



LOGAN COUNTY HOUSING ACTION PLAN

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CONTENTS

Executive Summary

3

Project Background

4

Development Ready
Lots

6

Rental Housing

19

Permanent
Supportive Housing

27

Acknowledgements

36

EXECUTIVE SUMMARY

This *Housing Action Plan* was created under the leadership of Logan County Economic Development Corporation (LCEDC). The work built upon the findings of the *2020 Logan County/Sterling Housing Needs Assessment*. In March of 2020, local elected officials and community leaders discussed their housing priorities for the community, and what tools would be effective to create more and better housing in Sterling and Logan County. In Fall 2020, the group revisited the work, and revised the list of priorities in light of the COVID-19 pandemic.

This plan includes the three final priorities:

Action Plan Priorities

- 1 Create a broad range of new housing choices through development ready lots and public/private partnerships
- 2 Strengthen the rental housing inventory with new housing and by supporting renters to remain stable in the housing they have
- 3 Create service enriched housing for the the most vulnerable in the community who are experiencing chronic homelessness

The goal of this plan is to create 150 new homes and apartments for Sterling and Logan residents over the next five years. The following pages provide the specific goals, timing, and action steps associated with each strategic priority, setting a roadmap for housing work over the next five years. The work of the Consultant Team was funded by Colorado Health Foundation.

PROJECT BACKGROUND

Stove
pipe
Wells



PROJECT BACKGROUND

Overall Housing Need

In early 2020 Sterling & Logan County began working on a housing needs assessment and action plan for their community. Under the leadership of Logan County Economic Development Corporation (LCEDC) and the Housing Working Group, the consultant team interviewed employers, service providers, realtors, and property managers, and collected and analyzed data on jobs and housing market conditions. The *2020 Logan County/Sterling Housing Needs Assessment* found that over the next five years, the community has a need for 390 additional homes to support job growth, retiring employees, and make up for current deficiencies in the market. This is a large number, and this plan sets the goal of achieving about 150 homes and apartments or about 40% of the total projected housing need.

More housing is needed for all income sectors, but the greatest market gaps are for rentals below 30% Area Median Income (AMI) (\$400/month for two people) and ownership below 80% AMI (\$171,000 home price).



390

For-sale and for rent homes needed by 2025 to support job growth, retiring employees, and to catch up with the existing need

Addressing the Housing Need

- Low wages, currently not keeping pace with housing cost increases
- Little new housing built or planned; cost to construct outpaces what homes can be sold/rented for
- Housing age and quality create limitations in the market
- Greatest need is for those with incomes below 80% Area Median Income
- Most communities do not attempt to tackle the full need; start small and test the market

An aerial photograph of a residential development site. The left side of the image is overlaid with a semi-transparent red filter. The text 'DEVELOPMENT READY LOTS' is written in white, bold, sans-serif font across the red area. The right side of the image shows the actual site, which is a large, flat, brown dirt area with some construction equipment and vehicles. A paved road runs along the bottom right, and a residential neighborhood with houses is visible in the background.

DEVELOPMENT READY LOTS



Development Ready Lots

Goals

- 1 Create 60 new housing units through investing in development ready lots and public private partnerships over the next five years
- 2 Increase the housing variety - type, quality, and price point
- 3 Share risk between public and private sector players in ways that are fair, transparent, and responsible to tax payers

Strategy Coordinator

Logan County Economic Development Corp.

Definition

Development ready lots are “shovel ready” for residential development, meaning they are subdivided, served with streets, utilities, and have local planning approvals for the intended type of housing that will be built.

Vertical construction is the work that occurs to build the housing itself, from foundation to roof, interior to landscape.

DEVELOPMENT READY LOTS: CONTEXT

Overcoming High Construction Costs

One of the primary barriers to creating the housing that is needed in Sterling is the high cost of development. High construction costs, both to extend infrastructure and for vertical development, have made it financially unfeasible for the private sector to meet the demand for housing at a price

Development ready lots will support:

- For-sale housing in the 80-120% AMI range
- Market rentals
- Income restricted rentals
- Homeownership opportunities for households below 80% AMI with support from Habitat for Humanity, NECHI, and/or CRHDC

Target prices for development ready lots might range from:

- \$0-\$20,000/unit for the most affordable housing
- \$15,000 - \$40,000/unit for middle income housing
- \$40,000 and above for the higher end of the local market

point that locals can afford. Local stakeholders agreed that creating development ready lots could reduce both cost and risk, making the proposition of residential construction more feasible for private sector or non-profit partners.

There are additional factors adding to the housing challenges in Sterling. More people are working from home due to health risks associated with Covid-19, and many are attracted to Sterling's rural character, which puts more pressure on the local housing market. The location and extent of the floodplain creates a significant barrier for development and the sale of homes, as well as high flood insurance premiums. Sterling and Logan County have explored re-mapping the floodplain, without success to date. This report is intended to summarize the what, who, when, and how to work toward additional residential development in and near Sterling.

The consultant team recommends that various concepts within this overall strategy be implemented sequentially. Remember, start small, test the market, and limit financial exposure. Evaluate what has worked well, what could be better, and then proceed with the next project. Infill and lots within existing subdivisions will present less risk and financial outlay than the greenfield/annexation opportunities.

DEVELOPMENT READY LOTS: CONTEXT

Development Ready Lots Strategy Coordinator: Roles and Responsibilities

Logan County Economic Development Corporation (LCEDC) is currently the recommended lead agency for this strategy. The lead agency needs to have staff capacity, real estate experience (or the willingness to gain it), a mission focus on housing and economic development, and the stamina for a complex multi-year project management effort. LCEDC is recommended based on the above considerations, their ability to ensure housing and economic development work go hand in hand, their strong relationships in the community, and track record of attracting funding to local initiatives. The Colorado Housing and Finance Authority's (CHFA) Rural Technical Assistance Program could be a good fit to support capacity building and implementation.

If local leaders decide to pursue a different lead agency, the City of Sterling, Logan County, the Sterling Housing Authority, or a local or regional non-profit could all be considered. The lead agency will likely need additional support from a consultant, non-profit, or private sector developer for technical support and expertise, as this project would be well beyond the initiatives that are currently happening in the community.

The primary responsibilities of the “development ready lot” strategy lead are:

1. Secure land (by purchase, donation, tax lien sale, etc.)
2. Secure funding and partnerships that align to create attainable housing

In the case of pursuing greenfield development, these additional responsibilities would be required:

3. Secure local planning and zoning approvals, including approval of site plan, subdivision, re-zoning (if needed), annexation (if needed), and design of site grading, street and utility connections (infrastructure)
4. Secure development partners, who will lead the “vertical construction” phase
5. Secure financing to complete infrastructure construction
6. Secure and provide oversight for contractor to construct infrastructure
7. Define the contractual obligations and complete the transition of development ready lots to the vertical developer

DEVELOPMENT READY LOTS: CONTEXT

Once development ready lots are complete, the project management, risks, and upside potential transfer contractually to the development partner(s) responsible for vertical construction. The vertical developer is responsible for designing the housing, securing building permits and project finance, managing the construction process, and the sale or leasing of the finished homes.

Much work has already been done to define the challenges and opportunities associated with development ready lots and the gap between cost of construction and the local market. There are numerous opportunity sites for residential development in and around Sterling. Fourteen potential sites were identified as part of the action planning phase. LCEDC has initiated exploratory conversations with several land owners. A willing seller is a key requisite to many of the strategies considered.



Amy Duggan, Brian Lynch, & Trae Miller

DEVELOPMENT READY LOTS: STRATEGIES



Infill Development

There are some promising opportunities within Sterling City limits. These opportunities present the advantages of smaller scale development, nearby utilities, and a shorter lead time from project concept to completion. Some of them also present challenges with floodplain, conflict with other uses, existing structures, or past environmental issues.

Knowles Field (see #11, Exhibit 1, next page), owned by the City of Sterling is a priority infill site for housing goals. The City of Sterling has been working with FourCorners Development to build Deer Run Apartments, rental housing for seniors here.

Two parcels immediately south of the Northeast Plaza Apartments (#5 and #6, Exhibit 1) are also priorities for residential infill. The two sites are properly zoned, served with streets and utilities, and of a scale that would be appropriate for testing a small rental or for-sale project priced for households earning less than 120% AMI.

The proposed Permanent Supportive Housing project, discussed later in this plan, would be well suited to an infill site. All of the potential infill sites should be further evaluated to determine a best fit for that use. Lot #13 (Exhibit 1) in particular has promise, with close proximity to Centennial Mental Health.

Lead Agency: LCEDC

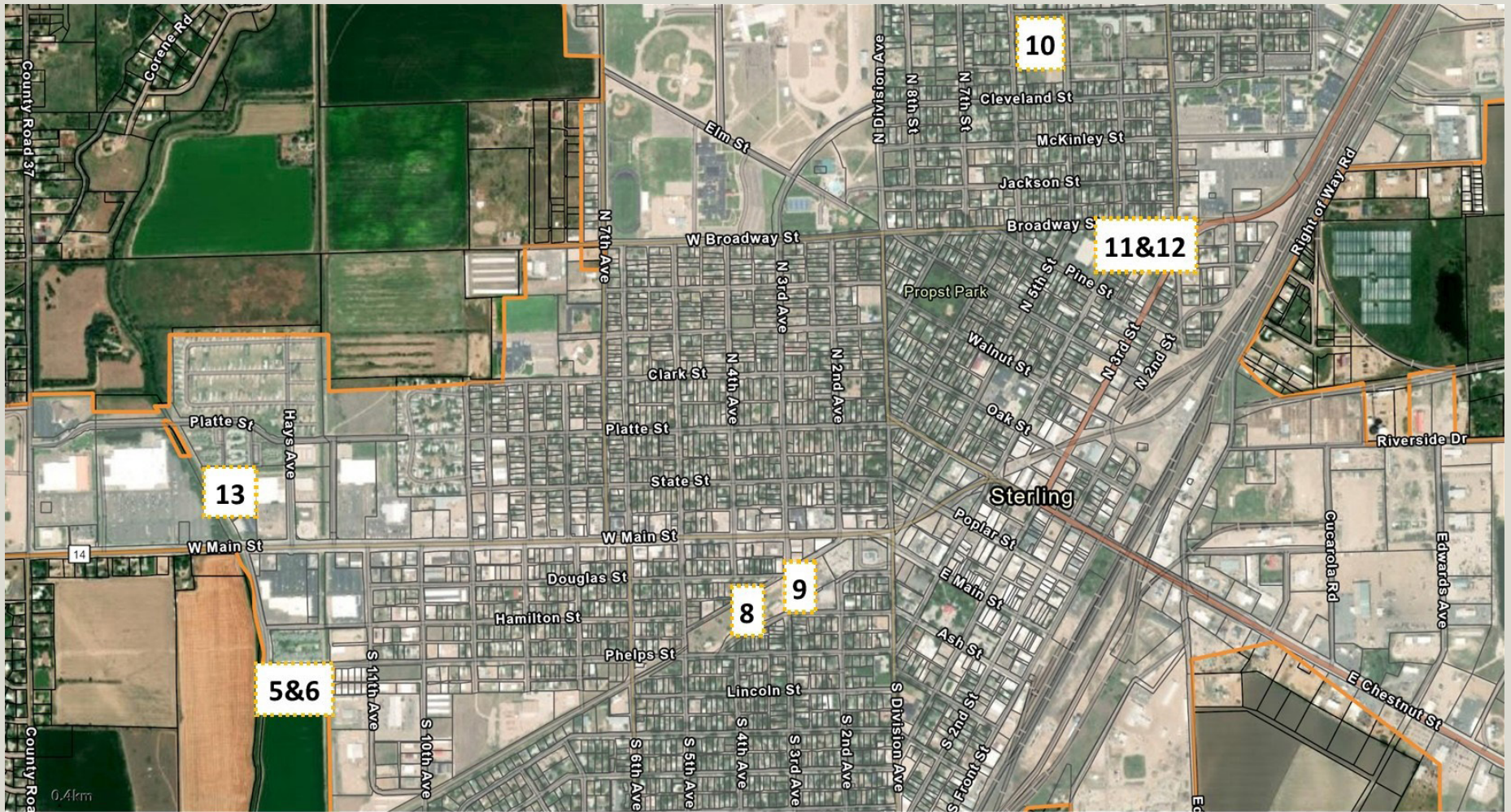
Timeline: Two- year project, beginning in 2020

Anticipated Cost: Due diligence costs could range from \$5,000 - \$50,000, depending on complexity. Acquisition costs could range from donated land to six figures.

Funding Source: See page 17

DEVELOPMENT READY LOTS: STRATEGIES

Exhibit I. Infill Development Sites



DEVELOPMENT READY LOTS: STRATEGIES

2

Lots in Existing Subdivisions

There just are not enough 'blue collar' single family homes.

- Local Employer

We need homes at \$120,000 to \$150,000. This is what's affordable to first time homebuyers. They have no quality choices now.

- Local Realtor

Lots in existing subdivisions can be a good place to focus before investing in extensive master planning and utilities extension for larger greenfield development. There are platted lots, many of which are already served with utilities, that could be more cost-effective locations to test different building techniques, market price points, and public/private partnership structures. The City, County, and LCEDC should consider compiling a comprehensive inventory of platted, development ready lots that already exist in the City and County. Additional steps would be to package the information, come to agreement on potential incentives, and reach out to land owners, realtors, and developers to share the opportunities. The Cottonwood PUD (#7, Exhibit 3, page 15) is one such location. There are also development ready lots in Merino and Fleming that should be included in the inventory and analysis.

Lead Agency: LCEDC, with support from City and County

Timeline: Six-month project, starting in 2021

Anticipated Cost: Staff time

Funding Source: Operating budget

DEVELOPMENT READY LOTS: STRATEGIES

3 Greenfield/ Annexation

The Development Ready Lot Committee focused on the question “what would it take to create a large-scale residential development to address housing needs comprehensively”?

Agricultural land adjacent to the City of Sterling’s western boundary (#1 and #2, Exhibit 3, next page) rose to the top in these discussions. The advantages of these parcels primarily relate to being adjacent to the City, allowing for annexation for services, multiple areas of land that are not in the floodplain, and of a scale that could accommodate a mix of uses, housing types, and phases. These sites have the potential to shape Sterling’s future growth in a big positive way. The City, County, and LCEDC should consider pursuing acquisition of these sites now, acknowledging that this will be a long term, complex project commitment.

Lead Agency: LCEDC, with support from City and County

Timeline: Has already begun, anticipated to continue through 2025

Anticipated Cost: Multi-million-dollar project

Funding Source: Extensive – see page 17

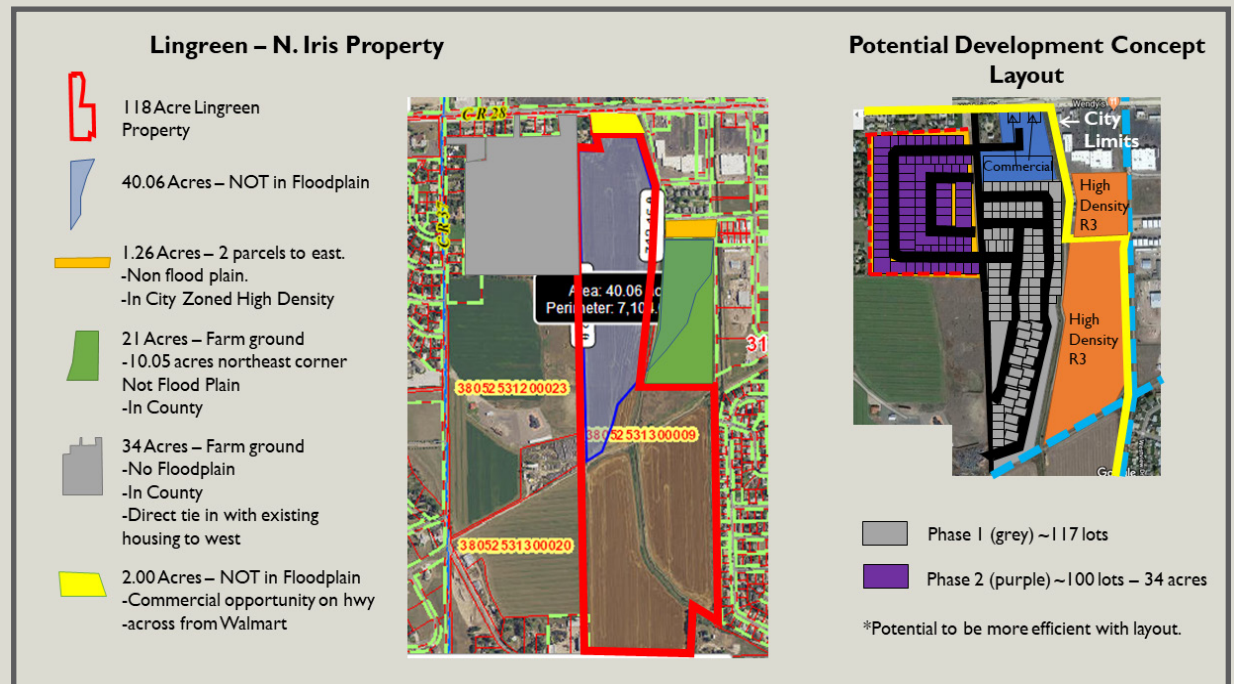
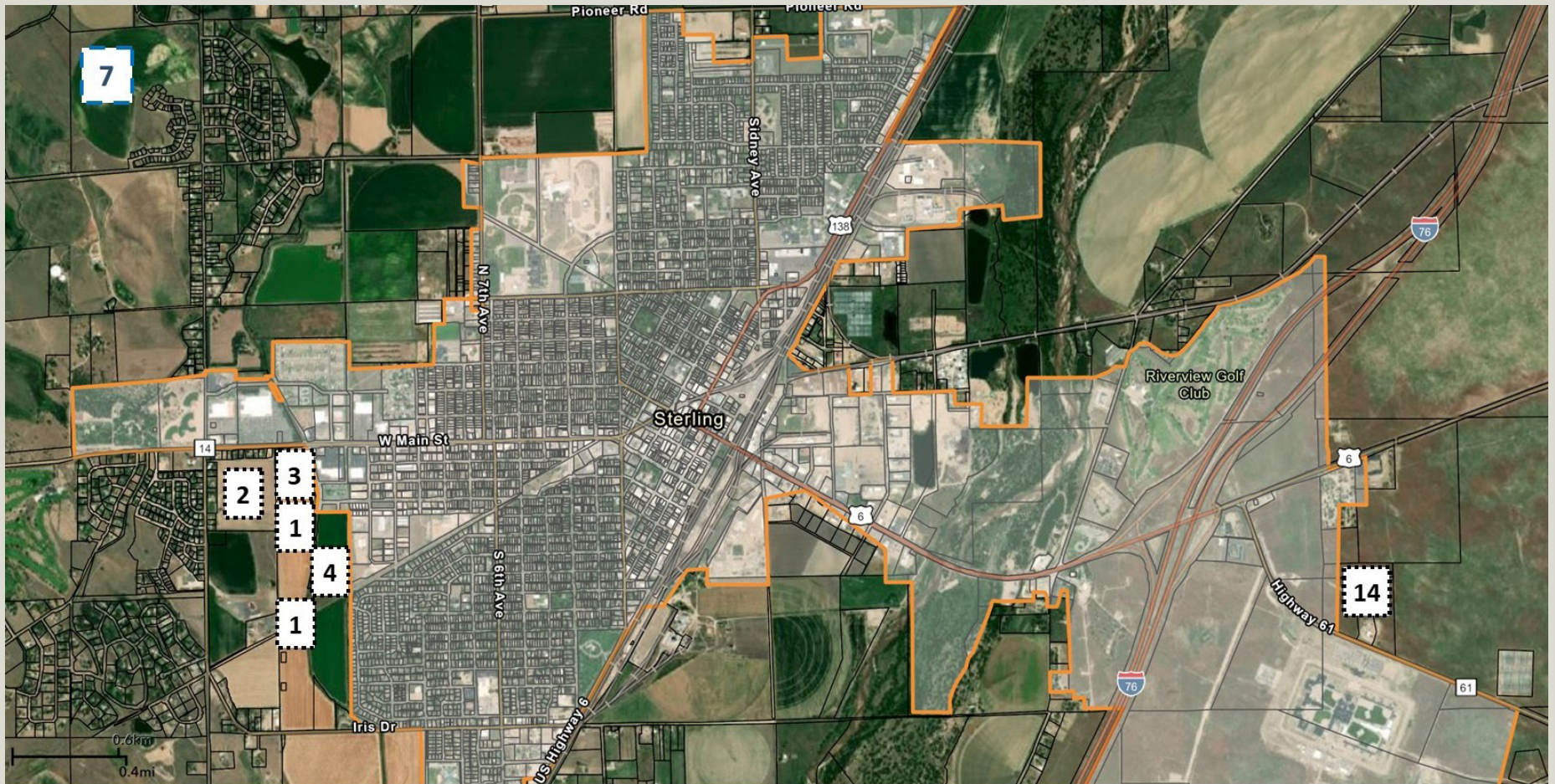


Exhibit 2. Sample Development Concept

DEVELOPMENT READY LOTS: STRATEGIES

Exhibit 3. Annexation/Greenfield Development Sites



DEVELOPMENT READY LOTS: STRATEGIES

The team brainstormed policies and programs that might be deployed to support the overall strategy of development ready lots. These are secondary to the three core strategies above.

Tax Liens – City and County and LCEDC could create an inventory of tax delinquent properties, prioritize properties with the most potential to support housing goals, and work with owners to resolve the lien or secure the property through the tax lien sale process.

Expedited Review – Shorter and more predictable land use processes support housing goals by reducing risk and the time period that developers have to carry land and other costs. Making residential development at various densities a use by right in more zones and locations, and finding ways to shorten and simplify review processes would support this overall goal.

Waived, reduced or deferred fees – To the extent possible, it is helpful for City, County and utility providers to waive, reduce or defer fees in exchange for affordable or attainable housing.

Buy Down Housing Cost – Local resources in the form of in-kind donations of labor and materials, grant dollars, land, or other resources can help bridge the gap between the overall project costs and the price point that is needed to serve the local workforce and retirees.

Work with Partners on a Potential Trades Training Program – A program that supports helping locals develop skills in the construction industry could support affordable and attainable housing goals and help to ease the labor shortage in Sterling. Potential partners include Northeastern Junior College, Advantage Treatment Centers, and the Department of Corrections.

Public Finance – appropriating general funds, taking a bond to the voters, financing through Certificates of Participation, or partnering with the Sterling Housing Authority are all potential ways to bring local public finance to the equation.

Help Local Land Owners/Developers – Several stakeholders expressed the need to help local land owners, current developers and would-be developers gain knowledge and access to capital.

DEVELOPMENT READY LOTS: STRATEGIES

Funding

Creating housing at the needed price points is a huge challenge. In this strategy, we attempt to attack the problem from many angles, and this philosophy will need to carry forward throughout this work. It will require numerous funding sources, including local government, state, federal, and/or non-profit resources. Funding partners to consider include the Colorado Department of Local Affairs (DOLA), Rural Development, Housing Impact Fund, Elevation Land Trust, Colorado Health Foundation, the Community Resources and Housing Development Corporation (CRHDC), local government and local businesses, impact investors, local banks, Xcel Energy and other utility providers, etc. Non-traditional construction techniques such as modular or panelized factory built systems may also help reduce costs.



“Sterling needs to make the case for itself. Sterling has missed out on some the positive growth and reinvestment that Brush, Yuma and Fort Morgan have seen. Investing in housing would make a big statement about who Sterling wants to be in the future.”

- Developer considering working in Sterling

DEVELOPMENT READY LOTS: TIMELINE

Year 1	Year 2	Year 3	Year 4	Year 4-5
<p>Confirm LCEDC as project lead. Consider Sterling Housing Authority as a landholder option for tax exemption during the carry period.</p>	<p>Work to secure project funding</p>	<p>Perform site planning, including neighborhood design, subdivision standards, and civil engineering for utility extensions, grading, and street connections.</p>	<p>Complete infrastructure</p>	<p>Convey lots</p>
<p>Complete additional prioritizing and sequencing among the potential approaches identified above</p>	<p>Cultivate relationships and secure agreements with local and regional developers – engage their expertise in site planning</p>	<p>Finalize financing</p>		
<p>Conduct community outreach with neighbors, land owners, decision makers, local businesses and people experiencing housing challenges</p>	<p>Continue community outreach from Year 1</p>			
<p>Explore City and County willingness to support land acquisition, participate in site planning and fundraising, waive fees</p>				
<p>Move casual conversations with land holders to letter of intent, MOU, purchase option and/or contract</p>				



RENTAL HOUSING



Rental Housing

Goals

- 1 Increase the rental housing stock by 70 units by 2025
- 2 Stabilize renters in their current homes through emergency rental assistance programs and an eviction mediation program
- 3 Improve housing connections for new residents and coordinate with local businesses to incentivize rental housing development

Strategy Coordinator

[TBD]

Definition

Rental housing is a critical piece of the housing ecosystem that serves people at all income levels and is especially important for people who are moving to new cities and those entering new phases of life such as downsizing in retirement.

RENTAL HOUSING: CONTEXT

Rental Constraints in Sterling & Logan County

The Housing Needs Assessment highlighted how few rental homes in Sterling are available for rent. At the time of the Assessment, there were only 8 rental homes available. The lack of rental homes has several impacts including making it hard for new residents to find housing - which in turn makes it hard for employers to recruit future staff. The limited supply also drives up rental prices and it allows landlords to be more picky in who they rent to, sometimes excluding people with pets, people with imperfect background checks, or people with lower credit scores or no credit history.

This section of the action plan has recommendations to increase the overall housing supply, which will help to stabilize rental prices and increase opportunities to find rental homes in good condition; to stabilize renters in their current homes; and to better connect people with housing options.

Rental Housing Strategy Coordinator: Roles and Responsibilities

The Rental Housing strategy coordinator aligns the efforts of the different leads focused on specific Rental Housing recommendations. This should begin with the convening of a working group to discuss how to prioritize Rental Housing recommendations and to identify potential key partners. The Rental Housing strategy coordinator helps in accessing funding and technical assistance when required and ensures the forward momentum of Rental Housing strategies.

“New staff who are new to the area very often have a difficult time finding affordable housing in the immediate area. Many of our new teachers are not only new to the area, but new to teaching and are carrying a heavy load of college debt.

- School District Interview

RENTAL HOUSING: STRATEGIES



Increase the Supply of Rental Housing

Increasing the supply of rental housing will address many of the housing issues people in Sterling & Logan County are facing. New housing will alleviate the high demand that is driving rental prices up and it could help to 'right-size' peoples' housing costs with their income level. Introducing more housing to the area may also motivate existing property owners to invest in property improvements in order to better compete for tenants. Additionally, more housing options in Sterling and Logan County will support the full use of available Housing Choice Vouchers, which have been returned in the past when people were unable to find an eligible unit.

The mismatch between the cost to develop and the average rents in Sterling makes it hard to build new rental properties, but not impossible. FourCorners Development is working to build a new property that would be home for 50 senior households at Deer Run Apartments. To make this project work financially they are applying for Low Income Housing Tax Credits (LIHTC) to make up the difference between the

affordable rents and the cost of construction. The City of Sterling has demonstrated a strong local commitment to this project through contribution of the land. The City and community should continue their efforts to partner with and support this effort, as it will make a direct contribution to the rental housing goal. If this project is successful, an additional 20 units of rental housing will be needed to meet this strategy goal. Some ideas to pursue include:

- Partnering with an affordable housing developer like CRHDC; an experienced developer can provide capacity for the technical aspects of affordable housing finance.
- Renovating and reusing existing vacant properties

Lead Agency: Sterling Housing Authority [**recommended**]

Timeline: Has already begun, will be ongoing

Anticipated Cost: Varies by project

Funding Source: State & Federal grant and tax credit programs

RENTAL HOUSING: STRATEGIES

2

Keep People Housed

The most effective tool in addressing homelessness is to prevent it. Some approaches to stabilizing people in their homes include rent and cost assistance and eviction mediation programs.

The Covid-19 pandemic has prompted the creation of two state programs, the Emergency Housing Assistance Program (EHAP) and the Property Owner Preservation Program (POP), to help cover housing costs for people that have lost income due to Covid-related job loss or hours reduction. EHAP is direct assistance for renters and homeowners and can be accessed through Centennial Mental Health, and the POP Program allows landlords to apply on behalf of their renters through the Colorado Division of Housing (DOH).

The state programs are well equipped to meet the acute need that has come from Covid-19, but it is important to build a homelessness prevention program that reaches households who are at-risk for reasons unrelated to the current health

crisis. A good model for this is La Puente, an organization servicing the San Luis Valley that coordinates food services, a resource center, and crisis prevention services as well as other services. The crisis prevention services component of La Puente's work includes rental assistance - distributed when a household receives an eviction notice or when the notice is impending, utility assistance, medical assistance (including gas vouchers to get to appointments), and several other interventions that support the overarching goal of keeping people housed. The program is funded through financial contributions from the City of Alamosa, grant funding from DOLA, patronages from local businesses, and individual donations. The organization keeps costs low by staffing through the AmeriCorps VISTA program.

A second way to stabilize people in their homes is by creating an alternative to eviction proceedings. By setting up a voluntary landlord-tenant mediation program, future participants will be able to co-create solutions to their underlying problems and either maintain the existing housing situation in a healthier way, ease the transition of the lease termination, or, at least avoid a court ordered eviction. Results from the mediation work are entered as stipulations by judges. The first

RENTAL HOUSING: STRATEGIES

2

Keep People Housed Cont.

step in setting up this type of mediation program is to recruit and train volunteers. Program volunteers can be anyone in the community with conflict resolution experience - nurses, corrections officers, customer service employees, etc. A model for this approach comes from Colorado's 3rd Judicial District (further information is available in the Resources section).

Lead Agency: [TBD]

Timeline: 1 - 2 years

Anticipated Cost: Varies based on program and scope

Funding Sources: Colorado Department of Local Affairs, grant funding, donations, and volunteer time

Mediation is an underused tool that allows communities to reduce the prevalence and negative consequences of evictions. It is an opportunity for parties to talk through disputes that may lead to an eviction and come to a resolution that leaves both parties better off.

RENTAL HOUSING: STRATEGIES

3

Connect Renters with Homes

Because of the insufficient housing supply, people from all walks of life struggle to find quality rental housing in Sterling. Making sure people are able to find the housing that is available will take different strategies to address different circumstances.

For new residents, this can be as simple as a consolidated and up-to-date list of available homes, local realtors, and housing resources that is either distributed online or on paper. This can be used by employers and others that serve as points of contact when people first get to town. The two critical components for making this tool useful are ensuring that it is kept current - updated monthly, and marketing the tool so that it gets into the hands of people who can distribute it.

It has already been noted that the challenge in finding homes complicates the ability of employers to find and retain a full workforce. Some employers in Logan County have a few properties they have used to house employees, but in most

cases it was on a temporary basis, and employers have struggled to find suitable units. This can be addressed through a strategic partnership between a developer and one or more of the major employers in Sterling. The financing for a developer is easier if there is a guarantee of property sale or lease up when the property is complete. If one or more employers offered to guarantee to lease the units this may help to incentivize additional development.

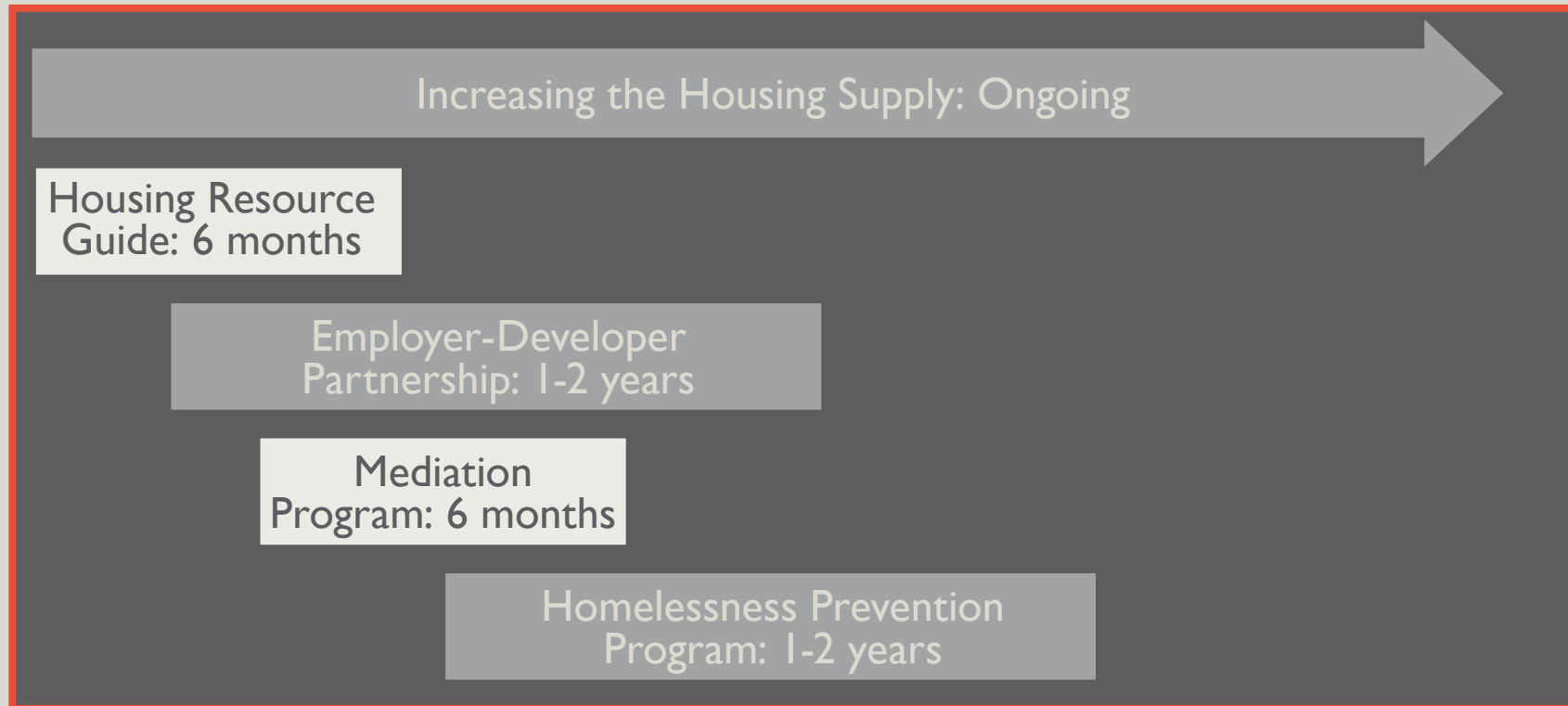
Lead Agency: Logan County Chamber of Commerce [**Recommended**]

Timeline: 6 months, ongoing updates

Anticipated Cost: Minimal - administrative & marketing

Funding Source: Operational budget

RENTAL HOUSING: TIMELINE



Recommendations within the Rental Housing section range from needing a few weeks to accomplish to multi-year and ongoing projects. The start times and the lengths of each project are largely dependent on the capacity and resources available.

Decisions around what recommendations to prioritize and when to begin should be assessed through the lenses of the immediate community need as well as the capacity for a lead agency to complete and/or maintain the project.

PERMANENT SUPPORTIVE HOUSING





Permanent Supportive Housing

Goals

- 1 Develop a new LIHTC funded Permanent Supportive Housing Project by 2024
- 2 Create and manage a **by name** list to manage data for people experiencing homelessness and manage housing waitlists and track housing placements
- 3 Develop 20 additional scattered site PSH units by 2026

Strategy Coordinator

Centennial Mental Health

Definition

Permanent supportive housing (PSH) combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.

PSH: CONTEXT

Homelessness in Sterling & Logan County

According to McKinney-Vento state data, in March 2020, there were 750 youth and children in Centennial’s ten county catchment area that were considered homeless. The planning team surveyed local providers (key findings, page 38) and did an in-depth interview with Centennial Mental Health and found additional data that indicates a growing need for supportive housing for those experiencing homelessness. The interview also suggested that there is a significant need for housing options for those transitioning from corrections facilities back into the community. Data is difficult to capture with this population but anecdotally, the team received the following self-reported services data from local agencies (Table I).

Review of this data, and interviews with stakeholders, suggests that hundreds of individuals received some form of emergency housing assistance in the previous year. Another potential indicator of housing instability in the community is the number of individuals seeking different forms of basic needs support through food and necessity provisions provided

Table I. Self-reported Service Provision

Current Sterling Service Numbers		
Provider name	Service	Individuals Served Annually
Centennial Mental Health	Homeless short-term housing	66
Centennial Mental Health	Vouchers	115
Centennial Mental Health	Affordable housing units	18
Cooperative Ministry	Temp hotel room support	109
Cooperative Ministry	Emergency food, clothing, and other services	1266
Cooperative Ministry	Food access programs	8740
Veteran's Service Office	Case Management Services	100
Community Resources and Housing Development CRHDC)	Housing clients	50
Whitcomb	Housing units	68
Whitcomb	Rent assistance clients	3

PSH: CONTEXT

by Cooperative Ministry (1266 and 8740 individuals). This list does not include information on the number of individuals exiting local corrections facilities and how many are discharged homeless. However, based on an interview with Centennial Mental Health in March of 2020, the Logan County jail holds 118 individuals and approximately 80% of those jailed are being discharged to the streets and end up homeless. It was also shared by local service agencies that large numbers of prison inmates are paroled to the area and some end up homeless. One way this could be addressed is through the creation of a reentry program at the corrections facility. Programs of this sort offer counseling, job training, and housing support to those within 18 months of release with the goal of having no one transition from prison to homelessness. The local PSH team should continue to include these key criminal justice partners in their project planning efforts to find ways to include the needs of those being discharged into homelessness.

Community Perceived Needs and Opportunities

When the draft housing needs assessment was presented to the local community in late February of 2020 and the community had a chance to reflect on the biggest needs and potential action items, permanent supportive housing was named

as a primary strategy for the community given state priorities and resources and local interest in a project. With staff support from Centennial Mental Health, a community team participated in the Permanent Supportive Housing Toolkit in 2020 and developed a project concept and timeline. As of February 2021, the local team is working to identify a development partner for their project. This section of the Sterling/Logan Action plan will identify a timeline and other steps to be taken to implement a PSH project in the next three years.

PSH Strategy Coordinator: Roles and Responsibilities

The PSH strategy coordinator manages the PSH development process locally, in partnership with the selected development partner. This includes supporting team meetings, assisting with data collection, assisting with site selection, supporting community engagement activities and assisting with funding applications.

PSH: STRATEGIES



Select a Development Partner

The Sterling PSH team has recently put out a Request for Proposals to select a development partner. This developer should be selected and commit to this project by late April of 2021. The developer partner will assist with managing predevelopment activities, like selecting a site, undertaking a market study, ensuring the site is developable and managing major deadlines to get a competitive tax credit application submitted in 2022.

Lead Agency: PSH Toolkit Team

Timeline: Developer selected by April 2021

Anticipated Cost: In-Kind time from State PSH consultants and the local PSH team.

Funding Source: In-Kind

There have been communities that have incorporated Permanent Supportive Housing with great success and since we are in such a housing crunch, I think this program in general would help alleviate the lower end of available housing options while helping individuals or families.

- Logan County Official

Many people who are homeless do not know how to dig out of it, they do not know where to turn to get their feet back under them

- Housing Staff

PSH: STRATEGIES

2

Proving Need for Funders and Creating System for Tenant Selection

One of the biggest challenges for the local team will be to quantify the need and show sufficient demand for a permanent supportive housing project. Both state agencies will require data to prove demand for a PSH project. Given that the community is part of the balance of State Continuum of Care, and Point-in-Time (PIT) data is scarce, the local team will want to consider following an alternative data and tenant selection method for assessing the number of people at-risk or experiencing homelessness and identifying a referral process that will identify those with the greatest need for a PSH unit. Some strategies for collecting data outside of PIT data include requesting regional Medicaid data to see how many households are checking the box for unhoused/homeless status, managing a VI-SPDAT (Vulnerability Index - Service Prioritization Decision Assistance Tool) registry week or other method for using the

VI-SPDAT tool to gather data on existing homeless populations, or participating in a by-name list data protocol based on Built for Zero's new national initiative and supported by DOH (tools included in Reference section).

Lead Agency: Centennial Mental Health

Timeline: Develop a data collection strategy by July and implement by October 2021.

Anticipated Cost: Depending on the data collection tool chosen there could be a minimal cost between \$5,000 and \$10,000.

Funding Source: the lead agency could ask CHFA and Colorado Health to sponsor a specific data collection event like a registry week or use existing funding or staff time to undertake these activities.

PSH: STRATEGIES

3

Identifying the Site



Housing Working Group Members: Kirstin Schelling, Karla Rosas, Trae Miller & Josh Mayhugh

Developable sites are difficult to find in Sterling due to flood plain issues, lack of infrastructure in growth areas adjacent to town and other growth constraints. Some potential tactics for identifying a site could include partnering with the Advantage Treatment Group who has excess land on their current campus, approaching local congregations with land available for development, or looking at motels or commercial lots that could be redeveloped as a multi-family property. It is ideal to have a site identified at least six months prior to application to allow for sufficient time to design, develop project cost estimates, and complete all the necessary paperwork for a low-income housing tax credit application.

Lead Agency: Development Team

Timeline: Secure a site by August 1, 2022

Anticipated Cost: Costs will be covered by the development partner.

Funding Source: The local team should provide guidance and political support with the local planning and entitlement process, if needed.

PSH: STRATEGIES

4

Identifying Long-Term Supportive Services Funding

Lead Agency: Centennial Mental Health

Timeline: Develop a supportive services plan and identify a mix of funding sources including Medicaid reimbursement, developer fee and philanthropy.

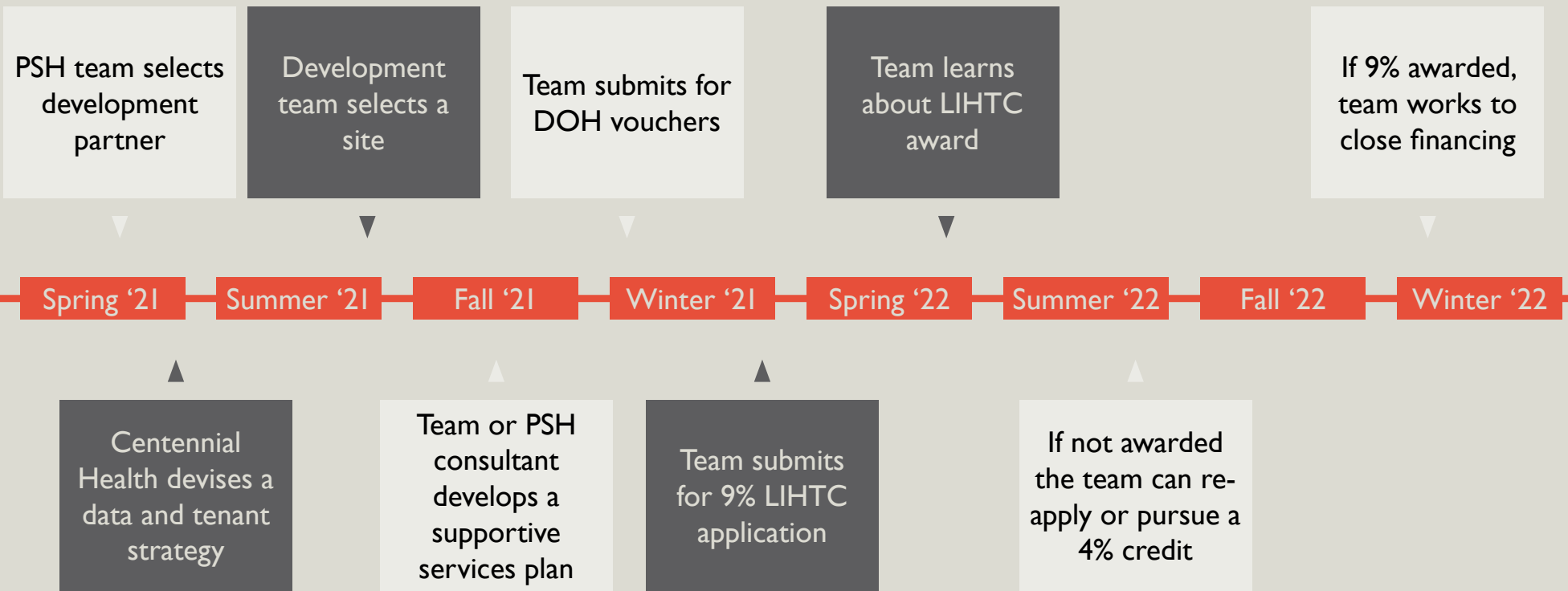
Anticipated Cost: Staff time and possible support from PSH consultant

Funding Source: To create a supportive services plan may cost up to \$10,000 or this task may be provided in-kind by the service provider or development partner. If the development team does not have significant PSH services experience, they should consider hiring a PSH consultant to design the services plan and assist with the DOH application for project-based vouchers. The services plan will need to meet the requirements outlined by the DOH (link in Reference section) and identify \$7200 of services funding for each PSH unit to meet DOH program guidelines. Potential funding for services may include: 1) up to 5% of the LIHTC developer

fee bump to create a 15-year services reserve, 2) partnerships and funding agreements with the designated Regional Accountable Entity through Medicaid, 3) grant funding from Foundations such as the Colorado Health Foundation, and 4) potential funding through federal grant programs such as the Substance Abuse and Mental Health Services Administration (SAMHSA).

Supportive services are often used to help people who are exiting homelessness find their footing. Services can include mental health counseling, treatment for addiction, job training and job placement assistance, transportation assistance, and child care among many other things.

PSH: TIMELINE



Acknowledgements

Advantage Treatment Centers

Centennial Mental Health Center

City of Sterling

Hope House

Logan County

Logan County Chamber of Commerce

Logan County Economic Development Corporation

Sterling Housing Authority

Under the Umbrella

...and all of those who served on the
Housing Assessment Committee

Consultant Team

Willa Williford - Williford, LLC

Jenn Lopez & Grey Waletich - Project Moxie

Andrew Coburn - Urban Rural Continuum LLC

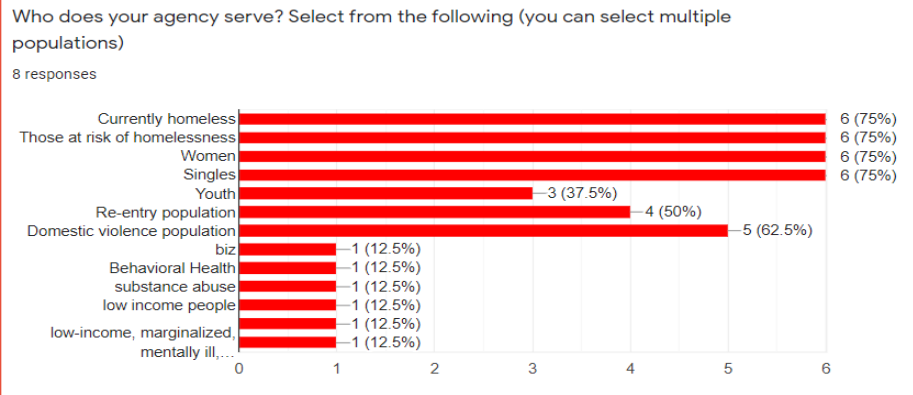
Mary Coddington - Cappelli Consulting

Project Funding Provided by

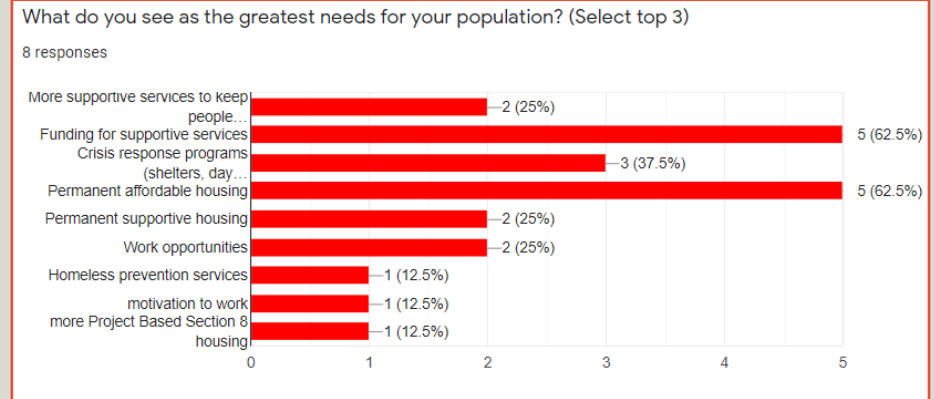


The Colorado Health Foundation™

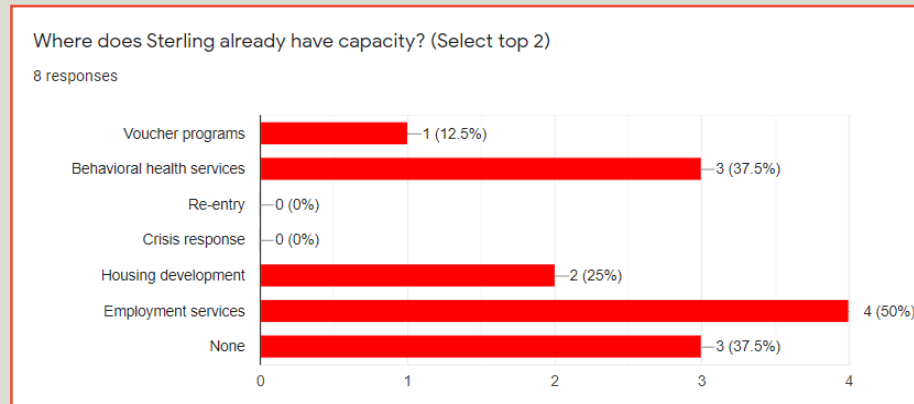
SERVICE PROVIDER SURVEY FINDINGS



A majority of the work of these service providers is supporting the currently homeless, those at risk of homelessness, women, and singles.



This group identified the greatest needs for the people they serve as being: funding for supportive services and permanent supportive housing.



This group identified employment services and behavioral health services as areas where Sterling already has capacity.

RESOURCES

- 2020 Logan County/Sterling Housing Needs Assessment - Available from LCEDC
- Matrix of potential development sites - Provided to LCEDC
- La Puente Crisis Prevention Resources - <http://lapuentehome.org/cpr/>
- Mediation Program Information - Susanne.vandermeer@judicial.state.co.us
- [2020-21 Annual RFA for the Creation of Supportive Housing Application](#)
- Built for Zero: By-Name List Data Protocol - <https://www.joinbuiltforzero.org/resources/quality-by-name-list/>