



DRAFT
Community Development Block Grant
2013 Consolidated Annual Performance
and Evaluation Report

PUBLIC COMMENT PERIOD FROM:
October 14, 2014 THROUGH October 28, 2014

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SPECIAL ACCOMMODATIONS:
Arrangements can be made for special accommodations
such as TDD/TTY/Relay number, or the use of interpreters,
if such accommodations are needed.

DATED: October 14, 2014

EXECUTIVE SUMMARY

Douglas County staff has completed its 2013 Community Development Block Grant (CDBG) program year, and program accomplishments are provided through this Consolidated Annual Performance and Evaluation Report (CAPER). The U.S. Department of Housing and Urban Development (HUD) allocates CDBG funds to the County and requires this report to demonstrate 2013 program year accomplishments (August 1, 2013 through July 31, 2014).

Douglas County qualifies as an Urban County and the Towns of Castle Rock and Parker, and the Cities of Lone Tree and Castle Pines participate in the CDBG program. A map of Douglas County showing these participating jurisdictions is on page 2 (Figure 1). Annual CDBG funds can be used to benefit low- and moderate-income residents in the county through activities related to housing, public services, public facilities, economic development, infrastructure, and property improvements. Douglas County received an allocation of \$797,883 in CDBG funding for the 2013 program year. In addition to the 2013 allocation, \$29,952 was reprogrammed from previous program years. As of the date of this CAPER submittal, \$396,796 or 53 percent of the 2013 annual allocation has been expended.

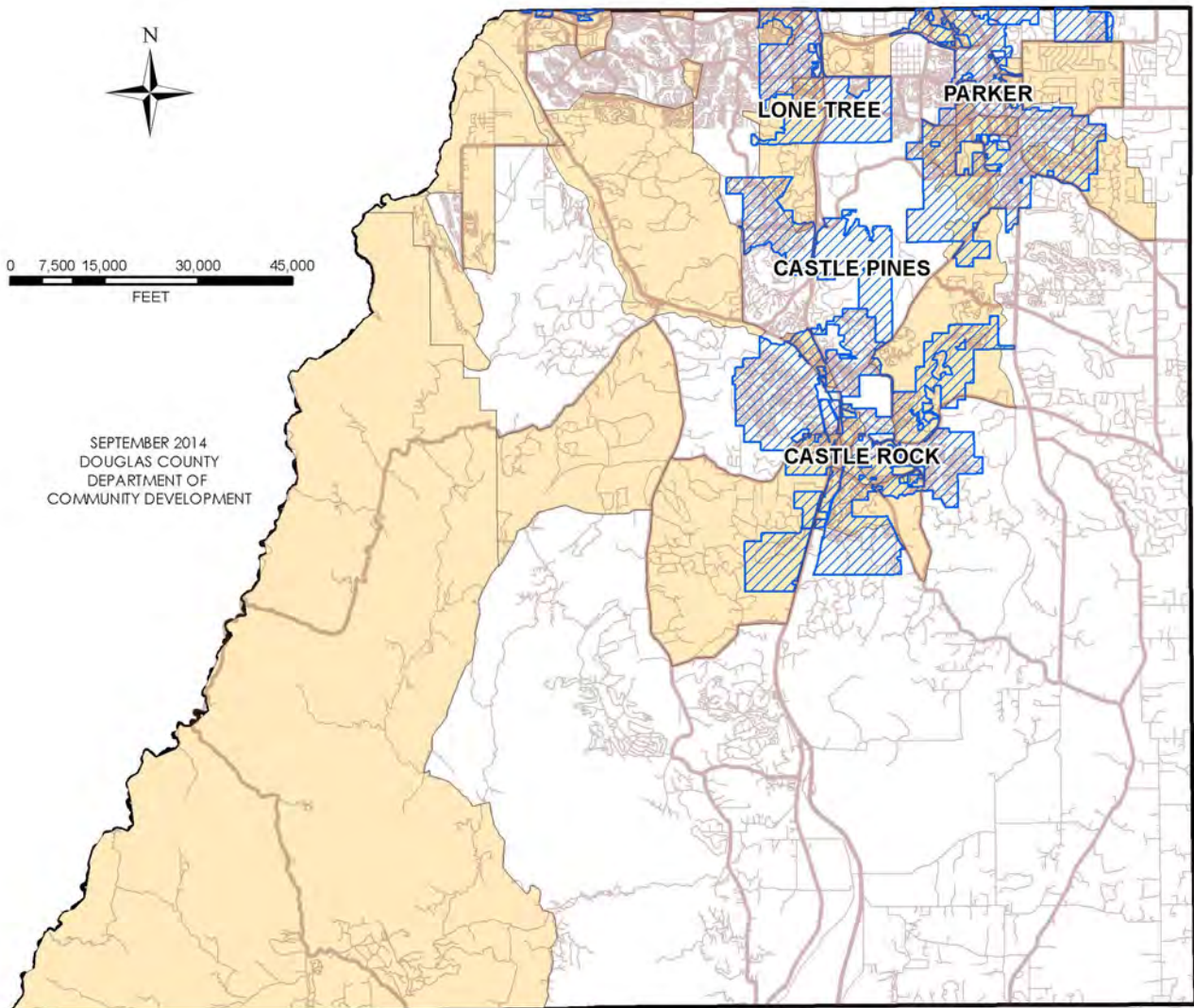
The 2013 program year provided the perfect opportunity for CDBG staff to prepare for the future of the program. Building relationships was an integral component in the creation of the 2014-2018 Consolidated Plan. By utilizing the Citizen Participation Plan, CDBG staff sought information from residents and service providers through surveys and focus groups. Information received provided a better understanding of the vulnerable population, helped to identify the priority needs, and assisted in establishing the goals and objectives. The Consolidated Plan was approved by the Douglas County Board of County Commissioners on June 11, 2014. The document was submitted to HUD on June 13, 2014 and was also approved.

In regards to furthering fair housing, Douglas County finalized its Language Assistance Plan (LAP). Census data, along with results from the Consolidated Plan community and provider surveys, provided valuable information that helped to create the LAP. According to the "American Community Survey 2007-2011 5-Year Estimates," only 2 percent of Douglas County residents do not speak English well. Community and provider surveys confirmed that the number of clients who were unable to speak English was minimal. All data sources revealed that the majority of residents with limited English proficiency (LEP) spoke Spanish.

The provider survey included questions that would provide additional details for CDBG staff in understanding the clients that local organizations are serving. A total of 40 provider surveys from 22 organizations were collected as part of the Consolidated Plan public outreach process. CDBG staff evaluated the surveys and determined that organizations were well prepared to serve LEP clients. Eight organizations offered forms and materials in Spanish. Hiring interpreters was rarely needed as 13 organizations were able to utilize staff or volunteers as Spanish interpreters. Implementation of the LAP helps to eliminate any language barriers to ensure all residents have equal access to services.

To finalize the 2013 program year, staff recorded accomplishment data for this reporting period in the Integrated Disbursement and Information System (IDIS), a computer-based financial system used by entitlement communities to report their progress to HUD. Reports generated in IDIS summarize accomplishments and performance information. This information is included at the end of this report in Appendix A.

Figure 1.
Douglas County Jurisdictions Participating in the CDBG Program



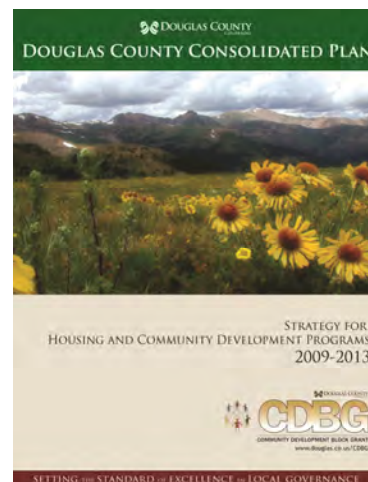
LEGEND

- MAJOR ROADS
- OTHER ROADS
- ▨ INCORPORATED AREAS
- CDBG TARGET AREAS

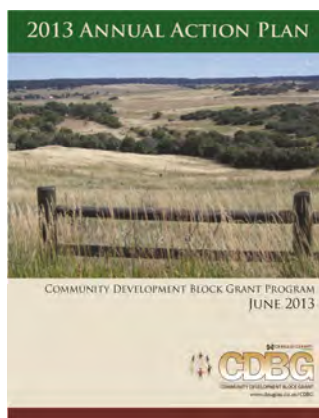
GENERAL

INTRODUCTION

In 2002, the County met the population threshold to qualify as an entitlement community and apply for CDBG funding. In order to continue to qualify as an Urban County, HUD requires entitlement communities to create a five-year long-range strategic plan outlining how future CDBG funds can be used. This strategic plan is based on input from the community, in accordance with the Citizen Participation Plan. Community input shapes the priorities and goals to address community needs. Douglas County's 2009-2013 Housing and Community Development Plan (Consolidated Plan) identifies six priority needs for the low- and moderate-income population: housing, public services, public facilities, economic development, infrastructure, and property improvements. In addition, staff identified 11 objectives (listed in Table 1 on page 4) to address these priority needs. Prospective activities using CDBG funds must address one of these six priority needs in order to qualify for funding.



The Consolidated Plan also addresses the needs of the vulnerable population in the county, defined as residents whose household income doesn't adequately allow them to maintain self-sufficiency. Strategies are intended to help move the vulnerable population toward self-sufficiency.



Each year the County prepares an Annual Action Plan that defines the specific activities to be undertaken during the upcoming program year. The Douglas County allocation for the 2013 program year was \$797,883. The projects identified in the 2013 Annual Action Plan each address a priority need established in the 2009-2013 Consolidated Plan. This CAPER will be the fifth and final annual report under the 2009-2013 Consolidated Plan. Figure 2 on page 8 shows the location of active projects during the 2013 program year and where assistance was provided throughout the county. These projects were undertaken primarily to benefit low- and moderate-income residents of the county. Low- and moderate-income populations are illustrated on the map in Appendix B.

One indicator of the low- and moderate-income population is the poverty rate as measured by the Census Bureau. Over the past decade, poverty increased faster than the total population in Douglas County. According to the 2000 Census, only 3,706, or 2.1 percent, of Douglas County residents had incomes below the poverty level. Because the poverty level is so low, the number of people with incomes below two times the poverty level is also used. In 2000, a total of 11,409 residents had incomes below two times the poverty level. The 2012 American Community Survey 5-Year Estimates is the best measure of poverty for the period of 2008 through 2012. By then, the number of people with incomes below poverty increased over 200 percent to total 11,538. A total of 29,704 people had incomes below two times the poverty rate, which was a 160 percent increase. During that time, the total population of the county grew at 63 percent. Even though the rate of poverty in 2008-2012 was still low at 4.0 percent, the fact that it grew so fast is significant and shows the type of changes that Douglas County is experiencing.

Table 1.
2009-2013 Consolidated Plan Objectives

Objective:	Addresses Priority Need of:
Maintain and develop quality affordable housing for low- and moderate-income owners and renters.	Housing
Increase the support for transitional housing facilities to serve Douglas County residents.	Housing
Increase the range of affordable housing opportunities for special needs populations.	Housing
Provide assistance to meet or supplement basic needs for income-qualified and special populations.	Public Services
Increase services available for elderly and special needs populations to support self-sufficiency.	Public Services
Ensure access to adequate transportation options that are affordable to the low- and moderate-income resident.	Public Services
Increase capacity of not-for-profit organizations by expanding their facilities and thereby their ability to deliver quality services to income-qualified residents.	Public Facilities
Help local businesses grow and prosper and link them to regional customers.	Economic Development
Increase or retain the number of jobs available to low- and moderate-income residents.	Economic Development
Provide leveraged funds for public infrastructure improvements such as water and sewer, drainage, accessibility modifications, sidewalks, and road paving in CDBG eligible areas.	Infrastructure
Encourage the rehabilitation and improvement of currently affordable housing stock to maintain a safe, energy efficient living environment.	Property Improvements

ASSESSMENT OF ONE-YEAR GOALS AND OBJECTIVES

At the end of each program year, the County evaluates progress made in meeting its objectives through these activities, and summarizes the use of funds during the program year. The County presents the information to citizens in this year-end report and submits the report to HUD 90 days after the end of the program year.

Community and Resource Services oversees the Douglas County CDBG program and works to ensure that funds are used in accordance with all program requirements. Table 2 on page 7 lists the 2013 projects addressing the priority needs identified in the Consolidated Plan. The narratives beginning on page 9 elaborate on project accomplishments and list the objectives addressed during the 2013 program year.

Douglas County has continued to develop a strong CDBG program through its commitment to building solid partnerships. Staff continues to cultivate collaborative relationships with HUD, County staff, adjacent local government representatives, the Douglas County Housing Partnership and not-for-profit organizations, in order to provide quality services and programs to low- and moderate-income residents of the county.

In the 2013 program year, Douglas County finalized its Language Assistance Plan (LAP) and made it available as a guiding document to subgrantees and others through the CDBG website. The LAP can be utilized by Douglas County staff, and subgrantees that may not have their own plan, when assisting residents with Limited English Proficiency (LEP). The plan ensures that all eligible residents have access to and receive the same quality services. By providing equal access to services, the County affirmatively furthers fair housing to residents. The LAP outlines the protocol for working with LEP clients and offers options for interpretive services. The Appendix to the plan provides information on who to contact if a translator is needed. The LAP is included in this CAPER as Appendix C.

As the administrator of the CDBG program, Douglas County recognizes the importance of providing a high level of technical assistance to subgrantees. During the 2013 program year, County staff provided several training opportunities for subgrantees, such as hosting an application workshop for 17 potential applicants on August 16, 2013. All new applicants and current subgrantees can attend the annual application workshop to learn how to make their application more competitive. The Letter of Interest and application are discussed in detail to increase the applicant's understanding of the type of information being requested.

In addition, County staff also hosted project management training on August 2, 2013. This training session prepared 10 subgrantees to report and fulfill federal requirements throughout the program year. During these workshops, staff explains the cross-cutting regulations that apply to the CDBG program, such as requirements associated with Davis-Bacon and the Fair Housing Act. Staff stresses the importance of incorporating fair housing information and working to affirmatively further fair housing through these federally funded grants. Subgrantees and potential applicants can contact County staff as needed with any questions and concerns. County staff also meets frequently with prospective applicants and citizens of the county to discuss potential projects that might be eligible under the CDBG program. Outreach to potential applicants occurs continuously throughout the year.

In the past, subgrantees were asked to complete a variety of different forms to draw down on grant funds and report on their activities. The information provided was not always consistent or accurate and required clarification. To streamline this process, a new spreadsheet was developed that self-calculated cumulative totals and linked the data from these various forms and reports together.

Spreadsheets were customized for each subgrantee and included fields based on applicability to their activity. CDBG staff met with each subgrantee to train them on the new spreadsheet. Attendees at the 2014 project management training session were also instructed on how it's used. This tool has simplified the reporting process for subgrantees, decreased staff time to review the reports and created efficiency in maintaining accurate records. CDBG staff offers subgrantees ongoing technical assistance in using this spreadsheet.

Accomplishments of the 2013 program year include: spending down 53 percent of the 2013 CDBG allocation; closing 11 activities in IDIS; completing the 2014-2018 Consolidated Plan process; finalizing the LAP including the four-factor analysis; and creating a linkable self-calculating spreadsheet for draw down requests and reports. A self-evaluation, including programmatic accomplishments, begins on page 57.

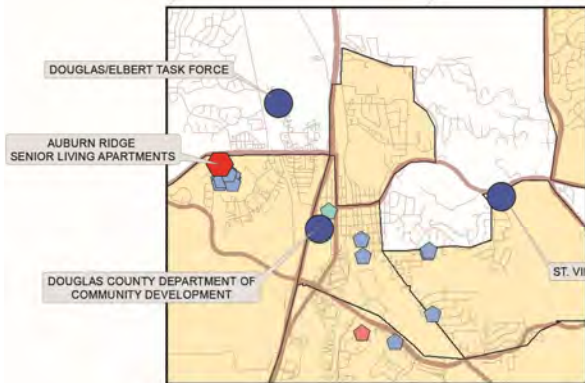
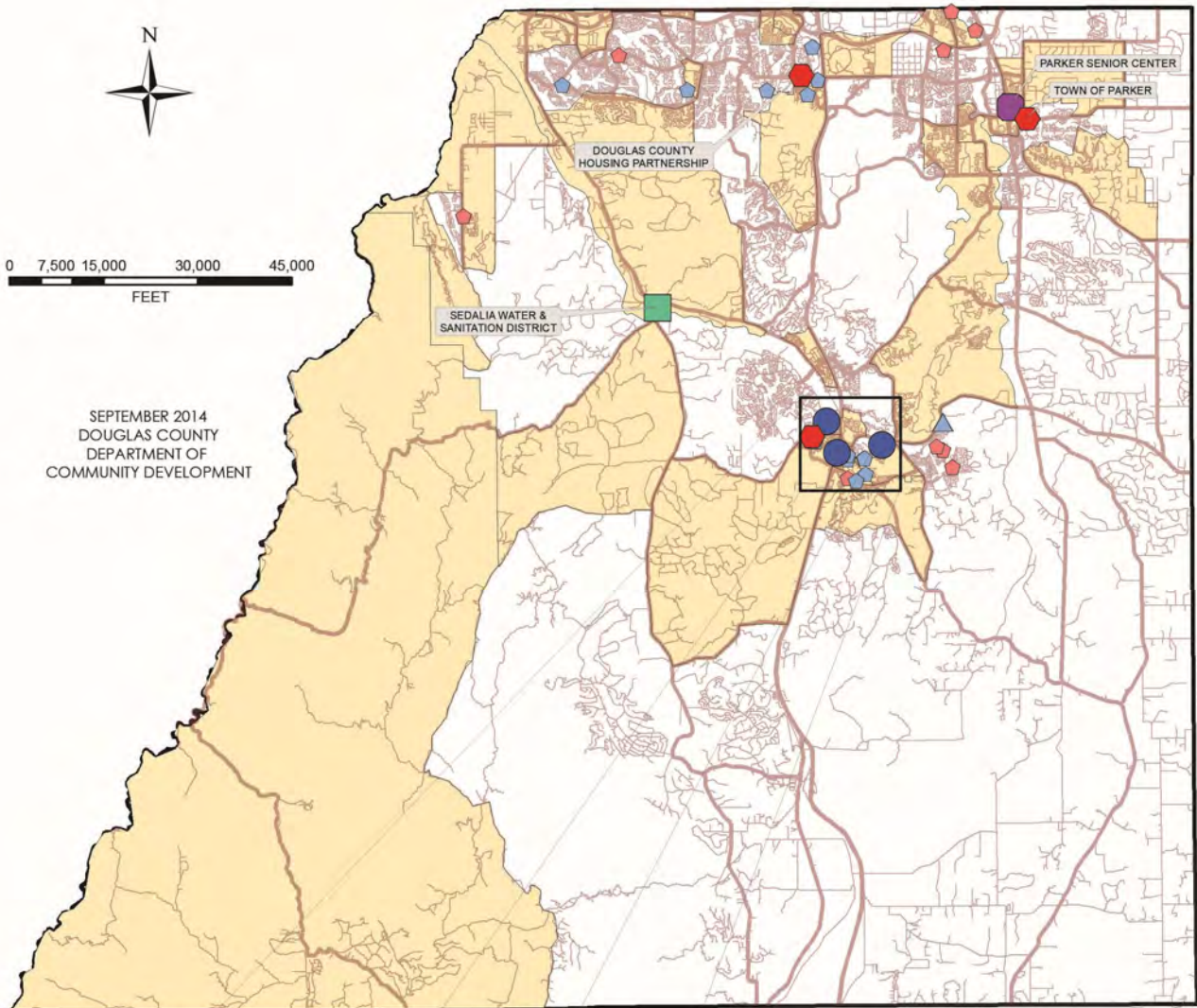
PROJECT OVERVIEW AND ASSESSMENT

Table 2 below lists the organizations allocated CDBG funding in 2013. In addition to the programs and activities funded in 2013, several 2012 activities were underway. The map on page 8 (Figure 2) illustrates the locations of active programs and activities in 2013, including those that fully expended funds and were closed in IDIS. Project narratives describe progress made during the 2013 program year, including any success or difficulties encountered along the way. This report includes testimonials from clients or participants benefiting from these funds. CDBG staff evaluated each activity and program through a desk audit using a Risk Assessment Tool to determine each organization's potential risk for non-compliance with HUD regulations. Projects with a high risk score are generally monitored on-site by CDBG staff, or a workout plan is requested from the subgrantee. A full explanation of the monitoring and risk assessment process begins on page 53.

Table 2.
2013 Funding Allocations

Activity	Organization	Allocation
Home Ownership Program	Douglas County Housing Partnership	\$178,131
Auburn Ridge Senior Living Apartments Site Improvements	Douglas County Housing Partnership	\$200,000
Emergency Repair Grant Program	Town of Parker	\$20,000
Audio Services	Audio Information Network of Colorado	\$3,000
Primary Advocate Position	Crisis Center (previously the Women's Crisis and Family Outreach Center)	\$5,590
Community of Care Family Development Program	Douglas County Department of Community Development	\$20,000
ADA Van Purchase	Douglas County Housing Partnership	\$16,000
Rent Assistance	Douglas/Elbert Task Force	\$25,000
Utility Assistance	Douglas/Elbert Task Force	\$15,114
Overnight Lodging	Douglas/Elbert Task Force	\$5,000
Transportation Dispatch Coordinator	Parker Senior Center	\$10,000
Rent Assistance	St. Vincent de Paul Society	\$12,000
Water Tank Evaluation and Repair	Sedalia Water and Sanitation District	\$110,000
Commercial Renovation Grant Program	Town of Parker	\$50,000
Grant Administration	Douglas County Department of Community Development	\$158,000

Figure 2. Locations of Active Projects during the 2013 Program Year



CASTLE ROCK

LEGEND

SUBGRANTEE LOCATIONS

- PUBLIC FACILITIES
- PUBLIC SERVICES
- HOUSING
- INFRASTRUCTURE

TYPES OF SERVICES OFFERED

- ◆ EMERGENCY ASSISTANCE - UTILITIES & RENT
- ▲ AUDIO SERVICES EQUIPMENT
- ◆ HOME OWNERSHIP PROGRAM ASSISTANCE
- MAJOR ROADS
- OTHER ROADS
- CDBG TARGET AREAS

2013 PROGRAM YEAR ACCOMPLISHMENTS

Audio Information Network of Colorado (AINC)

- 2013 Audio Services

Consolidated Plan Objectives Addressed:

- Promote self-sufficiency through increased services available for elderly and special needs populations.

AINC offers the only free service of its kind to Colorado residents. For more than 20 years blind, visually impaired, and print-disabled residents have been able to stay connected to their community by listening to pre-recorded audio programs. Registered listeners can access materials online, through downloaded podcasts, on TV, or over the phone. Throughout the state, the AINC serves more than 1,500 listeners who can select programs from more than 100 newspapers and magazine articles.

Although Douglas County's visually impaired population is small, access to these types of services make a significant difference in the lives of those affected. AINC staff work closely with Douglas County organizations such as Sky Cliff and the senior centers to reach out to residents in need. Douglas County's CDBG award of \$3,000 (100 percent spent) provided 16 hours of Douglas County news each month. Recordings of brochures from the Alzheimer's Association in both English and Spanish were also recorded. CDBG funds assisted 18 households comprised of 45 individuals.

The AINC Marketing Director made a concerted effort to reach out to other residents to increase awareness of the AINC's services. Outreach included participating in the Douglas County Seniors' Council, Douglas/Arapahoe County Fraud Prevention Summit, and sending informational packets to 64 Douglas County optometrists.

These services allow this population to remain connected to Douglas County events, informs their decision making, and allows them to actively participate in their community. In addition to improving their quality of life and providing a measure of independence, having access to local print materials can affirmatively further fair housing because print-disabled residents will be more aware of County-sponsored meetings and current events regarding housing discrimination.

CDBG staff conducted a risk assessment of the AINC on August 27, 2014, to ensure it was in compliance with federal regulations and local policies. It received a low risk score of 15 out of 165 points. Although this organization received a low risk score, CDBG staff will conduct an on-site monitoring because they haven't been monitored in more than three years. This helps to ensure that the risk remains low if the organization is awarded future CDBG funds.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	4
50% (low income)	15
80% (moderate income)	8
Above 80% (non-low and moderate)	18
Household Characteristics	
Hispanic or Latino	4
Female head of household	11
Disabled	28
Elderly	22
Race	People
White	42
Black or African American	2
Asian	1
Total Number of People Served	45

Crisis Center (previously called the Women’s Crisis and Family Outreach Center)

- **2013 Primary Advocate Position**

Consolidated Plan Objective Addressed:

- Provide assistance to meet or supplement basic needs for income-qualified and special populations.

Since its inception in 1985, the Crisis Center has provided programs and services to victims of domestic violence and to the region at-large. All services are provided on a non-discriminatory basis regardless of race, religion, gender or sexual orientation. The Crisis Center serves persons from all ethnic, cultural and economic groups, of all ages and lifestyles. The staff and numerous volunteers offer information and assistance to more than 18,000 individuals annually.

The Crisis Center’s Emergency Shelter provides a 24-Hour Crisis Line and residential programming for victims of domestic violence. Programs help victims understand why the abuse happens, recover through a variety of interventions, and gain the tools to become emotionally stable, independent, confident, and self-sufficient. Many of those staying at a shelter are at or below the poverty level. At least 90 percent of their clients would have been homeless without the Crisis Center’s services.

Additionally, the Crisis Center educates the community to have a better understanding of the personal tragedies involved, the resulting public impact, and the economic costs from the growing incidence of family violence and conflict.

CDBG funds in the amount of \$5,590 (100 percent spent) helped to pay the salary of a new primary advocate. Adding a staff member helped to meet the demand for services and maintain capacity at the 28-bed Emergency Shelter. This staff person answers the crisis line, helps victims gain access to the facility, and works directly with clients. The primary advocate worked with 75 adults, teens, and children. The primary advocate provided support and case management to prepare clients for transitioning out of the shelter. New adult clients may have been involved in parenting classes and group facilitation. The services that clients receive at the shelter prepare them with the tools necessary to reach self-sufficiency.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	58
50% (low income)	13
80% (moderate income)	4
Household Characteristics	
Hispanic or Latino	6
Female head of household	34
Race	People
White	44
Black or African American	17
American Indian or Alaskan Native	2
Other multi-racial	12
Total Number of People Served	75

CDBG staff completed the risk assessment tool to ensure the organization complied with federal regulations on August 27, 2014. The Crisis Center is a consistently high performing subgrantee, and they received a low risk assessment score of 17. The organization does a great job of drawing down funds quickly. Reports were submitted early and 100 percent of CDBG funds have been spent. Since the Crisis Center typically receives low risk scores, they have not been monitored in the last three years. Monitoring high performing organizations allows staff to review their procedures and provides an opportunity to learn more about the organization and answer any questions they may have. For this reason, CDBG staff conducted an on-site monitoring this year (see the Monitoring Section on page 53).

Douglas County Department of Community Development

- 2012 Emergency Rent Assistance
- 2012 Emergency Utility Assistance
- 2013 Community of Care Family Development Program

Consolidated Plan Objective Addressed:

- Provide assistance to meet or supplement basic needs for income-qualified and special needs populations.
- Promote self-sufficiency through increased services available for elderly and special needs populations.

Douglas County's Emergency Rent and Utility programs are housed in the Department of Community Development (DCD) as part of the Family Development Program. The Community of Care navigator works with clients dealing with multiple barriers to self-sufficiency for a period of six to nine months. A small portion of the grant was set aside for clients referred by the Department of Human Services or other service agencies in the community. Partnering with other local agencies increases the amount of resources available to clients in addressing their greatest needs. It also augments their support system and opportunities for success.

To be eligible for the program, clients must be income qualified and have the desire to work toward self-sufficiency. Families may receive assistance no more than three times during the grant program year due to federal regulations. Assistance is designed to help families stabilize their current living situation, while utilizing other resources such as a workforce center, food stamps, Medicaid and child support. Some clients receive coordinated assistance through partner agencies such as the Douglas/Elbert Task Force (D/ETF), St. Vincent de Paul or Douglas County Human Services.

The client's first point of contact may be any Douglas County employee; therefore, Douglas County trains employees to listen for and be able to identify fair housing issues. This allows employees to direct clients with fair housing issues to CDBG staff, HUD, or the Denver Metro Fair Housing Center.

2012 Emergency Rent Assistance

The DCD received \$10,000 in CDBG funds for clients needing emergency rent assistance. Funds remaining in the 2012 Emergency Utility Assistance program were transferred to this program for a total of \$21,095. All funds have been expended. Funds were primarily targeted to families and individuals working with the Community of Care navigator who provided resources and established goals for self-sufficiency.

Emergency rent assistance helped stabilize 40 households benefiting 123 individuals. A number of these families were provided additional support through case management and referrals to other organizations.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	84
50% (low income)	36
80% (moderate income)	3
Household Characteristics	
Female head of household	21
Disabled	8
Elderly	6
Race	People
White	107
Black or African American	15
American Indian or Alaskan Native	1
Total Number of People Served	123

On August 27, 2014, the risk assessment tool was used to determine if the DCD was in compliance with federal regulations. This program scored at a low risk of four. Since the program was monitored within the last three years and is not a high risk, it will not receive on-site monitoring this year.

DCD Testimonial:

- *A single mother with three children was working part-time and finishing school. Completing school allows her to be eligible for more substantial job opportunities. Rent assistance helped her family remain stable during this process.*
- *Rent assistance provided a retired couple with an extra 30 days to find less expensive housing. It also allowed them time to complete the Social Security process to access benefits.*
- *A young man was assisted with housing after being given custody of his four siblings. The additional 30 days allowed him to secure other financial support and develop a plan to handle his new circumstances.*

2012 Emergency Utility Assistance

The DCD received a \$15,000 allocation to provide utility assistance, primarily for use in the Family Development Program. Emergency utility assistance was provided to individuals and families that were referred to the Community of Care Network program from Douglas County Human Services, D/ETF and St. Vincent de Paul's program. Funds were used to assist with heat, electricity and water to ensure individuals and families issued a shut-off notice were able to maintain suitable living environments and prevent homelessness.

A total of 15 households (46 individuals) received utility assistance. Many residents in need were able to access assistance through Energy Outreach Colorado and the Low-Income Energy Assistance Program. Due to high demand, funds were transferred from this program to the Rent Assistance Program providing an additional 30 days of stable housing.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	37
50% (low income)	7
80% (moderate income)	2
Household Characteristics	
Hispanic or Latino	3
Female head of household	7
Disabled	2
Elderly	4
Race	People
White	29
Black or African American	12
American Indian or Alaskan Native	2
American Indian or Alaskan Native and White	5
Total Number of People Served	46

Draw downs and the annual report were submitted on time. The risk assessment tool was utilized on August 27, 2014 to determine if the DCD was in compliance with federal regulations. A low risk score of nine was assessed. Since both programs were monitored on-site in 2012 and not deemed a high risk, they will not receive an on-site monitoring this year.

2013 Community of Care Family Development Program

Douglas County's Family Development Program received \$20,000 in CDBG funds to assist clients in need with housing assistance. Three households consisting of seven individuals received rent assistance allowing them to remain in their homes for another 30 days. Rent assistance allows clients to work closely with the Community of Care navigator to address other barriers that are impacting their efforts in reaching self-sufficiency.

One household with four individuals received motel vouchers that provided shelter for a limited period of time. This provides time for the family to secure temporary housing until more permanent housing is secured.

A total of 11 individuals have been served thus far. The Family Development Program has 90 percent (\$18,450) of grant funds remaining. This project received a low risk score of 32. Reports were submitted on time and on-site monitoring will not be necessary since they were not deemed a high risk.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	7
50% (low income)	4
Household Characteristics	
Hispanic or Latino	1
Female head of household	2
Disabled	1
Race	People
White	10
Asian and White	1
Total Number of People Served	11

Douglas County Housing Partnership (DCHP)

- 2012 Home Ownership Program (HOP)
- 2013 HOP
- 2013 Auburn Ridge Senior Living Apartments Site Improvements
- 2013 ADA Van Purchase



Consolidated Plan Objectives Addressed:

- Maintain and develop quality affordable housing for low- and moderate-income owners and renters.
- Increase the range of affordable housing opportunities available for special needs populations.

The DCHP is a multi-jurisdictional housing authority, formed in 2003, as a cooperative effort between businesses, Douglas County and local jurisdictions to address the lack of affordable housing for people who work in the area. The DCHP operates with financial support from the jurisdictions of the City of Lone Tree, the Towns of Castle Rock and Parker, and Douglas County.

The DCHP is committed to serving income-qualified families and individuals by:

- Preserving safe, secure, quality, affordable housing.
- Providing housing choices for those who have few.
- Enhancing the economic stability of Douglas County by providing housing counseling services for those who are employed in the county.
- Serving as a catalyst to promote self-sufficiency.
- Creating partnerships to maximize available community resources.

The Home Ownership Program (HOP) provides down payment assistance of up to \$15,000 to first-time homebuyers earning less than 80 percent of the Area Median Income (AMI). This is in the form of a second mortgage with a 3 percent interest rate. Borrowers make monthly payments of approximately \$63 to the DCHP. These monthly payments from clients generate program income, which is invested back into the program to help additional families with down payment assistance. This unique financing opportunity provides families with increased purchase power and ultimately bridges the gap between salaries and the high cost of housing.

Program income generated is typically used toward the Shared Equity Program (SEP), which provides up to 20 percent of the purchase price to qualified first-time homebuyers making no more than 80 percent of the AMI. The loan is deferred until the borrower decides to sell the home or refinance the first mortgage. At that time, the borrower returns the same investment percentage to

DCHP. This program provides an investment to the borrower, neighborhood, and community. This will be returned to the DCHP in the future along with a return on investment that will be used to help many more families.

In addition, the DCHP provides a free six-hour First-Time Homebuyer Education Class that has been approved by the Colorado Housing and Finance Authority. This class educates potential homebuyers on the home buying process, including: loan applications and products, credit scores, credit reports, appraisals, insurance, home inspections, home maintenance and foreclosure prevention. Information on fair housing and housing discrimination is discussed with participants. Class attendance is required to qualify for the HOP.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	6
50% (low income)	20
Household Characteristics	
Hispanic or Latino	7
Female head of household	4
Disabled	1
Race	People
White	26
Total Number of People Served	26

2012 Home Ownership Program (HOP)

The housing market began to improve in 2012 with lower interest rates on home mortgages and new families qualifying for loans. With the lower interest rates previous DCHP clients who borrowed at higher rates began refinancing to reduce their monthly payments.

The agency received \$258,190 in 2012 CDBG funds to provide down payment assistance to eligible first-time homebuyers. The DCHP expended 100 percent of the funds assisting a total of 15 households (39 people).

CDBG staff conducted a risk assessment on August 27, 2014. The DCHP received a medium risk score of 45, which was 44 points lower than the high risk score of 89 received in 2013. A workout plan was submitted that contained nine names of clients who planned to close loans in October 2013. The DCHP receives funding from the State of Colorado Division of Housing for down payment assistance. Federal regulations require the DCHP to spend down these funds prior to spending down CDBG funds. This caused a delay in starting the program, but once the DCHP was able to start spending CDBG funds, draw down requests were submitted regularly. Their annual and completion reports were received by CDBG staff before the requested deadline. A new DCHP staff member has learned the CDBG process quickly and has been successful in reporting accurately and on time.

2013 HOP

The DCHP received \$178,131 in CDBG funds to assist eligible residents in purchasing their first home. The Subgrantee Agreement for this project was just recently signed. The DCHP had to spend their 2012 CDBG allocation for the Home Ownership Program before spending any 2013 funds.

In order to spend funds in a more timely manner, a cap was set on the amount of program income DCHP could maintain. They may accumulate up to \$200,000 in program income. Any amount above the \$200,000 threshold must be spent before CDBG funds can be spent. For these reasons, 100 percent of funds remain available.

The DCHP received a medium risk score of 58 on their risk assessment conducted on August 27, 2014. They were recently monitored on June 20, 2012. Since this project involves program income, the DCHP provides quarterly reports on the program income received and expended. CDBG staff reviews each report and provides ongoing technical support as needed.

2013 Auburn Ridge Senior Living Apartments Site Improvements

The DCHP partnered with Atlantic Development and the Colorado Housing and Finance Authority to develop an affordable senior housing complex in Castle Rock. A total of 90 units will be available later this year, 80 of which will be affordable and 10 that will be market rate units. The development includes 54 one-bedroom units and 36 two-bedroom units.

Douglas County awarded the DCHP \$200,000 in CDBG funds to be used toward building permits and impact fees to construct Auburn Ridge. The DCHP estimates that approximately 126 residents will live there once the facility is fully occupied.

Douglas County is in need of additional affordable housing and the development of this apartment complex will help the county meet this need. Atlantic Development staff will adhere to the Fair Housing Act to affirmatively further fair housing when leasing units to tenants. This includes distributing fair housing material.

A low risk assessment score of 16 was given to this activity on August 27, 2014 based on their compliance with local and federal regulations. Funds were expended quickly and reports were submitted on time. An on-site monitoring will not be necessary since the activity was determined to be a low risk.

2013 ADA Van Purchase

The DCHP partnered with Atlantic Development to ensure that residents living in the Auburn Ridge Senior Living Apartments had access to transportation to meet their needs. The development of this facility is still being constructed and is expected to open in November 2014. The DCHP and Atlantic Development are working to purchase an ADA van, and initiating a transportation program for residents. At this time, 100 percent of CDBG funds remain available for this project.

Residents who do not have their own vehicles, or who are otherwise unable to drive, will benefit from this van. Residents will have transportation to purchase groceries, attend medical appointments or participate in activities at the Castle Rock Senior Center. Access to reliable transportation can improve a person's quality of life and eliminate feelings of being isolated.

The ADA van will increase transportation options for residents of Auburn Ridge. Discussions are underway to broaden the scope of the transportation program by offering limited rides to residents in other senior housing facilities in the area.

This project was monitored for compliance with federal regulations on August 27, 2014. A Subgrantee Agreement for this project has not been executed as the van will not be needed until November 2014 when residents begin to occupy Auburn Ridge. A low risk assessment score of 29 was determined. With a low risk assessment score, this organization will not receive an on-site monitoring. CDBG staff will work closely with the DCHP to offer technical assistance as needed.

Douglas/Elbert Task Force (D/ETF)

- **2013 Utility Assistance**
- **2013 Overnight Lodging Assistance**
- **2013 Rent Assistance**

Consolidated Plan Objectives Addressed:

- Provide assistance to meet or supplement basic needs for income-qualified and special needs populations.

- Promote self-sufficiency through increased services available for elderly and special needs populations.

This year marks the D/ETF's 30th anniversary in meeting the immediate needs of residents in Douglas and Elbert Counties who are in financial distress and at risk of becoming homeless. The D/ETF staff and numerous volunteers work directly with clients to provide them with essential services.

In 2013, the D/ETF served 14,740 people with approximately \$1.1 million of direct and in-kind assistance, averaging \$68 per client. More than 6,000 of those served (41 percent) were children. More than 98 percent of the clients seen at the D/ETF are low-income residents and 93 percent are from Douglas County.

Services available to residents are designed to meet emergency needs. However, the organization does provide non-emergency services and makes thousands of referrals annually to service providers. By collaborating with other organizations, the D/ETF increases access to resources to benefit their clients.

The D/ETF has consistently achieved high performance in the operations and spending of grant funds they have been allocated through the Douglas County CDBG program. The D/ETF has successfully completed previous grant activities resulting in a low risk score for each program. As a proactive measure, three D/ETF programs were monitored on-site in 2012 with no concerns or findings.

2013 Rent Assistance

The D/ETF works to prevent homelessness and create suitable living environments by allowing eligible residents to stay in their homes and sustain their current living arrangements for a minimum of 30 days. Eligible individuals and families can apply for emergency rent assistance through the D/ETF. D/ETF staff and volunteers have an opportunity to learn more about their clients' living situation to determine if fair housing issues were a factor.

The D/ETF received a \$25,000 grant (3 percent of the 2013 program year allocation) for rent assistance and has spent 100 percent of their funds. Rent payments averaging \$250 were paid directly to the property owner or landlord. CDBG funds allowed the D/ETF to provide rent assistance to 99 households consisting of 267 people.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	162
50% (low income)	87
80% (moderate income)	18
Household Characteristics	
Hispanic or Latino	47
Female head of household	59
Disabled	27
Elderly	12
Race	People
White	225
Black or African American	13
American Indian or Alaskan Native	3
Asian and White	3
Other multi-racial	23
Total Number of People Served	267

This program was monitored for compliance with federal regulations associated with the CDBG program by Douglas County staff on August 27, 2014, using the risk assessment tool. The D/ETF submitted draw down requests regularly throughout the contract period and submitted their annual reports on time. The D/ETF did an outstanding job overseeing the grant and received a low risk score of three, which means they will not be monitored this year.

2013 Utility Assistance

The D/ETF requires that residents apply for assistance through the Low-Income Energy Assistance Program (LEAP) before requesting utility assistance. Those needing assistance from the D/ETF provide a utility shut-off notice as part of their application. The D/ETF makes payments directly to the utility company, and negotiates with them to ensure that utilities remain on for another 30 days. Clients are encouraged to set up budget billing so that they have a consistent monthly utility bill.

The D/ETF received a \$15,114 allocation, which was fully spent to assist 108 households (267 individuals) with utility assistance. On August 27, 2014, this program was monitored to ensure federal compliance with CDBG regulations. The risk assessment tool was completed resulting in a low risk score of three. The D/ETF submitted regular draw down requests and their annual report was submitted on time. An on-site monitoring will not be necessary due to the low score.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	189
50% (low income)	56
80% (moderate income)	22
Household Characteristics	
Hispanic or Latino	56
Female head of household	57
Disabled	26
Elderly	10
Race	People
White	215
Black or African American	10
Asian	6
American Indian or Alaskan Native	4
Native Hawaiian or Pacific Islander	1
Black or African American and White	5
Other multi-racial	26
Total Number of People Served	267

D/ETF Client Stories:

- *Mrs. U was laid off from her job and began drawing unemployment while searching for work. In the meantime, Mr. U lost his job, but was not eligible for unemployment. He is a veteran who suffers from PTSD and depression, and was recently diagnosed as bipolar. These conditions make it difficult for him to find and keep work. Mr. U was able to keep the water turned on with assistance from the D/ETF and CDBG funds.*
- *Mr. M was not able to work for a month because he had foot surgery. The D/ETF provided him with utility assistance after receiving a disconnect notice of electric service.*
- *Ms. R is a single mother of three children who was laid off and not eligible for unemployment benefits. She was recently diagnosed with a rare form of breast cancer and underwent her first of three surgeries. Her extended family has been helping her with rent, but she needed assistance from the D/ETF in paying her electric bill.*

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	49
Household Characteristics	
Hispanic or Latino	7
Female head of household	11
Disabled	8
Race	People
White	46
Black or African American	1
Other multi-racial	2
Total Number of People Served	49

2013 Emergency Overnight Assistance

Overnight assistance is critical for the homeless and transients when the weather reaches very hot or cold temperatures. The local police and sheriff departments have motel vouchers that can be distributed to those in need of overnight lodging if it is outside of D/ETF's regular business hours.

Homeless clients frequently live in their cars or outdoors which can be dangerous, particularly for families with children. Emergency overnight lodging gives these extremely low-income clients an opportunity to stay in a safe, suitable living environment for a short period of time.

During the 2013 program year, the D/ETF spent 100 percent of their \$5,000 CDBG grant for overnight lodging. The D/ETF provided 140 nights of emergency shelter to 49 people. Several families with children were given multiple nights of lodging to ensure a safe environment for their children. This reduced the number of clients served, but provided families' time to work out a temporary housing solution.

This program was monitored for compliance with federal regulations associated with the CDBG program, by Douglas County staff on August 27, 2014, using the risk assessment tool. The D/ETF submitted draw down requests regularly throughout the contract period and submitted their reports on time. The program is considered low risk with an assessment score of three. An on-site monitoring will not be necessary.

Parker Senior Center

- **2012 Parking Lot Improvements**
- **2013 Transportation Dispatch Coordinator**

Consolidated Plan Objective Addressed:

- Increase capacity of not-for-profit organizations by expanding their facilities and thereby their ability to deliver quality services to income-qualified residents.
- Increase services available for elderly and special needs populations to support self-sufficiency.
- Ensure access to adequate transportation options that are affordable to the low- and moderate-income resident.

The Parker Senior Center's mission is to develop and implement programs which assist in the pursuit of educational, social, healthful, recreational and craft activities for seniors. The mission also states that "All the Center's activities shall be conducted on a non-discriminating basis with regards to race, color, religion, sex, handicap, family status and national origin." This statement indicates that the Parker Senior Center serves all seniors and works to eliminate discrimination and any fair housing issues.

The Parker Senior Center serves the senior population in the Town of Parker. Parking lot improvements create a safe environment so that seniors can enjoy the many activities offered by the Center. Transportation services allow seniors to participate in Parker Senior Center programs, and provide access to the grocery store and medical appointments. Volunteers provide rides for seniors located within a 10-mile radius of the Parker Senior Center.

2012 Parking Lot Improvements

Many seniors utilizing canes, walkers, and wheelchairs, as well as those who are visually impaired, found the Parker Senior Center parking lot challenging to navigate. Uneven surfaces caused drainage issues and weathering caused holes and cracks in the Center's pavement resulting in injuries to several seniors. Members experienced interruptions to many of the activities due to flooding in the basement caused from parking lot drainage issues. Repairs and restoration from damages exceeded \$20,000. Repairing the parking lot became a critical need to ensure safety and eliminate future damage.

CDBG funds in the amount of \$147,400 were used to redesign and replace the existing parking lot. Water and snowmelt were redirected away from the building so that flooding would no longer occur in the basement. The project was 100 percent complete as of October 16, 2013 benefitting the 577 seniors who access the facility.

Since this was a construction project that exceeded \$2,000, discussions and on-site monitoring regarding Davis-Bacon and Section 3 regulations occurred regularly. CDBG staff provided ongoing technical assistance until the project was completed to ensure proper use of the funds and reporting standards.

The Parker Senior Center received a medium score of 36 on their risk assessment, which was conducted on August 27, 2014. Documents submitted contained errors and were not turned in on time. CDBG staff will provide additional technical assistance in the draw and reporting processes. The Parker Senior Center received an on-site monitoring visit on October 3, 2013 and they were in compliance of all federal regulations. Since they were recently monitored and are no longer considered a high risk, they will not be monitored again this year.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	50
50% (low income)	460
80% (moderate income)	53
Above 80% (non-low or moderate)	14
Household Characteristics	
Hispanic or Latino	12
Female head of household	413
Disabled	7
Elderly	499
Race	People
White	562
Black or African American	5
Asian	7
American Indian or Alaskan Native	3
Total Number of People Served	577

2013 Transportation Dispatch Coordinator

The Parker Senior Center was awarded \$10,000 in CDBG funds to help pay the salary for a transportation dispatch coordinator and implement a new software program to schedule rides. This position administers the transportation program's daily operations by coordinating transportation requests with drivers and vehicles. Maps are prepared for drivers to use on their daily runs.

Volunteers are trained to properly assist clients. Records for both clients and drivers are maintained and used to prepare reports.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	22
50% (low income)	28
80% (moderate income)	5
Household Characteristics	
Disabled	2
Elderly	53
Race	People
White	54
Black or African American	1
Total Number of People Served	55

The Parker Senior Center has expended 13 percent of the awarded funds (87 percent remains) assisting 55 Parker residents. A medium risk assessment score of 39 was given for this project on August 27, 2014. All federal regulations have been met. Minor issues were noted with the documents submitted, and CDBG staff continues to assist them in the reporting process.

St. Vincent de Paul Society (SVdP)

- 2013 Rent Assistance

Consolidated Plan Objectives Addressed:

- Provide assistance to meet or supplement basic needs for income-qualified and special needs populations.
- Promote self-sufficiency through increased services available for elderly and special needs populations.

The SVdP Society of Castle Rock has been providing rent and utility assistance to low-income families in Castle Rock for the past nine years. Clients must submit an application and may receive financial assistance once per year to avoid homelessness. The case manager coordinates with

other agencies in the area including the D/ETF, the Salvation Army, and local churches to combine resources to provide rent assistance. Leveraging resources allows SVdP to help six to eight families each month with partial rent payments of \$100 to \$250.

SVdP completed its 2013 Rent Assistance program on schedule and utilized the entire \$12,000 in CDBG funds to prevent eviction and homelessness. SVdP provided rent assistance to 47 households (122 people) in financial crisis.

Clients were informed of SVdP's food pantry, as well as other local services that might assist them in reaching self-sufficiency. Additional assistance was provided to low-income residents with charitable donations from St. Francis of Assisi Church and private citizens.

Draw down requests were submitted throughout the grant period and the annual report was submitted on time. This subgrantee is high performing and conscientious in implementing and completing their grant activities. On August 27, 2014, CDBG staff reviewed this program for compliance with federal regulations associated with the CDBG program using a risk assessment tool. The assessment indicated that the project was a low risk with a score of 15 out of a possible 165 points. Due to the low assessment score, this program will not be monitored on-site.

Household Information	
Area Median Income (AMI)	
30% (extremely low income)	76
50% (low income)	42
80% (moderate income)	4
Household Characteristics	
Hispanic or Latino	35
Female head of household	28
Disabled	8
Elderly	5
Race	People
White	71
Black or African American	7
American Indian or Alaskan Native	1
American Indian or Alaskan Native and White	10
Asian and White	6
Black or African American and White	7
Other multi-racial	20
Total Number of People Served	122

SVdP Testimonials:

- *A 41-year-old married man with four children recently moved to Colorado for a job, but was then laid off. All of his savings was used to move here. He applied for food stamps and received assistance from various local food banks. SVdP assisted with \$250 in CDBG-funded rent assistance to prevent eviction.*
- *A recently separated woman with two children is working, but still income-eligible for assistance. She is not receiving any child support, which makes paying the bills difficult. Rent assistance allowed her family to remain housed for another 30 days.*
- *A single 69-year-old man has an annual income that puts him in the extremely low-income bracket. He is usually able to manage his monthly bills, until his car broke down and was beyond repair. Purchasing a replacement car resulted in him falling behind on his rent and needing assistance.*

Sedalia Water and Sanitation District (SWSD)

- **2011 Upgrade Water Lines**
- **2013 Water Tank Evaluation and Repair**

Consolidated Plan Objective Addressed:

- Improve existing and provide for new infrastructure where appropriate to enhance the quality of life for low- and moderate-income residents.

An essential feature of any community is maintenance of a proper water system including a continuous supply, providing a high quality of water, and adequate pressure to serve the community and allow for a quick response time in the event that an error occurs within the system. The SWSD serves approximately 215 residents plus numerous businesses and an elementary school resulting in a total of about 600 individuals. Much of the Sedalia water system is aged and in need of repairs and replacement.

Sedalia is a small community that has struggled to make improvements to their aging water infrastructure. Water rates were increased to help generate additional funds to maintain the water system.

2011 Upgrade Water Lines

The SWSD received \$200,000 for the design and installation of water lines at various locations throughout Sedalia to eliminate a few of the larger problem areas in the water system. The grant also includes the design and installation of a Supervisory Control and Data Acquisition (SCADA) system to electronically monitor the infrastructure. The SCADA system is a collection of software used to remotely control and monitor data elements allowing for a quicker, more efficient and cost effective response time for the residents if operational issues or problems occur.

The SCADA control system has been installed at the water tank, the booster pump station, alluvial wells 1 and 2, and the Arapahoe well. The remainder of the project included the replacement of three water lines totaling approximately 405 lineal feet of water main. A portion of this work replaced aged galvanized steel lines, which were in poor condition and undersized for current needs. Installing a new line created a loop to eliminate a dead-end in the system. Local residents and businesses within the vicinity of the water line project benefit from cleaner water, having higher water pressure and less water leakage in the system. The project also aids in better fire protection, which is important in Colorado where wildfires are a constant threat.

This project was monitored for compliance with federal regulations associated with the CDBG program by Douglas County staff on August 27, 2014. This assessment resulted in a score of 56 points out of a possible 165 meaning it is a medium risk. This project spanned over two program years. CDBG staff worked closely with SWSD and felt that they made steady progress. Regular draw down requests were submitted and reports were turned in on time. Douglas County's HUD representative monitored SWSD's files in 2012, and CDBG staff has been monitoring their ongoing activities throughout this project. Since they have been monitored within the last three years and received ongoing technical assistance, on-site monitoring is not necessary at this time. Staff requested a workout plan from the SWSD, which resulted in spending down 100 percent of their funds.

2013 Water Tank Evaluation and Repair

Douglas County awarded the SWSD with \$110,000 to conduct a water tank evaluation and begin making repairs to the tank based on the evaluation. This project will enhance SWSD's ability to improve the 123-year-old water storage tank, which is the sole water supply for Sedalia. A thorough evaluation must be completed prior to any tank improvements to ensure the tank is not negatively impacted. This work involves enhancing the lifespan of the tank structure itself to prevent the tank from failing and leaving residents without water. To date, this tank is the only existing steel tank on the National Historic Registry that is still being used.

The District has yet to draw funds down from the grant. SWSD is working with the Colorado Historical Society and Burlington Northern Railroad for project approval to move forward. SWSD will leverage CDBG funds with grants from the Colorado Historical Society and the Quick Foundation to pay for this project. Funds will be used for the evaluation and repairs to the tank. A

cost analysis determined a new tank would cost approximately \$1.6 million, which is not a feasible option for this community. If a new tank were constructed in the future, the existing tank would still be necessary due to the configuration and operation of the current wells and the location proximity to the Booster Pump Station. SWSD decided to improve the existing tank since it would still continue to operate in the future.

Household Information	
Household Characteristics	
Hispanic or Latino	6
Female head of household	6
Disabled	11
Elderly	23
Race	People
White	191
Asian	18
Total Number of People Served	209

A medium risk assessment score of 50 out of a possible 165 points was given on August 27, 2014 when this project was evaluated. Labor standards will apply to the repair portion of this project. Labor standards and the remaining grant amount contributed to the medium risk assessment score. Since no activity has taken place on this project, CDBG staff will work closely with the District’s engineer to ensure this project moves forward according to plan.

Town of Parker

- **2013 Emergency Repair Grant Program**
- **2013 Commercial Renovation Grant Program**

Consolidated Plan Objectives Addressed:

- Maintain and develop quality affordable housing for low- and moderate-income owners and renters.
- Increase or retain the number of jobs available to low- and moderate-income residents.

2013 Emergency Repair Program

The Town of Parker received a CDBG grant allocation of \$20,000 to offer grants to low- and moderate-income residents to make critical repairs in their homes. Grants can be used to replace furnaces, hot water heaters, plumbing, or electrical systems, or ADA modifications that make a home safe and habitable. The Town of Parker staff is reaching out to eligible residents through their website and the Parker Senior Center to broaden their marketing efforts.

The residential housing stock in Parker is aging. The demographics are changing as the senior population increases. Many of these residents cannot afford to make unplanned repairs to their homes. The failure of a furnace, water heater, or leaky roof can make a house uninhabitable if not repaired, and can possibly lead to further damages.

In order to qualify for the program, a Parker resident must occupy and own the home, and document that they are income qualified. This program provides a mechanism to address urgent repairs that pose an immediate threat to the health and safety of residents. Depending on the type of repairs, homeowners could receive up to \$4,000 in grant funds to repair furnaces, water heaters, electrical and plumbing repairs, or ADA modifications. Homeowners needing repairs for broken water and sewer lines, or leaking roofs, could receive up to \$7,000. Other critical needs qualifying for grant assistance are ADA modifications such as ramps and hand rails.

This project was monitored for compliance with federal regulations on August 27, 2014. This is a first-time project for the Town of Parker. A medium risk assessment score of 44 out of a possible 165 was determined using the risk assessment tool. The Town of Parker has not been monitored in the past. CDBG staff has been working closely with Parker staff to provide technical assistance and ensure the project is successful.

2013 Commercial Renovation Grant Program

The Town of Parker established this program to assist local businesses in making exterior improvements to existing storefronts and building facades. Enhancing the facades of storefronts was determined as a key factor in assisting property owners to retain businesses in their buildings.

When the Town of Parker applied for CDBG funds, several businesses were interested in this program. When the requirements to track jobs were clarified, these business owners decided not to participate in the program. The Town of Parker explored several other economic development projects to replace the Commercial Renovation Grant Program. CDBG provided technical assistance to work through the alternatives proposed. The Town of Parker was conscientious about using the grant funds in a timely manner. It was mutually determined that the Town would not be able to complete an economic development program at the present time. The \$50,000 in grant funds was reallocated for the 2014 program year.

PERFORMANCE MEASUREMENTS

HUD relies on an Outcome Performance Measurement System to provide an aggregation of national data to accurately portray the accomplishments and values of the CDBG program to Congress. Performance measurement reporting is particularly important during appropriation hearings. HUD requests that communities report on one of three main objectives and outcomes that best describes an activity supported by CDBG funding. For each activity the identified objective and outcome is combined to provide an outcome statement, which will help the County, as well as HUD, illustrate the valuable impact of CDBG funds in our community.

Performance Measurement Objectives:

1. Creating suitable living environments (SL);
2. Providing decent housing (DH); and
3. Creating economic opportunities (EO).

Performance Measurement Outcomes:

1. Availability/Accessibility

Availability/Accessibility applies to projects that make services, infrastructure, housing, or shelter available or accessible to low- and moderate-income people, including persons with disabilities. Accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low- and moderate-income people.

2. Affordability

Affordability applies to projects that provide affordability in a variety of ways in the lives of low- and moderate-income people.

3. Sustainability

Sustainability is aimed at improving neighborhoods, helping to make them livable or viable by providing benefits to persons of low- and moderate-income, or by removing or eliminating slums or blighted areas.

Communities are required to develop and use performance measurements and to report on their progress in this report. The County's goal is to develop and utilize this system as a framework for the assessment and management of our grant program. Table 3 on the following page identifies the accomplishments of each activity achieved during the 2013 program year. A performance measurement statement for each activity is included to summarize the identified performance measurement factors. An outcome statement is also provided, which includes objective and outcome codes, and other performance measurement factors.

Table 3. Performance Measurements

PERFORMANCE MEASUREMENTS:					
Activity	CDBG Allocation	Outcome Statement	Performance Indicator	Actual Number	Percent Complete
2011 Projects					
Sedalia Water & Sanitation District: Upgrade Water Lines	\$200,000	SL-3	Public Facility (people)	600 clients	100%
Performance Measurement Statement: The design and installation of water lines at various locations throughout Sedalia will eliminate a few of the larger problem areas and improve efficiency for the 600 residents and local businesses that access the system, and help ensure a suitable living environment.					
2012 Projects					
Douglas County Housing Partnership: Home Ownership Program	\$258,190	DH-2	Direct Assistance to Homeowners (housing units)	15 units	100%
Performance Measurement Statement: The Douglas County Housing Partnership provided down payment assistance through the Home Ownership Program allowing 15 households to purchase decent, affordable housing.					
Douglas County Department of Community Development: Rent Assistance	\$21,095	DH-2	Public Service (people)	123 clients	100%
Performance Measurement Statement: The Douglas County Department of Community Development provided 40 households consisting of 123 eligible residents with rent assistance to ensure clients had continued access to decent housing that was affordable for them.					
Parker Senior Center: Parking Lot Improvements	\$147,400	SL-1	Public Facility (people)	577 clients	100%
Performance Measurement Statement: Improvements to the Parker Senior Center's parking lot provides seniors with safe access to a suitable living environment and eliminates future flooding in the basement.					
2013 Projects					
Audio Information Network of Colorado: Audio Services	\$3,000	SL-1	Public Service (people)	45 listeners	100%
Performance Measurement Statement: Audio Information Network of Colorado provided blind, visually impaired and print-disabled Douglas County residents with access to Douglas County news broadcasts and other materials in order to help clients maintain a suitable living environment.					
Crisis Center: Primary Advocate Position	\$5,590	SL-1	Public Service (people)	75 clients	100%
Performance Measurement Statement: The primary advocate position worked with 75 clients to provide them access to a safe, suitable living environment.					

Table 3. Performance Measurements *continued*

PERFORMANCE MEASUREMENTS:					
Activity	CDBG Allocation	Outcome Statement	Performance Indicator	Actual Number	Percent Complete
2013 Projects <i>continued</i>					
Douglas County Department of Community Development: Community of Care Family Development Program	\$20,000	DH-2	Public Service (people)	11 clients	10%
Performance Measurement Statement: The Douglas County Department of Community Development provided 11 eligible clients with housing assistance to ensure they had access to decent housing that is affordable for them.					
Douglas County Housing Partnership: Home Ownership Program	\$178,131	DH-2	Direct Assistance to Homeowners (housing units)	0 units	0%
Performance Measurement Statement: The Douglas County Housing Partnership recently signed their Subgrantee Agreement to assist households with down payment assistance allowing them to purchase decent, affordable housing.					
Douglas County Housing Partnership: Auburn Ridge Senior Living Apartments	\$200,000	DH-2	Affordable Housing (housing units)	90 units	100%
Performance Measurement Statement: The Douglas County Housing Partnership assisted in the development of 90 units of affordable, decent housing through the Auburn Ridge Senior Living Apartments.					
Douglas County Housing Partnership: ADA Van Purchase	\$16,000	SL-1	Public Service (people)	0 clients	0%
Performance Measurement Statement: The Douglas County Housing Partnership will provide an estimated 126 seniors living in the Auburn Ridge Senior Living Apartments with access to transportation services and creating a more suitable living environment.					
Douglas/Elbert Task Force: Overnight Lodging	\$5,000	SL-1	Public Service (people)	49 clients	100%
Performance Measurement Statement: The Douglas/Elbert Task Force provided 49 eligible clients with overnight lodging to ensure they had access to a suitable living environment.					
Douglas/Elbert Task Force: Rent Assistance	\$25,000	DH-2	Public Service (people)	267 clients	100%
Performance Measurement Statement: The Douglas/Elbert Task Force provided 267 eligible Douglas County residents with rent assistance to ensure they had access to decent housing that was affordable for their families.					

Table 3. Performance Measurements *continued*

PERFORMANCE MEASUREMENTS:					
Activity	CDBG Allocation	Outcome Statement	Performance Indicator	Actual Number	Percent Complete
2013 Projects <i>continued</i>					
Douglas/Elbert Task Force: Utility Assistance	\$15,114	SL-1	Public Service (people)	267 clients	100%
Performance Measurement Statement: The Douglas/Elbert Task Force provided 267 eligible clients with utility assistance to ensure they had access to a suitable living environment.					
Parker Senior Center: Transportation Dispatch Coordinator	\$10,000	SL-1	Public Services (people)	65 clients	13%
Performance Measurement Statement: The transportation coordinator position scheduled efficient transportation services for 65 seniors in Parker increasing their access to local services and creating a more suitable living environment.					
St. Vincent de Paul: Rent Assistance	\$12,000	DH-2	Public Services (people)	122 clients	100%
Performance Measurement Statement: St. Vincent de Paul provided 122 income-qualified Douglas County residents with rent assistance to ensure they had access to decent housing that was affordable for them.					
Sedalia Water and Sanitation District: Water Tank Evaluation and Repair	\$110,000	SL-3	Public Facility (people)	0 clients	0%
Performance Measurement Statement: The water tank evaluation will provide data that will allow the Sedalia Water and Sanitation District to assess and repair a critical component in the sustainability of their water system.					
Town of Parker Emergency Repair Grant Program	\$20,000	DH-2	Direct Assistance to Homeowners (housing units)	0 units	0%
Performance Measurement Statement: The Emergency Repair Grant Program will assist eligible homeowners in Parker with critical home repairs allowing them to have decent housing available.					
Town of Parker Commercial Renovation Grant Program	\$50,000	EO-3	Economic Development (jobs)	0 jobs	0%
Performance Measurement Statement: Grant funds were reallocated for the 2014 CDBG program year.					

AFFIRMATIVELY FURTHERING FAIR HOUSING CHOICE

Douglas County is strongly committed to affirmatively furthering fair housing choice and creating balanced living patterns in the community. The CDBG program provides a foundation for affirmatively furthering fair housing choice. Partnering with other County departments and local organizations that promote self-sufficiency is an efficient way to assist residents in meeting their basic needs and essentially reduces barriers to fair housing. The program funds various public services projects and provides support through the combined efforts of our subgrantees and other organizations that participate in these efforts. This reduces discrimination and leads to self-sufficiency for Douglas County's vulnerable residents most in need of assistance. According to the Civil Rights Division of the Colorado Department of Regulatory Agencies, a total of 16 claims have been filed from Douglas County residents since 2004. During the 2013 program year, two fair housing complaints were filed with the Division. One was resolved through a private settlement agreement between the two parties. The other complaint was investigated and issued a "No Probable Cause Determination" indicating that the Civil Rights Division did not find evidence to support the claims of discrimination. This small number of annual claims filed indicates a lack of discriminatory behavior in the county.

According to HUD, impediments may directly or have the effect of (indirectly) creating barriers to fair housing choice. To address barriers, communities must "affirmatively further fair housing choice." Recently, HUD has described furthering fair housing choice as creating "balanced" communities where people of all races, ethnicities, genders, age and persons with and without disabilities can live together. Impediments to fair housing choice are defined as:

- Any actions, omissions, or decisions taken because of race, color, religion, sex, disability, familial status, or national origin that restrict housing choices, or the availability of housing choices.
- Any actions, omissions or decisions that have the effect of restricting housing choices or the availability of housing choices on the basis of race, color, religion, sex, disability, familial status, or national origin.

To address HUD's requirements to affirmatively further fair housing choice, the County contracted with BBC Research and Consultants (BBC) in 2011 to update the County's initial Analysis of Impediments to Fair Housing Choice Report (AI). The AI includes a study of the status of housing within all jurisdictions of Douglas County.

Lack of affordable housing was an integral component and listed as an impediment in the 2005 AI. The updated AI identifies impediments to fair housing choice, and helps the County distinguish between affirmatively furthering fair housing and actions that remove barriers to affordable housing.

The research conducted for the 2011 AI identified four fair housing impediments: 1) There is a shortage of transit opportunities for persons with disabilities, seniors and low-income residents; 2) The County could be more diverse and balanced; 3) There is a lack of understanding of fair housing issues among residents in Douglas County; and 4) Potential barriers to fair housing choice exist in zoning regulations.

Action items have been established for each of the four impediments to improve these areas so they are no longer considered an impediment in the future. Improving transit options and continuing to support local transit organizations will strengthen relationships in the community and among transit providers. Strengthening relationships is an important component to collaborating and expanding transit options, which addresses Impediment No. 1. Collaboration can also lead to making transportation options possible by leveraging funds. Inviting diversity, becoming a metro

area leader in “balanced” communities, assisting developers in creating a wider variety of housing and increasing the stock of affordable rental units will make significant progress toward addressing Impediment No. 2. Expanding the County’s exceptional efforts in fair housing education and training, and exploring fair housing education and outreach grants will increase the knowledge base of local residents to help address Impediment No. 3. Reviewing Douglas County ordinances for compliance with fair housing regulations, and sharing BBC’s assessment of local ordinances with other jurisdictions will help to resolve Impediment No. 4.

In Douglas County, barriers to affordable housing are more likely related to the high cost of land and relatively new housing stock in recently built neighborhoods. The lack of lower priced housing stock is more likely due to development patterns in the county, responding to market demands over the previous decade, and not identified in the AI as intentional or even passive discrimination.

According to BBC’s findings, there is good news concerning fair housing in Douglas County, including:

- The County has become a leader in offering HOA training on fair housing issues.
- During the last decade, the County adopted an innovative program to help workforce purchase homes (however, this program was discontinued in 2008).
- Douglas County has a mill levy dedicated to supporting services and programs that help persons with disabilities.
- The County has worked to streamline the development process and respond to developers’ concerns.

Douglas County has a website that provides a variety of fair housing information to residents, business owners, and developers. Douglas County was able to work with outside agencies to provide information or links from their website to Douglas County’s fair housing web page. The Douglas Elbert REALTOR® Association’s website has a variety of resources available to users including a list of community links. Our fair housing web page is listed as a community link on their site, <https://derarealtors.com/community-links-2/>. Discover Parker is a website that provides information on the many amenities that Parker has to offer. The Community Resources page includes a brief introduction to Douglas County’s commitment to furthering fair housing and a link for more fair housing information, www.discoverparker.com/community-resources/.

Douglas County had 41 attendees at the three fair housing sessions hosted in April 2013. HUD Region VIII Enforcement Branch Chief James Whiteside and Wes Wollenweber, Esq. informed attendees about fair housing laws, provided relevant examples, and answered questions. New handouts were created for this event, which were targeted to specific populations such as realtors, persons with disabilities, and seniors. These handouts were also posted on our website.

Housing Choice Facilitates a Balanced Community

To demonstrate Douglas County’s positive efforts toward creating balance in our community, there are several examples of activities funded by the CDBG program that promote self-sufficiency and balanced living patterns. An example of this is the Home Ownership program administered by the DCHP, which allows families to purchase their first home. This program helps to maintain the County’s limited supply of affordable housing stock. The Home Ownership Program also helps stabilize families and neighborhoods. The majority of clients served by the DCHP have a desire to live in Douglas County because they work here. They are teachers, firefighters, police officers, public servants, and retail workers. The largest challenge these buyers have is overcoming the higher cost of housing in the county. Down payment assistance has been the primary tool to help overcome this challenge. Fair Housing information is included in the required Home Buyer

Education Class, where housing discrimination, predatory lending and other topics related to affirmatively furthering fair housing are discussed.

Douglas County has been partnering with the DCHP and developers to create 246 affordable housing units for residents with household incomes below 80 percent of the AMI. Apartments containing affordable units typically have a specific number of units designated for residents at varying levels of AMI. This will bring Douglas County's total number of affordable housing units to approximately 1,319. Of those units, 177 are reserved for seniors. All other affordable housing units are available to individuals and families.

Having accessible, affordable housing allows Douglas County's population to be more diverse and creates a balanced community. Residents with varying socio-economic backgrounds are necessary to fill different types of jobs. Affordable housing options, such as these, help to affirmatively further fair housing choice.

Programs administered by the AINC, and the Castle Rock and Parker Senior Centers support the County's elderly population by allowing them to live independently as long as possible while providing opportunities for them to stay engaged in their local community. Many of these seniors are disabled, which is a protected class under the Fair Housing Act. These types of programs promote active living which can reduce health care costs. Both senior centers address the needs of seniors on multiple levels and have a positive impact on the lives of their members. These organizations provide: transportation, wellness clinics, nutritious meals, social outings, and volunteer opportunities. Having seniors in a home environment as opposed to an institution creates a balance of age, interests, and abilities in our community, creating more vital and balanced neighborhoods.

For those seniors who need a higher level of care, a variety of assisted living and skilled nursing facilities exists in the county. Over the past few years, the number of beds has doubled as new facilities have been built and older facilities have been expanded. A new Skilled Nursing Facility at Wind Crest Retirement Living Complex in Highlands Ranch was built. Two other assisted living facilities expanded their square footage to assist additional clients. Those were the Clare Bridge Assisted Living in Highlands Ranch and the Victorian House Assisted Living in Parker.

The County's CDBG program also supports organizations that help with critical emergency needs such as Douglas County Cares (DC Cares) and the D/ETF. These organizations provide the vital assistance families need to help ease them through difficult life transitions and toward self-sufficiency. Housing assistance allows families to remain in their homes and focus on other aspects of their lives that are currently creating issues for them. Families that are self-sufficient have increased options for housing, which further supports housing choice. Below are two examples of organizations that support families to become self-sufficient, and improve not only their circumstances but their current options and future choices.

- DC Cares is a multi-agency collaborative which includes the Crisis Center, Catholic Charities, DCHP, WrapAround and Douglas County. The program is administered by the Community of Care navigator and leverages CDBG funds to provide residents struggling to obtain self-sufficiency with over \$400,000 in services. Residents who have a household income of 50 percent of the AMI or less are referred to DC Cares for assistance. Residents who are accepted into the program are partnered with a Family Facilitator who assists the family in identifying and overcoming barriers to self-sufficiency. Families who are successful in the program have outcomes which include self-sufficiency, increased employment and stabilized housing.

- The D/ETF provides services to meet the immediate needs of their clients. Approximately 86 percent of clients received food, hygiene and household supplies in 2013. Eligible clients who present an eviction, foreclosure, or utility shut-off notice to D/ETF staff can receive financial assistance. Rent assistance helps families remain in their homes for another 30 days preventing homelessness. Utility assistance ensures that families have heat, water, or electricity to maintain a suitable living environment. Assistance allows families extra time to make a decision that will accommodate their current financial situation.

CDBG Activities and the AI Impediments Addressed

Douglas County has been actively working towards addressing the impediments to fair housing as mentioned previously. This section outlines the activities undertaken to address these impediments to fair housing choice within Douglas County. Through the Annual Action Plan, the County has certified that it will affirmatively further fair housing choice. This includes continuing to work toward the elimination of these impediments by strengthening partnerships with lenders, developers, and realtors. Fair housing education will be provided to practitioners to ultimately create balanced living patterns in the community. Table 4 on the next page lists projects that were allocated funding in 2013, which address the four impediments to fair housing.

Table 4. Matrix of Impediments addressed by 2013 Projects

Activity	Impediment Addressed			
	Transit	Diversity	Education	Zoning
Audio Information Network of Colorado Audio Services		✓	✓	
Crisis Center: Primary Advocate Position		✓	✓	
Douglas County Department of Community Development: Community of Care Family Development Program		✓	✓	
Douglas County Housing Partnership: Home Ownership Program		✓	✓	
Douglas County Housing Partnership: Auburn Ridge Senior Living Apartments Site Improvements		✓	✓	
Douglas County Housing Partnership: ADA Van Purchase	✓	✓	✓	
Douglas/Elbert Task Force: Rent Assistance		✓	✓	
Douglas/Elbert Task Force: Utility Assistance		✓	✓	
Douglas/Elbert Task Force: Overnight Lodging		✓	✓	
Parker Senior Center Transportation Dispatch Coordinator	✓	✓	✓	
St. Vincent de Paul Society: Rent Assistance		✓	✓	
Sedalia Water and Sanitation District: Water Tank Evaluation and Repair		✓	✓	
Town of Parker: Emergency Repair Grant Program		✓	✓	
Douglas County Department of Community Development: Grant Administration	✓	✓	✓	✓

The activities listed below that affirmatively further fair housing choice address the impediments identified in the 2011 AI, and outline the County’s progress toward creating a balanced community. County staff educates the public about fair housing and civil rights issues, and creates a variety of opportunities for the vulnerable population to fully participate and thrive in Douglas County.

- In 2009, the Board of County Commissioners (BCC) established five broad policy goals to focus on in order to maintain and improve the quality of life for Douglas County residents. Goals include: personal and public safety, multi-modal transportation, economic foundations, natural resources, and community services. HUDs goals to provide decent housing, establish and maintain a suitable living environment, and provide expanded economic opportunities are compatible with the County’s goals and interwoven with other departmental efforts to meet the basic needs of the vulnerable population. These local goals play a role in affirmatively furthering fair housing choice because they not only support the provision of diverse housing stock for all, but they also support an integrated and vibrant community where all residents have the opportunity to thrive. The County’s efforts are reviewed by the BCC on an annual basis to assess progress in addressing these goals and to determine if resources are properly focused. All Department of Community Development staff, including CDBG staff, participates in updating the BCC on their policy goals.

- When formulating recommendations regarding proposed residential projects to the Planning Commission and BCC, Community Development staff applies the policies in the Douglas County 2035 Comprehensive Master Plan (CMP), which was adopted in June 2014. Under Section 6, “Community Services” there is a discussion of affordable housing needs, including the housing needs of persons with disabilities and seniors. The CMP states: “Community services goals, objectives, and policies work to provide a variety of housing choices to meet the needs of a diversifying population. A diverse housing stock can accommodate people of all lifestyles and life stages, from young adults to families and seniors.” The CMP contains several objectives to address housing needs of residents who fall within a protected class of the Fair Housing Act. These objectives include:



- Provide a variety of housing types;
 - Provide housing that meets the needs of seniors;
 - Provide housing that meets the needs of people with disabilities;
 - Promote the development of attainable housing; and
 - Create incentives for, and remove barriers to, attainable housing.
- The Department of Community Development is efficient in its processing time and maintains public notification requirements while providing high quality review of cases. This streamlined approach to land development allows all projects, including affordable housing and multi-family development, to be approved and built in a timely manner.
- Community Development staff works with citizens to help them understand the development review process, basic principles of planning, and the need to provide services to all Douglas County residents. These interactions occur through phone inquiries, walk-in customers, or when we receive letters that require a response. The public outreach planner gives a variety of educational presentations to various community groups, civic organizations, and local schools.

- Project Records Online (PRO) is an online project tracking system that provides the public with easy access to Department of Community Development projects related to land development, housing and community services. By visiting the Department of Community Development's home page, users can link to the database which provides instant transparency and allows the public to learn about public hearings, community meetings, land use proposals (especially new housing developments), and changes to the County's zoning regulations.
- Community Development directs residents to the website for information. Specific items may be printed for residents who don't have Internet access to public documents, plans, forms, and other information, including the 2014-2018 Consolidated Plan. Residents with limited English proficiency (LEP) may request information be provided in their language. Douglas County staff will work with the customer to ensure that they receive the information that will meet their needs. This may include either having specific information from the document translated verbally, or having the entire document translated in written form.
- The Douglas County website contains information regarding fair housing, including a link to the HUD Office of Fair Housing and Equal Opportunity where residents can access information and a complaint form if they have experienced housing discrimination. The County has identified Tina Dill as a resource for residents with questions regarding fair housing. She will provide direction on how to make a formal complaint if they feel they have been discriminated against. During the 2013 program year, the County received three calls related to housing discrimination. Residents were provided information and referred to appropriate agencies.
- CDBG staff conducted an extensive public outreach process to update the Consolidated Plan for the 2014-2018 program years. Surveys were developed and focus groups held to receive input from residents and service providers. A Spanish version of the community survey was made available to allow access for the majority of non-English speaking residents to participate and share their needs. Data collected provided insight into Douglas County's vulnerable population. Surveys revealed that housing is still the number one priority, followed by public services. Public facilities and improvements, and economic development were also identified as high priorities, while infrastructure was considered a low priority. Other data collected provided useful information that helped in establishing the goals and objectives for each priority.

Surveys provided the perfect avenue to ask questions that would assist in the creation of our Language Assistance Plan. Douglas County's population primarily speaks English (91 percent). Approximately 7 percent of the population speaks English and another language, and 2 percent have LEP. Of those with LEP, Spanish is the language most widely spoken. A few providers offer forms in Spanish and several organizations are able to rely on staff and volunteers for translation. Rarely did organizations indicate a need to hire an interpreter. Douglas County organizations are prepared to assist clients with LEP to ensure they have access to quality services.

Upon completing the community survey, residents had the option to remain anonymous or indicate if they would like to participate in a focus group. Residents could also indicate if they wanted to be contacted regarding housing discrimination. Staff contacted seven residents and provided fair housing information to those they were able to reach.

The Consolidated Plan outreach process provided an opportunity to share fair housing information to a variety of audiences. Handouts were made available at each of the focus groups. The Consolidated Plan includes a Housing Market Analysis which provides much needed data to help Douglas County plan fair housing activities over the next five years.

- Each agency that enters into a Subgrantee Agreement with Douglas County for CDBG funds must comply with certifications and contract provisions of fair housing requirements. The County carefully monitors agencies that create and supply housing to ensure there is no discrimination based on race, color, religion, sex, national origin, disability, or familial status.



Fair housing posters have been given to subgrantees and posted online.

- The Douglas County Transit Solutions group continuously works to improve transportation options throughout Douglas County, which would provide increased access to housing options for protected classes who are dependent on transit.
- The DCHP provides housing services to residents of unincorporated Douglas County, Lone Tree, Parker, and Castle Rock. The DCHP educates its housing clients on fair housing laws. Prospective recipients of the Home Ownership Program are required to attend a Home Buyer Education Class where the Fair Housing Act is discussed in detail and fair housing brochures are provided. In addition, these classes offer clients a significant amount of information on the full spectrum of the home buying process. Information can give them a sense of empowerment during the purchase of their first home, while reducing instances of foreclosure.

Financial Contributions to Affirmatively Furthering Fair Housing

Douglas County’s financial contribution to affirmatively furthering fair housing has continued during the 2013 program year. The costs associated with Douglas County affirmatively furthering fair housing are estimated based on general and specific activities completed during the program year. Typically, two to three Douglas County staff members are involved in preparing for or attending meetings that provide fair housing literature, or where the Fair Housing Act is discussed. Staff time is estimated by the number of hours preparing for and attending meetings that will affirmatively further fair housing. Staff estimates that the average in-kind costs associated with affirmatively furthering fair housing is \$25 per hour per CDBG staff member.

Costs associated with fair housing activities were for in-kind staff, supplies, printing, etc. The breakdown of costs includes:

- **Staff Time:** Includes working with the organization hired to translate the Consolidated Plan community survey into Spanish at \$25/hour x 2 hours = **\$50**.
- **Translation Services:** Douglas County hired APDC-Colorado Language Connection to translate the community survey into Spanish. The cost for this service was **\$518.75**.
- **Printing:** All surveys in Spanish were printed in-house. Black and white copies were \$.02 per page. The Spanish survey was 11 pages long and 100 copies were printed for a total of **\$22**.
- **Project Manager Training:** 5 percent of staff time is estimated to cover fair housing issues, which equals **\$27**.
- **Advisory Board:** 10 percent of staff time is estimated to cover fair housing issues, during two meetings, which equals **\$40**.
- **Events:** Two focus groups and one open house were held for the 2014-2018 Consolidated Plan, which included the 2014 Annual Action Plan. Fair housing materials were made available at each event, which equals **\$30**. Staff time spent at events discussing fair housing was \$25/hour x 1 hour x three staff = **\$75**. Both materials and staff time equals **\$105**.
- **Fair Housing complaints:** No County residents called staff regarding fair housing issues, but staff did receive seven surveys from residents who wanted information on fair housing discrimination. Not all residents were reached or contacted staff back. Discussions with three residents were approximately ½ hour each, at \$25/hour totals **\$37.50** of in-kind staff time.
- **Language Assistance Plan (LAP):** Adding questions to the community and provider surveys related to fair housing took approximately four hours throughout the process. Reviewing the surveys, organizing the data, and determining what to incorporate into the LAP took about eight hours. Writing the sections of the LAP that included survey information took 12 hours. Staff time at \$25/hour x 24 hours = **\$600**.
- **2014-2018 Consolidated Plan:** Fair housing information and data was incorporated into the Consolidated Plan. Staff time at \$25/hour x 20 hours = **\$500**.

Total in-kind support and expenses for the 2013 program year that contributed to affirmatively furthering fair housing were **\$1,900**.

ACTIONS ADDRESSING OBSTACLES TO MEETING UNDERSERVED NEEDS

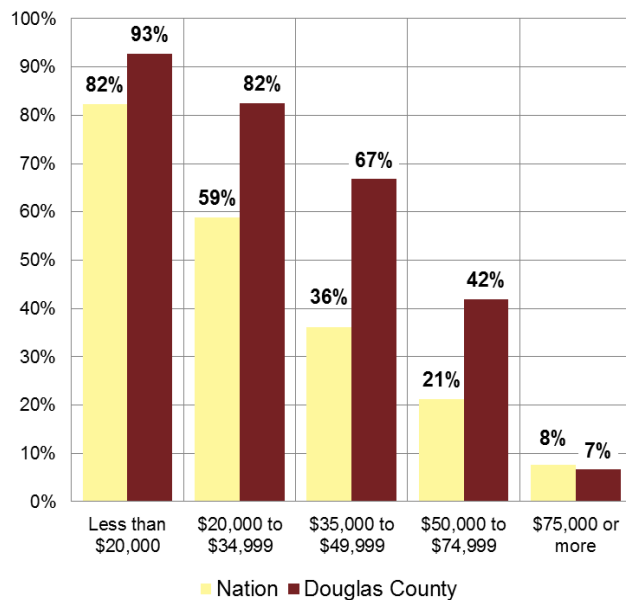
The current population for Douglas County is 302,464 and by the year 2030, the Colorado State Demographer’s Office expects the population to increase by another 130,000 persons. As the increased need for assistance is in part attributed to the population growth the County has experienced, we expect to see an increase in the need for services.

The County has experienced a marked increase in cost of living over the last decade. The cost of food and utilities continues to increase, and many families are struggling to make ends meet. From 2004 to 2013, the Consumer Price Index (not seasonally adjusted) for the Denver-Boulder-Greeley, Colorado area increased 20 percent for all items, even with the economic downturn in 2009. One of the most dramatic increases has been the cost of gasoline which has risen 53 percent from 2009 to 2013. The cost of food at home climbed 7 percent from 2009 to 2012. Fortunately, the increase in prices over the past year, from 2012 to 2013, has been low, with only a 2.8 percent increase in the cost of all items. Residents who are most vulnerable are those who are unemployed or underemployed and have severe financial difficulties.

The cost of housing in Douglas County is among the highest in the seven county Denver metro area. In 2013, for three out of four quarters, the median sale price of housing in Douglas County exceeded that of Boulder County, which typically has the highest prices, according to DataQuick Information Systems. From a low of \$285,000 in the 4th quarter of 2009, the median sales price of both new and resale single-family houses and condominiums increased 20 percent to \$343,000 in the 4th quarter of 2013.

Average and median apartment rents in Douglas County are the highest in the Denver metro area, according to the Denver Metro Apartment Vacancy and Rent Survey. The average apartment rent in Douglas County in the second quarter of 2014 was \$1,351 which was 21 percent higher than the metro area average of \$1,117. Similarly, the median apartment rent in Douglas County was \$1,322, which was 24 percent higher than the metro area median of \$1,068. Over the past few years, typically less than 25 percent of the apartments in Douglas County were priced at or below the Fair Market Rent level established by HUD for the Denver metro area.

Figure 3.
Cost-Burdened Households in 2013 by Income Level



Other Actions Meeting Underserved Needs

Underserved needs were further identified through the 2014-2018 Consolidated Plan outreach process. Residents and service providers were asked to complete a survey so that CDBG staff could determine the most urgent needs of the vulnerable population. The top three service gaps identified through this process was a lack of affordable housing, public transportation, and employment related services such as job placement and job training. These gaps in services are discussed in more detail below. Additional services are needed for the growing number of seniors and income-qualified, disabled, and homeless residents. The spectrum of unmet needs for these groups includes: the full continuum of housing; housing related services; case management; emergency financial assistance; self-sufficiency supportive services; and free or low cost, quality health, dental and mental health services.

Affordable Housing:

Purchasing a home can be overwhelming especially for first-time home buyers. To bridge the gap in housing costs, the DCHP offers financial support to eligible first-time homebuyers through its Home Ownership Program. Down payment assistance of up to \$15,000 is provided through a second mortgage. A second option is a shared equity investment of up to 20 percent of the purchase price (\$50,000 max), which is repaid when the home is sold or refinanced. In 2013, the DCHP provided 35 loans to eligible residents.

Currently, the demand for affordable rental units greatly exceeds the supply. Two new affordable housing apartment complexes will open this year providing 236 additional affordable housing units. Apex Meridian provides 156 units, available for eligible residents at 60 percent or below of the area median income (AMI). A waiting list was developed and although only 156 units are available, the waiting list currently totals approximately 1,200 people.

The number of individuals and families on this waiting list and Consolidated Plan survey responses indicate there is a high demand for affordable units. Property managers at Apex Meridian and Auburn Ridge have received fair housing training and are familiar with the Fair Housing Act. They also know that these units are available to all ethnicities, races, disabilities, and religions. When assisting interested tenants, property managers can provide fair housing materials and information, as necessary.

Another affordable housing complex dedicated for senior housing will open this year in Castle Rock. Auburn Ridge will contain 90 units, 80 of which will be affordable. Douglas County's senior population is expected to grow substantially well into the future. Additional affordable senior housing will be necessary to address this population's needs.

Leveraging funding sources is a critical component of building affordable housing below 60 percent of AMI level. Even with leveraged funds, it is still difficult for developers to offer rents below 50 percent of AMI. The County's strategy is to work with developers and encourage them to maximize funding sources in order to build affordable units with lower rental rates. This may mean utilizing CDBG and HOME funds, Private Activity Bonds, Low-Income Housing Tax Credits, as well as seeking out other funding sources from local, state and federal entities. Collaboration will be key to adding new affordable housing units in Douglas County.

Douglas County lacks transportation services, which often limit where residents can live. Solidifying transportation services near affordable housing units would expand employment options, assist with basic needs, and create access for social opportunities.

Transportation: Douglas County Transit Solutions (DCTS) began meeting informally in 2001 to collaboratively develop resources to meet the mobility needs in Douglas County. The group is made up of jurisdictional representatives, community-based organizations, and service providers from throughout the county.

The lack of dedicated staff to oversee the development of a countywide transit service connecting population centers to rural areas was identified as a great need. A mobility manager was hired in March 2011. Through the County, the DCTS group was recently awarded a second grant from the Colorado Department of Transportation to continue funding the mobility manager through 2015. The mobility manager is charged with establishing the organizational framework necessary to coordinate existing human services related transportation while working to evaluate future transit service needs within the county. This includes strengthening and expanding upon the existing partnerships established under the DCTS umbrella. A lack of transit and transportation options limits people in a variety of ways including where they can live and their access to employment opportunities, medical care and essential services. Transit services increase mobility and accessibility significantly, particularly for low-income adults needing to run errands, social activities for seniors, and typical trips for persons with disabilities.

In 2012, Douglas County conducted a human services transit survey to examine the demand and supply of public transit services for low-income households, households having a member with a disability, and seniors. The transit survey revealed that an estimated 16,000 low-income adults and 9,400 seniors wanted to access public transit that does not currently exist. Transportation issues have caused numerous problems affecting those who rely on services. Almost 1,300 low-income adults missed work due to transportation issues. During an average week, 7,900 residents with disabilities miss more than 21,000 trips due to transportation issues. If public transit were more accessible, it is estimated that approximately 30,000 low-income adults and 21,000 seniors would utilize services.

In May 2013, Douglas County applied for \$460,344 through the FTA Section 5310 program to continue mobility management and provide transportation for seniors and persons with disabilities in 2014 and 2015. The selection of project partners for Section 5310 and for two other funding sources (DRCOG Senior Transportation and Developmental Disabilities Mill Levy) was conducted through a coordinated human services transportation request for proposals.



- Douglas County provides operating assistance for countywide specialized demand response transit services to four entities (To the Rescue, the CRSC, Neighbor Network, and Seniors' Resource Center) that provide or arrange transportation. Funding support comes from the following sources: Title III Older Americans Act grant, Developmental Disability Mill Levy, Federal Transit Administration (FTA) Section 5310 (formerly known as New Freedom) and Section 5307 Job Access Reverse Commute grant.
- To the Rescue is a for-profit company that provides various services to the community including transportation. To the Rescue is expected to receive an estimated \$158,000 of the total funding that Douglas County provides to transportation entities for operating assistance. This assistance is provided through all of the previously mentioned funding programs.

- The CRSC provides rides to seniors 50+ and disabled residents within the Town of Castle Rock and surrounding rural areas. Clients are served using 100 percent volunteer drivers, and cover some of their costs with Title III funding from Douglas County and assistance provided by the Town of Castle Rock.
- Douglas County is providing operating assistance to Neighbor Network, a volunteer driver program focused on “neighbors helping neighbors.” Grant funds cover some administrative costs and reimburse mileage for the volunteer drivers. Neighbor Network serves senior citizens and adults with disabilities living in Douglas County. Volunteers help people stay independent and in their homes as long as safely possible by providing services such as transportation, home care, household upkeep, and companionship.

Transportation to rural, less populated areas continues to be a problem, as there is no local public transportation connecting rural areas to major population centers. Regional transportation is limited, with service only to portions of Parker and Highlands Ranch. Most local transportation options are only available through private vendors or volunteer organizations. The lack of transit seriously impacts those working to attain self-sufficiency.

Lack of transportation options makes it difficult to secure employment and limits where residents are able to work.

Employment Related Services: Both residents and providers indicated that services such as job training and job placement would be beneficial. Job training creates an opportunity for residents to enhance their current skills and adopt new skills to increase the types of jobs that they can apply for.

The Community of Care navigator has teamed up with other service providers to create the Douglas County Cares program. Clients participating in this program must be interested and willing to improve their current circumstances by working through barriers. Providers involved have committed to assisting clients for a period of six to nine months to help them achieve self-sufficiency. One aspect of this program focuses on helping clients obtain and maintain employment. This includes providing education, employment and workforce development services to clients. Job placement services and additional access to agency programs will assist clients in finding and securing employment.

Douglas County will work with the Community of Care Network, Arapahoe/Douglas Works!, Douglas County Libraries, local temp agencies, and other applicable organizations on addressing the need for employment related services.

LEVERAGING RESOURCES

Throughout the 2013 program year, Douglas County has made an effort to collaborate with public and private partners to stretch grant dollars further. Subgrantees are encouraged to combine CDBG funds with other funding sources to serve additional Douglas County residents or expand projects. The Douglas County CDBG program funding leveraged \$16,810,898 in other funds that were combined with CDBG funds from the 2013 program year. There was approximately \$27.12 in leveraged funds for every \$1 provided through the 2013 allocation. Table 5, below, illustrates the funding leveraged for each of the programs receiving CDBG funds during the 2013 program year.

Table 5. Leveraging of 2013 CDBG Funds

Source of Leveraged Funding	Leveraged Amount	2013 CDBG Funding
Audio Information Network of Colorado: Audio Services In-kind funds State of Colorado Grant funds The Denver Foundation <p style="text-align: right;">Total Leveraging:</p>	 \$ 8,940 \$ 8,500 \$ 6,400 <p style="text-align: right;">\$ 23,840</p>	 <p style="text-align: right;">\$ 3,000</p>
Crisis Center: Primary Advocate Position Fundraising <p style="text-align: right;">Total Leveraging:</p>	 \$ 18,918 <p style="text-align: right;">\$ 18,918</p>	 <p style="text-align: right;">\$5,590</p>
Douglas County Department of Community Development: Community of Care Family Development Program In-kind funds Staff Support Partners Agency staff costs CSBG funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 2,700 \$ 78,190 \$ 52,500 \$ 74,018 <p style="text-align: right;">\$207,408</p>	 <p style="text-align: right;">\$ 20,000</p>
Douglas County Housing Partnership: Home Ownership Program In-kind funds Corporations HUD award HOME award Other sources <p style="text-align: right;">Total Leveraging:</p>	 \$145,200 \$ 12,500 \$ 31,000 \$178,131 \$ 19,000 <p style="text-align: right;">\$385,831</p>	 <p style="text-align: right;">\$178,131</p>

Table 5. Leveraging of 2013 CDBG Funds *continued*

Source of Leveraged Funding	Leveraged Amount	2013 CDBG Funding
Douglas County Housing Partnership: Auburn Ridge Senior Living Apartments Site Improvements Direct project support HOME funds and tax credits <p style="text-align: right;">Total Leveraging:</p>	 \$ 4,557,701 \$11,252,378 <p style="text-align: right;">\$15,810,079</p>	\$200,000
Douglas County Housing Partnership: ADA Van Purchase In-kind funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 30,000 <p style="text-align: right;">\$ 30,000</p>	\$16,000
Douglas/Elbert Task Force: Rent Assistance In-kind funds EFSP funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 74,264 \$ 5,000 <p style="text-align: right;">\$ 79,264</p>	\$ 25,000
Douglas/Elbert Task Force: Utility Assistance In-kind funds Energy Outreach Colorado funds Philip S. Miller funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 68,014 \$ 52,500 \$ 30,000 <p style="text-align: right;">\$150,514</p>	\$ 15,114
Douglas/Elbert Task Force: Overnight Lodging Assistance In-kind funds EFSP funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 29,239 \$ 5,000 <p style="text-align: right;">\$ 34,239</p>	\$ 5,000
Parker Senior Center: Transportation Dispatch Coordinator In-kind funds Direct expense funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 780 \$ 1,700 <p style="text-align: right;">\$ 2,480</p>	\$10,000

Table 5. Leveraging of 2013 CDBG Funds *continued*

Source of Leveraged Funding	Leveraged Amount	2013 CDBG Funding
St. Vincent de Paul: Rent Assistance In-kind funds Fundraising <p style="text-align: right;">Total Leveraging:</p>	 \$ 11,100 \$ 18,000 \$ 29,100	\$12,000
Sedalia Water & Sanitation District: Water Tank Evaluation and Repair In-kind funds Historic HAS grant Quick Foundation grant <p style="text-align: right;">Total Leveraging:</p>	 \$ 17,240 \$ 15,000 \$ 4,000 \$ 36,240	\$110,000
Town of Parker: Emergency Repair Grant Program In-kind funds <p style="text-align: right;">Total Leveraging:</p>	 \$ 2,985 \$ 2,985	\$20,000
Total Leveraged Funds for 2013 CDBG Program Year:	\$16,810,898	

MANAGING THE CDBG PROCESS

The Community and Resource Services section of the Department of Community Development is responsible for administering the CDBG program for the County. A portion of the administration includes the IDIS reporting system. CDBG staff works in partnership with the County Attorney's Office, Finance Department, and Treasurer's Office to refine the policies and procedures of the program. This collaboration has resulted in the following procedures, which are meant to ensure compliance with program requirements while effectively managing the CDBG process.

- Community and Resource Services staff has worked with the Finance Department to develop a comprehensive system for tracking CDBG funds through the County's financial software. Staff uses a framework of account numbers to record the amount of funds spent by the program year they were allocated, and by eligibility categories of projects. This tracking system has allowed our IDIS team to monitor financial aspects of the grant. The IDIS team has incorporated this system of checks and balances to use both the IDIS software and the County's financial software, to ensure that drawdown requests from subgrantees are properly reviewed and monitored for compliance with the grant. The process also ensures that the draws submitted to HUD through the IDIS software accurately correspond to the County's financial records. The IDIS team has made it a priority to keep the subgrantee accomplishment data current in the IDIS software. In addition, recent requirements that all subgrantees must be current in the System for Award Management (SAM) database has created a new opportunity to coordinate with the Finance Department, as their staff provides a point of contact and training for CDBG staff and subgrantees. All subgrantees and any contractor, paid directly by the County, must be in the SAM database prior to signing a Subgrantee Agreement or contract with the County.
- Staff used an Annual Risk Assessment Tool, which was implemented in 2007. Prior to 2007, staff completed on-site visits with each active project in order to monitor their compliance with the CDBG program. As the County's CDBG program has grown over the years, visiting every project site has become increasingly difficult. Staff modeled the annual risk assessment tool from HUD's annual assessment of entitlement communities for the CDBG program. This assessment tool allows staff to determine the strengths and weaknesses of subgrantees with regard to their administration of CDBG funds and projects.
- The assessment tool is evaluated each year to ensure it reflects an accurate picture of risk. The tool is included as Appendix C. The Annual Risk Assessment provides an indication of a subgrantee's capacity to manage federal funds. A monitoring form and a checklist are completed during each site visit. Prior to an on-site monitoring, subgrantees are provided with these documents to assist them in preparing for the site visit. The monitoring form includes a list of questions about their organization and recent activities toward implementation and completion of their grant. The checklist includes a comprehensive list of all documents that may be requested during the visit. Client files and original documentation related to the grant are included on the list. The monitoring form is included as Appendix D and the checklist is included as Appendix E.

In order to encourage citizen participation and awareness of the County's CDBG program, staff initiated the creation of a CDBG Citizen Advisory Board in January 2006. The CDBG Advisory Board was created to:

- Make recommendations to the Board of County Commissioners (BCC) regarding matters related to the development, implementation, and evaluation of the CDBG program;
- Make recommendations to the BCC about recipients of the Douglas County CDBG funds during each program year;
- Assist in the development of strategic plans to address identified needs within the county in relation to community development, housing, and economic development; and
- Provide insight to and serve as a liaison for the BCC to the Douglas County community on issues related to community development, housing, and economic development.

The CDBG Advisory Board is made up of 11 residents. The composition includes: one member appointed from each participating jurisdiction (the Towns of Castle Rock and Parker, and Cities of Lone Tree and Castle Pines), two representatives from each of the three County Commissioner districts, and one at-large member.

The CDBG Advisory Board is integral in evaluating the applications for CDBG funding on an annual basis. The broad range of experience of Board members assists staff in reviewing the financial stability and viability of the organizations applying for funding. In addition, Advisory Board members give presentations at public hearings, attend open houses, project management training, and application workshops.

CITIZEN PARTICIPATION

The Citizen Participation Plan was updated as part of the 2014-2018 Consolidated Plan. The goals of the Plan are two-fold: first, to ensure maximum participation in the Consolidated Plan process among all populations and needs groups; and second, to ensure that the issues and concerns identified are adequately addressed. The Citizen Participation Plan guides staff when preparing the Annual Action Plan and the CAPER. The Plan also identifies when substantial amendments are required. The updated Citizen Participation Plan includes accommodations for residents in protected classes.

Meetings, Public Hearings and Events

Douglas County provides a variety of opportunities to involve County residents and solicit their comments. Among these are community forums and open houses, hosted at central locations to discuss the goals and potential projects of the CDBG program. CDBG staff creates and distributes posters that are placed in Douglas County buildings and are sent to subgrantees to display at their facilities. Emails are also sent to subgrantees to inform them of the various opportunities available to them and their clients to provide input into the CDBG process.

In addition, public meetings and hearings with the Board of County Commissioners (BCC) are scheduled to review and approve the Annual Action Plan and the five-year Consolidated Plan. All public comment opportunities are advertised to the public in the local newspapers, on Douglas County's website and promoted at other meetings. To ensure residents with special needs are not left out of the participatory process, public notices state that "interpreters and special needs accommodations can be provided with adequate advance notice. Persons in need of information for the hearing impaired may call the TTY number at 303-663-7791." All BCC meetings and public hearings are held in the public hearing room. Attendees can ask the Clerk to the Commissioners, or other staff, for an Amplified Hearing Assistance device so that they can better understand the proceedings. The County building is ADA accessible and the meetings are held on the first floor of the building, which allows easy access regardless of disability. In addition, the BCC meetings are broadcast live on the Internet. Anyone with Internet access can listen to the meetings, regardless of disability or transportation limitations.

Douglas County also works closely with Douglas County Libraries to provide information about the Annual Action Plan, CAPER, Consolidated Plan, etc. and the dates for the public comment period in their monthly eNewsletter that is emailed to more than 34,000 citizens. A link to Douglas County's website is provided for citizens to review the draft documents and provide comments.

In compliance with the Citizen Participation Plan, the Draft 2013 CAPER was available for public review and comment on October 9, 2014 for a 15-day period. CDBG staff submitted a legal notice to the Douglas County News Press to advertise the 15-day notification period. The Affidavit of Publication is included as Appendix F. In addition, copies of the draft were available for public input and review at the Douglas County Philip S. Miller building's first floor receptionist's desk, the Department of Community Development, on the Douglas County website, and through Douglas County Libraries. Copies of the draft include a Special Accommodations section that states, "Arrangements can be made for special accommodations such as TDD/TTY/Relay number, or the use of interpreters. If such accommodations are needed, contact Tina Dill at 303-814-4380 or email her at tdill@douglas.co.us."

Limited English Proficiency Persons

Douglas County's population is predominantly Caucasian with 91 percent of residents speaking English. Only 2.3 percent of the population does not speak English "very well." Although the number of people with Limited English Proficiency (LEP) is small, Douglas County and its subgrantees understand the importance of ensuring access to services. In order to do this, organizations and their staff must be prepared to assist clients with LEP. Having a Language Assistance Plan (LAP) provides a protocol for how to adequately serve clients who speak other languages. For CDBG staff, this means that LEP residents have the ability to participate in the public outreach process. Residents who would like to participate can request an interpreter, in advance, at any open house or other event. They can also meet with CDBG staff and an interpreter to discuss any of the CDBG documents, or they can request that a document be translated in their language.

Douglas County has identified the various languages that the majority of residents speak and has identified resources available if oral or written interpreters are needed. Spanish is the language most widely spoken by Douglas County residents who do not speak English. Eight of the 22 organizations included in the LAP offer forms and materials in Spanish. Hiring interpreters is rarely needed as 13 organizations are able to utilize staff or volunteers as Spanish interpreters. There are eight organizations that have their own LAP or utilize Douglas County's plan to assist LEP clients.

The BCC approved the LAP as an Appendix to the 2014-2018 Consolidated Plan on June 11, 2014. Implementation of the LAP helps to eliminate any language barriers to ensure all residents have equal access to services.

CDBG Website

Information about the CDBG program is available at www.douglas.co.us/cdbg, which includes access to all required HUD documents in their draft stage and final reports. County residents may review these documents online during their required public comment periods, and after the documents have been finalized. Descriptions of projects receiving funding are also available in the Annual Action Plan that is available online. The website provides links to service providers who were awarded funds, allowing the public to better understand the organizations that participate in the program.



The screenshot shows the Douglas County website's "Fair Housing" page. The header includes the Douglas County logo and navigation tabs for "A-Z Services", "Government", "Business", "Land Use", "Residents", "Transparency", and "Newsroom". The main content area features a "Fair Housing" section with a "FOCUS ON FAIR HOUSING" banner and the tagline "Rights. Responsibilities. Resources." Below this, there is a sub-section titled "Fair Housing Choice in Douglas County" which describes the county's commitment to fair housing and lists various programs. A "CDBG-Funded Program Furthering Fair Housing" section follows, detailing the Downpayment Assistance program. The page also includes contact information for the Community Development Block Grant office and a link to the "Analysis of Impediments to Fair Housing Choice" report.

Douglas County has expanded its CDBG website presence by working closely with outside agencies, specifically in regards to fair housing. The Douglas Elbert REALTOR® Association and Discover Parker Colorado websites have provided links from their site to the CDBG fair housing web page. Users who link to the site can learn about the types of housing discrimination and who to contact if they feel discriminated against. The Analysis of Impediments to Fair Housing Choice (AI) is also available online. The AI reports on impediments to fair housing choice and the County's plans for addressing the impediments. The website also includes downloadable handouts on fair housing laws and FAQs. In addition, handouts for specific populations are available such as

residents with disabilities, seniors, realtors, etc. The website educates both realtors and residents about what fair housing means to them. It also provides access to new information or upcoming events as it is posted on the website.

Douglas County's website has an email subscription service where residents can sign up to receive emails regarding topics they are interested in receiving updates on. The number of residents who subscribe to CDBG web pages is 247.

INSTITUTIONAL STRUCTURE

The mission for the CDBG program is to improve the quality of life for low- and moderate-income residents by increasing access to decent and attainable housing, improving their living environment, and expanding their economic resources. Since implementation of the initial Consolidated Plan submitted to HUD in 2004, CDBG staff has worked to provide successful applicants funding for activities that address the priorities outlined in the Consolidated Plan. Applicants may include not-for-profit agencies, governmental and quasi-governmental agencies and housing authorities. To expand upon this mission, Douglas County has increased its efforts in assisting the vulnerable population.

Staff has worked with representatives from local governmental jurisdictions, faith-based organizations, and the not-for-profit community to identify the needs of low- and moderate-income residents in the community. These organizations are in the process of coordinating services to address gaps in the delivery system by combining funds and resources to address unmet needs.

The Douglas County Community of Care Network (CCN) continues to provide an example of this type of coordination. This group consists of representatives from local not-for-profit organizations, faith-based organizations, County staff, the school district, health department and members of the business community. The CCN has met monthly since February 2005 to discuss and work on collaborative solutions regarding the issue of homelessness in the county. This group was instrumental in providing valuable input at the Provider Focus Group during the Consolidated Plan update.

In 2010, the CCN developed a strategic plan to address issues pertaining to homelessness within the county, and steps to prevent lower-income individuals and families from becoming homeless. During the 2011 program year, the group implemented the plan and continues to raise awareness around the issue of homeless prevention in Douglas County through the Point-in-Time survey. The group, in partnership with the CSBG Tripartite Board, recommended hiring a Community of Care navigator to build a more efficient system of care, educate the community on the need for care, and build a Family Development Program based on the “hand up” model. The candidate was hired by the Douglas County Department of Community Development in July 2012.

The navigator has allowed the CCN to take a more proactive approach in addressing homelessness and service gaps. The group established a new mission. The CCN is a collaborative group of government agencies, local non-profits, faith based organizations and service providers that partner together to address issues of poverty and homelessness in Douglas County. The CCN works to educate the community regarding the need to support our residents facing homelessness, provide client based collaboration to more effectively and efficiently help those in need, and work to initiate system-wide changes that will better serve this vulnerable population. This mission has guided participating organizations in holding several successful events to benefit vulnerable residents. Their main focus has been looking more strategically at tracking data and creating outcomes that lead toward self-sufficiency.

The DCTS is another example of a coordinated effort to address a gap in services. The focus of DCTS is to implement cohesive transit services for the vulnerable population, including elderly, handicapped and low-income residents of the county. Currently, there are a limited number of transportation service providers and there is a need to strengthen these services in order to provide reliable transit that can meet the needs of our growing community. A business plan has been completed that helps to quantify gaps in transit services, and outlines steps to address those gaps within Douglas County. A grant was awarded to Douglas County in March 2011 to hire a mobility manager to begin implementing the steps outlined in the business plan. Before providing transit

services to the vulnerable population, the first step was to create a framework. A Local Coordinating Council (LCC) was established in February 2012 as the first critical step in developing the transit service framework. DCTS has also updated its website, which provides information on available transit services, scheduling information and phone numbers of transit agencies that serve Douglas County residents.

While DCTS has been making progress, economic conditions forced local governments to make difficult decisions about transit options in the county including cuts to services. DCTS held a transit event in February 2012 to discuss the state of transit and release the results of a transit needs assessment, which coincided with the 2011 AI.

Community and Resource Services staff will embark on a countywide Transit Demand Analysis starting in the Fall 2014. The Analysis will evaluate the transit needs of all residents throughout Douglas County. A previous study conducted focused specifically on the transportation needs of older adult seniors, residents with disabilities and low-income workers. The new 2014 study will evaluate the transportation needs, habits, and perceptions of all county residents, business leaders, Human Services providers and key stakeholders within our communities.

Every two years, Douglas County conducts a Citizen Survey. Results from the 2014 survey indicated that residents are in support of increasing transportation options:

- About 80 percent of respondents wanted the same amount of funding, or more funding, dedicated to a safe, efficient and affordable transportation system.
- Coming in second after road maintenance, 27 percent of citizens said public mass transit by bus, rail or van should be the highest priority.
- Douglas County needs to provide transit options for trips within the county according to 61 percent of respondents.
- Almost half of the citizens surveyed (44 percent) said they would use public transit occasionally or frequently, if available.

Since transportation is a priority of the Board of County Commissioners (BCC) and a critical need for residents, funding was allocated to conduct this countywide analysis on transit. With the assistance of transportation consultant experts, County staff will conduct this analysis to determine appropriate transit recommendations and transportation investments. These support the economic development, multi-modal and community vitality goals of the BCC and the citizens of Douglas County.

There are several organizations that serve and support persons with developmental disabilities. Those organizations are mentioned in more detail under the Non-Homeless Special Needs section on page 80.

Douglas County currently does not have any organizations that represent a specific racial, ethnic or minority group. Services are offered to all regardless of race, ethnicity, or minority status. There are organizations outside of the county that provide services to Douglas County residents of different races and ethnicity. El Grupo VIDA works to empower persons with disabilities and their families with information and training to help them be their own best advocate. Activities and services are designed for Spanish-speaking individuals and families. Other organizations, such as the Colorado Women's Chamber of Commerce, Asian Chamber of Commerce, and Colorado Black Chamber of Commerce that are sent requests for proposals for construction projects as a way to reach out to these population groups. The goal is to strengthen partnerships with these organizations in the future.

MONITORING

Ensuring compliance with federal regulations is the responsibility of the Douglas County CDBG program. The majority of the new subgrantees that staff works with in Douglas County are typically inexperienced when it comes to complying with the requirements associated with a federal grant. During each of the monitoring visits described in the narratives below, County staff requested feedback regarding the development and administration of the County's CDBG program. In all instances the subgrantees that were monitored indicated they were satisfied with the technical assistance provided by CDBG staff. County staff strives to be as responsive as possible to the needs of our subgrantees. It is our belief that the easier we make this process for them, the more they will be able to pass benefits on to the low- and moderate-income residents they serve. Douglas County's goal is to be proactive, and provide current and prospective subgrantees with technical assistance to build their capacity and increase their grant writing skills. It is also our intent to inform them of the fundamentals of the CDBG grant program early in the process so that there are no surprises at the end of the program year when it is time for them to report their accomplishments. By providing an additional level of technical assistance we can ensure their full cooperation and support in the successful completion of their projects.

All subgrantees receiving federal funding will be monitored for regulatory and statutory compliance by the County's CDBG staff. Informal monitoring in the form of phone calls, emails, reviewing draw requests, site visits and progress reports occur on an ongoing basis. Through the annual risk assessment tool, staff conducted a desk audit and monitored all active programs during the 2013 program year.

Staff uses the annual risk assessment tool, which is modeled after HUD's annual assessment of CDBG entitlement communities. CDBG staff designed this tool to expedite the annual monitoring of active projects while ensuring that staff is effectively evaluating the strengths and weaknesses of our subgrantees with regard to their administration of CDBG funds and projects. This tool is reviewed and revised on an as-needed basis to ensure its effectiveness. Each rating sheet includes pre-determined criteria used to evaluate the subgrantee, specific rating considerations, and point assignments. This risk assessment tool also includes a scoring system intended to help identify a subgrantee that may require additional technical assistance and the type of assistance needed. This assessment provides staff with an equitable basis to determine who should receive an on-site monitoring visit. Subgrantees are ranked from highest to lowest risk based on their assessment score. As a matter of practice, staff usually conducts an on-site monitoring visit of organizations having high risk scores, including those determined to need additional technical assistance to reduce risk and ensure grants are completed successfully. Exceptions to an on-site monitoring are considered on a case-by-case basis.

At the conclusion of the 2012 program year, the subgrantees receiving the highest risk assessment scores were the Douglas County Housing Partnership (DCHP) and the Sedalia Water and Sanitation District (SWSD). The high risk activities were the 2012 Home Ownership program and the 2011 project to upgrade the water system in the SWSD. As HUD performed an on-site monitoring of both these subgrantees in 2012, a monitoring visit was not scheduled. Instead a workout plan was requested to ensure the subgrantees were on track to spend down funds and complete their projects within an acceptable timeframe. CDBG staff must ensure grant funds are spent according to HUD's timeliness requirements. The high risk scores signify the activities may not be completed within the one-year allowed by the Subgrantee Agreements. These agreements may be extended for good cause when staff has reason to believe the activities will be brought to successful conclusion. Workout plans were submitted by each subgrantee, and both subgrantees received a time extension to their agreement. Each subgrantee was cooperative and responsive and made every effort to complete the activities in a timely manner.

The DCHP submitted a workout plan on October 8, 2013. The plan outlined recent difficulties created by the volatile housing market, including a decrease in inventory, rising home prices and interest rates. The volatility created unpredictable timelines to close loans. An unexpected number of loans were paid back into the revolving loan fund, creating additional program income. The Subgrantee Agreement was extended for three months and DCHP was able to close on five additional loans. In 2012, DCHP scored 89 on their risk assessment, and in 2013 their score was 45, which is a considerable improvement. The DCHP has reduced their risk in spending down funds and is better positioned to manage grant deadlines in conjunction with unexpected program income.

The SWSD submitted a workout plan on October 24, 2013. Multiple difficulties outside Sedalia's control were recounted. Progress was stalled when HUD monitored the CDBG program and identified non-compliance with the Executive Order 12372 referral process. Douglas County complied and the activity resumed. An additional impediment to completing the activity was a lack of bidders to their initial RFP issued in the Fall 2013. This was due to a saturation of work in the construction industry at that time. The activity was rebid in February 2014, and work commenced in early spring. The water lines were installed and their project was completed in April. Grant funds were fully expended and the activity was closed in IDIS. In 2012, SWSD scored 78 on their risk assessment, and in 2013 their score was 50, which is a considerable improvement.

At the conclusion of the 2013 program year, 19 active projects were evaluated using the annual risk assessment desk audit tool. This is the first year no projects scored in the high risk category. Of the 19 projects reviewed, seven scored as a medium risk and twelve scored as a low risk. Table 6 on page 57 provides a list of all active projects during the program year and the scores generated from a review of the risk assessments. On-site formal monitoring visits were not necessary due to the improved risk assessment scores. However, as a proactive measure staff chose to monitor the Audio Information Network of Colorado (AINC) and the Crisis Center, two lower scoring subgrantees that have not been monitored within the last three years.

The AINC was monitored on September 17, 2014. The organization served 28 residents in the 2013 program year. They continue to expand the types of audio services provided and the populations they serve.

The Crisis Center was monitored on September 25, 2014.

Table 6. 2013 Risk Assessment Results

Subgrantee	Project Name	☺	☹	☹
		Low Risk	Medium Risk	High Risk
Audio Information Network of Colorado ◇	2013 Audio Services	15		
Castle Rock Senior Center	2012 Transportation Coordinator	13		
Crisis Center ◇	2013 Primary Advocate Position	17		
Douglas County Department of Community Development	2012 Emergency Rent Assistance	4		
	2012 Emergency Utility Assistance	9		
	2013 Family Development Program	32		
Douglas County Housing Partnership	2012 Home Ownership Program		45	
	2013 Home Ownership Program		58	
	2013 Auburn Ridge Senior Living Apartments Site Improvements	16		
	2013 ADA Vehicle Purchase	29		
Douglas/Elbert Task Force	2013 Rent Assistance	3		
	2013 Utility Assistance	3		
	2013 Overnight Lodging	3		
Parker Senior Center	2012 Parking Lot Replacement		36	
	2013 Transportation Dispatch Coordinator		39	
St. Vincent de Paul	2013 Rent Assistance	15		
Sedalia Water & Sanitation District	2011 Water Line Improvements		56	
	2013 Water Tank Evaluation and Repairs		50	
Town of Parker	2013 Emergency Repair Grant Program		44	

◇ Identified for on-site monitoring

SELF EVALUATION

The 2013 program year was the ninth year that Douglas County received CDBG funding as an entitlement community. Douglas County was notified in 2002 of their eligibility to receive CDBG funding as an Urban County, and began receiving funds in 2004. Since then, staff has been working on the development and implementation of a quality, results-oriented, CDBG program that will proactively benefit low- and moderate-income residents of the county. In the 2013 program year, staff continued to provide ongoing technical assistance to subgrantees and potential applicants for future funding. Our goal is to ensure that subgrantees are successfully implementing program funds to benefit the Douglas County community. It is our intention to help local organizations build their capacity, and to better position themselves to address the increased demand for services.

Including the annual allocations from 2004 through the 2013 program years, the CDBG investment in Douglas County to date has totaled \$7,962,501. During the 2013 program year, Douglas County received an allocation of \$797,883 in CDBG funding. In addition to the allocation, \$400 was reprogrammed from previous program years. As of the date of this CAPER submittal, \$396,796 or 53 percent, of the 2013 annual allocation had been expended.

CDBG subgrantees are regularly monitored and are generally within expected timeframes for spending. Workout plans were received from the DCHP and SWSD. Additional technical assistance was provided by staff to ensure a successful year for all subgrantees. A customized reporting spreadsheet was designed for each subgrantee. The new spreadsheet reduced errors and staff time to review the reports. Subgrantees were better equipped to submit draws and annual reports on time and without mistakes.

In June 2013, the County's CDBG program was in compliance with HUD's timeliness requirement. The timely expenditure of Douglas County CDBG funds is an integral component of the program and a high priority for staff. The CDBG program is successful because staff provides technical assistance and continually works with subgrantees to ensure they are aware of significant deadlines that must be met for their activity to be successful. Staff is in contact with subgrantees on a regular basis by phone and email.

Over the 2012 program year, the DCHP increased the number of closings they were able to complete. Additional funds are becoming available through the program income generated from the down payment assistance and shared equity programs. During the 2013 program year, Douglas County and the DCHP agreed to set a cap of \$200,000 on the amount of program income funds the DCHP can accumulate. Reserved program income funds will be used to assist other eligible clients through the down payment assistance and shared equity programs. The DCHP recently signed their contract for the 2013 program year and spending grant funds will remain a priority for the Home Ownership Program. In addition, projects that lagged behind in spending, such as the SWSD's 2011 Upgrade Water Lines project has been completed.

The CDBG administrator monitors and evaluates the status of projects that are not utilizing allocated funds within the agreed upon time period, as well as the subgrantees that submit regular draws. Based on discussions with the subgrantee and the inability to meet the time period as explained on page 23, \$50,000 awarded to the Town of Parker for their Commercial Renovation Grant Program was reallocated for the 2014 program year. Table 7 on the following page indicates that for the 2004-2013 program years the percentage of annual allocated funding is well within acceptable ranges.

Table 7. Funding Spent by Program Year in 2013

Subgrantee	Activity	% Spent
2011		
SWSD	Upgrade Water Lines	100%
2012		
DCHP	Home Ownership Program	100%
DC DCD	Rent Assistance	100%
DC DCD	Utility Assistance	100%
Parker Senior Center	Parking Lot Improvements	100%
Douglas County	Grant Administration	100%
2013		
AINC	Audio Services	100%
Crisis Center	Primary Advocate Position	100%
DC DCD	Community of Care Family Development Program	10%
DCHP	Home Ownership Program	0%
DCHP	Auburn Ridge Senior Living Apartments Site Improvements	100%
DCHP	ADA Van Purchase	0%
D/ETF	Rent Assistance	100%
D/ETF	Utility Assistance	100%
D/ETF	Overnight Lodging Assistance	100%
Parker Senior Center	Transportation Dispatch Coordinator	14%
SVdP	Rent Assistance	100%
SWSD	Water Tank Evaluation and Repair	0%
Town of Parker	Emergency Repair Grant Program	0%
Douglas County	Grant Administration	100%

Fiscal Accomplishments in 2013

As of the date of this report submittal, a total of \$396,796 in CDBG funds was expended. This total includes funds spent from 2011 through 2013 grant allocations. During the 2013 program year, the following activities were completed and closed in the IDIS:

2011 Activities:

- SWSD - Upgrade Water Lines

2012 Activities:

- Douglas County DCD - Emergency Rent Assistance
- DCHP - Home Ownership Program
- PSC - Parking Lot Improvements

2013 Activities:

- AINC - Audio Services
- Crisis Center - Primary Advocate Position
- DCHP - Auburn Ridge Senior Living Apartments Site Improvements
- D/ETF - Rent Assistance
- D/ETF - Utility Assistance
- D/ETF - Emergency Overnight Assistance
- SVdP - Rent Assistance

PROGRAMMATIC ACCOMPLISHMENTS

During the 2013 program year, CDBG staff put the majority of its efforts toward:

- Completing the 2014-2018 Consolidated Plan
- Finalizing the Language Assistance Plan (LAP)
- Furthering fair housing
- Revising forms

Completing the 2014-2018 Consolidated Plan. Beginning in Spring 2013, CDBG staff initiated the Consolidated Plan update. Several brainstorming sessions took place to discuss how the CDBG program should grow or change over the next five years. These sessions provided the direction that CDBG staff needed in order to prepare for the Consolidated Plan update process. Staff identified the various types of information that would be needed to write the plan. It was determined that surveys and focus groups would be the best method for collecting this information. Surveys would provide some of the basic data needed from both providers and residents. Focus groups would allow participants to explain their needs in more detail. Staff met frequently to establish and refine survey questions, and plan the agenda for each focus group.

First, a Citizen Participation Plan was developed to demonstrate Douglas County's public outreach process for the CDBG program. This plan ensures that the outreach process allows all residents to participate regardless of hearing impairment, disability, or other special need. CDBG staff began gathering public input to determine the community's priority needs and create objectives based on those needs.

Not-for-profit organizations, local jurisdictions, quasi-governmental organizations, the DCHP, the CDBG Advisory Board, and residents who expressed an interest in the CDBG program were asked to participate in the Consolidated Plan update. Provider and community surveys were distributed through these various groups, and as a result Douglas County received a total of 40 provider surveys and 388 community surveys. The community survey was translated into Spanish, since that is the language most often spoken in Douglas County by residents who have limited English proficiency.

Two focus groups were held, one for providers (30 participants), and one for residents (23 participants). The purpose was to present survey results, and allow providers and residents to comment on the priorities and goals identified in the surveys. CDBG staff provided participants an opportunity to identify high priority objectives.

Once the data was analyzed, the Consolidated Plan was drafted and made available for public comment. An open house was held in May 2014 during the public comment period. This open house offered the 22 people who attended a chance to provide comments and ask questions. The final 2014-2018 Consolidated Plan was approved by the Board of County Commissioners (BCC) on June 11, 2014. The document was approved by HUD on July 9.

Finalizing the Language Assistance Plan (LAP). In conjunction with the Consolidated Plan, CDBG staff finalized its LAP. In order to establish priorities and goals for the Consolidated Plan, a survey was developed for residents of Douglas County and service providers. Both surveys included questions that helped Douglas County complete the four-factor analysis for persons with Limited English Proficiency (LEP). The BCC adopted the LAP as an Appendix to the Consolidated Plan. The LAP is a valuable resource that outlines the procedures to be taken when assisting clients with LEP. This plan is available online for CDBG subgrantees to access if they would like to utilize it for their organization or use it as an example to create their own plan.

Furthering fair housing. CDBG staff asked providers to submit the surveys in the Fall 2013. Data collected from these surveys helped to plan future outreach efforts for the Consolidated Plan. Since Spanish was the language most widely spoken other than English, the community survey was translated into Spanish. CDBG staff collected 11 surveys in Spanish.

The LAP was completed in an effort to ensure equal access to services for all residents. Information compiled as part of the LAP will assist in planning future fair housing activities.

Revising forms.

- Subgrantees are required to submit demographic data for the clients they serve in their Draw Down Request forms, as well as in their Annual and Completion Reports. The data received on the Draw Down Request forms wasn't always consistent with the data on their Annual and Completion Reports. In order to simplify the process and avoid errors, CDBG staff created a spreadsheet that linked the Draw Down Request forms to their Annual and Completion Reports. This has resulted in the receipt of more consistent data and has reduced the time needed for subgrantees to submit accurate and timely reports. CDBG staff review time has also been reduced.
- In previous years, the Letter of Interest (LOI) and application were available to interested applicants in a Word document. This created issues because applicants could delete questions they didn't think applied to their proposal. There were also several sections that would shift once the applicant began typing their information, which resulted in them having to do some reformatting. The LOI and application forms were re-created in a pdf fillable format to resolve some of these issues and make this process easier for both applicants and staff.

The pdf forms allow applicants to easily select items from a drop down menu, click on the appropriate button, or fill in the field to respond to a question. This new format allows staff to limit the space available for specific questions where a brief description is needed. Items will not shift, which will make documents easier to review.

The process for submitting the LOI and application has changed. The LOI continues to be reviewed prior to submitting the application to determine eligibility. Applicants are provided with a staff analysis of their LOI, which may require them to make changes to the document. These can then be resubmitted along with their application. The purpose of having the LOI become part of the application was to eliminate redundancy. In the past, applicants had to answer some of the same questions on their application that they had already answered on their LOI. This will no longer be necessary. Also, applicants that applied for funding the previous year and were funded, do not need to complete the organizational profile section unless any organizational information has changed. This creates efficiency for both applicants and staff.

TECHNICAL ASSISTANCE

Throughout the program year, CDBG staff provides technical assistance to subgrantees and future applicants to ensure quality projects. Subgrantees are informed that CDBG staff is available and willing to answer questions, explain reporting requirements, and discuss project specifics. Several opportunities for technical assistance include the application workshop, program management training, open houses, and project specific meetings requested by the applicants and subgrantees. Applicants and subgrantees are asked if the website is a valuable tool for them and if it is user-friendly. The website is adjusted based on feedback received to ensure easy access to materials.

- Several contact lists have been created for organizations that are not-for-profits, dedicated to providing services such as transportation or housing. CDBG staff uses these contact lists to send notification of training opportunities. Training opportunities shared in 2013 included establishing a 501(c)(3) or attending a grant writing workshop.

On August 16, 2013, 17 interested applicants attended an application workshop to learn about the CDBG program, the application process and ask questions. Staff guided participants in how to present a compelling and complete picture of their organization to the CDBG Advisory Board through their application. Since CDBG staff began offering application workshops, the applications that have been submitted have improved significantly. Each year, CDBG staff reviews the Letter of Interest and application forms, as well as the instructions, and makes adjustments to improve clarity. The CDBG Advisory Board and staff feel that these adjustments and the workshop have resulted in higher quality applications that include more detail and consistency. A detailed demographic handout related to the vulnerable population is emailed to applicants each year. This document can be helpful when completing their application.

Project Manager Training was held on August 2, 2013. Ten participants attended and received a Project Manager Training Manual. This manual was developed as a desk reference to provide subgrantees with easy access to program information. A CDBG website demonstration was given to familiarize participants with the many resources available to them. In general, the purpose of training is to guide them in the successful completion of their projects and activities, to explain their responsibilities, and review the reporting and draw down procedures.



Focus on Fair Housing

Fair housing is an important component of the CDBG program. Fair housing materials were made available to attendees of the Consolidated Plan focus groups and open house as part of the public outreach process. The community survey was translated into Spanish to increase participation from residents with limited English proficiency who speak Spanish.

Douglas County has a web page dedicated to fair housing that provides helpful information, who to contact and how to file a complaint if residents feel they have been discriminated against.

Douglas County completed the 2014-2018 Consolidated Plan, which contains a housing market analysis, information on housing stock, affordable housing, fair housing, and much more. Data incorporated into this five-year strategic plan will allow CDBG staff to start preparing for future fair housing opportunities and set goals.

Staff Training

During the 2013 program year, County staff took advantage of several local training opportunities, including:

- Budget 101 Workshop
- Collective Impact Conference
- Colorado NAHRO Conference
- Davis Bacon Training
- eCon Planning Suite Question and Answer webinar
- eCon Planning Suite online tutorials
- eCon Planning Suite with Colorado Grantees webinar with Meg Barclay
- Environmental Training
- Excel, Level 2 Training
- Fair Housing Training
- HOME Training
- IDIS for Entitlement Communities
- Procurement Training
- Poverty Data Webinar
- Time Management Training
- Uniform Relocation Act Training
- WordPress Basic Training

Trainings equipped staff with the knowledge and resources necessary to more effectively communicate and provide technical assistance to subgrantees. Information acquired also helped CDBG staff to more easily report program data and accomplishments to HUD.

LEAD-BASED PAINT

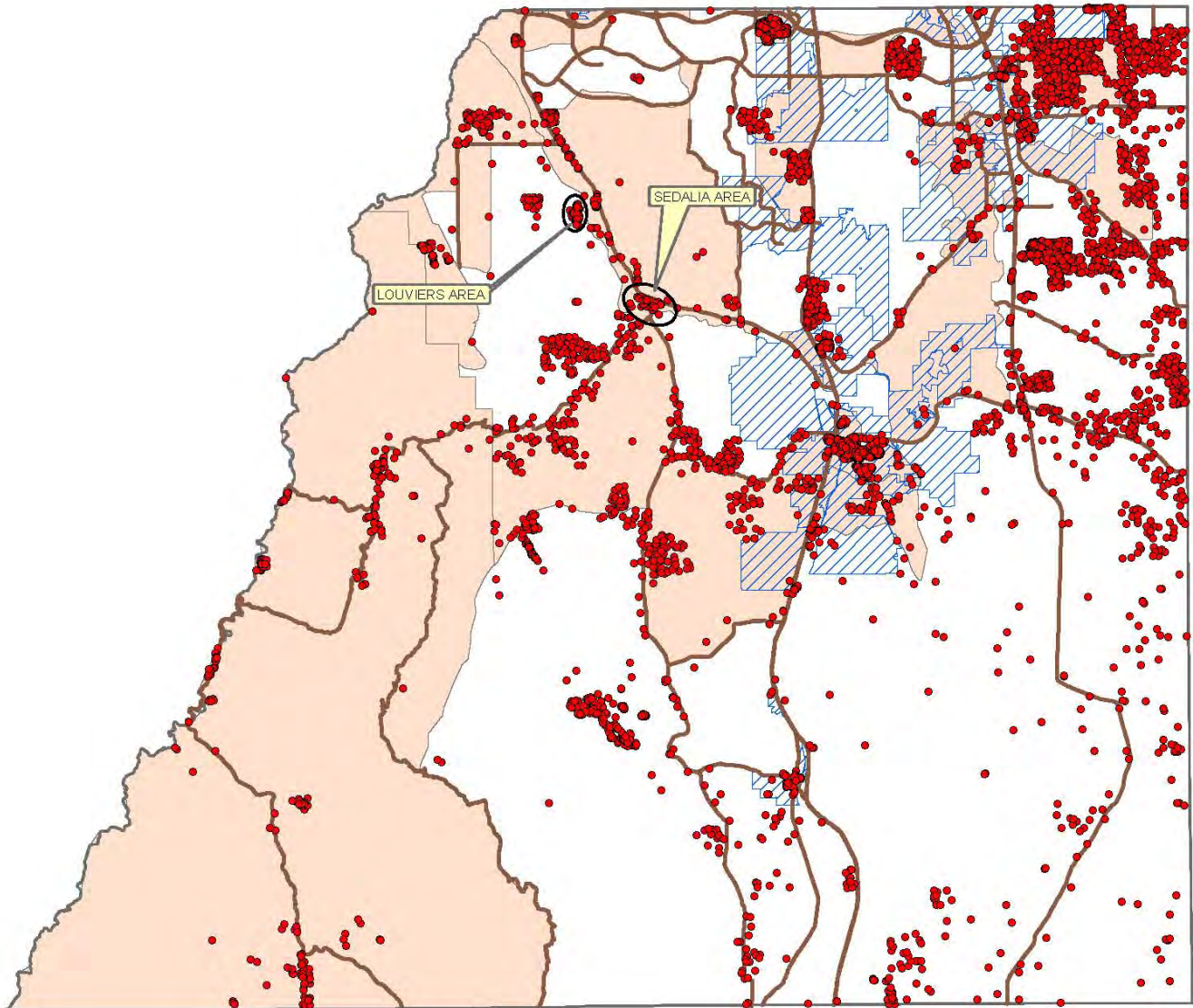
Lead-based paint was banned nationwide for consumer use in 1978. Poisoning from lead-based paint is a concern for all federally funded agencies, as new requirements affect not only existing housing, but new development as well. For the most part, the housing stock in Douglas County is relatively new. Risk factors related to homes built prior to 1978 does not apply to the majority of housing within the county because approximately 94 percent of the housing in Douglas County was built after 1978.

The populations most at risk for lead poisoning are children between the ages of six months to six years living in a pre-1978 home. Exposure to lead hazards can lead to lower intelligence, learning disabilities, and behavioral issues. Adults exposed to lead hazards can suffer from high blood pressure, headaches and memory loss. In addition, populations living below the poverty level are more likely to have other risk factors, which increase their risk of lead poisoning, including poor nutrition and sub-standard housing. The 2012 American Community Survey shows that more than 5 percent of the Douglas County population falls within this risk category as they have incomes below the poverty level. This represents an increase in poverty from the Census 2000, which indicated that 2 percent of the Douglas County population had incomes below the poverty level.

According to 2006-2010 CHAS data, less than 10 percent of the county's housing stock was built before 1980. There is a potential for lead-based paint exposure in these homes. While 8,523 homes is a relatively small number compared to the total number of homes in Douglas County, it presents a potential health hazard to those who may be at risk of lead poisoning. Of these 8,523 units, only 1,023 are occupied by households with one or more children age six or younger. The number of low- or moderate-income families with one or more child(ren) age six or younger and living in a home built before 1980 is 298. This is 1.2 percent of all low- or moderate-income families.

Community Development staff created a map identifying all of the parcels with a residential structure built prior to 1978 (located on the following page). This helps staff identify housing within the county that has the potential risk of lead-based paint, which will require further investigation.

Figure 4. Locations of Housing Stock Built Prior to 1978



**HOUSES BUILT BEFORE 1978 THAT
MAY CONTAIN LEAD BASED PAINT**

- PRE 1978 HOUSES
- ▨ INCORPORATED TOWNS
- ELIGIBLE BLOCK GROUPS



HOUSING

FOSTERING AND MAINTAINING AFFORDABLE HOUSING

Affordable Housing

The objectives outlined in the Consolidated Plan addressing affordable housing are: Objective 1 - Maintain and develop quality affordable housing for low- and moderate-income owners and renters; Objective 2 - Increase the support for transitional housing facilities to serve Douglas County residents; and Objective 3 - Increase the range of affordable housing opportunities for special needs populations. The County CDBG program supports projects that offer homeownership opportunities to income-qualified residents who typically earn between 60-80 percent of area median income (AMI). There currently is a large gap between the number of residents in this group and the affordable housing stock available.

Castle Rock currently has several apartment complexes dedicated for senior affordable housing. Douglas County partnered with the DCHP to acquire the Oakwood Apartments in Castle Rock to maintain the 64 units as affordable housing for seniors. Reyn Rock



Apartment has 33 affordable units for independent senior living. In 2014, the DCHP partnered with Atlantic Development to build a new 90-unit apartment complex for seniors in Castle Rock. The facility consists of 80 affordable units at 30 to 60 percent of AMI and 10 market rate units. This project is expected to open in November 2014, which will be helpful in housing Douglas County's growing senior population. Funds were leveraged from CDBG, HOME, Colorado Division of Housing and the Town of Castle Rock to bring this project to fruition.

Creating affordable housing units can be difficult to accomplish with just one entity or funding source. Combining multiple funding sources helps to make affordable housing for individuals and families possible. The following projects were built or maintained as affordable housing by leveraging funds:

- Castle Rock 1 and 2 Apartments contain a total of 80 units. The U.S. Department of Agriculture Rural Development provides rental assistance to 19 units.
- The DCHP is a limited partner in the Lincoln Pointe Lofts and Reserve at Castle Highlands rental properties. The DCHP was allocated a total of \$100,000 in CDBG funds over the 2004 and 2005 program years that were used toward land acquisition for the development of Phase I and II of Lincoln Pointe Lofts. HOME funds were also used to fund Lincoln Pointe Lofts, which is a 221-unit family property. The Reserve at Castle Highlands is a 200-unit family property in Castle Rock. Both complexes offer rents at 50 and 60 percent of AMI.
- Parker Hilltop Apartments consist of 456 units. Of those units, 144 are available at 60 percent of AMI, while the remaining 312 are market rate apartments. The loan for the apartment complex was secured through HUD. Low Income Housing Tax Credits (LIHTC) were used to leverage this project.

The DCHP also works with low- to moderate-income residents to make homes more affordable to purchase. The DCHP works with eligible Douglas County first-time homebuyers to provide down payment assistance so that residents who can afford the monthly payments have the ability to purchase a home.

On the third Saturday of each month, the DCHP offers a free Home Buyer Education Class. This class takes participants through the entire home buying process beginning with a look at the different types of loan products and what information is needed to complete a loan application. The instructor will explain how your credit score is determined. Learn about appraisals and how that is associated with the selling price of the property. It is recommended that a home inspection be conducted to determine if the home is in good shape, or if additional work will be needed to ensure safety. This class also touches on costs to consider after purchasing a home such as insurance and home maintenance. Hopefully there will not be a need for foreclosure prevention services. The DCHP does offer Foreclosure Mediation Counseling, which is free to Douglas County residents, if needed. Booklets on fair housing and housing discrimination provided by HUD are also distributed at classes.

Douglas County will continue to work with the DCHP and developers to increase the amount of affordable housing available to eligible residents.

Affordable Housing with Private Activity Bonds (PABs)

Private Activity Bonds (PAB) have been used by Douglas County to support affordable housing projects. These bonds are issued by local government on behalf of private developers working on projects that create public benefit. Because the bonds are federally tax-exempt, the project's financing costs are reduced, making the project more affordable and reducing the risk to the private developer.

PABs have allowed Douglas County to participate in two recent projects in the northern portion of the county that will provide affordable housing for residents. Douglas County has issued \$12,148,000 in PABs for the tax-exempt financing of the Traditions Denver apartment project. Proceeds of the bonds, along with other funds such as LIHTC, were used to acquire and renovate eight 12-unit residential buildings and one community building. All 96 units are 100 percent affordable. Eleven units remain available to tenants who qualify at 50 percent of AMI, and the other 85 units are available to tenants whose annual incomes are no more than 60 percent of AMI. Traditions Denver apartments include one, two and three bedroom units averaging 865 square feet with access to a full range of amenities. This significant investment in the property will provide much-needed affordable housing for another 30 years.

The second project benefitting from PABs is the Apex Meridian Park Apartments. These apartments are located in part of the Meridian International Business Center within a half mile of the County Line light rail station, the Lincoln Avenue bus line and Park Meadows regional mall. The location of the project offers tenants with exceptional access to employment, retail and recreational opportunities. The project received \$17,750,000 in tax-exempt PABs.

Apex Meridian Apartments will consist of 156 units including one, two and three bedroom units averaging 834 square feet. Construction is scheduled to be fully completed by June 2014. Full lease up of the property is projected to be achieved by December 2014.

The project will consist of 100 percent affordable units available to tenants whose annual incomes are no more than 60 percent of AMI. This will translate to a substantial rent discount to the current market rents available, including an estimated savings of \$166 or 20 percent rent differential for one

bedroom units, an estimated \$328 or 34 percent rent differential for two bedroom units, and an estimated \$531 or 47 percent rent differential for three bedroom units.

Foreclosures

Douglas County experienced a huge increase in the number of foreclosure filings from 2006 to 2009, the same time the national housing market bubble burst and the economy went into a recession. Since the peak of 2,680 foreclosure filings in 2009, the number of filings each year in Douglas County has decreased significantly. By 2013, the number of filings was 769, which was the lowest number since 2004. Foreclosures, while still significant to homeowners experiencing them, are no longer a major problem for the county.

Part of the decrease in the number of foreclosures may be the result of increased awareness of DCHP's Foreclosure Mitigation Counseling services. Counselors help families assess their options, which could include working with their bank for a loan modification. DCHP counseled 428 families in 2013.

Transitional and Permanent Supportive Housing

Transitional housing currently available in Douglas County is specifically for victims of domestic violence. CDBG funds have assisted the Crisis Center to increase transitional housing for domestic violence victims in a variety of ways:

- Expanded the administrative facility in 2007
- Expanded the shelter facility in 2008
- Hired additional staff in 2009
- Purchased a vehicle in 2010
- Replaced windows and security doors, and added alarms in 2012
- Hired a primary advocate in 2013

Funds identified above were allocated based on previous Consolidated Plan priorities where housing was a high priority. In updating the Consolidated Plan for the 2014 to 2018 program years, housing was again considered a high priority. The majority of Douglas County's vulnerable residents who completed the Consolidated Plan survey identified the need for additional affordable housing. Focus group participants reiterated the need for permanent supportive housing units to help clients who need additional time to improve their current situation. Permanent supportive housing would help these individuals and families have a safe place to live while working to overcome barriers in other aspects of their lives.

Douglas County has been working with Family Tree to offer eight permanent supportive housing units to eligible residents using Emergency Solutions Grant (ESG) funds. DCHP staff and CCN members are actively searching for additional opportunities to increase the number of permanent supportive housing units available.

Housing for Special Needs Populations

Developmental Pathways is an organization whose mission is to enrich the lives of individuals with intellectual disabilities by providing opportunities to lead a meaningful life. One way to do that is to provide housing that creates a safe, comfortable environment for adults with special needs to thrive. Developmental Pathways has two group homes for adults with intellectual disabilities, housing 12 residents, in Douglas County. There are currently 50 clients on their waiting list with a status of "as soon as available".

Efforts are underway to provide future housing. A group of parents of young adults with special needs established Wellspring Community in 2008. As their children aged out of the school system, they recognized the need for employment opportunities and residential and recreational services for their children. Their mission is to create a work and residential community in the Colorado Front Range where adults with special needs can live full, productive and satisfying lives in a God-centered and nurturing environment. Wellspring Community has increased the number of participants and services offered significantly over the last few years. This organization currently does not offer housing options, but is exploring the possibility of creating a group home for their clients.

SPECIFIC HOUSING OBJECTIVES

Housing Costs: A Challenge for the Average Worker

Affordable housing in Douglas County is scarce, especially for people who work within the lower wage sectors of employment, like the retail and service sectors. According to statistics from the Colorado Department of Labor and Employment, the retail trade industry averaged 16,612 jobs in Douglas County in 2013, or 16.1 percent of all employment in the County, making it the largest industry in the County. Also, in comparing 2013 average weekly wages for retail workers in Douglas County to the Denver Metropolitan Statistical Area (MSA) and the State of Colorado, Douglas County wages ranked lowest, with the Denver MSA at \$555, Colorado at \$542, and Douglas County at \$508. Douglas County ranks sixth among seven metro area counties for average weekly wages in the retail trade industry. Lower wages in Douglas County, coupled with the fact that energy, food and healthcare costs are on the rise, emphasizes the need for affordable housing options for many service and retail workers.

The local housing stock includes very few starter homes. According to DataQuick Information Systems, during the second quarter of 2014, the median sale price for a home in Douglas County was \$356,450, which marks the second highest cost of housing in the Denver metro area. In comparison, in 2013, the average annual wages in Douglas County were \$55,605. Further breakdown by industry shows average annual wages for retail trade at \$26,397, and for accommodation and food services at \$17,494 in 2013 (source: Colorado Department of Labor and Employment). Current Douglas County wages, coupled with the high cost of housing, as well as overall increases in utilities and food, makes it challenging for a large portion of the working population to buy a home in the County.

Down Payment Assistance

The DCHP helps the average worker purchase an affordable home through their Down Payment Assistance and Shared Equity Programs (SEP). Douglas County awards CDBG funds to programs for assistance with down payment assistance and closing cost. The Home Ownership Program also receives HOME Investment Partnership funds from the State of Colorado. This is the 10th year this service has been available. In 2013, clients receiving assistance through the DCHP had an average income of \$48,073 with an average of 69 percent of the AMI. Due to the income of DCHP clients, it is unlikely that any of the applicants would have been able to successfully take this step without assistance of these essential programs.



Homes purchased with assistance from the Douglas County Housing Partnership

Public Housing Strategy

Currently, no public housing exists in Douglas County.

Barriers to Affordable Housing

The County has been working to reduce barriers to affordable housing, and thereby affirmatively furthering fair housing by encouraging new housing construction that is affordable to a wide variety of people and household types. Supporting the retention of existing affordable housing stock helps to maintain affordable housing that may otherwise be converted to market rate units. Through the CMP, Douglas County implemented an attainable housing policy. Three groups are expected to need attainable housing: 1) Homeowners earning between 50 and 80 percent of AMI; 2) Renters earning less than 50 percent of AMI; and 3) Low-income seniors. The following are specific strategies outlined in the CMP to meet the attainable housing objective.

- Establish a program whereby County application fees and other fees for attainable housing can be reduced, delayed, or waived, and encourage special and metropolitan districts and municipalities to do the same.
- Give projects that include attainable housing priority within the planning review process.
- Develop flexible County standards to encourage attainable housing.

Development costs continue to be an immense barrier to affordable housing in Douglas County. The cost of land in Douglas County continues to demand a premium price and being at a premium, water being a resource of paramount concern, both contribute to significantly increasing the costs of development in Douglas County. For these reasons, it is extremely challenging to develop quality housing without multiple funding sources in place. It is difficult to build multi-family residential developments that serve persons and households in the 40-80 percent of AMI. Even the 60-80 percent of AMI developments have to include market rate units within their development in order to be financially feasible.

HOMELESS

CONTINUUM OF CARE STRATEGY

Although Douglas County has one of the highest median household incomes in the nation, and one of the lowest rates of poverty, not all residents are financially secure. Poverty, homelessness, hunger, and joblessness do exist in Douglas County. Residents who are vulnerable to these conditions face even more hurdles due to the high cost of housing and the lack of an emergency shelter or transitional housing in the county. As Douglas County continues to grow, the number of low- and moderate-income residents and homeless individuals will increase.

Affordable housing barriers outlined in the previous section continue to prevent low- and moderate-income individuals from obtaining an affordable or stable living situation. Douglas County is in a unique position relative to the Denver metro area. The homeless population in Douglas County is, for the most part invisible and mobile. Homeless people are difficult to reach and count. Because of this we assume this population is underrepresented each year when the Point-in-Time Study is conducted. Residents who are homeless are typically not visible on a street corner. Instead they are living with relatives or friends, or in their car, always in a state of flux. Financial hardships prevent many of these residents from securing permanent stable housing. In previous Point-in-Time Studies, these individuals were included in the total count, but in 2014, these residents were no longer included.

The Metro Denver Homeless Initiative is the organization responsible for conducting the metro-wide homeless count and providing those numbers to HUD. For the 2014 Point-in-Time Study, HUD directed the Metro Denver Homeless Initiative to adjust their methodology of counting homeless people so that it was aligned with HUD's definition of homelessness. HUD defines the four categories of homelessness below:

1. **Literally homeless.** Individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or a place not meant for human habitation immediately before entering that institution.
2. **Imminent risk of homelessness.** Individuals and family who imminently lose their primary nighttime residence.
3. **Homeless under other federal statutes.** Unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition.
4. **Fleeing or attempting to flee domestic violence.** Individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

Point-in-Time counts from the previous three years indicate the number of homeless residents is growing. However, the 2014 Point-in-Time Study indicates a decrease in Douglas County's homeless population due to the change in how homelessness is defined.

Douglas County Point-in-Time Results	
Year	# of People
2011	125
2012	146
2013	172
2014	44

This study is conducted on a single night; and therefore, most likely does not encompass the entire homeless population. Of those who responded to the survey, 52 percent reported having children in their household. Respondents provided several reasons as to what led to

their homelessness. The top two reasons were a relationship or family break-up and loss of a job. Relationship or family break-up typically means a divorce or separation took place. Housing and utility costs were another factor that resulted in homelessness. Douglas County housing costs are high with few housing options at a fair market rent level. Utility costs include water, electrical and gas. Douglas County water rates are higher as water providers try to create additional opportunities for renewable water sources. The weather plays a significant role in the cost of electrical and gas bills. Abuse or violence in the home and illness or disability, of themselves or a family member, were two other causes of homelessness. It can be difficult to secure stable housing if the applicant has bad credit. This leaves individuals and families with few options for shelter.

In Douglas County, there does not appear to be a link between homelessness and race, ethnicity or disability. The majority of respondents to the 2014 Point-in-Time Study were Caucasian, which is in line with Douglas County's population of over 85 percent Caucasian residents. This data reflects anecdotal reports from service providers, subgrantees and clients that homelessness has little to do with race, ethnicity or disability.

The small number of residents who responded to the Point-in-Time Study does not reflect the full story as the larger issue is the people at risk of homelessness. The study does not take into account the true number of people who transition from place to place, living with family or friends, searching for the right opportunity for an affordable home of their own. The study is not designed to reveal the families who move from one town or county to the next looking for better opportunities. The numbers in the Point-in-Time Study do not include the number of people who are served by not-for-profit organizations, County Human Services or churches. Douglas County is extremely fortunate to have a number of solid organizations that coordinate services and work together to provide assistance and stability to those most at risk and in need.

Douglas County's Community of Care navigator works closely with these organizations through the Community of Care Network. Organizations have seen a steady increase in the number of clients over the years. All clients served by the navigator are either homeless or at risk of becoming homeless.

The CDBG program supports the efforts of organizations assisting the homeless population and those who are at risk of becoming homeless. In some cases, the County was able to provide funding for programs supporting these services. When not-for-profit organizations apply for funding to provide needed services to homeless and special needs persons, they must document that the proposed services are consistent with the approved Consolidated Plan. Staff wrote two Certificates of Consistency with the Consolidated Plan to accompany grant applications from Douglas County not-for-profits.

SPECIFIC HOMELESS PREVENTION ELEMENTS

Community of Care Network (CCN)

The CCN was formed in late 2005 to create a coordinated system of support for individuals and families in crisis in Douglas County. The CCN is a collaborative group of 64 agencies, organizations and individuals seeking to provide opportunities for everyone in Douglas County to thrive. Together they educate the community, advocate on behalf of their clients and serve our most vulnerable residents.

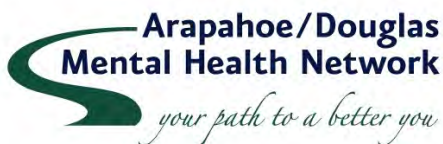
The Community of Care navigator (navigator) position, funded by the County, provides leadership to the CCN and works to build an effective and efficient system of care. The navigator also provides case management for residents through Douglas County Cares. Clients must meet CDBG eligibility requirements of 50 percent of the AMI and are provided intensive services to assist residents in becoming self-sufficient. This program leverages CDBG funding to provide rent assistance to these residents and assists them in achieving their self-sufficiency goals. Clients in the program are maintaining their housing, being re-housed out of homelessness, or moved into more affordable housing.



The CCN sponsored a number of regular events in 2014. Two large resource fairs were offered in 2014 (one in January and one in late July) to reach out to vulnerable Douglas County residents. Dinner was provided, resources were available (applications for SNAP, Medicaid, utility assistance, etc.), free services were offered (financial assessments, wellness checks, stress tests, school supplies, etc.), and families could pick up food provided by the D/ETF. Some attendees received haircuts. Bicycles that had been repaired and reconditioned were given away to families with children. Between the two events, more than 30 agencies participated and 250 residents were served.

Several organizations that participate in the CCN and the services they offer are mentioned below.

Arapahoe/Douglas Mental Health Network (ADMHN)



As a private, not-for-profit mental health provider, the ADMHN serves all ages in the community with a wide variety of mental health and substance abuse services. This includes outpatient counseling, psychiatric services, emergency and acute care treatment, short- and

long-term residential (inpatient) treatment, and programs for those with severe and persistent mental illness.

The ADMHN offers housing support and administers Section 8 housing vouchers. Clients with mental illness use these vouchers to rent homes. Subsidized rental apartments are available to homeless, low-income individuals who are receiving mental health services through ADMHN's Shelter Plus Care Program. The ADMHN provides several types of supported housing arrangements:

- Housing Support – Case management and housing resource assistance.

- Bridge Acute Treatment Unit - Provides crisis and emergency short-term residential care for patients transferring from inpatient facilities. This ADMHN facility has 16 beds available and offers an alternative to a psychiatric hospital stay for Douglas County residents.
- Group Homes - ADMHN provides housing in two group homes assisting a total of 12 clients. Individuals may live in the group home for up to one year while receiving case management services and treatment to prepare them for living on their own. Recent upgrades to double the number of adults in these units from six individuals to 12 were made possible by a CDBG grant from Arapahoe County. Additional support came from the Arapahoe County Weatherization Division.
- Aspen Leaf Apartments – These apartments in Aurora provide 11 units for clients, particularly those in the Wellness Court program. This project was made possible through HUD’s Neighborhood Stabilization Program (NSP).
- Fox Street Apartments - Another NSP project, the Fox Street Apartments, included the acquisition of two adjacent apartment buildings in Littleton. These blighted buildings were completely renovated in 2011 to help revitalize the neighborhood while providing affordable housing to 16 ADMHN clients.

ADMHN is also beginning a new partnership with the Colorado Division of Housing, where residents exiting a State hospital meet with a social worker, and depending upon availability, may be provided long-term housing assistance through the State Housing Voucher Program. Colorado’s Second Chance Housing and Rehabilitation is another program which offers services to help those exiting a State Hospital, through the Department of Corrections, to safely and successfully transition into the community.

ADMHN serves residents who receive Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI). Those residents typically gross about \$721 per month. This makes finding a unit without a housing voucher very difficult. Even those with housing assistance vouchers are finding the current rental market to be unaffordable. Units are not turning over quickly and housing waitlists are long.

In 2012-2013, ADMHN achieved the following accomplishments:

- Served 9,992 people, which was an increase of more than 1,100 clients from the previous year.
- Approximately 33 percent of clients served were from Douglas County.
- Eighty-six individuals were certified in Mental Health First Aid or attended a speakers’ bureau presentation.
- Community outreach resulted in 269 people taking a mental health screening or attending a community education event. Hundreds more received information at health fairs.
- Therapists began learning about and using trauma-informed care. This method asks, “What happened to you?” as opposed to “What’s wrong with you?” This approach is especially successful when working with children and young adults by getting to the issue that is the root of the behavior or illness rather than blaming them for acting out.
- In the summer of 2012, ADMHN relocated its Parker office from Mainstreet to Dransfeldt, quadrupling the amount of office space. As a result, more than 22 percent of additional clients were served during the fiscal year.

ADMHN currently operates 10 locations in Englewood, Littleton, Parker and Castle Rock. These facilities have helped to expand the outpatient services in Douglas County.

Crisis Center (previously called the Women's Crisis and Family Outreach Center)



The Crisis Center is focused on families affected by violence. Since its inception in 1985, this agency has provided programs and services to victims of domestic violence and to the region at-large. The Crisis Center has a staff of more than 30 people and a volunteer base of almost 400 individuals. The organization provides violence prevention and intervention, safety and hope, and education and awareness to more than 20,000 individuals annually.

The Crisis Center opposes the use of violence as a means of control over others and supports equality in relationships. It strives to assist victims of domestic violence in assuming power over their lives and choosing options which afford them and their family a life free from violence. The Crisis Center recognizes that violence affects the entire family, with each member requiring support and education in order to stop the cycle of violence. The ultimate vision is to assist in ending violence in the lives of all people.

The Crisis Center offers a 24-hour Crisis Line, 28-bed emergency shelter, therapy, legal advocacy, and case management. Outreach and domestic violence education is provided throughout the community. Specialized training is available to law enforcement and other victim services providers. In addition, the Crisis Center offers clients transportation to critical transitional services. Referrals are given for mental health, medical and dental services, legal assistance, and other support needed to establish a continuum of care. Funds are spent in the following ways: 38 percent for the shelter, 31 percent for therapy, 11 percent for legal advocacy, 4 percent for outreach and education, 6 percent for fundraising, and 10 percent for administration.

Clients typically fall into one of the following income brackets: 42 percent at \$0 to \$14,000; 21 percent at \$15,000 to \$29,999; 17 percent at \$30,000 to \$44,999; 11 percent at \$45,000 to \$59,999; and 9 percent at \$60,000 and up.

The following services were provided in 2013:

- Received 7,551 crisis, information and referral calls.
- Provided 5,805 nights of safe shelter for 246 adults and children.
- Provided transitional services to 72 adults and children.
- Provided 11,147 legal advocacy and counseling contacts.
- Served 380 legal advocacy clients.
- Served 284 non-residential therapy clients.
- Educated 3,885 community members through community and technical assistance presentations.
- Utilized 399 volunteers who contributed 5,544 hours of service.

D/ETF

The D/ETF is dedicated to providing assistance to people in Douglas and Elbert Counties who are in serious economic need, at risk of homelessness, or in a similar crisis. Residents who are homeless, working in low wage jobs, or unemployed can be assisted with immediate needs such as counseling, food and other necessities.



Much of the assistance provided is made possible with the help of numerous volunteers. In 2013, D/ETF volunteers provided 30,760 hours of service valued at \$681,015, the equivalent of 23 full-time staff. Community service volunteers contributed an additional 3,689 hours valued at \$36,885, the equivalent of 1.2 full-time staff.

In 2013, the D/ETF provided \$1,185,959 in services, which was \$135,935 more than the year before. The D/ETF Treasures on Park Street Thrift Store provides revenues that help pay for additional assistance to clients. In 2013, Thrift Store revenues were \$363,964, some of which was returned to our neighbors through some of the services described below:

- **Counseling:** Each client receives one-on-one counseling. D/ETF provides quality screening, service delivery and meaningful referrals for clients. This past fiscal year (January – December 2013), 14,740 people were served. Approximately 6,000, or 41 percent, of those served were children.
- **Food and Toiletries:** Approximately 86 percent of clients receive food, toiletries, diapers and formula. Approximately \$761,491 in food, hygiene and household supplies were distributed. The D/ETF also conducts two off-site food banks monthly to low-income seniors, providing approximately \$75,000 of food and hygiene assistance per year to senior citizens in need.
- **Housing Assistance:** Clients who present eviction or foreclosure notices may receive up to \$250 in financial assistance in order to prevent homelessness. Clients may also receive assistance with security deposits. The D/ETF provided \$56,624 in assistance for 214 households.
- **Utility Assistance:** Approximately \$157,007 in utility assistance for heat, electricity, and water was provided to 595 households that provided shut-off notices.
- **Emergency Assistance:** The D/ETF works closely with the local police and sheriff's departments to provide overnight lodging. A total of \$18,839 in motel vouchers was provided to homeless, transients, and families.
- **Clothing and Household Items:** Clients are provided with vouchers to help meet important needs through the D/ETF Treasures on Park Street Thrift Store. They are allowed to select clothing, shoes, household items, and furniture. More than 39,000 items valued at \$116,998 were distributed to clients.
- **Clients in need of medical services** are referred to Castle Oaks Community Church. A medical office in their building provides free medical services on the first and third Wednesday of each month.
- **ID Documentation:** The D/ETF assists clients in securing the documentation needed for housing applications, school and social services including Colorado State ID's, birth certificates, police records, etc.
- **Information and Referrals:** Staff and volunteers make thousands of referrals annually connecting clients to other agencies and resources to provide long-term solutions to problems.
- **Santa's Sharing:** During the holidays, this program sponsored 195 families with support from the community (individuals and organizations) for the holidays. Donors provided gift cards and approximately 3,500 toys. Parents may also choose gifts from the Toy Chest (Birthday Room) year round if they cannot afford birthday gifts for their children, or if their child needs a new gift to attend another's birthday party.

Douglas County School District (DCSD)

In addition, the DCSD has a staff person that works with homeless families of children enrolled in the district. During the 2013-2014 school year, 970 Douglas County students were served by the McKinney-Vento Homeless Education Program. Homeless students receive the basic essentials for succeeding in school. DCSD staff makes sure students who are experiencing homelessness

are provided the same opportunities and rights as other children, such as the right to enroll in school without all of the necessary documentation, testing for gifted and talented programs, and the ability to participate in sports or other extracurricular activities. The DCSD makes referrals to Human Services, Arapahoe/Douglas Works!, the DCHP and other housing authorities, as well as other agencies as appropriate. Staff members throughout the district are educated on how to identify homeless students and connect them to the services available for them and their families.

Homeless students are provided school supplies, uniforms (if necessary), transportation assistance, credit recovery programs, etc. DCSD has a staff person dedicated to working with homeless students to ensure they have the same opportunities as the other students including participating in sports and other activities. This staff person also participates in the Community of Care Network to further increase services and referrals for students.

Data collected during the 2013-2014 school year included documentation of 970 homeless students. Of the 970 homeless students, 818 were living with other family members or friends (doubled up), 74 were living in a hotel or motel, 66 were staying in a shelter, and 12 were unsheltered. Unaccompanied youth consisted of 13 percent (131 students) of the homeless student population. Backpacks were given to 327 students in need. The top three reasons for homelessness were general financial hardship, family break-up or divorce, and job loss. Schools that feed into Chaparral High School had the highest number of homeless students.

Douglas County Human Services

Douglas County Human Services provides case management and emergency assistance to many low-income and at-risk residents. Assistance is provided through a variety of federal and state programs such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps), Colorado Child Care Assistance Program (CCCAP), Medicaid, and others. Additionally, the County uses local funds to provide residents with assistance towards rent and utility payments. The Department receives referrals related to child and adult abuse and neglect.

Douglas County WrapAround

The Douglas County Youth Initiative oversees the WrapAround program, which is a system of care approach tailored to the needs and strengths of any given family. This program was originally conceived as a way of preventing dollars from being spent on expensive out-of-home placement for children and teenagers. This home- and community-based program is more cost-effective and allows the family to work together to resolve issues. In this best practice based model, facilitators assist families in defining their needs and strengths. Then they identify sustainable, affordable solutions for families dealing with complex issues. Participants may be experiencing any number of issues such as: homelessness, financial difficulties, disabilities, chronic physical illness, mental health concerns, school attendance or performance issues and family conflict.

Douglas County WrapAround serves families with children aged five to 21. This program is free and voluntary. Families who participate in the program receive strength-based assessments that lead to the creation of their own personal problem-solving teams. Teams work on developing permanent solutions to the family's needs using their strengths. Wrap facilitators coordinate the process and oversee implementation of the action plans. Facilitators coordinate plan revisions as necessary, and offer other support services. The average length of time that families' participate in WrapAround is between six to 12 months, and the transformative process leads to permanent improvements.

Parker Task Force (PTF)



The Parker Task Force (PTF) for Human Services was founded in 1987 by four local women, representing four area churches, and the Parker Fire Safety District. The PTF received its 501(c)3 charitable designation in July 1988 and is funded by donations from organizations, churches, businesses, schools and individuals.

The PTF's mission "is dedicated to providing individuals and families in our community with food, limited financial assistance and other support services to help them become self-sufficient. These services will be delivered with compassion, dignity and respect by their 100 percent volunteer staff."

PTF is a homeless prevention agency and a food bank, and offers other specialized services. The organization provides food and limited financial assistance to client families in the Parker, Franktown, and Elizabeth areas who are facing financial and personal crisis. Its mission is to bring clients back to self-sufficiency within 10 visits or less.

Many other agencies such as churches, hospitals, and schools use the PTF's resource guide. Relationships with these agencies as well as with many foundations, area merchants, clubs, churches, schools, police and fire districts, and individuals have provided much needed support to the PTF in the form of donations, in-kind services, and volunteers. PTF updates a job board to assist underemployed, unemployed and homeless residents.

A well-stocked food bank provides both perishable and non-perishable food and personal care items. PTF clients are interviewed at each visit to track progress toward self-sufficiency. The PTF holds a monthly food drive that accounts for approximately 80 percent of the non-perishable food in the food bank and provides the monthly funds needed to keep the doors open. More than 100 volunteers donate their time to help operate the Center and see clients. Holidays can be a stressful time for client families, which is why the PTF offers Easter baskets for children, Thanksgiving meals for families, and a Christmas Adopt-a-Family gift program.

Neighbor Network

Neighbor Network is a local not-for-profit with the mission of helping older adults stay independent. Services allow members to stay in their homes, living with dignity, for as long as safely possible, while preventing the premature transition into an assisted living facility. This is accomplished through the use of community volunteers who provide transportation, companionship, a home fix-it program, grocery shopping and advocacy.

Douglas County's older adult population is among the fastest growing in the nation. Recent demographic projections illustrate that by the year 2030, one in four residents will be 60 or older. The Neighbor Network program is currently helping more than 200 seniors and has a waitlist of approximately 50 more seniors. Neighbor Network serves all of Douglas County with the commitment to promote independence and improve the quality of life for older adults. This is accomplished by helping support members who choose to remain living independently in their homes. Because of the use of volunteers, program costs are minimal, and there is no charge to the member receiving help. In 2013, Neighbor Network volunteers provided 2,400 rides and 4,000 hours of service to its members. According to the Corporation for National and Community Service, volunteer hours are valued at \$22.43 per hour or a total of \$90,977.

COMMUNITY DEVELOPMENT

ASSESSMENT OF CONSOLIDATED PLAN GOALS AND OBJECTIVES

Any activity or program funded through CDBG should address one of the six priority needs established in the 2009-2013 Consolidated Plan. The priority needs identified in the plan include housing, public services, public facilities, economic development, infrastructure, and property improvements. These needs are based on public input received through a series of open houses where residents expressed their opinions and asked questions of CDBG staff. Public comments indicated that these areas of need represent the highest priorities for the Douglas County community. Table 1 on page 4 describes the relationship between the priorities or goals, and the objectives of the 2009-2013 Consolidated Plan. Table 8, below, identifies programs funded in 2013 and categorizes programs according to the priority need they address.

Several of the 2013 projects emphasized expanding services available to income-qualified residents of the county. Subgrantees are able to expand services provided by leveraging CDBG funds with other sources.

Table 8. Priority Needs of 2013 Programs

HOUSING NEEDS
Auburn Ridge Senior Living Apartments Site Improvements
Home Ownership Program
Emergency Repair Grant Program
PUBLIC SERVICE NEEDS
ADA Van Purchase
Audio Services
Community of Care Family Development Program
Rent Assistance
Utility Assistance
Overnight Lodging
Primary Advocate Position
Transportation Dispatch Coordinator
INFRASTRUCTURE
Water Tank Evaluation and Repair

CHANGES IN PROGRAM OBJECTIVES

During the 2013 program year, there were no changes made to program objectives.

EFFORTS IN CARRYING OUT PLANNED ACTIONS

Douglas County has made every effort throughout the 2013 program year to pursue resources identified in the 2009-2013 Consolidated Plan. The County has also encouraged subgrantees to leverage CDBG funds whenever possible (see the list of leveraged funding beginning on page 41). To further encourage agencies to pursue housing and community development projects, the County regularly provides certifications of consistency. Certificates are provided in a fair and impartial manner that does not hinder implementation by action or willful inaction. In the 2013 program year, staff issued two certificates of consistency to not-for-profit agencies providing services within Douglas County.

FUNDS NOT USED FOR NATIONAL OBJECTIVES

Funds were not used for any purpose other than to further the national objectives of the CDBG program.

ANTI-DISPLACEMENT AND RELOCATION

The acquisition of affordable housing through the DCHP Home Ownership Program requires that proper notices be given regarding the Uniform Relocation Act (URA). The seller is informed in writing that the property acquisition is voluntary, and therefore not subject to URA. Documentation titled the "Uniform Relocation Act Non-displacement Certification" is provided for the seller to demonstrate that each property was either owner-occupied or vacant; therefore, not subject to URA or Section 104(d) relocation requirements. This documentation was provided for all down payment assistance loans completed by the DCHP during the 2013 program year. Displacement has not been caused as a result of this program.

LOW AND MODERATE JOB ACTIVITIES

Currently, the County has not initiated any activities where jobs for low- and moderate-income persons have been created.

LOW AND MODERATE LIMITED CLIENTELE ACTIVITIES

All projects and activities funded during the 2013 program year are eligible under limited clientele or because they live in a CDBG Target Area, which is illustrated on page 4. A Douglas County Minority Concentration Map is also provided as Appendix G. Eligibility of clients is established through income qualifications, whereby clients are asked to self-certify that they qualify under the income guidelines of the program. Clients receiving a benefit related to affordable housing and housing rehabilitation activities cannot self-certify. They must provide income verification. Some clients are presumed to be income eligible such as: persons with disabilities, the elderly, and victims of abuse. An example of an activity that qualifies under a presumed-eligible category is the 2013 Audio Services project, which provides services to blind, visually impaired, and print-disabled individuals. People living in a Target Area are presumed eligible and qualify to benefit from CDBG funds. Sedalia Water and Sanitation District currently has two projects located in a Target Area. The 2011 Upgrade Water Lines and the 2013 Water Tank Evaluation and Repair projects.

Douglas County must comply with the primary objective of the Housing and Community Development Act of 1974, Section 104(b)(3)(A), as amended. These regulations require each CDBG grantee to certify that at least 70 percent of the total CDBG allocation expended during a one-year period be for activities that meet a national objective. In 2013, Douglas County spent 100 percent of its CDBG funds on projects for low- and moderate-income residents.

PROGRAM INCOME

During the 2013 program year, Douglas County's CDBG program received a total of \$208,171 in program income. A revolving loan fund has been set up for program income associated with down payment assistance projects available through the DCHP's Home Ownership Program. Money in the revolving loan fund is used to provide down payment assistance to additional families so that they have the opportunity to become first-time homeowners in Douglas County.

PRIOR PERIOD ADJUSTMENTS

No prior period adjustment was required during the 2013 program year.

LOANS AND OTHER RECEIVABLES

The County does not have any loans or other receivables to report for the 2013 program year.

LUMP SUM AGREEMENTS

There are currently no lump sum agreements in effect for the County's CDBG program.

HOUSING REHABILITATION

Housing rehabilitation is an important aspect of maintaining affordable housing since Douglas County's cost for housing rivals that of Vail and Aspen. The majority of housing in Douglas County is less than 24 years old, as 80 percent of the housing units were built after 1990. In a county with new housing stock, it is important to fund programs that help maintain the small number of older homes, which are more likely to be affordable.

CDBG staff ensures that as subgrantees submit draws, any contractors receiving payment must adhere to the local zoning ordinance, and receive all required permits and inspections. Specifically, this applies to the Home Ownership Program and Emergency Repair Grant Program. All project repairs conducted within unincorporated Douglas County must comply with the 2012 International Building, Residential, Plumbing, Mechanical, and Fuel Gas Codes; 2009 International Energy Conservation Code; and 2011 National Electrical Code. For example, the DCHP performs a Housing Quality Standards (HQS) inspection prior to each client's closing on their home to ensure the structure meets HUDs basic requirements. When the DCHP enters into a contract with a client, a HQS inspection is completed to ensure safety requirements have been met. The home must meet minimum standards or a closing will not occur. DCHP staff is present when the housing inspector checks the home for additional safety and code issues, which also occur prior to closing.

NEIGHBORHOOD REVITALIZATION STRATEGIES

Douglas County does not currently have any HUD-approved neighborhood revitalization strategy areas.

ANTIPOVERTY STRATEGY

The U.S. Census Bureau reported that more than 48 million Americans (16 percent) were in poverty in 2013. The rate of 16 percent is higher than the most recent low of 11 percent in 2000 and lower than the rate in 1959 (22 percent). Douglas County is ranked 1st out of 817 counties in the U.S. with populations greater than 65,000 for a low poverty rate, according to the 2013 American Community Survey. While the County has one of the lowest rates of poverty in the nation, 32,150 residents, or 10.5 percent of the population, have incomes either below the poverty threshold, or below two times the poverty threshold. Douglas County is committed to providing a range of housing and public services programs to help reduce the number of persons living in poverty.

Not-for-profit organizations receiving CDBG funding are assisting the County in meeting this objective. The Assessment of One-Year Goals and Objectives on page 5 lists the not-for-profit organizations that help to reduce the number of persons living in poverty in Douglas County through the projects and activities they administer. Housing programs initiated and administered by the DCHP play an important role in promoting self-sufficiency for lower-income clients who could easily fall below the poverty level. The DCHP actively looks for solutions to meet the affordable housing needs of the community. Increasing affordable housing stock and assisting with down payment and closing costs, help address the needs of lower income residents in the county. Douglas County continues to fund programs that aid in the prevention of poverty and meet the guidelines of the CDBG program.

Douglas County's Community of Care Network has made significant progress in helping clients who are facing multiple barriers to becoming self-sufficient. The navigator works closely with a number of clients to find solutions to their specific barriers. Providing vulnerable Douglas County residents with the information and resources that can assist them in making strides toward self-sufficiency is key. The navigator works with clients for about six to nine months to ensure progress is being made, and the client has a greater chance of obtaining and maintaining self-sufficiency.

NON-HOMELESS SPECIAL NEEDS

DISABLED RESIDENTS

Douglas County Developmental Disability Mill Levy



In 1996, the Developmental Disability Advisory Council of Douglas County was established to address the concerns of the Douglas County community regarding support and services for individuals with developmental disabilities. The Council oversaw the development of the *Long Range Plan to Include Adults with Developmental Disabilities*. The *Long Range Plan* calls for the development of services and support that focus on the varied needs of adults with developmental disabilities. Major areas of focus include: life in common, housing, transportation, employment, recreation and leisure, and health. The following two housing goals were identified in the *Long Range Plan*:

- **Goal 1.** Increase the choice of housing available as well as attainable housing opportunities for people who live with developmental disabilities.
- **Goal 2.** Ensure that the process to develop housing for persons with developmental disabilities is equitable and occurs at a reasonably fast pace.

In 2001, Douglas County voters approved the Developmental Disabilities Mill Levy and the commissioners determined that approximately 95 percent of the funds would go toward our County's Community Centered Board (CCB), Developmental Pathways. The remaining 5 percent would be retained to fund innovative and collaborative projects that assist County residents with developmental disabilities.

The distribution of the 5 percent Mill Levy funding takes place through a grant program that is overseen by County staff with the help of a citizen committee. The committee makes recommendations to the Douglas County Commissioners for final approval. The amount available for grant funding varies from year to year, but grants typically fall within the \$1,000 to \$25,000 range. Since 2002, more than \$2.5 million has been awarded for local programs.

During the 2014-2015 grant cycle Developmental Disabilities grant requests totaling \$994,093 were received. A total of \$304,382 was awarded to local organizations to benefit County residents with disabilities. Organizations recommended for a grant from the Mill Levy funding source in 2014-2015 are listed below.

- Bethesda Lutheran Communities was awarded \$10,000 in day program scholarships for individuals on their waiting list.
- Broken Tree Community Church received \$2,500 to help fund their Fourth Friday program, which offers weekly recreational and social activities for people with disabilities. Funds will also help with transportation costs.
- The Care and Community Day Program received \$10,000 to provide scholarships to individuals on their day program waiting list.

- The Castle Rock Recreation Center applied for funds to help support and expand their recreation programs and services for people with developmental disabilities. Recreation is a high priority for the Developmental Disabilities Grant Committee and \$15,000 was awarded.
- A grant of \$7,700 was awarded to Developmental Pathways to purchase a roll iron and bar code system for their commercial laundry facility. Employees of the facility are Developmental Pathways' clients. Purchasing this equipment will allow individuals to have greater participation.
- Easter Seals received \$9,464 to offer recreation, socialization, and skill development for children with developmental disabilities through their Highlands Ranch Discovery Club. This club meets once a month for six hours providing parents with much-needed respite. Children with high medical needs are encouraged to attend, and local nursing students have the opportunity to receive training and experience working with these children and their families. This program has expanded to several other locations since its inception in Douglas County, which was started with the help of mill levy funds.
- The Therapeutic Recreation Program offered through the Highlands Ranch Community Association will be funded \$20,000 for additional staffing, equipment, and scholarships for this program.
- Highpointe Services/Exceptional Kids received \$20,000 to subsidize two programs, the year-round Adult Day Enrichment Program and the Summer Teen Enrichment Program. About \$20,000 will be used for the Adult Program and \$5,000 for scholarships for the Summer Program.
- New Day In Home Support and Respite Services was given \$20,000 for their Explorer and Sunlight Programs. One is for higher functioning individuals and the other is for individuals with greater needs.
- The Town of Parker's Recreation Program received \$15,000 to support the recreation program for people with disabilities. Funds will be used for staffing, scholarships and supplies.
- An award of \$10,000 was given to Praying Hands Ranch to provide reduced rate therapeutic riding sessions to individuals with developmental disabilities. Priority for the scholarships will be given to individuals who are on a waiting list and not currently receiving services.
- Promise Ranch was given \$10,000 to fund reduced rate therapeutic riding sessions to individuals with developmental disabilities. Priority for scholarships will be given to individuals who are on the waiting list and not receiving services.
- The Sky Cliff Center was awarded \$9,000 to provide scholarships for their day program. Funds will go to individuals who are on a waiting list for services.
- South Suburban Parks and Recreation received \$7,718 in funding for the STAR Club. The eight-week summer recreation program is held twice a week at the Lone Tree Recreation Center. One day participants go out into the community, and another day is spent on activities at the Recreation Center.

- Project UNIFY is a school-based program that increases Special Olympics' collaboration with schools by expanding inclusive sports opportunities through Unified Sports. The committee allocated \$9,000 to help support Special Olympics' efforts.
- To The Rescue received two grants. One grant for \$50,000 will provide free transportation services for people with special needs, which is very expensive. These funds will be leveraged as part of the County's unified transportation program and the dollars will be used as a match for additional federal funds. The second grant of \$20,000 will be available to individuals aged 18 and older who are on the Developmental Pathways' waiting list for services.
- Wellspring Community received \$20,000 to provide tuition assistance for adults interested in participating in the Work and Enrichment Program. This program is the only work-focused grant request providing an important component in the lives of people with developmental disabilities.
- Young Life Capernaum will have \$12,000 to provide teens and young adults with developmental disabilities the opportunity to develop long-term, meaningful relationships. Participants experience adventure-based recreational activities by attending integrated summer and winter camps. Funds will also help pay the coordinator who works with special needs participants. DC Young Life Capernaum is the only chapter in the nation that brings kids with special needs to their typical camp.
- One of the greatest needs for families is for respite. For the past two years, the Developmental Disabilities Grant Committee has recommended giving Developmental Pathways the respite dollars and asked them to ensure that it gets to those most in need. It has worked well and the committee recommends this approach again this year. Developmental Pathways will be responsible for ensuring \$25,000 is used by the people who need the respite and the agencies who applied for respite grant dollars will still provide services – only it will be coordinated by Developmental Pathways. The committee believes this is a fairer and more efficient way of getting the dollars out to those in need.
- Neighbor Network is a volunteer-based program that serves seniors and people with disabilities. Volunteers help people live in their homes as long as safely possible by providing services such as transportation, home care, household upkeep, and companionship. Neighbor Network will have \$2,000 to provide rides for people with developmental disabilities.

The Arc Arapahoe and Douglas Counties (The Arc)

The Arc has been providing support and services to people with intellectual and developmental disabilities and their families since 1955. Advocacy is available to adults, children, families and individuals. The Arc also works on systems advocacy to change systems in a way that assist people with disabilities to live rich, full lives in their communities.

Community outreach and education is an important component of The Arc's services. Hosting workshops helps people with disabilities and their families make informed choices and understand their rights and responsibilities. Workshops are held annually to address a variety of topics.

Based on incidence ratios, The Arc estimates that there are 6,860 children and adults in Douglas County with intellectual and developmental disabilities. In order to reach those in need, The Arc staff works closely with school districts, mental health associations, Community Centered Boards,

the judicial system, human services, health care providers and Medicaid. The Arc works to ensure quality services to clients, most of which are in the extremely low-income category.

Statistics from The Arc's 2013 Annual Report demonstrated:

- More than 156 members were served, which was a 6 percent increase over 2012.
- Fifty-one volunteers contributed more than 962 hours.
- Served as the guardian for 13 people in the community.
- Supported 663 people with information and referrals.
- Supported 522 people with education and counseling.

A reporter in an article for the *Centennial Citizen* on March 15, 2013 interviewed Kelly Stahlman, a mother of twin boys with cerebral palsy who has utilized The Arc services. "When you have a child with developmental disabilities, you have no idea what life is supposed to look like," said Stahlman. "For us, this is a place to belong, a place to be a part of, a place for the whole family as well as the entire community."

Douglas County School District

The Douglas County School District's (DCSD) Special Education Department provides support services to 6,200 students with disabilities. A continuum of services allows DCSD to best meet the needs of all unique learners at 85 school sites. This department is also responsible for administering Section 504 Plans, which afford more than 1,000 students who experience a substantially limiting physical or mental impairment the opportunity to benefit from the educational program and activities of the school.

Universal and targeted special education support and services are available at all school sites within the framework of moderate needs support and itinerant services. Itinerant services consist of mental health, speech-language, behavior support team, occupational therapy, physical therapy, assistive technology, vision, deaf hard of hearing and audiology.

The Special Education Department provides an intensive level of support in center-based programs for students who experience significant support needs, serious emotional disabilities, deaf and hard of hearing, and autism. Center-based programming allows students to build the skills required to access and make progress in the general curriculum to the fullest extent possible. Currently, 64 significant support needs programs, 11 serious emotional disability programs, three deaf and hard of hearing programs, and two autism center-based programs are offered district-wide.

Douglas County School District's Transition Program, also known as the Bridge Program, serves students 18-21 years of age with significant support needs in the areas of adult living skills and vocational goals. Students qualifying for this program concentrate on preparing for adult living and working experiences.

Supplemental Security Income (SSI)

General tax revenues provide a federal income supplement program called SSI, which is designed to assist aged, blind and disabled people who have little or no income. This program provides a small monthly check to meet basic needs for food, clothing and shelter.

An article in the "Center for American Progress" on May 30, 2013 titled "The Facts on Social Security Disability Insurance and Supplemental Security Income for Workers with Disabilities" stated "Nearly one out of every six working-age Americans – 29.5 million people – has a disability, making them much more likely to experience economic hardship than people without disabilities."

The Social Security Administration, Master Beneficiary Record, and Supplemental Security Record reported that in the month of December 2013, a total of 1,017 people in Douglas County received SSI benefits. An average monthly payment of \$537 in SSI was provided to these residents. The breakdown of those receiving benefits is as follows:

- The highest number of people receiving benefits, at 582, was for adults ages 18 to 64.
- A total of 301 seniors 65 or older made up the second highest group.
- The remaining 134 people were under the age of 18.

ELDERLY RESIDENTS

Douglas County experienced a 178 percent increase in the population age 65 and over from 2000 to 2010, from 7,322 to 20,343 people. The total population only increased 62 percent during the same time period. People age 65 and over now make up 7.1 percent of the population, compared to 4.2 percent in 2000. By the year 2030, seniors are projected to be 20 percent of the total county population. Over the past two decades, Douglas County has been a “young” county, with a high percentage of children and working-age adults. Now, the aging population will require significant changes to the priorities of the County, in terms of resources, facilities, and services provided.

Also as a result of this growing population, the Partnership of Douglas County Governments (PDCG), created a Senior Initiative to help plan for future growth. In 2013, the Senior Initiative Advisory Committee conducted an extensive outreach process that included provider and citizen surveys, and community listening tour meetings. The citizen survey was completed by 648 respondents. Approximately 260 residents attended a listening tour meeting (for residents age 60 and older) held in 13 locations throughout the county. Results and recommendations from these outreach efforts were presented to the PDCG in February 2014. The following four recommendations were made based on citizen feedback:



1. Share the results of the surveys and listening tour events with the PDCG entities so members can consider incorporating findings into public policy decisions.
2. Develop and launch an interactive senior website. Create a “one-stop shop” for information that becomes the “go to” online resource for Douglas County seniors and their families.
3. Facilitate information sharing and partnership opportunities for senior service providers.
4. Coordinate with Douglas County Transit Solutions (DCTS) and the DCHP to address the transportation and housing needs identified.



The Advisory Committee has been presenting results and recommendations to local leadership groups including Town Councils, senior organizations and interested community groups.

Douglas County Human Services provides many services for older adults that assist them in becoming self-sufficient. These include eligibility determination of SNAP (previously called Food Stamps), Medicare Savings Programs (State Medicaid pays the Medicare Part B Premium), in-home and assisted living programs, and long-term nursing home care. Additionally, DCHS is

responsible for adult protection, including investigating reports of abuse, neglect and exploitation of vulnerable adults age 18 and older.

The Douglas County Seniors' Council meets once a month to discuss needs of the senior population and beneficial events that could be held in the county. The Council is comprised of regular and associate members who represent community groups, provider agencies, County staff and senior adults. The Seniors' Council acts as the County Council on Aging and provides input to the Area Agency on Aging on service needs and funding priorities.

FRAIL ELDERLY RESIDENTS

In order to manage the needs of the growing senior population and especially for the elderly with dementia, the Douglas County Sheriff's Office has made efforts to assist this population by implementing the Colorado Life Trak program. This high-tech tracking system is used by law enforcement departments nationwide to locate adults suffering from Alzheimer's disease and persons with Downs Syndrome, Autism, and other related special needs who have the tendency to become lost. Those at risk wear a tamperproof wristband transmitter that emits a silent radio signal. If they are reported missing, trained personnel use tracking receivers to locate the signal and return the person to their home. Douglas County currently has 35 clients signed up for the Colorado Life Trak program.

Douglas County Sheriff's Office deputies meet with prospective families to set up the program and maintain the database of participants. Each month after the initial set-up, a deputy or volunteer will follow-up with participants to change the wristband and check the battery.