

# NEW BEGINNINGS



2013



BOULDER HOUSING PARTNERS  
ANNUAL REPORT

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# Letter to City Council | August 2014

Dear Mayor Appelbaum and Boulder City Council members:

On behalf of Boulder Housing Partners Board of Commissioners and staff, we are pleased to submit our 2013 annual report.

Our theme for 2013 was "Planning for the Future." The biggest project related to a future focus was the launch of our strategic planning process. The BHP Board is scheduled to approve the plan this Fall. A full copy of our plan is on our website at [www.boulderhousing.org](http://www.boulderhousing.org).

Our community is at a crossroads. In the last 12 years, Boulder's market has appreciated at such a pace that a combined average of 1,000 market rental and for sale

affordable housing units per year move from being market-affordable to unattainable. There is a window of time for the community to react to preserve this greater measure of affordability in order to preserve some diversity for our population; to provide a workforce; and to minimize the environmental impact of in-commuting.

For these and other reasons, Boulder Housing Partners is updating its strategic plan to help our community correct its path and remain consistent with the vision articulated in the Boulder Valley Comprehensive Plan. Much of the work we did in 2013 sets the stage for this plan:

## PROVIDING HOMES

- » Purchased the WestView apartments and added 34 new affordable homes to our portfolio.
- » Purchased the site of the former Wallace Vacuum on Valmont for a future expansion of Red Oak Park.
- » Broke ground on 1175 Lee Hill, Boulder's first permanent housing community for the chronically homeless. The first residents will move into their new homes on October 1, 2014.
- » Broke ground on High Mar, 59 units of affordable housing for seniors; the first new 100% affordable senior housing in Boulder since 1982. This property is now fully occupied as of July 31, 2014.
- » Renovated seven affordable apartment communities in the Boulder Housing Partners portfolio, positioning them for long term affordability.
- » Reorganized our property management division in anticipation of managing the new units coming into the portfolio in the next ten years.

## COMMUNITY ENGAGEMENT

- » Created a new position at BHP specifically for neighborhood engagement, and focused much of our initial efforts with our North Boulder neighbors, specifically working on 1175 Lee Hill and the Art@1175 initiative, as well as the new NoBo corner library partnership.

## RESIDENT ACHIEVEMENT AND QUALITY OF LIFE

- » Expanded and redesigned our resident services division to provide more services and better customer care.
- » Developed new metrics to measure our impact and return on investment.
- » Created a summer literacy and a broadband access program in partnership with Boulder Valley School District and Impact on Education.
- » Sponsored two Americorps VISTA volunteers working to develop internet access for our residents and outcome metrics.

## MINIMIZE ENVIRONMENTAL IMPACT

- » Worked toward \$100,000 in grant funding for alternative transportation programs benefiting residents.

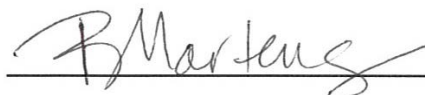
## ORGANIZATIONAL STEWARDSHIP

- » Launched the BHP 2025 Strategic Plan
- » Achieved excellent budget performance and 2<sup>nd</sup> year as a national Moving to Work program to use federal dollars more efficiently and help residents move toward self-sufficiency.
- » Welcomed the leadership of a new City Council Liaison, Andrew Shoemaker, replacing Suzy Ageton.

BHP strives to be a catalyst for the city's goal of a diverse, inclusive and sustainable community. Thank you for your support of our mission to provide homes, inspire community and create change.



Angela McCormick, *Chair*  
Board of Commissioners



Betsey Martens, *Executive Director*

# Properties Site Map



## Public Housing

- 1** Arapahoe Court (14)  
951 Arapahoe Ave
- 2** Diagonal Court (30)  
3265 30th St
- 3** Iris/Hawthorne (14)  
16th St & Iris Ave
- 4** Kalmia (55)  
3502 Nottingham Ct
- 5** Madison (34)  
1130 35th St
- 6** Manhattan (44)  
660 Manhattan Dr
- 7** Northport (50)  
1133 Portland Pl
- 8** Walnut Place (95)  
1940 Walnut St

## Affordable Rentals

- 9** Arapahoe East (11)  
4610 Arapahoe Ave
- 10** Bridgewalk (12)  
602 Walden Cir
- 11** Broadway West (26)  
3120 Broadway St
- 12** Dakota Ridge (13)  
4912 10th St
- 13** Foothills Community (52)  
700 Silver Lake Ave
- 14** Hayden Place (24)  
3405 Hayden Place
- 15** Holiday Neighborhood (49)  
1312 Yellow Pine Ave
- 16** Midtown (13)  
837 20th St
- 17** Red Oak Park (59)  
2637 Valmont Rd
- 18** Sanitas Place (12)  
3640 Broadway St
- 19** Twin Pines (22)  
1700 22nd St
- 20** Whittier (10)  
1946 Walnut St
- 21** Vistoso (15)  
4500 Baseline Rd

- 27** Orchard House  
1603 Orchard St
- 33** WestView (34)  
4600 Broadway St

## Section 8 Project Based

- 22** Broadway East (44)  
3110 Broadway St
- 23** Canyon Pointe (82)  
700 Walnut St
- 24** Glen Willow (34)  
301 Pearl St
- 25** Woodlands (35)  
2663 Mapleton Ave

## Market Rate

- 26** Flats at  
101 Canyon and  
Cornell House (6)  
101 Canyon Blvd
- 10** Bridgewalk (111)  
602 Walden Cir
- 13** Foothills  
Community (22)  
700 Silver Lake Ave

## Development Project

- 28** High Mar (59)  
4990 Moorhead Ave
- 29** 1175 Lee Hill (31)  
Lee Hill Rd & Broadway St

## Land Bank

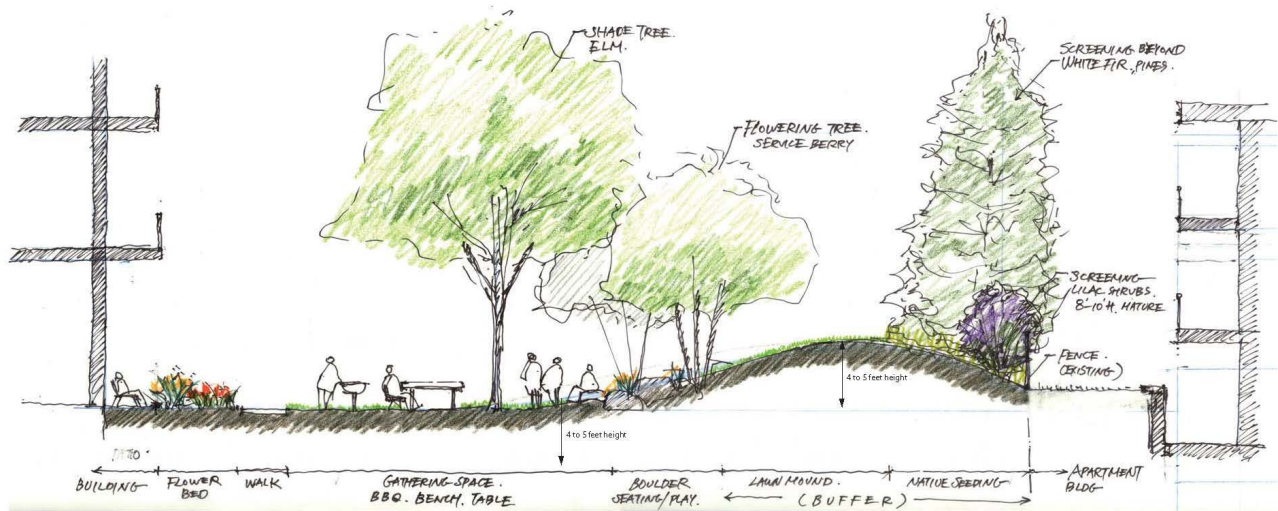
- 15** Holiday  
Neighborhood  
2.2 Acres
- 32** Foothills  
7 Acres
- 34** 2625 Valmont Rd  
0.98 Acres
- 30** Poplar Land Lease

## BHP Office

- 31** Main Office  
4800 Broadway

# NEW BEGINNINGS

# 2013's Successful Starts



## SUSTAINABILITY: Green Initiatives in Action

### WE INSTALL A LOT OF SOLAR!

Almost 50% of our housing sites have solar PV! BHP has now installed 929 kw of solar PV,\* nearly a megawatt. The energy our solar program produces equals:\*\*



**52,175** Gallons of Gas Annually



**6,400+** Light bulbs powered for One Year



**378** Trees



**61** Cars off the Road for One Year

\* As of August 2014

\*\* Calculations derived from [americancleanenergy.com](http://americancleanenergy.com)



A 130Kw solar array is installed on the roof and carports at High Mar, BHP's newest completed development project.

We aim to minimize our effect on climate change and be a green leader in Boulder by reducing energy and resource use in the multi-family housing sector, building more sustainable housing, and educating residents on resource conservation. In addition to our ongoing work, we launched several new sustainability initiatives in 2013:

- » Innovative water sub metering and conservation work with the City of Boulder water department.
- » Waste Diversion program launched through a grant from the City of Boulder, and in partnership with Western disposal and Eco cycle.
- » Worked toward \$100,000 in grant funding for alternative transportation programs benefiting residents (the grant was secured in 2014).

# BREAKING NEW GROUND: High Mar

## HIGH MAR / 4990 Moorhead Avenue

**Program:** Boulder Affordable Rentals  
**Units:** 59 one and two bedroom apartments  
**Residents:** People age 55+  
**Groundbreaking:** February 13, 2013  
**Grand Opening:** June 24, 2014

In February 2013, BHP broke ground on High Mar, the first new fully affordable senior housing built in Boulder since 1982. Residents began moving into the community on June 16, 2014.

The three-story apartment community is located in South Boulder, near Table Mesa Drive and US-36. The building is extremely energy efficient, built to the standards of ENERGY STAR and Enterprise Green Communities. A 130Kw solar array is installed on the roof and carports.

Residents are able to enjoy a variety of amenities including senior-oriented enrichment programs and wellness activities on site. The apartments offer full kitchens, private balconies or patios, a washer and dryer and carport spaces.

Each resident also receives a free local and regional bus pass to take advantage of nearby transit stops and the Table Mesa Park N Ride.

Monthly rents may range between \$600 and \$1200 and income eligibility is 40-60% AMI, ranging from approximately \$25,000 per year to \$44,000 per year.

Financial partners for the \$12.2 million High Mar project include the City of Boulder, State of Colorado Division of Housing, Colorado Housing and Finance Authority, Boston Capital and Wells Fargo Bank.

“We’re incredibly grateful for our financial partners, the City of Boulder and our neighbors who have embraced this much-needed asset,” said Betsey Martens, BHP Executive Director. “Because of those partnerships we can offer this beautiful place to live for people who have very few alternatives in the current market.”



# BREAKING NEW GROUND: Lee Hill

## LEE HILL / 1175 Lee Hill Drive

**Program:** Housing First Community

**Units:** 31 one bedroom apartments

**Residents:** People experiencing chronic homelessness

**Groundbreaking Date:** October 2, 2013

**Expected Completion:** September 2014



BHP broke ground on the city's first permanent supportive housing development for the chronically homeless\* in October 2013. The North Boulder development, which follows the national Housing First model, will increase the number of permanent housing units available to Boulder's chronically homeless\* population, a critical component of Boulder's ten year plan to end homelessness.

"The recent flood event reminds us all about the significance of a stable home, and how fragile the line can be between being housed and being homeless," said Betsey Martens, executive director of BHP. "We are excited [...] to create a permanent and safe home for people who've not had one for a very long time. We are grateful to the community for an engaged and vigorous dialogue that resulted in support for 1175 Lee Hill."

The two-story apartment building will offer fully-furnished units. Residents will also have access to a variety of community spaces and amenities. Each resident will be assigned a case manager, contracted through the Boulder Shelter for the Homeless, who will assist them in obtaining available community services such as federal income benefits, medical care, counseling, and job training.

The \$7.6 million development was designed by Humphries Poli Architects; the general contractor is Boulder-based Deneuve Construction. Funding was provided by the City of Boulder, Boulder County, the Colorado Division of Housing, and the Colorado Housing and Finance Authority.

1175 Lee Hill is designed to be 30 percent more energy efficient than city code. A 56 kW solar array will be installed on the roof, offsetting 100 percent of the common area electricity demand.

\*See the definition of "chronically homeless" at <http://bit.ly/1v2xkaJ>

**ART**@1175



**Art@1175** is a committee dedicated to integrating public art into 1175 Lee Hill. The Committee aims to enrich the daily lives of the apartment community's residents and area neighbors through frequent exposure to public art.

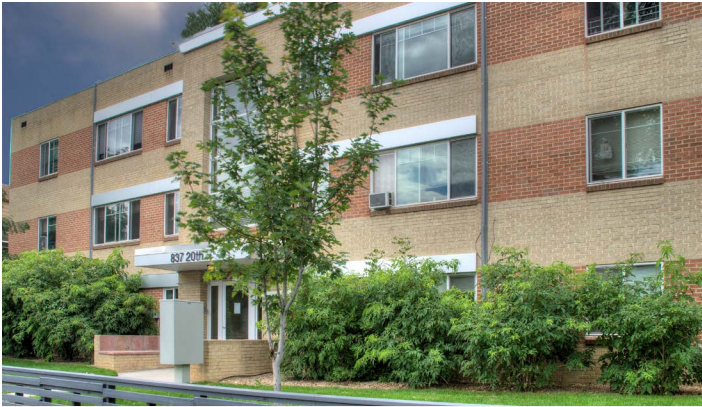
In February 2013, the Boulder Arts Commission awarded **Art@1175** their \$10,000 Major Grant to place a mural on the exterior of 1175 Lee Hill. This was a huge success for BHP and the North Boulder neighborhood.

After conducting a long process to select the mural artwork from submissions by Boulder County artists, a professional panel selected muralist Sally Eckert's "Hot Air Balloon" [pictured at left] as the final design.

# RENOVATIONS COMPLETED: A Fresh Start for 78 units

**The BHP Asset Management team completed renovations on seven properties in 2013.**

In addition to many exterior and site improvements, we completed interior renovations on 78 units throughout seven properties in 2013. Nearly all of these projects began in 2012 and were completed in 2013. The exception is Arapahoe Court, which was restored after the September 2013 flood (see pg. 7). Here are some of the completed renovations:



Midtown: 13 Units  
Comprehensive interior, exterior and site renovation.



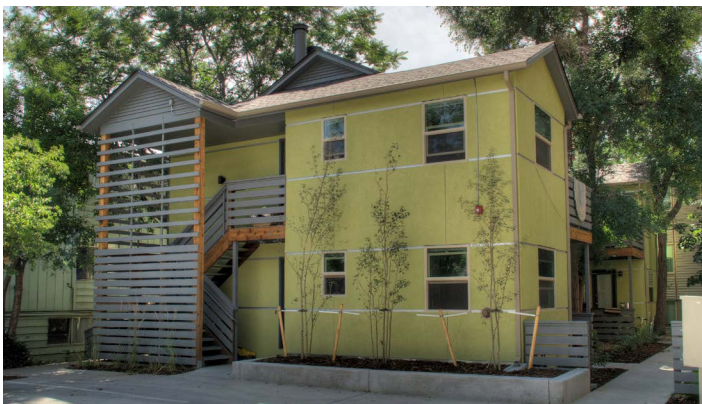
Cornell House: 1 Unit  
Full historic renovation.



Twin Pines: 22 Units  
Comprehensive interior, exterior and site renovation.



Dakota Ridge: 13 Units. Exterior paint, hot water tanks, flooring, storage units, landscaping.



Whittier Apartments: 10 Units  
Comprehensive interior, exterior and site renovation.



The Flats@101 Canyon: 5 Units  
Comprehensive market rate renovation.

# WEATHERING THE STORM: 2013 Flood Recovery

Beginning on September 9, 2013, the city experienced unprecedented rainfall, causing a catastrophic flood event which affected many of our properties.

Six units at the Public Housing site Arapahoe Court were significantly damaged by flood water and mud. During the early morning hours of September 11<sup>th</sup>, BHP emergency staff evacuated residents to neighboring Presbyterian Manor which was the safe location during an evacuation.

There were no injuries to our residents or staff. The units were fully restored and re-occupied by the middle to end of October.

As of August 2014, nearly all the BHP properties affected by the 2013 flood had been fully restored. The expected completion date for all flood-related restoration work is spring 2015.

**TOTAL DAMAGES to  
BHP Properties exceeded**

# \$500,000



Boulder street scene, September 13, 2013.



Arapahoe Court units sustained heavy flood damage.



Arapahoe Court unit after restoration.



Flooded courtyard at Arapahoe Court.

# MOVING TO WORK PROGRAM: New Initiatives for 2013



Youth residents at Kalmia, a Public Housing Family Site.

BHP became the nation's 33<sup>rd</sup> Moving to Work (MTW) housing authority in 2011. MTW is a demonstration program for housing authorities to design and test local affordable housing strategies that use federal dollars more efficiently, help residents move toward self-sufficiency, and increase housing choices for low-income families.

In 2013, BHP implemented four new strategies under the MTW Program. To learn about our MTW initiatives and read the 2013 MTW Annual Report, please visit:

[www.boulderhousing.org/content/moving-work-mtw](http://www.boulderhousing.org/content/moving-work-mtw)



# Partnership Highlights

## SERVICE PARTNERS

BHP would like to thank the following businesses and organizations for their collaboration and support in 2013:

Abo Group Architects	Colorado Immigrant Rights Coalition
AmeriCorps VISTA	Colorado State University SNAP-Ed Boulder County
Anschutz Family Foundation	Colorado Statewide Parent Coalition
BHP Foundation	Community Computer Connection
BHP Resident Representative Council, Inc.	Community Cycles
Boston Capital	Community Food Share/Elder Share/Mobile
Boulder County Area Agency on Aging	Community Foundation Serving Boulder and Broomfield Counties
Boulder County Community Action Program	Community Mediation Services
Boulder County Housing and Human Services	Connecting Community Solutions
Boulder Food Rescue	Deneuve Construction
Boulder Public Library	Dental Aid
Boulder Reads	Early Childhood Council of Boulder County
Boulder Shelter for the Homeless	El Centro Amistad
Boulder Valley School District	Element Properties
Bridges Technology	Emergency Family Assistance Association
Care Connect	Family Learning Center
Center for People with Disabilities	Family Resource Center
City of Boulder Community Mediation Services	Family Resource Schools
City of Boulder Community Relations and Office of Human Rights	First Bank
City of Boulder Fire Department	First Presbyterian Church
City of Boulder Housing and Human Services	Foothills United Way
City of Boulder Police Department	Growing Gardens/La Cultiva
City of Boulder Senior Services	Housing Colorado
City of Boulder Youth Services Initiative	Humphries Poli Architects
Clinica (People's Clinic)	"I Have a Dream" Foundation of Boulder County
Collins Foundation	Immigrant Legal Center of Boulder County
Colorado Division of Housing	Impact on Education
Colorado Housing Finance Authority	



BHP Partnership Award recipients March 2013:  
Gabina Silva, Mayra Zavala, and Maria del  
Rosario Alvarado Gonzalez

Intercambio - Uniting Communities  
Key Bank  
Latino Chamber of Commerce  
Lens Crafters  
Longmont Housing Authority  
Meals on Wheels  
Mental Health Partners  
National Equity Fund  
New Horizons Preschool  
Office of District Attorney, City of  
Boulder  
Safehouse Progressive Alliance for  
Nonviolence  
Safeway  
Sam S. Bloom Foundation  
Temple Hoyne Buell Foundation  
Tinker Arts Studio  
University of Colorado  
US Bank  
VIA  
Wells Fargo Bank  
Wells Fargo Foundation  
Workforce Boulder County  
YWCA Career Center  
Zonta Foothills Club of Boulder  
County

## 2013 BHP PARTNERSHIP AWARD WINNERS

The BHP Partnership Award is given to recognize the important work being done by individuals, residents, businesses, nonprofits, and governmental agencies who support BHP's mission and exemplify successful partnership. Recipients in 2013 were:

- |  |   |                                       |
|--|---|---------------------------------------|
| » Center for People with<br>Disabilities (CPWD)  | » Cristina Sanchez                                | » Moving Connection                   |
| » Boulder Food Rescue                            | » Mayra Zavala                                    | » Cornerstone Housing Alliance<br>LLC |
| » Joel Hayes of Boulder<br>County Legal Services | » Colorado Statewide Parent<br>Coalition          | » LJD Enterprises, Inc.               |
| » Maria del Rosario Alvarado<br>Gonzalez         | » Brian Larson and Nicole<br>Mansour of FirstBank | » Linda Peth                          |
| » Gabina Silva                                   | » Colorado Housing and<br>Finance Authority       | » Kurt Wunnicke                       |

### Summary Statement of Net Position

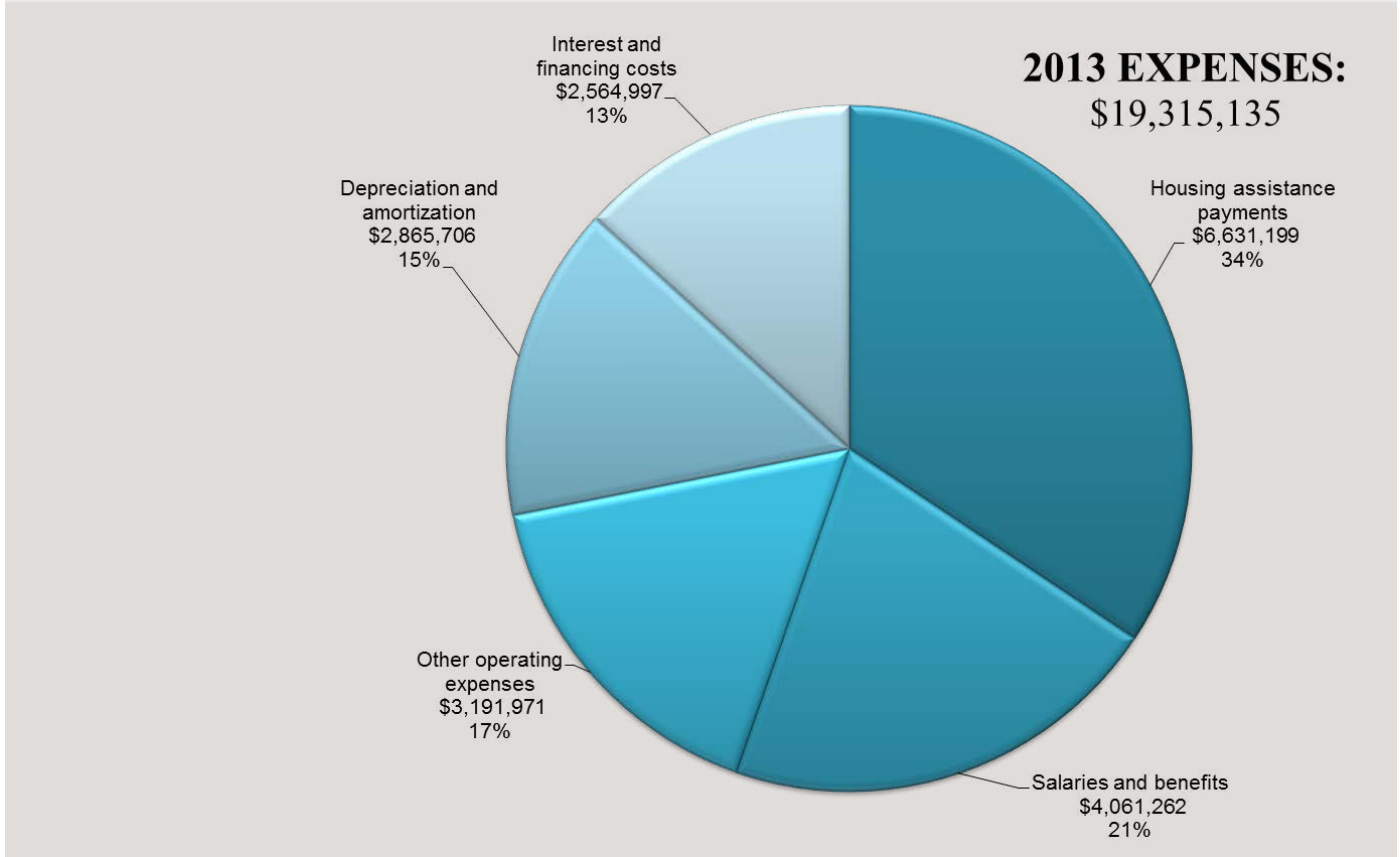
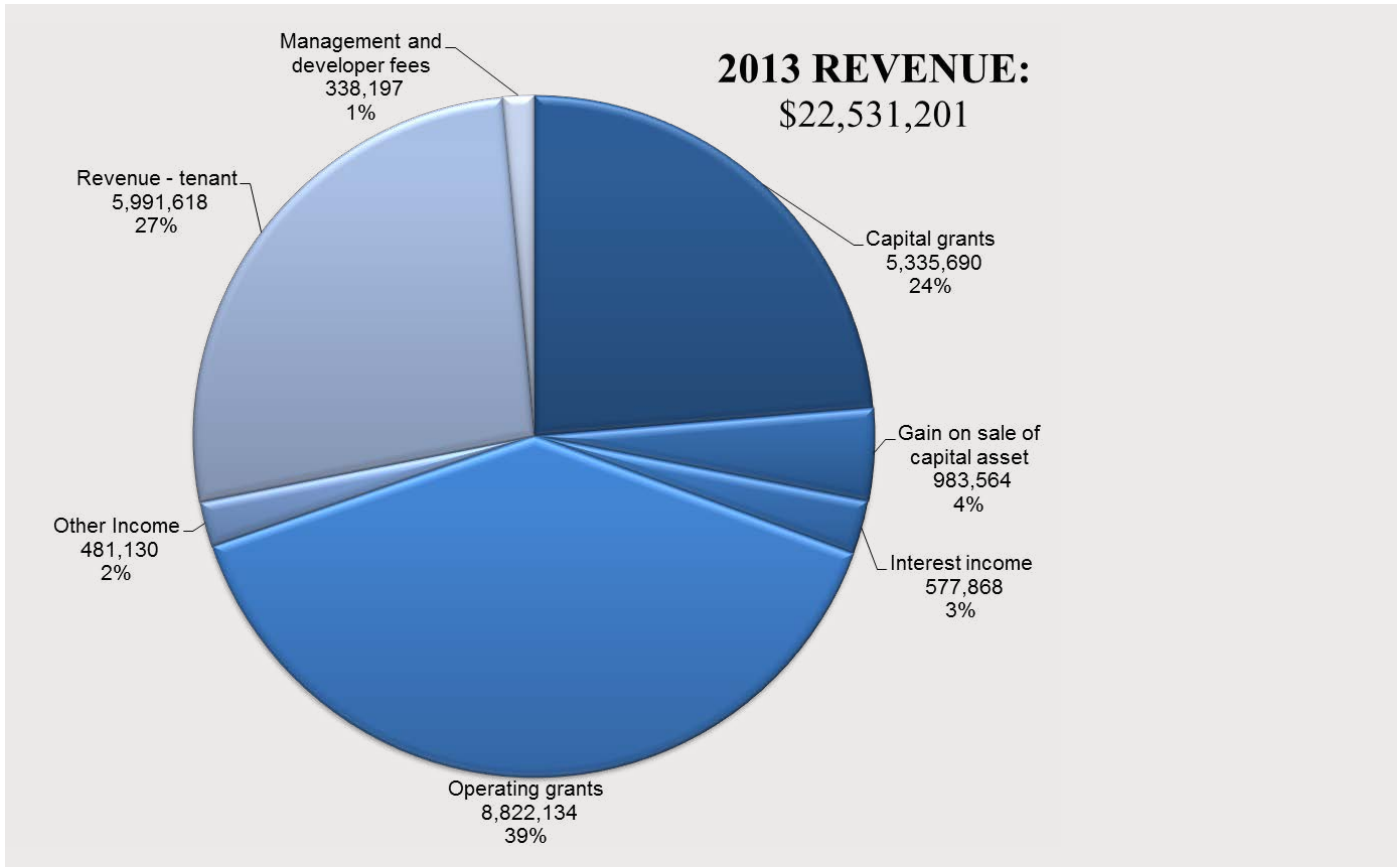
<b>Assets</b>	<b>2013</b>	<b>2012</b>
Current assets	\$ 8,192,164	\$ 6,721,570
Noncurrent assets	\$ 18,085,142	\$ 17,629,261
Capital Assets (net of depreciation)	\$ 46,214,339	\$ 37,818,017
<b>Total Assets</b>	<b>\$ 72,491,645</b>	<b>\$ 62,168,848</b>
Deferred Outflows	\$ 317,941	\$ -
<b>Total Assets and Deferred Outflows</b>	<b>\$ 72,809,586</b>	<b>\$ 62,168,848</b>
<b>Liabilities</b>		
Current liabilities	\$ 4,358,235	\$ 2,658,052
Long-term liabilities	\$ 35,721,331	\$ 29,636,091
<b>Total Liabilities</b>	<b>\$ 40,079,566</b>	<b>\$ 32,294,143</b>
<b>Net Position</b>		
Unrestricted	\$ 21,675,985	\$ 20,343,078
Net Investment in Capital Assets	\$ 10,659,726	\$ 8,880,390
Restricted	\$ 394,309	\$ 651,237
<b>Total Net Position</b>	<b>\$ 32,730,020</b>	<b>\$ 29,874,705</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 72,809,586</b>	<b>\$ 62,168,848</b>

### Summary Statement of Activities

<b>Revenues</b>	<b>2013</b>	<b>2012</b>
Revenue - Tenant	\$ 5,991,618	\$ 4,995,329
Grant Income	\$ 8,822,134	\$ 9,025,091
Management and Developer Fees	\$ 338,197	\$ 1,108,334
Other Income	\$ 481,130	\$ 507,124
<b>Total Revenues</b>	<b>\$ 15,633,079</b>	<b>\$ 15,635,878</b>
<b>Expenses</b>		
Salaries and Benefits	\$ 4,061,262	\$ 3,882,527
Other Operating Expenses	\$ 3,191,971	\$ 3,034,335
Housing Assistance Payments	\$ 6,631,199	\$ 6,753,087
Depreciation and Amortization	\$ 2,865,706	\$ 2,496,559
<b>Total Expenses</b>	<b>\$ 16,750,138</b>	<b>\$ 16,166,508</b>
<b>Operating Income (Loss)</b>	<b>\$ (1,117,059)</b>	<b>\$ (530,630)</b>
<b>Other Income (Expense)</b>		
Nonoperating Income (Loss)	\$ (1,003,575)	\$ (395,975)
Capital Grants	\$ 5,335,690	\$ 1,610,465
<b>Change in Net Position</b>	<b>\$ 3,215,056</b>	<b>\$ 683,860</b>

# FINANCIAL RESPONSIBILITY

## BHP Revenue & Expense Details Year Ended December 31, 2013



# Board of Commissioners

In 2013 we welcomed two new members to the BHP Board of Commissioners. **Andrew Shoemaker** replaced Suzy Ageton as the Boulder City Council liaison to the board. **Robin Chavez** replaced Jim O'Neal, beginning her two-year term as the BHP Resident Representative Council president and our resident commissioner.

## Boulder Housing Partners Board of Commissioners (as of December 31, 2013):

- » Angela McCormick, *Chair*
- » Karen Klerman, *Vice Chair*
- » Robin Chavez
- » Stephen Eckert
- » Tom Hagerty
- » Dick Harris
- » Scott Holton
- » Valerie Mitchell
- » Andrew Shoemaker

## Staff

### Executive Director - Betsey Martens

*Chief Financial Officer* - Jim Koczala  
*Director of Development* - Stuart Grogan  
*Director of Organizational Excellence* - Penny Hannegan

*Director of Resident Services* - Rene Brodeur  
*Director of Property Management* - Tracy Walters  
*Maintenance Director* - Terry Johnson

Yolanda Aguilar	George Ellis	Joshua Mcvay	Tom Read	Laura Valdez
Mary Alico	Alejandro Favela	Shelly Miezwa	Jessica Robetor	Lidia Vargas
Tim Beal	Carmen Giardiello	Sally Miller	Kris Sauders	Lisa Vargas
Nina Bennett	Paul Graham	Suinya Mindiola	Brooke Scarborough	Teena Wells
Lynn Berge	Karen Kreutzberg	Carrie Murphy	Lauren Schevets	<i>Americorps VISTA</i>
Jodi Bogen	Rhoda Lee	Becky Nisttahuz	Laura Sheinbaum	<i>Volunteers:</i>
Krystle Brandt	Char Lemkee	Daniel Nunez	Nancy Specian	Amanda Maya
Steve Busch	Russ Lewis	Shari Owen	Doug Spellman	Alex Kearney
Richard Butler	Omar Llamas	Dreu Patterson	Karin Stayton	
Rick Chek	Lisa Lockett	Natasha Pelegrina	Gale Stromberg	
Shannon Cox	Luz Maria	Nick Phillips	Martin Teetzel	
Caroline Crawford	Jeff Mcbeth	Ryan Ramsay	Dani Vachon	





# Foundation Highlights

In 2013, the BHP Foundation made great strides in its strategic direction to focus on closing the achievement gap for the children who live in BHP properties. Below is a summary of some of the major programs piloted and funded through the Foundation.

## SUMMER LITERACY PROGRAM

One of the most exciting successes was the Summer Literacy Program. Due to a lack of summer learning opportunities, low-income students tend to lose reading proficiency over the summer at a greater rate than their more affluent peers. In partnership with Boulder Valley School District (BVSD) and Impact on Education, three bilingual teachers were hired to teach a 5-week summer literacy program, and 76% of students from Kalmia (aged 3-11) participated. Based on school test results, these students did not lose reading skills over the summer. Given this great success, the Foundation and their will expand the program to include three BHP communities in 2014.



A student uses an iPod Shuffle to learn during the Summer Literacy Program.

## BRIDGING THE DIGITAL DIVIDE

Another program funded by contributions targeted the “digital divide” that many of our students experience as more schools require the use of computers and the internet for homework. BHP’s Red Oak Park community used to be the only BHP site with free access to a Wi-Fi network provided by BHP. Thanks to the BHP Foundation and strong partnerships with BVSD, Impact on Education, and the City of Boulder, 79 students at the Broadway East community now have free Wi-Fi access.

## THREE STEP PARENTING CLASSES

Another full class of parents took advantage of the Three Step Parents Making a Difference education program in 2013. This was the third year of the program in partnership with the Colorado Statewide Parenting Coalition. Participants learn valuable parenting techniques that help prepare their children to be successful in Kindergarten and beyond.

## Support the BHP Foundation

The BHP Foundation Board made a strategic decision to focus on closing the achievement gap for the children who live in our properties.

To make a donation or read more about BHP’s commitment to closing the Achievement Gap, visit the BHP Foundation page on our website:

[www.boulderhousing.org/content/boulder-housing-partners-foundation](http://www.boulderhousing.org/content/boulder-housing-partners-foundation)

## 2013 Foundation Board Members:

Midge Korczak, <i>President</i>	Lynn Guissing
Bob Walker, <i>Vice President</i>	Betty Hoyer
Scott Holton, <i>Secretary</i>	Neil Littmann
Laurie Albright	Jim Topping

## We thank our major grant funders for their generous contributions:

- » Temple Hoyne Buell Foundation - Three Step Parenting Classes
- » US Bank - Family Self-sufficiency
- » Wells Fargo Foundation - Family Self-sufficiency
- » Sam S. Bloom Foundation - Family Self-sufficiency