Boulder Housing Partners

Providing Homes, Creating Community, Changing Lives

Moving to Work
2016 Annual Plan

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Providing Homes, Creating Community, Changing Lives

Boulder Housing Partners (BHP) provides assistance to more than 2,000 households through five housing programs. The agency's portfolio represents one third of the affordable housing units in Boulder. In 2014, BHP's Board of Commissioners adopted a bold strategic plan which calls for doubling our portfolio in the next ten years, expanding our customer focus on children and making BHP the nation's first net-zero energy housing authority.

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Boulder Housing Partners

2016 MTW Annual Plan

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September 2, 2015	Draft released for public review
October 12, 2015	Approved by BHP Board of Commissioners
October 13, 2015	Submitted to HUD for approval
January 8, 2016	Revisions submitted to HUD

Section I: Introduction

Boulder Housing Partners (BHP) became part of the Moving to Work Demonstration Program in 2012. This 2016 plan describes our plans for our fifth year in the demonstration.

The objectives that defined the MTW demonstration program in 1996 continue to form the core of our program goals:

1. To reduce cost and achieve greater cost effectiveness in federal expenditures;
2. To give incentives to families with children whose heads of household are either working, seeking work, or participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and
3. To increase housing choices for low-income families.

In addition to these three mandatory goals, Boulder has adopted two additional goals that are unique to Boulder's needs:

4. Preserve, transform and revitalize our public housing; and
5. Maximize the ability of housing policy to disrupt the cycle of poverty with an intense and creative focus on children and their educational success.

In our short experience, we have come to understand that MTW flexibility will allow us to truly become a strategic organization by allowing us the flexibility to evaluate our opportunities and our challenges and respond.

Preserving and Transforming Public Housing

BHP's plan for 2016 centers around its central MTW goal of preserving and transforming our public housing portfolio using the flexibility afforded through the MTW program.

In Boulder, public housing is a critical part of our community's commitment to house very low income families. Decades of chronic under-funding on the part of Congress through HUD has left our public housing assets economically fragile and physically vulnerable. A catalyzing feature of Boulder's MTW vision was to use the flexibility of MTW to reposition, renovate, and recapitalize 288 units in six properties. With no loss of affordability or current demographic targeting, BHP will transfer these six properties from the Section 9 program to Section 8 and from public housing subsidies to housing choice voucher payment standards. Two properties (Arapahoe Court and Madison Apartments) will remain in the public housing program.

This transformation has been more than ten years in the planning and with the successful closing of our Rental Assistance Demonstration pilot on September 30, 2015 a major milestone for BHP as an MTW agency has been achieved.

By the end of 2016, in a program we call Project Renovate, we will have:

- ✓ Sold the assets into a public-private partnership in which BHP is the General Partner;
- ✓ Completed an average of $80,000 per unit in renovation;
- ✓ Constructed three new community centers at our Project Renovate family sites;
- ✓ Created the ability to accumulate reserves for replacement;
- ✓ Transformed negative net operating income to positive; and
- ✓ Preserved a vital asset for the future.

Reforming Rent Policy

BHP has adopted two rent strategies for two distinct household groups: those who live on a fixed income and those whose income comes from employment. For those whose primary source of income is wages (work-abled families), our rent policy is a flat rent organized in broad tiers according to income and bedroom size. Families who are not working as a result of age or disability and whose income is largely fixed from year to year pay a non-adjusted 26.5% of income for rent.

In 2016 we will continue to implement a revised rent policy for work-abled families who are transferring from the Section 9 to the Section 8 program, and we will make consistent among the work-abled and non-working families the provisions for mixed eligibility.

2016 – 1: Flat Tiered Rent for Housing Choice (Section 8 and RAD) Work-abled Families
2016 – 2: Rent Reform for Elderly and Disabled Households

Landing Landlords: Landlord Loyalty in a Tight Market

Following the above reference to a very expensive and difficult rental market, BHP needs to increase our innovation and creativity in our outreach to landlords to retain existing and recruit new housing options for the Housing Choice program. We will propose a series of innovative approaches in a single activity.

2016 – 3: Landing Landlord

Bringing School Home: Disrupting the Cycle of Poverty

The next ten years of Boulder's MTW program will center on a very big idea. We believe that **poverty continues to be a bar to learning and that quality affordable housing can change that.**

More than one million students drop out of high school every year in the United States. Most of those one million students come from low-income homes. Closing the achievement gap has been stubbornly resistant to massive amounts of experimentation, innovation, and investment. Schools alone cannot be

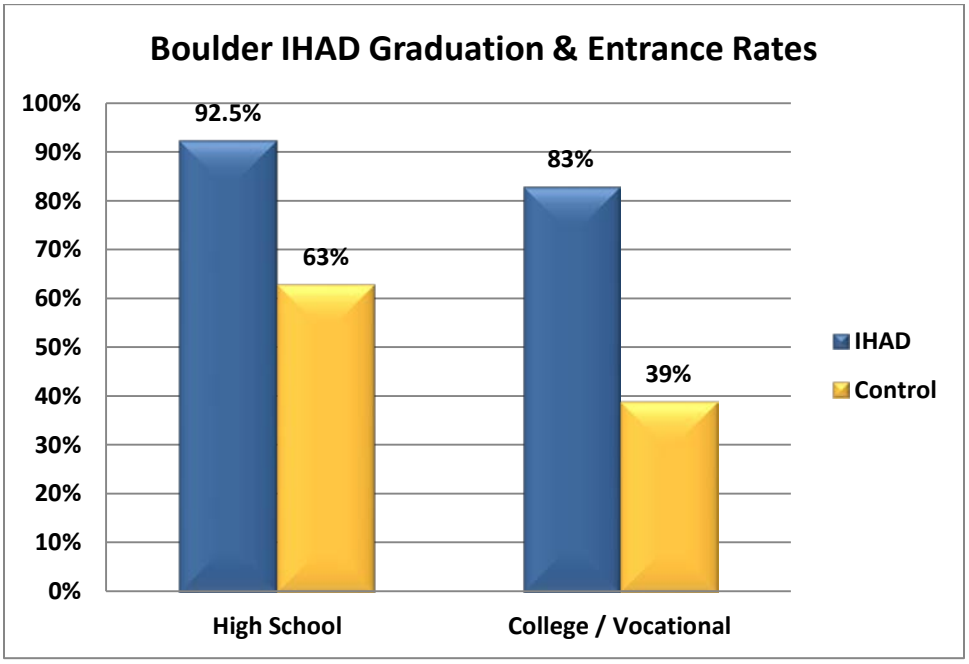
responsible for the solution.

Much is already known about the essential role of housing quality, location, stability, and affordability on school performance. And, researchers are starting to zero in on that list with the suggestion that quality and stability matter the most.

Housing can be much more than stable and sound, however. **Housing can be a key partner for education reform**.

As an organization, BHP is fully committed to maximizing the ability of housing policy to enhance and extend educational opportunities available to the children living in our housing with the goal of ending poverty in two generations. Since 1997 BHP has been working with the Boulder County chapter of "I Have a Dream" Foundation (IHADF) in a program called ***Bringing School Home*** to assure that BHP's kids graduate from high-school and continue post-secondary education. Ours is a long-term and seamless program beginning at age 6 and terminating at post-secondary completion. Boulder's program targets children in 2nd grade, with the goal of beginning a formal relationship by the 3rd grade. The partnership is managed by a Program Director who follows and works with each cohort of students as they travel through their educational journey from elementary school through college. The Program Director's job is to ensure that each student in every cohort is being guided and supported according to their goals and needs, advocating for them and coordinating the family, teachers and non-profit agencies in their efforts with each student.

The results, over 18 years, have been dramatic:



In the classes specific to Bringing School Home, the high school graduation rate is 92.5% compared to a control group graduating at 63% and post-secondary enrolment at 83% compared to a control group at

39%. There is something working quite powerfully in the housing and education relationship. BHP proposes to use MTW flexibility to continue to explore the policy levers that can create the same results at scale.

With this plan we are preparing to take Bringing School Home to the next level.

Our next phase involves four critical path activities:

1. **Facilities:** In 2016 we build or renovate community centers so that each of our subsidized affordable family sites become classrooms for Bringing School Home activities as well as staging grounds for delivery of a broad range of family services.

2. **Research:** In cooperation with the Affordable Housing Institute, our Bringing School Home project will examine the potential for innovative housing policy to impact school outcomes. One of the many culprits in creating an achievement gap is a systemic disconnect between families and schools, schools and community, community and family. The brilliance of the IHADF model is that it brings all of the players together, through the commonality of home and neighborhood and it does so *without interruption* throughout the entire school career, *to and through* college.

   We will ask:

   - What are the greatest points of leverage in housing policy to help schools produce world-ready employable adults?
   - How does neighborhood and place contribute to school success?
   - Can a program like I Have a Dream Foundation achieve its success without a housing component?
   - What other systems need to conform and interact so that education becomes a true path out of poverty?
   - What will it take to bring the existing two successful models to scale?

   The evidentiary research program is straightforward. It will consist of:

   - On-site analysis of the BSH model to understand program determinants for success
   - Review of the housing-education research with a focus on these key triads:
     - Stability-mobility-school performance
     - Quality-harm reduction-school attendance
     - Affordability-investment-success
     - Trust-confidence-parent engagement and buy-in
     - Place-connections-aspirational social networks
     - Commitment-dreams-achievement

3. **Expansion:** In addition to the evidentiary research, we will seek funding to increase Bringing School Home's capacity by scaling up from the current 80 children actively involved to all 564 children currently living with BHP. For this phase of the project we have involved the entire community in a broader discussion under the banner of Dream Big.

4. **Focus:** In order to maximize the return on BHP's and the community's investment in the program, we plan to work with a community partner to refer families who have two primary characteristics: vulnerability and children under the age of five.

Combined together these four activities in 2016 set the stage for a deep examination of the leveraging power of housing policy to disrupt the cycle of poverty.

Transforming Bureaucracy: *People, Not Paper*

With MTW flexibility, BHP plans to be able to:

- Accelerate the shift of staff focus from paper to people,
- Complete the transformation of a public agency from bureaucratic to entrepreneurial,
- Accelerate changes in outcomes for families from tepid to catalytic,
- Enhance our role in the industry from thinkers to doers, and
- Provide a more complete continuum of housing choices.

This list of aspirations will be achieved primarily through streamlining and efficiency, thereby allowing our Housing Choice team to spend more time coaching and helping voucher households to address barriers to greater self-sufficiency.

Increasing Housing Choice

BHP's strategic goal is to contribute 2,000 affordable units to Boulder's permanently affordable inventory in the next ten years. To meet this goal we will need to use maximum MTW flexibility. We will consider creative use of Replacement Housing Factor Funds (RHFF) and Demolition or Disposition Transitional Funding (DDTF); strategic use of project-based vouchers (PBV); consideration of shallow subsidies; experimentation with rapid re-housing; and creative partnerships with the private sector.

Section II: General Housing Authority Operating Information

The following tables describe Boulder Housing Partners housing options under the Public Housing and Housing Choice Programs. There are currently 49 total units in the public housing program and 891 total vouchers in the MTW voucher program. BHP added 148 Tenant Protection Vouchers and 135 Rental Assistance Demonstration Vouchers in 2015.At the beginning of 2016, BHP has 399 vouchers that are project-based vouchers, in 10 different sites (two which converted under Section 18 Disposition and four that converted under the Rental Assistance Demonstration Program).

(II) General Housing Authority Operating Information

Annual MTW Plan

II.1.Plan.HousingStock

A. MTW Plan: Housing Stock Information

Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6 +			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	0	N/A	N/A	N/A

Total Public Housing Units to be Added 0

* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: N/A

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev. Name	**Number of Units to be Removed**	**Explanation for Removal**
N/A	0	N/A
Total Number of Units to be Removed	0	

New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	**Anticipated Number of New Vouchers to be Project-Based ***	**Description of Project**
N/A	0	N/A
Anticipated Total New Vouchers to be Project-Based	0	

Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	399
Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	399

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

BHP is working with the Special Applications Center to determine an acceptable outcome for 34 units at our Madison site. The units are currently considered to be in a floodway which prohibits any additional Capital Fund investment in the units however according to the SAC, they are not currently eligible for a RAD or Section 18 conversion. At this time we are not certain what the potential outcome is for this property so we cannot predict the timeline for divestment.

BHP used CFP allocations from 2012-2014 to fund 2015 predevelopment activities for the disposition of 232 units of PH through RAD and Section 18. Future allocations of DDTF resulting from the Section 18 disposition of Walnut Place and Kalmia are expected to be used to create other affordable housing.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures During the Plan Year

BHP closed on its disposition of Public Housing units in 2015 leaving only 15 units at Arapahoe Court and 34 units at Madison. We expect to spend the allocation associated with Arapahoe Court for general maintenance the property. No major capital expenditures are planned. The Madison allocation and any remaining allocation from previous years will be accumulated for potential unit acquisition.

II.2.Plan.Leasing

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/ Leased***
Federal MTW Public Housing Units to be Leased	47	564
Federal MTW Voucher (HCV) Units to be Utilized	823	9869
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	0	0
Total Households Projected to be Served	869	10,421

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

Boulder Housing Partners is currently in compliance.

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	**Description of Anticipated Leasing Issues and Possible Solutions**
Federal MTW Public Housing	There are no anticipated issues related to leasing of the remaining 49 public housing units
Federal MTW Housing Choice Voucher	With the conversion of 288 public housing units to project-based voucher through RAD and Section 18 disposition on September 30, 2015, these units will be undergoing phased renovations from October 2015 through December 2016. Once units are fully renovated, units will be re-occupied, with full occupancy of all vouchers and project-based vouchers for the converted sites by December 31, 2016.

II.3.Plan.WaitList

C. MTW Plan: Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	**Wait List Type****	**Number of Households on Wait List**	**Wait List Open, Partially Open or Closed*****	**Are There Plans to Open the Wait List During the Fiscal Year**
Federal MTW Public Housing	Sited based	474	Closed	If needed
Federal MTW Housing Choice Voucher	Program specific for HCVP only (BHP conducts a lottery)	75	Closed	If needed

Federal MTW Housing Choice Voucher - Project Based Vouchers for RAD and Section 18 Disposition	Wait lists that were in place at time of conversion will be depleted first	121	Closed	Yes

Rows for additional waiting lists may be added, if needed.

* *Select Housing Program*: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types*: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A

If Local, Non-Traditional Housing Program, please describe:

N/A

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

With Public Housing conversion under RAD and Section 18 disposition, 288 units will be undergoing renovations from October 2015 through December 2016. As the vacant units are renovated and ready to be re-occupied, applicants will first be pulled from the public housing wait list that was existing at the time of conversion (September 30, 2015).

Section III: Proposed MTW Activities

Activity 2016 – 1: Flat Tiered Rent for Housing Choice Work-Abled Families

A. MTW Initiative Description

In 2014, Activity 2014 – 1: Rent Reform for Housing Choice Work-Abled Families was approved. This activity simplified the rent calculation for those families participating in the Housing Choice Program who are work-abled. Work-abled families are all households whose head of household, spouse or co-head is not elderly (elderly is defined as 62 years of age or older) or a person with disabilities. Work-abled households living at the Woodlands Project-Based Voucher Community are exempt from this rent calculation.

The 2014 Activity implemented a rent calculation with the following elements:

- *Flat tiered rent system:* total tenant payment is calculated using a two-step system. Based on family size and gross income, the family falls into an income tier. The income tier and the size of the unit determine the total tenant payment for the family. From this amount, if applicable, the utility allowance is subtracted, a flat fee per ineligible family member is added, and any amount the gross rent is above the payment standard is added.

- *Minimum rent*: the minimum rent is based on bedroom size and ranges from $120 – $180.

- *Biennial recertification*: households are recertified every two years.

- *No interim recertifications*: all interim recertifications were eliminated with the exception of family composition or status changes, or if the family moves. If the household is claiming income that places them in income tier one, all increases in income must be reported until the family falls into income tier two.

- *Flat fee per ineligible family member*: for those members who are not legally able to receive housing assistance, a flat fee per member per month is added to their total tenant payment.

In 2016, we are proposing two changes to this activity. These changes are:

- *Flat tiered rent system*: rents within tiers 2 – 15 will increase by 5%.

- *Flat fee per ineligible family member*: fee will decrease to $125 from $180.

The income tier and rent charts are shown on the next page:

Income Tier Chart

Income Tier	Family Size									
	1	2	3	4	5	6	7	8	9	10
1	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2	4,000	4,200	4,400	4,600	4,800	5,000	5,400	6,000	6,400	6,800
3	5,500	5,700	6,700	7,300	7,900	8,400	8,900	8,900	9,500	10,100
4	7,200	8,300	9,300	10,400	11,300	12,200	13,000	13,900	14,800	15,700
5	10,900	12,400	14,000	15,500	16,800	18,000	19,200	20,500	21,800	23,200
6	14,100	16,100	18,100	20,100	21,700	23,300	24,900	26,500	28,100	29,800
7	17,300	19,700	22,200	24,700	26,700	28,600	30,600	32,600	34,600	36,700
8	20,500	23,400	26,300	29,200	31,600	33,900	36,300	38,600	41,000	43,500
9	23,700	27,100	30,500	33,800	36,600	39,200	41,900	44,700	47,400	50,300
10	26,900	30,700	34,600	38,400	41,500	44,600	47,600	50,700	53,800	57,100
11	30,285	34,605	38,925	43,245	46,710	50,175	53,640	57,105	60,531	64,163
12	33,650	38,450	43,250	48,050	51,900	55,750	59,600	63,450	67,257	71,292
13	40,380	46,140	51,900	57,660	62,280	66,900	71,520	76,140	80,708	85,551
14	47,110	53,830	60,550	67,270	72,660	78,050	83,440	88,830	94,160	99,809
15	53,840	61,520	69,200	76,880	83,040	89,200	95,360	101,520	107,611	114,068

2016 Housing Choice Program Tier Rent Chart

Income Tier	Bedrooms						
	0	1	2	3	4	5	6
1	$ 120	120	125	130	140	160	180
2	125	135	150	170	210	235	270
3	165	185	205	225	270	305	345
4	240	275	305	340	400	450	510
5	330	380	420	475	535	605	685
6	410	475	525	590	670	760	860
7	500	565	630	710	815	920	1,040
8	580	660	735	840	945	1,065	1,200
9	660	765	865	960	1,105	1,245	1,405
10	820	880	1,125	1,175	1,260	1,425	1,605
11	840	960	1,190	1,260	1,445	1,575	1,785
12	970	1,115	1,250	1,495	1,630	1,825	2,070
13	1,150	1,.315	1,475	1,825	1,995	2,195	2,310
14	1,325	1,510	1,705	1,895	2,165	2,490	2,625
15	1,500	1,715	1,930	2,140	2,490	2,830	2,865

B. MTW Statutory Objective

This activity will:

1. Reduce costs and achieve greater cost effectiveness in federal expenditures; and
2. Create incentives for families to work, seek work, or prepare for work.

C. Anticipated Impacts

BHP anticipates this activity will:

- Streamline the recertification process for work-abled families
- Maintain a stable rent burden for families for two years
- Simplify the rent calculation, making it easier to understand and calculate
- Encourage participants to increase income
- Significantly reduce administrative time to allow Housing Choice Occupancy Specialists to focus on connecting participants to other resources for which they may qualify
- Reduce the time and cost for participants to gather the documentation for recertification

Potential negative consequences include:

- Possible financial burdens to families who lose income during the period of time between recertifications. BHP has created a safety net program with Emergency Family Assistance Association for these situations.
- Foregone HAP savings if resident income increases during the period of time between recertifications.
- A small increase in rent burden for all families with the 5% increase in rent tiers in order to maintain housing choice for mixed eligible families with a lower fee.

D. Anticipated Schedule

BHP proposes to implement the changes in flat tiered rent system for all households at the next regularly scheduled biennial recertification. Mass recertification for work-abled households will occur every two years.

With the 2015 conversion of 288 public housing units to the project-based voucher program, the work-abled families have been divided into two groups. The original Housing Choice work-abled families will recertify every even year, with recertification effective on June 1. (The changes being proposed will go into effect for this group on June 1, 2016.) The converted public housing work-abled families will recertify every odd year, with recertification effective October 1. (The changes will go into effect for this group on October 1, 2017.)

E. Activity Metrics Information

The total number of work-abled families under this rent reform will increase by approximately 120 families, after the public housing conversion to project-based vouchers. New baselines will be determined after the conversion and prior to December 31, 2015. Benchmarks will remain the same.

Metric	Baseline	Benchmark	Outcome
CE #1 - Total cost of task (decrease)	Baseline will be determined as of 12/31/2015	40% reduction over the two-year recertification period	To be provided in Annual Report
CE #2 - Total time to complete the task in staff hours (decrease)	Baseline will be determined as of 12/31/2015	40% reduction over the two-year recertification period	To be provided in Annual Report
CE #5 - Tenant Rent Share in dollars (increase)	Baseline will be determined as of 12/31/2015	Increase of 7%	To be provided in Annual Report
SS #1 - Increase in household income	Baseline will be determined as of 12/31/2015	Increase of 2%	To be provided in Annual Report
SS #3 - Increase in positive outcomes in employment status: - Full Time - Part Time - Educational Program - Job Training - Unemployed - Other	Baseline will be determined as of 12/31/2015	Full time: increase by 2% Part time: increase by 2% Educational Program: no change Job Trainee: no change Unemployed: decrease by 2%	To be provided in Annual Report
SS #4 - Number of households receiving TANF (decrease)	Baseline will be determined as of 12/31/2015	None	To be provided in Annual Report
SS #5 - Number of households receiving services aimed to increase self-sufficiency	Baseline will be determined as of 12/31/2015	Increase of 2%	To be provided in Annual Report
SS #8 - Number of families moved to self-sufficiency. Self-sufficiency defined as exiting program and moving into market rental or home ownership	Baseline will be determined as of 12/31/2015	1 (one)	To be provided in Annual Report

F. Data Source for Metric Data

BHP will be able to collect data to measure this activity from our financial and management reports using our in-house database. BHP will also use a process improvement approach to documenting time required in performing all the steps associated with our current rent calculation. We will use that information as the baseline from which to measure improvements.

G. Authorization Cited

Attachment C, Section D. 1. c: The Agency is authorized to define, adopt, and implement a reexamination program that differs from current program requirements.

Attachment C, Section D. 2. a: The Agency is authorized to adopt and implement any reasonable policies to calculate the tenant portion of the rent that differs from current program requirements

H. Explanation for Authorization

MTW flexibility is needed in order to implement the flat tiered rent system, increase the minimum rent, conduct biennial recertifications, charge a flat fee per ineligible member, and eliminate interim recertifications except in certain cases.

Additional Rent Reform Activity Information

I. Impact Analysis

Based on our data modeling, the two changes to this activity in 2016 will impact work-abled families in the following areas:

Rent burden – Rent burden for fully assisted families will increase slightly from 29.9% to 30.9%, and for mixed eligible families, rent burden will increase from 34.9% to 40%.

Maximum rent increase – Current Housing Choice work-abled families were transitioned to the flat tiered rent system effective August 2014. The Public Housing work-abled families were converted to this system as of October 1, 2015 when conversion of the six public housing sites occurred. Households who will experience an increase of more than 7% in their out-of-pocket costs will have the increase limited to 7% of their portion, provided that all other factors contributing to the rent calculation remain the same (such as income, utility allowance, contract rent, unit size) at time of recertification. Housing Choice work-abled families will recertify for the first time under this rent system in 2016, converted public housing families will recertify in 2017.

Cost to the program – this model results in no long-term cost to the program. The estimated cost to the program due to the hardship provision is $14,000, which is expected to last a maximum of four years.

J. Hardship Case Criteria

Maximum rent increase – At each biennial recertification, each family's situation will be reviewed. Provided all other factors remain the same, including income, contract rent, utility allowance, unit size, etc., the family's portion of rent will not increase more than 7%.

No interim recertifications – This was included in Activity 2014-1 and will continue as long as this policy is in place. Exceptions will be made to this policy based on reasonable accommodation requests, as well as extenuating circumstances or situations, such as returning to school. Requests will be evaluated on a case-by-case basis. Families who do not qualify for an interim decrease may

be referred to our partner agency, Emergency Family Assistance Association, to be evaluated for assistance through the Safety Net Referral Program.

K. Annual Reevaluation of Rent Reform Activity

This activity will be part of our rent study as required by our MTW Standard Agreement. The study will be conducted as a "within subjects" study, comparing the same set of subjects at time of implementation of the rent reform and then again two years later at the first recertification. The study will be designed and conducted by a research team from the University of Colorado who has contracted with BHP for this purpose. (For detailed information on the study, please refer to the 2014 MTW Annual Plan.)

L. Transition Period

As of June 1, 2016, current Housing Choice Households will be recertified using the updated rent chart and flat fee per ineligible family member. For new families admitted to the Housing Choice Program, this will be applied upon approval of the Plan. For the converted public housing families, the updated rent chart and flat fee will apply to all new families moving into vacant units upon approval of this Plan and at the time of recertification in 2017.

Activity 2016 – 2: Rent Reform for Elderly Households and Persons with Disabilities

A. MTW Initiative Description

In 2012, Activity 2012 – 2: Rent Reform for Households who are Elderly and Disabled was approved. This activity simplified the rent calculation for those families participating in the Section 8 Housing Choice Voucher and Public Housing Programs whose head of household, spouse or cohead were elderly (age 62 and over, or 50 and over in the case of Walnut Place) or a person with disabilities.

The 2012 Activity implemented a rent reform with the following elements:

- *Rent based on 26.5% of gross income*: all deductions and allowances from income were removed, and the resident/participant's portion is based on 26.5% of gross income.

- *Triennial recertification*: households are recertified every three years.

- *No interim recertifications*: all interim recertifications were eliminated with the exception of family composition or status changes, or if the family moves. Households are allowed to request one interim decrease per calendar year.

In 2016, we are proposing the following change to this activity.

- *Flat fee per ineligible family member*: for those members who are not legally able to receive housing assistance, a flat fee per member per month is added to their total tenant payment in the amount of $125. This is the same fee charged to work-abled families.

B. MTW Statutory Objective

This activity will reduce costs and achieve greater cost effectiveness in federal expenditures.

C. Anticipated Impacts

BHP anticipates the change to this activity will:

- Simplify the rent calculation by removing the requirement to pro-rate assistance for those households with mixed eligible status.

Potential negative consequences include:

- Slightly increased housing assistance payments for current impacted families (of which there are three).

D. Anticipated Schedule

BHP proposes to implement this at the next regularly scheduled recertification for current households, and upon admission for all new households upon approval of the Plan.

E. Activity Metrics Information

The metrics, baselines, and benchmarks for this activity will remain the same as they were from the 2014 MTW Annual Report, as the changes to this activity will not impact those already in place.

Metric	Baseline	Benchmark	Outcome
CE #1 - Total cost of task (decrease)	2012: cost of $46,332 (1,782 staff hours x $26 per hour)	Reduction of hours in staff time of less than 66%	To be reported in Annual Report
CE #2 - Total time to complete the task in staff hours (decrease)	2012 total staff time of 1,782 (3 hours average per recertification x 594 annuals processed)	Reduction of hours in staff time of less than 66%	To be reported in Annual Report
CE #3 – Average error rate in completing a task as a percentage (decrease)	Potential for errors calculating medical deductions	Zero errors	To be reported in Annual Report
CE #5 - Tenant Rent Share in dollars (increase)	Average PH: $235 Average Section 8: $274	No change anticipated	To be reported in Annual Report

SS #3 - Increase in positive outcomes in employment status: - Full Time - Part Time - Educational Program - Job Training - Unemployed - Other	65 total households employed (when this metric was written in 2012, it was not separated by category)	Increase of 1% increase (when this metric was written in 2012, it was not separated by category)	To be reported in Annual Report
SS #8 - Number of families moved to self-sufficiency. Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	Zero	To be reported in Annual Report

F. Data Source for Metric Data

BHP will be able to collect data to measure this activity from our financial and management reports using our in-house database. BHP will also use a process improvement approach to documenting time required in performing all the steps associated with our current rent calculation. We will use that information as the baseline from which to measure improvements.

G. Authorization Cited

Attachment C, Section C. 4: The Agency is authorized to restructure the initial, annual and interim review process in order to affect the frequency and methods and process used to establish integrity of the income information provided, and

Attachment C, Section C. 11: The Agency is authorized to determine family payment, including the total tenant payment, the minimum rent, the utility reimbursements and tenant rent, and to adopt and implement any reasonable policies for setting rents in public housing including establishing definitions of income and adjusted income, or earned income disallowance, and

Attachment C, Section D. 1. c: The Agency is authorized to define, adopt and implement a reexamination program that differs from the reexamination program currently mandated, and

Attachment C, Section D. 2. a: The Agency is authorized to adopt and implement any reasonable policies to establish payment standards, rents or subsidy levels for tenant-based assistance and to calculate the tenant portion of the rent that differ from the currently mandated program requirements.

H. Explanation for Authorization

MTW flexibility is needed in order to charge a flat fee per ineligible member instead of pro-rating assistance based on number of eligible family members.

Additional Rent Reform Activity Information

I. Impact Analysis

Based on our data modeling, this change will impact three current households in the following areas:

Rent burden – Rent burden for the three mixed eligible families will decrease from 42.3% to 29.7%.

Cost to the program – this model results in an increase in Housing Assistance Payments per year of $4,572.

J. Hardship Case Criteria

As rent burden is decreasing for the current families, no hardship is needed.

K. Annual Reevaluation of Rent Reform Activity

This activity will continue to be evaluated each year as outlined in the metrics.

L. Transition Period

Households who are currently affected will transition at the time of their next regularly scheduled recertification. All new households will be placed on this rent reform at the time of admission beginning with approval of this Plan.

Activity 2016 – 3: Landing Landlords

A. MTW Initiative Description

Boulder Housing Partners is operating in an exceptionally tight rental market, made worse by ongoing stigma related to Housing Choice customers. Our capture rate in the city is low and declining and we need to get very creative to encourage more participation in the program.

This activity will launch with four incremental ideas, and expand annually as we test which ideas are producing results and which ideas are most attractive to landlords.

1. As an incentive for landlords to participate in the MTW tenant-based Housing Choice program, BHP will provide the landlord a one-time additional Housing Assistance Payment (HAP) of $200 upon the execution of the HAP contract for the new unit and participant. This HAP payment will be included with all other HAP reported in VMS. The landlord is not eligible for $200 additional HAP payment if the contract is executed for a transfer in units with the same landlord, or if the contract is executed due to a lease renewal or change. The following properties are also excluded from the additional landlord incentive payment of $200: properties managed or owned by BHP or any other housing authority; or any properties with a permanent affordability covenant recorded by any public or private entity.

2. As a further incentive for landlords to participate, BHP will manage a damage claim fund to which landlords can apply in instances where Housing Choice customers have caused damage to their unit and cannot satisfy the reimbursement payment through any other sources. The damages to the residence must exceed normal wear and tear, and must have occurred after January 1, 2016. To qualify for program assistance, a landlord must first obtain a judgment against a tenant from a court in Boulder County, in which the property is located and a) The judgment must be from a circuit court, a small claims department of a circuit court, or a justice court; b) The time frame for appeal of the judgment must have expired without appeal or the judgment must otherwise not be subject to further judicial review. Program assistance is limited to reimbursement for those amounts covered in a final judgment. Claim reimbursements may include expenses related to property damage, unpaid rent, or other damages satisfactorily described and documented in a claim from the landlord to BHP. Expenses for repairs will be in excess of $500, but not more than $2,000 per tenancy claim.

3. As an aid to both customers and landlords, BHP will administer a security deposit loan program. Upon approval, BHP will pay the security deposit to the landlord, up to a maximum amount, which is equal to the payment standard per voucher size. The participant will be responsible to make monthly payments, which will be the greatest of either 10% of their monthly income or $50.00 or the amount of the loan divided by 12. The monthly payments will be made to BHP over a maximum 12-month period interest free. If the participant defaults on the payment plan, BHP will propose termination of assistance. In 2016, BHP will set aside $20,000 to fund this loan program. The ongoing costs will be limited to small administrative costs, as this is planned as a revolving loan fund.

   In order to be eligible for the security deposit loan program, an applicant **must**:

   - Be a newly enrolled Housing Choice customer;
   - Not currently be living in the apartment or storing belongings in the apartment;
   - Have a minimum annual income of $10,000;
   - Have the ability to maintain the monthly housing costs (rent and utilities); and
   - Have the ability to repay the loan within 12 months or less.

4. Finally, BHP will provide landlords the opportunity to share details with Housing Choice staff prior to a participant being able to move with continued housing assistance. When a participant submits a notice to move at the end of their lease term, Housing Choice staff will check with the current landlord to ensure that the participant is in good standing, does not owe any money, and is not in violation of their lease terms. This is a common complaint among landlords: participants are allowed to “landlord hop” and avoid paying money owed to current landlords which results in burning out landlords who no longer want to continue renting to Housing Choice participants. This will help provide a level of assurance to the landlord that they will be paid from the participant if they owe money, and if not, they won’t be able to move with assistance (which is a common request when allowed to move).

In addition to a creative and aggressive suite of solutions, BHP’s plan to transform our focus from paper to people will free up time to do more landlord interaction and education.

B. MTW Statutory Objective

This activity will increase housing choices for low-income families.

C. Anticipated Impacts

BHP anticipates the change to this activity will:

- Increase successful lease ups
- Increase landlord participation
- Provide greater assurance to landlords
- Hold current participants accountable
- Increase amount of housing assistance payments for incentive payment

D. Anticipated Schedule

BHP proposes to implement these initiatives upon approval of the Plan.

E. Activity Metrics Information

Metric	Baseline	Benchmark	Outcome
HC #5 - Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Zero	Zero	To be reported in Annual Report

F. Data Source for Metric Data

BHP will be able to collect data to measure this activity from our financial and management reports using our in-house database.

G. Authorization Cited

Attachment C, Section D. 1. D: The Agency is authorized to determine a damage claim policy for occupied units that differs from the policy requirements currently mandated in the 1937 Act and its implementing regulations. Damage authority is subject to state and local laws.

Attachment C, Section D. 2. A: The Agency is authorized to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from currently mandated program requirements in the 1937 Act and its implementing regulations.

H. Explanation for Authorization

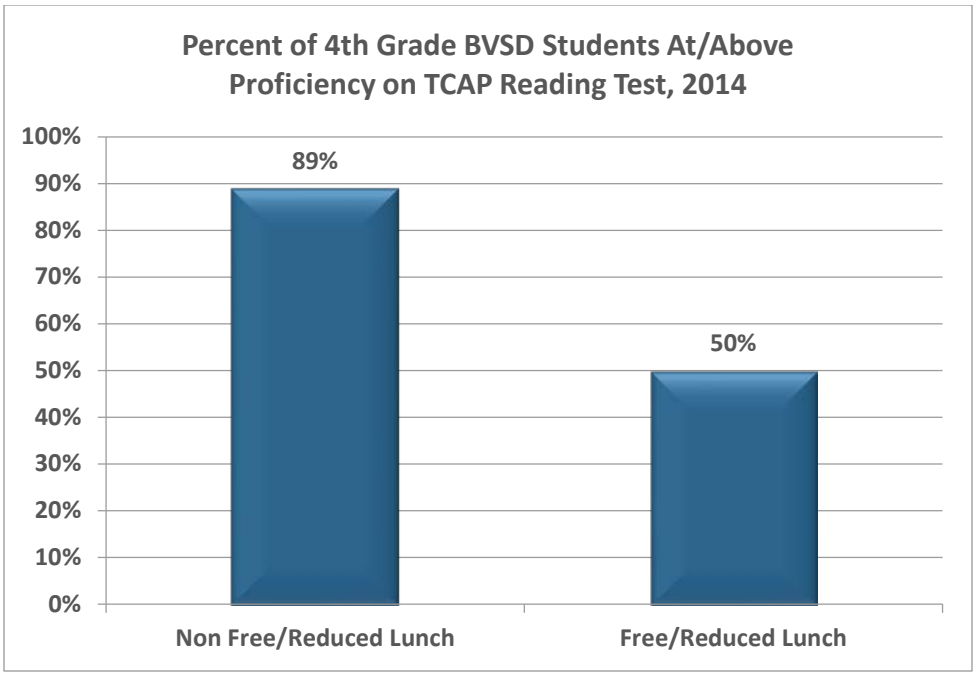
MTW flexibility is needed in order to use Housing Assistance Payment funds for an incentive payment to new landlords and create the security deposit loan program and damage claim fund.

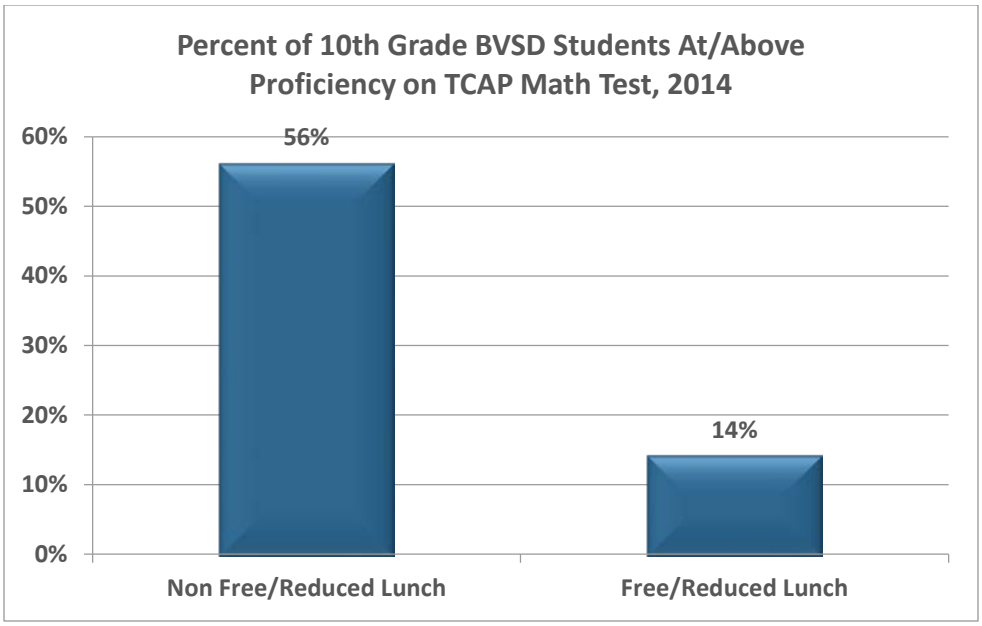
Activity 2016 – 4: Bringing School Home Referral Process

A. MTW Initiative Description

Boulder Housing Partners, along with our community partners, is committed to improving the economic futures of children in BHP housing, with the end goal of creating positive disruption to the cycle of poverty. In conjunction with Bringing School Home (described in more detail on page 4 and in this activity), we will maximize housing policy to facilitate better educational outcomes for children through this activity which allows BHP to work with community service organizations to identify families with young children (0-5) who would benefit from our Bringing School Home housing and education program.

Goal 3 of the current BHP Strategic Plan states that BHP will assist low-income youth so that they are successful in school and have the skills necessary for self-sufficiency as adults. However, in Boulder County we know that children in low-income families are much less likely to succeed in school than their more affluent peers. This achievement gap has been persistent in Boulder County for many years. The following two charts from Boulder Valley School District (BVSD) illustrate the current gap.





This achievement gap is a leading indicator for determining youth who pursue a post-secondary degree and those who do not. In 2013, only 38% of low income students across both school districts in Boulder County pursued higher education compared to 69% of their more affluent peers. Higher education is a strong indicator of economic success. Compounding the issue, in Boulder County, from 2009 through 2013, those with a high school diploma or GED saw their median earnings decline by 7%, whereas people with graduate and professional degrees experienced a median income increase by 17% over the same timeframe.

The best chance at closing the achievement gap starts with children when they are young. Research shows that children, with risk factors such as poverty, low parental education, homelessness, and/or high residential mobility, have an increased likelihood of experiencing poor health, learning, and economic outcomes.[1] By the time low-income children reach the age of 18 months they have heard 30 million fewer words than their more affluent peers - another leading indicator for poor educational outcomes. We know that students who join an "I Have a Dream" cohort in the 2nd grade are typically two years behind in reading compared to students with higher incomes.

Research indicates, however, that early intervention can have long-lasting and positive outcomes. Early intervention during a child's first five years will support Boulder's most vulnerable children and their parents with the tools, resources, and help necessary to prepare children for kindergarten and a successful educational journey.

Bringing School Home, beginning with this referral process, is designed to positively disrupt factors working against the success of children. The following four steps are the essential elements of Bringing School Home.

[1] http://earlysuccess.org/sites/default/files/website_files/files/B8%20Policy%20Framework%20Research.pdf

Step 1: Referral Process (MTW Activity 2016-5)

BHP will work with its non-profit partner, Emergency Family Assistance Association (EFAA), to identify families with young children, ages 0- 5, who will be screened for vacancies at the Bringing School Home sites based on the degree to which they will benefit from these services. Currently EFAA assists approximately 600 families with young children a year in the city of Boulder. EFAA will rely on other agencies in the community, such as Boulder Valley School District, "I Have a Dream" Foundation of Boulder County, nonprofit and government agencies, childcare and preschool providers (such as Head Start), and many informal support networks (such as churches and community groups) to identify families who will benefit from the educational services offered at each of the Bringing School Home sites.

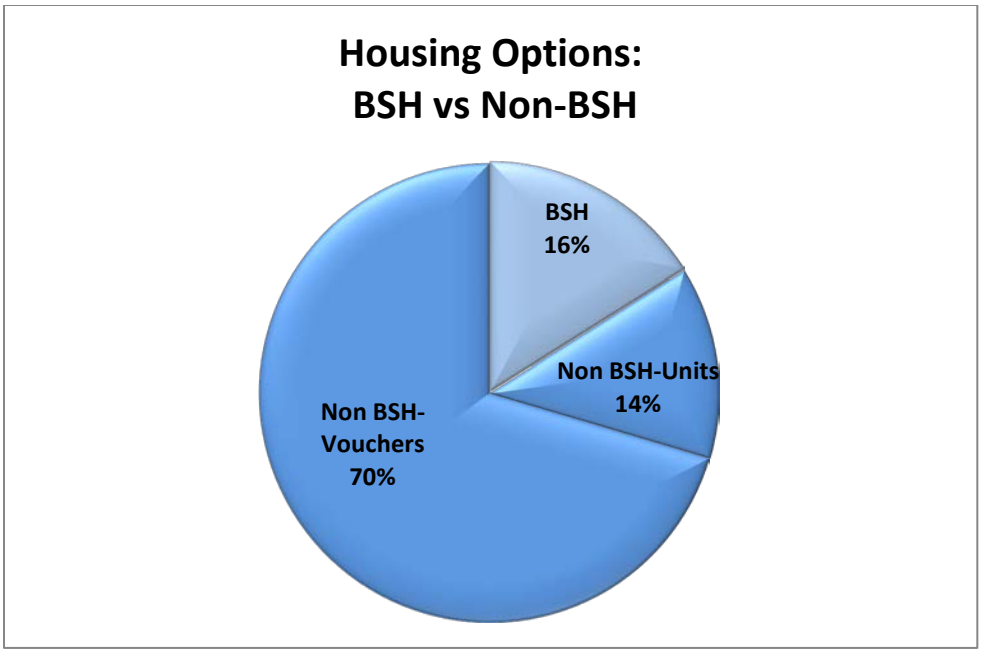
As units become available, EFAA will refer applicants from their list. BHP will then process the applicants to ensure they pass all screening criteria for the project-based voucher program as defined in BHP's Administrative Plan. This activity will apply to 164 family units at the following properties: Broadway East, Diagonal Court, Iris Hawthorn, Kalmia, and Manhattan.

Property	# of units	Average Turnover/Year
Broadway East	44	8
Diagonal Court	30	2
Iris Hawthorne	14	.5
Kalmia	49	6
Manhattan	27	2
Total	**164**	**18.5 (12%)**

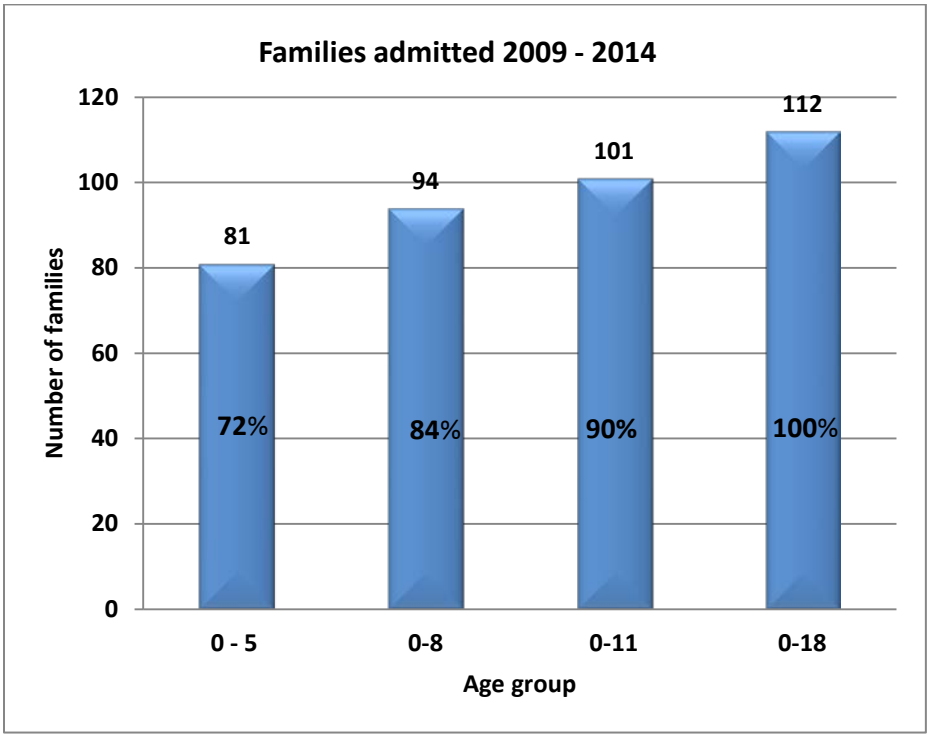
Families who have children older than five would have the following options for subsidized housing within the BHP portfolio:

- 138 units of other-subsidized properties in BHP's portfolio; and
- 719 vouchers in the Housing Choice Program

Property / Voucher	# of Units / Vouchers	Average Turnover / Year
BSH units	164	20
Other subsidized units	138	15
Housing Choice Vouchers	719	80



The 164 units of family housing included in Bringing School Home represent 16% of the total family housing that is offered through BHP. Historical data over the past six years shows that 72% of the 112 families admitted to these family units had children in the targeted age group.



Step 2: Case Management Support

Once a family has moved into a Bringing School Home property, EFAA will provide a minimum of three months of case management to help the family settle in to their new environment.

Step 3: Community Support
Families will also be offered a variety of supportive services through BHP's collaborative partnerships, which have been strengthened over the past year in anticipation of our housing and education focus. These properties are 100% covered by project-based vouchers and as such, participation in services is a requirement of admission and continued occupancy at the property. Services will be tailored to each family, based on family composition and need.

Since October 2014 BHP has been engaged in a collective impact process with a group of community stakeholders committed to improving educational outcomes for children in Boulder County, starting with families in the City of Boulder. This community initiative, called Dream Big, was spearheaded by BHP and our long-term partner, "I Have a Dream" Foundation of Boulder County. Community partners meet regularly with the support of consultants to develop a shared vision and strategic plan to "increase Boulder's collective commitment to eliminate the opportunity and achievement gaps" so that "by 2040, all children in Boulder County are succeeding academically and reaching their full potential." This highly effective collaborative includes the following steering committee members, who are integral to the successful implementation of MTW Activity 2016-5: Bringing School Home Referral Process:

- "I Have a Dream" Foundation of Boulder County
- Boulder Valley School District
- City of Boulder Housing and Human Services Department
- Boulder County Housing, Health, and Human Services
- City of Boulder Parks and Recreation Division
- Community Foundation's School Readiness Initiative
- Foothills United Way
- Dream Big Parent Advisory Committee

Along with these partners, other key organizations that will support Bringing School Home include: Parents as Teachers, Nurse Family Partnership, Colorado Statewide Parent Coalition (CSPC), and other members of the Early Childhood Council of Boulder County (ECCBC) that provide comprehensive family support and education that strengthen early learning; physical, social, emotional, and mental health; and family support and education.

Step 4: Seamless Support and Educational Success

Children in BHP housing will have a strong start for a successful education. However, the support does not stop at early childhood. Along with the "I Have a Dream" Foundation and other Dream Big partners, BHP will coordinate services throughout the whole school journey. The plan is to have all BHP youth participate in the "I Have a Dream" program where the full package of services offered to families will include:

- Parenting programs and learning opportunities for young children
- Assistance to the family as needed
- Extended day and extended year learning
- Daily in-school and after-school tutoring and homework help
- A mentor for each student
- School holiday camps and outings

- Interventions with social service and government agencies as needed
- Interventions with the school to ensure continuity of high quality education
- Academic counselling
- Work place visits and internship experiences
- Community service projects
- A $10,000 college scholarship
- Support with applying for financial aid and college scholarships

With our strong partnerships, our new community centers, and our housing referral process with EFAA, BHP is well positioned to create a campus of learners, starting early by strengthening parents' roles as their children's first teachers and expanding learning opportunities for children from birth to age five.

This activity is underscored by significant research conducted by BHP's Executive Director with support from The Rockefeller Foundation and ongoing support from the Affordable Housing Institute. A copy of the research paper is on file at the BHP offices.

B. MTW Statutory Objective

This activity will give incentives to families with children whose heads of household are either working, seeking work, or participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

C. Anticipated Impacts

We anticipate this activity will accomplish the following goals:

1. Increase skills for children at these sites to become economically self-sufficient as adults by creating sufficient support for children to:

    a. Assure graduation from high-school,

    b. Pursue post-secondary education or training, and

    c. Maximize their potential to successfully enter the workforce.

2. Create sufficient support for families ***through*** their children to achieve their own self-sufficiency goals in a "*Whatever It Takes*" approach to supporting their children's educational achievement.

3. Transform these communities into a Campus of Learners environment.

4. Strengthen partnerships with service providers and Boulder Valley School District.

D. Anticipated Schedule

This activity will be implemented upon approval of this MTW Annual Plan, as soon as all current wait lists are depleted.

E. Activity Metrics Information

Metric	Baseline	Benchmark	Outcome
SS #5 – Number of households receiving services aimed to increase self-sufficiency (increase)	Zero	Increase to 10% (based on turnover and services required for new admissions)	To be reported in Annual Report
SS# 8 – Number of households transitioned to self-sufficiency (increase)	Zero	Zero in 2016 (goal is focused on families with young children to stay housed long term to provide educational opportunities for the children)	To be reported in Annual Report
HC #3 – Average applicant time on wait list in months (decrease)	To be determined	To be determined	To be reported in Annual Report
HC #4 – Number of households at or below 80% AMI that would lose assistance or need to move (decrease). This activity targets families with children	Zero	Zero (activity is not designed to require households to move or lose assistance)	To be reported in Annual Report
HC #5 - Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	To be determined	To be determined	To be reported in Annual Report
HC #7 - Number of households receiving services aimed to increase housing choice (increase)	To be determined	To be determined	To be reported in Annual Report
CE #4 - Amount of funds leveraged in dollars (increase)	To be determined	To be determined	To be reported in Annual Report

F. Data Source for Metric Data

Data related to this activity will be collected at least annually from internal BHP reports and partner agencies.

G. Authorization Cited

Attachment C. Section D. 4: The Agency is authorized to determine waiting list procedures, tenant selection procedures and criteria and preferences that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations.

H. Explanation for Authorization

MTW flexibility is needed in order to change the way applicants are selected for admission to the Bringing School Home sites specifically selected for this Activity.

Section IV: Approved MTW Activities

Implemented

Activity 2012-1: Allow BHP to commit project-based vouchers to cover 100% of the units at converted public housing developments

This activity was first identified and approved for 2012. This activity includes the flexibility to waive the 20% cap on project-based vouchers, define excepted units, and create a local project-based voucher program for former public housing sites. In June 2014, BHP received approval for public housing conversion under Section 18 Disposition and the Rental Assistance Demonstration Program. No additional vouchers were project based in 2012, 2013, or 2014. With approval in 2014, this flexibility was used in 2015.

BHP does not anticipate any changes or modifications to this activity, nor are different authorizations needed from what was initially proposed.

Activity 2012-2: Rent simplification specifically for elderly households and people with disabilities

The main objective of this activity was to simplify the rent calculation for elderly households and persons with disabilities who are living on a fixed income. This activity focuses on four areas: 1) rent based on 26.5% of gross income; 2) triennial recertifications; 3) income disregard and 4) a limit on interim decreases. This activity was approved and implemented in 2012.

Activity 2014-3 limited interim decrease recertifications to one per year during the triennial recertification cycle and eliminated all interims for any increase in income, including new sources.

Activity 2016-2 will add the ineligible family member fee to the rent calculation for mixed eligible families.

All other aspects of this activity remain in effect. No other significant changes are being made. BHP does not require a different authorization for this activity.

Activity 2012-3: Rent simplification specifically for family households

This activity simplified the rent calculation for family households by eliminating all interim increases, eliminating earned income disregard, and planning for a flat tiered rent system. This activity was approved and implemented for 2012.

Activity 2014-1 eliminated all interim recertifications. As part of Activity 2012-3, elimination of earned income disregard remains in effect. No other significant changes are being made. BHP does not require a different authorization for this activity.

Activity 2012-4: Rent simplification for all households

The goal of this activity was to implement a series of changes to simplify the income and asset verification process for all families. This activity was first identified and approved in 2012 and included allowing households to provide asset and income documentation; excluding income from assets and allowing for self-certification of assets that total $50,000 or less; and limiting total household assets to $50,000 or less upon admissions to the public housing and Section 8 program. This activity was approved and implemented for 2012.

BHP does not anticipate any changes to the activity and a different authorization is not needed for this activity.

Activity 2012-5: Eliminate the 40% of income cap in the voucher program

The goal of this activity was to provide more rental choices to Housing Choice voucher holders by eliminating the 40% of income towards rent cap when they initially lease up. This activity was approved and implemented in 2012.

BHP does not anticipate any changes to the activity and a different authorization is not needed.

Activity 2012-6: Implement a flat utility allowance for the voucher program

This activity's main objective was to increase voucher holder's ease of understanding of the rent calculation and how utilities affect the maximum contract rent allowed. This activity was approved and implemented in 2012.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2013-1: Housing Quality Standards (HQS) Inspection Schedule

The main objective of this activity was to replace Activity 2012-7. This activity aligns the HQS inspection with the recertification schedule. In 2013, for all households who are elderly or a person with disabilities, the inspection schedule now follows the recertification schedule which is conducted every three years. In 2014, inspections for the work-abled family households were aligned with the recertification schedule, which is every two years. This activity was approved and implemented in 2013.

BHP does not anticipate any changes to the activity, nor is a different authorization needed.

Activity 2013-2: Eliminate Utility Reimbursement Payments

The focus of this activity was to ensure that all public housing residents and Housing Choice participants are contributing towards their rental payment (or at a minimum to ensure that residents and participants are not receiving payment to live on housing assistance). Households who had been receiving a utility reimbursement payment (URP) in April 2013 were grandfathered in for 12 months. No new instances of URP were allowed after April 1, 2013.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2013-3: Local voucher program in partnership with Safehouse Progressive Alliance for Nonviolence

This activity focuses on continuing BHP's partnership with Safehouse Progressive Alliance for Nonviolence (SPAN). The activity, which provides eight families who are victims of domestic violence with housing assistance through BHP and case management services through SPAN, allows BHP to use vouchers for transitional housing. This activity was approved and implemented in 2013.

BHP does not anticipate any changes to the activity. A different authorization is not needed for this activity.

Activity 2013-4: Use of Replacement Housing Factor Funds for other affordable housing

This activity allows BHP to use Replacement Housing Factor (RHF) Funds to build other affordable housing units. In 2014, BHP used RHF Funds at 1175 Lee Hill, a 31-unit community for chronically homeless using the Housing First model. These units were completed and fully leased by the end of 2014.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2014-1: Rent reform for Section 8 Work-Abled Families

All Section 8 work-abled families (with the exception of those families participating in the Family Self-Sufficiency Program at Woodlands) were transitioned to a flat tiered rent effective August 1, 2014. This included an increased minimum rent (which was grandfathered in for 12 months), no interim recertifications unless there are extenuating circumstances surrounding the loss of income, a flat fee per ineligible family member, and biennial recertifications (the next regularly recertification will be effective June 2016).

BHP is proposing two changes to this activity in this Plan as described in Activity 2016-1. The changes do not require different authorization or metrics for this activity.

Activity 2014-3: Limit of one interim decrease recertification per year for elderly households and persons with disabilities

This activity was implemented and written to allow for one decrease per year following the loss of an income source for elderly households and persons with disabilities. Under the current rent reform structures, no interims are processed when there is an increase in income, and for work-abled families no interim recertifications are processed when there is a loss of income, except in cases of extenuating circumstances, as described in Activity 2014-1.

BHP does not anticipate any changes to the activity or metrics. BHP does not require a different authorization for this activity.

Activity 2014-4: Removal of flat rent option for all public housing households

The goal of this activity was to ensure that all public housing households were paying rent according to their income, and not allowed to choose the flat rent option in cases where their rent based on income was higher. Households were given six months' notice of what their rent would be based on their income and the new rent went into effect at their next regularly scheduled recertification.

BHP's inventory of public housing units will be greatly reduced by the end of 2015. However, this activity will remain in effect for the remaining public housing units at Arapahoe Court and Madison. No changes to the activity or metrics are anticipated for 2016. BHP does not require a different authorization for this activity.

Activity 2014-5: Changes in mobility options for the Woodlands Family Self-Sufficiency Program

This activity changed the mobility options for households living at Woodlands, a Project-Based Voucher community. Households must remain at the property for a minimum of three years, and a maximum of five years prior to requesting the next available voucher. The household must also be in good standing with the Family Self-Sufficiency Program in order to receive the next available voucher.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2014-6: Rent limits and rent reasonableness for project-based vouchers

This activity allows BHP to use market studies to establish appropriate rent limits in project-based voucher projects and conduct its own rent reasonableness procedures for setting rents at Project-Based Voucher (PBV) Communities.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2015-1: Affordable housing acquisition and development fund

This activity allows BHP to use MTW funds to support affordable housing acquisition and development in the city of Boulder. BHP's Strategic Plan calls for adding 2,000 in the next 10 years. This activity will allow us to reach that goal.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Activity 2015-2: Project-based voucher applicant process

This activity allows the service partners and/or owner of the property where vouchers are project-based to select the next applicant for available units. Service providers are allowed greater flexibility in choosing clients who will fit in the community and benefit from the services provided, while providing for a very quick turn around on a vacant unit.

BHP does not anticipate any changes to the activity. BHP does not require a different authorization for this activity.

Not Yet Implemented

BHP does not have any approved activities that have not yet been implemented.

On Hold

BHP does not have any approved activities that are on hold.

Closed Out

Activity 2012-7: Implement a landlord self-certification system for HQS inspections for the voucher program

This activity was not implemented. When the activity was written, the objective was to reduce the frequency of inspections for those participants and landlords who were in compliance with HQS inspections and had been for the past year or more. When it came time to implement the activity, it became apparent that the responsibility of certifying to the standards would put a burden on the landlords, as well as the agency to ensure that landlords were completing the forms and returning them. The activity was re-written and approved in the 2013 MTW Annual Plan under Activity 2013 – 1. The new activity allows the inspection cycle to follow the recertification schedule.

Activity 2014-2: Rent reform for public housing work-abled families

BHP received approval for conversion of the Public Housing units through the Section 18 Disposition and the Rental Assistance Demonstration program, therefore this activity was not implemented. Through conversion, the properties will be Project Based Vouchers and these families will fall under the rent reform structure laid out in Activity 2014-1: Rent reform for Section 8 work-abled families and Activity 2016-1: Flat tiered rent for Housing Choice work-abled families.

Section V: MTW Sources and Uses of Funds

(V) Sources and Uses of Funds
V.1.Plan.Sources and Uses of MTW Funds
A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	$205,000
70600	HUD PHA Operating Grants	$7,708,000
70610	Capital Grants	$105,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	$2,000
71100+72000	Interest Income	$0
71600	Gain or Loss on Sale of Capital Assets	$0
71200+71300+71310+71400+71500	Other Income	$15,000
70000	Total Revenue	8,035,000

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91	Total Operating - Administrative	547,000

600+91700+91800+91900)		
91300+91310+92000	Management Fee Expense	213,000
91810	Allocated Overhead	0
92500 (92100+92200+92300+92400)	Total Tenant Services	14,000
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	56,000
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	130,000
95000 (95100+95200+95300+95500)	Total Protective Services	6,000
96100 (96110+96120+96130+96140)	Total insurance Premiums	25,000
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	45,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	0
97100+97200	Total Extraordinary Maintenance	0
97300+97350	Housing Assistance Payments + HAP Portability-In	6,941,000
97400	Depreciation Expense	62,000
97500+97600+97700+97800	All Other Expenses	3,000
90000	**Total Expenses**	8,042,000

10020	**Operating Transfer Out (RHF Funds)**	55,000
	Net Income	-62,000
	Add: depreciation	62,000
	Net Cash	0

Describe the Activities that Will Use Only MTW Single Fund Flexibility

BHP plans to use Asset Repositioning Fee and Demolition Disposition Transitional Funding for the Kalmia and Walnut Place properties to acquire or develop other local affordable housing.

V.2.Plan.Local Asset Management Plan

B. MTW Plan: Local Asset Management Plan

Is the PHA allocating costs within statute?	Yes	or	
Is the PHA implementing a local asset management plan (LAMP)?		or	No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?		or	No

PHAs should provide a brief summary of any changes in the Local Asset Management Plan in the body of the Plan.

Assumptions for sources of funds in 2016 include the following:

- Public Housing Operating subsidy for Arapahoe Court and Madison based on per unit calculation for 2014
- Total Tenant Revenue equal to 2014 for Arapahoe Court and Madison
- Housing Choice Voucher funding for 756 Housing Choice vouchers plus 135 Rental Assistance Demonstration vouchers
- Capital Grants – 2016 increment equal to 2014 prorated to remain in units of public housing
- Expenses for public housing adjusted to reduced number of units
- Replacement Housing Factor Funds from Broadway Public Housing will be transferred to Central Office Cost Center to reimburse for Lee Hill note

Section VI: Administrative

Board Resolution Submittal

RESOLUTION #17
SERIES OF 2015

ANNUAL MOVING TO WORK PLAN CERTIFICATIONS OF COMPLIANCE
U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 2016, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.

2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.

3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.

4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.

5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.

6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.

7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.

8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

19. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).

20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

21. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Boulder Housing Partners	CO016
PHA Name	PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Adopted this 12th day of October, 2015.
(SEAL)

Karen Klerman
Chair, Board of Commissioners
Housing Authority of the City of Boulder

ATTEST:

BETSEY MARTENS
Executive Secretary

*Must be signed by either the Chairman or Secretary of the Board of the PHA's legislative body. This certification cannot be signed by an employee unless authorized by the PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

Public Review

This 2016 MTW Annual Plan was made public for review from September 2, 2015 through October 12, 2015. The Plan was posted to our website. The proposed Activities were discussed at the Moving to Work Resident Advisory Committee meetings on August 10 and 11, 2015, which were attended by 15 public housing residents and Housing Choice participants. Activity 2016-3 Next Step Housing was created in partnership with seven service partner agencies, involving two group meetings and research. Activity 2016-5 Bringing School Home Referral Process was the focus of intensive outreach, which helped shape the activity as it is proposed in this plan. One public hearing was held on September 15, 2015 at the main office of Boulder Housing Partners. No public housing residents and Section 8 participants attended.

Activity 2016-5 Bringing School Home Referral Process was presented to the following groups, individuals, and organizations:

- BHP MTW Resident Advisory Committee (English)
- BHP MTW Resident Advisory Committee (Spanish)
- Boulder Housing Partners Foundation Board of Directors
- Advisory Council for the Early Childhood Council of Boulder County
- Elizabeth Freedman, Director of Programs, Emergency Family Assistance Program
- Dream Big Steering Committee including:
    - Lori Canova (Co-Chair) and Cathie Williamson, “I Have a Dream”
    - Rene Brodeur (Co-Chair) and Karin Stayton, Boulder Housing Partners
    - Ron Cabrera, Boulder Valley School District
    - Fran Ryan, Impact on Education
    - Kathryn Coleman, City of Boulder, Department of Human Services
    - Alison Rhodes, City of Boulder, Parks and Recreation Department
    - Whitney Wilcox, Boulder County
    - Jane McConnell and Chris Barge, Community Foundation Serving Boulder County
    - Joe Mendyka, Foothills United Way
- David Smith, CEO, Affordable Housing Institute (AHI)
- BHP Staff – Lunch and Learn and MTW staff meeting
- Dave Heisterkamp, Attorney
- Willem van Vliet, Professor Emeritus, CU Program in Environmental Design

The public comment period produced some concerns, questions, and potential risks of Activity 5. The following summarizes these comments and outlines our mitigating response.

1. Will the activity change the neighborhood composition so that there will be a higher concentration of 0-5 year olds?

   It is impossible to predict the future neighborhood composition and ages of children at the housing sites. However, based on historical data, we think this risk is minimal or nil. Over the past six years, out of 112 families who moved into low-income family sites, 72% have had

children 0-5. The turnover rate has been 11%. Families will be able to stay in their housing as the children grow older. Families with children six years of age or older can move into housing as long as they have a qualifying child. Current families will continue to live at the site, which will provide a broad mix of children of all ages.

2. It doesn't feel fair to further limit housing options for families with children not aged 0-5.

   We propose implementing this preference with 16% of our low-income family housing options. Families with children of ages 6 and over will continue to have access to our low-income family housing sites not included in this activity as well as 719 vouchers in the housing choice program. We acknowledge that affordable housing options for families in Boulder do not come close to meeting the demand. However, we believe this ranking preference will be addressing needs of the community. Our service partners tell us they see an overwhelming need for housing for families with young children. We also know that providing housing stability and supportive services for children at an early age will provide a better chance to achieve the outcomes in Goal 3 of the BHP strategic plan: Youth are successful in school and have the skills necessary for self-sufficiency as adults.

3. Will families have to leave the housing program when their children turn 6?

   No. BHP will provide housing and a continuum of educational services for the children and their families as they progress through school.

4. Where do the parents go when the children move out?

   Currently, there is a lack of appropriate housing options for families when their family composition changes. We believe this activity will strengthen the economic potential for families and their children, thereby increasing options rather than further reducing them.

5. Won't this make families want to stay in BHP housing longer than they currently do?

   We agree this might happen and might need to happen for residents to achieve academic success and greater potential for economic self-sufficiency.

In conclusion, this public outreach demonstrates that there is strong community support for Activity 5 and that this activity is an essential element of our Bringing School Home initiative. We will continue to seek input on this activity and address community concerns if they arise.

Agency-Directed Evaluation of the Demonstration

- BHP is working in partnership with the University of Colorado (CU) to develop and implement the rent controlled study to evaluate the effects of the rent reform structures that were put into

place in 2014. Questionnaires were sent to all work-abled families in both the Public Housing and Housing Choice Programs to gather baseline data in 2014. The results from the baseline data were shared in the 2014 MTW Annual Report. This study is designed to follow these families over the course of 10 – 12 years to measure progress towards self-sufficiency in ten different domains. The questionnaires will be administered each year to provide comparison within each subject group on an annual basis, which will help determine the services that BHP will focus on offering. The details of the study can be found in BHP's 2014 MTW Annual Plan. The results for each year can be found in the MTW Annual Report.

- BHP signed an MOU with the Affordable Housing Institute with respect to MTW Activity 5 - Bringing School Home. The joint research project will examine the potential for innovative housing policy to impact school outcomes. One of the many culprits in creating an achievement gap is a systemic disconnect between families and schools, schools and community, community and family. The brilliance of the IHADF model is that it brings all of the players together, through the commonality of home and neighborhood and it does so *without interruption* throughout the entire school career, *to and through* college.

  We will ask:

  - What are the greatest points of leverage in housing policy to help schools produce world-ready employable adults?
  - How does neighborhood and place contribute to school success?
  - Can a program like I Have a Dream Foundation achieve its success without a housing component?
  - What other systems need to conform and interact so that education becomes a true path out of poverty?
  - What will it take to bring the existing two successful models to scale?

  The evidentiary research program is straightforward. It will consist of:

  - On-site analysis of the BSH model to understand program determinants for success
  - Review of the housing-education research with a focus on these key triads:
    - Stability-mobility-school performance
    - Quality-harm reduction-school attendance
    - Affordability-investment-success
    - Trust-confidence-parent engagement and buy-in
    - Place-connections-aspirational social networks
    - Commitment-dreams-achievement

  We are currently raising funds for this research project and hope to have an agreement by mid-2016.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Boulder Housing Partners $374,404	**Grant Type and Number** Capital Fund Program Grant No: CO06P01650116 Replacement Housing Factor Grant No: CO06R01650115 Date of CFFP:	**FFY of Grant: 2016** **FFY of Grant Approval: 2016**

Type of Grant
☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)	$37,404		0	0
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	$336,639		0	0
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

form **HUD-50075.1** (4/2008)

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: Boulder Housing Partners	**Grant Type and Number** Capital Fund Program Grant No: CO06P01650116 Replacement Housing Factor Grant No: CO06R01650114 Date of CFFP: No	**FFY of Grant:2016** **FFY of Grant Approval: 2016**

Type of Grant

☒ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**

☐ **Performance and Evaluation Report for Period Ending:** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised [2]**	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)				
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
RMartinez	9.30.2015	[illegible]	9/30/2015

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

form **HUD-50075.1** (4/2008)

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages

PHA Name: Boulder Housing Partners	**Grant Type and Number** Capital Fund Program Grant No: CO06P01650116 CFFP (Yes/ No): No Replacement Housing Factor Grant No: CO06R01650116	**Federal FFY of Grant: 2016**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
All public housing properties--Kalmia, Manhattan, Madison, Diagonal Court, Iris Hawthorn, Arapahoe Court, Walnut Place, Northport	Move to Work Demonstration--to support pre-development and renovation costs for RAD and Section 18 conversions of public housing assets	1492		$331,026		0	0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.