December 21, 2016. The City hosted two public meetings to present and discuss the proposed FY 2017 Action Plan funding strategy. The meetings were held on Monday, December 12th from 3-4p. and on Monday, December 19\textsuperscript{th} from 6-7p.m. at the Wellington Webb building located in downtown Denver. Both meetings allowed public involvement in the plan development process and to comment on the action plan funding strategy. Due to inclement weather only a few residents could attend. The City did not choose to cancel these meetings in the event residents attended. The City did receive several comments which is included in the Citizen Participation appendix.

**Summary of public comments**

During the two public hearings, the City received comments regarding the Action Plan development, however due to text constraints please see the Citizen Participation section AP-12

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

All comments submitted during the Action Plan process were accepted.

**Summary**

During the public process the City of Denver discussed the collective impact strategy that gives priority in funding to neighborhoods identified community and neighborhood revitalization needs.
PR-05 Lead & Responsible Agencies

Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

<table>
<thead>
<tr>
<th>Agency Role</th>
<th>Name</th>
<th>Department/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Agency</td>
<td>DENVER</td>
<td>Office of Economic Development</td>
</tr>
<tr>
<td>CDBG Administrator</td>
<td>DENVER</td>
<td>Office of Economic Development</td>
</tr>
<tr>
<td>HOPWA Administrator</td>
<td>DENVER</td>
<td>Office of Economic Development</td>
</tr>
<tr>
<td>HOME Administrator</td>
<td>DENVER</td>
<td>Office of Economic Development</td>
</tr>
<tr>
<td>ESG Administrator</td>
<td>DENVER</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>HOPWA-C Administrator</td>
<td>DENVER</td>
<td></td>
</tr>
</tbody>
</table>

Table 1 – Responsible Agencies

**Narrative**

The Community Development Block Grant (CDBG), Home Investment Partnerships program (HOME) and the Housing Opportunities for Persons with AIDS program (HOPWA) are all administered by the Denver Office of Economic Development (OED). The Emergency Solutions Grant (ESG) is administered by the Denver Department of Human Services (DHS).

**Consolidated Plan Public Contact Information**

Monique Johnson, Management Analyst with OED, managed the Consolidated Plan process. Her contact information was provided in all community meetings and is: Email: Monique.Johnson@denvergov.org Phone: 720-913-1549.
AP-10 Consultation

Introduction

The City of Denver is in constant contact with various agencies to ensure funding priorities are in line with current community development goals. The City’s various departments, including the City Mayor’s Office, Department of Planning and Community Development, Department of Public Works, and Department of Human Services. The City fosters communication with the Denver Housing Authority (DHA), Colorado Housing Finance Authority (CHFA) and numerous neighborhood nonprofit entities and organizations.

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

In 2012, the Mayor convened a Housing Task Force Committee that continues to meet to discuss housing issues in the City and County of Denver. This committee includes representation from the Public Housing Authority, City agencies and members of the public to include a variety of service agencies. The City continued to meet with partners throughout the City to aide in providing services to residents of Denver.

In 2014, the City completed its new 5 year housing plan, Housing Denver. This plan states the City’s principles, priorities, goals and initiatives concerning the City’s housing needs for 2015-2019. The priorities set in this plan support the goals and objectives of HUD. The plan is located at http://denvergov.org/content/dam/denvergov/Portals/690/documents/New/HOUSING%20DENVER.pdf

In 2017, OED will host the 3rd Housing Summit in support of affordable housing. The Summit is an opportunity for local affordable housing developers and supporters to discuss housing issue at a regional and national level and potential solutions.

In addition, the City will be hosting public meetings to hear from citizens about issues affecting their community and identify areas of concern in regards to gentrification and fair housing.

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

City of Denver, including Denver’s Road Home, is an active partner with Metro Denver Homeless Initiative (MDHI) /CoC, and participates in stakeholder meetings and committees, and works with homeless service providers to assess the ongoing needs of homeless population and to respond with new or expanded services and programs as resources are available.
Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS.

City of Denver coordinates with MDHI to prioritize ESG objectives which is currently Rapid Re-Housing, Homeless Prevention, Essential Services/Operations, HMIS, and Administration. These priorities will be evaluated annually and take into account standardized performance standards and outcomes. City of Denver, MDHI /CoC and all homeless service providers are developing a coordinated assessment system to capture data on all clients accessing services. Eventually, it is anticipated the MDHI CoC can develop a metro wide centralized and coordinated assessment system to allow agencies entering information into access the needs of clients and avoid duplicative systems. The purpose is to streamline the process of evaluating needs.

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

<table>
<thead>
<tr>
<th>Table 2 – Agencies, groups, organizations who participated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agency/Group/Organization</strong></td>
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<tr>
<td><strong>Agency/Group/Organization Type</strong></td>
</tr>
<tr>
<td>Housing</td>
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<tr>
<td>Services - Housing</td>
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<tr>
<td>Services-Children</td>
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<tr>
<td>Services-Elderly Persons</td>
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<tr>
<td>Services-Persons with Disabilities</td>
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<tr>
<td>Services-Persons with HIV/AIDS</td>
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<tr>
<td>Services-Victims of Domestic Violence</td>
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<td>Services-homeless</td>
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<td>Services-Health</td>
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<td>Services-Education</td>
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<td>Services-Employment</td>
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<tr>
<td>Service-Fair Housing</td>
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<tr>
<td>Services - Victims</td>
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<tr>
<td>Other government - State</td>
</tr>
<tr>
<td>Other government - County</td>
</tr>
<tr>
<td>Other government - Local</td>
</tr>
<tr>
<td>Planning organization</td>
</tr>
<tr>
<td>Business and Civic Leaders</td>
</tr>
</tbody>
</table>
| What section of the Plan was addressed by Consultation? | Housing Need Assessment  
Homeless Needs - Chronically homeless  
Homeless Needs - Families with children  
Homelessness Needs - Veterans  
Homelessness Needs - Unaccompanied youth  
Homelessness Strategy  
Non-Homeless Special Needs  
HOPWA Strategy  
Market Analysis  
Economic Development  
Anti-poverty Strategy  
Lead-based Paint Strategy |
<table>
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</thead>
<tbody>
<tr>
<td>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</td>
<td>The Mayor’s Housing Task Force is comprised of a broad number of professionals from the private and public sector. The task force established the framework for the goals and strategies in the 2013-2017 Consolidated Plan. This committee convened in 2013 and continued to meet monthly in 2017 in the execution for the City’s housing plan. The City also contracted with a consultant to conduct a community needs assessments to gauge the needs of the community and neighborhoods. City employees continue to work with residents, local non-profits, business leaders, City Council Members and other local jurisdictions to meet the needs of residents.</td>
</tr>
</tbody>
</table>

**Identify any Agency Types not consulted and provide rationale for not consulting** - The City advertised the opportunities to participate in the 2017 Action Plan process to its wide network of nonprofit, private sector and government partners. In the summer 2016, City also hosted a NOFA Public Meeting to gather input and solicit applications for 2017 funding.

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

<table>
<thead>
<tr>
<th>Name of Plan</th>
<th>Lead Organization</th>
<th>How do the goals of your Strategic Plan overlap with the goals of each plan?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuum of Care</td>
<td>Metro Denver Homeless Initiative</td>
<td>Point-in-Time count informed homeless data in Consolidated Plan and Denver’s Road Home informed the homeless strategy.</td>
</tr>
<tr>
<td>Denver Housing Authority</td>
<td>Denver Housing Authority</td>
<td>Collaboration with DHA helps guide our planning.</td>
</tr>
</tbody>
</table>

Annual Action Plan 2017 6
Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The City of Denver OED regularly meets with the State of Colorado Division of Housing, Denver Housing Authority and the Colorado Housing Finance Authority to align funding priorities and coordinate affordable housing development within Denver.

Furthermore, there are several divisions within the City and County of Denver that assist with development of goals and strategies to support residents and businesses of Denver.
AP-12 Participation

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

In compliance with Federal regulations, the proposed FY 2017 Annual Action Plan was available for citizen review and comments a minimum of 30 days and proper notice was given for the public hearings. Information regarding the dates, times, and locations for the public hearings as well as anticipated program resources were published in an OED press release, a minimum of two weeks prior to the scheduled public hearings. Furthermore, notices were emailed to current sub recipients to post in their offices for the public to see and sent out via their distribution list. The notice was also posted on the City’s website. All public notices included information regarding the accessibility to the meeting locations and instructions on obtaining interpreters for the deaf and translating services. Throughout the citizen participation process, public and private agencies were consulted and given opportunities to provide input and apply for funding. The City released a Request for Proposal for the 2017 HUD funding in summer of 2016. The City of Denver, through the NOFA process and staff recommendations selected participants to receive funding for the 2017 year while keeping with the mission of the Five Year Consolidated Plan. The activities selected were based on public input and inter-City departmental collaboration that seeks to sustain Denver neighborhoods. Information about the public engagement process is sent to our NOFA recipient list, social media outlets and via OED’s website.  [www.denvergov.org/oed](http://www.denvergov.org/oed)
## Citizen Participation Outreach

<table>
<thead>
<tr>
<th>Sort Order</th>
<th>Mode of Outreach</th>
<th>Target of Outreach</th>
<th>Summary of response/attendance</th>
<th>Summary of comments received</th>
<th>Summary of comments not accepted and reasons</th>
<th>URL (If applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Public Meeting</td>
<td>Minorities, Non-English Speaking - Specify other language: Spanish, Persons with disabilities, Non-targeted/broad community, Residents of Public and Assisted Housing</td>
<td>2 meetings were held and due to weather only a few residents attended.</td>
<td>All comments were accepted.</td>
<td></td>
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<tr>
<td>Sort Order</td>
<td>Mode of Outreach</td>
<td>Target of Outreach</td>
<td>Summary of response/attendance</td>
<td>Summary of comments received</td>
<td>Summary of comments not accepted and reasons</td>
<td>URL (if applicable)</td>
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<tr>
<td>2</td>
<td>NOFA Community Meeting</td>
<td>Minorities, Non-English Speaking - Specify other language: Spanish, Persons with disabilities, Non-targeted/broad community, Residents of Public and Assisted Housing, previous awardees of funds</td>
<td>Over 25 Non-Profit Organizations, Developers and Community Residents were in attendance</td>
<td>No direct comments received. Attendees wanted information about our NOFA process.</td>
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<tr>
<td>Sort Order</td>
<td>Mode of Outreach</td>
<td>Target of Outreach</td>
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<tr>
<td>3</td>
<td>Internet Outreach</td>
<td>Minorities&lt;br&gt;Non-English Speaking - Specify other language: Spanish&lt;br&gt;Persons with disabilities&lt;br&gt;Non-targeted/broad community&lt;br&gt;Residents of Public and Assisted Housing</td>
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<tr>
<td>Sort Order</td>
<td>Mode of Outreach</td>
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<tr>
<td>4</td>
<td>Press Release</td>
<td>Minorities</td>
<td></td>
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<td></td>
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<td>Non-English Speaking - Specify other language: Spanish</td>
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<td></td>
<td></td>
<td>Persons with disabilities</td>
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<td></td>
<td></td>
<td>Non-targeted/broad community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Residents of Public and Assisted Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 4 – Citizen Participation Outreach**

**Summary of Public Meeting Comments:**

*Please see Appendix A for a summary of the Public Meeting process.*
AP-15 Expected Resources

Introduction

Entitlement grant resources totaling $14,333,541 are estimated during the next fiscal year (January 1, 2017- December 31, 2017) for addressing obstacles to meet underserved needs, foster decent housing, provide improved neighborhoods, reduce the number of persons below the poverty line, and enhance coordination between public and private agencies. The results of these activities will be reported in the Consolidated Annual Performance Evaluation Report to be published in March 2018.

Priority Table

<table>
<thead>
<tr>
<th>Program</th>
<th>Source of Funds</th>
<th>Uses of Funds</th>
<th>Expected Amount Available Year 5</th>
<th>Expected Amount Available Reminder of ConPlan</th>
<th>Narrative Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Annual Allocation: $</td>
<td>Program Income: $</td>
<td>Prior Year Resources: $</td>
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<td>CDBG</td>
<td>public-federal</td>
<td>Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services</td>
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<td>HOME</td>
<td>public-federal</td>
<td>Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA</td>
<td>2,362,617</td>
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<td>Program</td>
<td>Source of Funds</td>
<td>Uses of Funds</td>
<td>Expected Amount Available Year 5</td>
<td>Expected Amount Available Reminder of ConPlan</td>
<td>Narrative Description</td>
</tr>
<tr>
<td>---------</td>
<td>----------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Annual Allocation: $</td>
<td>Program Income: $</td>
<td></td>
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<tr>
<td>HOPWA</td>
<td>public - federal</td>
<td>Permanent housing in facilities</td>
<td>1,780,690</td>
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<td></td>
<td></td>
<td>Permanent housing placement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Short term or transitional housing facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>STRMU</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supportive services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TBRA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESG</td>
<td>public - federal</td>
<td>Conversion and rehab for transitional housing</td>
<td>587,977</td>
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<td></td>
<td></td>
<td>Financial Assistance</td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Overnight shelter</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Rapid re-housing (rental assistance)</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Rental Assistance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transitional housing</td>
<td></td>
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<td></td>
</tr>
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</table>

Table 5 - Expected Resources – Priority Table
**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Private Activity Bonds received from the State of Colorado ($27.6 million of an annual volume cap). Other federal funds, including: The Low Income Housing Tax Credit (LIHTC), Community Services Block Grant funds (CSBG), Federal Emergency Management Agency (FEMA) funds; Community Foods and Nutrition Program (CFN); McKinney-Vento Homeless Assistance funds and Shelter Plus Care; Temporary Assistance for Needy Families (TANF). Private resources will largely be generated through private public partnerships and foundations. The use of HOME and ESG funds carry match requirements from nonfederal sources. The required match contribution is 100 percent for ESG funds. To secure this match the City will utilize a local appropriation for affordable housing (TABOR), nonprofits’ ability to secure funding from private foundations, fees earned from bond financing and the value, minus all encumbrances, of land or other real property not acquired from federal resources, and other allowable contributions.

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

The City has not identified any publically owned land or property it may use to address the needs in the plan at this time.

**Discussion**

The City and County of Denver and its partners have been successful by implementing an entrepreneurial approach to securing funding and related resources for new affordable housing development, housing rehab and other activities.
## AP-20 Annual Goals and Objectives

### Goals Summary Information

<table>
<thead>
<tr>
<th>Sort Order</th>
<th>Goal Name</th>
<th>Start Year</th>
<th>End Year</th>
<th>Category</th>
<th>Geographic Area</th>
<th>Needs Addressed</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expand housing and safe living environments</td>
<td>2013</td>
<td>2017</td>
<td>Affordable Housing</td>
<td></td>
<td>Affordable Housing Transit-oriented Development Density in residential units Housing to support Denver's Road Home Reduce barriers to fair housing choice Dispersed locations Large units</td>
<td>Public service activities for Low/Moderate Income Housing Benefit: 1900 Households Assisted Rental units rehabilitated: 25 Household Housing Unit Homeowner Housing Rehabilitated: 75 Household Housing Unit Direct Financial Assistance to Homebuyers: 25 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 85 Households Assisted</td>
</tr>
<tr>
<td>2</td>
<td>Help small businesses thrive</td>
<td>2013</td>
<td>2017</td>
<td>Non-Housing Community Development</td>
<td></td>
<td>Job opportunities for low income residents Special populations Business Support and Growth</td>
<td>Jobs created/retained: 55 Jobs Businesses assisted: 1500 Businesses Assisted</td>
</tr>
<tr>
<td>3</td>
<td>Increase number and quality of new businesses</td>
<td>2013</td>
<td>2017</td>
<td>Non-Housing Community Development</td>
<td></td>
<td>Job opportunities for low income residents Business Support and Growth</td>
<td>Businesses assisted: 50 Businesses Assisted</td>
</tr>
<tr>
<td>Sort Order</td>
<td>Goal Name</td>
<td>Start Year</td>
<td>End Year</td>
<td>Category</td>
<td>Geographic Area</td>
<td>Needs Addressed</td>
<td>Funding</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Invest strategically in neighborhoods</td>
<td>2013</td>
<td>2017</td>
<td>Affordable Housing</td>
<td>Non-Housing Community Development</td>
<td>Affordable Housing Transit-oriented Development Density in residential units Reduce barriers to fair housing choice Job opportunities for low income residents Neighborhood Support Services Business Support and Growth Neighborhood Improvements</td>
<td>Funding: Activities other than Low/Moderate Income Housing Benefit: 15000 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 20000 Persons Assisted</td>
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<tr>
<td>5</td>
<td>Assist homeless and at-risk of homelessness</td>
<td>2013</td>
<td>2017</td>
<td>Affordable Housing</td>
<td>Homeless</td>
<td>Affordable Housing Housing to support Denver's Road Home Reduce barriers to fair housing choice Special populations</td>
<td>Funding: Homelessness Prevention: 2500 Persons Assisted</td>
</tr>
</tbody>
</table>

Annual Action Plan 2017
<table>
<thead>
<tr>
<th>Sort Order</th>
<th>Goal Name</th>
<th>Start Year</th>
<th>End Year</th>
<th>Category</th>
<th>Geographic Area</th>
<th>Needs Addressed</th>
<th>Funding</th>
<th>Goal Outcome Indicator</th>
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<tbody>
<tr>
<td>6</td>
<td>Assist special needs populations</td>
<td>2013</td>
<td>2017</td>
<td>Affordable Housing</td>
<td></td>
<td>Special populations</td>
<td>Other: 500 Other</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Non-Homeless Special Needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Assist persons living with HIV/AIDS</td>
<td>2013</td>
<td>2017</td>
<td>Affordable Housing</td>
<td></td>
<td>Affordable Housing Special populations</td>
<td>HIV/AIDS Housing Operations: 350</td>
<td>Other: 1500 Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Non-Homeless Special Needs</td>
<td></td>
<td></td>
<td>Household Housing Unit</td>
<td></td>
</tr>
</tbody>
</table>

Table 6 – Goals Summary

Goal Descriptions

1. **Goal Name**: Expand housing and safe living environments
   **Goal Description**: Programs to support For Sale and Rental housing development projects and homeownership assistance to low to moderate income residents.

2. **Goal Name**: Help small businesses thrive
   **Goal Description**: Programs to support small businesses to succeed in a growing economy. Programs will provide small businesses with technical assistance to thrive.

3. **Goal Name**: Invest strategically in neighborhoods
   **Goal Description**: Funds for these goals will come from the Neighborhood Programs; Facility and Improvements, Neighborhood Improvements and Public Services.

4. **Goal Name**: Increase number and quality of new businesses
   **Goal Description**: Funds for this goal will support the creation and expansion of small businesses.
<table>
<thead>
<tr>
<th></th>
<th>Goal Name</th>
<th>Goal Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Assist homeless and at-risk of homelessness</td>
<td>Funds for this goal will come from the Emergency Solutions Grant and will support prevention services for persons who are homeless or at-risk of homelessness</td>
</tr>
<tr>
<td>6</td>
<td>Assist special needs populations</td>
<td>Programs will be developed to support special populations such as youth, disabled and seniors. All programs will have some focus on special needs.</td>
</tr>
<tr>
<td>7</td>
<td>Assist persons living with HIV/AIDS</td>
<td>Programs will support persons living with HIV/AIDS with housing and supportive services.</td>
</tr>
</tbody>
</table>

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

Based on projections from prior years activity levels it is estimated that the City will assist, through the HOME program, extremely low income, low income, and moderate income families. The majority of extremely low income households are assisted through tenant based assistance programs (approx. 85 households) and approximately 25 households will be assisted through our homebuyer and homeowner assistance programs.
**AP-35 Projects – 91.220(d)**

**Introduction**

Below is a summary of the eligible projects that will take place during the program year that address the City's priority needs. Specific objectives are detailed in the individual project descriptions below. The City captures the accomplishments of its activities through a reporting process which requires City departments and partner agencies to report on the beneficiaries of HUD funded activities. Program income received in the program year is used as it becomes available to support programs listed below.

<table>
<thead>
<tr>
<th>#</th>
<th>Project Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administration-CDBG, HOME, HOPWA, Section 108</td>
</tr>
<tr>
<td>2</td>
<td>Single Family/Emergency Rehabilitation</td>
</tr>
<tr>
<td>3</td>
<td>Land Trust Acquisition and Rehabilitation</td>
</tr>
<tr>
<td>4</td>
<td>Homeowner Assistance Programs</td>
</tr>
<tr>
<td>5</td>
<td>Housing Support</td>
</tr>
<tr>
<td>6</td>
<td>For-Sale Development and Preservation</td>
</tr>
<tr>
<td>7</td>
<td>Rental Housing Development and Preservation</td>
</tr>
<tr>
<td>8</td>
<td>Community Housing Development Organization-Set Aside</td>
</tr>
<tr>
<td>9</td>
<td>Community Housing Development Organization-Core Operation</td>
</tr>
<tr>
<td>10</td>
<td>Tenant Based Rental Assistance</td>
</tr>
<tr>
<td>11</td>
<td>Housing Access and Modification</td>
</tr>
<tr>
<td>12</td>
<td>Neighborhood Business Revitalization</td>
</tr>
<tr>
<td>13</td>
<td>Revolving Loan Fund</td>
</tr>
<tr>
<td>14</td>
<td>Economic Development Initiative</td>
</tr>
<tr>
<td>15</td>
<td>Reserved for new projects</td>
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<tr>
<td>16</td>
<td>Neighborhood Improvements</td>
</tr>
<tr>
<td>17</td>
<td>Neighborhood Facilities &amp; Improvements</td>
</tr>
<tr>
<td>18</td>
<td>Neighborhood Support</td>
</tr>
<tr>
<td>19</td>
<td>Reserved for new projects</td>
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<tr>
<td>20</td>
<td>Colorado AIDS Project</td>
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<tr>
<td>21</td>
<td>The Empowerment Program</td>
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<tr>
<td>22</td>
<td>Visiting Nurse Association</td>
</tr>
<tr>
<td>23</td>
<td>ESG Homeless Prevention</td>
</tr>
<tr>
<td>24</td>
<td>ESG Homeless Assistance</td>
</tr>
</tbody>
</table>

**Table 8 – Project Information**

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs: The greatest barrier to meeting the needs in Denver is lack of funding. The identified needs are always greater than the resources available. Greater funding is needed for programming, staffing, operations and development. Community Development Block Grant fund have declined nationally and locally. The most flexible and largest of the four federal funds, CDBG has seen its budget both federally and locally decline nearly 18% since 2001. This is severely affecting Denver’s ability to assist those...
populations most in need. Denver is also a relatively high cost area, so projects cost more to develop and implement, further straining available resources. Producing housing for the lowest income renters and populations with special needs particularly requires very deep subsidies.

Due to text constraints in the HUD provided table the City has added this additional chart for information.

<table>
<thead>
<tr>
<th>Program</th>
<th>Fund Source</th>
<th>Amount Estimated</th>
<th>HUD Matrix</th>
<th>National Objective</th>
<th>Indicator</th>
<th>Goal</th>
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<td>NA</td>
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<td>Rental</td>
<td>LMH</td>
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<td>HOME Program Administration</td>
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<td>LMH</td>
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<td>Revolving Loan Fund</td>
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<td>LMJ</td>
<td>Jobs</td>
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<td>LMJ</td>
<td>Jobs</td>
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<td>18B/C</td>
<td>LMA/LMC</td>
<td>Businesses</td>
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<td>Neighborhood Public Improvements</td>
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<td>3</td>
<td>LMA/LMC</td>
<td>Facilities/People</td>
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<td>Neighborhood Facilities and Improvements</td>
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<td>Facilities/People</td>
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<td>LMC</td>
<td>People</td>
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<td>HOPWA</td>
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<td></td>
</tr>
<tr>
<td>Supportive Services</td>
<td>HOPWA</td>
<td>$500,000</td>
<td>-</td>
<td>-</td>
<td>People</td>
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Annual Action Plan 2017
### AP-38 Projects Summary

#### Project Summary Information

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<thead>
<tr>
<th>1</th>
<th>Project Name</th>
<th>Administration-CDBG, HOME, HOPWA, Section 108</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Target Area</td>
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</tr>
<tr>
<td></td>
<td>Goals Supported</td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Help small businesses thrive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase number and quality of new businesses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Invest strategically in neighborhoods</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist homeless and at-risk of homelessness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist special needs populations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assist persons living with HIV/AIDS</td>
</tr>
<tr>
<td></td>
<td>Needs Addressed</td>
<td>Affordable Housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transit-oriented Development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Density in residential units</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Housing to support Denver's Road Home</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce barriers to fair housing choice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Job opportunities for low income residents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Special populations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dispersed locations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Large units</td>
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<tr>
<td></td>
<td></td>
<td>Neighborhood Support Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Business Support and Growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Neighborhood Improvements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public Facility Improvements</td>
</tr>
<tr>
<td></td>
<td>Funding</td>
<td>CDBG; HOME; HOPWA; ESG</td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td>To provide administration cost to carry out CDBG $1,306,218, HOME $235,092 and HOPWA $46,882 eligible activities.</td>
</tr>
<tr>
<td></td>
<td>Target Date</td>
<td>12/31/2017</td>
</tr>
<tr>
<td></td>
<td>Estimate the number and type of families that will benefit from the proposed activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Location Description</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Planned Activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Name</td>
<td>Single Family/Emergency Rehabilitation</td>
</tr>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
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<tr>
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<td></td>
</tr>
</tbody>
</table>
| **Goals Supported** | Expand housing and safe living environments  
Invest strategically in neighborhoods  
Assist special needs populations |
| **Needs Addressed** | Affordable Housing  
Special populations |
| **Funding** | CDBG: $250,000  
HOME: $700,000 |
| **Description** | To provide low to moderate income renters and homeowners with funds to rehabilitate their homes with needed repairs. This program is funded with both CDBG and HOME funds. |
| **Target Date** | 12/31/2017 |
| **Estimate the number and type of families that will benefit from the proposed activities** | 70 low to moderate income residents. |
| **Location Description** |  |
| **Planned Activities** | To provide low to moderate income renters and homeowners with funds to rehabilitate their homes with needed repairs. |

**3**

<table>
<thead>
<tr>
<th><strong>Project Name</strong></th>
<th>Land Trust Acquisition and Rehabilitation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>At this time this project will not be funded in 2017 but the City would like to keep this project in the case a project is initiated.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Project Name</strong></td>
<td>Homeowner Assistance Programs</td>
</tr>
<tr>
<td></td>
<td>Target Area</td>
</tr>
<tr>
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</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Project Name</td>
<td>Rental Housing Development and Preservation</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td><strong>Target Area</strong></td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td></td>
<td>Invest strategically in neighborhoods</td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td></td>
<td>Invest strategically in neighborhoods</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Affordable Housing</td>
</tr>
<tr>
<td></td>
<td>Transit-oriented Development</td>
</tr>
<tr>
<td></td>
<td>Density in residential units</td>
</tr>
<tr>
<td></td>
<td>Reduce barriers to fair housing choice</td>
</tr>
<tr>
<td></td>
<td>Dispersed locations</td>
</tr>
<tr>
<td></td>
<td>Large units</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HOME: $270,000</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>This project is for the development or preservation of affordable housing in Denver.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>Provide financing for the development of affordable units will be made to residents of low to moderate income.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Rental Housing Development and Preservation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td></td>
<td>Invest strategically in neighborhoods</td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td></td>
<td>Invest strategically in neighborhoods</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Affordable Housing</td>
</tr>
<tr>
<td></td>
<td>Transit-oriented Development</td>
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<tr>
<td></td>
<td>Density in residential units</td>
</tr>
<tr>
<td></td>
<td>Reduce barriers to fair housing choice</td>
</tr>
<tr>
<td></td>
<td>Dispersed locations</td>
</tr>
<tr>
<td></td>
<td>Large units</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HOME: $1,500,000</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>To provide funds for the development of new affordable rental housing for low to moderate income residents.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td>Estimate the number and type of families that will benefit from the proposed activities</td>
<td></td>
</tr>
<tr>
<td>Location Description</td>
<td>Citywide</td>
</tr>
<tr>
<td>Planned Activities</td>
<td>Provide gap financing for the development of affordable rental units of which 51% of renters will be of low to moderate income.</td>
</tr>
</tbody>
</table>

**Project Name**: Community Housing Development Organization-Set Aside

**Target Area**

**Goals Supported**: Invest strategically in neighborhoods

**Needs Addressed**: Affordable Housing

**Funding**: HOME: $354,392

**Description**: To provide funding to certified CHDO organizations for the development of affordable housing.

**Target Date**: 12/31/2017

**Estimate the number and type of families that will benefit from the proposed activities**

**Location Description**

**Planned Activities**: These funds are required to be set aside for CHDO developments. At this time the City does not have any CHDO Set-Aside development contracts in the pipeline however, once a CHDO development becomes available these funds will be allocated to the project/activity. Denver is confident that current CHDO’s will meet the requirements.

**Project Name**: Community Housing Development Organization-Core Operation

**Target Area**

**Goals Supported**: Invest strategically in neighborhoods

**Needs Addressed**: Affordable Housing

**Funding**: HOME: $50

**Description**: To provide certified CHDO’s with administration funds to carry out development projects.

**Target Date**: 12/31/2017
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Tenant Based Rental Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td></td>
</tr>
<tr>
<td>Goals Supported</td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td>Needs Addressed</td>
<td>Affordable Housing</td>
</tr>
<tr>
<td>Funding</td>
<td>HOME: $800,000</td>
</tr>
<tr>
<td>Description</td>
<td>To provide TBRA vouchers to low income residents of Denver.</td>
</tr>
<tr>
<td>Target Date</td>
<td>12/31/2017</td>
</tr>
<tr>
<td>Estimate the number and type of families that will benefit from the proposed activities</td>
<td>Approximately 85 households will receive assistance through this program.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Housing Access and Modification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td></td>
</tr>
<tr>
<td>Goals Supported</td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td>Needs Addressed</td>
<td>Affordable Housing to support Denver's Road Home</td>
</tr>
<tr>
<td>Funding</td>
<td>CDBG: $200,000</td>
</tr>
<tr>
<td>Description</td>
<td>To provide low to moderate income disabled and elderly residents to modify their homes for accessibility.</td>
</tr>
<tr>
<td>Target Date</td>
<td>12/31/2017</td>
</tr>
<tr>
<td></td>
<td>Estimate the number and type of families that will benefit from the proposed activities</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Location Description</td>
</tr>
<tr>
<td></td>
<td>Planned Activities</td>
</tr>
<tr>
<td>12</td>
<td>Project Name</td>
</tr>
<tr>
<td></td>
<td>Target Area</td>
</tr>
</tbody>
</table>
|   | Goals Supported | Help small businesses thrive  
Increase number and quality of new businesses |
|   | Needs Addressed | Job opportunities for low income residents  
Business Support and Growth |
|   | Funding | CDBG: $570,000 |
|   | Description | To provide businesses with loans for the expansion or start up. As a result jobs will be either created or retained. |
|   | Target Date | 12/31/2018 |
|   | Estimate the number and type of families that will benefit from the proposed activities | It is estimated that 20 jobs will be created/retained and made available persons of low to moderate income individuals. |
|   | Location Description | Citywide |
|   | Planned Activities | To provide businesses with loans for the expansion or start up. As a result jobs will be either created or retained. |
| 13 | Project Name | Revolving Loan Fund |
|   | Target Area |  |
|   | Goals Supported | Help small businesses thrive  
Increase number and quality of new businesses |
|   | Needs Addressed | Job opportunities for low income residents  
Business Support and Growth |
<p>|   | Funding | CDBG: $790,000 |
|   | Description | To provide businesses with funds for startup or expansion that will result in the creation or retention of jobs. |
|   | Target Date | 12/31/2018 |</p>
<table>
<thead>
<tr>
<th>Estimate the number and type of families that will benefit from the proposed activities</th>
<th>An estimated 30 jobs will be created/estimated to be made available to residents of low to moderate income status.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location Description</td>
<td>Citywide</td>
</tr>
<tr>
<td>Planned Activities</td>
<td>To provide businesses with funds for startup or expansion that will result in the creation or retention of jobs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>14</th>
<th>Project Name</th>
<th>Economic Development Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td>Local Target areas</td>
<td></td>
</tr>
</tbody>
</table>
| Goals Supported | Help small businesses thrive
Increase number and quality of new businesses |
| Needs Addressed | Job opportunities for low income residents
Business Support and Growth |
| Funding | CDBG: $509,000 |
| Description | To provide Business Support Offices and Business Improvement Districts with funds to assist local businesses with technical assistance. |
| Target Date | 12/31/2017 |
| Estimate the number and type of families that will benefit from the proposed activities | Approximately 500 businesses will be assisted in low income neighborhoods of Denver. |
| Location Description | Local target area |
| Planned Activities | To provide Business Support Offices and Business Improvement Districts with funds to assist local businesses with technical assistance. |

<table>
<thead>
<tr>
<th>15</th>
<th>Project Name</th>
<th>Reserved for new projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goals Supported</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Needs Addressed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>This is a placeholder if the City funds a new project not currently listed in the 2017 Action Plan</td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Name</td>
<td>Neighborhood Improvements</td>
<td></td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Target Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goals Supported</td>
<td>Expand housing and safe living environments</td>
<td></td>
</tr>
<tr>
<td>Needs Addressed</td>
<td>Neighborhood Improvements</td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td>CDBG $520,000</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>To provide funds for neighborhood improvement projects.</td>
<td></td>
</tr>
<tr>
<td>Target Date</td>
<td>12/31/2017</td>
<td></td>
</tr>
<tr>
<td>Location Description</td>
<td>Citywide</td>
<td></td>
</tr>
<tr>
<td>Planned Activities</td>
<td>To improve parks and open space, street or other neighborhood improvements.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Neighborhood Facilities &amp; Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Area</td>
<td></td>
</tr>
<tr>
<td>Goals Supported</td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td>Needs Addressed</td>
<td>Public Facility Improvements</td>
</tr>
<tr>
<td>Funding</td>
<td>CDBG $500,000</td>
</tr>
<tr>
<td>Description</td>
<td>To provide Denver non-profit/neighborhood facilities with funds for the rehabilitation of their facility.</td>
</tr>
<tr>
<td>Target Date</td>
<td>12/31/2017</td>
</tr>
<tr>
<td>Location Description</td>
<td>Priority given to local target areas.</td>
</tr>
<tr>
<td>Planned Activities</td>
<td>Project will benefit residents on an area basis.</td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>To provide Denver non-profit/neighborhood facilities with funds for the rehabilitation of their facility.</td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Project Name</strong></td>
<td>Neighborhood Support</td>
</tr>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Expand housing and safe living environments</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Neighborhood Support Services</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>CDBG $870,000</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>To provide non-profit organizations with funds to administer public service contracts that support low to moderate income residents of Denver.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td>10000 individuals based on LMC national objective</td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td>Priority given to local target areas.</td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>To provide non-profit organizations with funds to administer public service contracts that support low to moderate income residents of Denver.</td>
</tr>
<tr>
<td><strong>Project Name</strong></td>
<td>Reserved for new projects</td>
</tr>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Project is reserved in case the City funds a new project/program that was not listed in the 2015 Action Plan.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td></td>
</tr>
<tr>
<td>Project Name</td>
<td>Colorado AIDS Project</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Assist persons living with HIV/AIDS</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Affordable Housing</td>
</tr>
<tr>
<td></td>
<td>Reduce barriers to fair housing choice</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HOPWA: $1,335,000</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>To provide CAP with funds to administer programs for persons with HIV/AIDS</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td>1500 people with Supportive Services, STMRU, TBRA, PHP</td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td>Citywide</td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>Supportive Services, STMRU, TBRA, PHP. Project Sponsor Administration allowed for CAP is $93,490. The amount per CAP's contract for 2017 is $62,053</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>The Empowerment Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Assist persons living with HIV/AIDS</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Reduce barriers to fair housing choice</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HOPWA: $71,000</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>To provide funds for supportive services for persons living with HIV/AIDS</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td>60 Individuals with supportive services.</td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td>Citywide</td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>Supportive Services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Visiting Nurse Association</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Assist persons living with HIV/AIDS</td>
</tr>
</tbody>
</table>

Annual Action Plan 2017
### Needs Addressed
- Affordable Housing
- Reduce barriers to fair housing choice

### Funding
- HOPWA: $165,000

### Description
- To provide funds for supportive services for persons with HIV/AIDS

### Target Date
- 12/31/2017

### Estimate the number and type of families that will benefit from the proposed activities
- Approx. 100 persons living with HIV/AIDS

### Location Description
- Citywide

### Planned Activities
- Supportive Services.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>ESG Homeless Prevention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td>Citywide</td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Assist persons living with HIV/AIDS</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Special populations</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HESG</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Provide homeless prevention through eviction assistance</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/31/2017</td>
</tr>
<tr>
<td><strong>Estimate the number and type of families that will benefit from the proposed activities</strong></td>
<td>100 individuals and families at risk of losing their housing.</td>
</tr>
<tr>
<td><strong>Location Description</strong></td>
<td>Citywide</td>
</tr>
<tr>
<td><strong>Planned Activities</strong></td>
<td>Eviction Assistance, utility assistance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Name</th>
<th>ESG Homeless Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Area</strong></td>
<td>Citywide</td>
</tr>
<tr>
<td><strong>Goals Supported</strong></td>
<td>Assist homeless and at-risk of homelessness</td>
</tr>
<tr>
<td><strong>Needs Addressed</strong></td>
<td>Special populations</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>HESG</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>To provide homeless assistance to homeless persons of Denver CO.</td>
</tr>
<tr>
<td><strong>Target Date</strong></td>
<td>12/17/2017</td>
</tr>
<tr>
<td>Estimate the number and type of families that will benefit from the proposed activities</td>
<td>20,000 homeless and at risk individuals</td>
</tr>
<tr>
<td>Location Description</td>
<td>Citywide</td>
</tr>
<tr>
<td>Planned Activities</td>
<td>Provide operations assistance to homeless shelters</td>
</tr>
</tbody>
</table>
**AP-50 Geographic Distribution**

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

The neighborhoods that were identified in the 2014 community needs assessment are as follows: Westwood, Sun Valley, Globeville, Elyria, Swansea, North East Parkhill and Montbello. Priorities for funding can be found in the City’s yearly NOFA as well as its ongoing affordable housing development application instructions found on the City’s Web Site.

**Geographic Distribution**

<table>
<thead>
<tr>
<th>Target Area</th>
<th>Percentage of Funds</th>
</tr>
</thead>
</table>

*Table 10 - Geographic Distribution*

**Rationale for the priorities for allocating investments geographically**

In 2014, OED conducted a community needs assessment to ensure community and neighborhood development needs are being accurately addressed with City funding. As a result, OED developed a collective impact strategy to help make greater impacts for Denver’s underserved neighborhoods. Further, in 2016, OED began working on anti-displacement strategies to help neighborhoods from the mitigating effects of gentrification. Through these analysis, OED has identified that resources need to be geared towards these neighborhoods. Although as specific amount of funds will not be directed solely to these neighborhoods, priority consideration will be given to activities and programs that serve those neighborhoods.

**Discussion - Please see map below for identified neighborhoods.**

![Map of identified neighborhoods](image)
AP-55 Affordable Housing

Introduction

Affordable housing is critical to Denver’s success. Today 100,000 more people live here than in 2000, with as many as 100,000 more people anticipated to move here over the next decade. Yet housing stock has not kept pace with community needs. The gap is troubling: home prices are strong and growing, which is generally good news for a City’s economy, but prices make housing difficult to afford for many. Mayor Hancock’s 2013 challenge to create, rehab or preserve at least 3,000 affordable units in five years are continually being answered by the work of the City with strategic collaboration with cross-sector partnerships.

The Denver 2013-2017 Consolidated Plan identifies priorities that are intended to address affordable housing needs in Denver. The priority needs and objectives were developed based on the findings from both quantitative research (Housing Market Analysis) and qualitative research (public meetings, citizen survey and stakeholder meetings). The priority housing needs were determined based on the number of households who were cost-burdened, living in substandard and overcrowded conditions, and/or who could not afford homeownership.

In 2017, Denver will undertake several activities to address a wide range of housing needs including affordable rental and for-sale housing development; public housing; homelessness and homelessness prevention; special needs housing, particularly for seniors and those with Severe and Persistent Mental Illness (SPMI); housing needs of those with AIDS/HIV; and neighborhood stabilization efforts including foreclosure prevention, intervention, and stabilization.

<table>
<thead>
<tr>
<th>One Year Goals for the Number of Households to be Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless</td>
</tr>
<tr>
<td>Non-Homeless</td>
</tr>
<tr>
<td>Special-Needs</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Table 11 - One Year Goals for Affordable Housing by Support Requirement

<table>
<thead>
<tr>
<th>One Year Goals for the Number of Households Supported Through</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental Assistance</td>
</tr>
<tr>
<td>The Production of New Units</td>
</tr>
<tr>
<td>Rehab of Existing Units</td>
</tr>
<tr>
<td>Acquisition of Existing Units</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Table 12 - One Year Goals for Affordable Housing by Support Type

Discussion

The one year goals are based on completion of activities. New funding with current year entitlement is less likely to produce units during the year due to complex pre and post development schedules. The Special-Needs category is a representation of our HOPWA Program (280) and our Rental Housing and Access Modification Program (15).
Introduction

The mission of the Housing Authority of the City and County of Denver (DHA) is: “To serve the residents of Denver by developing, owning, and operating safe, decent and affordable housing in a manner that promotes thriving communities.” DHA has a portfolio of over 5,300 Public Housing, Section 8, and Workforce rental units and administers over 6,800 Housing Choice Vouchers, making it the largest housing authority in the Rocky Mountain Region.

Additionally, DHA continues to demonstrate its capacity as a master developer through its successful implementation of neighborhood revitalization/affordable/mixed-income developments such as Choice Neighborhoods Planning for Sun Valley Transformation Initiative, West Denver Renaissance, Mariposa District, Benedict Park Place and Curtis Park HOPE VI redevelopment and partnerships with the City, financial institutions, private/non-profit housing organizations and the community.

DHA is a high-performing housing authority under HUD PHAS/SEMAP scoring system, and recognized nationally for its proven resident and community services programming (RCS). The mission of DHA/RCS is to improve the quality of life for all DHA residents and neighboring communities by providing core services in self-sufficiency, aging in place for the senior and disabled population, community building, and youth programming.

Through its annual agency plans, DHA solicits and incorporates comments from citizens, including residents of public housing. DHA’s Resident Council Board (RCB) plays an influential role in guiding agency programs.

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

Transform public housing in Denver- DHA continues with its an ambitious plan to transform public housing in Denver, creating vibrant living environments, sustainable, mixed-income communities of choice. DHA vibrant communities will be designed to encourage healthy living choices through purposeful design and programming. DHA currently has several major public housing redevelopments underway, including the 800 unit Mariposa District (former South Lincoln Homes) TOD Redevelopment at 10th & Osage Station and the master planning for Choice Neighborhoods Initiative (CNI) Sun Valley Homes including planned 1200+ mixed income/mixed use units. Both are planned mixed-income, goal of LEED-certified, multi-modal and transit-oriented developments along the new light rail line.

- Multiple renewable energy measures;
- Implementation of Sun Valley Eco-District (SVED) Plan;
- Sun Valley Green Infrastructure/SVED to achieve Zero-Emission District (ZED) designation;
- Implementation of Sun Valley Bryne Criminal Justice Innovation
- Accelerate affordable broadband adoption in subsidized housing through HUD ConnectHome
- Healthy living initiative/principles;
- Urban Farms and Food markets; and
- Convenient connections to mass transit.

Preservation and Acquisition-DHA preservation of current public housing stock through capital investments, including but not limited to comprehensive modernization of family and high-rise portfolio,
incorporating sustainable and healthy living principles (Healthy Living Initiative). Continue Globeville/Elyria/Swansea neighborhood planning in coordination with OED, and I-70 expansion, Union Station, St. Anthony’s redevelopment and Westwood neighborhood etc.

- **Housing Denver – A Five-Year Plan (2017-2019)** – Increase housing resources, revolving housing fund, social impact bonds; increase housing diversity; Preserve workforce housing; Homeownership; Sustainable housing development.
- **JumpStart Denver** - build sustainable neighborhoods, Connect people to Jobs.
- **West Denver Renaissance Collaborative (Promise Zone Designation) Application** – partnership DHA, Office of Economic Development, Denver Police Department and Denver Public Schools for targeted eight (8) West Denver neighborhood revitalization, including identified core principles:
  - Affordable Housing development
  - Job creation
  - Increase Economic Development & Business Activity
  - Improve Educational Opportunities & Academic Performance
  - Reduce Serious/Violent Crime
  - Health and Wellness

**DHA Living Green Initiative** - Continue implementation of public housing solar power project (Power-Purchase Agreement PPA) a landmark renewal energy project with the installation of photo voltaic systems on 670 public housing units, totaling 2.5 megawatts at a value of $10 million of investment. This City-wide EPC program impacts 2.7 million square feet of public housing and deliver an estimated annual cost savings of $2.4 million dollars.

**EPC-DHA Energy Performance Contract (EPC), phased implementation energy and water conservation measures are financed through energy savings, is an effective program for housing authorities to reduce utility expenses and finance capital improvement projects to over 3,500 public housing units.**

**Youth, Families, Seniors and Non-elderly disabled programming** - Provide housing as a means for residents to be empowered and become self-sufficient. By implementing and foster strategic partnerships with education, human services providers and employment programs to obtain life skills to achieve academic success, and transition out of public housing and into the housing continuum (i.e., HCV, affordable housing, community housing and homeownership, etc.). Work with service providers to support seniors and non-elderly disabled individuals to live independently and manage their fixed incomes, including on-site medical services, expand health navigator model, and/or help transition to assisted living.

**Leverage** - Continue to explore housing opportunities for TOD initiatives including, mixed income models, increased density and various housing types, (i.e., multi-family units, townhomes, condominiums, etc.). DHA will be a catalyst for and strategically invest in communities, commercial space that creates access to services and program offering economic empowerment opportunities and personal
sustainability (i.e., new DHA corporate offices, ConnectHome learning centers, etc.).

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

In accordance with HUD disposition process DHA provides notification to residents on possible ownership. DHA continues to successfully implement its nationally recognized homeownership program providing financial counseling, credit repair, budgeting and related self-sufficiency programming.

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

Not applicable

**Discussion**

None at this time.
AP-65 Homeless and Other Special Needs Activities

Introduction

Emergency Solutions Grant funds will be one of the sources used to address the needs of homeless persons, special needs and persons at-risk. Community based agencies will be funded for services in 4 primary categories: Emergency Shelter and Essential Services, Homeless Prevention Activities; Rapid Re-housing and Stabilization and Homeless Management Information System (HMIS) data collection and reporting. In addition to ESG funds, CDBG funds will be used to provide support services to the homeless and other persons with special needs. HOME funds will also be used for Tenant Based Rental Assistance and new housing development will include units for formerly homeless households where possible.

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

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

City and County of Denver/Department of Human Services (DHS) manages a comprehensive outreach project through Denver’s Road Home (DRH: City’s Homeless Initiative). The activities include coordination of cold weather shelter providing services for persons otherwise unsheltered. These programs involve assessment and engagement activities. Each individual or family is assessed to determine vulnerability and community resources to respond. In 2016 the outreach program was expanded to include two behavioral health navigators to help connect homeless persons with behavioral health treatment. In 2017 the Office of Behavioral Health Strategies, which is based at DHS, will be expanding a partnership with Mental Health Center of Denver and the Denver Police Department to begin a Co-Responder program for outreaching to homeless individuals on the streets with behavioral health issues. This program will work in partnership with the Denver Street Outreach Program and help homeless people on the streets interacting with law enforcement to connect with behavioral health and treatment services. In partnership with Metro Denver Homeless Initiative (MDHI) our Continuum of Care (CoC), the City of Denver is committed to Vulnerability Index - Service Prioritization and Decision Assistance Tool (VI-SPDAT). The VI-SPDAT is a street outreach tool used to help determine the chronically homeless and medical vulnerability of homeless individuals and to prioritize housing and service recommendations.

The Service Prioritization Decision Assistance Tool (SPDAT), is an intake and case management tool and helps service providers allocate resources in a logical, targeted way. VI-SPDAT helps identify the best type of support and housing intervention for an individual or family by relying on three categories of recommendations:

1. Permanent Supportive Housing (PSH): Individuals or families needing permanent housing with ongoing access to services and case management to remain stably housed.
2. Rapid Re-Housing: Individuals or families with moderate health, mental health and/or behavioral health issues, but who are likely to be able to achieve housing stability over a short time period through a medium or short-term rent subsidy and access to support services.

3. Affordable Housing: Individuals or families who do not require intensive supports but may still benefit from access to affordable housing. In these cases, the tool recommends affordable or subsidized housing but no specific intervention drawn uniquely from homeless services providers.

In 2017 DHS/DRH is committed to adopting a One Home process as a successor to the Coordinated Assessment and Housing Placement system. It integrates most of the same principles of the CAHP process. In 2017, MDHI, with DHS/DRH involvement, will launch two One Home pilot projects targeting: 1.) Youth involving Urban Peak, community based organization targeting the needs of homeless youth, and 2.) Families, involving Family Tree and Colorado Coalition for the Homeless and other community based organizations. DRH has hired a systems navigator and has an intern to provide organizational and programmatic support to this project. Other VISTA volunteers are also based at other Denver area homeless service providers.

In 2017, DHS/DRH will launch a new program Rapid ReHousing Plus, targeting individuals who do not score high enough on the VI-SPDAT as a priority chronic homeless population but still in need of housing and support services. In partnership with Volunteers of America (VOA), this program will prioritize these individuals with extended case services.

DHS/DRH will continue support for a homeless women’s emergency shelter which will rotate to different locations throughout the City in 2017. The goal is to find a more permanent location for women’s overflow sheltering in 2017.

DHS/DRH will continue to expand the Rapid Entry solution to homeless shelters. This approach allows persons, after an initial intake in HMIS, to use a swipe card to quickly enter a shelter. This will create efficiencies in access to shelters and provide real time data in HMIS. Also, DHS/DRH will continue to support and be involved in the development of a coordinated access system to match a homeless person’s need for housing with available housing vacancies among providers. Doing so will promote a system to ensure limited resources are used to create maximum impact and efficiency.

Addressing the emergency shelter and transitional housing needs of homeless persons

DHS/DRH through ESG and other funds supports, operations and services for Denver’s emergency overnight and day shelters. HOME funds are frequently used to support transitional housing needs and other funds support case management and support services to encourage stabilization. A partnership with Metro Denver Homeless Initiative (MDHI) / Continuum of Care (CoC) has been established to continue to strategically assess the status of housing and support services. DHS/DRH will continue to support, in partnership with Denver Rescue Mission, Salvation Army, Catholic Charities as well as other shelter resources, Cold Weather Shelters serving hundreds of homeless men and women, during the winter season. Also, if the winter season is extremely severe and shelter availability is limited, DHS/DRH will coordinate temporary shelters using the City's recreation centers.
Denver Housing Authority, in partnership with DHS/DRH, manages a Veterans Affairs Supportive Housing (VASH) program. This program targets the needs of homeless veterans and their families, and provides housing resources and case management with support. One program that provides this support is the Safe and Stable Veteran Families program at VOA. Recognizing the limited resources and vulnerability of women, Capitol Hill United Ministries (CHUM) supports a Women’s Homeless Initiative (WHI). The WHI is based at churches in the central Denver neighborhoods and operates year-round.

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

A major part of DHS/DRH strategy includes support for Rapid Re-Housing activities including short and medium term rental assistance, housing relocation and stabilization services. Since Rapid Re-Housing is limited to the established Fair Market Rent (FMR) the rate established for Denver has increased about 20% from 2014. This will help make the program more attractive to landlords and increased Rapid Re-Housing activities are anticipated. Targeting homeless veterans, DHS/DRH manages: 1.) a Continuum of Care (CoC) Permanent Supportive Housing (PSH) project; and 2.) VA Homeless Veterans Grant Per Diem project for homeless women veterans. Also, other VA Per Diem programs are managed by Denver community based organizations. Targeting Unaccompanied Youth, DHS/DRH manages Two CoC PSH projects providing housing resources and support services. For chronically homeless individuals: DHS manages Housing First CoC PSH project with housing resources and support services. The Comprehensive Housing and Residential Treatment (CHART) program targets chronically homeless persons identified by Denver CARES (City’s detox facility) and provides housing and treatment services. In 2017 the CHART program will continue to include a staff behavioral health specialist and transitional living for homeless men and women. The Street to Home program involves street outreach to chronically homeless persons and through a Housing First model provides both housing and treatment.

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

The City’s respite program provides assistance to medically fragile persons discharged from the hospital but vulnerable to becoming homeless. The Family Unification Program (FUP), in partnership with Mile High United Way (MHUW), targets youth aging out of the foster care system and supports them with an Independent Living Coach. In 2017 this program will continue a partnership with the Nurse Family Partnership (NFP) which provides services to an estimated 20 formerly homeless young parenting mothers

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and their infant children. The target population will be referred from shelters and other systems of care to ensure they receive case management, parenting skills and develop a plan for independent living. The Frequent User Service Enhancement (FUSE) program identifies formerly homeless persons in the Denver Jail and provides treatment and pre-release planning and coordination. These persons are connected with mental health treatment by Mental Health Center of Denver (MHCD) and referrals to housing resources. DHS/DRH provides rental and eviction assistance to persons at-risk of becoming homeless.

The Denver Solutions Center, a referral-based program providing behavioral health services and temporary shelter to homeless people, is expected to launch in 2017. It will serve persons in residence for up to 30 days. This project will serve up to 30 individuals at a time and be an alternative to jail, overnight stay in a homeless shelter or detox facility. The program is a partnership with Denver Office of Behavioral Health Strategies and referrals will come from Denver Police Department, Denver Health and Hospital Authority and Denver County Jail. Homeless persons will also be referred by emergency shelters and street outreach programs. The program is intended to provide mental health treatment, respite, and crisis stabilization for homeless or at-risk persons with behavioral needs. After stabilization, depending on their situation these persons will be referred to shelter for more stabilization and case management or short term housing.

DHS/DRH Denver Day Works, an employment program providing day labor opportunities for homeless persons will continue in 2017. Through a partnership with Denver Department of Parks and Recreation, Denver Department of Public Works and DHS/DRH, participants work on City priority projects and are paid daily. Managed by Bayaud Enterprises the project anticipates outreaching to 300 homeless persons and 75 will be employed. The goal is to instill a work ethic and encouragement for persons to become housed and engaged in support services.

In 2017, DHS/DRH will explore the feasibility of launching a transportation project supporting the needs of homeless persons. The goal is to create a circuit – from the shelters to locations providing behavioral health services, medical services, case management and other support services – which will operate daily.

Finally, DHS/DRH will in 2017 begin an investigation about the feasibility of establishing Quality of Standards for homeless shelters. By doing so, the concept is to encourage shelters to make modifications to improve the physical characteristics of the facility. The goal is to break down any barriers associated with people entering shelter. This will be an ongoing process.

Discussion—DHS/DRH remains committed to Homeless Management Information System (HMIS). All recipients of services funded through ESG participate in HMIS and continued analysis is expected to provide real time data to evaluate the impact of programs. A meeting occurred in December 2016 where a consultant was be on-site and a portion of the 2-day training, in which Rapid ReHousing agency providers were required to attend, was specific to develop MDHI’s Performance Standards. Among the variables considered: 1.) whether to adopt time limits or maintain the policy of maximum time allowed by HUD and 2.) determining the suitability of a household to maintain housing stability after Rapid
ReHousing assistance has ended, (NOTE: The Denver housing market and its significant rent burden remains a challenge for many households), whether to prioritize households to secure housing choice vouchers. Formally adopting these Performance Standards is anticipated to be adopted in 2017.
AP-70 HOPWA Goals

The City and County of Denver issued a Notice of Funding Availability (NOFA) for the HOPWA program for 2017 to solicit applications from potentially new agencies to expand service to persons living with HIV/AIDS. The participant population to be served consists of low-income people living with HIV/AIDS who need assistance with maintaining long-term, stable, permanent housing. Assistance may be provided after review of the participant’s eligibility and other requirements according to HOPWA and City Program Requirements and Responsibilities.

<table>
<thead>
<tr>
<th>One year goals for the number of households to be provided housing through the use of HOPWA for:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family</td>
<td>250</td>
</tr>
<tr>
<td>Tenant-based rental assistance</td>
<td>100</td>
</tr>
<tr>
<td>Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds</td>
<td>0</td>
</tr>
<tr>
<td>Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>350</td>
</tr>
</tbody>
</table>
**AP-75 Barriers to affordable housing**

**Introduction**

The City of Denver views the reductions in federal investments to be the most significant barriers to affordable housing in Denver. While the rise in home prices remains another significant barrier. With the completion of the Analysis of Impediments (AI), the City will continue to address barriers to affordable housing by continuing to work with affordable housing partners.

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

As part of JumpStart 2017, the City of Denver plans to strategically invest in neighborhoods hardest hit by the recession to develop eco-friendly affordable housing and sustainable economic development. The 2017 affordable housing goals are to increase affordable housing by 300 units and initiate a request for proposal (RFQ) for a pilot 4 percent bond project.

In addition to Jumpstart 2017, the City unveiled its five year housing plan, *House Denver 2015-2019* that aims to address the housing stock in Denver, as well as address barriers to affordable housing. Please see the Housing Plan appendix for details of the plan.

- Evaluate current housing conditions and determine a strategic direction for a Citywide Housing Plan that addresses affordable and market rate housing.
- Complete the 2013 Five-year Consolidated Plan, including a data driven policy analysis of neighborhood needs and priorities, potential target neighborhoods, Neighborhood Revitalization Strategy Areas (NRSA) or other recommended specialty program areas. This was completed in 2013. Implement new IHO policy and procedures in light of Housing Plan results study.
- Institute a policy that all City-funded affordable housing will be adjacent to transit corridors.
- Identify a Net Zero Energy Neighborhood
- Coordinate with Denver Water, CPD and Public Works to contribute resources
- Coordinate all efforts to streamline development with Development Services.
- Explore possibility of leading solar manufacturers in the Denver region to participate as a pilot study
- Denver's Development Services is launching a new process improvement work group, in collaboration with the Home Builder's Association (HBA) of Metro Denver, to design and implement a variety of streamlining strategies in 2013 that would provide home builders an increasing number of options in terms of how they want to engage the City relative to plan review, permitting and inspections.
**AP-85 Other Actions**

**Introduction**

The City and County of Denver along with other partnership agencies will continue to develop programs and initiatives, designed to improve existing programs, and identify additional sources of funding to better serve those in need of affordable housing and related services.

**Actions planned to address obstacles to meeting underserved needs**

The 2015 Denver Housing Plan *Housing Denver*, and recommendations are appended to this Action Plan. Among the Housing Plan recommendations is the creation of a dedicated stream of revenue to support the development of affordable housing. Lack of funding is the largest barrier to meeting underserved needs in Denver and this effort will be a major step in addressing the unmet needs of Denver residents.

In addition, as discussed previously, Denver completed its housing plan to address barriers and regularly evaluates barriers to affordable housing development; this effort will continue. Additionally, the City also completed its required Analysis of Impediments (AI) that addresses barriers specifically to Denver residents.

**Actions planned to foster and maintain affordable housing**

As outlined in *Housing Denver*, the City will remain focused on the creation and preservation of affordable housing in Denver. Specifically, one of the priorities of the plan is that affordable housing preservation—and provision of services to the lowest income and special needs residents. This action is also captured in the City’s priorities for housing development funding (Program Year 2017: Notice of Funding Availability).

**Actions planned to reduce lead-based paint hazards**

The Denver Department of Environment Health, the Mayor’s Office, Denver Housing Authority (DHA) and OED are actively collaborating on the Safe and Healthy Homes Initiative to eliminate lead-based paint hazards in ten years. Through its collaborative effort, the City is embarking on a detailed census and inventory of potential lead-based hazard areas.

OED is also a member of the Colorado Lead Coalition. The Coalition is made up of eight agencies and represented by 11 members. The agencies are the Colorado Department of Public Health and Environment/CDPHE, U.S. Environmental Protection Agency/EPA, Denver Department of Environmental Health/DEH, Northeast Denver Housing Center (NDHC), OED, Colorado Division of Housing (DOH), Agency and Toxic Substances and Disease Registry/ATSDR and Denver Water Board. The Coalition is a dedicated and diverse group of environmental and housing professionals from various organizations who draw on their respective backgrounds to fulfill the Coalition’s Strategic Plan. The Plan includes goals and strategies in education and outreach, blood lead testing, housing, and regulations.

The City and County of Denver has been a national model for increasing access to housing without LBP hazards through its many large-scale new development projects: Green Valley Ranch, Lowry and Stapleton. All of the homes in these developments are free of LBP. These developments all contain newly-constructed affordable homes to buy.
Actions planned to reduce the number of poverty-level families

The City and County of Denver is committed to carrying out a comprehensive anti-poverty strategy in collaboration with the many community and nonprofit organizations that also serve Denver’s low-income population, including the Piton Foundation, Mile High United Way, Metro Organizations for People, the State of Colorado and DHA, among others. The City has also implemented an aggressive collaborative effort to eradicate homelessness in Denver through its Road Home program.

The City’s CDBG, HOME, ESG, HOPWA and other federal grants will continue to support programs and organizations that provide assistance and economic opportunities for low- and moderate-income persons and for populations with special needs. Funds will continue to be used to support subsidized housing, food and healthcare programs, emergency services and literacy and job training programs.

The City and other agencies will continue to collaborate in pooling necessary resources to assist individuals and families with obtaining the tools to overcome poverty.

Actions planned to develop institutional structure

The City and County of Denver has a strong institutional structure through which its programs for housing and community development are delivered. The City does not anticipate changes to its current method of program delivery or administration during the 2017 program year. The City intends to continue to work toward making improvements to its system of program delivery as needs are identified (please see the efforts to enhance coordination below).

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

The City is hosting a Regional Housing Summit in May 2017 to bring partners together to address affordable housing and other housing related issues that affect the entire state. This summit is anticipated to be held annually as a means to address housing issues. This effort will begin with an evaluation of how to better align funding applications for housing in Denver with those of CHFA and the State Division of Housing (DOH). The City will also continue to foster positive working relationships with its many community development corporations and nonprofits that assist special needs populations and persons who are homeless. The Mayor’s Housing Task Force continues to meet and has broad representation from all partners in the housing and development fields, including private sector developers and real estate agents, public agencies, lenders, nonprofit housing providers and service providers to persons who are homeless. These individuals, in addition to others, as needed, will continue to serve in an advisory role to the Mayor.

Discussion

None at this time
Program Specific Requirements
AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction
The City of Denver adheres to all specific CDBG, HOME, and ESG requirements as specified below.

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(l)(1)
Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table.

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

Other CDBG Requirements

| 1. The amount of urgent need activities | **0** |

| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | **70.00%** |
HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

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

The City will permit HOME funds to be invested as loans, grants, deferred payment loans, and other types of investment permitted by the regulations described in 92.205(b). The City will not permit other forms of investment without the prior approval of HUD.

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

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

City and County of Denver HOME Local Program
HOME Recapture/Resale Provisions

When HOME funds are used to assist a household in the purchase of a unit, restrictions will be placed on the unit to ensure compliance with the HOME resale and recapture requirements described in 24CFR 92.254(a)(5). All Recapture and Resale mechanisms used to secure the affordability of the HOME assisted unit must be recorded in accordance with State recordation laws.

Participating Jurisdictions (PJs) undertaking HOME-assisted homebuyer activities, including any projects funded with HOME Program Income (PI), must establish written resale and/or recapture provisions that comply with HOME statutory and regulatory requirements. These provisions must also be set forth in the PJ’s Consolidated Plan. The written resale and/or recapture provisions that a PJ submits in its annual Action Plan must clearly describe the terms of the resale and/or recapture provisions, the specific circumstances under which these provisions will be used (if more than one set of provisions is described), and how the PJ will enforce the provisions for HOME-funded ownership projects. HUD reviews and approves the provisions as part of the annual Action Plan process.

The purpose of this section is to provide the “resale” and “recapture” policies of the City and County of Denver and its subrecipient’s. As stated above, HOME requires that PJs utilize resale and/or recapture provisions to ensure continued affordability for low- to moderate-income homeowners and as a benefit to the public through the wise stewardship of federal funds.

Resale Calculation

The following resale requirement is based on a fair return on investment. A fair return on investment is calculated as follows:

(a) Start with the Prior Purchase Price paid for the MPDU;
(b) For each year from the date that the selling Owner acquired the MPDU multiply the selling Owner’s Prior Purchase Price by the percentage change over the prior year in the Standard and Poor’s Case/Shiller Index up to a maximum increase for any given year of three and a half percent (3.5%). Each year’s percent increase is added to the Prior Purchase Price and is not compounded from year to year. In years where the Standard and Poor’s Case/Shiller Index decreases, there shall be no adjustment to decrease the Prior Purchase Price of the MPDU;

(c) For each year add the product of the multiplication described in (b) above to the selling Owner’s purchase price;

(d) Add the costs of Eligible Capital Improvements that have been approved by OED up to the time of Transfer;

(e) Add the amount of the sale commission paid by the Owner; provided that such amount does not exceed the maximum allowable sales commission published by OED on an annual basis;

(f) Add any accrued negative amortization if the MPDU was financed with a graduated payment mortgage by:

1) the Federal Housing Administration of HUD, including such department or agency of the United States government which shall succeed to the Federal Housing Administration in insuring notes secured by mortgages and deeds of trust on residential real estate (“FHA”),

2) the Federal Home Loan Mortgage Corporation or The Mortgage Corporation created by Title III of the Emergency Home Finance Act of 1970, including any successors thereto,

3) the Federal National Mortgage Association administered by Housing and Urban Development Act of 1968, including any successor thereto,

4) the Government National Mortgage Association administered by HUD, including any successor thereto,

5) the Veterans Administration of the United States of America, including such department or agency of the United States Government which shall succeed to the Veterans Administration of the United States of America in its present function of issues guarantees with respect to notes secured by mortgages on Affordable Units (“VA”), and

6) any similar governmental agency to guarantee, insure, make or purchase mortgage loans.
OR

Eighty percent (80%) of the median purchase price for the area based on Federal Housing Administration (FHA) single family mortgage program data for newly constructed housing, whichever is less.

**Pricing & Availability**

The home must be made available and affordable to households earning no more than eighty percent (80%) of the area median income, as published by HUD.

**Occupancy**

Owners of MPDUs are required to occupy those units as their primary residence. If at any time they cease to occupy the home as their primary residence, they are required to sell the unit to another income eligible household (*please see Pricing & Availability*) per the *Resale Calculation* discussed on page 1 of this document.

**Enforcement**

This requirement is enforced by a recorded covenant and deed of trust.

**Recapture Calculation:**

The City uses the recapture method for down payment assistance loans with HOME funds. In accordance with § 92.254 of the HOME rule, the method of recapture of these funds will be through loan repayment by the borrowers of the entire amount of the HOME investment through sale or conveyance of the property that previously received the HOME investment, subject to available Net Proceeds. Net Proceeds is defined as the Sales Price minus the Superior non-HOME debt minus Closing Costs.

Resale restrictions in keeping with § 92.254 of the HOME rule are imposed upon newly constructed for-sale housing. The City uses the recapture method for down payment assistance loans. In accordance with § 92.254 of the HOME rule, the method of recapture of these funds will be through loan repayment by the borrowers of the entire amount of the HOME investment through sale or conveyance of the property that previously received the HOME investment, subject to available Net Proceeds. Net Proceeds is defined as the Sales Price minus the Superior non-HOME debt minus Closing Costs.

Fair Return on Investment Definition: If a homeowner sells the subject property at any time during the contractually obligated HOME Resale Affordability Period, the City of Denver, will establish a standard of fair return as a percentage of the change in median sales prices over the period of ownership based on comparable sales in the vicinity (neighborhood) of the subject property.

The city’s policy determines that a fair return to the seller would be their initial out of pocket investment plus the cost of documented eligible upgrades, such as installation of new 90% efficiency furnace, new
E-star rated windows and additions to the homes square footage, plus 50% of the remaining net proceeds available after the City recovers the initial down payment and closing cost subsidy.

The City of Denver considers that a reasonable range of low-income eligible buyers would be in the 0-80% median income range. In order to ensure affordability for the next buyer of the HOME Resale property, the City of Denver may provide down payment or second mortgage assistance, first mortgage interest write downs or other mechanisms that enhance affordability, assuming that these programs still exist in their current form at the time of the resale activity.

Affordability Period – The period of affordability specified in the note and mortgage will be the minimum period for the project as specified in 24 CFR 92.254(a), sections (4) and (5). The following table outlines the required minimum affordability periods:

<table>
<thead>
<tr>
<th>If the homebuyer assistance in the unit is:</th>
<th>The period of affordability is:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $15,000</td>
<td>5 years</td>
</tr>
<tr>
<td>$15,000 to $40,000</td>
<td>10 years</td>
</tr>
<tr>
<td>Over $40,000</td>
<td>15 years</td>
</tr>
</tbody>
</table>

In the event any of these policies change during the program year, and amendment to the consolidated plan will be conducted.

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

Refinancing. Refinancing for multi-family projects is an eligible activity if it is necessary to permit or continue affordability for a targeted population under HUD HOME program Section 92.206. Refinancing will be allowed citywide under the following guidelines:

- The minimum affordability period shall be 15 years;
- Multi-family loans made or issued by any federal program are ineligible for refinancing;
- Rehabilitation must equal at least 25 percent of the total project costs; and
- Project management practices will be reviewed to ensure that disinvestment in the property has not occurred and that the long-term needs of the project can be met.
Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)

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

Denver Human Services in partnership with Denver’s Road Home/10 Year Plan to End Homelessness is working with a subcommittee of representatives from homeless service agencies and consulting with Metro Denver Homeless Initiative (MDHI) / Continuum of Care (CoC) to finalize written standards for the ESG program. The written standards will ensure that HUD’s requirements as described in the Interim Rule 575.400 Subpart E (e) 2 will be maintained or developed to manage this activity. At a minimum the written standards will include: Selection policies, Case management policies, Method for determining assistance levels, Method for determining terms of assistance, follow up policies and protocols, and Administrative policies.

WRITTEN STANDARDS

The Subrecipient must maintain or develop written standards required by the HUD Final Rule 576.400(b), (c), and (e)(1) & (3) as follows:

Written standards will include:

- Policies and procedures for coordination among emergency shelter providers, essential services providers, homelessness prevention, and rapid re-housing assistance providers; other homeless assistance providers; and mainstream service and housing providers (see § 576.400(b) and (c) for a list of programs with which ESG-funded activities must be coordinated and integrated to the maximum extent practicable);
- Standard policies and procedures for evaluating individuals’ and families’ eligibility for assistance under ESG;
- Standards for targeting and providing essential services related to street outreach;
- Policies and procedures for determining and prioritizing which eligible families and individuals will receive rapid re-housing assistance (“Selection policies”);
- Standards for determining (“Method for determining assistance levels”):
- what percentage or amount of rent and utilities costs each program participant must pay while receiving rapid re-housing assistance;
- Standards for determining (“Method for determining terms of assistance”):
- how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time;
- the type, amount, and duration of housing stabilization and/or relocation services to provide to a program participant, including the limits, if any, on the assistance that each program participant may receive, such as, the maximum amount of assistance, maximum number of months the program participant may receive assistance, or the maximum number of times the program participant may receive assistance;
- Method for terminating assistance to program participants;
- Case management and follow-up policies, as per 576.401:
- (a) Evaluations. The Sub-recipient must conduct an initial evaluation to determine the eligibility of each individual or family’s eligibility and the amount and types of assistance the individual or family needs to regain stability in permanent housing.
- (b) Re-evaluations.
(1) The Sub-recipient must re-evaluate the program participant’s eligibility and the types and amounts of assistance the program participant needs not less than once annually. At a minimum, each re-evaluation of eligibility must establish that:

   (i) The program participant does not have an annual income that exceeds 30% of the area median income (AMI), as determined by HUD; and

   (ii) The program participant lacks sufficient resources and support networks necessary to retain housing without ESG assistance.

(2) The Sub-recipient may require each program participant to notify the Sub-recipient regarding changes in the program participant’s income or other circumstances (e.g., changes in household composition) that affect the program participant’s need for assistance under ESG. When notified of a relevant change, the Sub-recipient must re-evaluate the program participant’s eligibility and the amount and types of assistance the program participant needs.

   (c) Annual income. When determining the annual income of an individual or family, the Sub-recipient must use the standard for calculating annual income under 24 CFR 5.609.

   (d) Connecting program participants to mainstream and other resources. The Sub-recipient must assist each program participant, as needed, to obtain:

      (1) Appropriate supportive services, including assistance in obtaining permanent housing, medical health treatment, mental health treatment, counseling, supervision, and other services essential for achieving independent living; and

      (2) Other Federal, State, local, and private assistance available to assist the program participant in obtaining housing stability, including those listed in 576.401(d)(2)

   (e) Housing stability case management.

      (1) While providing assistance to a program participant, the Subrecipient must:

         (i) Require the program participant to meet with a case manager not less than once per month to assist the program participant in ensuring long-term housing stability; and

         (ii) Develop a plan to assist the program participant to retain permanent housing after the ESG assistance ends, taking into account all relevant considerations, such as the program participant’s current or expected income and expenses; other public or private assistance for which the program participant will be eligible and likely to receive; and the relative affordability of available housing in the area.

   o Administrative policies.
Minimum Standards include, but are not limited to the following:

- **Eligibility:**
  - Must follow the new definition of “homeless” as described in §576.2, and serve only those meeting the definition of homeless per the ESG Rapid Re-housing Assistance Component (§576.104). As per this definition, a family or individual is not eligible for rapid re-housing assistance until they are officially evicted and out of the unit, as this is only eligible under paragraph (2) of §576.2. However, participants may be screened before they are out of the unit, but the official application date must be after they are out of the unit.
  - Must follow HUD Income Criteria for this program (below 30% of the Area Median Income [AMI]);

- **Assistance Levels:**
  - Clients should pay no more than 30% of their income towards their rent while in the program;

- **Terms of Assistance:**
  - No more than 24 months of assistance can be provided. (Short-term rental assistance may be up to 3 months and medium-term rental assistance may be up to 24 months.)

- **Case management and follow-up policies:**
  - Must meet with clients receiving assistance at least once per month;
  - Must re-evaluate annually for continued assistance;
  - Housing Case Management must be focused to include:
    - Follow-up and survey for clients exiting the program for a minimum of six (6) months. The survey will be completed and information will be forwarded to Denver Human Services and utilized in an effort to determine the effectiveness of service delivery.
    - Coordination with mainstream resources.

- **Administrative policies:**
  - Require participation in the centralized and/or coordinated assessment system, once it is implemented by the Metropolitan Denver Homeless Initiative Continuum of Care (CoC);
  - Require participation in the Homeless Management Information System (HMIS).

**PERFORMANCE STANDARDS**

In accordance with 576.400(a), Denver Human Services consults with Metropolitan Denver Homeless Initiative (MDHI) Continuum of Care (CoC) in developing performance standards for, and evaluating the outcomes of, projects and activities assisted by ESG funds. The CoC seeks to meet HUD’s most current Objectives. The most current are the six applicable 2012 HUD Objectives:

- **Objective 1:** Create new permanent housing beds for chronically homeless persons.
- **Objective 2:** Increase the percentage of participants remaining in CoC-funded permanent housing projects for at least six months to 80% or more.
- **Objective 3:** Increase the percentage of participants in CoC-funded transitional housing that move into permanent housing to 65% or more.
• Objective 4: Increase the percentage of participants in all CoC-funded projects that are employed at program exit to 20% or more.
• Objective 5: Increase the percentage of participants in all CoC-funded projects that obtained mainstream benefits at program exit to 20% or more.
• Objective 6: Decrease the number of homeless households with children.

Denver Human Services will coordinate with the CoC to meet new applicable HUD Objectives when released by HUD. The CoC shall seek to accomplish HUD’s Objectives as an average for the whole CoC; individual CoC-funded projects are not required to accomplish the Objectives individually. The Subrecipient shall seek to meet the most current HUD Objectives to the maximum extent practical. The CoC will use the HMIS system to measure these outcomes.

CENTRALIZED AND/OR COORDINATED ASSESSMENT SYSTEM

Once the CoC has developed a centralized assessment system or a coordinated assessment system, the Subrecipient must use that assessment system. Denver Human Services and Sub-recipients work with the CoC to ensure the screening, assessment and referral of program participants are consistent with the written standards required by §576.400(d).

HOMELESS PARTICIPATION

Per §576.405 (c), to the maximum extent practicable, the Sub-recipient must involve homeless individuals and families in providing services assisted under ESG. This involvement may include employment or volunteer services. Denver Human Services requires Sub-recipients recruit one or more homeless, or formerly homeless individuals to serve on its Governing Board and/or participate in Subcommittees establishing policies.

MONITORING

Denver Human Services annually monitors Sub-recipients which includes, but not limited to, assurance of compliance with new ESG definitions, utilization of the centralized and coordinated assessment system, fiscal integrity and accounting of utilization of funds as required by HUD, and entry of data into HMIS. To meet the requirements outlined for the use of ESG funds, formal monitoring and informal meetings are held with Sub-recipients to assess whether or not the milestones identified in the contract (e.g., number of clients to be served) and ESG guidelines and regulations are met.

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

Denver Human Services, in partnership with Metro Denver Homeless Initiative (MDHI), Continuum of Care (CoC), manages an established central intake and coordinated assessment system using Vulnerability Index - Service Prioritization and Decision Assistance Tool ((VI-SPDAT). The VI-SPDAT helps determine chronically homeless and medical vulnerability and prioritizes housing and service recommendations.
VI-SPDAT helps identify the best type of support and housing intervention for an individual or family by relying on three categories of recommendations:

- **Permanent Supportive Housing:** Individuals or families who need permanent housing with ongoing access to services and case management to remain stably housed.

- **Rapid Re-Housing:** Individuals or families with moderate health, mental health and/or behavioral health issues, but who are likely to be able to achieve housing stability over a short time period through a medium or short-term rent subsidy and access to support services.

- **Affordable Housing:** Individuals or families who do not require intensive supports but may still benefit from access to affordable housing. In these cases, the tool recommends affordable or subsidized housing but no specific intervention drawn uniquely from homeless services providers.

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

   Denver Human Services (DHS) coordinates with Metro Denver Homeless Initiative (MDHI) Continuum of Care (CoC) to prioritize ESG objectives. Currently this includes Rapid Re-Housing, Homeless Prevention, Essential Services/Operations, HMIS, and Administration. These priorities are evaluated annually and take into account standardized performance standards and outcomes. DHS issued a Request for Proposals (RFP) for the ESG program in 2013 with the intent of providing multi-year funding in making sub-awards. With the exception of Administration all of the ESG sub-awards are made to community based and faith based organizations.

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

   City of Denver meets the homeless participation requirement in 24 CFR 576.405(a). Denver Human Services consults with each agency receiving ESG funds to ensure homeless participation in services.

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

   DHS/DRH continues to be committed to Homeless Management Information System (HMIS). All ESG recipients participate in HMIS and continued analysis is expected to provide real time data to evaluate the impact of programs. DHS/DRH continues to work with MDHI to establish CoC performance standards. Program and agency refunding is dependent, in part, on successfully meeting the standards.

**Discussion**

None at this time.
Appendix A

Citizen Participation Plan & Process
Citizen Participation Plan

Citizen Participation Plan. The City believes that safe and supportive neighborhoods strengthen families. The City’s Citizen Participation Plan is based on the view that residents play an important role in improving the quality of life in their neighborhoods and, therefore, encourages residents to become involved in the Consolidated Plan process. When people become involved in their neighborhood and the Consolidated Plan process, they become an important force to improving neighborhoods.

The Citizen Participation Plan is also intended to fill a requirement by the U.S. Department of Housing and Urban Development (HUD), which sets forth the City’s policies and procedures for public involvement in the Consolidated Plan process and the use of the:

- Community Development Block Grant (CDBG),
- HOME Investment Partnerships Program (HOME),
- Emergency Solutions Grant (ESG), and
- Housing Opportunities for Persons With AIDS (HOPWA).

To receive these federal grant monies, HUD requires jurisdictions to submit a Consolidated Plan every three to five years. This Consolidated Plan covers a five-year timeframe from January 1, 2013 through December 31, 2017. The City’s Consolidated Plan is a comprehensive strategic plan for housing and neighborhood development activities. The purpose of programs and activities covered by this Consolidated Plan is to improve the Denver community by providing decent housing, a suitable living environment, and growing economic opportunities, especially for low-to moderate-income residents.

Purpose of the Citizen Participation Plan. The Citizen Participation Plan (CPP) describes the process the City uses to collect public input and involve the public in development of the Five-Year Consolidated Plan. The CPP also addresses how the City obtains public comment on its Annual Action Plan and Consolidated Annual Performance Evaluation Report (CAPER). This Citizen Participation Plan was developed in accordance with Sections 91.100 and 91.105 of HUD’s Consolidated Plan regulations.

Coordination with other efforts. The City of Denver, Division of Housing and Neighborhood Development (HAND), has been laying the foundation for the new Five-Year Consolidated Plan through development of several supporting efforts. The efforts most closely related to the Consolidated Plan include the Neighborhood Revitalizations Strategy, Denver’s Road Home, Blueprint Denver, and the Denver Housing Plan.

Denver’s approach to citizen participation is focused in neighborhoods with the greatest needs and is comprehensive and inclusive. Denver agrees with the concept of building and strengthening partnerships. The City collaborates on housing and neighborhood development programs with the Housing Authority of the City and County of Denver (DHA), Denver Human
Services, and numerous other city agencies. Denver works in a collaborative partnership with service providers, other federal/state government agencies and the private sector on all community development programs. The City believes that good collaboration and coordination of programs, services and budgets will result in healthier communities.

Encouraging Citizen Participation

The City recognizes the importance of public participation in both defining and understanding current housing and neighborhood development needs and prioritizing resources to address those needs. The City’s Citizen Participation Plan is designed to encourage citizens of Denver equal access to become involved each year.

Development of the Plans and Performance Report

This document outlines how members of the Denver community may participate in the development and review of the City’s Five-Year Consolidated Plan; each annual Action Plan; each Annual Performance Report; and any substantial amendments to a Consolidated Plan and/or Action Plan. The City of Denver’s program/fiscal year begins January 1 and ends December 31. The City’s Division of Housing and Neighborhood Development (HAND) under the Office of Economic Development (OED) is responsible for implementing and reporting on the all aspects of the Consolidated Plan process. The following schedule provides an approximate timeline for the Consolidated Plan, which happens every five years, the annual Action Plan and the CAPER.

<table>
<thead>
<tr>
<th>Month</th>
<th>City and County of Denver Citizen Participation Plan Annual Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Begin annual Action Plan year</td>
</tr>
<tr>
<td></td>
<td>Begin Consolidated Annual Performance and Evaluation Report (CAPER) process</td>
</tr>
<tr>
<td>February</td>
<td>At the end of month publish CAPER Public Notice of draft availability for public comment</td>
</tr>
<tr>
<td>March</td>
<td>Beginning to middle of month begin 15-day Public Comment period for CAPER</td>
</tr>
<tr>
<td></td>
<td>CAPER submitted to HUD by March 31</td>
</tr>
<tr>
<td>May-June-July</td>
<td>Hold public meetings for Consolidated Plan and annual Action Plan</td>
</tr>
<tr>
<td></td>
<td>Middle of July release Request for Funding (RFF) for annual contracts</td>
</tr>
<tr>
<td>August</td>
<td>Request For Funds (RFF) due, date to be determined</td>
</tr>
<tr>
<td></td>
<td>Review funding requests</td>
</tr>
<tr>
<td>September</td>
<td>Publish Public Notice informing public the draft Consolidated Plan/annual Action Plan are available for public comment</td>
</tr>
<tr>
<td></td>
<td>Contact all public meeting participants about the availability of the draft plan(s)</td>
</tr>
<tr>
<td>October</td>
<td>Begin 30-day Public Comment period for draft Consolidated Plan and draft annual Action Plan</td>
</tr>
<tr>
<td>November</td>
<td>Consolidated Plan and Action Plan submitted to HUD by November 15</td>
</tr>
<tr>
<td>December</td>
<td>End of annual Action Plan year</td>
</tr>
</tbody>
</table>
**Annual Action Plan.** Each year the City must submit an annual Action Plan to HUD, reporting on how that year’s funding allocation for the HUD entitlement grants will be used to achieve the goals outlined in the Five-Year Consolidated Plan.

Citizen/agency input. HAND staff holds at least two public hearing to describe the City’s proposed allocation of the program year’s funding allocation. The hearing is a detailed description of the programs, agencies, organizations and respective funding proposed by the City.

Draft Action Plan. A reasonable written notice is given to announce to the public the availability of the draft Action Plan. Availability of the draft Plan is advertised on the City’s website, along with Public Service Announcements on Denver’s Channel 8.

The draft Action Plan is available for 30-days to gather public comment on the proposed spending allocation.

Final Action Plan. The HAND staff reviews and considers all written public comments. The final Action Plan that is submitted to HUD includes a section that summarizes all citizens’ comments or views in addition to explanations of why any comments were not accepted.

**Consolidated Annual Performance and Evaluation Report (CAPER).** The City is required to submit by March 30 a CAPER to HUD that describes the City’s progress in meeting the goals in the Consolidated Plan and Annual Action Plan. Prior to submitting the CAPER to HUD, the City makes available to interested parties the proposed CAPER for a comment period of no less than 15 days. The public is notified of the CAPER’s availability through newspaper notification in an area newspaper. A reasonable notification is published to announce the beginning of the CAPER public comment period.

The City reviews and considers all public comments received in writing, or orally at public hearings, if any, in preparing the CAPER. The final CAPER submitted to HUD includes a summary of these comments or views.

**Substantial Amendments to Consolidated Plan/Action Plan.** Occasionally changes occur during the year to warrant an amendment to the Consolidated Plan and/or Action Plan.

Criteria. The criteria for whether to amend is referred by HUD as “Substantial Amendment Criteria.” These Substantial Amendments apply only to changes in CDBG funding allocations. Changes in funding allocation for other HUD grant programs received by the City—HOME, ADDI, ESG, HOPWA—are not required to secure public review and comment. The City considers the following conditions to be Substantial Amendment Criteria needed to amend the Consolidated Plan and Action Plan and projected use of fund:

- A new program or project activity is proposed for funding that was not previously identified in the Consolidated Plan and Action Plans;
- A program that was listed in the Consolidated Plan or Action Plan is eliminated during the program year; and
• A program that was listed in the Consolidated Plan or Action Plan is eliminated during the program year; and

• The City increases/decreases funding for a listed project or program area by more than 50 percent.

Procedure. In the event of a substantial amendment citizens will be notified of the substantial amendment’s availability through newspaper notification of the 30-day public comment period. The notification will appear in an area newspaper. The notice of the substantial amendment will summarize the programs involved and the nature of the substantial amendment to be implemented. The notice will identify where the complete substantial amendment(s) can be viewed and will advise the citizens that there will be a 30-day public comment period.

All comments received in writing or orally at the public hearing, if any, will be considered, and if deemed appropriate, the City shall modify the amendment(s). A summary of these, and a summary of any comments not accepted and the reason therefore, shall be attached to the substantial amendment(s) of the Consolidated Plan and/or Action Plan.

Amendments to Citizen Participation Plan. In the event that changes to this Citizen Participation Plan are necessary, the HAND staff shall draft them. After reasonable notice, the amendment(s) will be available to the public for 15-days for written comment. All comments received in writing will be considered, and if deemed appropriate, the HAND staff shall modify the amendment(s).

General Requirements

Public Hearings/Meetings. The City’s citizen participation plan encourages the inclusion of all City residents during the Consolidated Plan and annual Action Plan development process, especially low- to moderate-income residents who are the primary clients for HUD programs. There are many opportunities for public involvement through meetings, workshops and hearings.

At least two public hearings are held each year to obtain views of citizens, public agencies, and other interested parties on housing and community development needs, development of proposed activities, and review of program performance. The public hearings are conducted at a minimum of two different stages of the program year. The City and County of Denver’s HAND holds at least one of these hearings before the proposed Consolidated Plan is published for public comment.

In addition to the required public hearings, the City may use alternative methods to encourage citizen participation. Public meetings, surveys, stakeholder group meetings, open houses, and workshops may be used to solicit citizen input.

HAND staff holds special public meetings in the target neighborhoods as identified in the Neighborhood Revitalization Strategy and the Consolidated Plan and Action Plans. These meetings focus on topics of special interest to the neighborhood, the general public or the agency, and are held in effort to obtain feedback about ideas prior to the publication of plans or documents. The City continues to work regularly and informally with the nonprofit
organizations, services providers, businesses and other groups, and individuals to make sure there is on-going communication. Neighborhoods in target neighborhoods are the primary beneficiary.

Hearings/meetings that occur require at least two weeks notification. Public hearing/meeting notifications are placed in local neighborhood newspapers, newsletters, flyers or a combination. Notification is also provided on the City’s web page (www.denvergov.org/oed). As mailing lists are established, they are used to provide direct notification through the mail and email. The City also consults and coordinates with the Denver Housing Authority and Denver Human Services during the development of the Consolidated Plan and annual Action Plan.

Notification of Participation Activities:

**Required: Public Notices for Community Meetings and Public Hearings shall be published on the City’s official website:** [www.denvergov.org/oed](http://www.denvergov.org/oed). In addition the Office of Economic Development will send a press release. Public Notices shall be published for not less than two weeks (14 days) prior to any meeting/hearing. (Other notice periods are specified as required by the particular grant program). In addition, a press release will be sent with a distribution list of all current, previous contacts. Flyers will also be distributed to current contractors to share with the public.

**Location.** Public hearings/meetings will be conveniently timed and located so as to ensure the maximum participation by people who might or will benefit from program funds. All public hearings are held at locations accessible to people with disabilities. Translation for non-English speaking residents and/or those who are hearing impaired will be provided when requests are made at least five business days’ prior to a hearing.

**Document access.** HAND publishes the Consolidated Plan/Action Plan summary of priority programs and preliminary budget, the availability of the CAPER and announces substantial amendment(s) on the City’s website [www.denvergov.org/oed](http://www.denvergov.org/oed) and sends a press release to notify citizens, service providers and nonprofit organizations of the availability of documents. A reasonable notice of their availability is provided.

The notification also encourages the public to review and comment on the draft Consolidated Plan/Action Plan during the 30-day public comment period, the draft CAPER during the 15-day comment period and the substantial amendment(s) during the 30-day comment period.

The Consolidated Plan, Action Plan, CAPER and substantial amendment(s) documents are made available at the main public library, the Denver Housing Authority Administration Building, Denver Human Services, HAND and on the City’s web page (www.denvergov.org/oed). Upon request, these documents are provided in a form accessible to persons with disabilities. Citizens, groups, and other interested organizations may obtain hard copies of the plans, performance report and/or amendment(s) by calling HAND at (720) 913-1999. The copies are free of charge and limited to one per individual or business.

Denver notifies adjacent jurisdictions about priority non-housing community development needs and will continue to work with the metro area on homeless issues and HIV/AIDS issues and solutions.
Access to information/records. The City provides reasonable and timely access for citizens, public agencies, and other organizations to access information and records relating to the City’s Consolidated Plan, annual Action Plan, performance reports, substantial amendment(s), Citizen Participation Plan, and the City’s use of assistance under the programs covered by the plan during the preceding five years.

The City and County of Denver’s web page is www.denvergov.org/oed for citizens interested in obtaining more information about city services and programs or to review the plans and performance reports.

Optional: City communications:

Notification on the City’s Cable Television station’s “Bulletin Board” and/or “Cable Television” (Channel 8) which reaches approximately 25,000 households (62% of the Westminster households).

The City reserves the right to adjust optional methods of notification depending upon which methods have proven to be the most cost effective in reaching the widest number of citizens, particularly low to moderate income residents.

Comments/complaints. The public may provide comments and complaints related to any HUD program. Written public comments and complaints can be mailed to 201 West Colfax Avenue, Department 204, Denver, Colorado, 80202 or by email to ConsolidatedPlan@denvergov.org. HAND can also be reached by fax at (720) 913-1800.

Written complaints must clearly state the complainant’s name, address, and zip code. A daytime phone number or email should also be included in the event further information or clarification is needed. HAND will provide a timely, substantive written response to every written complaint, within 15 days of receipt.

Technical assistance. The City can provide technical assistance to groups representative of the target neighborhoods or other low-income areas that request such assistance for the preparation of funding proposals to the greatest extent possible. Technical assistance may consist of workshops, one-on-one assistance, or information and referral. When the City initiates a request for proposals, it provides a pre-application or bidders workshop to ensure all organizations are aware of the opportunities and limits of the funding source. The City’s provision of technical assistance does not include the preparation of grant applications for individuals or organizations. The City’s provision of technical assistance can be limited by funds and staff availability.

DHA Public Participation. DHA provides for public participation in the development of their agency annual plan process and five-year Capital Fund Program (CFP) process. The Agency Plan stipulates the mission, goals, objectives, and policies for DHA, any and all projected capital improvements, redevelopment, relocation, renovation, rehabilitation, modernization and management improvements for public housing developments. Examples of topics include: policy’s include, but not limited to: Admissions and Occupancy Terms, Section 8 Administrative Plan Annual Capital Fund Performance and Evaluation, and resident/public comment.
DHA, in conjunction with the Resident Council Capital Fund Committee, prioritizes capital improvement items primarily on statutory requirements as determined by HUD, health and safety of residents, infrastructure and related housing quality standards.

As such, DHA develops and solicits resident and management input into the capital needs of their respective public housing developments for development of its Capital Fund Plan and Annual Plan submission to HUD. The DHA Capital Fund Plan and Agency Annual Plan are a regular agenda item of DHA local resident councils (LRC) and the established Resident Council Board (RCB) Capital Fund Committee. Based on resident, management, LRC, and RCB input and contingent upon funding and within capital fund budget, DHA staff then incorporates recommendations within the Capital Fund Plan and Annual Plan.
FOR IMMEDIATE RELEASE

Denver solicits proposals for neighborhood development, housing, and improvement projects
Office of Economic Development issues notice of funding availability for 2017

DENVER, CO — Tuesday, August 30, 2016 — The Denver Office of Economic Development (OED) today announced that it is accepting proposals, beginning September 1, 2016, for a wide range of neighborhood, housing, and improvement projects to be funded in 2017.

Through its Notice of Funding Availability (NOFA), OED is soliciting proposals from organizations that provide services to Denver residents in the following program areas:

- Neighborhood Public Service Programs
- Housing Support Services - Housing Counseling
- Down Payment Assistance
- Tenant/Landlord Rights and Related Housing Information and Referral Services
- Rental Housing Access Modification Program
- Emergency Home Repair
- Single Family Rehabilitation Program
- Tenant-Based Rental Assistance
- Community Housing Development Organizations
- Housing Opportunities for Persons with AIDS

Programs must be ready to implement in the first quarter of 2017. Selected projects and activities are funded by the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) program, Home Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA) Program.

A general information meeting for NOFA applicants will be held Wednesday, September 7, 2016, 2:30 to 4 p.m., at The Commons on Champa, 1245 Champa St. The meeting will include presentations from OED staff, as well as an opportunity for questions and answers.
Applications will be accepted online at [www.denvergov.org/oedfunding](http://www.denvergov.org/oedfunding), beginning Thursday, September 1, 2016, at 4 p.m. The deadline to submit funding applications in response to the NOFA is Wednesday, September 28, 2016, at 4 p.m.

In addition, throughout the year and contingent on funding availability, OED will also accept online applications for CDBG-funded projects in the following program areas:

- Neighborhood Improvement Projects
- Public Facility & Improvement Projects
- Brownfield Environmental Clean-Up Projects

Proposal guidelines and additional information are available online at [www.denvergov.org/oedfunding](http://www.denvergov.org/oedfunding).

For more information, contact Rachel King at [rachel.king@denvergov.org](mailto:rachel.king@denvergov.org).

###
FOR IMMEDIATE RELEASE

City Seeks Public Input on Draft Action Plan for Housing and Community Development Programs

Two public meetings set for December

DENVER, CO — Wednesday, November 30, 2016 — The Denver Office of Economic Development is seeking public input and comment to its proposed 2017 Action Plan for local housing, economic development, public service, and neighborhood facilities programs. Public meetings will be held on Monday, December 12 from 3-4 p.m., and on Monday, December 19 from 6-7 p.m. Both meetings will take place at the Wellington E. Webb Municipal Office Building, 201 W. Colfax Ave., Room 1.D.1.

The draft plan document, which will be submitted to the U.S. Department of Housing and Urban Development (HUD), is now available for a 30-day public comment period through December 30, 2016 at www.denvergov.org/oed.

The 2017 Action Plan is the fifth and final plan in Denver’s five-year Consolidated Plan (2013-2017), which encompasses the following federal programs: Community Development Block Grant Program, HOME Investment Partnership Program, Housing Opportunities for Persons with AIDS Program, and Emergency Shelter Grant programs. The plan includes information about the overall goals and objectives for the coming year with a description of the available resources and proposed actions to address identified needs. All proposed activities and projects are intended to principally benefit citizens of Denver who have extremely low, low- and moderate-incomes, and populations that have special needs such as elderly, disabled, homeless, and HIV/AIDS families and individuals.

Sign language interpretation and Spanish translation can be provided at the public meetings with five business days’ notice. For more information, contact Monique Johnson at 720-913-1549. Anyone unable to attend a public meeting may send comments to monique.johnson@denvergov.org.

Final copies of the plan will be available in Spring 2017.

The Denver Office of Economic Development (OED) is dedicated to advancing economic prosperity for the City of Denver, its businesses, neighborhoods and residents. Working with a wide variety of community partners, OED operates to create a local environment that stimulates balanced growth through job creation, business assistance, housing options, neighborhood redevelopment and the development of a skilled workforce.

###
You are invited to attend a

PUBLIC MEETING

to discuss the City and County of Denver’s 2017 Action Plan
The fifth and final plan in Denver’s five-year Consolidated Plan (2013-2017)

The 2017 Action Plan sets the programs and activities that the city intends to accomplish in the year ahead. This report is required by the Department of Housing & Urban Development (HUD) and provides data on the effectiveness of local housing, economic development, public service, and neighborhood facilities programs. These federal programs are funded by Community Development Block Grant (CDBG), Home Investment Partnerships (HOME), Housing Opportunities for Persons With AIDS (HOPWA), and Emergency Solutions Grant (ESG).

The Draft Program Year 2017 Plan will be available for comment from November 30-December 30, 2016 at www.denvergov.org/oed, click on Reports and Studies. The final draft will be available in April 2017 upon HUD approval.

You may also submit comments via:
email: ODEEventsRSVP@denvergov.org; or
mail: Office of Economic Development
c/o Monique Johnson
201 West Colfax Ave, Denver, CO 80202

Other questions or needs?
A sign language interpreter or Spanish language translation will be provided on request with five days’ notice prior to the scheduled meeting. Please contact Monique Johnson, 720-913-1549 or monique.johnson@denvergov.org. Deaf or hearing impaired residents, please contact TTY 7-1-1- or 800-659-2656.

¿Otras Preguntas o Necesidades?
Si Usted necesita un intérprete de lenguage de señas o traducción en Español para la junta, se lo proveerá si lo solicita con cinco días de anticipación. Por favor comuníquese con Monique Johnson al 720-913-1549 para ponerse de acuerdo.

The Department of Housing and Urban Development (HUD) goals are: (1) to provide decent housing, (2) to provide a suitable living environment and (3) to expand economic opportunities. HUD requires that the principal beneficiaries be extremely low to middle-income individuals and families.

Denver’s Action Plan includes information about the overall goals and objectives for the coming year with a description of the available resources and proposed actions to address identified needs. In addition, all proposed activities and projects are intended to principally benefit citizens of Denver who have extremely low, low- and moderate-incomes, and populations that have special needs, such as elderly, disabled, homeless, and HIV/AIDS families and individuals.

The City and County of Denver does not discriminate on the basis of age, color, religion, sex, national origin, familial status or disability in the admission or access to, or treatment or employment in its federally assisted programs or activities.
PUBLIC HEARING
CITY AND COUNTY OF DENVER

2017 Draft Annual Action Plan

Wellington Webb Building
201 W. Colfax Ave Rm. 1.D.1
Denver, CO 80202
12/19/2016

AGENDA

6:00-6:05 Greetings
6:05-6:30 2017 Action Plan Presentation
6:00-6:50 Your Input! Q & A
6:50-7:00 Wrap up

How to participate in the Denver Public Hearing Process

- Tell us what you think today!
- Call the City: Monique Johnson @ 720-913-1549.
- Send E-mail to monique.johnson@denvergov.org.
- Send a letter to:
  Monique Johnson
  ATTN: Draft 2017 Action Plan
  City & County of Denver
  201 W. Colfax Ave., Fl 7
  Denver, CO 80202

- The Draft Program Year 2017: Annual Action Plan is available for comment @:
  http://www.denvergov.org/oed.
PUBLIC HEARING
CITY AND COUNTY OF DENVER

2017 Draft Annual Action Plan

Wellington Webb Building
201 W. Colfax Ave  Rm. 1.D.1
Denver, CO 80202

12/12/16

AGENDA

3:00-3:10  Greetings
3:10-3:15  Purpose of the Action Plan
3:15-3:30  2017 Action Plan
3:30-3:50  Denver Housing Plan, Housing Denver
3:50-4:15  Your Input! Q & A
4:15-4:30  Wrap up

How to participate in the Denver Public Hearing Process

- Tell us what you think today!
- Call the City: Monique Johnson @ 720-913-1549.
- Send E-mail to monique.johnson@denvergov.org.
- Send a letter to:
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  ATTN: Draft 2017 Action Plan
  City & County of Denver
  201 W. Colfax Ave., Fl 7
  Denver, CO 80202

- The Draft Program Year 2017: Annual Action Plan is available for comment @:
  http://www.denvergov.org/oed.
Office of Economic Development

Housing and Neighborhood Development
Agenda

• 3:00-3:10 Greetings and Introduction
• 3:10-3:15 Purpose of the Action Plan
• 3:15-3:45 2015 Action Plan
• 3:45-4:15 Your Input! Q & A
• 4:15-4:30 Wrap up
Introduction and Meeting Rules

To ensure that everyone in attendance has a chance to voice their opinion:

• Please limit your comments to 2 minutes on each subject. This will give everyone an equal chance to make comments.

• Please do not interrupt or debate others. There are no right or wrong answers in our discussion today!

• If you have more to say or have very detailed questions about programs, visit us after the hearing.
Purpose of the Action Plan

• An action plan is required by HUD for each program year of the Consolidated Plan 2013-2017 – 2017 is the 5th Program Year of the 5 Year Plan

• It provides information about the overall goals and objectives for the 2017 program year.

• It provides description of the available resources and proposed actions to address identified needs.
OED Funding Priorities

- Housing
- Children/Education
- Jobs
- Justice
- Customer Service

- Low/moderate income benefit
- Address slum and blight
- Urgent community need

*Funded outside of the HAND NOFA process
OED/HAND Funding Priorities

OED has 3 specific funding priorities program areas:

Housing, Neighborhood Development and Economic Development.

**HOUSING**

- **AFFORDABLE HOUSING**: Provide housing for our community’s most vulnerable residents, which may also include providing supportive services to address individual needs

- **WORKFORCE HOUSING**: Provide housing opportunities for Denver’s growing workforce that allows them to live and work in the City and County of Denver

- **HOUSING PRESERVATION**: Provide for activities and services that focus on preserving and maintaining affordable housing for low income residents
NEIGHBORHOOD DEVELOPMENT

- **Healthy Food Access:** Increase the number of Denver residents with access to fresh food and expand the variety of food available.
- **Youth:** Increase the number of youth with access to summer and after school programming or increase the quality of the programming.
- **Homeless:** Increase the number of homeless and at-risk populations with access to services and increase the quality of the programming offered to them for basic life functions.

ECONOMIC DEVELOPMENT

- **Retail:** Stabilizing existing neighborhood businesses while creating new and diverse retail opportunities.
- **Business Improvement Districts (BID):** Transition BSOs to become self-sustaining over 3 year period.

ENTREPRENEURISM: Work with businesses to identify, recruit and fund promising new retail start-ups.
What does Denver anticipate receiving from HUD?

<table>
<thead>
<tr>
<th>Program Funding Source</th>
<th>2017 Projected Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development Block Grant (CDBG)</td>
<td>$6,368,876</td>
</tr>
<tr>
<td>HOME Investment Partnership Program (HOME)</td>
<td>$2,222,535</td>
</tr>
<tr>
<td>Housing Opportunities for Persons with AIDS (HOPWA)</td>
<td>$1,545,607</td>
</tr>
<tr>
<td>Emergency Solutions Grants Program (ESG)</td>
<td>$582,503</td>
</tr>
<tr>
<td><strong>Total Projected 2017 Allocation</strong></td>
<td><strong>$10,719,521</strong></td>
</tr>
<tr>
<td>Program Income (CDBG &amp; HOME)</td>
<td>$3,200,000</td>
</tr>
<tr>
<td><strong>Total 2017 Allocation</strong></td>
<td><strong>$13,919,521</strong></td>
</tr>
</tbody>
</table>
OED released a Notice of Funding Availability (NOFA) to the public in Sept 2016 for the 2017 Program Year. The NOFA consisted of three HUD funding sources, each source is designated by HUD for the following general activities:

<table>
<thead>
<tr>
<th>CDBG ($6.0M)</th>
<th>HOME ($1.5M)</th>
<th>HOPWA ($1.4M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Support</td>
<td>Housing Production*</td>
<td>Supportive Services</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Rental assistance</td>
<td>Rental Assistance</td>
</tr>
<tr>
<td>Neighborhood Facilities/Improvements</td>
<td>Single Family Rehabilitation</td>
<td></td>
</tr>
<tr>
<td>Neighborhood Public Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lending*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Lending and housing development proposals are considered year round and not subject to the NOFA process.
- ESG Funds are administered through Denver Human Services Department
Collective Impact Strategy

“Collective Impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.”

Collective Impact is the development strategy OED will adopt to help make greater and more meaningful impacts for Denver’s underserved neighborhoods.

Activities culminating with the CI strategy:
- Revised NOFA/RFP
- Gentrification Study
- Community Needs Assessment
- Housing Plan
- Jumpstart Plans
Priority consideration will be given to projects or programs in the following neighborhoods:

• Westwood
• Sun Valley
• Globeville/Elyria Swansea
• NE Parkhill
• Montbello
• National Objectives: LMI Benefit
  – Criteria for Activities to Qualify as LMI Benefit:
    i) Area Benefit
    ii) Limited Clientele
    iii) Housing
    iv) Jobs
HUD National Objectives

• benefiting low- and moderate-income persons, (most commonly used)
• aiding in the prevention or elimination of slums or blight, or
• meeting a community development need having a particular urgency that a community is unable to finance on its own.
### HUD Annual Action Plan Goals

<table>
<thead>
<tr>
<th>Program</th>
<th>Fund Source</th>
<th>Amount Estimated</th>
<th>Indicator</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Housing Development Organization-CO</td>
<td>HOME</td>
<td>$200,000</td>
<td>NA</td>
<td>-</td>
</tr>
<tr>
<td>Community Housing Development Organization- SA</td>
<td>HOME</td>
<td>$570,000</td>
<td>NA</td>
<td>30</td>
</tr>
<tr>
<td>Downpayment Assistance for Homeownership</td>
<td>CDBG</td>
<td>$316,000</td>
<td>Households</td>
<td>37</td>
</tr>
<tr>
<td>For-Sale Housing Development and Preservation</td>
<td>HOME</td>
<td>$270,000</td>
<td>Housing Units</td>
<td>9</td>
</tr>
<tr>
<td>Housing Access and Modification</td>
<td>CDBG</td>
<td>$180,000</td>
<td>Housing Units</td>
<td>21</td>
</tr>
<tr>
<td>Housing Public Service</td>
<td>CDBG</td>
<td>$175,000</td>
<td>Households</td>
<td>1900</td>
</tr>
<tr>
<td>Rental Housing Development and Preservation</td>
<td>HOME</td>
<td>$3,150,000</td>
<td>Housing Units</td>
<td>210</td>
</tr>
<tr>
<td>Emergency Rehabilitation</td>
<td>CDBG</td>
<td>$250,000</td>
<td>Housing Units</td>
<td>50</td>
</tr>
<tr>
<td>Single Family Rehabilitation</td>
<td>HOME</td>
<td>$500,000</td>
<td>Housing Units</td>
<td>24</td>
</tr>
<tr>
<td>Tenant Based Rental Assistance</td>
<td>HOME</td>
<td>$750,000</td>
<td>Households</td>
<td>84</td>
</tr>
</tbody>
</table>

Based on 5 year HUD Consolidated Plan
## HUD Annual Action Plan Goals

<table>
<thead>
<tr>
<th>Program</th>
<th>Fund Source</th>
<th>Amount Estimated</th>
<th>Indicator</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revolving Loan Fund</td>
<td>CDBG</td>
<td>$1,630,000</td>
<td>Jobs</td>
<td>46</td>
</tr>
<tr>
<td>Neighborhood Business Revitalization</td>
<td>CDBG</td>
<td>$370,000</td>
<td>Jobs</td>
<td>10</td>
</tr>
<tr>
<td>Economic Development Initiative</td>
<td>CDBG</td>
<td>$476,000</td>
<td>Businesses</td>
<td>1,300</td>
</tr>
<tr>
<td><strong>Neighborhood Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood Public Improvements</td>
<td>CDBG</td>
<td>$520,000</td>
<td>Pub. Fac./People</td>
<td>5/5,000</td>
</tr>
<tr>
<td>Neighborhood Facilities and Improvements</td>
<td>CDBG</td>
<td>$130,000</td>
<td>Pub. Fac./People</td>
<td>2/15,000</td>
</tr>
<tr>
<td>Neighborhood Support</td>
<td>CDBG</td>
<td>$870,000</td>
<td>People/LMA</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>HOPWA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive Services</td>
<td>HOPWA</td>
<td>$500,000</td>
<td>People</td>
<td>1575</td>
</tr>
<tr>
<td>Tenant Based Rental Assistance</td>
<td>HOPWA</td>
<td>$700,000</td>
<td>Households</td>
<td>100</td>
</tr>
<tr>
<td>Short Term Rent Mortgage Utility Assistance</td>
<td>HOPWA</td>
<td>$85,000</td>
<td>Households</td>
<td>100</td>
</tr>
<tr>
<td>Permanent Housing Placement</td>
<td>HOPWA</td>
<td>$171,000</td>
<td>Households</td>
<td>150</td>
</tr>
</tbody>
</table>
**Emergency Solutions Grant** - The ESG program provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents; (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless. For more information and resources about ESG, go to HUD’s OneCPD website at [www.OneCPD.info](http://www.OneCPD.info).

<table>
<thead>
<tr>
<th></th>
<th>HESG</th>
<th>Amount</th>
<th>Unit</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>HESG</td>
<td>$36,165</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td>Prevention</td>
<td>HESG</td>
<td>$60,276</td>
<td>People</td>
<td>-</td>
</tr>
<tr>
<td>Rapid Re-Housing</td>
<td>HESG</td>
<td>$241,103</td>
<td>People</td>
<td>-</td>
</tr>
<tr>
<td>Shelter</td>
<td>HESG</td>
<td>$144,662</td>
<td>People</td>
<td>-</td>
</tr>
</tbody>
</table>
How to Participate in the Action Plan Process...

Call the City: Monique Johnson at 720.913.1549
Send an e-mail to: monique.johnson@denvergov.org
Send a letter to:
Monique Johnson
ATTN: Draft 2017 Action Plan
City & County of Denver
201 W. Colfax Ave., Dept 204
Denver, CO 80202

The Draft 2017 Action Plan will be available for comment at: www.denvergov.org/oed (see Reports and Studies) until December 30th, 2016
• Thank you for your participation!

• Questions?
2017 Draft Action Plan
Public Meeting Q&A

Q: What is the City doing to support small businesses?

A: The City has programs that were discussed in the presentation that discusses how small businesses can apply for loans or grants.

C: I am a small business that serves a special population obtain workforce training and would like more information.

C: I was wondering if I could set up a time to meet with you sometime in the near future to learn more about what the city is doing regarding this initiative and find out more about some of the organizations working to advance housing in the Denver area.

Comments Received from Community Resident:

So why doesn't someone explain why Denver is a "Sanctuary City?"

Are you kidding?

These people break our laws and then demand and get access to what citizens should only be able to acquire. Many of us have too much pride to ask for these services.

Denver chooses to encourage these illegals to think they deserve what taxpayers have to give. How dare you do this to our citizens? We hire public servants to serve our citizens and enforce our laws. We do not want money and services to go to perpetuating illegal activity.

Denver deserves nothing from the Federal Government. Citizens should refuse to pay city and state tax to governments that illegally use our tax dollars.

If Denver doesn't deport illegals, then Denver doesn't deserve to have the right to collect taxes from American citizens!

I hope Denver gets Nothing until it serves its citizens and only citizens.

Doran Volzke
Comments Received from Community Resident:

Thanks for taking comments on the draft HUD annual action plan. I wanted specifically to address the AP-38 Projects Summary starting on page 19 of the draft document.

Looking at project 6: For-Sale Development and Preservation and project 7: Rental Housing Development and Preservation I am seeing a distinct lack of dedication to innovative new opportunities for the preservation and development of new housing (rental and for-sale). Or if there is an intention to focus on those opportunities, that detail is missing from the document in any written form.

At the last Housing Summit focusing on affordable housing the opportunity available through ADU’s (accessory dwelling units) was discussed as a very possible and economical opportunity to develop new housing, while also preserving the housing already existing in Denver. It would both create rental housing, preserve ownership and for-sale housing and help densify residential areas which is one of the "needs addressed" in the draft document.

Since the city has already acknowledged the profound changes that could come out of innovative strategies like ADU’s or several other approaches, I think including these intentionally in the housing plan just as counseling services are specifically called out (project 5) is something necessary to achieving them.

Currently, the only planned activities included for Project 6 and 7 is to provide financing and funds for new development (which is both vague, and seems to be focused on large scale developments only) and I think that is a shame and waste of the limited funds available for these causes.

For large scale development, encouraging the free market itself to address these issues is a much more impactful strategy (in my opinion). So in that sense, a better tool to use for encouraging large scale affordable development projects is policy. Creating policy that incentivizes affordable housing projects and requires providing it in any new build would be allowing the market itself to fix the problem in those large scale projects.

However, the small scale such as ADU’s could use support for creating more dispersed and integrated affordable housing and could make a much bigger difference in the long run. Offering free water taps, or grants towards architectural renderings when people are just looking into ADU’s would make an incredible change possible and remove some of the barriers inherent with small scale and less concentrated development.

Those are my thoughts on this plan, mostly that it does not specifically include any of the innovative strategies lauded and discussed at the last housing summit. It seems to focus on familiar strategies that have always been used instead of putting limited funds towards new opportunities.

Thank you for listening, if there are any questions on my feedback feel free to reach out!

Mara Owen
Appendix B

OED Jumpstart Strategic Plan
After six successful years, JumpStart has become more than an annual strategy, it is a statement of values for how Denver builds a local economy that secures our community’s legacy and maintains our city’s unique character in the years ahead. In 2017, our eyes are squarely focused on taking the necessary strides to help ensure that all residents, no matter their station, have the opportunity to benefit from Denver’s vibrant economy.

Opportunity and success are plentiful here, and it is our mission to ensure that the quality of life so many enjoy is within reach for everyone who calls our city home. Economic place-making is always a balance of competing interests. Through daily efforts to secure the common good, a guiding principle for my administration is to keep an eye on the most vulnerable or underserved and providing the opportunity to build a successful present and future for themselves and for their families.

It will take a multi-faceted approach to not only continue to grow our economy as a whole, but provide for that hand up to those for whom our city’s prosperity remains just out of reach. One theme throughout this document is recognizing the connectedness of seemingly individual projects — like how healthy food access strengthens a neighborhood’s workforce, or how stable housing boosts students’ academic success.

Denver is committed to lifting up its least advantaged with tangible tools. We’re involving more resident voices than ever before and redoubling our efforts for cross-sector collaboration. Ours is a diverse city with people passionate about a large spectrum of issues, but one value we all can share is economic equality and access to opportunity.

Michael B. Hancock
Mayor
The role of our agency is to take the Mayor’s vision for Denver’s economic future and turn this vision into executable investments and programs across a broad landscape of housing, workforce innovation, and business investment — all while making sure that we are effective stewards of public dollars.

We’ve thoughtfully identified goals for JumpStart that we believe will make the most of the opportunities before us. You can see that OED’s purview is unusually wide, including nurturing entrepreneurship, affordable housing and transit-related projects, business recruitment/retention, and strategic lending along with workforce innovation.

Denver enjoys one of the strongest growing economies in the nation, underscored by U.S. News & World Report’s 2017 listing with Denver as a top “Best Place to Live” — based on employment opportunities, cost of living, and access to top-quality education and health care.

This is indeed Denver’s time. Our diverse industry sectors position the city strongly for continued success, including foreign investments and increased exports.

We encourage your review of our ambitious plans, and welcome your support.

Paul Washington
Executive Director
Denver Office of Economic Development
Our economic strategy must be boldly ambitious, with innovative, forward-thinking policies that are intent upon delivering a world-class city where everyone matters.

Vision

The Denver Office of Economic Development (OED) will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods and residents through purposeful and intentional economic development that: (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization and the development of a skilled workforce; and (3) focuses on innovation, sustainability and education.

Mission
About JumpStart

As an annual roadmap for the city’s strategic economic development, JumpStart provides a signal to the community as to where the OED will invest its resources and focus. Within JumpStart, each primary program heading is indicated by an icon as shown below. Because many tasks have a direct bearing on other aspects of OED’s program of work, initiatives that involve several disciplines and/or are designed to effect outcomes under multiple headings are noted with small icons throughout.
Arapahoe Square
A redevelopment/opportunity area within the Five Points neighborhood.

Assessment of Fair Housing
HUD now requires that states and local jurisdictions that receive direct Community Development Block Grant (CDBG) funding conduct a standardized assessment, which then informs the strategies and actions of the entity’s Consolidated Plan and the Annual Action Plan. This new rule is designed to improve community planning in order to overcome fair housing issues.

BDR
An OED Business Development Representative is an industry-specific professional who coaches new and existing firms to tap into available city programs as well as navigate rules/regulations.

Blackstone Entrepreneurs Network
The Blackstone Entrepreneurs Network (BEN) strengthens Colorado’s entrepreneurial ecosystem by connecting high-growth CEOs with serially successful entrepreneurs and community resources; the Blackstone Group is a national private-equity firm whose charitable foundation launched BEN with $4 million in 2014.

Cadence of Opportunities
The strong upside potential for business revenue and employment due to multiple, overlapping major public projects in Denver over the next decade.

Career Pathways
Collaborative programs and services intended to continuously develop students’ core academic, technical and employability skills in order to place them in high-demand, high-opportunity jobs, accomplished through partnerships among community colleges, primary and secondary schools, workforce and economic development agencies, employers, labor groups and social service providers.

CAVE
The Colorado Alliance for Veteran Entrepreneurship.

CDH
The Colorado Division of Housing.

CDOT
The Colorado Department of Transportation.

CHFA
The Colorado Housing and Finance Authority.

COActive
Launched and funded in part by OED, a trade association dedicated to fueling the growth of active lifestyle manufacturers throughout the city and state.

Collective Impact
The goal of a cross-discipline, cross-sector approach to capacity building and community investment in a targeted area over time, including investments that inspire other funders, and that causes a much greater total positive effect (jobs created, affordable housing, healthy food access, parks, etc.) than individual, discrete investments or loans can make.

Colorado Venture Summit
Co-founded by OED, this annual event brings together founders and CEOs of venture-backed tech companies and VC investors, with curated attendance at an exclusive Main Event and a popular evening party open to all tech entrepreneurs, regardless of company stage, as well as angel investors.

Commons on Champa
A public venue/campus for entrepreneurship offering high-quality programming, advanced technology, advisory sessions, networking and other resources at low-or-no-cost to all entrepreneurs. Founded jointly by OED, the Downtown Denver Partnership and the Colorado Technology Association, it is located at 1245 Champa St.

Competing Cities
Those cities outside of Colorado that OED determines are regularly mentioned as sites of interest during conversations with companies being recruited to locate or expand here.

CO4F
The Colorado Fresh Food Financing Fund.

CPD
Denver’s Department of Community Planning and Development.

CTA
The Colorado Technology Association.

DDP
The Downtown Denver Partnership.

Defined Selection Pool
Through this program, a portion of the city’s construction and professional design contracts are designated for exclusive bidding by certified small businesses. City entities that have reserved projects under the Defined Selection Pool include Public Works, Denver International Airport, General Services, Parks and Recreation and Environmental Health.

DEN
Denver International Airport.
Denver’s Department of Environmental Health.

**Denver Housing Advisory Committee**
The community-based committee with appointees approved by Denver City Council that provides essential strategic input on uses of the Dedicated Fund. Recommendations from the group will help inform annual affordable housing budget priorities and three- to five-year comprehensive housing plans for the city.

**Denver’s Food Vision**
A comprehensive approach to further develop Denver’s food system and the first document of its kind for Denver, this OED-led project includes priorities, strategies and winnable goals to provide direction related to land use, public investment and public-private partnerships while focusing on the multiple ways food makes Denver more inclusive, healthy, vibrant and resilient.

**Denver Venture Fund**
A new public/private $1 million early-stage capital fund being established by OED that is privately funded and co-managed.

**DHS**
Denver Human Services.

**Disconnected Youth**
Teens and young adults aged 16-24 who are not in school and not working.

**Disparity Study**
A fact-based study required by the U.S. Supreme Court to determine whether actual underutilization of qualified firms that are ready, willing and able to contract with a governmental entity (i.e. the city) has occurred.

**DPS**
Denver Public Schools.

**DSBO**
OED’s Division of Small Business Opportunity certifies a range of small and disadvantaged firms to help them compete for public contract opportunities, and monitors compliance to established goals for participation in such projects.

**DSBO Goals Committee**
A community-based group of disadvantaged business owners who helps the city set goals for the inclusion of such firms in public construction and construction-related projects.

**DSST**
Denver School of Science and Technology, a six-campus public charter school in partnership with Denver Public Schools with curriculum targeting science, technology, engineering and math.

**Economic Zone**
Defined by income and demographic factors, an area that is a focal point for catalytic investment involving a spectrum of housing, employment, business lending, neighborhood projects, health care, education, and healthy food access.

**Emerging Business Enterprise Pool**
Launched in 2015, a city program that enables certified small businesses with annual gross revenues under $50,000 to bid on public projects.

**Export Companies**
Local firms that are now exporting to or who are nearing the export-ready stage to any of Denver top trading partners (Canada, Mexico, China, and Japan).

**FFN**
Toward the goal of developing and improving access to licensed, high quality, affordable early childhood care in lower income neighborhoods, one approach is to foster the success of Family Friend and Neighbor caregivers and small child care centers.

**Gazelles**
Annually designated companies recognized by OED for their rapid growth rates, job creation, and investment capital.

**GES**
Denver’s Globeville, Elyria and Swansea neighborhoods.

**GES Food Challenge**
An OED funding opportunity of grants and loans to innovative projects to address a range of problems regarding healthy food access in the Denver neighborhoods of Globeville and Elyria-Swansea, awarding grants to projects addressing one or more aspect of healthy food education, fresh food retail, or food-related microbusinesses, combined in some cases with competitive loans.

**Growth Industries**

**Housing Denver**
Denver’s five-year strategic plan for affordable housing covering the period 2015-2019.

**HQ**
As part of the OED’s business recruitment efforts, sites outside of Colorado where there are headquarter offices of firms considered a potential for expansion or relocation here.

**Inclusionary Housing Ordinance (IHO)**
Designed to help counter market forces with the needs of workforce and low-income residents, the IHO requirements on projects as of January 1, 2017 have been replaced by a development/linkage fee.

**Innosphere**
A nonprofit entrepreneurship incubator.

**International Advisory Council**
A cross-sector group of business, business services, nonprofit and public sector leaders with expertise in international commerce who advise OED in its efforts to promote Denver firms and help them develop new markets globally.
An Individual Training Account may be awarded to a jobseeker through an application process, used specifically to gain or improve skills for employment in defined, high-growth industries.

**Mayor’s 3x5**
A challenge made by Mayor Hancock in July 2013 for Denver’s development community to add 3,000 net-new affordable housing units by July 2018.

**Mentor-Protégé Program**
An OED initiative of carefully matched pairs of firms, including certified MWBEs paired with larger general contractors, so that the shared technical and professional expertise will help guide the smaller firms along their growth trajectory.

**Metro Denver EDC**
The Metro Denver Economic Development Corporation is an affiliate of the Denver Metro Chamber of Commerce.

**Middle Skill Employment**
Job/career opportunities in growth industries that pay a livable wage and require a year or less of formal training after high school.

**Mountain Plains MSDC**
The Mountain Plains Minority Supplier Development Council.

**MWBE**
A minority- or women-owned business enterprise certified by OED in order to increase the inclusion of such firms in public projects.

**National Western Center (NWC)**
A transformation of the National Western Complex and Denver Coliseum sites into a year-round destination and regional asset, enhancing these current Denver landmarks for the next 100 years and including 250 acres of redeveloped land, designed to boost Denver’s global standing as a world-class hub for agriculture and innovation.

**NDCC**
Launched in 2013, the city’s North Denver Cornerstone Collaborative is a coordinated effort to ensure integrated planning and deliberate connections among converging projects (NWC, I-70 reconstruction, RTD station developments, Brighton Blvd. redevelopments, River North, and GES redevelopment).

**NWC NextGen Economic Study**
Released in 2016, an analysis that explores the National Western Center concept beyond entertainment, competition, and education and into a spectrum of opportunities for future research and innovation related to agriculture technology around food, animal health, and water.

**OEDIT**
The Colorado Office of Economic Development and International Trade.

**OJT**
On-the-job skills training and experience that ensures that workers can “earn while they learn,” funded with federal dollars administered to employers through local workforce operations based on targeted, high-growth industries.

**Operation Perfect Beginnings**
A new initiative piloted by Mayor Hancock and OED in 2016 that helps assess strong entrepreneurial potential among disadvantaged high school students, then places a number of the top-ranked youth with a mentor who is a successful local founder in that student’s industry of interest.

**RTD**
The Regional Transportation District.

**SBA**
The U.S. Small Business Administration.

**SBLF**
OED’s Small Business Loan Fund.

**Super Sophomore**
A second-semester 10th grader in the Denver Public Schools who is deemed by faculty to be among the brightest at-risk students, with good grades, steady attendance and a great attitude.

**TANF**
Temporary Assistance for Needy Families is a federal program to help recipients become employed and turn welfare into a program of temporary assistance.

**Target Neighborhoods**

**TOD**
Transit-oriented development in mixed-use areas, generally blending commercial and residential uses, designed to maximize access to public transportation.

**ULC**
The Urban Land Conservancy.

**United Neighborhoods**
A collective impact group of organizations and agencies, led by Mile High United Way, that works in GES with a deep commitment to improving opportunities for residents in the areas of affordable housing, workforce development, health and education.

**USPTO**
The U.S. Patent and Trade Office.

**West Denver Renaissance Initiative**
A collective impact and multi-neighborhood redevelopment partnership receiving administrative/staff funding through a collaborative including OED as well as the Denver Housing Authority, the Gates Foundation, The Denver Foundation, and Mile High Connects.

**WIOA**
The federal Workforce Innovation and Opportunity Act passed in 2014.
Economic Mobility

New to our strategy is a catalytic, blended approach to marshal the power of existing and leveraged investments, nurtured entrepreneurship, and grassroots projects in a concerted push to lift up the most vulnerable among us and reduce urban poverty. From career pathways to home ownership programs, the way forward is an integrated approach, called “collective impact.”

There are no obvious boundaries where one aspect of economic mobility begins or ends. OED is in a unique position to effect how access to healthy, affordable food is tied to a thriving neighborhood, how disadvantaged entrepreneurs can be encouraged toward true wealth-building, or even how public/private investment in a neighborhood, while addressing historic neglect, must help preserve the unique, long-standing cultural and commercial climate.

VISION

Economic Mobility Strategy
Develop, publish and begin execution of specific neighborhood economic mobility and anti-displacement strategies for the Montbello, Westwood and GES neighborhoods

Opportunity Sites
Continue to identify, obtain site control, and support development of strategic properties to catalyze economic and neighborhood investment

Collective Impact
Continue to participate, promote and align priorities and investments with GES and West Denver collective impact organizations

Technical Assistance
Develop technical assistance programs in rapidly changing neighborhoods to help stabilize/expand existing businesses and assist residents to create new businesses capitalizing on changing market demands

National Western Center
- Complete a comprehensive business development strategy for creating an innovative, globally-focused agribusiness center in GES
- Support and establish a business innovation and laboratory center to accelerate the formation and growth of agribusiness, resource technologies and other globally focused businesses
- Develop a 10-year workforce development plan for GES, linking training and job access to agribusiness and other employment opportunities

Disparity Study
Define a scope, seek a qualified consultant, and undertake a study identifying disparity in local business opportunities by minority- and women-owned enterprises and other disadvantaged firms

OUTCOMES

- Publish and implement economic mobility strategies targeted on GES, Montbello and Westwood
- Provide funding support for the NWC agribusiness innovation center
- Complete the NWC business development strategy and begin implementation of key early steps

PARTNERS

United Neighborhoods, West Denver Renaissance Initiative, NDCC, NWC, community partners
TARGETED NEIGHBORHOODS

Globeville/Elyria-Swansea
- Finance and begin implementation of a cooperative business ownership model for enterprises addressing identified community needs
- Create a pipeline of certified GES childcare providers to boost FFN childcare quality
- Implement plan to reactivate the vacant 4400 Lincoln property
- Pilot a program that prioritizes displaced residents to relocate into newly-constructed units financed by OED
- Continue to support GES Food Challenge projects

Montbello
Identify, market and finance sites for development of a full-service grocery store

Westwood
Finance a cooperative business ownership model for neighborhood-based small businesses that employ Westwood residents

Northeast Park Hill
Encourage, finance and support the redevelopment of 33rd & Holly

Five Points
(i) Support redevelopment of the Rossonian Hotel; (ii) develop a public-private financing model for a parking lot to support a retail development anchored by a fresh food grocery store; and (iii) identify and finance sites to preserve neighborhood-serving retail

Sun Valley
Work with community partners to identify business investment and workforce development opportunities that will lead to Middle Skill Employment for local residents

OUTCOMES

- Identify and secure a site for a community-owned neighborhood childcare facility in GES
- Begin construction of a full service grocery store in Montbello
- Begin redevelopment of the Rossonian Hotel

PARTNERS

United Neighborhoods, West Denver Renaissance Initiative, NDCC, community partners, Five Points property owners, Five Points Business District, Montbello 20/20, Far Northeast Neighbors, Montbello Organizing Committee

ECONOMIC OPPORTUNITY

Neighborhood Business
Support program initiatives and specific business opportunities that will result in increased neighborhood wealth-building, income growth, and employment opportunities for neighborhood residents

Career and Employment Opportunities
- Partner with service providers to conduct an assessment of Montbello, GES and Westwood residents’ employment skills, career aspirations and other useful labor data
- Create, and implement an executable strategy to connect residents to the training resources, job opportunities and career pathway models leading to maximizing their economic mobility potential

Healthy Food Access
- Develop an aggregate metric showing the variety, character and changes in food access in Denver neighborhoods
- Implement Denver’s Food Vision, in collaboration with stakeholders and partners, to improve quality and increase access to healthy food in neighborhoods of change
- Actively pursue local and national grants, loan funds, and other resources to finance and support collaborative programs, projects and food business development across Denver

Supply-Chain Connections
Organize business-to-business (B2B) matchmaking between large companies and Denver-based suppliers; facilitate the provision of any technical and financial resources necessary to enable selected small businesses to obtain, activate and execute supply chain contracts

OUTCOMES

- Fund strong non-profit initiatives to support disadvantaged neighborhood residents
- Complete a labor resources study on OED’s three neighborhoods of change
- Fund a sustainability project for increased educational access focused on disadvantaged youth
- Develop a Denver Food Security Index report for all of Denver’s neighborhoods

PARTNERS

United Neighborhoods, West Denver Renaissance Initiative, NDCC, DEH, community partners
Both record pricing and our supply gap of affordable housing have motivated decisive action on the city’s part, but the urgency of tackling Denver’s housing climate is only half the story. Tangible progress is also on the rise as housing stakeholders and cross-sector partners help us continually improve our collaboration.

Bold new approaches include Denver’s historic dedicated fund for housing, and OED’s initiation of mixed-income condo developments at key TOD sites. Amid shrinking federal dollars, we’re finding ways to leverage funding further while streamlining cross-sector collaboration. More staff capacity, more local dollars, and more deals mean substantial units will be created and preserved in 2017 after what have already been some of the most productive years for affordable housing in city history.
**HOUSING FINANCE INNOVATIONS**

**Dedicated Affordable Housing Fund**
Develop competitive application and review process to incent developers to build covenant-restricted affordable units aligned with OED housing priorities using the newly created Dedicated Affordable Housing Fund.

**Preservation**
Develop a public-private financing model with the banking community for the preservation and rehabilitation of expiring, covenant-restricted affordable units.

**Land Banking**
Identify and prioritize parcels throughout Denver to acquire and develop mixed-income communities with covenant-restricted affordable housing.

**Land Trust**
Research the viability of land trust models to support affordable, for-sale housing in target neighborhoods.

**Project-Based Voucher**
Develop and pilot financing tool(s) for mixed-income housing opportunities, i.e., a project-based voucher program in which specific units are deed-restricted within a larger development (Mixed-Income Housing Pilot).

**Housing Finance Agency Alignment**
Collaborate with CHFA and CDH to align housing priorities and develop a collaborative, streamlined common funding application process.

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**OUTCOMES**

- Begin using a unified housing development application, along with CHFA and CDH
- Complete supportive financing to control at least three additional housing development sites
- Fund a housing preservation public/private financing fund
- Offer the pilot project-based voucher program to preserve at least 25 housing units

**PARTNERS**

CHFA, CDH, development partners, community organizations, banking community

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**POLICY & INFORMATION**

**Comprehensive Housing Plan**
In partnership with the Denver Housing Advisory Committee, develop and submit for City Council approval a comprehensive housing plan and strategy.

**Regional Housing Summit**
Host the third annual housing summit to report on progress made to address key housing issues identified in Housing Denver.

**Workforce Initiative**
Develop and implement policies for training and encouraging the employment of residents from target neighborhoods on residential and commercial construction projects financed by OED.

**Fair Housing**
- Prioritize future investments in affordable housing to develop mixed-income communities that maximize economic mobility of low- and moderate-income residents
- Conduct community engagement activities for the development of the Assessment of Fair Housing with collaboration from regional partners

**Inclusionary Housing Ordinance**
Develop an executable process to ensure: (i) recapture of IHO final sale funds when initial 15-year covenants expire; and (ii) proper compliance and monitoring for units in the IHO program.

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**OUTCOMES**

- Submit a Comprehensive Housing Plan to City Council
- Host the third annual housing summit
- Establish a pilot program for linking residents of Denver’s affordable units to job training

**PARTNERS**

Housing Advisory Committee, CHFA, development partners, community organizations
Anything but complacent, the city is identifying ways to continue to build its competitiveness while thoughtfully protecting its recent gains in employment and income.

OED’s diverse approach includes ensuring fertile ground for emerging enterprises, balancing long-range strategic investments with more immediate benefits, and always being mindful of the potential to add jobs.

With one eye on the global marketplace and a finger on the local pulse of core growth industries like manufacturing and tech, this is timeless economic development work balanced with emerging technologies, shifts in marketplace preferences, and new opportunities to showcase our unique natural and built environment to a wide range of prospective employers, entrepreneurs and investors.

**RETENTION**

**Strategic Relationships**
Build and maintain a relationship management database of the top influential business partners (Strategic Firms); assign each BDR to develop a measurable strategy to monitor and strengthen OED’s business relationships

**Civic Engagement**
Identify five of Denver’s Strategic Firms and facilitate a civic engagement strategy

**Business Early Warning System**
Develop a quarterly business risk report utilizing lease information and business intelligence

**Gazelles**
Partner with Blackstone Entrepreneurs Network to continue the Gazelle program, which recognizes Denver’s fastest growing and most promising companies

**Board Representation**
Continue strategy for encouraging and increasing women representation on Denver-based corporate boards by: (i) assisting in the development of candidate pools; (ii) facilitating board member development programs; (iii) making meaningful introductions of women candidates; and (iv) celebrating participating firms

**North Denver**
Proactively engage with any business impacted by public projects resulting in either a significant business disruption, relocation, or job loss, with a particular focus on the GES, Clayton and Cole neighborhoods

**OUTCOMES**
- Develop a business database, with staff assignments and specific outcome objectives
- Complete at least five firm-based civic engagement strategies
- Complete a business risk report each quarter
- Name the 2017 class of Gazelles and host a Gazelle alumni event

**PARTNERS**
DDP, Blackstone Entrepreneurs Network, local chambers of commerce, Women’s Leadership Foundation, Mayor’s Office, Denver Office of Strategic Partnerships, Metro Volunteers, local commercial property owners, developers and brokers
Opportunity Leads
- Monitor and maintain a lease expiration database of Competing Cities outside of Colorado
- Utilize a web alert tool indicating potential business recruitment opportunities
- Partner with OEDIT and other business partners to identify companies to jointly recruit based upon key relocation/expansion opportunity factors
- Identify national and international trade shows and conferences for OED participation over the next two years

Active Recruitment
(i) Send individualized marketing materials to targeted companies and (ii) organize at least one Denver delegation to visit and recruit in a Competing City

Premium Retail
Elevate the 16th Street Mall (Mall) as a safe, vibrant, premium retail destination by: (i) developing a retail incentive program; (ii) partnering with property owners to identify/recruit major retailers to expand along the Mall; and (iii) utilizing the Mayor and OED executive director to actively recruit such firms through HQ visits

Landlords & Commercial Brokers
Continue building strategic relationships with Denver’s largest commercial property owners, brokers and real estate developers

Site Selection
Strengthen OED’s relationships with leading national and local site selectors through targeted outreach, regular updates on OED’s successes, and personal meetings

INTERNATIONAL

Foreign Direct Investment
- Develop strategic relationships with economic development counterparts in Dubai, Japan, Germany, Canada, Mexico and England
- Pursue the formation/capitalization of public-private fund that focuses on co-investment strategies in Target Neighborhoods

Business Development
Increase outreach to targeted global firms, through HQ visits, timely follow-up, and identifying specific needs and opportunities for either a U.S. location in Denver or a partner relationship with a Denver firm

Increase Exports
- Identify export-ready companies providing goods/services in high demand within any of Denver’s top five trading partners (Export Companies)
- Assist Export Companies at gaining access to international trade markets; publish a white paper for other Export Companies to utilize for international growth
- Develop a comprehensive written report detailing export activity; major trading partners and resources for exporting goods/services

Welcoming Environment
Develop and begin execution of a comprehensive strategy based on recommendations of the International Advisory Council

Support DEN
- Continue to partner with DEN’s international route development strategy
- In partnership with DEN, develop a business recruitment strategy designed to increase the amount of air cargo transported out of Denver
- Globally market the commercial development opportunities for the 1,500 master planned acres adjacent to DEN

Outcomes
- Lead a Denver delegation visit to a Competing City
- Develop a list of, and participate in, identified strategic events
- Undertake marketing and outreach to five targeted retailers

Partners
OEDIT, Metro Denver EDC, DDP, CPD, Department of Finance, local commercial property owners, developers, brokers, key business partners and leaders, local trade and business organizations, national and local site selectors and commercial real estate firms, Denver Metro Commercial Association of Realtors

Partners
International Advisory Council, OEDIT, DEN, World Trade Center, U.S. Department of Commerce, University of Colorado at Denver, University of Denver, Metropolitan State University, Community College of Denver, Consular Corps of Colorado, COActive
Business Innovation

Growing jobs organically is a strong complement to our corporate relocation and retention work, since the combined climate of opportunities well serves our workforce population. A vibrant start-up climate continually re-seeds itself, too, since successful entrepreneurs of growing companies naturally mentor new startups.

The entrepreneurs who start businesses from scratch are as diverse as any subset of the population, so our delivery systems to serve them are equally varied, from the one-on-one advisory sessions at the Commons on Champa to new co-working space for craft manufacturers.

We’re focused on opening doors to new funding sources, including public/private joint efforts. We coach disadvantaged firms to a wider range of contract opportunities, providing mentors and technical assistance along the way.

### ACCESS TO CAPITAL

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Details</th>
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<tbody>
<tr>
<td><strong>Small Business Loan Fund</strong></td>
<td>Re-launch OED’s SBLF: (i) as a capital source for Denver-based startup and emerging small business to leverage early stage venture funds; and (ii) as a lending fund for businesses delivering goods, services, and employment opportunities in Target Neighborhoods</td>
</tr>
<tr>
<td><strong>Denver Venture Fund</strong></td>
<td>(i) Establish a public-private $1 million early-stage capital fund that is privately funded and co-managed (Denver Venture Fund); (ii) recruit eligible companies to compete for up to $250K of capital to be matched with a significant funding round</td>
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<tr>
<td><strong>Fresh Food Financing Fund</strong></td>
<td>In partnership with other community funders, establish a $3M fund designed to finance at least one full-service grocery store each in GES, Montbello and Westwood</td>
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<tr>
<td><strong>Denver Economic Zones</strong></td>
<td>Establish and market economic zones, focused on key industry sectors, leveraging federal, state, and local tax incentives; offer zone benefits to eligible businesses in exchange for achieving community engagement investments and business performance</td>
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<tr>
<td><strong>Venture Capital</strong></td>
<td>Publish the Denver Venture Capital Report to include an analysis and strategy of increasing early-stage capital attraction, and continue to provide staff capacity to the Colorado Venture Summit</td>
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**OUTCOMES**

- Provide loan support for at least five emerging Denver businesses
- Complete fundraising of $1M for the Denver Venture Fund
- Establish the $3M OED/CHFA Fresh Food Fund
- Open three Denver Economic Zones, each with a specific business cluster target

**PARTNERS**

CO4F, Department of Finance, Colorado Venture Summit, SBA, commercial and nonprofit lending partners, Access Venture Partners, Innosphere, US Bank, Deloitte, Rockies Venture Club, University of Denver Project X-ITE, CTA
### ACCESS TO CUSTOMERS

**Metrics**  
(i) Develop the capability to track, project and publish MWBE participation rates, by certification type, on all substantial projects; and (ii) expand business metrics to identify capacity, expertise, and contracting constraints to inform opportunities to assist Denver-based firms at increasing their contracting capacity and for new businesses to meet contracting gaps.

**Cadence of Opportunities**  
Publish a quarterly report identifying all major projects to be let by the city over the next several years.

**Best Practices**  
Partner with DPS, RTD and CDOT to share best practices on increasing the capacity and capability of the MWBE community.

**Capacity Building**  
Increase the size/scope of the Defined Selection and Emerging Business Enterprise Pool(s) in disciplines that align with Mentor-Protégé participating firms in their areas of expertise and capacity-building objectives.

**Deliberation**  
Deliberate collaboration between DSBO and city agencies during the pre-qualification process of letting city contracts subject to MWBE participation goals.

**Reducing Red Tape**  
Develop and implement a more streamlined and standardized city procurement process and MWBE resources portal.

**Improve Goals Committee**  
Conduct an organizational review of the DSBO Goals Committees to ensure proper level of expertise and an appropriate conflicts of interest policy.

### ENTREPRENEUR SUPPORT

**Makers Lab**  
Support the development of a collaborative craft space with digital and traditional tools, work stations, classes, events and professional consulting services.

**Commons on Champa**  
(i) Continue to partner with DDP to provide 40 hours/week of business resource programming; and (ii) launch an initiative designed to attract and provide technical support to entrepreneurs from Target Neighborhoods that are developing neighborhood-serving businesses and services.

**Tech Talent**  
Lead a consortium of technology companies and partners to actively recruit software developers to relocate to Denver through marketing efforts and direct contact.

**JumpStart Academy**  
Identify up to eight startup company entrepreneurs and organize a system of partner organizations to provide structured resources in business strategy, mentoring, finance and marketing; successful graduates could eventually be eligible to compete for Denver Venture Fund investment.

**Resource Directory**  
With community partners, expand awareness of services for businesses seeking customer acquisition, business planning or workforce development assistance (Technical Assistance) and implement a strategy that addresses any existing gaps in business support.

**Active Lifestyle Business Sector**  
Continue to foster Denver’s active lifestyle sector, including through COActive, to strengthen Denver as a market leader; identify recruitment prospects and lead collaborative work to expand this economic sector.

### OUTCOMES

- Initiate, with the DSBO Goal Committees, improvements to the information and process for MWBE goal setting.
- Complete research and begin implementation of best practices to assist Denver MWBE firms to grow capacity to meet current and anticipated contracting opportunities.
- Deliver a robust Mentor-Protégé Program to increase choice for contracting, business and employment opportunities for residents.
- Increase the amount of high-value projects that MWBE firms participate in as prime or sub-prime contractors.

### PARTNERS

Associated General Contractors of Colorado, Denver Hispanic Chamber of Commerce, Colorado Black Chamber of Commerce, Business Action Coalition, Committee for Airport Fairness.

### OUTCOMES

- Market and host an event focused on recruiting IT professionals from a target city.
- Host the first cohort of the JumpStart Academy.
- Fully program the Commons on Champa, and expand the support offerings to better engage neighborhood small businesses.

### PARTNERS

Despite Denver’s historically low 2.7% unemployment rate, an estimated 10,000 residents are seeking work or are underemployed and struggle with job search tools, work readiness, and basic credentials to compete in today’s rapidly evolving market. Denver’s low unemployment numbers make it more challenging than ever to help mobilize this vulnerable population toward sustainable, livable wages. Opportunities through large investment projects on the horizon must be met with skilled talent. There is no time to lose.

Denver’s evolving workforce delivery model blends contracted partners with a range of city and community resources. Our ongoing transition continues to expand customer access — both literal and technological — as we foster stronger partnerships to better serve subsets of jobseekers such as veterans, long-term unemployed, and opportunity youth.

**BEST-PRACTICE MODEL**

**WIOA**
Continue developing strategic partnerships with community-based organizations citywide (particularly in GES, and west and far northeast Denver) to increase access to services and enhance the one-stop model experience.
- Increase program enrollments and training, particularly for out-of-school youth
- Focus on employer-driven training models
- Maintain an active talent pipeline for training/employment opportunities
- Enhance placements into unsubsidized employment opportunities

**Customer Service and Outcomes**
Make continuous improvements in program and service delivery of training, assessments, and job connections with a goal of increasing successful outcomes for jobseekers and employers.

**TANF Program**
Partner with DHS to achieve target workforce participation rates and core engagement metrics of TANF participants through: (i) case management; (ii) strategic and thoughtful development of individual work plans; and (iii) better documentation and timely communication to TANF recipients.

**Career Pathways**
Publish a dynamic model that shows Career Pathways for the highest-demand occupations.

**Dashboard Reporting**
Develop and maintain a monthly dashboard showing key service and outcome metrics.

**OUTCOMES**
- Publish Career Pathways framework for seven high-demand occupations
- Publish monthly workforce achievement metrics
- Achieve all target metrics in WIOA and TANF programs

**PARTNERS**
DHS, United Neighborhoods, West Denver Renaissance Initiative, Denver Workforce Development Board, contractor partners
MIDDLE SKILL EMPLOYMENT

Customized Recruitment
Implement a scalable, customized program with large employers to recruit, assess, train and employ entry-level positions of Middle Skill Employment

Apprenticeship Programs
Increase knowledge of apprenticeship process, particularly regarding trades and the construction sector, and create pipeline of candidates from workforce system

Industry Focused Training Programs
- Prioritize the allocation of ITA and OJT resources in Middle Skill Employment industry sectors
- Develop scalable initiatives designed to recruit, train and employ low-income Denver residents with manufacturing, technology, healthcare and construction-related businesses

Construction
Contractually obligate developers of OED-financed projects to recruit, train and hire low-income residents for entry-level positions

Veteran’s Support Programs
Increase access to local employers by veterans seeking career opportunities, including aiding in skill and knowledge transferability from military service to middle-skill marketplace

YOUTH INITIATIVES

Youth Training
Improve WOA enrollment and training metrics by: (i) co-enrollment with other youth-focused or community-based organizations; (ii) developing more relevant marketing materials; (iii) increased neighborhood engagement; (iv) better utilization of social media; and (v) more customized engagement and training programs

Disconnected Youth
Partner with service providers and technical schools to recruit disconnected youth and provide them with a path toward achieving high school diploma or equivalent and postsecondary training in Middle Skill Employment sectors

Coding Academies
Partner with DSST to expand successful 2016 pilot for low-income, graduating seniors with a scholarship to attend a coding academy

Summer Youth
Identify and provide up to 350 youth with paid summer internships and work experiences, coupled with financial literacy training

Super Sophomore Program
Continue short-term career exposure and mentoring for exceptional, disadvantaged DPS students

Entrepreneurship
(i) Continue initiative to deliver entrepreneurial assessments for up to 100 DPS students and provide paid mentorship opportunities for the top 5% of tested students (Operation Perfect Beginnings); (ii) Offer customized summer internship opportunities for 2016 participants of Operation Perfect Beginnings

Construction Academies
Develop and/or partner with credentialed programs and post-secondary apprenticeship programs to prepare graduating high school seniors to enter construction-related fields

- Deliver two credentialed construction academies for youth desiring to progress into these fields
- At least 350 Denver youth receive summer employment or career training experience
- Facilitate two coding academy cohorts
- Expand Operation Perfect Beginnings to offer two cohort groups

Contractor partners, DSST, DPS, University of Denver

Contractor partners
Glossary

AFFORDABLE HOUSING: Affordable housing is federally defined as housing where the occupant is paying no more than 30 percent of gross income for gross housing costs including utility costs.

AHTF: Affordable Housing Task Force

ADDI: The American Dream Down payment Assistance Initiative (ADDI) program assists low and moderate-income first-time homebuyers and those who have not owned a home in the last three years. This 2004-funded program will be implemented in 2005.

AIDS: Acquired Immune Deficiency Syndrome

AIDS AND RELATED DISEASES: The disease of acquired immunodeficiency syndrome or any conditions arising from the etiologic agent for acquired immunodeficiency syndrome

ALCOHOL/OTHER DRUG ADDICTION: A serious and persistent alcohol or other drug addiction that significantly limits a person's ability to live independently

AMI: Area median income for the metropolitan statistical area established by HUD and updated annually

ASSISTED HOUSEHOLD OR PERSON: For the purpose of identification of goals, an assisted household or person is one, which during the period covered by the annual plan, will receive benefits through the Federal funds, either alone or in conjunction with the investment of other public or private funds. The program funds providing the benefit(s) may be from any funding year or combined funding years. A renter is benefited if the person takes occupancy of affordable housing that is newly acquired, newly rehabilitated, or newly constructed, and/or receives rental assistance through new budget authority. An existing homeowner is benefited during the year if the home's rehabilitation is completed. A first-time homebuyer is benefited if a home is purchased during the year. A homeless person is benefited during the year if the person becomes an occupant of transitional or permanent housing. A non-homeless person with special needs is considered as benefited, however, only if the provision of supportive services is linked to the acquisition, rehabilitation, or new construction of the housing unit and/or the provision of rental assistance during the year. Households or persons who will benefit from more than one program activity must be counted only once. To be included in the goals, the housing unit must, at a minimum, satisfy the HUD Section 8 Housing Quality Standards (see 24CFRSection 882.109)

ASSISTED LIVING: Housing for individuals or families who are not physically able to care for themselves full time to maintain an independent living environment

CAP: Colorado Aids Project

CDBG: Community Development Block Grant

CFN: Community Food and Nutrition

CHDO: Community Housing Development Organization
CHFA: Colorado Housing and Finance Authority
CHTF: Citizens Housing Task Force
CIPP: Capitol Improvements Program Plan
CMI: Chronically Mentally Ill
COMMITTED: Generally, means there has been a legally binding commitment of funds to a specific project to undertake specific activities
COST BURDEN > 50% (SEVERE COST BURDEN): The extent to which gross housing costs, including utility costs, exceed 50 percent of gross income, based on data published by the U.S. Census Bureau
CRA: Community Reinvestment Act
CSBG: Community Services Block Grant
DBD: Division of Business Development
DHND: Division of Housing & Neighborhood Development
DSBO: Division of Small Business Opportunity
DWD: Division of Workforce Development
DHS: Department of Human Services
DHA: Denver Housing Authority
DHMC: Denver Health Medical Center
DOH: Colorado Division of Housing
DURA: Denver Urban Renewal Authority
EC: Enterprise Community
ECSH: Emergency Community Services for the Homeless
EHR: Emergency Home Repair
EMA: Eligible Metropolitan Area - federally defined as a metropolitan area having 2000 or more cases of AIDS, making that area eligible for an emergency funding relief program, the Ryan White Care Act. The Denver EMA consists of Denver, Jefferson, Adams, Arapahoe and Douglas counties
ESG: Emergency Shelter Grant
ETR: Expected to Reside
FEMA: Federal Emergency Management Agency
EXTREMELY LOW INCOME: Households whose incomes do not exceed 30 percent of the median for the area

FAMILY: The Bureau of Census defines a family as a householder (head of household) and one or more other person living in the same household who are related by birth, marriage or adoption

FAMILY SELF-SUFFICIENCY (FSS) PROGRAM: A program enacted by Section 554 of the National Affordable Housing Act which directs Public Housing Agencies (PHAs) and Indian Housing Authorities (IHAs) to use Section 8 assistance under the rental certificate and rental voucher programs, together with public and private resources to provide supportive services, to enable participating families to achieve economic independence and self-sufficiency

FEDERAL PREFERENCE FOR ADMISSION: The preference given to otherwise eligible applicants under HUD's rental assistance programs who, at the time they seek housing assistance, are involuntarily displaced, living in substandard housing, or paying more than 50 percent of family income for rent. (See, for example, 24 CFR 882-219)

FIRST-TIME HOME BUYER: An individual or family who has not owned a home during the three-year period preceding the HUD-assisted purchase of a home that must be used as the principal residence of the home buyer, except that any individual who is a displaced homemaker (as defined in 24 CFR 92) or a single parent (as defined in 24 CFR 92) may not be excluded from consideration as a first-time homebuyer on the basis that the individual, while a homemaker or married, owned a home with his her spouse or resided in a home owned by the spouse

FOR RENT: Year-round housing units that are vacant and offered/available for rent. (U.S. Census definition)

FOR SALE: Year round housing units offered/available for sale only

FRAILELDERLY: An elderly person who is unable to perform at least 3 activities of daily living (i.e., eating, dressing, bathing, grooming, and household management activities). (See 24 CFR 889.105.)

HOME: HOME Investment Partnerships Program

HOPE: Housing opportunities for people everywhere

HOUSEHOLD: All persons who occupy a housing unit

HOPWA: Housing Opportunities for Persons With AIDS is a federal grant given to the City and County of Denver, Jefferson, Adams, Arapahoe and Douglas counties. Denver currently receives $1.4 million annually

HUD: U.S. Department of Housing and Urban Development

INDEPENDENT LIVING: People living with disabilities or HIV disease, whether AIDS diagnosed, symptomatic or a symptomatic, and others who are physically capable of caring for themselves on a full time basis. Also used to define housing for the elderly without supportive services

LEAD BASED PAINT: Paint containing lead that can elevate lead levels in the blood of children and cause developmental delays
LIHTC: Low Income Housing Tax Credit

LOW INCOME: Households whose incomes do not exceed 80 percent of the median income for the area, as determined by HUD with adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of HUD’s findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. NOTE: HUD income limits are updated annually and are available from local HUD offices (This term corresponds to low and middle income households in the CDBG Program)

MDHI: Metro Denver Homeless Initiatives

MEDIAN FAMILY INCOME: The income where half the families in an area had incomes above that figure and half below. This figure changes by family size.

MIDDLE INCOME: Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families, except that HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD’s findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. (This definition is different than that for the CDBG Program)

MILE HIGH HOUSING TRUST FUND: Non-profit housing fund that makes low-interest loans for the development of affordable housing

MINORITY CONCENTRATION: Areas of the City where the concentration of racial or ethnic minority populations is 10 percent or greater than their total citywide representation

MOHRC: Mayor’s Office of HIV Resources Coordination

NBR: Neighborhood Business Revitalization

NFI: Neighborhood Facilities & Improvements

NOFA: Notice of Fund Availability

NON–HOMELESS PERSONS WITH SPECIAL NEEDS: Includes frail elderly persons, persons with AIDS, disabled families, and families participating in organized programs to achieve economic self-sufficiency

NON–INSTITUTIONAL: Group quarters for persons not under care or custody. (U.S. Census definition used)

OCCUPIED HOUSING UNIT: A housing unit that is the usual place of residence of the occupant(s)

OED: Office of Economic Development

OTHER INCOME: Households whose incomes exceed 80 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families
OTHER LOW-INCOME: Households whose incomes are between 51 percent and 80 percent of the median income for the area, as determined by HUD, with adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes

PAB: Private Activity Bond

RLF: Revolving Loan Fund

SECTION 215: Section 215 of Title II of the National Affordable Housing Act. Section 215 defines "affordable" housing projects under the HOME program

SERVICE NEEDS: The particular services identified for special needs populations, which typically may include transportation, personal care, housekeeping, counseling, meals, case management, personal emergency response, and other services to prevent premature institutionalization and assist individuals to continue living independently

SEVERE MENTAL ILLNESS: A serious and persistent mental or emotional impairment that significantly limits a person's ability to live independently

SHELTERED: Families and persons whose primary nighttime residence is a supervised publicly or privately operated shelter, including emergency shelters, transitional housing for the homeless, domestic violence shelters, residential shelters for runaway and homeless youth, any hotel/motel/apartment voucher arrangement paid because the person is homeless. This term does not include persons living doubled up or in overcrowded or substandard conventional housing. Any facility offering permanent housing is not a shelter, nor are its residents homeless

SKILLED NURSING FACILITIES/HOSPICE SERVICES: Facilities for final stage living

SRO: Single Room Occupant

SSI: Supplemental Security Income

SUBSTANDARD CONDITION AND NOT SUITABLE FOR REHAB: By local definition, dwelling units that are in such poor condition that they are neither structurally nor financially feasible for rehabilitation

SUBSTANDARD CONDITION BUT SUITABLE FOR REHAB: By local definition, dwelling units that do not meet standard conditions but are both financially and structurally feasible for rehabilitation. This does not include units that require only cosmetic work, correction, minor livability problems or maintenance work

TANF: Temporary Assistance to Needy Families

TITLE I FUNDING: Refers to the Ryan White Comprehensive AIDS Resources Emergency Act of 1990

VERY LOW INCOME: Households whose incomes do not exceed 50 percent of the median for the area

YEAR ROUND HOUSING UNITS: Occupied and vacant housing units intended for year round use. (U.S. Census definition) Housing units for seasonal or migratory use are excluded