August 2012

Dear Mayor Applebaum and Members of Council,

On behalf of the members of the Boulder Housing Partners Board of Commissioners and staff, we are pleased to submit our 2011 Annual Report. Boulder Housing Partners plays a unique and essential role in the City’s strategy to increase its affordable housing inventory. You rely on us to be the largest developer of affordable housing in the city and in 2011 we delivered 56 new units and paved the way for 77 more. We also invest time and attention in helping our residents achieve self sufficiency, and continuing to improve our own operations. Again, 2011 was a strong year for both.

**Providing Homes**

The last affordable rental property for seniors built in Boulder was in 1980 when BHP built Canyon Pointe. Our plan to transform the former High Mar Swim Club into an affordable senior rental community took a huge step in 2011. The site is now development-ready and is awaiting financing so that we can move forward with this 59-unit property that is much needed in Boulder. We hope to break ground in 2013.

We also spent much of 2011 on another new product type for Boulder with our proposal to build permanent supportive housing at 1175 Lee Hill. BHP has a successful history of managing a scattered site program for chronically homeless citizens and wanted to offer a place-based option for those people needing a more supportive environment. The community was fully engaged in a dialogue about whether the project met the conditions of the land use code. In April 2012 the Boulder City Council affirmed the applicability of the current zoning and communicated its support for the project. We expect to break ground in 2013.

**Creating Community**

BHP invested more than $11 million in the upkeep of its current inventory. Bridgewalk and Canyon Pointe were both fully renovated and 14 other properties were the focus of major capital investments.

**Changing Lives**

BHP’s Resident Services department grew in 2011 with more than $68,000 in grants and donations generated by the BHP Foundation, including 8 new grant sources; the addition of a new Resident Services Director; the contribution of more than 5,050 volunteer hours providing an in-kind value of $107,850 and the designation of a new partner for the ROP Community Center (CLACE – science programming for kids).

On behalf of the residents, staff and Board we want to express our appreciation for the strong support Council provides to us as we seek to serve Boulder. Any success we achieve is the result of partnerships with the City and other organizations and individuals and makes our community rich, diverse and economically strong.

Betsey Martens, Executive Director

Angela McCormick, Chair
2011 Boulder Housing Partners Awards

**BHP Executive Director Betsey Martens Elected National President of NAHRO**

Betsey Martens was elected President of the National Association of Housing and Redevelopment Officials (NAHRO) in 2011 and will serve in that position through 2013. Betsey has been a member of NAHRO for more than twenty years and previous to her appointment as NAHRO’s President she served as NAHRO’s Senior Vice President.

**Colorado NAHRO Resident and Client Services Award**

The Colorado chapter of the National Association of Housing and Redevelopment (Colorado NAHRO) honored BHP’s *Kalmia Community Lab: Linking Residents to Technology* program with the Resident and Client Services Award for 2011. The Kalmia Community Lab is a computer lab made possible through generous donations by **Boulder Community Computers** and **Elevations Credit Union**. Kalmia residents interested in learning basic computer skills can take weekly classes taught by volunteer Randy Rothberg, an employee of the Boulder Valley Family Literacy Program.

**2011 Grants**

**$240,000 HUD-ROSS Service Coordinator Grant Awarded**

BHP received a three year grant of $240,000 from the U.S. Department of Housing and Urban Development (HUD) for the Resident Opportunities for Self-Sufficiency (ROSS) program to support programming to help both families, seniors, and people with disabilities become more self-sufficient.

**$69,000 in HUD Funding Awarded for the Family Self-Sufficiency Program**

BHP received $69,000 from the U.S. Department of Housing and Urban Development (HUD) for the Family Self-Sufficiency Program which is a program that provides life-skills guidance and links to supportive services for low income families, people with disabilities, and the elderly.
City of Boulder grant of $15,000

This grant came in the form of RTD bus passes which were distributed among many of our residents.

Three Step Parents Making a Difference Funded by the Temple Hoyne Buell Foundation

The Temple Hoyne Buell Foundation provided BHP with a $10,000 grant to implement the Three Step Parents Making a Difference early childhood education program to help parents prepare their children to be successful in kindergarten. Boulder Housing Partners will coordinate this program with the Colorado Statewide Parent Coalition.

Elevations Credit Union grant of $5,450

This grant was used to help fund English as a Second Language classes at five of BHP’s low-income family sites, financial literacy classes, and printing equipment to help residents with the paperwork required for the housing recertification process.

Xcel Energy Grant of $5,000 for Family Moving-to-Work Program

Xcel Energy provided BHP with a $5,000 grant to help fund the Family Moving-to-Work Program, a program that helps low income families achieve economic self-sufficiency and sustainability. Enrolled families are provided with low income housing in conjunction with life skills classes.

US Bank grant of $5,000

This grant will help support the Family Self-Sufficiency program previously outlined.

US Bank grant of $4,500

This funding will support BHP’s service-enriched, affordable housing efforts for Red Oak Park.

Grants for Stay-At-Home Program for Elderly Residents

Grants totaling $4,000 from the Wells Fargo Foundation, the Aweida Impact Fund, the Collins Foundation, and Precision Plumbing were used to provide emergency support services for people with disabilities and housekeeping services for seniors who need assistance to remain living independently in their homes.
BHP Employees

Lourdes Acosta
Yolanda Aguilar
Caroline Bahr
Tim Beal
Nina Bennett
Lynn Berge
Jodi Bogen
Krystle Brandt
Steve Busch
Richard Butler
Rick Chek
Shannon Cox Baker
George Ellis
Betsy Failey
Alex Favela
Mary Ann Garza
Carmen Giardiello
Paul Graham
Stuart Grogan
Penny Hannegan
Luz Maria Herrera
Anna Kay Johnson
Terry Johnson
Kevin Knapp
Jim Koczela
Karen Kreutzberg
Danielle Lamb-Books
Rhoda Lee
Char Lemkee
Russ Lewis
Lisa Luckett
Emily McCluskey
Jeff McBeth
Joshua McVay
Shelly Miezwa
Sally Miller
Annie Mount
Daniel Nunez
Shari Owen
Dreu Nunez
Gaia Powers
Tom Read
Robert Scott
Laura Sheinbaum
Nancy Specian
Doug Spellman
Karin Stayton
Gale Stromberg
Laura Valdez
Lidia Vargas
Lisa Vargas
Teena Wells
Willa Williford
Liz Wolfert

Executive Director
Betsey Martens

Board of Commissioners

Suzy Ageton
Stephen Eckert
Morten Hempel
Scott Holton
Karen Klerman, Vice Chair
Philip Lawrence
Angela McCormick, Chair
Valerie Mitchell
James Topping

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Partnership Highlights

Service Partners

Boulder Housing Partners would like to thank the following businesses and organizations for their collaboration and support in 2011:

- Americorps VISTA
- Boulder County Community Action Program
- Boulder County Area Agency on Aging
- Boulder County Community Protection Division
- Boulder County Department of Social Services
- Boulder County Emergency Management
- Boulder County Family Self Sufficiency (FSS)
- Boulder County Genesis Program
- Boulder County Headstart Program
- Boulder County Housing Counseling
- Boulder County Housing and Human Services
- Boulder County Public Health
- Boulder Food Rescue
- Boulder Public Library
- Boulder Shelter for the Homeless
- Boulder Valley School District
- Calvary Bible Church/Sharefest
- Care Connect
- Center for People with Disabilities
- Circle of Care – Arts for the Elders
- City of Boulder
- City of Boulder Fire Department
- City of Boulder Police Department
- City of Boulder Senior Services
- City of Boulder Youth Services Initiative (YSI)
- CLACE
- Clinica (People’s Clinic)

2011 Partnership Award Winners

The BHP Partnership Award is given to recognize the important work being done by individuals, residents, businesses, nonprofits, and governmental agencies who support BHP’s mission and exemplify successful partnership. Recipients in 2011 were:

- Elvia Villalobos
- Claudia Urrutia
- Crestview Church
- Boulder County Housing Authority Family Self-Sufficiency Team
- Sherry Kenyon
- Randy Rothberg
- Melissa Mercil
- Debbie Rade
- Boulder Police Department
- University of Colorado, Going Local
- Rosario Alvarado
- Steffie Williams
**Capital Improvements**

The Asset Management Team completed many large renovation projects in 2011 for the BHP portfolio. A big thank you to residents and our partners!

**Arapahoe East**
Contracts: Prop Maintenance, Fashion Carpet, Aragon Painting
Roofing Contractor: BM Roofing
Funding: City of Boulder

Upon vacancy, apartments received full interior renovations including new kitchens, new appliances, renovated bathrooms, new flooring and new paint.

**Bridgewalk, Phase 2: Structural Work and Paving**
General Contractor: SC Holley Construction
Engineer: Scott Cox and Associates
Funding: Mercy Housing, Wells Fargo

BHP repaved the site with concrete and fixed all grading and structural issues for the site. A new playground was installed as well as new landscaping throughout the site.

**Bridgewalk, Phase 3: Exterior and Interior Renovations**
General Contractor: Palace Construction
Architect: EJ Architecture

Work started in 2011 to renovate the building exteriors and interiors for all the apartments at Bridgewalk.

**Canyon Pointe**
General Contractor: Coburn Development
Solar Contractor: Standard Renewable Energy
Funding: ARRA Green Retrofit Program

In 2011, BHP finished a Green Retrofit Renovation consisting of kitchen and bathroom renovations, new common area carpet, water conservation devices such as low flow toilets and aerators, solar installation, new boiler and hot water tank, interior air quality improvements, new siding, new windows, new sliding doors, and additional insulation in the attic.
Foothills
Contractor: Beartraxx Construction
Architect: EJ Architecture
Funding: BHP
This site received new exterior paint.

Hayden Place
Contractors: Prop Maintenance, Fashion Carpet, Turning Leaf Painting, Miracle Method
Consultant: Northwest Builders LLC, Erik Johnson
Funding: City of Boulder
The property received new windows and full interior renovations including new kitchens, new appliances, renovated bathrooms, new flooring and new paint.

Manhattan
General Contractor: Palace Construction
Architect: EJ Architecture
Funding: HUD Capital Fund Program 2010
The property received new windows and siding and landscaping work.

Sanitas Place
General Contractor: Milender White Construction Company
Architect: Oz Architecture
Funding: City of Boulder
The entire site was renovated. Exterior and site work included a new roof, new paint and installation of façade that created patios and defensible space for residents, landscaping, and storage units. Interior work included new kitchens, new appliances, renovated bathrooms, new flooring and new paint.

Woodlands
Contractor: Mountain View Construction
Funding: BHP
All windows were replaced at this site.

Development

Red Oak Park
Architect: Coburn Architects
General Contractors: Wyatt Construction
Funding: Key Bank, City of Boulder, Polk Foundation
Investor: WNC
Resident Services: CLACE (Latin American Center for Arts, Science and Education)

High Mar
General Contractor: Deneuve Construction
Architect: In situ Design, B and Y Architects
Funding: City of Boulder
Communication with the Community

In an effort to keep the community informed about our policies, practices, goals, and progress, we maintain multiple social media outlets, continuously update our website and Corporate Resume and provide four resident newsletters and three partnership newsletters per year.

Daily we remain ready to answer all of your questions over the phone or in person. This year we estimated that we responded to 45,000 calls and walk-ins.

Resident Survey

BHP conducts an annual resident survey to stay in touch with how our residents think we’re doing. This year we found that:

- 43% of our residents have lived with BHP for over 5 years
- 93% of our residents feel very safe or safe in their homes, building and in the parking lots
- 93% of the residents strongly agree or agree their rents are affordable
- 96% of residents strongly agree or agree they would refer BHP to a friend or family
- 68% of our residents would like to know more about sustainability in their homes
Affordable Housing

Moving to Work Program

In November 2011 we became the nation’s 33rd Moving to Work housing authority through an agreement with the US Department of Housing and Urban Development (HUD). Moving to Work (MTW) is a demonstration program for housing authorities to design and test local affordable housing strategies that use federal dollars more efficiently, help residents move toward self-sufficiency, and increase housing choices for low-income families. Under MTW, we have the opportunity to be flexible in our public housing and voucher programs and use our own public funds more effectively. Our participation in MTW will help inform HUD about better ways to address community needs. In Year One of our MTW activities we created an easier process for verifying our residents’ ongoing eligibility for housing assistance.

Development

Red Oak Park

On August 10, 2011, we celebrated the completion of 59 new homes at Red Oak Park. The Red Oak Park redevelopment transformed a deteriorating mid-century mobile home park into an infill development of permanently affordable homes arranged around a beautiful community center and outdoor spaces. The new homes maximize energy efficiency using a multitude of green building strategies while still being available for rent for families earning 30-50% of the area median income. Eleven families who used to live at the mobile home park were the first to move into Red Oak Park. The remaining homes leased up quickly. Both adults and children are now enjoying the community and after-school programming provided by CLACE (Latin American Center for Arts, Science and Education) at the new community center. Phase II, which will include an additional 20 apartments along Valmont Road, is still several years from completion.
High Mar
We are pleased to announce that this affordable apartment community for people age 62 and over received full City approval in 2011. Construction is expected to begin in early 2013.

1175 Lee Hill
1175 Lee Hill is a proposed 2-story, multifamily community that will consist of 31 one-bedroom apartments on the corner of Lee Hill and Broadway. Based on the Housing First model and supported by the Boulder County 10-Year Plan to Address Homelessness, these apartments will be occupied by men and women experiencing chronic homelessness. The project will be developed, owned, and operated by Boulder Housing Partners. On-site supportive services for residents will be provided by case workers managed by the Boulder Shelter for the Homeless. In 2011, BHP launched its public outreach process for the project and has been actively engaging neighbors, City staff and the City Council in the creation of this seminal project.

Public Housing Conversion
One of our proposed MTW activities is the rehabilitation of our public housing communities. We are working with HUD to begin the process that will allow us to perform substantial rehabilitation at these eight sites over the next few years, including sustainability improvements and interior and exterior upgrades.

Sustainability
In 2011, BHP completed the installation of nearly $1.5 M in energy and water conservation measures at 8 public housing properties (334 units) as part of an energy performance contract with Johnson Controls, Inc. By the end of 2011, BHP had installed solar arrays at 10 properties for a total of over 626 Kilowatts installed. Renovation work at Hayden Place, Sanitas Place, and Bridgewalk included such items as low VOC products, energy star appliances, low flow water fixtures, and at some properties, new windows and sliding glass doors.

As a maintenance and sustainability strategy in properties that we renovate, BHP is installing more durable flooring surfaces (e.g. luxury vinyl tile) and less carpet, which wears out faster and must be replaced frequently. This is not only diverting carpet waste from the landfills, but is helping reduce long term maintenance operating costs.

Finally, in September of 2011, BHP implemented our no Smoking Policy which is dramatically helping to improve indoor air quality for our residents.
## Statement of Activities Summary

### Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Tenant Rental Income</td>
<td>$4,737,023</td>
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<tr>
<td>Other Operation Revenue</td>
<td>$11,048,233</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>$15,785,256</strong></td>
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### Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Housing Assistance Payments</td>
<td>$6,293,419</td>
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<tr>
<td>Salaries and Benefits</td>
<td>$3,617,411</td>
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<tr>
<td>Other Operating Expenses</td>
<td>$4,981,907</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$14,892,737</strong></td>
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### Operating Income (Loss)

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td><strong>$892,519</strong></td>
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### Non-Operating Revenue (Expenses)

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Capital Grants</td>
<td>$2,541,395</td>
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<tr>
<td>Other Non-Operating Revenue</td>
<td>$1,477,581</td>
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<tr>
<td>Other Non-Operating Expenses</td>
<td>$(1,028,852)</td>
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<tr>
<td><strong>Total Non-Operating Revenue</strong></td>
<td><strong>$2,990,124</strong></td>
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### Change in Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>$3,882,643</strong></td>
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</table>
Revenue Details

Net Rental Revenue $4,737,023
Housing Assistance Payments $7,554,873
Public Housing Operating Subsidy $747,818
Other Federal, State and Local Operating Grants $2,565,168
Other Operating Income $180,374
Other Non-Operating Revenue $1,477,581
Capital Grants $2,541,395

Total Revenues $19,804,232