



BOARD MEETING

February 10, 2021

Strategic Framework

BOULDER HOUSING PARTNERS



VISION To help create a **diverse, inclusive, & sustainable** Boulder.

MISSION To provide quality, affordable homes and foster thriving Boulder communities.

CORE BELIEFS

- We believe in the **power of having a home**.
- We believe in **opportunity for all**.
- We celebrate our **diversity**.
- We believe our work is **one part of a broader solution** to a thriving community.
- We believe in keeping our **impact on the environment small**.
- We believe in working as **one team**.

STRATEGIES

Support Residents & Strengthen Communities

We provide high-quality customer service, treating all people with kindness, respect, and dignity. We foster partnerships with residents, participants, and local organizations to increase opportunities and strengthen the broader community.

Increase Affordable Housing Opportunities

We seek to meet the changing housing needs of our community. Our expertise is affordable and attainable rental housing. We work in collaboration with the City of Boulder to address community housing goals and provide opportunities that would not otherwise be available in the local market. We are agile and responsive to opportunities, providing permanently affordable homes through development, acquisition, and vouchers.

Steward our Resources Effectively

We are diligent stewards of public resources and champions for those who need them. We manage our resources through effective business practices, strategic asset management, community collaborations, environmental stewardship, and innovative systems that bring clarity and focus to our work.

Cultivate an Outstanding Workplace

We create a positive workplace culture, striving to attract and retain the best employees. We support wellness and balance in employees' lives and we cultivate the creativity, passions, and unique skills of our team members.

FRAMEWORK FOR DECISION MAKING

When evaluating decisions or determining what matters BHP should spend time on, in accordance with our fiduciary duties to always act in the best interest of the organization, we consider the following questions:

1. Does this idea/action item further the goals of the organization?
2. Is this relevant and helpful for our constituents/customers?
3. What is the impact on staff?
4. What is the impact on budgets?
5. Is it strategic or operational?
6. Is this within our span of control?



Board of Commissioners Meeting

Location:

https://zoom.us/webinar/register/WN_tFCoRagkT6-ojFm43L7UxQ

February 10, 2021 ▪ 9:00 a.m. - 11:30 a.m.

AGENDA

		Page #
9:00-9:20	Standing Agenda and Meeting Items	
	1. Call to Order and Determination of a Quorum	
	2. Public Participation	
	3. Approval of Minutes from December 9, 2020	2
	4. Finance and Operations Update	5
9:20-10:20	Meeting Agenda	
	1. Pandemic Operations and Resident Financial Relief Update	6
	2. Fixed 4% Credit – Potential Impact on BHP	15
	3. Organizational Strategic Priorities for 2021	17
10:20-10:30	Board Matters	
	1. Resident Representative Council Update	
	2. Announcements and Other Items from the Board	
	3. Additions to this Agenda	
	4. Future Board Items and Board Calendar	23
11:30	Adjournment	

BOULDER HOUSING PARTNERS
Meeting of the Board of Commissioners
December 9, 2020 9:00 a.m.
Location: <https://zoom.us/j/98731013474>

Commissioner Harris	Jeremy Durham	Others Present:
Commissioner Adams	Penny Hannegan	Shelly Bobbins
Commissioner Bissonette	Jodi Bogen	Matt Benjamin
Commissioner Griffin	René Brodeur	Michael Block
Commissioner Levy	Laura Sheinbaum	Wendy Kinal
Commissioner McCord	Karen Kreutzberg	
Commissioner Schoenfeld	Karin Stayton	
Commissioner Walker	Daniel Nuñez	
Commissioner Wallach	Tim Beal	
	Lyndall Ellingson	
	Tad Amore	
	Jason Acuña	

I. Call to order and Determination of a Quorum

Commissioner Harris called the meeting of the Board of Commissioners to order at 9:02 a.m. A quorum was declared.

II. Public Participation

The Zoom Board Meeting information was posted on the main BHP website (boulderhousing.org).

Shelly Bobbins, a resident at the Foothills Community, said that she had difficulties reaching the Board via email. Jeremy Durham said that he would forward Ms. Bobbin's email to the Commissioners.

Michael Block, the Chief Housing Officer at the Boulder Shelter for the Homeless, thanked Boulder Housing Partners and the Commissioners for the unbelievable partnership that is occurring between the organizations and community. This partnership has created a purposeful effort to create access for folks who are facing greatest risk and many who are victims of tragic misfortunes. Michael said that the partnership is invaluable.

III. Approval of the Meeting Minutes

Consent agenda items approved:

1. Minutes from November 18, 2020

COMMISSIONER BISSONETTE MOVED TO APPROVE THE MINUTES FROM SEPTEMBER 9, 2020. COMMISSIONER WALKER SECONDED THE MOTION. The motion to approve the minutes passed unanimously.

IV. Finance and Operations Update

Financial Report

Jodi Bogen gave an overview of the October 2020 financials for the organization and answered questions from the Board.

V. Meeting Agenda

2021 Budget Approval – Resolution #2020-15

Jodi Bogen presented the 2021 Budget Approval – Resolution #2020-15.

COMMISSIONER WALLACH MADE A MOTION TO APPROVE THE 2021 BUDGET RESOLUTION #2020-15. COMMISSIONER GRIFFIN SECONDED THE MOTION. The motion passed unanimously.

Use of Moving to Work (MTW) Funds – Resolution #2020-16

COMMISSIONER BISSONETTE MADE A MOTION TO APPROVE THE USE OF MOVING TO WORK (MTW) FUNDS RESOLUTION #2020-16. COMMISSIONER GRIFFIN SECONDED THE MOTION.

The motion passed unanimously.

Lee Hill Annual Report

Lyndall Ellingson presented on the Lee Hill Annual Report and answered questions from the Board.

VI. Board Matters

Resident Representative Council Update

Commissioner Griffin reported for the Resident Representative Council. Commissioner Griffin said that René Brodeur was present at the last meeting and was very valuable in providing information. Jeremy will also attend the next RRC meeting scheduled for December.

Board Foundation Update

Commission Walker reported for the Board Foundation. The Foundation's attention has focused on the Bringing School Home (BSH) program, which is a partnership with the Emergency Family Assistance Association (EFAA), and it is now offered at 16 sites.

Commissioner Schoenfeld said that a working group, including BHP staff members, met to discuss issues that could not be adequately addressed at its regular quarterly meetings. The group will meet again to discuss strategies, like attaining consistent and sustainable sources of funding for the Foundation and its commitment for Diversity, Equity, and Inclusion at the Board level for the Foundation.

Announcements and Other Items from the Board

There were no announcements from the Board.

Additions to the Agenda

There were no additions to the Agenda.

Future Board Items

There were no additions to the Future Board Items.

VII. Executive Session

COMMISSIONER LEVY MADE A MOTION TO RECESS INTO EXECUTIVE SESSION PER COLORADO STATUTE CRS-24-402 (4)(a) TO DISCUSS REAL ESTATE MATTERS. COMMISSIONER WALKER SECONDED THE MOTION. The motion passed unanimously.

The Board recessed at 11:11 a.m. into Executive Session as per Colorado Statute C.R.S. 26-6-402(4)(a) to discuss Real Estate Matters.

COMMISSIONER MCCORD MADE A MOTION TO ADJOURN THE EXECUTIVE SESSION OF THE BOARD OF COMMISSIONERS. COMMISSIONER WALKER SECONDED THE MOTION. The motion passed unanimously.

The Board met in Executive Session for 44 minutes at which time the only matters discussed were those related to Real Estate Matters.

COMMISSIONER WALKER MADE A MOTION TO APPROVE RESOLUTION #2020-17 TO AUTHORIZE THE PURCHASE THE PROPERTY DISCUSSED IN EXECUTIVE SESSION ASSUMING APPROVAL OF THE LAND USE RECOMMENDED AS PART OF THE MID-TERM COMP PLAN REVIEW BY THE PLANNING BOARD AND CITY COUNCIL. COMMISSIONER LEVY SECONDED THE MOTION. The motion passed unanimously.

COMMISSIONER LEVY MADE A MOTION TO AUTHORIZE THE EXECUTIVE DIRECTOR TO ENTER INTO A SPECIAL LIMITED PARTNERSHIP WITH ELEMENT PROPERTY FOR THE PURPOSE OF CONVEYING PROPERTY TAX EXEMPTION FOR THE PERMANENTLY SUPPORTIVE HOUSING DEVELOPMENT LOCATED AT 2445 30TH STREET WITH THE TERM OF THE PARTNERSHIP LIMITED TO THE FIFTEEN-YEAR TAX CREDIT COMPLIANCE PERIOD AND AVAILABLE FOR AN AWARD OF 9% LIHTCS FROM CHFA IN 2021. THE BOARD QUALIFIED THAT THE TERM LIMIT OF 15 YEARS IS TO BE COEXTENSIVE WITH THE PERIOD OF THE VOUCHERS AND THAT IT WOULD ONLY BE FOR THE 9% APPLICATION IN 2021. COMMISSIONER GRIFFIN SECONDED THE MOTION. The motion passed unanimously.

VIII. Adjourn

COMMISSIONER WALLACH MADE A MOTION TO ADJOURN THE MEETING OF THE BOARD OF COMMISSIONERS. COMMISSIONER BISSONETTE SECONDED THE MOTION. The motion passed unanimously.

The meeting of the Board of Commissioners adjourned at 11:55 AM

Seal
DATE: 12/9/2020

R. E. Harris
Chairperson, Board of Commissioners
Housing Authority of the City of Boulder

Jeremy Durham
Executive Director

Jason Acuña
Recording Secretary

Boulder Housing Partners Benchmark Report as of December-2020

Net Income

	YTD Actual	YTD Budget	% Diff
Income	43,871,569	37,969,950	16%
Expense	(33,102,695)	(32,327,862)	-2%
Net Income	10,768,874	5,642,088	

Debt Service Coverage Ratio

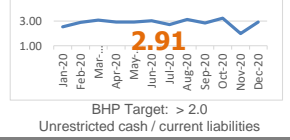
1.44

BHP Target 1.15

Balance Sheet Summary

	Actual Dec-20	Actual Dec-19	Net Change YTD
Assets	240,550,691	224,403,854	16,146,836
Liabilities	(86,490,896)	(94,018,233)	7,527,337
Equity	154,059,794	130,385,621	23,674,173

BHP Quick Ratio



Maintenance

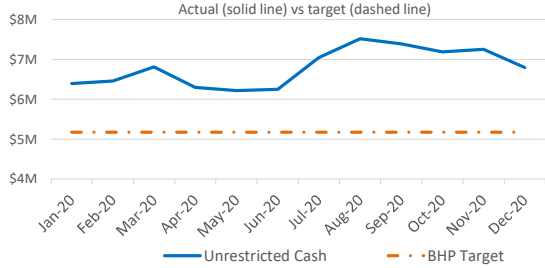
Unit Turns: **10.4** Average days to complete

391 turns YTD

Work Orders: **3.5** Average days to complete

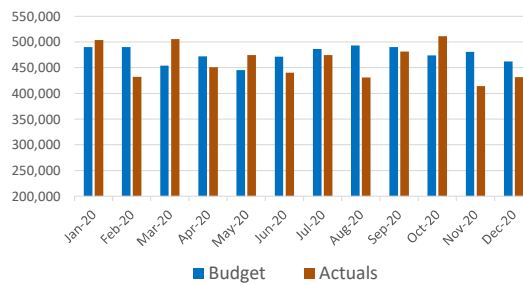
11025 work orders YTD

BHP Unrestricted Cash, Last 12 Month



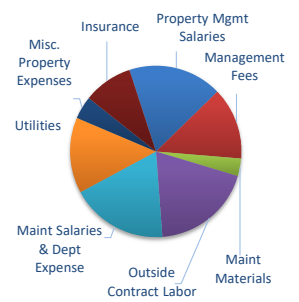
May 2020 - \$175k HUD Cares Act Funding
July 2020 - Tax Credit Waterfall payments \$1MM
Aug 2020 - HUD CARES Act funds of \$217K

BHP Property Net Operational Income

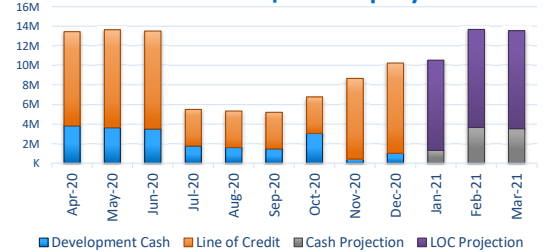


April '20 - Now excludes earned developer fees and other expenses not related to property operations that were previously included in these numbers.

PUPA \$6330 BHP & TC Units



BHP Development Equity



July '20 - \$6.3MM LOC used for Rally Closing, \$2MM Cash used for Rally
Oct '20 - Sale of 101 Canyon
Nov '20 - \$295k Dev Fee & \$460k reimb pre-dev costs Madison Woods
Nov '20 - \$2MM Sale of Madison Woodlands to LIHTC
Dec '20 - \$966k Dev Fee West End, \$4.5MM pay down LOC
Feb '21 - \$388k Dev Fee Canopy, plus \$1.5M COB IH funds

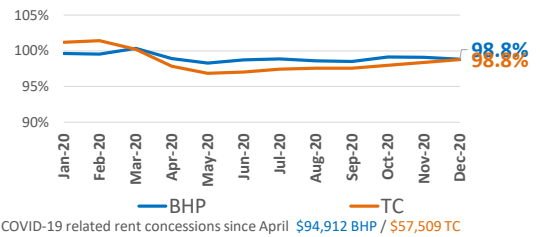
Operating Reserves

Current Operating Reserves
3,704,386
2020 Annualized Expenses
16,229,200

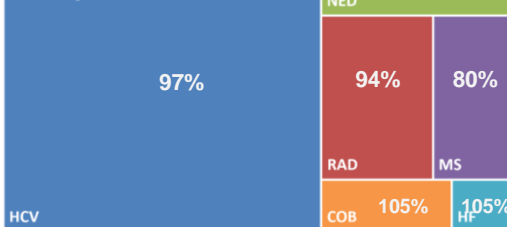
2.7 Months

of annual operating expenses are covered by the current operating reserves.
BHP Target is 2 Months

% of Budgeted Net Tenant Rental Income Received



Housing Choice Voucher Occupancy by Program



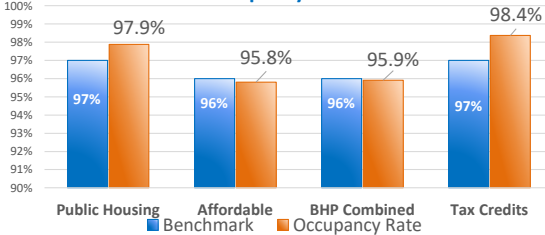
Housing Choice Voucher Notes

HCV - 756 Housing Choice Vouchers
RAD - 135 Rental Assistance Demonstration Vouchers
NED - 181 Non-Elderly Disabled Vouchers
MS - Mainstream 50 + 28 Vouchers + 39 Vouchers (March 2020) + 21 Vouchers (November 2020)
HFP - 22 Housing First Vouchers
COB - 30 City of Boulder Voucher Funding +18 Vouchers (May 2020)

Unit Mix

AMI	BHP	LIHTC
PH/PB	14	428
30%	12	48
40%	38	73
45%	0	17
50%	123	197
60%	149	72
Market	306	0
Total	642	835
All Units	1477	

BHP Occupancy Rates YTD



Tax Credit occupancy will not include West End until 2021 due to construction vacancy
Public Housing - holding units vacant for upcoming renovation at Madison



Notes:
Unit Mix: Sold 5 market units at 101 Canyon, added 41 new LIHTC units at Red Oak Park, added 38 new LIHTC units at Ciclo. Sold 33 units at Madison to LIHTC, and 35 units at Woodlands to LIHTC.

Pandemic Operations and Resident Financial Relief Update

Feb 10, 2021



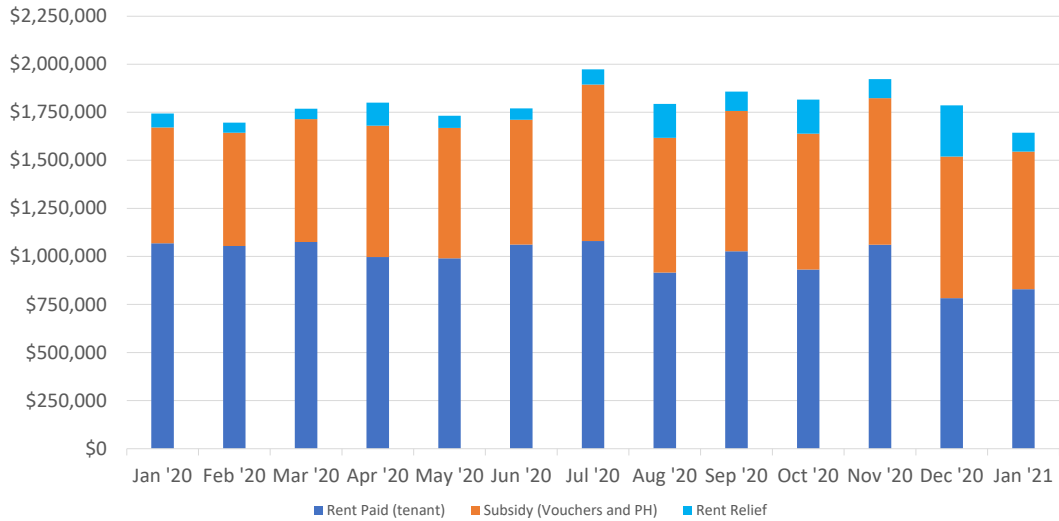
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Rental Receipts



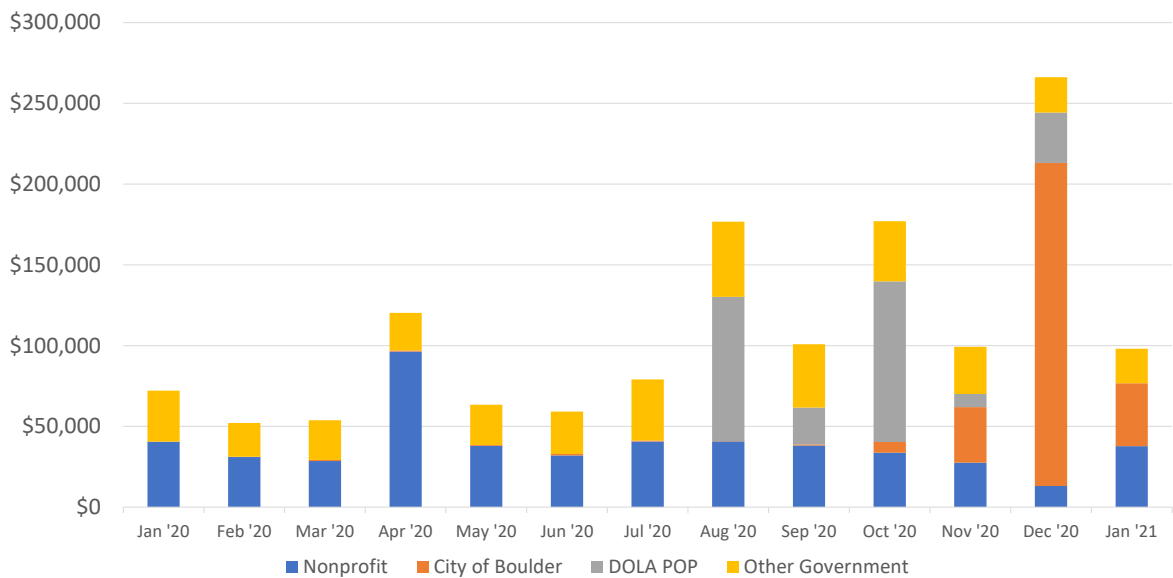
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Comparing Tenant Receipts, Subsidy & Rent Relief

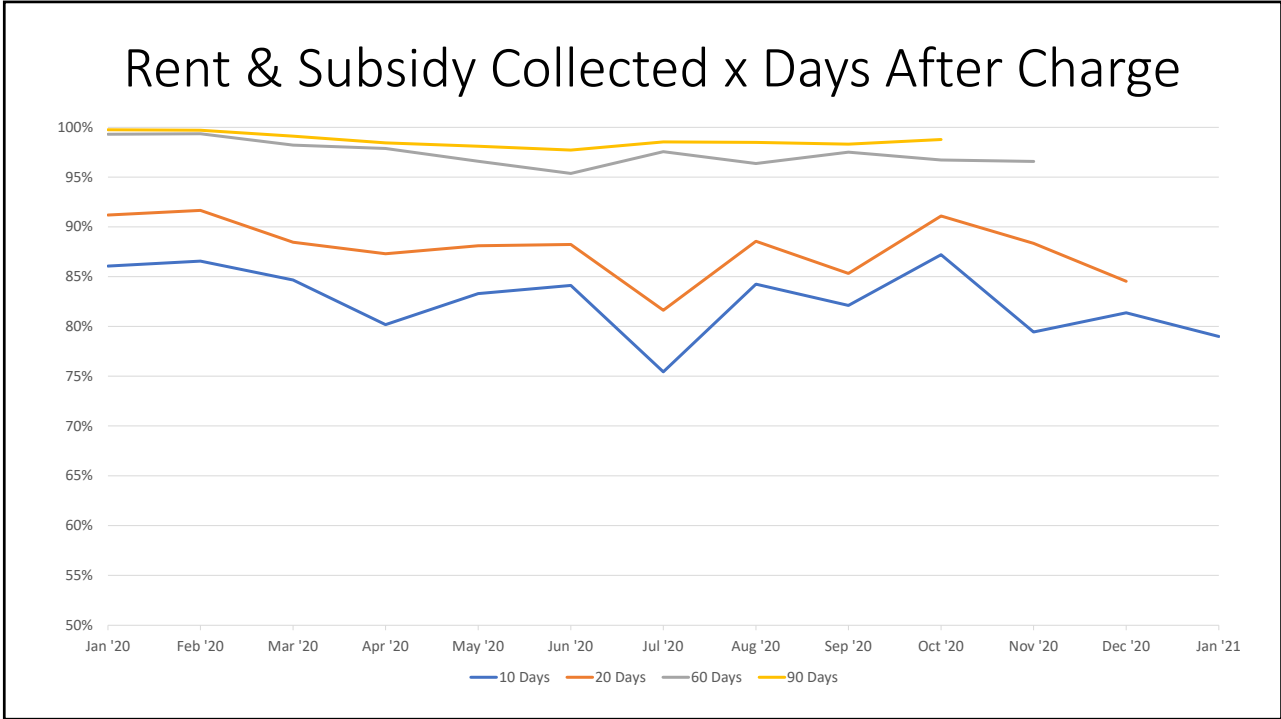


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Monthly Rent Assistance by Source



4



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Rent Relief Program

**Boulder
Housing
Partners**

6

Rent Assistance Outlook

- CO expects \$384 million in federal funds plus \$54 million in State Funds to assist Colorado Renters
- In the first 35 days in January, \$42 million was requested to the State in rent assistance.
- Boulder County received a direct allocation of several million from the US treasury. Current deadline for distribution is 9/30/21.
- BHP is committed to no residents losing their housing due to the pandemic

7

Rent Relief Need for Voucher Holders Scenario: Income Loss

- Household income is \$2,000/mo
- Tenant Rent @ 30% - \$600/mo
- **\$1400/mo remains for all other living expenses**

- Income decreases to \$1,000 a month
- Tenant rent @ 30% o - \$300 a month
- **\$700 a month remains for all other living expenses**

8

Rent Relief Need for Voucher Holders Scenario: If Rent is Greater than Voucher Payment

Family with a 2 Bedroom Voucher

- Maximum voucher payment - \$1717
- Contract Rent for a 2 Bedroom Apartment - \$1,900
- Resident is responsible for the difference - \$183

9

Unemployment Benefits: Current Plan

Scenario A: Status quo	Example 1	Example 2	Example 3
# Working Adults	1	1	1
# Non-working adults	0	0	1
# Children	0	1	1
Annual Salary (50% AMI)	\$40,300	\$46,050	\$51,800
Base Unemployment / mo (39 weeks)	\$2,000	\$2,285	\$2,412
Additional Unemployment / mo (exp. 3/14)	\$1,300	\$1,300	\$1,300
Total Unemployment / mo	\$3,300	\$3,585	\$3,712
Pre-COVID Income / mo	\$3,358	\$3,838	\$4,317
Income difference / mo (exp. 3/14)	-\$58	-\$253	-\$605
Stimulus Funds (Dec 2020)	\$600	\$1,200	\$1,800

10

10

Unemployment Benefits: New Plan

Scenario B: Biden's plan approved	Example 1	Example 2	Example 3
# Working Adults	1	1	1
# Non-working adults	0	0	1
# Children	0	1	1
Annual Salary (50% AMI)	\$40,300	\$46,050	\$51,800
Base Unemployment / mo (39 weeks)	\$2,000	\$2,285	\$2,412
Additional Unemployment / mo (exp. 9/30)	\$1,733	\$1,733	\$1,733
Total Unemployment / mo	\$3,733	\$4,018	\$4,145
Pre-COVID Income / mo	\$3,358	\$3,838	\$4,317
Income difference / mo (exp. 3/14)	\$375	\$181	-\$172
Stimulus Funds (Dec 2020)	\$600	\$1,200	\$1,800
Stimulus Funds (2021)	\$1,400	\$2,800	\$4,200

11

Housing Choice Program Update



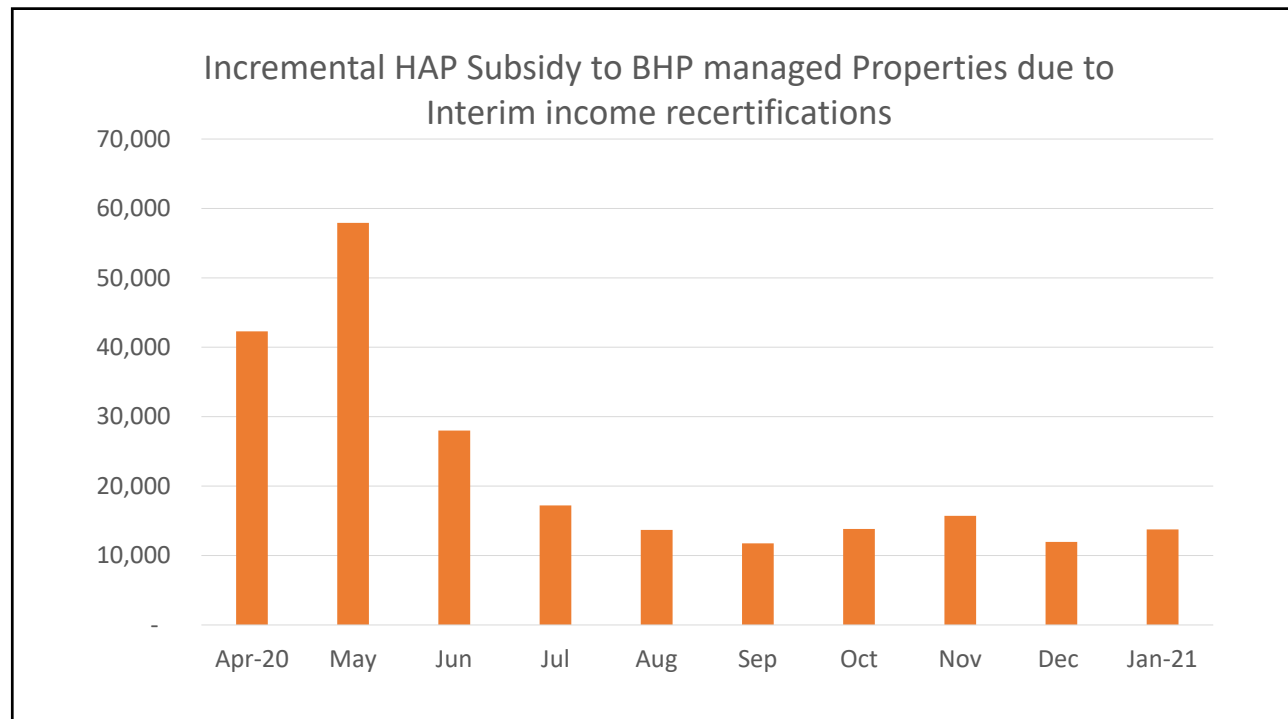
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HCV: COVID Interim Income Adjustments, Additional Subsidy To Voucher Participants

- Goal: To quickly and easily provide 60 days temporary relief by removing income lost due to COVID-19 from the rent calculation
- From April 2020 through January 2021 – 145 households assisted
- Average of additional subsidy assistance \$22,600 per month
- Funding within available HAP Budget Authority

13



14

Additional HCV Admin Fees

- CARES Act – received \$420K HCV Admin fees
 - 2020: \$186K used toward COVID expenses
 - 2021: \$234K uses include \$90 K Wi-Fi projects, \$40K new videos for voucher participants

15

Cash Reserves



16

13

2021 Projected Unrestricted Cash	
BHP Operating Reserves; board target	3,000,000
BHP Replacement Reserves; board target	2,506,000
Current Excess Reserves (above board Targets) 12/31/2020	980,000
BHP Insurance Reserve	500,000
Set Aside Operating Reserves	500,000
	7,486,000
total BHP sources unrestricted Cash	7,486,000
	-
Development Equity Funds anticipated at year end	8,995,945

4% LIHTC and Fixed Floor

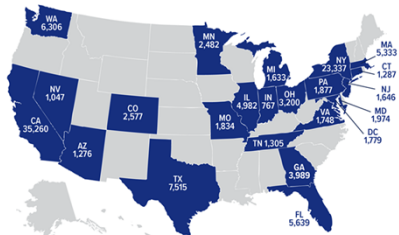


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4% Floor Fix:

- Legislation that has long been part of the affordable housing advocacy
- Will make 4% LIHTC projects more feasible resulting in significant increase in affordable housing production
- Increased competition for scarce resources such as PABs
- Gap resources will be spread wider
- Potential for pricing impact from investors

Selected State Estimates from the Minimum 4% Rate
Additional Homes from the Minimum 4% Rate, 2021-2030



Source: Novogradac



Minimum 4% Floor Would Allow for Nearly **130,000 Additional Affordable Rental Homes, 2021-2030**

Year	Additional 4% Units	Jobs	Wages & Biz Income	Taxes
2021-2030	130,000	162,500	\$18.5 billion	\$7.3 billion

Source: Novogradac



2

Madison/
Woodlands
Transaction
Comparison:

Closing Numbers	
Total Eligible Basis	\$25,466,780
x 3.08% (Nov 2020 Rate) = Annual Credits *	\$784,377
x 10 Year = Total Aggregate Credits	\$7,843,768
x 99.99% (Limited Partner Ownership)	\$7,842,984
x Price Per Credit (\$0.94) = Net Equity	\$7,372,405
Fixed 4.0% Rate Scenario	
Total Eligible Basis	\$25,466,780
x 4.00% fixed rate = Annual Credits	\$1,018,671
x 10 Year = Total Aggregate Credits	\$10,186,712
x 99.99% (Limited Partner Ownership)	\$10,185,693
x Price Per Credit (\$0.94) = Net Equity	\$9,574,552
Additional Equity by Fixing the 4.0% Rate	\$2,202,147

3

Future Project Impact

- **Mt. Calvary: \$2.26MM increase in 4% equity**
 - State credit may be capped in future rounds which will impact amount of state credit. Reduces net benefit to the project.
 - Local funders may reduce gap financing to spread resources further.
 - More pressure on scarce Private Activity Bond Cap since more deals can move forward.
- **Tantra: \$5.9MM increase in 4% equity**
 - No state credit so impact is not moderated by a lesser state credit
 - Same issues with potential for lessened gap financing and more competitive for Private Activity Bonds.

4

ORGANIZATIONAL STRATEGIC PRIORITIES FOR 2021



- 01** Support Residents & Strengthen Communities
- 02** Increase Affordable Housing Opportunities
- 03** Steward Resources Effectively
- 04** Cultivate an Outstanding Workplace





01 Support Residents & Strengthen Communities

1. Resident Rent Relief Efforts: No residents lose their housing due to the pandemic
2. Resident Health and Safety During COVID-19 Pandemic
3. Lease up 30Pearl Successfully
4. Implement eviction prevention process for beyond the COVID-19 pandemic.
5. Explore MTW Activities for Participant Navigator
6. Technological Improvements
 - New Website
 - Online HCV Portal for Participants
 - Video Tutorials for Participants
 - WiFi upgrades at 12 properties
7. Customer Service: Increase opportunity for resident feedback and further our culture dedicated to the highest quality of customer service.





02 Increase Affordable Housing Opportunities

1. Complete 30 Pearl (120 apartment homes)
2. Mt. Calvary Pre-Development (60 apartment homes)
3. Rally Pre-Development (100 apartment homes)
4. Orchard Grove Master Planning
4. New Acquisitions and Opportunities



30 Pearl



Mt. Calvary



Rally

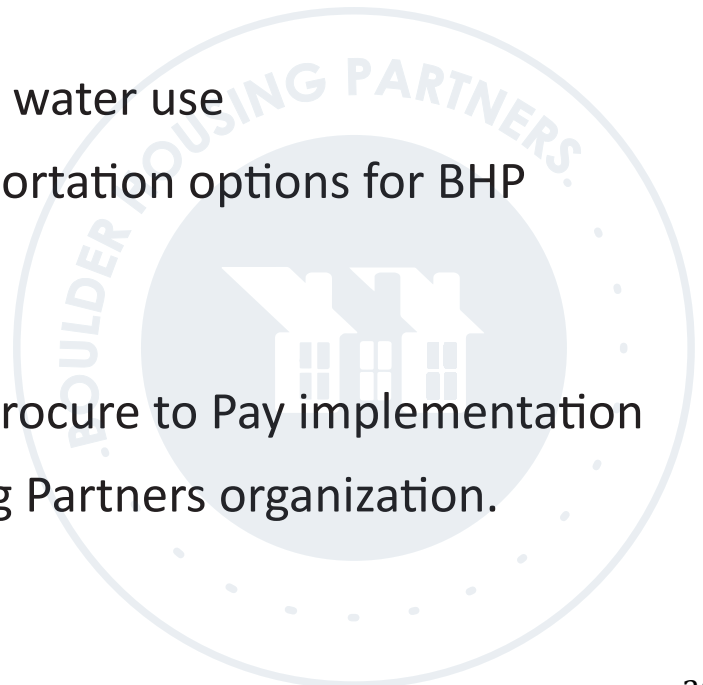


Orchard Grove



03 Steward Resources Effectively

1. Stay on budget!
2. Manage our Assets
 - Complete Madison and Woodlands Renovations
 - \$1 Million in Capital Improvements for BHP's Properties
 - Close on Tantra LIHTC Conversion: Permanently preserving the historic affordability of the community, \$14 Million in Renovation Funding.
3. Sustainable Communities
 - More solar
 - Reduce energy, waste, and water use
 - Increase alternative transportation options for BHP residents.
4. Technology and Efficiency
 - Successful completion of Procure to Pay implementation across the Boulder Housing Partners organization.





04 Cultivate an Outstanding Workplace

1. Continued Commitment to the health and safety of the BHP team through the end of the COVID-19 Pandemic
2. Incorporate initiatives and strategies developed by the diversity committee.
3. Continued Office Renovations
4. Reimagine the future of work in the post COVID-19 era
5. Throw a huge party.



FUTURE BOARD ITEMS

We have gathered the requested informational items the Board has asked to either learn more about or discuss. This is our current list and approximate timeline.

	<u>Anticipated Date</u>
• Partnership Awards	March 2021
• Changes to Housing Choice Admin Plan	March 2021
• Annual Board Meeting & Officer Elections	April 2021
• Moving to Work Annual Report	April 2021
• New Commissioner Orientation	April 2021
• LIHTC Overview Presentation	April 2021
• Website Redesign	May 2021
• Partnership Awards	June 2021
• Draft 2022 MTW Activities	June 2021
• Resident Services: Seniors and People with Disabilities	2 nd Quarter 2021
• Partnership Awards	September 2021
• Draft 2022 MTW Annual Plan	September 2021
• Final 2022 MTW Annual Plan	October 2021
• Closing for Tantra Lake Apartments	October 2021
• Closing for Mt. Calvary	October 2021
• Lee Hill Annual Report	4 th Quarter 2021
• Resident Services: Families	As Time Allows
• LIHTC Income Averaging and Middle-Income Housing	As Time Allows
• Asset Positioning Plan	As Time Allows

2021

Boulder Housing Partners Commissioners' Calendar

Date	Group	Time
JANUARY	BOARD RECESS	N/A
Mon. February 8	Development Committee (as needed)	4:00-5:00
Wed. February 10	Board Meeting	9:00-11:30
Thurs. March 4	Quarterly NPG Committee	3:30-5:00
Mon. March 8	Finance Committee – 2020 Review	3:00-4:00
Mon. March 8	Development Committee (as needed)	4:00-5:00
Wed. March 10	Board Meeting	9:00-11:30
Mon. April 12	Development Committee (as needed)	4:00-5:00
Wed. April 14	Annual Board Meeting & Officer Elections	9:00-11:30
Thurs. May 6	Special NPG Committee	3:30-5:00
Mon. May 10	Development Committee (as needed)	4:00-5:00
Wed. May 12	Board Meeting	9:00-11:30
Thurs. June 3	Quarterly NPG Committee	3:30-5:00
Tues. June 7	Finance Report – Audit & Financials Review	3:00-4:00
Tues. June 7	Development Committee (as needed)	4:00-5:00
Wed. June 9	Board Meeting	9:00-11:30
Mon. July 12	Development Committee (as needed)	4:00-5:00
Wed. July 14	Board Meeting	9:00-11:30
AUGUST	BOARD RECESS	N/A
Thurs. September 9	Quarterly NPG Committee	3:30-5:00
Mon. September 13	Finance Committee – Financials Review	3:00-4:00
Mon. September 13	Development Committee (as needed)	4:00-5:00
Wed. September 15	Board Meeting	9:00-11:30
Mon. October 11	Development Committee (as needed)	4:00-5:00
Wed. October 13	Board Meeting	9:00-11:30
Tues. November 8	Finance Committee – Draft 2022 Budget Review	3:00-4:00
Tues. November 8	Development Committee (as needed)	4:00-5:00
Wed. November 10	Board Meeting	9:00-11:30
Thurs. December 9	Quarterly NPG Committee	3:30-5:00
Mon. December 13	Finance Committee – Final 2022 Budget Review & Financials	3:00-4:00
Mon. December 13	Development Committee (as needed)	4:00-5:00
Wed. December 15	Board Meeting	9:00-11:30