

LHA GOALS AND ACCOMPLISHMENTS TRACKER					
GOALS ADOPTED APRIL 2022					
Goals	Objectives	Action Items	2023 Focus Areas	2023 Accomplishments	2024 Focus Areas
<b>1. Ensure that Longmont Housing Authority (LHA) residents and properties are safe and welcoming using healthy and inclusive communication processes.</b>	1) To mutually establish expectations among LHA residents and staff about ways to engage with one another in healthy and inclusive ways; ensure personal interactions are genuine and compassionate; and all do our part to make each community as safe and secure as possible.	1) Develop an alternative plan for holding Community Conversations with residents as a follow-up to individual interviews conducted in 2021, in order to identify what specific actions to prioritize within all/each residential community.	1) Management and resident discussion meetings to begin end of 1st quarter to outline specific projects, status, and resident input. 2) Develop a resident Handbook for new tenants that contains a "Welcome to Your New Home" message, emergency numbers, event calendar, common area rules and procedures, maintenance tips, etc.	1) Continued holding quarterly Coffee & Conversations at each property. Residents regularly provide positive feedback on these events. 2) Conducted resident engagement meetings throughout 2023 to allow for resident feedback on design decisions and prepare for construction of the Village on Main. Staff used lessons learned from the Aspen Meadows Senior Apartments renovation to improve process and resident outcomes for this project.	1) Develop a resident Handbook for new tenants that contains a "Welcome to Your New Home" message, emergency numbers, event calendar, common area rules and procedures, maintenance tips, etc. 2) Review and reiterate City Cultural Attributes for employees to promote positive communication and a focus on the well being of residents.
	2) Incorporate activities and strategies that support these expectations.	2) Determine how to support these identified activities in the 2022 property budgets, through donations and/or through other means. Determine how to support these identified activities in the 2022 property budgets, through donations and/or through other means.	1) Managers have set goal of organizing and executing quarterly resident engagement events at each community. Examples may include addition recovery support, neighborhood watch meetings, talks on topics by subject matter experts, etc.	1) Held multiple resident events that were supported in whole or in part by donations, including crafting activities hosted by Kaiser, declutter events, nutrition education events provided by MSU Denver, holiday events, subject matter expertise presentations, and community-manager organized resident appreciation events.	1) Continue partnerships with external agencies to hold events and outreach efforts. 2) Work with Recovery Café to bring recovery support services to the Suites. 3) Work with Center for People With Disabilities to bring disability support services to all LHA properties.
	3) Create a process for LHA residents and staff to mutually create "quality of life" goals for individual LHA properties.	3) Determine additional staff training, if needed, to enhance LHA's ability to be successful in carrying out expectations.  4) Research processes that other housing authorities employ to measure "quality of life" issues among their properties.  5) After selecting a process, establish a baseline of "quality of life" issues per property.	1) Develop a Community Managers Handbook with a chapter on resident relations and retention. Make available to CM customer services training if available.  Begin outreach to other housing authorities.  Using research generated from housing authority outreach and the 2021 Community Conversation summary, establish the baseline and targets for future accomplishments.	1) Community Manager's Handbook is complete.  1) Research effort was not able to commence.  1) While the research element was not able to commence in 2023 in order to inform baselines for future measurement, staff has relied on the summary of the 2021 Community Conversations effort when prioritizing quality of life events, partnerships, and communication protocols.	1) Continue rollout of Community Manager's Handbook to staff and use in onboarding process.  1) Hiring of LHA Assistant Director should improve staff capacity and provide the opportunity to bring in knowledge from the region to inform LHA's direction on future measurement of quality of life.  1) Complete the work to establish the baseline and targets for future accomplishments in resident quality of life, including a measurement tool to determine progress in meeting targets over time.
	<b>2. Ensure LHA's core focus areas (voucher management, affordable rental housing development, and property management) reflect housing needs based on demographic and housing types.</b>	1) Deliver a report on anticipated housing needs based on demographic and trend data.	1) Submit planning grant to Department of Local Affairs (DOLA).	1) Planning grant was obtained in 2022. Continue to complete the grant scope of work to conduct housing needs assessment, Inclusionary Housing code updates, and affordable housing incentives review.	1) IHOP grant expenditures are substantially complete at the end of 2023.
		2) Complete housing needs assessment by end of 2022.	1) Complete Housing Needs Assessment work.	1) Housing Needs Assessment was complete in July 2023. That data was translated into a real time data dashboard that is now live on the City's housing website.	1) Continue the affordable housing incentives review and accessory dwelling unit (ADU) and short term rentals (STR) mini-studies to complete grant scope.
		3) Update LHA's development plan, priorities, and schedule based on the results of the housing needs assessment.	1) Start this effort in May 2023.	1) Completed this effort through the 2024 budget process by creating a long-term development forecast.	1) Continue to use data dashboard to provide a real time look at Longmont's housing needs and progress towards goals.  1) Continue to use Housing Needs Assessment data to inform what populations future developments should serve. Future opportunities exist at the former Royal Mobile Home Park and the land slated for donation by a market developer located at 1918 Terry Street.
<b>3. Increase access to rental assistance for Longmont households with low/moderate incomes.</b>	1) Increase vouchers up to 10% year-over-year, while considering the operational impact of managing an increased number of vouchers.	1) Utilize HUD's Two-year Tool to optimize the number of vouchers LHA issues annually within its budget allocation, which can place the LHA in a position to receive future budget increases from HUD through its Notice of Funding Availability (NOFA) process.	1) Absorb all port-in households (10) and over issue 8 vouchers at all times to allow for the average 3 months it is taking to get a household leased up.	1) HUD did not increase LHA's voucher funding in 2023, which negatively impacted the ability to issue new vouchers. 2) Began communications with Boulder Housing Partners (BHP) and Boulder County Housing Authority (BCHA) about the IGA around sharing a geographic area serving voucher holders to assess inequities and improve LHA's position in the partnership to match Longmont's community need.	1) Engage with HUD to understand funding decisions and advocate for LHA's position to obtain more voucher funding. 2) Ramp up discussions with BHP and BCHA on the Boulder County Housing Authorities' IGA to ensure our process around port-ins and collecting administrative fees in equitable, fair, and in line with modern needs and makeups of the various communities.
		2) Increase LHA staff capacity to understand and utilize HUD's two-year tool.	1) Continue to support staff with trainings that come available. Expand staff knowledge of the YARDI software that can assist with the completion of the two year tool.	1) Supported staff with Yardi trainings and one-on-one training sessions for utilizing the two-year tool.	1) Continue to support staff with trainings that come available. Expand staff knowledge of the YARDI software that can assist with the completion of the two year tool.
		3) Identify and research new types of housing vouchers for which the LHA will apply, such as VASH (Veterans Affairs Supportive Housing), Move to Work (MTW), etc.	1) Continue to research NOFAs that are released in 2023 and apply to those that make sense for LHA.	1) No NOFA opportunities became available in 2023 that LHA would have been eligible for.	1) Continue to watch for and analyze voucher program NOFAs.
		4) Explore opportunities to expand Single Room Occupancy (SRO) vouchers for moderate rehab if available through HUD.	1) Continue to research NOFAs that are released in 2023 and apply to those that make sense for LHA.	No opportunities became available through HUD in 2023.	1) Continue to research NOFAs that are released in 2023 and apply to those that make sense for LHA.

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		5) Implement locally-funded voucher program, no later than first quarter of 2022.	1) Continue to work with Human Services to determine additional funding opportunities to expand the number of vouchers available under the program.	1) Continued utilization of the Locally Funded Voucher Program; became 80% leased up in 2023. 2) Extended the IGA that awarded Human Services funding to cover the program's needs through 2024 since existing funding was sufficient to cover the year.	1) Work to identify barriers and challenges for tenant selection and lease up to reach 100% lease up of locally funded voucher holders. 2) Continue to work with Human Services to determine additional funding opportunities to expand the number of vouchers available under the program. 3) Work to find a funding source for dedicated supportive services for tenants being served under the Locally Funded Voucher Program.
		6) Initiate conversations about partnership opportunities with VA Medical Centers in Denver and Cheyenne to prepare for future VASH opportunities. 7) Determine the best process for end of participation tenants, in order to optimize and sustain the number of vouchers the LHA can manage within its allocation.	1) Continue to explore the possibility of partnership with VA Medical Centers in Denver and Cheyenne to prepare for future VASH opportunities.  1) Implement a practice to over-issue (8) vouchers to pad the time it is taking for applicants to respond and find units.	1) Staff capacity limited LHA's ability to focus on this in 2023.  1) Implemented the practice to over-issue vouchers which allowed the program to be fully leased up through much of the year. 2) Implemented a process to engage with voucher holders when LHA is notified of a pending eviction to assist in resolving problems if possible to avoid having to terminate vouchers.	1) Continue to explore the possibility of partnership with VA Medical Centers in Denver and Cheyenne to prepare for future VASH opportunities.  1) Improve tenant communication tools and landlord-tenant relationships to try and maintain housing stability for voucher holders. Develop an annual landlord packet with key information, recent news in the voucher world, and resources available for landlords. 2) Continue to be proactive in engaging with tenants facing eviction to help solve problems as possible.
<b>4. Develop up to six new affordable housing communities within the next three years to address community housing needs, through a combination of acquisition/rehab of market rate housing, land acquisition/land banking, or new construction.</b>	1) Convert or create a minimum of 130 affordable housing units to help Longmont reach its goal of 12% of Longmont's housing stock as permanently affordable by 2035, with special focus on creating affordable rental housing for Longmont's lowest income renters.	Through a combination of American Rescue Plan Act (ARPA) and Longmont Affordable Housing Fund, invest \$11,850,000 in the following development projects: 1) Invest \$1.3M in Sunset Heights permanent supportive housing development on the undeveloped parcel of the Suites property.	1) Land sale to Element occurring in January 2023 for Sunset Heights (now Zinnia). Financial closing targeted for May 2023, at which point ARPA funds will be put into the project. ARPA amount reduced to \$350,000 since the project was successful in getting 9% tax credits. Construction will begin immediately upon closing.	1) Zinnia closed on financing on schedule in May 2023 and started construction immediately afterwards. \$350,000 of ARPA funding was expended at that time.	1) Continue construction on Zinnia with targeted construction completion and lease up in September 2024.
	2) Dedicate project-based vouchers to facilitate the development of these affordable housing units; preference will be given to LHA development projects or affordable housing development projects that provide a direct benefit for the LHA.	2) Invest \$800,000 in Crisman II affordable multi-family units for households at/below 50% Area Median Income (AMI).	1) Construction will continue throughout 2023, with expected lease up in December 2023.	1) Construction continued through 2023 and was targeted for completion in November, but was delayed due to construction challenges. 2) Staff worked with the development team to plan for the eventual transfer of ownership (slated for 2028) to build in systems that will streamline the transition, including in CEPTED and security cameras. 3) Project based vouchers ended up not being necessary for this project.	1) MGL will obtain certificates of occupancy on a rolling basis early in 2024 and lease up as they go. 2) LHA staff will support MGL to ensure a smooth lease up process, coordinate on voucher holders, and act as a liaison to City departments to finalize permit closeouts, etc.
		3) Develop LHA-owned Hover property for family-focused affordable housing; invest \$1.3M toward development agreement support.	1) Design and planning underway. Tax credit application anticipated for August 2023 or February 2024. ARPA grant to LHA to purchase the property and fund other aspects of the project targeted for March 2023. Construction will be in 2024.	1) Successfully obtained a 4% LIHTC award from CHFA, filled 100% of the funding gap for the housing element of the project, obtained 23% of the funding needed to include the Early Childhood Education (ECE) in the project. 2) Continued design and engineering and submitted to the City for development review. 3) Awarded 18 PBVs to this project in 2023.	1) Complete the development review process and obtain building permit by July 2024. 2) Close on LIHTC financing in July 2024. 3) Apply for and obtain \$2,325,000 in funding for the ECE.
		4) Invest \$1.7M for seed money to support a public/private partnership to develop affordable assisted living units.	1) Continue to research models for participation. Select a development partner and work towards tax credit award.	1) Continued to research potential community partners that provide assisted living facilities. 2) Continued to research financial structures and the interface with Medicaid. 3) Potential development partnership identified in 2022 did not materialize. Based on outreach and research effort, determined that funding unit generation for affordable assisted living may not be the best model to pursue because the service provider and funding structures out there for this face extreme challenges. When other in progress projects had rising funding gaps, City Council agreed to move the ARPA allocation off of this effort to help the projects in progress get to the finish line.	1) Not focusing on affordable assisted living in 2024, other than trying to continue to find connections to service providers or keep an eye out for novel new funding mechanisms.
		5) Invest \$1.5M in affordable rental housing that LHA would eventually manage as part of a mixed-income, mixed rental/homeownership development on City-owned property as part of the Irwin Thomas (Mustang) development.	1) This project's accomplishments will not be tracked for 2023 since it is now solely a City-sponsored project.	1) Tracking this goal on the City side, but significant progress was made on this project in 2023.	1) Construction planned to start by end of 2024 on 185 units of deed-restricted affordable and attainable housing.

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		6) Invest \$3M to purchase the remnant parcel of the former Royal Mobile Home site and develop for transit-oriented affordable rental housing associated with the 1st/Main and STEAM area that LHA would eventually manage.	1) Complete purchase in 2023. Development planning likely pushed to 2024 to space out projects for staff capacity reasons.	1) Completed purchase of former Royal Mobile Home Park in June 2023 for price of \$2,100,000.	1) Land is not slated to be taken up for development proposal in 2024, but will continue to seek out development partners and analyze the need in this area to determine what a future proposal should look like.
		7) Determine LHA's capacity to convert existing HCVs into PBVs and gain HUD approval to do so.	1) Release RFP for 20 PBVs in February 2023 and work to convert over HCVs as the opportunity arises. Possibly release another RFP in late 2023 to support more development projects subject to budget authority.	1) Issued RFPs and awarded 44 PBVs to 3 projects in 2023.	1) Start the process of converting HCVs to PBVs through attrition and enter into PBV HAP agreements for the 3 awarded projects.
<b>5. Preserve up to 200 existing affordable housing communities within the next three years to maintain needed affordable housing.</b>	1) Preserve and improve existing affordable rental housing stock by resyndicating, refinancing, and renovating designated LHA affordable rental properties.	1) Resyndicate, refinance, and renovate Village Place senior affordable housing.	1) General Contractor will be procured by February 2023. 2) Apply for 4% tax credits in April 2023. 3) Hire relocation coordinator and owner's rep in spring 2023. 4) Closing in November 2023 and construction start immediately after. 5) Resident engagement throughout 2023.	1) Completed all action items targeted for 2023. 2) Closed on LIHTC financing in December 2023.	1) Effectively manage construction and resident moveouts through the construction period, expected to complete by October 2024.
		2) Refinance and renovate Hearthstone and Lodge to remove from HUD's 202 program and convert to Project-based Vouchers.	1) Moved to 2023 and beyond to accommodate staff capacity.	1) Met with HUD PRAC-RAD program officials to go over the process to convert out of the 202 program. 2) Obtained consulting contacts that could assist with the going through the process.	1) Onboard a consulting firm to assist through the 202 conversion process. 2) Take steps to fully prepare to be able to exit 202 program in Spring 2025 (must be within 90 days of property budget approval that happens in July of each year).
		3) Resyndicate, refinance, and renovate Aspen Meadows Neighborhood to preserve family housing.	1) Moved to at least 2024.	1) Did not move forward on this project in 2023.	1) 15-year compliance period ends 2024, but unless extenuating circumstances, CHFA is looking for resyndication proposals closer to the 20-year mark, so 2029. Staff will continue to plan for this project, but bring it forward at a time where it will be primed for successful funding of LIHTC.
<b>6. Through partnerships with service providers, residents living in LHA's senior independent living communities will have access to a range of supportive services so they can age in place as long as possible.</b>	1) Establish agreements with providers to ensure that older adults residing in LHA properties can access a range of cleaning, home care, and transportation services to help them maintain independent lifestyles.	1) Conduct a survey of eligible residents to determine their service needs and interest in accessing services through LHA agreements. Consider including these questions in upcoming Community Conversations that will be held in LHA senior properties throughout 2022.	1) Conduct a formal survey in 2023.	1) A formal survey was not conducted in 2023, but based on feedback from Coffee & Conversations, staff has moved forward with supportive services by bringing in Center for People With Disabilities, Recovery Café, Children, Youth & Families, and has retooled the Resource Specialist position and newly funded Clinician positions to match the needs for residents with needs.	1) Conduct a formal survey in 2024. 2) Continue to explore new partnerships for creative service provision models.
		2) Explore partnership with TRU PACE to provide support services to Medicaid-eligible residents.	1) TRU PACE is planning to visit properties 2-3 times a year in 2023 to do outreach and provide support services.	1) Held meetings at LHA senior communities with TRU PACE to inform residents and offer services. 2) Met with TRU PACE to learn more about medicaid reimbursement to plan out options for service provision for affordable assisted living.	1) Work with TRU PACE to determine if a partnership is possible to help residents receive medicaid reimbursable services.
		3) Explore bulk service agreements with contractors that can offer cleaning and home care services to residents at reduced rates	1) Continue to work with NextLight to access federal funding sources they have access to; negotiate bulk service agreements in 2023.	1) Worked with NextLight to continue outreach to residents to inform them of programs for free internet for low-income households.	1) Research bulk agreement opportunities for home care services.
		4) Explore agreement with Via Mobility for medical trips.	1) Explore further VIA service options and evaluate funding sources for expanded service.	1) Implemented VIA service for grocery shopping and specialty shopping trip throughout 2023. All residents who signed up to utilize the shopping transportation are now eligible to use for medical related needs. Funded this service through 2026.	1) Look for other ways to expand VIA partnership, such as transportation for Recovery Café clients to their monthly events.
		5) Explore partnership with Cultivate for carryout caravan services.	1) Contact Cultivate in 2023 to evaluate carryout caravan services.	1) Capacity limited staffs ability to contact Cultivate in 2023.	1) Contact Cultivate in 2024 to evaluate carryout caravan services.
		6) Explore feasibility of establishing a cleaning equipment checkout system at senior properties.	1) Analyze budget availability or funding sources available for this service in 2023.	1) Staff has implemented a donations program at the Suites for furniture and home essentials, which may include some cleaning equipment.	1) Conduct a resident survey to determine the interest level for this type of service. If there is interest, start collecting donations and create guidelines for resident use.
		7) Create and conduct an annual survey to determine if LHA residents feel they can remain independent due to the services LHA establishes with community partners.	1) Conduct resident survey in 2023.	1) Capacity limited staffs ability to conduct this survey in 2023.	1) Conduct resident survey in 2024.

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<b>7. Formalize a minimum of two partnerships to address the need for affordable Assisted Living units when LHA residents transition from independent living to long-term care.</b>	1) Establish partnerships with entities that can offer services and/or Assisted Living units to LHA residents who need long-term care.	1) Research Loveland Housing Authority model for affordable Assisted Living Facility.	Continue learning conversations in 2023 as LHA's affordable assisted living project comes into fruition.	1) Staff did a learning session on the Green houses, but paused on researching affordable assisted living partnerships. (see Goal 4/Objective 2/Action Item 4)	1) Action item complete. (see Goal 4/Objective 2/Action Item 4 for related 2024 focus areas)
		2) Consult with National Development Council about Assisted Living options they have established throughout the country.	Continue working with NDC on this project throughout 2023.	1) Completed work with NDC on researching their models for affordable assisted living	1) Action item complete. (see Goal 4/Objective 2/Action Item 4 for related 2024 focus areas)
		3) Conduct survey among existing residents to determine services needed.	Target completion in 2023.	1) Capacity limited staffs ability to conduct this survey in 2023.	1) See Goal 6/Objective 1/Action Item 7.
		4) Research partnerships with TRU PACE (for Medicaid-eligible services and/or housing development) and Cinnamon Park (non-Medicaid subsidy).	Complete similar knowledge sharing sessions with TRU PACE.	1) Staff paused on this effort in 2023.	1) See Goal 4/Objective 2/Action Item 4.
		5) Research housing development partnerships to leverage and amplify resources as feasible based on results of research of possible options.	Continue to work with potential development partner in 2023. See targets for Goal 4/Objective 4.	1) Staff paused on this effort in 2023.	1) See Goal 4/Objective 2/Action Item 4.
<b>8. Formalize one partnership with provider to establish facilities on current and/or future LHA properties for early childhood education programs.</b>	1) Determine opportunities to incorporate infant/toddler care and early childhood education centers when developing new LHA multi-family rental housing properties and/or resyndicating Aspen Meadows Neighborhood property.	1) Consult with the Longmont Early Childhood Community Coalition, Bright EYES and Children, Youth and Families about demand data and gaps in infant/toddler care and early childhood education opportunities for low-income households.	Began work in January 2023 with Longmont Early Childhood Community Coalition (ECCC) and local CCAP and Head Start service providers to determine gaps in need and possibility of serving those gaps at the Hover land project.	1) Continued to work with Children, Youth & Families to determine early childhood education needs. 2) Established an MOU with Wild Plum to provide early childhood education programming at the Ascent at Hover Crossing.	1) Continue to seek out funding to support the ECE at the Ascent at Hover Crossing in coordination with Wild Plum with the goal to raise the funds by May 2024 and start construction in July 2024.
		2) Involve representation from these entities when planning for new development and redevelopment of family rental housing; look for opportunities to construct infant/toddler and early childhood centers on site.	See above.	See above.	See above.
		3) Explore other opportunities for subsidized early education for families living in LHA properties.	Need to continue conversations with ECCC in 2023.	1) Staff focused on the ECE at Ascent at Hover Crossing in 2023.	1) Once ECE is funded and partnership with Wild Plum is formalized, use lessons learned and new knowledge to access other potential partnerships to serve families in other LHA properties.
		4) Engage with I Have a Dream Foundation about future opportunities to establish afterschool learning centers and a new cohort of "Dreamers" in which LHA families can enroll.	Need to begin conversations in 2023.	1) Staff capacity limited LHA's ability to focus on this in 2023.	1) Begin conversations in 2024.
<b>9. Establish partnerships that will develop homeownership pathways and opportunities.</b>	1) Prepare LHA voucher holders to transition to market rental housing and/or homeownership.	1) Explore expanding the City's contract with Boulder County Housing Counseling to prepare LHA voucher holders in acquiring and managing increased assets.	Research other PHA's that have implemented programs for Voucher holders to transition into homeownership in 2023. Explore funding source to support Boulder County Housing Counseling with increased program participation in 2023.	1) While staff capacity was too limited to complete this research in 2023, the City did hire a Homeownership Specialist at the end of 2023 tasked with seeking out opportunities and creating new programs such as this. The upcoming City-sponsored affordable-attainable for-sale development also presents an opportunity to transition some LHA renter households potentially into homeownership.	1) Explore the opportunity for new programs to help LHA renters potentially ready for homeownership. 2) Use Homeownership staff to determine if the new development project could work with LHA to prepare a pool of potential buyers.
		2) Work with Habitat for Humanity to develop a program to prepare voucher holders who are paying 80%-100% of their total rent, for homeownership opportunities via their program.	Future program for implementation in 2023-2024. Also have the opportunity to develop a program related the City's for-sale affordable housing development expected to be in the works in 2024-2025.	See above.	See above.