

## **Mission Statement**

BCHA's mission is to foster the availability of quality, affordable housing and related housing services for the residents of Boulder County. The Development Division contributes to this mission by creating new affordable housing opportunities in Boulder County, including managing new construction projects, purchasing land for future projects, acquiring and rehabilitating existing homes and providing technical assistance. We own and manage a variety of rental properties, including apartments, flats, town homes, duplexes and single family homes and our programs are geared for different incomes, abilities, and household sizes. Our portfolio includes 809 homes in the communities of Lafayette, Louisville, Longmont, Lyons, Nederland, Niwot and Gunbarrel.

BCHA has been providing affordable housing services in Boulder County since 1975. Initially, BCHA focused on smaller scale, scattered sites that facilitated fine-grained economic integration and supported neighborhood stabilization goals of local communities. In the past five years, our projects have grown exponentially in scale and complexity. BCHA invested heavily to create a high caliber development team with extensive affordable housing experience to support this growth. Collectively, our team has 76 years of experience developing affordable housing, and has been directly involved with the development, preservation, and financing of 3,709 homes, a total value of over \$563 Million.

We approach all of our projects with the goal of providing high-quality, safe, affordable and sustainable housing appropriate to the context of the town and neighborhood in which we operate. BCHA build's our projects with the intention of owning and managing as affordable housing in perpetuity. Our team brings a deep understanding of the process and the technical understanding of the challenges and opportunities in successfully completing projects of the scale in the Town of Nederland.

## **BCHA Team Experience**

**Frank L. Alexander, MPA Director, Boulder County Housing and Human Services (BCDHHS), Executive Director, Boulder County Housing Authority (BCHA), and Past President, Colorado Human Services Directors Association (CHSDA).** Mr. Alexander has been the Director of the Boulder County Department of Housing and Human Services (BCDHHS) since January 2009, overseeing the merger of the former Housing and Social Services Departments into a fully integrated human services agency that has the Boulder County Housing Authority within its structure as an enterprise fund. Significant efforts have been applied in developing an agile and flexible financial organization designed to provide point of service solutions within its annual operating and capital budgets, which total \$130 million in 2018, and with a staff of more than 500 individuals. In his time with BCDHHS, he has led a comprehensive system redesign process for Boulder County's housing and human services system. Outcomes have included: reduction in evictions, foreclosures, incidents of homelessness, hospitalizations, detentions, court involvements, truancy and out-of-home placements in Boulder County; expansion of benefits service populations by between 65% and 350%, and the growth of front-end family stabilization activities through a targeted reinvestment strategy. Frank has promoted cross-disciplinary systems integration efforts across the community within a social determinants of health framework and has developed award-winning, creative programs including public/private partnerships on health care expansion, early childhood programming, comprehensive work internships and jobs development programs, housing stabilization, homeless prevention, and foreclosure prevention programs, Boulder County Healthy Kids and Medical Home Initiatives, early intervention and prevention programming for families at risk of child welfare, Colorado PEAK Statewide Training and Toolkit Initiative, and housing development programs and partnerships in Human Services/Housing Master Planning processes. Most recently, Mr. Alexander has been helping lead the Regional Housing Strategy planning efforts to ensure that 12% of the entire built environment is affordable by 2035. Prior to the merger of Housing and Human Services, Mr. Alexander began serving as the Director of the Boulder County Housing Department and the Executive Director of the Boulder County Housing Authority in 2004 expanding the assets from \$15M to \$200M and the operating budget from \$8M to \$23M. He served at the Area Agency on Aging from 1998-2004 working in the elder abuse and ombudsman fields. Prior to moving to Colorado, he served the chronic homeless population, victims of domestic violence, at-risk children, and families experiencing homelessness in the Philadelphia area. He has his MPA from University of Colorado, Certificate in Gerontology from the University Of Denver School Of Social Work, and his BA from Trinity College. As a result of these efforts to integrate services, the agency has received more than 60 awards and Mr. Alexander received the Excellence for Children award from Casey Family Programs in 2012. Under his leadership, Boulder County was recognized as a Community of Hope by Casey Family Programs in 2014. Boulder County has also received significant nation-wide attention from peer counties and programs for its innovative and successful approach to family driven, prevention oriented, and holistic housing and human services provision.

**Deputy Director, Norrie Boyd serves as Housing Division Director for Boulder County Department of Housing and Human Services.** Over the course of her career, she has been directly involved in the development of 1,154 homes valued at \$211 Million total development costs, including renovation, new construction, rental and for sale. Norrie has a particular strength in affordable housing developments financed with Low Income Housing Tax Credits. She previously worked as a housing developer with Mercy Housing, as well as the Baltimore Housing Authority, Bridge Housing Corporation and Citizens Housing Corporation in California and holds a Master's Degree in Architecture and Urban Planning from the University of California Berkeley. Project experience ranges from \$3 million to \$78 million in total project costs.

**Finance Division Director, Will Kugel, Chief Financial Officer for the Boulder County Housing Authority since 2013.** Will serves as the Finance Division Director for Boulder County Department of Housing and Human Services. Will has 17 years of experience working with the state and local government finances. Prior to his government service, he worked in the private sector for large accounting and consulting firms. Will earned a degree in Economics from St. Olaf College (B.A.) and University of Colorado (M.A.).

**Housing Assistance Program Manager, Amanda Guthrie has worked with Boulder County Housing Authority for 12 years.** Amanda is responsible for the managing the Section 8 program and overseeing Occupancy for Public Housing, Rural Development and Multifamily funded projects. Amanda oversees BCHA's Property Management portfolio of 809 rental homes and has served in this role since November of 2013. Additionally, Amanda has her Master's degree in Clinical Mental Health and is a Licensed Professional Counselor.

**Property Management Supervisor, Edna Guillen** has been with the Boulder County Housing Authority since June 2004. Her responsibilities include supervising the property managers that oversee the 809 homes owned or managed by the Authority. Ms. Guillen has over 7 years' experience in the Property Management field and 4 years with Maintenance customer service experience.

**Housing and Community Development Specialist, Leslie Gibson** has administered housing and community development programs in the metro Denver area for more than 25 years. Her experience comprises all areas of the housing continuum including homelessness, rental housing, development and acquisition, homeownership, rehabilitation and foreclosure intervention. As the first manager for the Broomfield Housing Authority, she challenged U.S. Census data to gain HUD CDBG Entitlement Community status. Her current position includes writing policy, preparing competitive grant applications, reporting on compliance for investors, serving as a governmental liaison, and improving efficiency and communication between development and operations divisions.

## **Direct Experience with Colorado Housing and Finance Agency (CHFA)**

BCHA is well equipped to bring this project to fruition. Over the last six years, we have successfully completed three substantial projects financed with LIHTC, CDBG, CDBG-DR, and a variety of other federal, state and local funding sources. They are:

### **Kestrel – Louisville, CO (2018)**

Kestrel consists of 71 homes for people 55 and older and another 129 homes for families, and serves households with incomes up to 60% of the Area Median Income. Community members displaced by the 2013 floods receive priority consideration at Kestrel. In addition to creating an inclusive, multi-generational community to help meet the region's growing demand for affordable housing, we've followed 100-year thinking in its design, incorporating sustainability planning with future generations in mind. Kestrel maintains high energy sustainability – exceeding governing sustainability measures by 50% – and incorporates natural features, regional trail connections, green space, innovative play structures, and a state-of-the-art community building. Kestrel has two on-site property managers and, as with BCHA's other properties, will have coordinators to link residents to other supportive resources and services.

\$53.5M construction loan with Citi Community Capital

\$34.5M 4% + State LIHTC Equity

CDBG-DR: \$3.7 M

Worthy Cause: \$1.3 M

HOME, Boulder County HHS, City of Louisville

### **Aspinwall at Josephine Commons Lafayette, CO (2014)**

Comprised of 72 one-, two-, three- and four-bedroom duplexes and town homes. Aspinwall provides a range of options for families, individuals and seniors from less than 30%, up to 60% AMI. The project includes a playground and easy access to open space and trails. The 6,500 SF community center houses property management, resident services, a computer lab, community kitchen, classrooms, meeting rooms, and maintenance facility. The homes have Energy Star appliances, geothermal heating and cooling, ample storage, in-home washer/dryers, porches and patios. This community highlights BCHA's capacity to complete complex and unusual affordable housing transactions on schedule and on budget. Total project costs were \$40 million financed using 13 different funding sources, including but not limited to:

\$19M construction loan with FirstBank

4% LIHTC equity: \$10.2 million

CDBG: \$938,000

CDBG-DR: \$737,519

Worthy Cause, Human Services Fund and HOME

### **Josephine Commons Lafayette, CO (2012)**

74 affordable senior homes, equipped with a geothermal heating and cooling system, photovoltaic solar panels and energy efficient fixtures and appliances. Residents enjoy access to on-site community gardens, the support of a resident services coordinator and ample community and open space. Additionally, BCHA included construction of a commercial kitchen in the project and partnered with Lafayette Senior Services to provide a subsidized daily lunch program that serves the Lafayette senior community. Total project costs \$18 million financed using 7 sources, including but not limited to:

\$13M loan with Citibank  
9% LIHTC: \$11.6 million  
CDBG: \$550,000  
HOME and Worthy Cause

### **In addition, BCHA developed the following LIHTC communities:**

#### **Sunnyside Louisville, CO (2000)**

17 townhomes and a community building, financed with 9% LIHTC

#### **Lydia Morgan Louisville, CO (1996)**

30 affordable senior homes with a community room, kitchen, and financed with 9% LIHTC

#### **Walter Self Senior Housing, Lyons, CO**

12 senior homes with a community center, which serves the Town of Lyons senior meals program. It was financed with USDA Rural Development and CHFA Loans.

#### **Avalon Project Lafayette, CO**

3 homes targeting TANF-eligible families. The homes are modular design with multiple energy-efficient measures. Funded through TANF grant, BCHA equity and Energy Outreach Colorado.

#### **517 W. Geneseo St Lafayette CO**

4 duplex's funded through HOME, BCHA equity and traditional debt.

Completed more than \$3 million in rehabilitation projects on existing affordable homes since 2006.

### **HUD Experience**

BCHA maintains an excellent working relationship with the Department of Housing and Urban Development. BCHA is familiar with HUD regulations on affordable housing development and has met strict Section 504, Fair Housing Act, and HUD environmental review requirements on both Josephine Commons and Aspinwall. Many of BCHA's programs are funded directly by HUD, such as the Housing Choice Voucher and Family Self Sufficiency programs, which require detailed reporting and coordination to meet HUD standards. We are consistently rated as a "high performer" in HUD's Section 8 Management Assessment Program. We also own and manage four housing sites that receive direct subsidy from HUD through the Public Housing and Multifamily programs.

As a member of the Boulder/Broomfield HOME Consortium, BCHA contributes to HUD required reports. Recently, this process has included assisting in the preparation of the 2015-2019 Consolidated Plan identifying housing and community development needs and the Analysis of Impediments to Fair Housing. Both of these documents have required close coordination with HUD.

### **Davis Bacon Act/Federal Labor Standards**

BCHA has successfully complied with Davis Bacon Act/Federal Labor Standards on several previous projects, including Josephine Commons, Aspinwall and Kestrel. BCHA is confident in its ability to meet all Davis Bacon Act/Federal Labor Standards that may be required for this project. Section 3 and S/M/WBE (Small, Minority, and Women's Business Enterprise) BCHA and all community team members shall, to the greatest extent feasible, ensure that employment and other economic opportunities are made available for low and very low income persons, particularly those who are recipients of government assistance for housing. BCHA will provide attainable opportunities for small and disadvantaged businesses to compete and participate as prime and subcontractors while ensuring that the agency procures quality supplies and services at fair market prices.

## **Enterprise Green Communities Experience**

BCHA is committed to, and experienced in providing green building technology in our communities. Josephine Commons, Aspinwall and Kestrel achieved superior levels of sustainability by incorporating green building technology. Each was designed and built to Enterprise Green Communities criteria; a requirement of all LIHTC financed communities. In addition to technology based sustainability, BCHA believes building very comfortable and energy efficient homes encourages families to remain in one place longer and contributes to the creation of long-term community sustainability. Our recently developed communities include superior day lighting, generous storage, in-home washer/dryers and dishwashers, and handicap accessibility and visit ability beyond code minimums.

We also value community amenities, such as playgrounds, community centers and gardens, resident service, bicycle stations, and connections to open space and trails. These ingredients, as well as paying close attention to how our development is woven into the existing neighborhood fabric, help make a sustainable and integrated community.