



AGENDA

Housing, Neighborhood Services and Redevelopment Policy Committee

Wednesday, November 2, 2022, 10:00 a.m.

VIRTUAL MEETING

City of Aurora

15151 E Alameda Parkway

Public Participation Dialing Instructions

Dial Access Number: 1.408.418.9388 | Access code: 2498 534 7011 | This meeting will be live-streamed on the city's YouTube channel. Watch at [YouTube.com/TheAuroraChannel](https://www.youtube.com/TheAuroraChannel).

Council Member Crystal Murillo, Chair

Council Member Ruben Medina, Vice Chair

Council Member Juan Marcano

The Housing, Neighborhood Services and Redevelopment Policy Committee's goal is to:

- Maintain high quality neighborhoods with a balanced housing stock by enforcing standards, in relation to new residential development, and considering new tools to promote sustainable infill development;
- Plan for redevelopment of strategic areas, including working with developers and landowners, to leverage external resources and create public-private partnerships

Pages

1. Call to Order

2. Approval of Minutes

2.a. October 6, 2022

3. Announcements

4. New Items

1

4.a. City of Aurora Housing Strategy Implementation Update 6

Update on the implementation of our Housing Strategy in the City of Aurora which was adopted by City Council in December 2020.

Estimated Presentation/Discussion Time: 15 minutes

4.b. Aurora@Home - Strategic Plan Update 24

Aurora@Home - Strategic Plan Update

Estimated Presentation/Discussion Time: 15 minutes

4.c. Neighborhood Engagement Update 81

Neighborhood Engagement Update

Estimated Presentation/Discussion Time: 15 minutes

4.d. Aurora Mobile Response Team Update 91

Aurora Mobile Response Team Update

Estimated Presentation/Discussion Time: 5 minutes

4.e. HB 22-1137 Update and possible impact on Code Enforcement 95

HB 22-1137 Update and possible impacts on Code Enforcement

Estimated Presentation/Discussion Time: 10 minutes

4.f. Resolution Amendment Clean the World Global Agreement 2022 116

Resolution Amend Clean the World Global agreement 2022

Estimated Presentation/Discussion Time: 1 minute

5. Miscellaneous Matters for Consideration

5.a. Updates From Community Members

6. Adjournment

**HOUSING, NEIGHBORHOOD SERVICES & REDEVELOPMENT POLICY
COMMITTEE
October 6, 2022**

Members Present: *Council Member, Chair Crystal Murillo
Council Member, Vice-Chair Ruben Medina
Council Member, Juan Marcano*

Others Present: Andrew Rael-Trujillo, Mattye Sisk, Andrea Amonick, Roberto Venegas, Alicia Montoya, Angela Garcia, Adrian Botham, Courtney Tassin, Crystal Murillo, Hector Reynoso, Jacquelyn Bayard, Jeannine Rustad, Jeff Hancock, Jennifer Orozco, Jessica Prosser, Johnathan Harris, Juan Marcano, Megan Platt, Melissa Rogers, Natasha Wade, Omar Lyle, Philip Nachbar, Rachel Allen, Rachel Whipple, Richard Goggins, Ruben Medina, Saadia Aurakzai-Foster, Sandra Youngman, Scott Campbell, Tim Joyce, Trevor Vaughn

WELCOME AND INTRODUCTIONS

Council Member Murillo welcomes everyone to the meeting.

MINUTES

September 1, 2022 minutes are approved.

ANNOUNCEMENTS

None.

NEW ITEMS

Ordinance Amending Sec. 94-107 of the City Code of the City of Aurora, Colorado, Pertaining to Unnecessary Noise; Disturbing the Peace

Summary of Issue and Discussion

CM Marcano, and Angela Garcia present this item. The proposed ordinance would amend the code to expand the existing determination of noise issues to Code Enforcement and allow two or more witnesses to submit a sworn statement, along with evidence, to get a complaint and summons underway. Witnesses that submit statements must be willing to testify at trial to ensure the process is not weaponized. This ordinance came about from Ward IV residents reporting repeated noise issues taking place after hours and Aurora Police Department (APD) officers was not available to make a prima facie determination.

Questions/Comments

CM Murillo says the ordinance would add more clarity and specificity to the process relating to unnecessary noise. CM Marcano explains that the ordinance would allow residents to take action without having to rely on Law or Code Enforcement to witness. He adds that they wanted to avoid frivolous complaints by requiring those that submitted sworn statements to testify. CM Murillo asks for data regarding current concerns or complaints. Jessica Prosser points out that Code Enforcement only works during the day from Monday through Friday, and are only dispatched on the weekend for life-safety complaints. She adds that they do not have data from APD available. She says they

will need to work out the implementation of the ordinance with regard to how the evidence is supplied, changes to operating hours, and fiscal analysis.

Sandra Youngman explains that Code Enforcement deals with land use issues such as construction sites starting work early or events with temporary use permits that have excessive noise. During these scenarios, two Code Officers respond and take readings using a noise meter. Readings are also taken before the occurrence to get a baseline as well as while the event is occurring. If a noise complaint is received, the business or contact person would be given a courtesy notice and information regarding the ordinance. Code Officers would then monitor the area to determine subsequent occurrences. Sandra mentions that most of the time, construction sites come into compliance. She adds that some information provided by residents may not be enough and they are unable to determine if the noise level exceeds the maximum from the videos sent. She emphasizes the importance of officer safety and says there are safety concerns with officers responding after hours when approaching homes, vehicles, or parties. She adds that staffing capacity could also be an issue with enforcing the ordinance.

Jessica explains that all code complaints come in through Access Aurora while sound violations come in through Dispatch. Code Enforcement does not take referrals from Dispatch, and they are not connected through radio. If an event was occurring in real-time, the concern would come through Dispatch and video evidence would be submitted through Access Aurora. Staff would then need to determine a process and procedure for identifying the noise level in the video evidence sent which can be difficult. Sandra asks if the Code Enforcement Officer, resident, or courts would make the violation determination.

CM Marcano explains that the goal of the ordinance is to create an alternative means to address noise complaints and take some concerns off APD's plate unless there are other associated activities like a discharge of firearms. He clarifies that constituent concerns are more about the lack of anyone being held accountable rather than not being able to stop the noise immediately. CM Marcano adds that Code Enforcement Officers have decibel meters while APD does not. A constituent mentioned that the state code requires a measured assessment while the city code simply requires a subjective determination by a responding Code or Police Officer. CM Marcano clarifies that the use of decibel meters would continue for an in-person response. He shares that a resident took a video of their shelves rattling due to excessive noise from their neighbor. Sandra says they have to take a pre-reading to establish the baseline noise levels and some recordings might not register as excessive on decibel readers. She asks if the residents would then wait for staff to conduct the investigation after submitting video or audio evidence. CM Marcano says yes and adds that this would provide recourse for residents to address egregious violations.

Sandra says she would personally want more immediate attention if someone was making excessive noise than waiting to submit evidence through Access Aurora. CM Marcano says it would be a low-priority case for law enforcement and they would not get to the area until after the activity has ceased. Currently, for APD to do anything, they have to be a witness and make a prima facie determination. He clarifies that the ordinance would add a way for residents to address the issue if Code or Law Enforcement Officers are not available. Sandra says it would be difficult to send Code Enforcement Officers to respond since they have no direct contact with Dispatch. CM Marcano acknowledges the logistics and staffing concerns as well as the fact that noise issues are more common on weekends when Code Enforcement Officers aren't working. CM Marcano requests data on the complaint volume and the cost of staffing for Code Enforcement to respond. He stresses that it would be important to gather evidence and have a witness available to issue a summons.

Roberto Venegas says the fiscal analysis must include logistics such as Dispatch and training of new Code Enforcement Officers. He asks whether Code Enforcement Officers would make the determination by gathering evidence through the decibel meter and collecting submitted recordings, without making contact with any party, and then issue a summons the following day. CM Marcano confirms this and says this may alleviate safety concerns. He mentions that residents are asking to hold repeat offenders accountable and encourage behavioral change as opposed to getting quicker responses. Roberto comments that an individual may come up with excuses if someone shows up a day later rather than when the incident is occurring. He says they must ensure that a proper determination is made, and the summons is delivered to the correct party to limit any legal issues. Angela reiterates that during the trial, two witnesses from separate households must identify the individual causing a disturbance.

Roberto says they can work on the fiscal note and get call data from APD. He notes that the M-F Code positions are already difficult to fill, train, and keep so there would need to be a discussion about rotating, retraining, or hiring new officers. He says it might be similar to when they structured the Aurora Mobile Response Team (AMRT) to coordinate with Dispatch. This required significant resources to train the FTEs, ensure their body-worn cameras are operationalized, etc. Jessica adds that Code does not have PD radios connected with Dispatch and APD has been resistant to Code accessing their channels. CM Marcano asks why. Jessica says there are concerns about other people in the community having that information. She mentions that they can get in touch with APD through the radio, but they do not have police channels. She adds that this may conduct self-dispatching such as how the AMRT is monitoring the incoming calls.

Jessica suggests having the two witnesses submit evidence and the Code Enforcement Officers will make a determination based on what was submitted. However, an officer will not be dispatched during the incident. She mentions that this could be similar to the enforcement of the barking dog complaints wherein two witnesses verify the incident. She also suggests providing a mediation option between parties. CM Marcano says each option would have different fiscal impacts.

Outcome – The Committee requests a fiscal analysis and further discussion of all options presented.

City-owned buildings in the Arts District – 1400 Dallas

Summary of Issue and Discussion

Andrea Amonick, the Development Services/AURA Manager, presented this item as an update to the presentation from the September meeting. City management has requested staff move forward expeditiously with a Request for Proposals (RFP) for 1400 Dallas. With this, staff is currently drafting a combined Request for Qualifications (RFQ) and RFP for the disposition of the building consistent with the Urban Renewal Plan. Historically, the building has had a goal of providing studio and exhibit space for artists. Staff is looking to see the development of artists to build self-sufficiency and allow them to move forward to privately held space and build economic vitality in the area and create community wealth. There will be a public process requesting information from organizations to manage the facility in two specific areas. Applicants will provide a statement of qualifications which includes their organizational structure, business plan, financial statement, statements of professional experience, programming experience, experience working with arts groups, and information on how they propose to develop artists. The second part of the proposal would be the types of education and collaborative programming, the structure, how the organization would create a pipeline of artists, and how they would create a learning environment for artists and the public.

Additionally, staff met with the Aurora Cultural Arts District (ACAD) organization and discussed how they can collaborate with arts district initiatives. They committed to continuing the conversation inclusive of discussions regarding the RFQ-RFP prior to bringing it forward to the full Council and a broader audience.

Questions/Comments

CM Murillo asks if staff connected with the Community Wealth Building Network (Network). Andrea says they have not since they are developing the RFQ-RFP as per direction from the management team, but they do have connections with the Network through small businesses. She adds that the goal will result in community wealth building and is consistent with the city's overall strategy. Staff is committed to working with ACAD and they can also work with the Network. She reiterates that they are looking to build wealth in the artist community. CM Murillo says she was under the impression that this was a larger conversation since it concerns city-owned buildings in ACAD and how the city can deepen partnerships and community economic impact as a result of owning the buildings. She says the Network has more expertise on this and requests staff meet with the organization.

Andrea states that they talked about the disposition on the Music City Building and 1400 Dallas, and the uses for buildings by the overall plan and their location. She adds that the two buildings would be different uses. She says this would impact the input to be received from the Network about how each of the buildings could be used to support community wealth building. She states that they would deal with the buildings individually for individual input. She says they can ask if the Network has other groups they are working with that would be appropriate anchors and if they can alert staff regarding areas where the vision can be expanded to achieve a more direct outcome.

CM Murillo says she does not yet have strong opinions about moving the buildings separately or as a collective. CM Marcano says they should prioritize incorporating community wealth building into city-owned buildings in the district. He asks if there is an intent to sell with regard to the disposition of the buildings. Andrea says they are not selling and the building will remain. Staff will look for a management organization for 1400 Dallas. She mentions that they are trying to create an affordable space to develop artists and disposing of the building may not achieve this since private entities may opt to make a profit by selling it and turning it into hotels or office buildings. Andrea says staff will meet with the Network and come back to HORNS with the outcome of the meeting.

Outcome – The Committee directs staff to meet with the Community Wealth Building Network regarding this item.

Neighborhood Engagement - Update

Outcome – Item moves to the next HORNS Committee meeting.

HB 22-1137 Update and possible impact on Code Enforcement

Outcome – Item moves to the next HORNS Committee meeting.

MISCELLANEOUS MATTERS FOR CONSIDERATION

None.

Updates from Community Members

None.

Next meeting: Wednesday, November 2, 2022, at 10 a.m.

Meeting Adjourned: 10:57AM

APPROVED: _____
Committee Chair, Crystal Murillo



CITY OF AURORA

Council Agenda Commentary

Item Title: City of Aurora Housing Strategy Implementation Update
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Alicia Montoya, Housing and Community Development Manager/ Tim Joyce, Assistant City Attorney
Outside Speaker: David P. Rosen and Nora Lake-Brown, David Rosen and Associates (DRA)
Council Goal: 2012: 4.0--Create a superior quality of life for residents making the city a desirable place to live and work

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

Update on the implementation of our Housing Strategy in the City of Aurora which was adopted by City Council in December 2020.
Estimated time: 15 minutes

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item as proposed at Study Session
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field.

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
- Does Not Recommend Approval
- Forwarded Without Recommendation
- Recommendation Report Attached

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

Aurora is a growing city whose vision is to continue to be a welcoming and safe community with a strong economy and quality and attainable housing. The City’s housing stock must serve the entire income spectrum, including those experiencing homelessness, households with low incomes, new families, first-time or move-up homebuyers, downsizing empty-nesters, and those seeking higher-end executive housing, among others. The Aurora Housing Strategy is designed to help guide policymakers, city staff, housing developers and community members in achieving a city for all Aurorans.

The City of Aurora adopted its Housing Strategy in December of 2020.

An annual update is provided to update Council on the implementation of the 11 goals that are within the housing strategy.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

The Housing and Community Development Team has continued the work on the implementation of the Housing Strategy. The Housing and Community Development team has recently retained a consultant to consult with experts in the city and the community on the possible affordable housing development incentives. Both David P. Rosen and Nora Lake-Brown will be introduced and provide an overview of the main deliverables for the Housing Feasibility Study. The remained housing strategy implementation efforts are through three different housing strategy work groups, and below are some of the recent accomplishments:

Communications and Community Engagement

- Implementation plan - draft in progress
- Build and strengthen partnerships in the community
- Updating marketing materials to help spread the word about services.

Policy and Housing Development

- David Paul Rosen & Associates (DRA) retained with DOLA grant funds
- Housing Feasibility Study in progress
- Creating a list of city owned land that can be utilized for affordable housing purposes
- 1st land banking deal
- Community Development Investment – HOME, CDBG, ARPA and PAB

HCD Programs Management

- Rehabilitation of current housing stock through scattered sites and the Housing Rehabilitation Programs
- CDI Process which has provided gap financing and helped produce over 1400 new affordable housing units in Aurora.
- Roles and Responsibilities Audit
- Training and Development

Homelessness Team Achievements

- January, the Point In Time Count was completed, showing a 43% increase in people experiencing homelessness
- January, Restoration Christian Ministries (RCM) Safe Outdoor Space (SOP) opened with tents
- April, Council passed the camping ordinance, making camping on Aurora public property illegal
- April, new Pallet shelters replaced the tents at the RCM SOS
- August, additional Pallets were installed at both SOSs for abatement use
- October, the housing locator software was launched on the city website

Housing and Community Development Ongoing Programs

1. Minor Home Repair, Emergency and Home Repair Rehabilitation Programs - 01/2021 to Present
82 Individuals Served
43 Households Served

\$492,365 of funds administered

2. Housing Counseling, Mortgage Assistance and Reversed Mortgage Counseling – Ongoing
391 – Reversed Mortgage Assistance residents served
11– Filed Foreclosures
3. Community Investment Process – Creation of Units and Preservation
1035 – Residents Served
\$13,900,000 – Funds administered

Emergency Rental Assistance (Includes Cares, Marijuana, HAP, CDBG and ERA)

2,369 – Residents Served
\$15,532,365 – Funds Administered

QUESTIONS FOR COUNCIL

N/A

LEGAL COMMENTS

This item is informational only. No formal council action necessary. The City has the powers that are necessary, requisite, or proper for the government and administration of its local and municipal matters. (City Charter, art. I, sec. 1-3). Council has the authority to do what is deemed necessary and proper to promote the prosperity, improve the order, comfort and convenience of the City and its inhabitants. (City Code sec. 2-32). (TJoyce)

PUBLIC FINANCIAL IMPACT

YES NO

If yes, explain: N/A

PRIVATE FISCAL IMPACT

Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A



AURORA HOUSING STRATEGY UPDATE

November 2, 2022

Agenda

- Vision
- The Challenge
- The Approach
- Housing Strategy Policies
- Housing Strategy Implementation
- Housing Strategy Working Groups
- H.S.W.G Accomplishments
- Housing Locator
- DRA Introductions and Project Deliverables
- Current Housing Programs
- Homelessness Team Accomplishments
- Other Department Leadership Support
- Questions

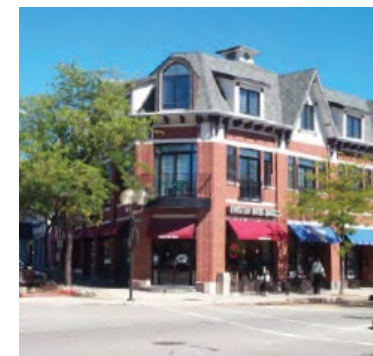




Community Vision Statement

Aurora is a welcoming and safe community and a city of opportunities where people of all backgrounds can prosper.

Aurora is known for its unique places, strong economy, community involvement, quality and attainable housing, integrated and healthy neighborhoods, smart ways to get around and a thriving natural and cultural environment.



HOUSING STRATEGY POLICIES

FRAMEWORK

Foster a balanced and sustainable housing portfolio in Aurora



Preserve the long-time affordability of existing housing stock

Strengthen the City's capacity for addressing housing issues

Expand the inventory of housing options throughout Aurora

Strengthen the local economy and expand employment opportunities in Aurora

Support protections for homeowners and renters

HOUSING FOR ALL

INCLUSIVE CITY W/ HOUSING AT ALL INCOME LEVELS





HOUSING STRATEGY IMPLEMENTATION

POLICIES + STRATEGIES

POLICIES

A FOSTER A BALANCE AND SUSTAINABLE HOUSING PORTFOLIO IN AURORA



B PRESERVE THE LONG-TERM AFFORDABILITY OF EXISTING HOUSING STOCK

C EXPAND THE INVENTORY OF HOUSING OPTIONS THROUGHOUT AURORA



D STRENGTHEN THE CITY'S CAPACITY FOR ADDRESSING HOUSING ISSUES

E STRENGTHEN THE LOCAL ECONOMY AND EXPAND EMPLOYMENT OPPORTUNITIES IN AURORA



F SUPPORT PROTECTIONS FOR HOMEOWNERS AND RENTERS

STRATEGIES

S.1 CREATE A HOUSING TRUST FUND

S.2 WAIVE OR REDUCE DEVELOPMENT FEES UP TO AN ANNUAL AMOUNT

S.3 PROVIDE INFRASTRUCTURE IMPROVEMENTS TO MANUFACTURED HOME PARKS

S.4 IDENTIFY AND SET ASIDE PUBLICLY OWNED LAND FOR MIXED-INCOME HOUSING

S.5 PILOT INNOVATIVE HOUSING PROJECTS FOR RENTAL & HOMEOWNERSHIP

S.6 DEVELOPMENT A RECRUITMENT STRATEGY FOR EXECUTIVE OWNERSHIP HOUSING AND HIGH-END RENTAL HOUSING

S.7 PARTNER IN THE DEVELOPMENT OF AN AFFORDABLE HOUSING UNIT/RENTER MATCHING SOFTWARE PROGRAM

S.8 PARTNER IN THE DEVELOPMENT OF A HOME SHARE PROGRAM

S.9 STREAMLINE RENTAL INSPECTIONS FOR AFFORDABLE HOUSING PROVIDERS AND TENANTS

S.10 IMPLEMENT NEIGHBORHOOD AND AREA PLANNING

S.11 IDENTIFY POTENTIAL AMENDMENTS TO THE UDO TO ENCOURAGE THE PRODUCTION OF AFFORDABLE HOUSING

S.12 IMPLEMENT CHANGES TO STAFFING OR ORGANIZATION INITIATIVES



Housing Strategy Working Groups (HSWG)



HSWG Achievements

Communications and Community Engagement

- Implementation plan - draft in progress
- Build and strengthen partnerships in the community
- Updating marketing materials to help spread the word about services
- Web page updates
- Currently participate in the Planning and Development Community Meetings

Policy and Housing Development

- David Paul Rosen & Associates (DRA) retained with DOLA grant funds
- Housing Feasibility Study in progress
- Creating a list of city owned land that can be utilized for affordable housing purposes
- 1st land banking deal
- Community Development Investment – HOME, CDBG, ARPA and PAB

HCD Programs Management

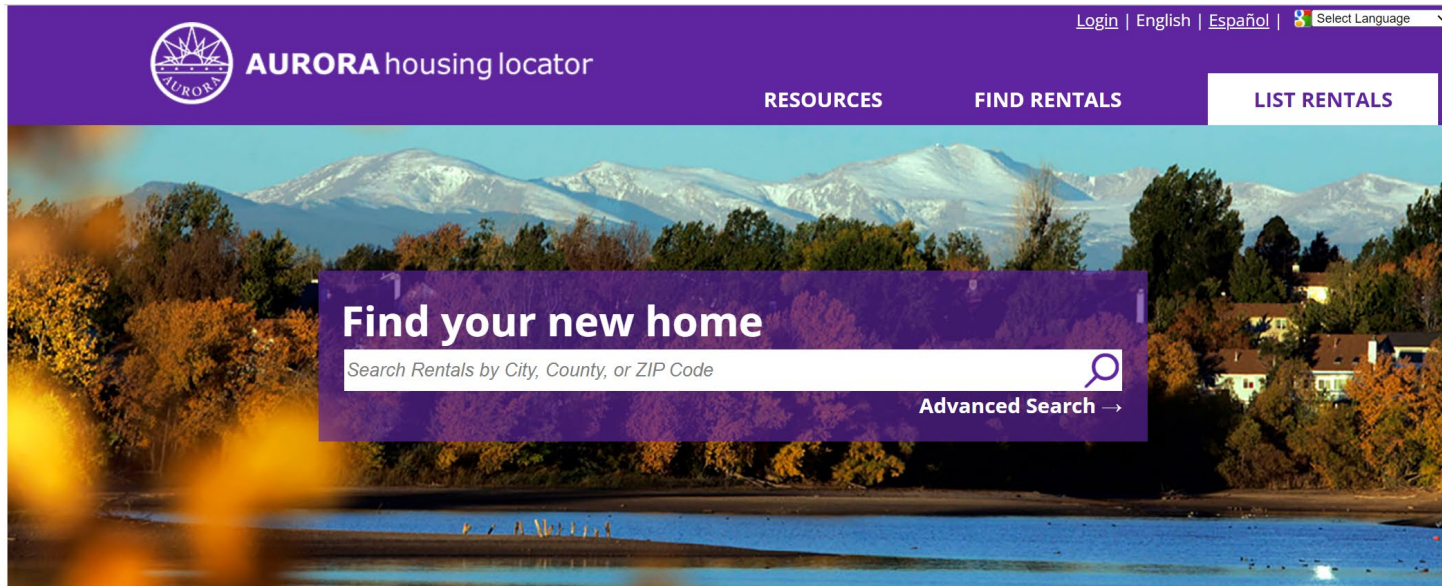
- Roles and Responsibilities Audit
- Training and Development
- Processes and Procedures
- Current Programs
 - ✓ Rehabilitation of current housing stock through scattered site projects and the Housing Rehabilitation Programs
 - ✓ CDI Process – over 1400 units created
 - ✓ HOAP Programs – Counseling, EMAP and ERAP



Housing Development Projects in Progress

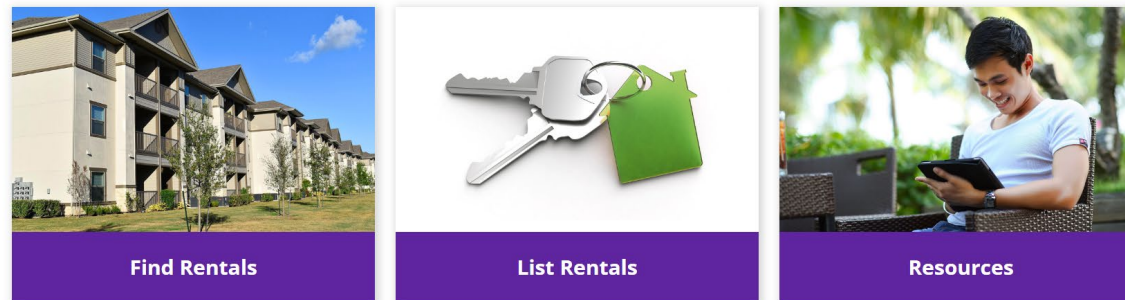
Award Round	Development Name	Project Address	Developer Name	Total Number of Units	Income Levels Served (AMI%)
2021	35th & Walden formally known as Gateway Apartments	East 35th Place & Walden Street Aurora, CO	Aurora Housing Authority	100	30-60%
2021	Liberty View Apartment	1959 Quentin Street Aurora, CO	Aurora Housing Authority	59	30-60%
2020	Jewell Apartments	10150 East Colorado Avenue Aurora, CO	Community Housing Development Association (CHDA)	81	at or below 60%
2021	Missing Middle	Scattered Site	Habitat for Humanity	25	at or below 80%
2020	Mountain View	10810 East Evans Avenue Aurora, CO	Habitat for Humanity	20	at or below 80%
2020	The Point	3150 South Peoria Street Aurora, CO	Mile High Development	63	at or below 60%
2021	Peoria Crossing II	3002 Peoria Street Aurora, CO		72	30-70%
2021	Eagle Meadows Homes	14875 E. 2nd Avenue Aurora, CO	Community Housing Partners	93	at or below 80%
Winter 2022	Weatherstone	15594 E 12th Avenue Aurora, CO	Steele Properties	204	at or below 60%
Winter 2022	ELEVATE AURORA	1671 Altura Boulevard	Columbia Ventures	137	at or below 70%
Winter 2022	Emporia Duplexes	E. 25th Ave & Emporia Street Aurora, CO	Elevation Community Land Trust	12	at or below 80%
Winter 2022	Fitzsimons Gateway	E Colfax Avenue/Peoria Street Aurora, CO	BMC Investments	210	at or below 60%
Winter 2022	Metro Center Station Senior Housing	E. Virginia Avenue/S Grandby Aurora, CO	Dominium	222	30-60%
Winter 2022	POTOMAC CAMPUS	1290 S. Potomac Street	Aurora Housing Authority	60	at or below 30%
Winter 2022	RESIDENCES AT WILLOW PARK	14001 E. Colorado Drive	Aurora Housing Authority	72	at or below 60%
	TOTAL			1430	





Welcome to the Aurora Housing Locator

This portal is a free resource for renters and property managers in the City of Aurora. Dynamic search options can help you find available rental housing to fit your needs and income. Properties are updated regularly so check back often!



David Paul Rosen & Associates (DRA)

David Paul Rosen founded DRA in 1980 as a public policy, financial and development consulting firm. Dr. Rosen's expertise includes affordable housing development, policy and finance, mortgage finance, community economic development, land economics for community benefit, energy efficiency and renewable energy (EERE). DRA's mission is to increase capital access, while assuring safe and sound underwriting, and long-term preservation of community assets. DRA Principals have advised on more than \$9 billion in development finance transactions and portfolios. Dr. Rosen has advised clients involving more than 300 governmental jurisdictions. Dr. Rosen has briefed the White House and numerous US federal agencies on housing, tax and finance policy. His federal agency clients include the Federal Housing Administration, Ginnie Mae, Housing and Urban Development, the Federal Housing Finance Agency, and the Federal Home Loan Bank of Atlanta.

**David P.
Rosen**



Principal of DRA's Irvine office, has more than 38 years of experience in the analysis of real estate markets, local economies and financial feasibility. She has performed fiscal impact assessments for more than 75 government agencies and 25 private developers statewide. She has served as financial consultant on more than \$7 billion of affordable and market-rate housing, commercial, industrial and mixed-use real estate transactions and financings. Ms. Lake-Brown is acknowledged as one of the leading real estate economists dedicated to affordable housing development, transactions, finance and public policy in California. She holds Bachelor's Degrees in both Economics and Environmental Studies from the University of California, Santa Cruz and a Master's of City and Regional Planning from Harvard University.

**Nora Lake-
Brown**



DRA Deliverables

Project Initiation and Information Review – Completed 10/06/2022	Housing Needs and Market Summary/Update from 2019 Study	Develop Residential Prototypes – Condos, Townhomes, SDF	Affordability Gap Analysis Report
Existing/Current Local Resources for Affordable Housing	Assessment of Potential New Local Resources for Affordable Housing	Leveraged Financing Sources	Residential Nexus Study
Non-Residential Nexus Study	Capital Planning and Affordable Housing Production Goals	Selection of Priority Actions and Implementation Strategy	Draft, Final Reports and Presentations – April 2023



Supporting Aurora Current Housing Stock

Programs Type	Residents Served/ Units Created	Funds Distributed
Minor Home Repair, Emergency and Home Repair Rehabilitation Programs - 01/2021 to Present	82 Individuals 43 Households	\$492,365
Housing Counseling, Mortgage Assistance and Reversed Mortgage Counseling – Ongoing	391 – Reversed Mortgage Assistance 11– Filed Foreclosures	n/a
Community Investment Process – Creation of Units and Preservation	1035	\$13,900,000
Emergency Rental Assistance (Includes Cares, Marijuana, HAP, CDBG and ERA)	2,369	\$15,532,365



Homelessness Team Achievements

January, the Point In Time Count was completed, showing a 43% increase in people experiencing homelessness

January, Restoration Christian Ministries (RCM) Safe Outdoor Space(SOP) opened with tents

April, Council passed the camping ordinance, making camping on Aurora public property illegal

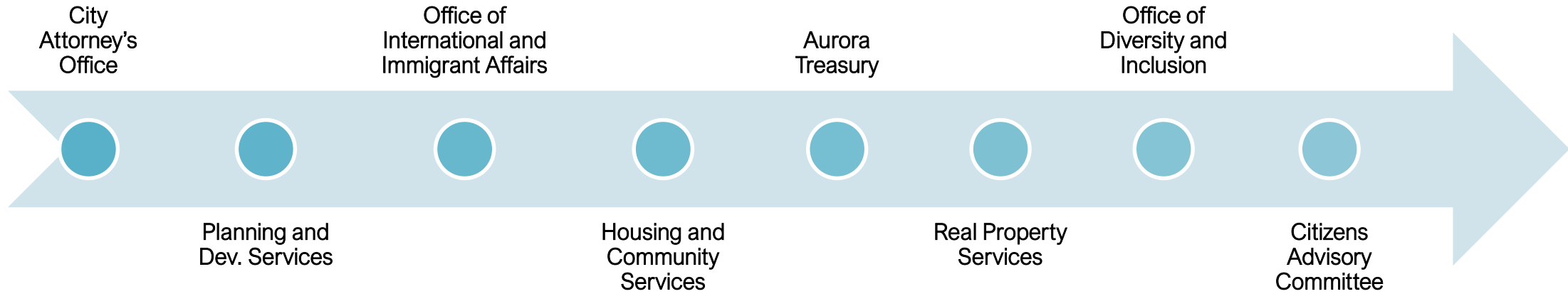
April, new Pallet shelters replaced the tents at the RCM SOS

August, additional Pallets were installed at both SOS's for abatement use

October, the housing locator software was launched on the city website



City of Aurora Internal Support



Thank you!





CITY OF AURORA

Council Agenda Commentary

Item Title: Aurora@Home - Strategic Plan Update
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Jessica Prosser, Director of Housing and Community Services, Emma Knight, Manager of Homelessness / Tim Joyce, Assistant City Attorney
Outside Speaker: N/A
Council Goal: 2012: 4.0--Create a superior quality of life for residents making the city a desirable place to live and work

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

Aurora@Home - Strategic Plan Update
Estimated Time: 15 minutes

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- | | |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session | <input type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only | |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field. | |

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- | | |
|---|---|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached | <input type="checkbox"/> Minutes Not Available |

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

The Aurora@Home Strategic Plan was reviewed at the April 7th, 2022 HoRNS policy committee meeting.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

Aurora@Home is a group of nonprofit and government leaders who work collaboratively to help address the challenges presented by housing insecurity and homelessness. The strategic plan was started in 2021 and was completed in August, with the collaboration of local nonprofits, Arapahoe and Adams counties, and City staff. It identifies six strategies and recommendations: system mapping, prevention effort, street outreach, centralized intake system, data collection and integrity, and communications. The plan was approved by the Aurora@Home board in August of 2022. This work is also integrated with the regional efforts of the Metro Denver Homeless Initiative (MDHI)

QUESTIONS FOR COUNCIL

N/A (Information Only)

LEGAL COMMENTS

This item is informational only. There is no formal council action necessary. The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)). (TJoyce)

PUBLIC FINANCIAL IMPACT

YES NO

If yes, explain: N/A

PRIVATE FISCAL IMPACT

Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A

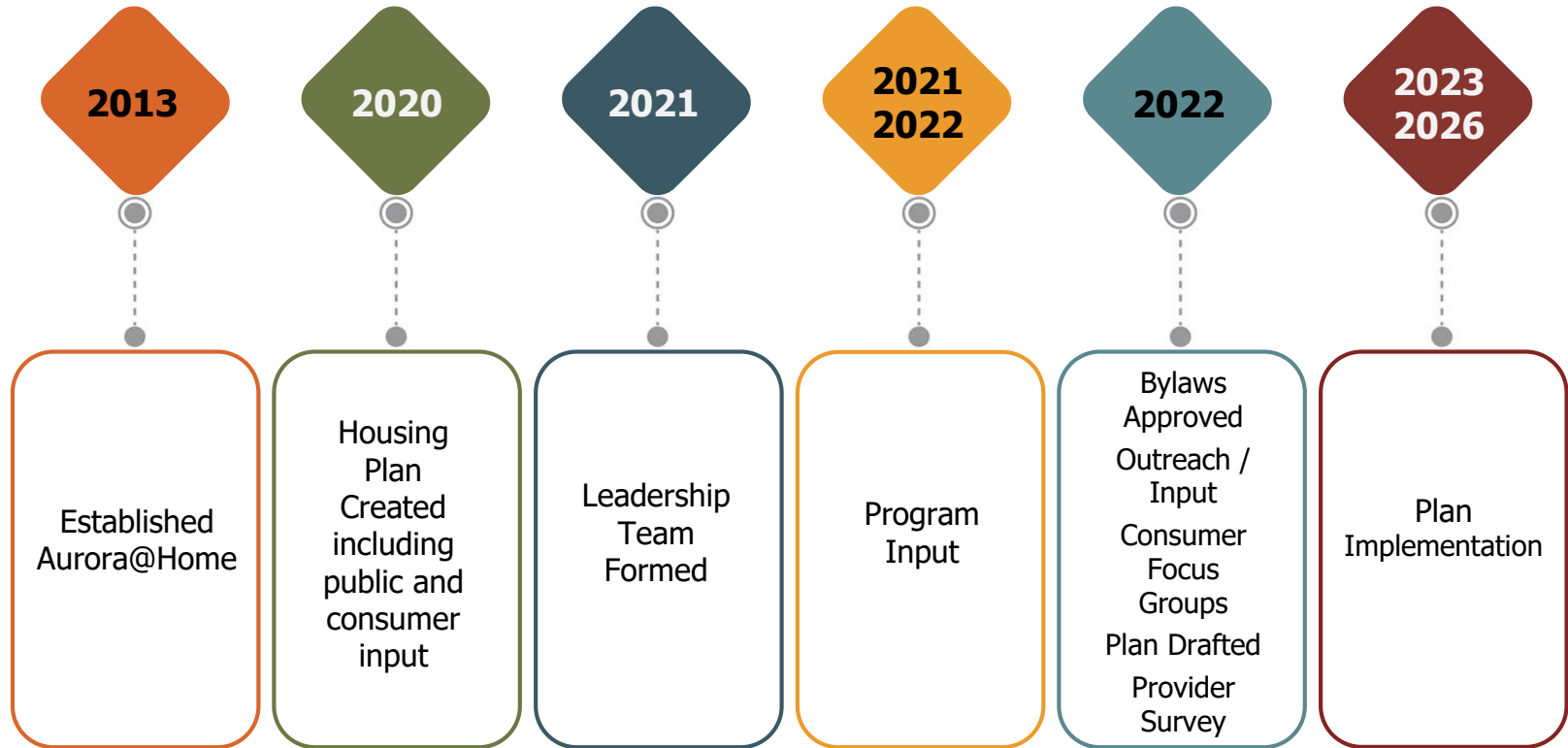
Aurora@Home



Aurora@Home is a group of nonprofit and government leaders who work collaboratively to help address the challenges presented by housing insecurity and homelessness.

This comprehensive plan covers key areas of service provision in addition to strategies to increase the availability of affordable housing for the community. Included in the plan are also efforts to improve employment opportunities and revenue for people, and access to supportive services. The focus of the recommendations laid out in the plan is to both increase the availability of housing and to ensure that people receive the supportive services to maintain their housing through permanent supportive housing.

Engagement and Input Process





MISSION: partnering with nonprofits, governmental agencies, and the City of Aurora to provide and coordinate a complex array of services and supports.



Providing cross-jurisdictional and organizational collaboration to support strategic coordination of culturally responsive, trauma-informed services to ensure that homelessness is rare, brief and one-time.



Collaborating to create equitable service delivery utilizing a trauma-informed care lens and addressing historic disparities and inequities.



Understanding that homelessness is a complex challenge necessitating an array of holistic, coordinated supports leading to housing resolution and stability.





People deserve to be treated with dignity and respect and will function through an equitable, collaborative, and trauma-informed care lens.

Prioritizing learning from those who have experienced housing insecurity/instability and value their involvement.



Recommendations for services and systems are based on consumer voice, data, evidence, and promising best practices.



Strategies and Recommendations Areas of Recommendations

System Mapping

to increase the ability of people to quickly and effectively access services and available housing resources by ensuring that staff members at provider agencies are able to expedite referrals

Prevention Effort

to decrease the number of people who are at risk of becoming homeless or are newly homeless

Street Outreach

to more effectively engage those in need with immediate services and housing



Strategies and Recommendations Areas of Recommendations

Centralized Intake System for Consumers

to decrease the number of times people need to request assistance and overall effective coordination of resources

Data Collection and Integrity

to ensure that there is accurate data to analyze outcomes, identify services gaps and ensure a positive return on investment and sustainable outcomes

Communications

between providers, people in need, and the community to understand resources and responses



System Mapping

Identify resources to create a comprehensive list of housing and other available services

Create a visual of case workers across organizations with adequate information

Ensure there is a system in place to continually update and maintain data

Create and fund an action plan for ensuring systems are continually kept up to date.

Explore where consumers are most likely to experience wait times and address these service gaps.

Expand mapping efforts to other community-based organizations in Aurora



Prevention Effort

Create a Prevention Stakeholder Subcommittee led by the City

Determine ROI on funds spent in COVID relief and budget for future work

Create a Court Strategy and Coordinated effort/subcommittee

Request that personal documents be added to existing database systems.

Engage with others to understand and participate in regional approaches for prevention efforts

Create a prevention education campaign for tenants and landlords

Implement centralized case managers that refer to other organizations as needed.

Create a landlord incentive fund to incentivize working with tenants.

Enhance the Outreach Coordination meeting led by the City

Improve coordination between outreach and case management to reduce duplication of efforts

Clarify referrals and increase access to referrals to expedite the chances of successful interventions

Understand staff turnover and ways to support individual organizations with best practices

Create a staff development program across organizations for outreach workers

Pilot a program that allows staff from individual organizations to visit other organizations for educational purposes



Centralized Intake System for Consumers

Work with the City of Aurora on creation of the One-Stop Shop to reduce redundancy of applications and referrals

A@H will engage in ongoing regional collaborative relationships, supporting the development of innovative projects

Create a Group of Centralized Intake Staff

Create or utilize existing shared data system(s) for legal identification and intake

Implement and Evaluate Shared Intake Staffing

Replicate successful efforts and continue evaluation efforts



Data Collection and Integrity

Create a data committee with the City

Create a data-driven inventory of housing available in Aurora

Promote data sharing to understand gaps and successes

Utilize data to better communicate challenges, opportunities, and successes



Increase and improve internal communication for A@H members

Increase communication with external partners to promote clear understanding and to support a collaborative effort

Create a sense of greater shared investments responsibility for A@H

Increase regional awareness of Aurora@Home and coordinate efforts for both internal and external communications as well as relationship building

Create External Communication Plan and Strategy



Implementation and Next Steps

The strategic plan was written in Summer of 2022, with approval and rollout of the plan occurring in late Summer/early Fall 2022. The plan establishes action steps for Aurora@Home to implement through the years 2023 - 2026.

We strongly believe that these recommendations will greatly improve the material conditions of people experiencing homelessness in Aurora, Colorado, and hope you join us in supporting the hard work that needs to be done to support all residents of our great city.

AURORA@HOME

Strategic Plan 2023 - 2026





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Executive Summary

Aurora@Home is a group of nonprofit and government leaders who work collaboratively to help address the challenges presented by housing insecurity and homelessness. As the organization grew, the need for formal structure was identified. In 2021 and 2022, decisions were made on the future structure of Aurora@Home, bylaws were developed and approved, and the strategic planning process began. This work has culminated in this document, the 2023 - 2026 Aurora@Home Strategic Plan.

In this strategic plan, recommendations are laid out in the following six categories:

- Systems Mapping** - to ensure access to services is streamlined and understandable
- Prevention** - to decrease the number of people who experience homelessness
- Street Outreach** - to effectively engage those in need with immediate services
- Centralized Intake** - to decrease the number of times people need to ask for services
- Data Collection and Integrity** - to ensure there is accurate data available to providers
- Communications** - to maintain clear and concise communication channels

The recommendations in this plan are built off of the existing infrastructure of homelessness and housing services available in Aurora. The recommendations of this plan were constructed with the Aurora Housing Strategy in mind, along with input from service providers, to ensure changes to the landscape of homelessness and housing services in Aurora proposed in this plan worked for the people on the ground. As seen in the Aurora Housing Strategy, 5% of Aurora residents are living in temporary situations - with family, friends, at motels, etc. This means that there are around 20,000 residents of Aurora that need housing and homelessness support services.

Within the 20,000 residents experiencing some form of housing instability, 612 people in Aurora are experiencing street homelessness in Aurora according to the July 2022 Point In Time Count. This is a 43% increase compared to this time last year, and underscores the impact of world events on the lives of residents. With these statistics in mind, the importance of flexibly and persistently addressing homelessness is underscored.

The recommendations in this plan seek to mitigate the time spent experiencing homelessness, to provide Aurora residents with clear paths to services, and to streamline communication between service providers. When the recommendations are fully implemented, Aurora will act as a cohesive unit addressing homelessness in a coordinated manner. These changes will ensure people experiencing homelessness know where to go, what to expect, and how to get back on their feet.

Aurora@Home thanks you for your time and consideration. Together we can support residents of Aurora to ensure that homelessness is rare, brief, and one-time.





Executive Summary (cont.)

Engagement and Input Process





Introduction

Aurora@Home is a group of nonprofit and government leaders who work collaboratively to help address the challenges presented by housing insecurity and homelessness. As the organization has grown, the need for clear organizational structure and direction arose. This need is being responded to by the Board of Aurora@Home by formalizing organizational bylaws, exploring options to structure the organization, and this strategic plan. The steps listed above are all done intentionally for Aurora@Home to reach populations that have historically been forgotten, expand service provision to as many people as possible, and make the process of navigating homelessness in Aurora as easy as possible. The members are voluntary and work together to accomplish common goals. Members of the group include representatives from the Colorado Division of Housing, the Metro Denver Homeless Initiative, county departments of health and human services, the City of Aurora, local hospitals and behavioral health centers, school districts, the Aurora Housing Authority, and numerous nonprofit organizations. A full list of members and partners in the strategic planning process are included in Appendix A. This group worked collaboratively with the City of Aurora to create the Housing Strategy which was adopted in December of 2020 to address housing needs in the community.

This comprehensive plan covers key areas of service provision in addition to strategies to increase the availability of affordable housing for the community. Included in the plan are also efforts to improve employment opportunities and revenue for people, and access to supportive services. The focus of the recommendations laid out in the plan is to both increase the availability of housing and to ensure that people receive the supportive services to maintain their housing through permanent supportive housing.

Upon completion of the Housing Strategy efforts, the members of Aurora@Home came together to work on a strategic plan for the collaborative. While these efforts were underway, the City of Aurora and partner agencies continued to respond to the immediate needs of people who are at risk of or experiencing homelessness and made significant progress in creating additional opportunities for meeting the needs of the community. These efforts are updated by the City of Aurora, Community Development and can be found here. Some of these efforts include:

- Safe Outdoor Spaces (SOS) were created to provide non-congregate shelter during COVID-19
- SOS services were expanded and Pallet Shelters were added to create a safer, more dignified space for the residents.
- Food bank services in Aurora have been expanded to reach the larger community
- City Council is in the process of approving additional sheltering options
- The Aurora Flexible Housing Fund (formerly HAP) was created to provide housing stability to our most vulnerable residents.
- Housing locator software for the general public is in the process of being added to the City website.

In addition to the efforts above, the City of Aurora is providing the following services to support people experiencing homelessness:

- Four additional outreach workers have been hired
- An outreach manager position has been created
- An additional van to support outreach work has been secured





Introduction (cont.)

The work of the collaborative is supported by voluntary contributions from the members, with the Aurora Housing Authority acting as the central coordinator. The City of Aurora provides additional staff support. This collaborative is a continuum of partners working to achieve common goals. Aurora Housing Authority, the City of Aurora, Aurora Mental Health, and other partner organizations work together to achieve the mission and vision of Aurora@Home. In developing this strategic plan, Aurora@Home met as an organization from September of 2021 through August of 2022 to examine the landscape of housing and homelessness services available in Aurora, Colorado. This three year strategic plan includes recommendations intended to achieve positive outcomes for people experiencing homelessness, people at risk of experiencing homelessness, people fleeing domestic violence, and for people who are currently receiving housing assistance. The recommendations are grouped under 6 organizational strategies, seen below:

- Systems Mapping to increase the ability of people to quickly and effectively access services and available housing resources by ensuring that staff members at provider agencies are able to expedite referrals
- Prevention to decrease the number of people who are at risk of becoming homeless or are newly homeless
- Street Outreach will be supported to more effectively engage those in need with immediate services and housing
- Centralized Intake to decrease the number of times people need to request assistance and overall effective coordination of resources
- Data Collection and Integrity to ensure that there is accurate data to analyze outcomes, identify services gaps and ensure a positive return on investment and sustainable outcomes
- Communication between providers, people in need, and the community to understand resources and responses

The recommendations laid out in this plan also require coordination with the Aurora Housing Strategy. Through increasing coordination with the Aurora Housing Plan, Permanent Supportive Housing and affordable housing supports can be leveraged to prevent people from being evicted in the first place. This plan represents the front door for preventing homelessness and achieving housing stability in Aurora. The housing plan provides the necessary stabilization components to complement the crisis intervention and diversion efforts outlined throughout this plan.

The VISION of Aurora@Home is to provide cross-jurisdictional and organizational collaboration to support strategic coordination of culturally responsive, trauma-informed services to ensure that homelessness is rare, brief, and one-time. Aurora@Home collaborates to create equitable service delivery utilizing a trauma-informed lens and by addressing historic disparities and inequities. Homelessness is a complex challenge necessitating an array of holistic, coordinated supports leading to housing stability. The strategic plan focuses on increasing the services and outreach impact offered through Aurora@Home, expanding mapping of services and collaboration with other agencies, expanding data collection, creating new systems when needed,



Introduction (cont.)

and communicating Aurora's homelessness strategy in order to provide high-quality services. This work is undertaken to achieve the Mission of the partnership of nonprofits, governmental agencies, and specifically of the City of Aurora to provide and coordinate a complete array of services and supports needed by people who have ties to Aurora.

In achieving these goals, the values of A@H collaborative provide invaluable guidance for the work. Specifically:

- Aurora@Home believes people deserve to be treated with dignity and respect and will function through an equitable, collaborative, and trauma-informed lens.
- Aurora@Home prioritizes learning from those who have experienced housing insecurity/instability and value their involvement. There are no 'homeless people' but rather people who have lost their homes or are in danger of losing their homes.
- Recommendations for services and systems are based on consumer voice, data, evidence, and promising best practices.

This work is occurring as America experiences a homelessness crisis, which means many more Americans are experiencing homelessness and desperately need support to get back on their feet. [According to the July 2022 Point In Time Count](#), done by the Metro Denver Homeless Initiative, homelessness in Aurora has gone up 43% when compared to the January 2022 count. This increase represents 612 people experiencing homelessness, up from 427. This increase in 185 people experiencing homelessness represents a trend that has been exacerbated by the COVID-19 pandemic, and highlights the deep need to produce lasting changes to the landscape of housing services to ensure that homelessness is rare, brief, and one time.

We believe that the strategies and recommendations laid out in this plan will help achieve our vision, and we thank you for your time to read our 2023 - 2026 strategic plan. As a collaborative, A@H also knows the power of working together, and invites readers to become involved with local community agencies as volunteers, donors, and interested community members to support and further these efforts.



Introduction (cont.)



MISSION: *partnering with nonprofits, governmental agencies, and the City of Aurora to provide and coordinates a complex array of services and supports.*

Vision: Providing cross-jurisdictional and organizational collaboration to support strategic coordination of culturally responsive, trauma-informed services to ensure that homelessness is rare, brief and one-time.



Vision: Collaborating to create equitable service delivery utilizing a trauma-informed care lens and addressing historic disparities and inequities.

Vision: Understanding that homelessness is a complex challenge necessitating an array of holistic, coordinated supports leading to housing resolution and stability.



Values: People deserve to be treated with dignity and respect and will function through an equitable, collaborative, and trauma-informed care lens.

Values: Prioritizing learning from those who have experienced housing insecurity/instability and value their involvement.



Values: Recommendations for services and systems are based on consumer voice, data, evidence, and promising best practices.



Community Feedback and Engagement

To ensure the recommendations within this plan embody the values above, Aurora@Home held two focus groups to gain authentic community feedback on the landscape of homelessness services in Aurora. A survey was also distributed to providers to gain an understanding of their alignment with the Aurora@Home strategic plan, which received 45 responses. Their feedback informed the urgency of what recommendations are implemented first, and the feasibility of implementing cross-organizational recommendations. A complete analysis of the survey results can be found in Appendix B.

A focus group of people with lived experience of homelessness was conducted, which informed the urgency in this plan to support comprehensive awareness of resources and services through System Mapping, Prevention, and Street Outreach and this feedback was incorporated into those sections. A second focus group brought together service providers who have not been engaged in the strategic planning process to gain insight into their perspectives on service collaboration in Aurora. This input helped inform the sections on communication and the overall goals. While results from the focus groups have been shared with the strategic planning teams, to respect the anonymity of the focus group participants, the analysis of these groups will be kept confidential.

A check-in with Street Outreach Teams was conducted to ensure recommendations reflected the support needed to provide quality service to people experiencing, or at risk of experiencing, homelessness. Street Outreach feedback can be found within the section of Street Outreach below along with collaborative feedback gained from the Board.

This specific outreach was in addition to the ongoing meetings with the Board Members, planning teams, retreats with the operational leaders, and solicited input from the outreach staff members.





Strategies and Recommendations

Summary

System Mapping

- Identify resources to create a comprehensive list of housing and other available services
- Create a visual of case workers across organizations with adequate information
- Ensure there is a system in place to continually update and maintain data
- Create and fund an action plan for ensuring systems are continually kept up to date.
- Explore where consumers are most likely to experience wait times and address these service gaps.
- Expand mapping efforts to other community-based organizations in Aurora



Prevention Effort



- Create a Prevention Stakeholder Subcommittee led by the City
- Determine ROI on funds spent in COVID relief and budget for future work
- Create a Court Strategy and Coordinated effort/subcommittee
- Request that personal documents be added to existing database systems.
- Engage with others to understand and participate in regional approaches for prevention efforts
- Create a prevention education campaign for tenants and landlords
- Implement centralized case managers that refer to other organizations as needed.
- Create a landlord incentive fund to incentivize working with tenants.

Street Outreach

- Enhance the Outreach Coordination meeting led by the City
- Improve coordination between outreach and case management to reduce duplication of efforts
- Clarify referrals and increase access to referrals to expedite the chances of successful interventions
- Understand staff turnover and ways to support individual organizations with best practices
- Create a staff development program across organizations for outreach workers
- Pilot a program that allows staff from individual organizations to visit other organizations for educational purposes





Strategies and Recommendations (cont.)

Summary (cont.)

Centralized Intake System for Consumers



- Work with the City of Aurora on creation of the One-Stop Shop to reduce redundancy of applications and referrals
- A@H will engage in ongoing regional collaborative relationships, supporting the development of innovative projects
- Create a Group of Centralized Intake Staff
- Create or utilize existing shared data system(s) for legal identification and intake
- Implement and Evaluate Shared Intake Staffing
- Replicate successful efforts and continue evaluation efforts

Data Collection and Integrity

- Create a data committee with the City
- Create a data-driven inventory of housing available in Aurora
- Promote data sharing to understand gaps and successes
- Utilize data to better communicate challenges, opportunities, and successes



Communications



- Increase and improve internal communication for A@H members
- Increase communication with external partners to promote clear understanding and to support a collaborative effort
- Create a sense of greater shared investments responsibility for A@H
- Increase regional awareness of Aurora@Home and coordinate efforts for both internal and external communications as well as relationship building
- Create External Communication Plan and Strategy



Strategies and Recommendations (cont.)

System Mapping

to increase the ability of people to quickly and effectively access services and available housing resources by ensuring that staff members at provider agencies are able to expedite referrals

The referral process currently in Aurora is often difficult for consumers, providers, and funders to understand. In addition to that, referrals in Aurora are often based on personal connections and individual’s knowledge of how to navigate the systems available to them. While positive outcomes are achieved by those who know what to do and who to ask, it is not the way that homelessness services should be made available. The current method of referring in Aurora is also subject to significant delays if someone changes jobs, since the informal referral system is then lost until new relationships can be built.

Because of this, there is a need for clarity on how progressive engagement occurs for consumers, how referrals are made, how waitlists are organized, and general clarity around the process of getting people the help they need. This clarity will help reduce the amount of wait time for people who are requesting services. The vision of this strategy is that Aurora@Home will act as a centralized place for service organizations to engage, streamlining the referral process, and improve needed connections between service openings and people in need. Cities, such as Houston, Texas, which have done this work have been able to [reduce the waiting time for housing by 30-50%](#). **Once systems are mapped, the key is to determine how to expedite the process and immediately access available and appropriate resources for the consumer.**

*“You can’t have a life if you don’t have housing first”
Service recipient*

Recommendations to Achieve the Strategy

Year 1

Identify resources to create a comprehensive list of housing and other available services.

- Create easy-to-use tools with flow charts/visuals to help consumers access services, and increase the number of staff employed at Aurora@Home, and/or through the Navigation Center currently under development, to meet the demand of consumers while providing high-quality referrals to other organizations.

Create a visual of case workers across organizations with adequate information to ensure referrals occur.

- The visual will include information such as title, direct contact information, names, and more as identified as important by Aurora@Home and partner organizations.
- Aurora@Home will explore the level of detail desired by partner organizations and how to maintain the system to maximize ease of use and usefulness.





Strategies and Recommendations (cont.)

System Mapping (cont.)

Year 1 (cont.)

Ensure there is a system in place to continually update and maintain data on available resources, organizational contacts, individual points of contact, referral pathways, etc.

- Determine if existing platforms are options or if a new platform needs to be built.
- Explore United Us, Aunt Bertha, HMIS, etc.
- Explore resources needed to create a new platform.
- Look to resources like the Homeless Resource Guide as a starting point.
Streamline communication between organizations by deliberately choosing the best system for Aurora's needs.

Year 2

Create and fund an action plan for ensuring systems are continually kept up to date.

Explore and understand where consumers are most likely to experience wait times and work to address these service gaps.

Year 3

Expand mapping efforts to other community-based organizations beyond those active with A@H.

Measurements and Deliverables

- The map of existing services will be completed by June 30, 2023.
- The map of desired services and other organizations to partner with will be completed by September 31, 2023 for implementation by December 31, 2023.
- Maintenance of systems and data integrity will be maintained continuously with evaluation of waiting times for services.



Strategies and Recommendations (cont.)

Prevention Effort

to decrease the number of people who are at risk of becoming homeless or are newly homeless

The best way to address homelessness is to prevent people from experiencing it in the first place; however, prevention efforts often go unreported and unappreciated. By definition, prevention and diversion of people from homelessness are meant to reduce the number of people entering homelessness. The State of Colorado Division of Housing reported a number of causes for homelessness including lack of affordable housing, health challenges, and systemic inequities in their [September 2021 Report Homelessness in Colorado](#).

Throughout the pandemic, the Denver Metro area identified an increase of 10% in families needing shelter and 27% for individuals; with a doubling of people experiencing homelessness for the first time. Through landlord and tenant education and outreach campaigns, currently underway through the City of Aurora, stronger support systems will be maintained, decreasing the number of people who enter the eviction court system. Preventing people from facing eviction also saves the city money. In 2021, a total of \$13,152,097 was spent on eviction prevention, which provided support to 1,736 households. This service is extremely helpful to residents in Aurora; however, helping people not enter the eviction process at all will support positive outcomes for residents and reduce the cost burden of paying out support dollars.

It is important to note that a significant number of people experiencing homelessness are in their situation due to fleeing domestic violence. While the primary focus of this set of recommendations is to support people at risk of experiencing homelessness due to monetary reasons, the need to prevent people leaving domestic violence situations from experiencing homelessness is also essential to providing quality services.

Finally, people at risk of, or experiencing, homelessness often don't think about the jurisdictional borders that exist around them. Maintaining a homelessness services workforce that knows about the landscape of homelessness in Colorado will allow Aurora@Home to plug into a greater regional effort to prevent homelessness. This can only come through intentional, regular investment in the people on the ground, and their importance cannot be underlined enough.

“I found support through Aurora@Home, and was finally able to start rebuilding my life.”
Service recipient



Strategies and Recommendations (cont.)

Prevention Effort (cont.)

Recommendations to Achieve the Strategy

Year 1

Create a Prevention Stakeholder Subcommittee led by the City.

- Involve all organizations providing eviction assistance.
- Involve and coordinate with the courts.
- Involve Adams and Arapahoe County Human Services Child Support Services for coordination regarding eviction actions and to help educate the community regarding child support payment options.
- Provide ongoing education for personnel on eviction assistance.
- Explore how the City can help people fleeing domestic violence from experiencing homelessness.

Determine ROI on funds spent in COVID relief and budget for future work.

- Seek funding to continue the services activated by COVID-prevention funding.
- Re-evaluate funding streams affected by COVID.
- Understand lessons learned for developing future strategies and funding requests.

Create a Court Strategy and Coordinated effort/subcommittee to undertake work with support from City staff.

- Involve the courts, and legal experts who represent consumers in court, in stakeholder efforts (such as Colorado Poverty Law Project, Colorado Legal Services, Colorado COVID-19 Eviction Defense Project).
- Work towards a plan for waiving court fees or having a fund for payment of court fees.
- Provide eviction assistance for people who are going to court.
- Provide mediation prior to court with tenant, landlord, and caseworker.
- Hold mandatory/incentivised trainings for DEI and cultural competency to support sensitivity towards tenants and understanding of issues affecting them.

Request that social security cards, ID's, birth certificates, etc be added to the HS Connects, MyColorado app/ HMIS systems.

- At every opportunity with consumers start creating centralized documents
- **Year 1:** Conduct outreach to MyColorado, and other relevant databases/providers, that integration of their data into the homelessness service ecosystem is a goal of Aurora@Home.
- This will be an ongoing process that is anticipated to take more than one year to complete.
- Upkeep of the system to ensure new additions are being made will be required long-term.
- Explore integration with domestic violence systems, such as CAFE. Over 50% of people experiencing homelessness experience domestic violence, and communicating with those systems is essential to quality service delivery.

There are confidentiality issues with integrating CAFE into HMIS that need to be understood.



Strategies and Recommendations (cont.)

Prevention Effort (cont.)

Year 2

Engage with others, such as MDHI, to understand and participate in regional approaches for prevention efforts and all areas through regional coordination and understanding of existing regional efforts.

- Region is defined as the metro counties: Adams, Arapahoe, Broomfield, Boulder, Denver, Douglas, and Jefferson Counties.

Create a prevention education campaign for tenants and landlords.

- Work with the communications team to design and implement this campaign.
- Build on the Systems Mapping recommendations to ensure the referral process is easy and understandable to navigate.

Request that social security cards, ID's, birth certificates, etc be added to the HS Connects, MyColorado app/ HMIS systems.

- Year 2: Explore integrating vaccine records, ID's, and other relevant data from MyColorado and similar sources into the database.

Year 3

Implement centralized case managers that refer to other organizations as needed.

- Create a working group to design efforts, including resources required, to implement next steps.
Strategies may include:
 - Create a centralized intake assessment.
 - Work with HMIS to ensure that there is a centralized data collection system.
 - Establish case manager teams so when one person leaves the clients still have a network to reachout to.
 - Centralized referrals.
 - Determine who would lead and hire these staff members.
 - Identify funding sources.
 - Create data systems which are also easily accessible for multiple providers.

Create a landlord incentive fund to incentivize working with tenants.

- Help landlords to provide ample tenant notice of eviction.
- Help landlords understand and encourage use of prevention funding to avoid evictions.

Request that social security cards, ID's, birth certificates, etc be added to HS Connects, MyColorado app, and HMIS.

- Begin integrating federal systems to automatically have information such as Social Security Numbers.





Strategies and Recommendations (cont.)

Prevention Effort (cont.)

Measurements and Deliverables

- Annual Tracking:
 - Evictions
 - Foreclosures
 - Court hearings for eviction cases
- Family stability for those who receive services will be tracked over time.
 - 3 months, 6 months, and 1 year increments will be tracked.
- Changes to service availability and use before and during the COVID-19 Pandemic.





Strategies and Recommendations (cont.)

Street Outreach

to more effectively engage those in need with immediate services and housing.

Street outreach is essential to providing comprehensive, supportive services to people experiencing homelessness. The US Interagency Council on Homeless has found that street outreach is most effective with experienced and well trained staff who are able to be coordinated. In addition, street outreach is most effective when utilizing a person-centered approach, and when information and data entry processes are coordinated. Staff who receive regular training are also more likely to be effective. It is a highly skilled role that requires continuing and conscious investment in the workforce to ensure positive outcomes. Workers are often required to understand how to navigate highly complex public and private systems while building relationships with people who are experiencing a high level of trauma and may have a history of physical and/or mental/behavioral illnesses. Unfortunately, high staff turnover has been reported as a consistent concern across Aurora. It is believed that the high turnover is due to noncompetitive salaries, stress induced burnout, and promotion opportunities from outside organizations. In addition to this, street outreach workers have reported that a lack of ongoing training and internal career development opportunities lead to a perception that their skills and contributions are not valued.

A challenge historically has been getting caseworker and referral staff the necessary background knowledge to understand the full suite of potential supports available to people at risk of experiencing homelessness, which underscores the importance of implementing the Systems Mapping strategy. In addition to that, career development and growth opportunities for case managers, proper and regular training, professional development opportunities, and an outlined path for increasing pay will improve both the longevity of case managers and their ability to navigate the array of services available in Aurora.

With the human capital of supported, valued case workers in place, a plan can be developed to better anticipate and facilitate moving people into all forms of housing. Valued staff and organizations with historical knowledge will also allow caseworkers to emotionally support people in times of transition, as people on the cusp of experiencing homelessness often have to leave things behind or lose cherished memories in the process of relocating. That level of emotional trauma directly leads to burnout and turnover of case workers, which points to the need for supportive services to be implemented and made available to all staff in the sector.

These issues result in a lack of street outreach staff that are adequately trained and experienced being able to make impactful referrals. In the interest of supporting people experiencing homelessness, and supporting our workforce, the following recommendations are put forward. Implementation of these recommendations are anticipated to improve the daily quality of work of street outreach workers, which will directly impact the quality of services provided to people experiencing homelessness.





Strategies and Recommendations (cont.)

Street Outreach (cont.)

ACTION STEPS

Year 1

Enhance the Outreach Coordination meeting led by the City.

- Further engage with all outreach workers to help design systems that work for them.
- Further define outreach efforts and the overall approach to street outreach in Aurora.
- Increase the number and quality of street outreach with people experiencing homelessness.
- Establish and strengthen connections between organizations to increase collaboration.
- Increase engagement with centralized intake services to streamline referrals.

Improve coordination between outreach and case management to reduce duplication of efforts.

- Create a consistent definition of services provided by case managers and outreach workers in order to expand staff development and overall coordination.
 - Define street outreach, community outreach, outreach to organizations, outreach and education for City and County Staff, and other types of outreach.
 - Develop protocol on how to request support from one another and develop a mutual understanding of roles and responsibilities for the coordination of the team of workers from diverse organizations.

Year 2

Clarify referrals and increase access to referrals for consumers who are working with outreach staff members to expedite the chances of successful interventions.

Understand staff turnover and ways to support individual organizations with best practices.

- Evaluate retention to better understand successful strategies within organizations such as compensation, staff development, and career pathways.
- Provide staff support including debriefs from interventions including bereavement support when clients are deceased.

Create a staff development program across organizations for outreach workers.

- Maintain a collaborative spirit as new partners are onboarded.
- Improve communication between partners and awareness of services offered by other organizations.





Strategies and Recommendations (cont.)

Street Outreach (cont.)

Year 3

Pilot a program that allows staff from individual organizations to visit other organizations for educational purposes.

- This sharing of practices and information will comprehensively increase the understanding of what homelessness services are available in Aurora, create connections and pathways that can help expedite getting people the help they need, and provide continued learning/professional development opportunities for staff.

Measurements and Deliverables

- Number of contacts made
- Types of contacts made
- Referrals made
- Consistency of data entry into HMIS/CAFE
- Length of time street outreach workers stay in their role
- Presentations and training provided





Strategies and Recommendations (cont.)

Centralized Intake System for Consumers

to decrease the number of times people need to request assistance and overall effective coordination of resources

Communities ranging from [Charleston, SC](#) to [San Francisco, CA](#) to [Englewood, CO](#) have employed centralized intake or navigation centers as a way to improve access and the timeliness of services, track service recipients, and provide ongoing support to help people stabilize in housing. Both consumer and staff members report that there are currently barriers to accessing services in Aurora. These can come in many forms, including needing multiple referrals to end up on multiple waitlists, confusion about which services are being offered, difficulty accessing a service appropriate to the consumer's needs, and needing to physically travel to multiple locations to check up on waitlists. People with lived experience of homelessness likened accessing services to a full-time job due to these issues, further complicating holding a job to achieve self-sufficiency and stability.

Concurrently with the publishing of this plan, the City of Aurora is supporting the development of the Ridgeview Campus Redesign, which is converting an available space into a shelter with a 250 bed capacity. An additional 10 - 15 families will be able to stay at the Healthcare Montview Emergency Family Center during cold weather months when the facility is completed and operational. This project has the potential to scale, and adds further emergency relief to those in need. Finally, Aurora Mental Health is developing a Mental Health Safety Net Campus, in collaboration with STRIDE Community Health Center and the Aurora Housing Authority to support people grappling with substance use disorder and detoxification. This pilot also is being conducted with the potential for scaling in mind. These resources will be monitored for success and plugged into the centralized intake system as it is rolled out. Connecting people in need to these services underscores the importance of having a comprehensive understanding of resources available in Aurora.

The goal of this strategy is to address these barriers to services discussed above. Through establishing a centralized intake model, many of these barriers will be resolved. Through supporting an "all doors lead to services" approach, the time it takes to navigate the system, get people sorted into appropriate services, and physical travel time can be reduced and/or eliminated. This can be achieved through a conscious alignment of assessment and intake methodologies across agencies, and is essential to achieving positive outcomes for consumers. While the recommendations in this plan will not, and are not intended to, result in a single stream that all people must go through to receive services, it does seek to streamline the available paths to services with the goal of reducing wait times and matching the best service to the needs of the individual.

ACTION STEPS

Year 1

Work with the City of Aurora on creation of the One-Stop Shop (Navigation Center) to reduce redundancy of applications and referrals.

- Evaluate efforts for innovations, budgeting, planning, and service needs.
- Work with A@H to increase services for people utilizing the center.
- Upon proven success for single individuals, expand the work to meet the needs of other populations such as families.



Strategies and Recommendations (cont.)

Centralized Intake System for Consumers (cont.)

Year 1 (cont.)

A@H will engage in an ongoing regional collaborative relationships, supporting the development of the following projects:

- Ridgeview
- Montview
- Aurora Mental Health
- Navigation Center

Create a Group of Centralized Intake Staff, leveraging the Prevention Stakeholder Subcommittee from the Prevention recommendations.

- Create a centralized intake form that refers to all available services and aligns with regional intake processes through MDHI.
This form will be shared with all homelessness service providers in Aurora, and supplemental training materials will be provided to ensure comprehensive understanding and adoption of the form.
Available options will be explored to avoid duplication of efforts.
- Determine a hiring entity for centralized intake.
- Determine shared data systems for usage and obtain buy-in from partner agencies.
- Create a budget for centralized intake.
- Secure funding.

Create or utilize existing shared data system(s) for legal identification and intake.

- Expand the usage of the Homeless Management Information System with the Metro Denver Homeless Initiative and further encourage participation in this existing system.
- Work with Arapahoe Human Services to expand the use of HS Connects with partner agencies to access legal identification.
- Work with consumers to use One Colorado for their legal identification.

Year 2

Implement and Evaluate Shared Intake Staffing.

- Evaluate the rate at which warm handoffs are occurring, and develop training materials to support the warm handoff model of case management/outreach work.

Year 3

Replicate successful efforts and continue evaluation efforts.



Strategies and Recommendations (cont.)

Centralized Intake System for Consumers (cont.)

Measurements and Deliverables

- Implementation of Centralized Intake
- Document storage and sharing
- Shortened referral times
- Shortened waiting lists

“We appreciate all the assistance we’ve received thus far. We’re working towards becoming stable.”
Service recipient who is now housed





Strategies and Recommendations (cont.)

Data Collection and Integrity

to ensure that there is accurate data to analyze outcomes, identify services gaps and ensure a positive return on investment and sustainable outcomes

The ability to collect and share high-quality data across systems is needed both for real time service delivery and for evaluating the effectiveness of investments. Metrics, such as housing inventory, demographics of people experiencing homelessness, employment status, and more are collected and evaluated by individual providers. This information is essential for each provider but fails to provide an overall understanding of the effectiveness of the combined efforts in Aurora. Individual entities collect extensive data that they need to perform their jobs rather than collaborating on a large-scale data collection effort to create a comprehensive understanding of the landscape of homelessness in Aurora. Through reviewing and expanding data sharing agreements between service providers, school districts, and the City, the quality and quantity of data will be increased and the ability to understand service gaps and effectiveness of interventions will be improved.

When high-quality data is being collected, real-time data sharing on housing and employment statistics will be available to all service providers in Aurora, which will improve outcomes for people experiencing, or at risk of experiencing homelessness. This will, in turn, increase investment in homelessness services due to an increase in credibility and accountability. Further, creating a shared repository for I.D.s, birth certificates, Social Security Numbers, etc. will improve case worker's ability to support people experiencing homelessness to get back on their feet, as losing documents needed to gain employment and housing are common issues experienced by people living on the streets. Finally, increasing the quality and availability of data will ensure that reporting out on services provided is grounded in data, which will allow for more vibrant and impactful annual reports to be generated.

ACTION STEPS

Year 1

Create a data committee with the City.

- These efforts are shared by the City of Aurora, the Aurora Housing Authority, and all organizations required to report to the City due to funding streams.
- Review data collection for relevancy, shared definitions, opportunities to eliminate duplication, and alignment between agencies.
- Evaluate Key indicators and utilize information for planning throughout Aurora@Home with sensitivity to not ask service providers to collect data in another format.

Create a data-driven inventory of housing available in Aurora.



Strategies and Recommendations (cont.)

Data Collection and Integrity (cont.)

Year 2

Promote data sharing to understand gaps and successes.

- Address issues of confidentiality and consumer releases to expedite data sharing.
- Determine most effective systems and encourage consistent use across all providers.
- Explore how domestic violence databases can be integrated without compromising confidentiality.
- Explore integrating other systems, such as school districts, into the database to expand available data.

Utilize data to better communicate challenges, opportunities and successes of the work.

- These efforts are shared by the City of Aurora and the Aurora Housing Authority.

Measurements and Deliverables

- Creation of an annual data report
- Creation of a data dashboard with monthly updates for the public





Strategies and Recommendations (cont.)

Communications

between providers, people in need, and the community to understand resources and responses

Communicating the landscape of homelessness, and what the City is doing to support people experiencing homelessness, is a challenge for every community. It is also essential to ensure that everyone understands the importance of supporting people experiencing homelessness, and what is being done to support those people. While service providers have a deeper understanding of the roles and services available, this information is often lost between providers and the public. The goal of this strategy is to clearly state who Aurora@Home is, what it is doing, and where homelessness in Aurora is anticipated to go in the next five years.

This will be achieved through clearly communicating the streamlining of services that will occur through implementation of the rest of the plan, providing consistent, accurate, and aligned information and language around homelessness in Aurora, and through celebrating the efficiencies and successes of services offered. Through plainly broadcasting eligibility requirements, destigmatizing accessing services, and increasing awareness of services available, there will be an increase in awareness of homelessness and services provided to people experiencing homelessness in Aurora.

Further, communication between service providers has historically been more informal, leading to a who-you-know method of cross-referral. This slows the rate at which people experiencing homelessness receive services that match their needs, and creates confusion amongst service providers and the public alike. Through careful alignment of communication channels, a more formal system can be established to support quick and effective service delivery.

“Collaboration must remain at the forefront regardless of the direction A@H takes. Collaboration is what will help us all improve the lives of those at risk of, or experiencing homelessness”
Service provider



Strategies and Recommendations (cont.)

Communications (cont.)

ACTION STEPS

Year 1

Increase and improve internal communication for A@H members in order to improve effectiveness.

- These efforts are shared by the City of Aurora, the Aurora Housing Authority, and others.
- Ensure current communication systems are maintained including website, meeting notices, strategic plans and implementation work.
- Clearly define the mission, goals, and shared messaging strategies internally for Aurora@Home.
- Clearly define roles of Aurora@Home, and highlight where partnerships are needed.
- Maintain an active website for community and internal communications.
- The Operations Committee will meet monthly with a hybrid in person/virtual model to communicate efforts, collectively strategize, communicate successes, etc. to ensure shared understanding of the current landscape of Aurora@Home.

Increase communication with external partners to promote clear understanding and exchange of information to support a collaborative effort.

- These efforts are shared by the City of Aurora, the Aurora Housing Authority, and others.
- Annually update community partners and partner organizations of progress made. Include relevant partners such as City governing boards, Aurora City Council, Adams County Board of Commissioners, Arapahoe County Board of Commissioners, Douglas County Board of Commissioners, etc.
- Regularly report on outcomes to external partners including an Annual Report.
- Ensure that the website is regularly updated.

Create a sense of greater shared investments responsibility for A@H.

- These efforts are shared by the City of Aurora, the Aurora Housing Authority, and others.
- Implement the Aurora@Home Bylaws and Governing Board values.
- Update and streamline the member agreements (MOUs) and ensure invoicing and payment for partner contributions occurs in a timely manner.
- Explore automatic renewal as an option to streamline contracts with partner organizations when contracts remain unchanged.
- Continue monthly meetings of the Operations committee with additional members hosting, planning the agendas and preparation including site visits as a priority for the members when meeting in person.



Strategies and Recommendations (cont.)

Communications (cont.)

Year 2

Increase regional awareness of Aurora@Home and coordinate efforts for both internal and external communications as well as relationship building.

- These efforts are shared by the City of Aurora, the Aurora Housing Authority, and others.
- Understand roles and responsibilities of members.
 - Be able to define when and how members are representing A@H to support coordination of efforts.
- Continue coordination with key stakeholders such as the Division of Housing, Metro Denver Homeless Initiative, and City groups.
- Coordinate with other metro groups, counties, and state stakeholders as appropriate.
- Engage with elected officials.
- Share strategic plan efforts and ongoing work.

Create External Communication Plan and Strategy.

- These efforts are shared by the City of Aurora and the Aurora Housing Authority.
- Work with Aurora@Home to meet communication needs.
 - Establish a task force on communication if needed.
- Create a prevention education campaign for tenants and landlords.
- Work with City staff members to fully understand external communication audiences and develop appropriate materials.
- Increase awareness of Aurora@Home in the general public.

Measurements and Deliverables

- Website visits and average length of time on the website
- Number of presentations given to community organizations
- Funding and resources available
- Number of participating organizations in A@H
- Annual communications report produced

“We’re excited about this new direction A@H is taking to improve collaboration.”
Service provider



Conclusion

Through the strategic planning process, members of Aurora@Home have been engaged to achieve the most meaningful strategies and recommendations possible. One of the values of Aurora@Home is that we believe that people deserve to be treated with dignity and respect and will function through an equitable, collaborative, and trauma-informed lens. This belief has permeated the strategic planning process, and framed all recommendations made within this document. This same approach is applied when working with each other, respecting people's time, their areas of expertise, and making decisions as a collaborative body.

Aurora@home leadership, including City of Aurora representation, met with the consulting firm [Strategy With Rox](#) in September of 2021 to determine a process for the strategic planning project. As meeting cadence, input groups, and means of learning from those with lived experience of homelessness were determined, the project was officially launched. Regular meetings with the Board of Aurora@Home were conducted throughout the process to provide input on the future structure of Aurora@Home, the strategies that must be explored to strengthen Aurora@Home service provision, and the recommendations needed to achieve those strategies.

As the Board meetings were occurring, concurrent meetings with the Aurora@Home Operations team were held. These meetings provided front-line staff, and people associated with Aurora@Home who work for other homelessness service organizations, to ground the strategies and recommendations put forward by the Board in the daily reality of service provision and the experiences of those in need of services. The Operations team also provided input on how to implement the strategic plan and the action steps which were needed at the direct client level.

Through this project, Aurora@Home was able to live into another one of our values, that recommendations for services and systems are based on consumer voice, data, evidence, and promising best practices. During the strategic planning process, two focus groups were held. One focus group was with people with lived experience of homelessness, which allowed Aurora@Home to learn about the paths taken by actual people navigating the array of homelessness services available in Aurora. The second focus group brought together service providers in Aurora who were not engaged in Aurora@Homes strategic planning process, allowing a broader understanding of needs in Aurora.

The strategic plan was written in Summer of 2022, with approval and rollout of the plan occurring in late Summer/early Fall 2022. The plan establishes action steps for Aurora@Home to implement through the years 2023 - 2026. We strongly believe that these recommendations will greatly improve the material conditions of people experiencing homelessness in Aurora, Colorado, and hope you join us in supporting the hard work that needs to be done to support all residents of our great city.





Appendix

A. Acknowledgements

List of individuals involved in Strategic Planning Process

Board Members

Cheryl Ternes - Arapahoe County Department of Human Services
Bob Prevost - Arapahoe County Department of Human Services
Kathy Smith - Arapahoe County Community Resources
Jessica Prosser - City of Aurora
Alicia Montoya - City of Aurora
Craig Maraschky - Aurora Housing Authority
Steve Blackstock - Aurora Housing Authority
Kelly Phillips Henry - Aurora Mental Health Center
Amy Beruan - Aurora Public Schools
Melissa Green - Bridge House and Ready to Work
Marlo Alston - Bridge House and Ready to Work
Leslie Navarro-Walker - Cherry Creek Schools
Megan Cook - Children's Hospital Colorado
Kristin Toombs - Colorado Division of Housing
Signy Mikita - Community Housing Partners
Karmen Carter - Gateway Domestic Violence Services
Scott Shields - Family Tree and GOALS
Jamie Rife - Metro Denver Homeless Initiative
Bob Dorshimer - Mile High Behavioral Health Center
Rochelle Nadeau - Comitis, ADRC, CCN
Kristen Baluyot - Salvation Army
Kathy Mulloy - Salvation Army
Susan Todd - STRIDE Community Health Center

Contributing Members

Emma King - City of Aurora
Laura Getz - Aurora Housing Authority





Appendix (cont.)

A. Acknowledgements (cont.)

Partner Organizations



Aurora Mental Health Center
Live Life to the Fullest



Children's Hospital Colorado



COMMUNITY
HOUSING
PARTNERS



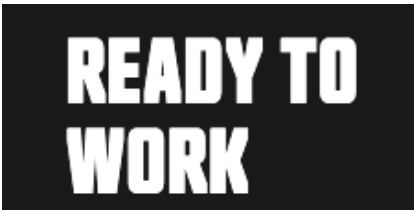
FamilyTree



DOMESTIC VIOLENCE
SERVICES



Mile High
Behavioral
Healthcare



STRIDE
COMMUNITY HEALTH CENTER



Partner School Districts



Aurora Public Schools
Every student shapes a successful future.



Dedicated to Excellence
Cherry Creek Schools





Appendix (cont.)

A. Acknowledgements (cont.)

Organizations Involved in the Strategic Plan Process

- Colorado Coalition for the Homeless
- Colorado Safe Parking Initiative (Aurora) & Just Living Recovery (Lakewood)
- Gateway Domestic Violence Shelter
- Local Affairs Division of Housing
- STRIDE mobile medical services
- UCHealth Housing Transitions Team



COLORADO
Department of Local Affairs





Appendix (cont.)

B. Provider Survey Data

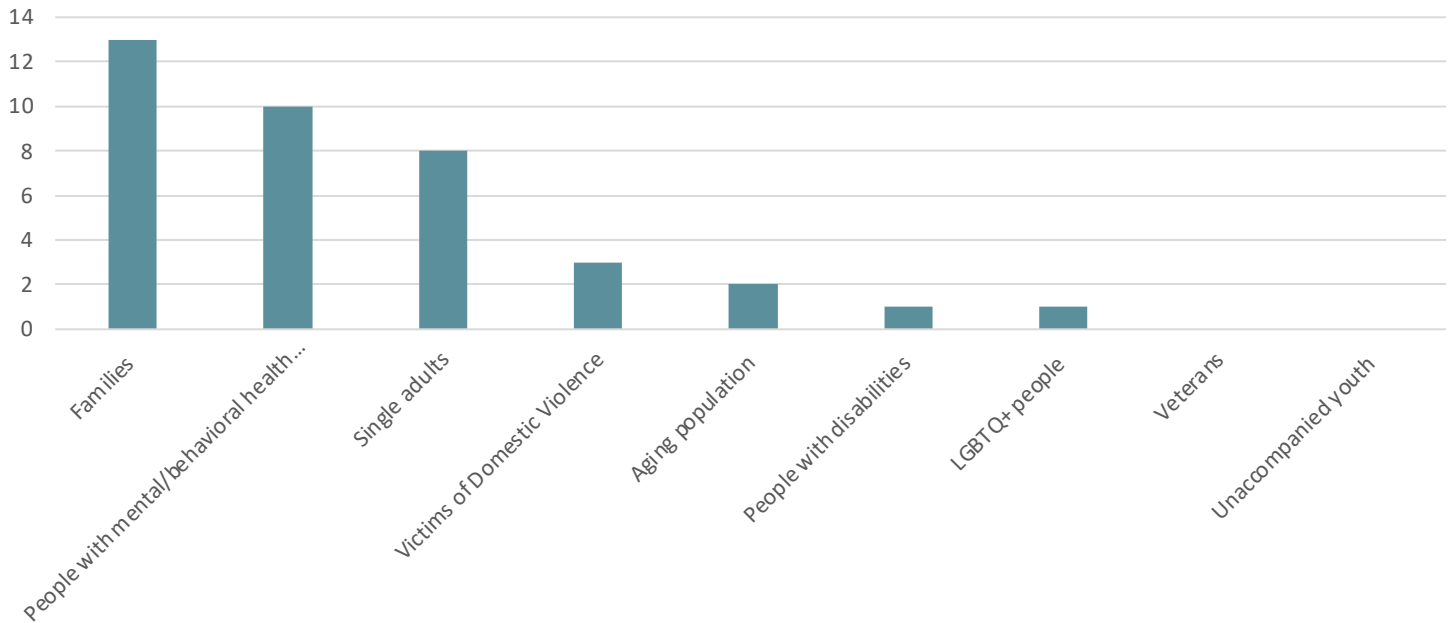
The Collaborator survey was distributed to people with professional ties to homelessness services in Aurora. It sought to identify broad support, or lack thereof, for the recommendations in this plan while suggesting which areas of the plan should be prioritized to best meet the needs of people experiencing homelessness in Aurora. Broadly speaking, from the 45 respondents there was support for the different organizational strategies discussed above. This broad support is essential to creating a suite of services available to people experiencing homelessness that is coordinated across the city. An analysis of the survey results can be found below.

Respondents began the survey by identifying the organization they work for. Then they were prompted to identify the priority populations that need support, and the supports that they need to ensure homelessness is rare, brief, and one time. These first five questions were designed to understand where the coalition of people working in homelessness services in Aurora are, and to check that Aurora@Home’s understanding of the landscape of homelessness in Aurora is correct.

What is the name of the organization you work for?



Please identify the population with the highest need based on your agency’s experience:

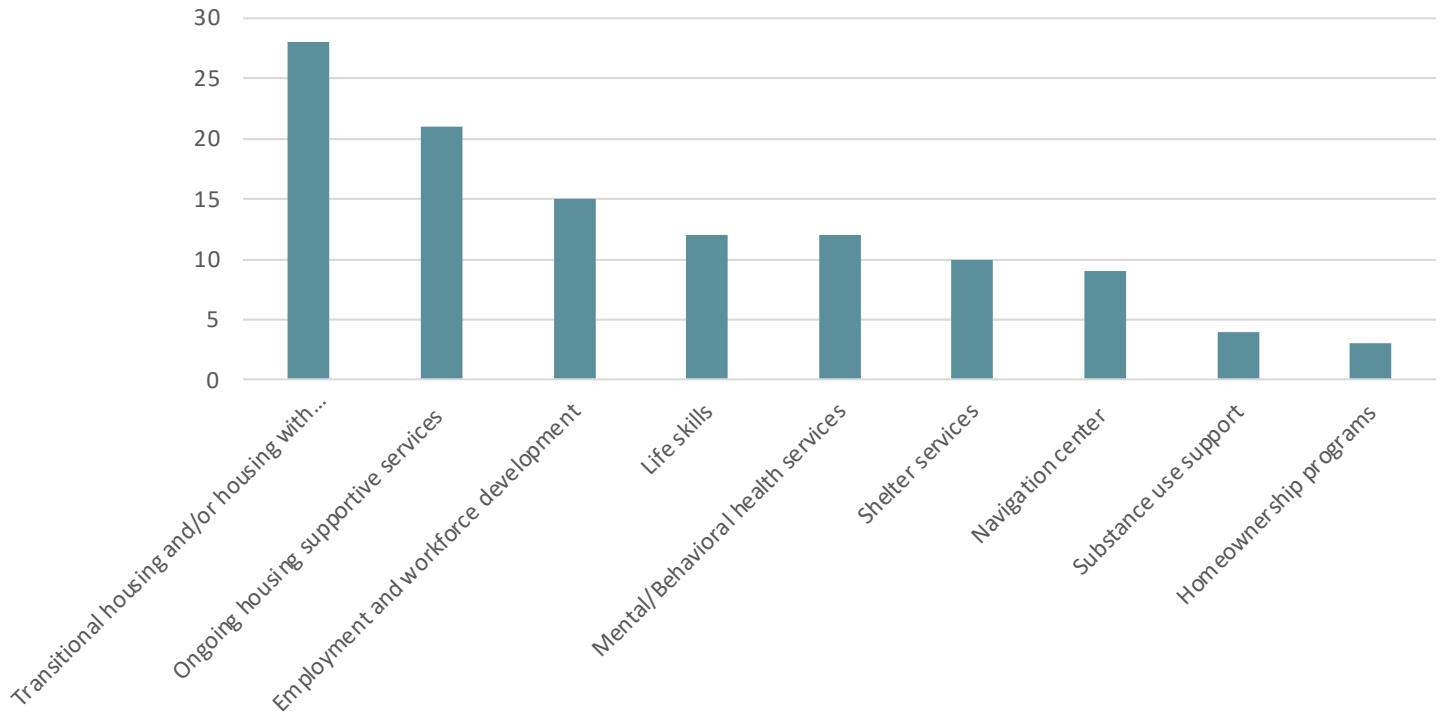




Appendix (cont.)

B. Provider Survey Data (cont.)

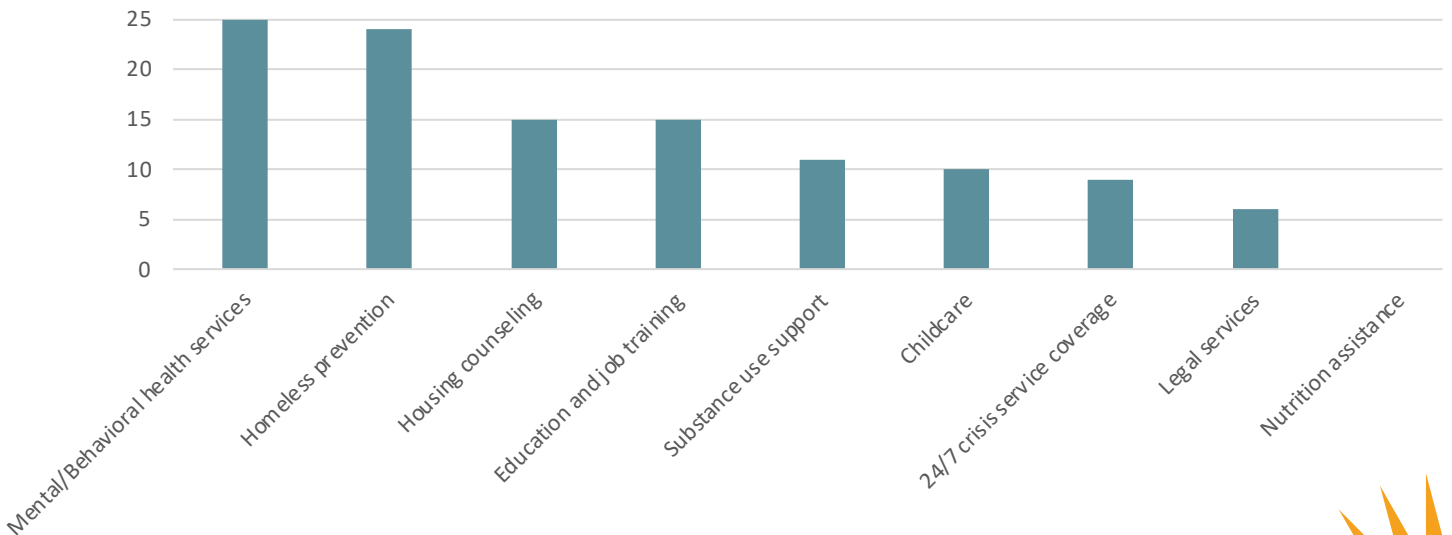
What is the most needed service for people at risk of, or experiencing, homelessness? Please check the top three most important below:



When considering the following which is most critical to achieving the development of affordable housing?

- Most critical: increase the number of affordable housing units in the city.
- Second most critical: development incentives to build more affordable housing.
- Third most critical: Expansion of community-wide affordable housing services.

What is the most needed supportive service to support people experiencing homelessness?





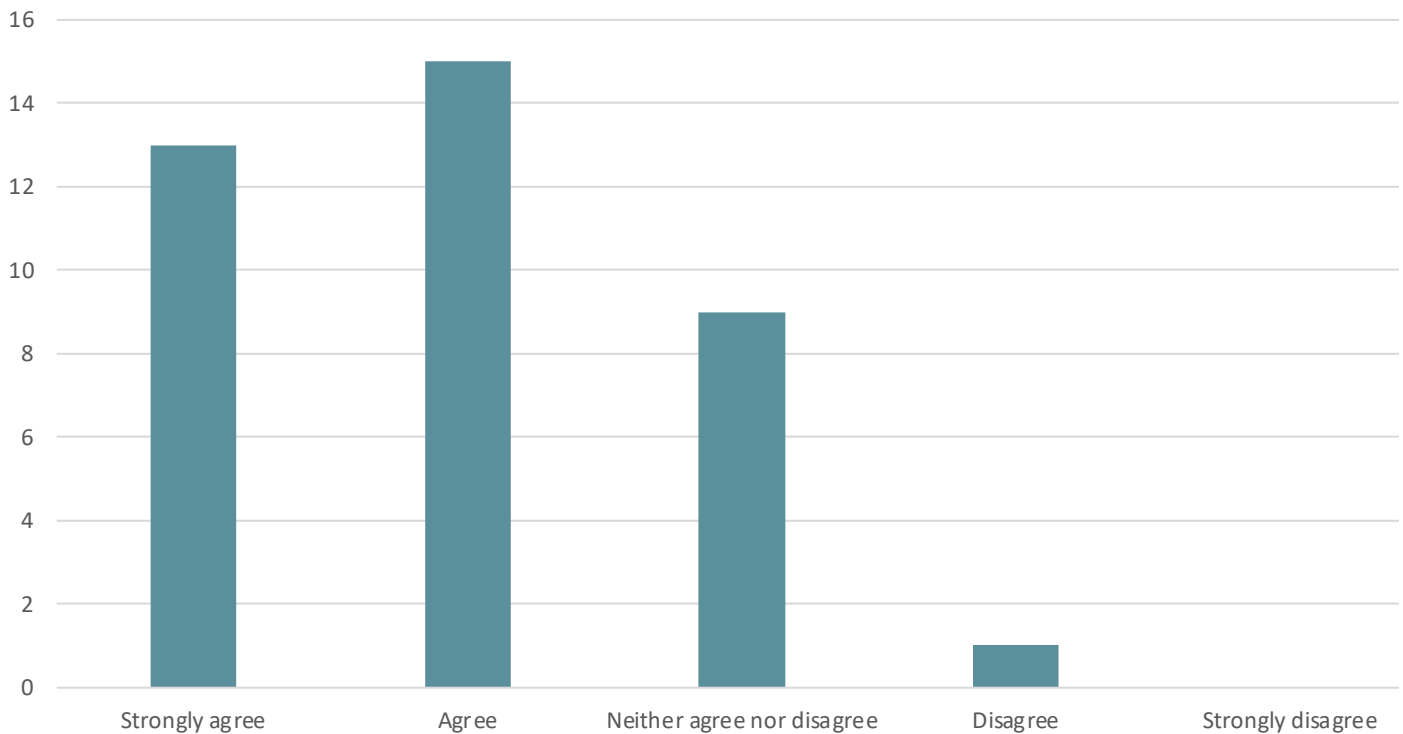
Appendix (cont.)

B. Provider Survey Data (cont.)

Looking at these first five questions, it can be seen that the survey received a broad range of respondents from organizations across Aurora supporting people experiencing homelessness. Further, these organizations are already broadly aligned with the direction that Aurora@Home is moving towards in this plan. The identification of families, people with mental/behavioral health issues, and single adults aligns with the identification of priority populations that Aurora@Home based strategic discussions off of. The need for services, and supportive services, that support those populations was also identified by respondents. Respondents also identified the need for additional affordable housing units, and for incentives to support the development of those units. This acknowledgement of the need for additional housing stock ties into the Aurora Housing Strategy, which seeks to support the development of additional affordable housing.

Respondents then were asked to look at the areas of the Aurora@Home strategic plan. This was to ensure that peers of Aurora@Home thought that the recommendations proposed in this plan were helpful to people experiencing homelessness, and to establish broad buy-in for the strategic plan. A significant focus of Aurora@Home in the coming years is city-wide collaboration, which requires other organizations engage in a collaborative spirit.

How strongly do you agree that the mission statement of Aurora@Home aligns with the needs of the community?

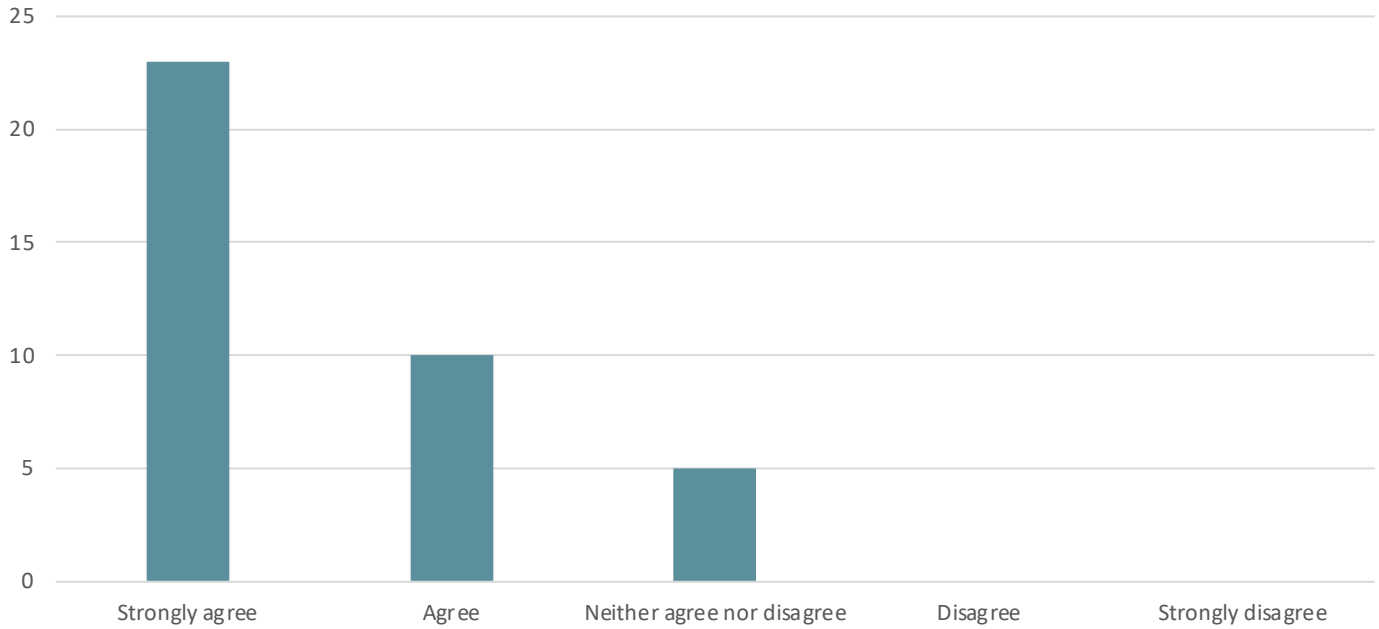




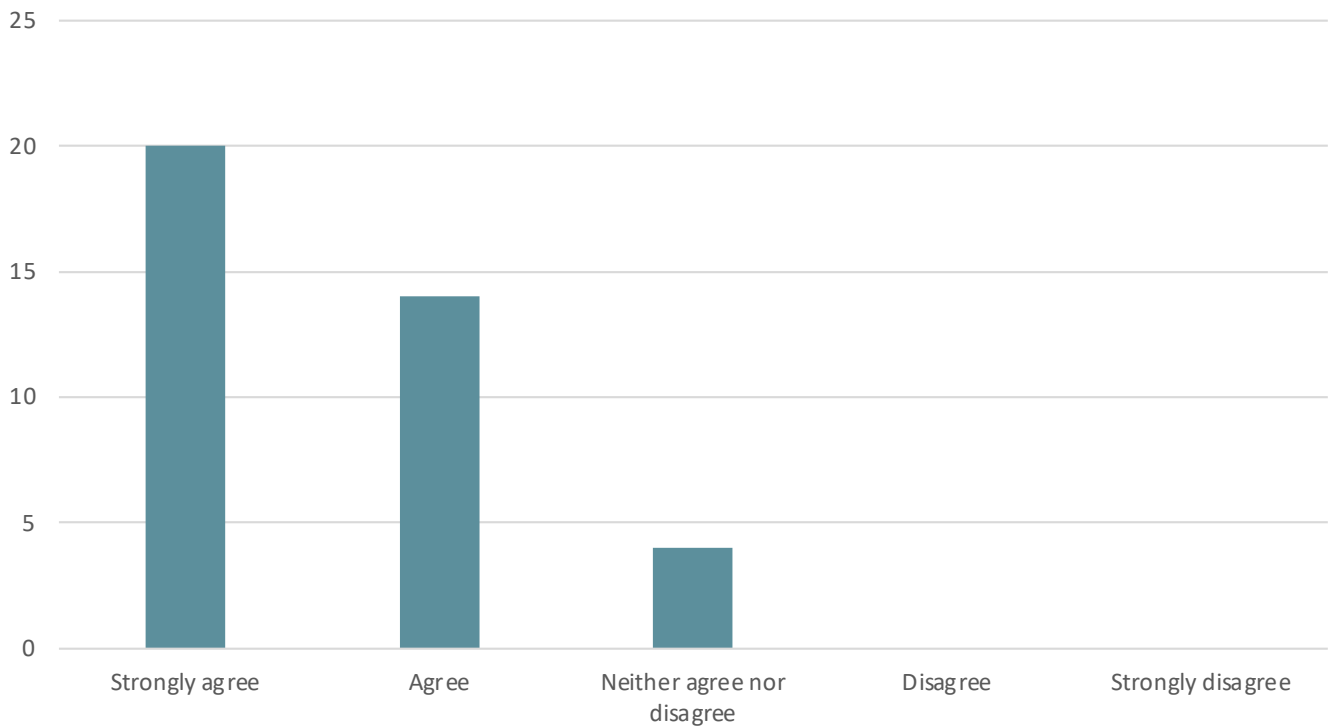
Appendix (cont.)

B. Provider Survey Data (cont.)

How strongly do you agree that the vision statement of Aurora@Home aligns with the needs of the community?



How strongly do you agree that the values statement of Aurora@Home aligns with the needs of the community?

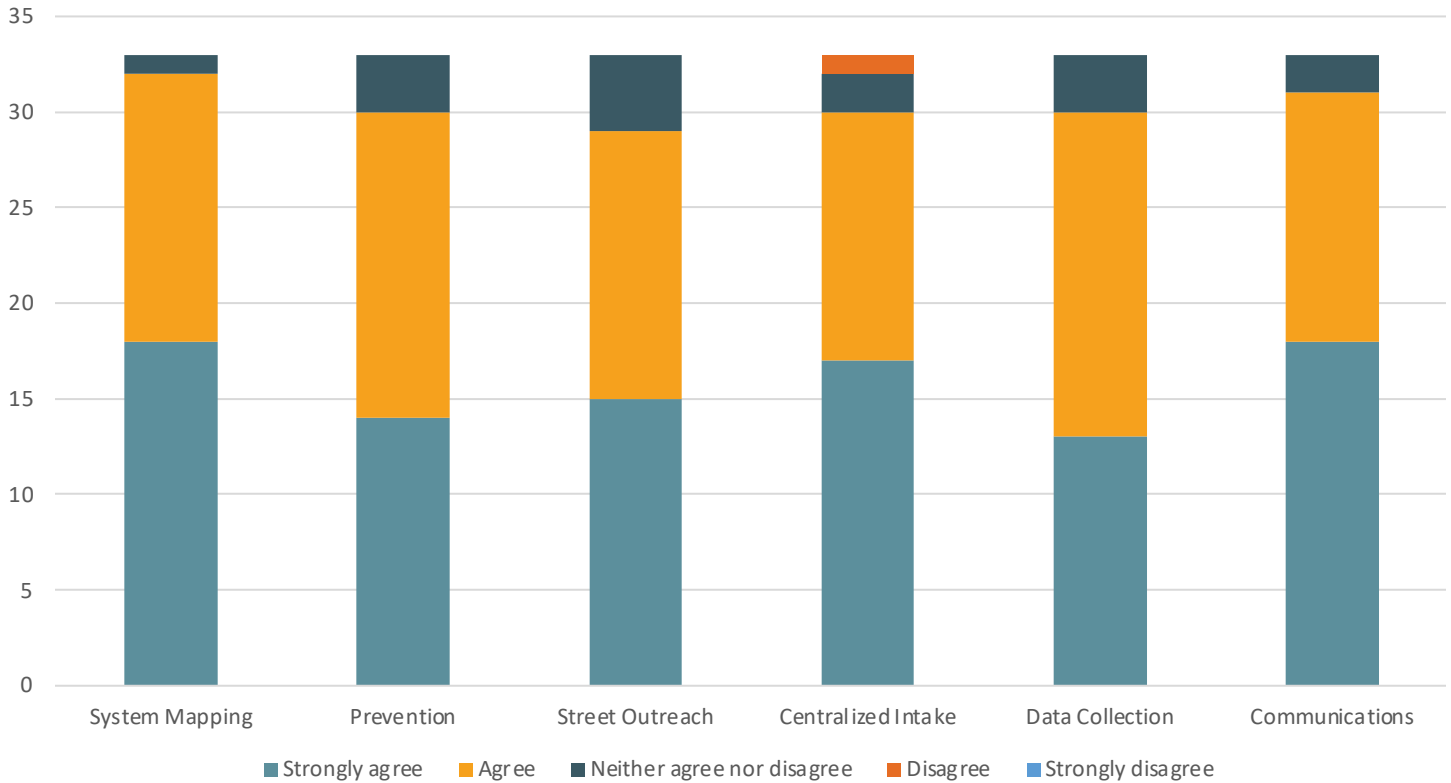




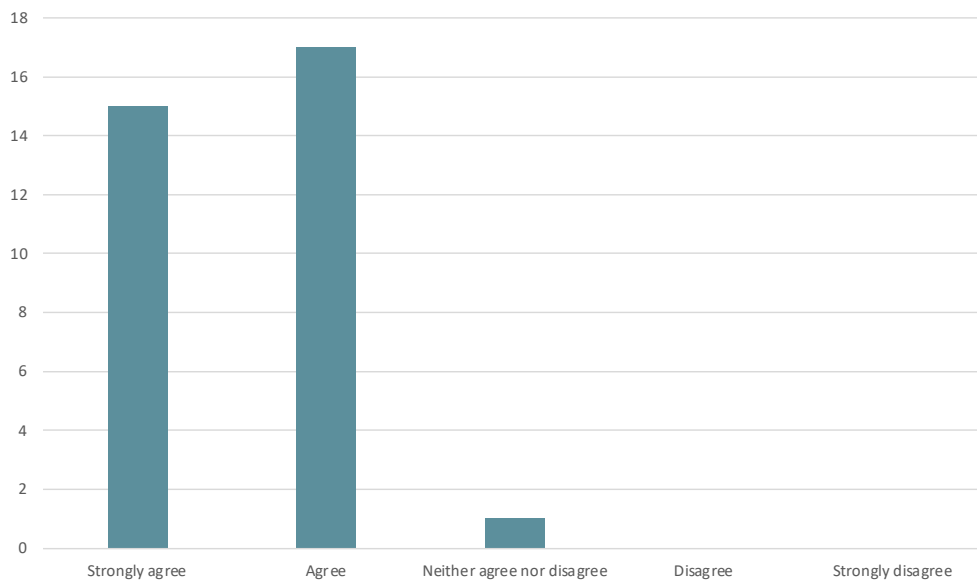
Appendix (cont.)

B. Provider Survey Data (cont.)

For the following six areas of the strategic plan, how strongly do you agree that each area of the plan will meet the needs of the community?



Considering the six strategic areas above, how strongly do you agree that the strategic plan, when fully implemented, would positively impact the lives of people at risk of, or experiencing, homelessness in Aurora?

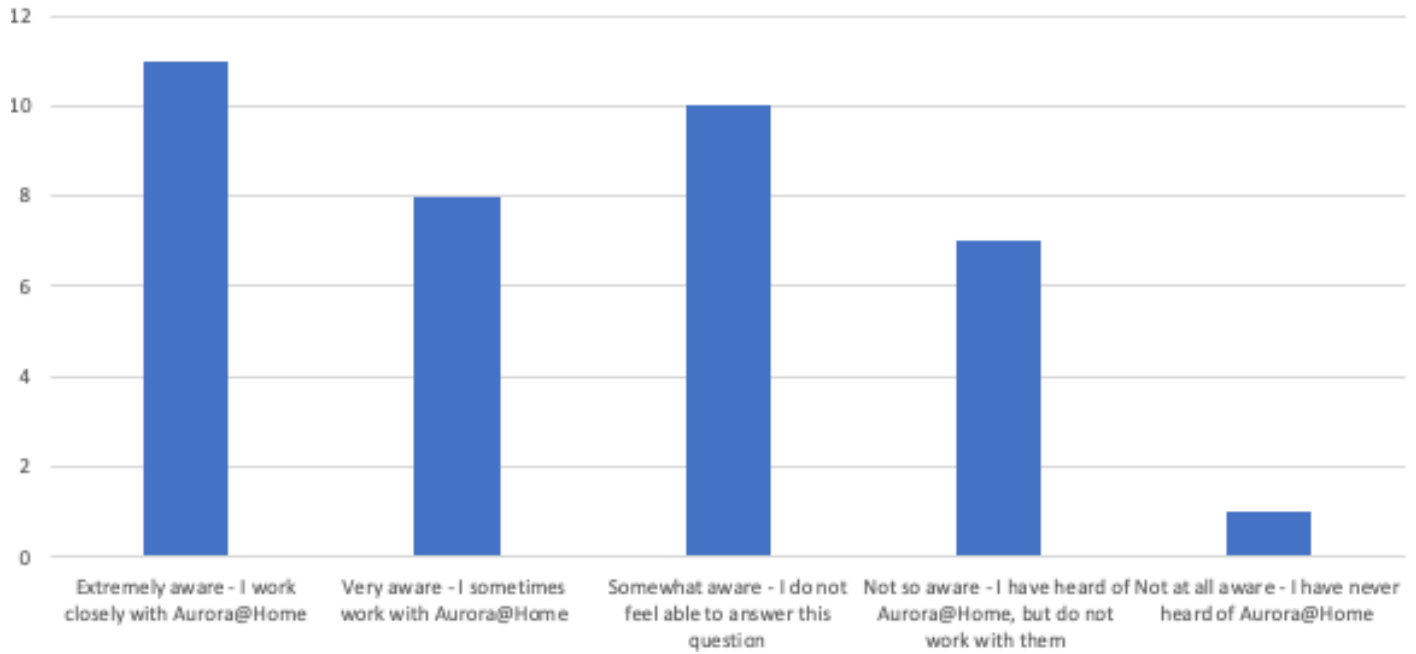




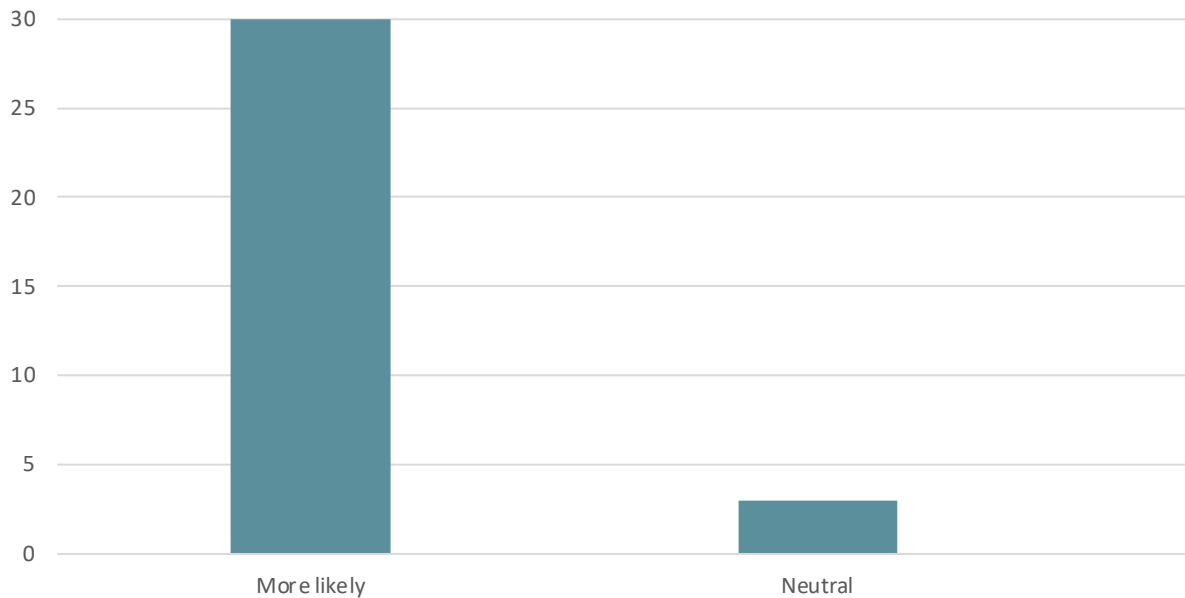
Appendix (cont.)

B. Provider Survey Data (cont.)

How aware are you of Aurora@Home?



Based on your understanding of the strategic plan, are you more or less likely to become engaged with Aurora@Home?





Appendix (cont.)

B. Provider Survey Data (cont.)

Looking at the six charts above, it becomes clear that respondents think that Aurora@Home is conceptually aligned with the direction the Aurora@Home strategic plan is heading in. There is broad support for the individual areas of the plan, and taking the survey has increased respondents awareness of, and interest in engaging with, Aurora@Home. This broad conceptual support is essential to supporting the collaborative approach that Aurora@Home is implementing, and the understanding that the willingness to engage and collaborate is there in Aurora is extremely valuable.





Appendix (cont.)

C. State Legislative Policy Landscape

In the 2022 Colorado Legislative Session, a number of bills were passed that impact the provision of housing and homelessness services. While the impact of these bills hasn't been seen yet, the funding allocations both serve as an acknowledgement by the State that homelessness is an issue that needs direct, long-lasting attention and as a step towards achieving the goal of homelessness being rare, brief, and one time. A list of bills that pertain to homelessness services that have been passed by the Colorado legislature in 2022 can be found below with synopses of the funding made available by them.

\$50M for Denver Metro Regional Navigation Campus (HB22-1378)

Eligible activities include behavioral health/recovery services, medical/dental, shelter, transitional housing, and supportive housing, vocational rehab/employment services, benefits enrollment, services for people exiting residential facilities or at risk of homelessness.

\$105M grant program for homelessness response (HB22-1377)

(shelter, bridge, housing, including supportive housing, recovery care, data, educational and vocational programs, etc.)

\$323 in additional housing funding (Grants and revolving loans for affordable housing)

\$138M grant program for affordable housing investments (HB22-1304)

\$150M in a revolving loan fund for affordable housing investments (SB22-159)

\$35M revolving loan fund for mobile home parks (SB22-160)

\$45M to repurpose the Ridgeview Campus into a recovery community (SB22-211)



CITY OF AURORA

Council Agenda Commentary

Item Title: Neighborhood Engagement Update
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Scott Campbell, Community Engagement Coordinator/ Tim Joyce, Assistant City Attorney
Outside Speaker: N/A
Council Goal: 2012: 1.2--Develop neighborhood and community relationships

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

Neighborhood Improvement Grant
Estimated Presentation/discussion time: 10/15 minutes

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item and Move Forward to Study Session
- Approve Item as proposed at Study Session
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Information Only
- Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field.

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
- Does Not Recommend Approval
- Forwarded Without Recommendation
- Recommendation Report Attached
- Minutes Attached
- Minutes Not Available

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

N/A – This is the first update to Council on this new grant.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

City Council has approved \$60,000.00 from the General Fund for the Aurora Neighborhood Improvement Grant Program. The program was designed to improve the appearance of Aurora neighborhoods while strengthening the social fabric and organizational networks of community residents. This is an update to Council on the projects for the 2022 grant cycle.

QUESTIONS FOR COUNCIL

N/A

LEGAL COMMENTS

This item is informational only. There is no formal council action necessary. The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)). (TJoyce)

PUBLIC FINANCIAL IMPACT

YES NO

If yes, explain: This grant is funded in the amount of \$60,000.00 from the General Fund.

PRIVATE FISCAL IMPACT

Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A

City of Aurora

Neighborhood Engagement Grant Update

Housing, Neighborhood Services and Redevelopment
Policy Committee Meeting

November 2, 2022



Overview

City Council has approved \$60,000 (up to \$5,000 per project) from the general fund for the Aurora Neighborhood Improvement Grant Program. The program was designed to improve the appearance of Aurora neighborhoods while strengthening the social fabric and organizational networks of community residents.

The goals of this program include:

1. Improving the physical condition of a neighborhood
2. Enhancing neighborhood pride and identity
3. Connecting neighbors and fostering a strong sense of community
4. Encouraging “place-making” by bringing assets into the neighborhood that encourage gathering and positive experiences



Updates

Number of Applicants: 16

Number of Awardees: 14

Funding Requests: \$69, 030

Funding Awarded: \$59,410

Ward	Number of Awards
I	2
II	1
III	2
IV	2
V	4
VI	3



Project Highlights



Project Highlights

Before



After



Project Highlights

Before



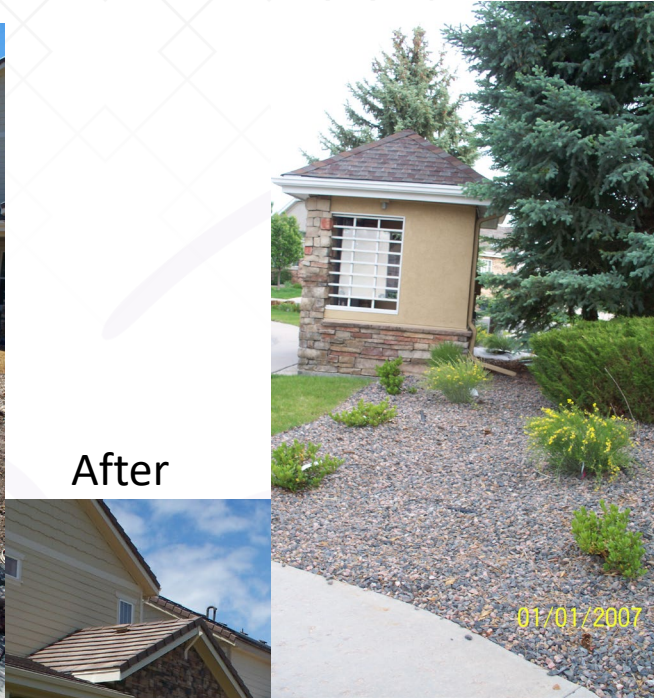
After



Project Highlights

Before

After



After



Project Highlights

Before



After





CITY OF AURORA

Council Agenda Commentary

Item Title: Aurora Mobile Response Team Update
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Courtney Tassin, Crisis Intervention Program Manager/ Angela Garcia, Senior Assistant City Attorney
Outside Speaker: N/A
Council Goal: 2012: 6.1--Ensure the delivery of high quality services to residents in an efficient and cost effective manner

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

Aurora Mobile Response Team Update
Estimated Presentation/Discussion Time: 5 minutes/5 minutes

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- | | |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session | <input type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only | |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field. | |

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- | | |
|---|---|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached | <input type="checkbox"/> Minutes Not Available |

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

In the 2021 budget, a pilot program was approved to create a mobile response team where a licensed mental health professional and paramedic respond to low risk, low acuity situations where law enforcement is not required. A City of Aurora cross-departmental team along with Aurora Mental Health and Falck Rocky Mountain collaborated to design the program, create policies and recruit the members of the team during the first half of 2021.

08/02/2020 - HORNS Meeting: Introduction of AMRT members

10/28/2020 - HORNS Meeting: AMRT program manager provided update on AMRT progress

01/03/2022 - Study Session: AMRT program manager provided update on AMRT and background on program

03/03/2022 - HoRNS Meeting: AMRT Program Manager provided update on end of AMRT pilot

03/21/2022 - Study Session: AMRT Program Manager provided update on end of pilot

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

The Aurora Mobile Response Team has been in operation for over 1 year and has entered its second year of service provision.

AMRT contacted over 500 individuals in the first year of service with the majority of the calls having zero police involvement. The calls that involved PD were instances where PD requested assistance from the AMRT (108 times). During these calls AMRT was able to either assume care from PD or assist on calls where PD was still needed but PD recognized the level of care needed exceeded their expertise. We saw a cost reallocation of about \$24,000 from relieving PD and allowing them to go back into service.

In 29 instances, individuals met criteria for a mental health hold but were able to be diverted away from the emergency departments through safety planning in place or utilization on lower levels of care such as the walk-in crisis center. We saw a cost savings over over \$118,000 from ER diversions.

The AMRT has done an incredible job serving the citizens of Aurora and we are excited to continue providing this service.

QUESTIONS FOR COUNCIL

N/A

LEGAL COMMENTS

This item is informational only. There is no formal council action necessary.

The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)). (Garcia)

PUBLIC FINANCIAL IMPACT

YES NO

If yes, explain: The AMRT responds to 911 and non emergency line calls in lieu of police officers, allowing a reallocation of officer services to life-saving or criminal calls for service. Showing a cost savings of \$24,000 during the first year alone. This number increases with every call that the AMRT responds to. (Org code 64541).

PRIVATE FISCAL IMPACT

Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A



Aurora **MOBILE RESPONSE** Team

Support and resources for those in crisis

OFFICIAL REPORT



Mission Statement

The Aurora Mobile Response Team (AMRT)) is a multidisciplinary crisis intervention team comprised of a Colorado state certified EMT-P/ EMT and a Licensed Mental Health Professional that was created to provide an additional, trauma-informed public safety response to non-violent behavioral health calls that come through 911 or the non-emergency dispatch line. The goal of this program is to provide quality care to the citizens of Aurora by utilizing the most appropriate and least restrictive level of care through on scene behavioral health assessments, emotional support, courtesy transports, and connection to resources. This program aims to supplement already established operations by alleviating call load from other public safety agencies to include Aurora Fire Rescue, Aurora Police Department, Falck Rocky Mountain and to improve client outcomes through diversion away from the criminal justice system and emergency departments when appropriate.

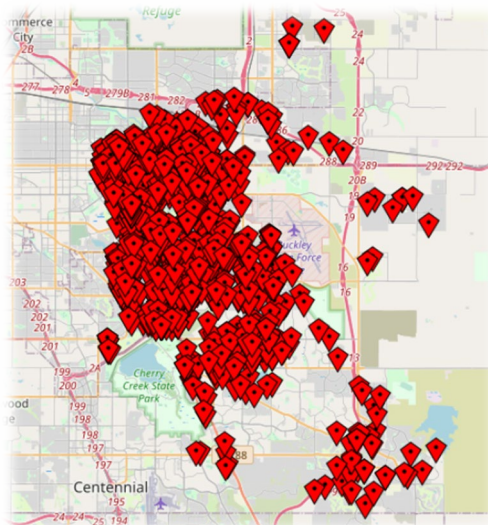
In the first year, **AMRT responded to over 500 calls for service.** For the vast majority of calls AMRT was the primary and sole response. **PD requested the assistance of AMRT 108 times** throughout the first year. During these instances, AMRT either assumed care from PD or worked alongside PD to manage the behavioral health aspects of a call for service.

Cost Savings

<u>Relieving APD</u>	<u>ER Diversions: 29</u>	<u>Jail Diversion: 2</u>
\$24,000 <	\$118,000 <	~\$240

Additionally, AMRT was able to successfully **mitigate 8 trespassing charges** by connecting individuals to services or providing courtesy transports to local resources.

To assist in evaluating the overall demand for AMRT within the City of Aurora, City of Aurora Public Safety Communications created a code within the call tracking system (CAD) to track the number of calls deemed appropriate for an AMRT response. This code is entered in at the dispatchers and call-takers discretion. **From the dates of 8/25/21-10/18/2022, 1142 events have been identified as appropriate for an AMRT response.** The need is being seen across the entire city as shown below on the map. Each red flag shows an appropriate AMRT call. This number may be higher as it is up to the discretion of the dispatcher to enter the code into the call notes.





CITY OF AURORA

Council Agenda Commentary

Item Title: HB 22-1137 Update and possible impact on Code Enforcement
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Sandra Youngman, Manager of Code Enforcement / Tim Joyce, Assistant City Attorney
Outside Speaker: N/A
Council Goal: 2012: 4.5--Maintain high-quality, livable neighborhoods

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

HB 22-1137 Update and possible impacts on Code Enforcement

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- | | |
|---|--|
| <input type="checkbox"/> Approve Item and Move Forward to Study Session | <input type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input checked="" type="checkbox"/> Information Only | |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field. | |

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: *(Check all that apply)*

- | | |
|---|---|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached | <input type="checkbox"/> Minutes Not Available |

HISTORY *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

In June 2022, HB 22-1137 was passed by the Colorado Legislature. HB 22-1137 concerns practices of HOAs and the enforcement of unit owners' associations, and, in connection with authorizing the enforcement of certain matters regarding unit owners' associations in small claims court and limiting the conduct of unit owners' associations in collecting unpaid assessments, fees, and fines.

A small number of neighborhood and HOA leaders reached out to the Community Engagement Division with questions and concerns. Some property management companies may be telling their HOAs that they will no longer be enforcing HOA guidelines for code related violations as they feel this piece of legislation has made it overly cumbersome to enforce anything.

Code Enforcement enforces the zoning codes in the UDO requirements on private property. Code Enforcement does not enforce HOA covenants. HOA dues, HOA regulations and HOA bylaws are private contract matters and the City has no authority to enforce them. The homeowners pay HOA fees so the property management company will have oversight and enforcement of the HOA rules and regulations to ensure their properties within the HOA are maintained. If a unit owner violates City Code, the City can take enforcement action against the unit owner.

That said, Code Enforcement is both proactive and complaint based for enforcement capacity in the city. We prioritize our responses with the highest priority being life safety. If an HOA property manager does not enforce the covenants and bylaws and refers all these violations and complaints to Code Enforcement, this may cause an impact in the enforcement ability in areas within the city which do not have covenants in place.

Hannah Smith, Intergovernmental Relations Manager, was asked to reach out to CML regarding this concern and they have not heard any concerns from other municipalities.

ITEM SUMMARY *(Brief description of item, discussion, key points, recommendations, etc.)*

Discussion regarding HB 22-1137 regarding HOA enforcement of the HOA's Bylaws.

QUESTIONS FOR COUNCIL

This is informational only. Does the committee want this information presented to Council at a Study Session?

LEGAL COMMENTS

This item is informational only. There is no formal council action necessary. The City Manager shall be responsible to the Council for the proper administration of all affairs of the city placed in his charge and, to that end, shall have the power and duty to make written or verbal reports at any time concerning the affairs of the City. (City Charter, Art. 7-4(e)). (TJoyce)

PUBLIC FINANCIAL IMPACT

YES NO

If yes, explain: N/A

PRIVATE FISCAL IMPACT

Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A

An Act

HOUSE BILL 22-1137

BY REPRESENTATIVE(S) Ricks and Bradfield, Bacon, Bernett, Boesenecker, Duran, Exum, Hooton, Jodeh, Kipp, Lindsay, Lontine, Titone;
also SENATOR(S) Gonzales and Coleman, Bridges, Buckner, Donovan, Hinrichsen, Jaquez Lewis, Moreno, Sonnenberg, Story.

CONCERNING PRACTICES OF UNIT OWNERS' ASSOCIATIONS, AND, IN CONNECTION THEREWITH, AUTHORIZING THE ENFORCEMENT OF CERTAIN MATTERS REGARDING UNIT OWNERS' ASSOCIATIONS IN SMALL CLAIMS COURT AND LIMITING THE CONDUCT OF UNIT OWNERS' ASSOCIATIONS IN COLLECTING UNPAID ASSESSMENTS, FEES, AND FINES.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. In Colorado Revised Statutes, 38-33.3-209.5, **amend** (2)(a), (5)(a) introductory portion, and (5)(a)(V) introductory portion; and **add** (1.7), (2)(c), (6), (7), (8), (9), and (10) as follows:

38-33.3-209.5. Responsible governance policies - due process for imposition of fines - procedure for collection of delinquent accounts - enforcement through small claims court - definitions. (1.7) (a) WITH

Capital letters or bold & italic numbers indicate new material added to existing law; dashes through words or numbers indicate deletions from existing law and such material is not part of the act.

REGARD TO A UNIT OWNER'S DELINQUENCY IN PAYING ASSESSMENTS, FINES, OR FEES, AN ASSOCIATION SHALL:

(I) FIRST CONTACT THE UNIT OWNER TO ALERT THE UNIT OWNER OF THE DELINQUENCY BEFORE TAKING ACTION IN RELATION TO THE DELINQUENCY PURSUANT TO SUBSECTION (1.7)(a)(II) OF THIS SECTION AND SHALL MAINTAIN A RECORD OF ANY CONTACTS, INCLUDING INFORMATION REGARDING THE TYPE OF COMMUNICATION USED TO CONTACT THE UNIT OWNER AND THE DATE AND TIME THAT THE CONTACT WAS MADE. ANY CONTACTS THAT A COMMUNITY ASSOCIATION MANAGER OR A PROPERTY MANAGEMENT COMPANY MAKES ON BEHALF OF AN ASSOCIATION PURSUANT TO THIS SUBSECTION (1.7)(a) IS DEEMED A CONTACT MADE BY THE ASSOCIATION AND NOT BY A DEBT COLLECTOR AS DEFINED IN SECTION 5-16-103 (9). A UNIT OWNER MAY IDENTIFY ANOTHER PERSON TO SERVE AS A DESIGNATED CONTACT FOR THE UNIT OWNER TO BE CONTACTED ON THE UNIT OWNER'S BEHALF FOR PURPOSES OF THIS SUBSECTION (1.7)(a)(I). A UNIT OWNER MAY ALSO NOTIFY THE ASSOCIATION IF THE UNIT OWNER PREFERS THAT CORRESPONDENCE AND NOTICES FROM THE ASSOCIATION BE MADE IN A LANGUAGE OTHER THAN ENGLISH. IF A PREFERENCE IS NOT INDICATED, THE ASSOCIATION SHALL SEND THE CORRESPONDENCE AND NOTICES IN ENGLISH. THE UNIT OWNER AND THE UNIT OWNER'S DESIGNATED CONTACT MUST RECEIVE THE SAME CORRESPONDENCE AND NOTICES ANYTIME COMMUNICATIONS ARE SENT OUT; EXCEPT THAT THE UNIT OWNER MUST RECEIVE THE CORRESPONDENCE AND NOTICES IN THE LANGUAGE FOR WHICH THE UNIT OWNER HAS INDICATED A PREFERENCE, IF ANY. AN ASSOCIATION MAY DETERMINE THE MANNER IN WHICH A UNIT OWNER MAY IDENTIFY A DESIGNATED CONTACT. IN CONTACTING THE UNIT OWNER OR A DESIGNATED CONTACT, AN ASSOCIATION SHALL SEND THE SAME TYPE OF NOTICE OF DELINQUENCY REQUIRED TO BE SENT PURSUANT TO SUBSECTION (5)(a)(V) OF THIS SECTION, INCLUDING SENDING IT BY CERTIFIED MAIL, RETURN RECEIPT REQUESTED, AND PHYSICALLY POST A COPY OF THE NOTICE OF DELINQUENCY AT THE UNIT OWNER'S UNIT. IN ADDITION, THE ASSOCIATION SHALL CONTACT THE UNIT OWNER BY ONE OF THE FOLLOWING MEANS:

(A) FIRST-CLASS MAIL;

(B) TEXT MESSAGE TO A CELLULAR NUMBER THAT THE ASSOCIATION HAS ON FILE BECAUSE THE UNIT OWNER HAS PROVIDED THE CELLULAR NUMBER TO THE ASSOCIATION; OR

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(C) E-MAIL TO AN E-MAIL ADDRESS THAT THE ASSOCIATION HAS ON FILE BECAUSE THE UNIT OWNER HAS PROVIDED THE E-MAIL ADDRESS TO THE ASSOCIATION.

(II) REFER A DELINQUENT ACCOUNT TO A COLLECTION AGENCY OR ATTORNEY ONLY IF A MAJORITY OF THE EXECUTIVE BOARD VOTES TO REFER THE MATTER IN A RECORDED VOTE AT A MEETING CONDUCTED PURSUANT TO SECTION 38-33.3-308 (4)(e). A COMMUNITY ASSOCIATION MANAGEMENT OR PROPERTY MANAGEMENT COMPANY ACTING ON BEHALF OF THE ASSOCIATION SHALL NOT REFER A DELINQUENT ACCOUNT TO A COLLECTION AGENCY OR AN ATTORNEY UNLESS A MAJORITY OF THE EXECUTIVE BOARD VOTES TO REFER THE MATTER IN A RECORDED VOTE AT A MEETING CONDUCTED PURSUANT TO SECTION 38-33.3-308 (4)(e).

(b) (I) AN ASSOCIATION SHALL NOT IMPOSE THE FOLLOWING ON A DAILY BASIS AGAINST A UNIT OWNER:

(A) LATE FEES; OR

(B) FINES ASSESSED FOR VIOLATIONS OF THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF THE ASSOCIATION. AN ASSOCIATION MAY ONLY IMPOSE FINES FOR VIOLATIONS IN ACCORDANCE WITH THIS SUBSECTION (1.7)(b).

(II) (A) WITH RESPECT TO ANY VIOLATION OF THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF AN ASSOCIATION THAT THE ASSOCIATION REASONABLY DETERMINES THREATENS THE PUBLIC SAFETY OR HEALTH, THE ASSOCIATION SHALL PROVIDE THE UNIT OWNER WRITTEN NOTICE, IN ENGLISH AND IN ANY LANGUAGE THAT THE UNIT OWNER HAS INDICATED A PREFERENCE FOR CORRESPONDENCE AND NOTICES PURSUANT TO SUBSECTION (1.7)(a)(I) OF THIS SECTION, OF THE VIOLATION INFORMING THE UNIT OWNER THAT THE UNIT OWNER HAS SEVENTY-TWO HOURS TO CURE THE VIOLATION OR THE ASSOCIATION MAY FINE THE UNIT OWNER.

(B) IF, AFTER AN INSPECTION OF THE UNIT, THE ASSOCIATION DETERMINES THAT THE UNIT OWNER HAS NOT CURED THE VIOLATION WITHIN SEVENTY-TWO HOURS AFTER RECEIVING THE NOTICE, THE ASSOCIATION MAY IMPOSE FINES ON THE UNIT OWNER EVERY OTHER DAY AND MAY TAKE LEGAL ACTION AGAINST THE UNIT OWNER FOR THE VIOLATION; EXCEPT THAT, IN ACCORDANCE WITH SUBSECTION (8)(c)(I) OF THIS SECTION, THE

ASSOCIATION SHALL NOT PURSUE FORECLOSURE AGAINST THE UNIT OWNER BASED ON FINES OWED.

(III) (A) IF AN ASSOCIATION REASONABLY DETERMINES THAT A UNIT OWNER COMMITTED A VIOLATION OF THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF THE ASSOCIATION, OTHER THAN A VIOLATION THAT THREATENS THE PUBLIC SAFETY OR HEALTH, THE ASSOCIATION SHALL, THROUGH CERTIFIED MAIL, RETURN RECEIPT REQUESTED, PROVIDE THE UNIT OWNER WRITTEN NOTICE, IN ENGLISH AND IN ANY LANGUAGE THAT THE UNIT OWNER HAS INDICATED A PREFERENCE FOR CORRESPONDENCE AND NOTICES PURSUANT TO SUBSECTION (1.7)(a)(I) OF THIS SECTION, OF THE VIOLATION INFORMING THE UNIT OWNER THAT THE UNIT OWNER HAS THIRTY DAYS TO CURE THE VIOLATION OR THE ASSOCIATION, AFTER CONDUCTING AN INSPECTION AND DETERMINING THAT THE UNIT OWNER HAS NOT CURED THE VIOLATION, MAY FINE THE UNIT OWNER; HOWEVER, THE TOTAL AMOUNT OF FINES IMPOSED FOR THE VIOLATION MAY NOT EXCEED FIVE HUNDRED DOLLARS.

(B) AN ASSOCIATION SHALL GRANT A UNIT OWNER TWO CONSECUTIVE THIRTY-DAY PERIODS TO CURE A VIOLATION BEFORE THE ASSOCIATION MAY TAKE LEGAL ACTION AGAINST THE UNIT OWNER FOR THE VIOLATION. IN ACCORDANCE WITH SUBSECTION (8)(c)(I) OF THIS SECTION, AN ASSOCIATION SHALL NOT PURSUE FORECLOSURE AGAINST THE UNIT OWNER BASED ON FINES OWED.

(IV) IF THE UNIT OWNER CURES THE VIOLATION WITHIN THE PERIOD TO CURE AFFORDED THE UNIT OWNER, THE UNIT OWNER MAY NOTIFY THE ASSOCIATION OF THE CURE AND, IF THE UNIT OWNER SENDS WITH THE NOTICE VISUAL EVIDENCE THAT THE VIOLATION HAS BEEN CURED, THE VIOLATION IS DEEMED CURED ON THE DATE THAT THE UNIT OWNER SENDS THE NOTICE. IF THE UNIT OWNER'S NOTICE DOES NOT INCLUDE VISUAL EVIDENCE THAT THE VIOLATION HAS BEEN CURED, THE ASSOCIATION SHALL INSPECT THE UNIT AS SOON AS PRACTICABLE TO DETERMINE IF THE VIOLATION HAS BEEN CURED.

(V) IF THE ASSOCIATION DOES NOT RECEIVE NOTICE FROM THE UNIT OWNER THAT THE VIOLATION HAS BEEN CURED, THE ASSOCIATION SHALL INSPECT THE UNIT WITHIN SEVEN DAYS AFTER THE EXPIRATION OF THE THIRTY-DAY CURE PERIOD TO DETERMINE IF THE VIOLATION HAS BEEN CURED. IF, AFTER THE INSPECTION AND WHETHER OR NOT THE ASSOCIATION

RECEIVED NOTICE FROM THE UNIT OWNER THAT THE VIOLATION WAS CURED, THE ASSOCIATION DETERMINES THAT THE VIOLATION HAS NOT BEEN CURED:

(A) A SECOND THIRTY-DAY PERIOD TO CURE COMMENCES IF ONLY ONE THIRTY-DAY PERIOD TO CURE HAS ELAPSED; OR

(B) THE ASSOCIATION MAY TAKE LEGAL ACTION PURSUANT TO THIS SECTION IF TWO THIRTY-DAY PERIODS TO CURE HAVE ELAPSED.

(VI) ONCE THE UNIT OWNER CURES A VIOLATION, THE ASSOCIATION SHALL NOTIFY THE UNIT OWNER, IN ENGLISH AND IN ANY LANGUAGE THAT THE UNIT OWNER HAS INDICATED A PREFERENCE FOR CORRESPONDENCE AND NOTICES PURSUANT TO SUBSECTION (1.7)(a)(I) OF THIS SECTION:

(A) THAT THE UNIT OWNER WILL NOT BE FURTHER FINED WITH REGARD TO THE VIOLATION; AND

(B) OF ANY OUTSTANDING FINE BALANCE THAT THE UNIT OWNER STILL OWES THE ASSOCIATION.

(c) ON A MONTHLY BASIS AND BY FIRST-CLASS MAIL AND, IF THE ASSOCIATION HAS THE RELEVANT E-MAIL ADDRESS, BY E-MAIL, AN ASSOCIATION SHALL SEND TO EACH UNIT OWNER WHO HAS ANY OUTSTANDING BALANCE OWED THE ASSOCIATION AN ITEMIZED LIST OF ALL ASSESSMENTS, FINES, FEES, AND CHARGES THAT THE UNIT OWNER OWES TO THE ASSOCIATION. THE ASSOCIATION SHALL SEND THE ITEMIZED LIST TO THE UNIT OWNER IN ENGLISH OR IN ANY LANGUAGE FOR WHICH THE UNIT OWNER HAS INDICATED A PREFERENCE FOR CORRESPONDENCE AND NOTICES PURSUANT TO SUBSECTION (1.7)(a)(I) OF THIS SECTION AND TO ANY DESIGNATED CONTACT FOR THE UNIT OWNER.

(2) Notwithstanding any provision of the declaration, bylaws, articles, or rules and regulations to the contrary, the association may not fine any unit owner for an alleged violation unless:

(a) The association has adopted, and follows, a written policy governing the imposition of fines; and

(c) THE POLICY:

(I) REQUIRES NOTICE REGARDING THE NATURE OF THE ALLEGED VIOLATION, THE ACTION OR ACTIONS REQUIRED TO CURE THE ALLEGED VIOLATION, AND THE TIMELINE FOR THE FAIR AND IMPARTIAL FACT-FINDING PROCESS REQUIRED UNDER SUBSECTION (2)(b) OF THIS SECTION. THE ASSOCIATION MAY SEND THE UNIT OWNER THE NOTICE REQUIRED UNDER THIS SUBSECTION (2)(c)(I) IN ACCORDANCE WITH SUBSECTION (1.7)(a) OF THIS SECTION.

(II) SPECIFIES THE INTERVAL UPON WHICH FINES MAY BE LEVIED IN ACCORDANCE WITH SUBSECTION (1.7)(b) OF THIS SECTION FOR VIOLATIONS THAT ARE CONTINUING IN NATURE.

(5) (a) Notwithstanding any provision of the declaration, bylaws, articles, or rules and regulations to the contrary or the absence of a relevant provision in the declaration, bylaws, articles, or rules or regulations, the association or a holder or assignee of the association's debt, whether the holder or assignee of the association's debt is an entity or a natural person, may not use a collection agency or take legal action to collect unpaid assessments unless the association or a holder or assignee of the association's debt has adopted, and follows, a written policy governing the collection of unpaid assessments AND UNLESS THE ASSOCIATION COMPLIES WITH SUBSECTION (7) OF THIS SECTION. The policy must, at a minimum, specify:

(V) That, before the entity turns over a delinquent account of a unit owner to a collection agency or refers it to an attorney for legal action, the entity must send the unit owner a notice of delinquency, BY CERTIFIED MAIL, RETURN RECEIPT REQUESTED, specifying:

(6) A NOTICE OF DELINQUENCY THAT AN ASSOCIATION SENDS TO A UNIT OWNER FOR UNPAID ASSESSMENTS, FINES, FEES, OR CHARGES MUST:

(a) BE WRITTEN IN ENGLISH AND IN ANY LANGUAGE THAT THE UNIT OWNER HAS INDICATED A PREFERENCE FOR CORRESPONDENCE AND NOTICES PURSUANT TO SUBSECTION (1.7)(a)(I) OF THIS SECTION;

(b) SPECIFY WHETHER THE DELINQUENCY CONCERNS UNPAID ASSESSMENTS; UNPAID FINES, FEES, OR CHARGES; OR BOTH UNPAID ASSESSMENTS AND UNPAID FINES, FEES, OR CHARGES, AND, IF THE NOTICE OF DELINQUENCY CONCERNS UNPAID ASSESSMENTS, THE NOTICE OF

DELINQUENCY MUST NOTIFY THE UNIT OWNER THAT UNPAID ASSESSMENTS MAY LEAD TO FORECLOSURE; AND

(c) INCLUDE:

(I) A DESCRIPTION OF THE STEPS THE ASSOCIATION MUST TAKE BEFORE THE ASSOCIATION MAY TAKE LEGAL ACTION AGAINST THE UNIT OWNER, INCLUDING A DESCRIPTION OF THE ASSOCIATION'S CURE PROCESS ESTABLISHED IN ACCORDANCE WITH SUBSECTION (1.7)(b) OF THIS SECTION; AND

(II) A DESCRIPTION OF WHAT LEGAL ACTION THE ASSOCIATION MAY TAKE AGAINST THE UNIT OWNER, INCLUDING A DESCRIPTION OF THE TYPES OF MATTERS THAT THE ASSOCIATION OR UNIT OWNER MAY TAKE TO SMALL CLAIMS COURT, INCLUDING INJUNCTIVE MATTERS FOR WHICH THE ASSOCIATION SEEKS AN ORDER REQUIRING THE UNIT OWNER TO COMPLY WITH THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF THE ASSOCIATION.

(7) (a) AN ASSOCIATION SHALL NOT COMMENCE A LEGAL ACTION TO INITIATE A FORECLOSURE PROCEEDING BASED ON A UNIT OWNER'S DELINQUENCY IN PAYING ASSESSMENTS UNLESS:

(I) THE ASSOCIATION HAS COMPLIED WITH EACH OF THE REQUIREMENTS IN THIS SECTION AND IN SECTION 38-33.3-316.3 RELATED TO A UNIT OWNER'S DELINQUENCY IN PAYING ASSESSMENTS;

(II) THE ASSOCIATION HAS PROVIDED THE UNIT OWNER WITH A WRITTEN OFFER TO ENTER INTO A REPAYMENT PLAN PURSUANT TO SECTION 38-33.3-316.3 (2) THAT AUTHORIZES THE UNIT OWNER TO REPAY THE DEBT IN MONTHLY INSTALLMENTS OVER EIGHTEEN MONTHS. UNDER THE REPAYMENT PLAN, THE UNIT OWNER MAY CHOOSE THE AMOUNT TO BE PAID EACH MONTH, SO LONG AS EACH PAYMENT MUST BE IN AN AMOUNT OF AT LEAST TWENTY-FIVE DOLLARS UNTIL THE BALANCE OF THE AMOUNT OWED IS LESS THAN TWENTY-FIVE DOLLARS; AND

(III) WITHIN THIRTY DAYS AFTER THE ASSOCIATION HAS PROVIDED THE OWNER WITH A WRITTEN OFFER TO ENTER INTO A REPAYMENT PLAN, THE UNIT OWNER HAS EITHER:

(A) DECLINED THE REPAYMENT PLAN; OR

(B) AFTER ACCEPTING THE REPAYMENT PLAN, FAILED TO PAY AT LEAST THREE OF THE MONTHLY INSTALLMENTS WITHIN FIFTEEN DAYS AFTER THE MONTHLY INSTALLMENTS WERE DUE.

(b) A UNIT OWNER WHO HAS ENTERED INTO A REPAYMENT PLAN PURSUANT TO SUBSECTION (7)(a) OF THIS SECTION MAY ELECT TO PAY THE REMAINING BALANCE OWED UNDER THE REPAYMENT PLAN AT ANY TIME DURING THE DURATION OF THE REPAYMENT PLAN.

(8) AN ASSOCIATION SHALL NOT:

(a) CHARGE A RATE OF INTEREST ON UNPAID ASSESSMENTS, FINES, OR FEES IN AN AMOUNT GREATER THAN EIGHT PERCENT PER YEAR;

(b) ASSESS A FEE OR OTHER CHARGE TO RECOVER COSTS INCURRED FOR PROVIDING THE UNIT OWNER A STATEMENT OF THE TOTAL AMOUNT THAT THE UNIT OWNER OWES;

(c) FORECLOSE ON AN ASSESSMENT LIEN IF THE DEBT SECURING THE LIEN CONSISTS ONLY OF ONE OR BOTH OF THE FOLLOWING:

(I) FINES THAT THE ASSOCIATION HAS ASSESSED AGAINST THE UNIT OWNER; OR

(II) COLLECTION COSTS OR ATTORNEY FEES THAT THE ASSOCIATION HAS INCURRED AND THAT ARE ONLY ASSOCIATED WITH ASSESSED FINES.

(9) A PARTY SEEKING TO ENFORCE RIGHTS AND RESPONSIBILITIES ARISING UNDER THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF AN ASSOCIATION IN RELATION TO DISPUTES ARISING FROM ASSESSMENTS, FINES, OR FEES OWED TO THE ASSOCIATION AND FOR WHICH THE AMOUNT AT ISSUE DOES NOT EXCEED SEVEN THOUSAND FIVE HUNDRED DOLLARS, EXCLUSIVE OF INTEREST AND COSTS, MAY FILE A CLAIM IN SMALL CLAIMS COURT PURSUANT TO SECTION 13-6-403 (1)(b)(I).

(10) AS USED IN THIS SECTION, "NOTICE OF DELINQUENCY" MEANS A WRITTEN NOTICE THAT AN ASSOCIATION SENDS TO A UNIT OWNER TO NOTIFY THE UNIT OWNER OF ANY UNPAID ASSESSMENTS, FINES, FEES, OR

CHARGES THAT THE UNIT OWNER OWES THE ASSOCIATION.

SECTION 2. In Colorado Revised Statutes, 38-33.3-308, **amend** (4)(e) as follows:

38-33.3-308. Meetings. (4) Matters for discussion by an executive or closed session are limited to:

(e) Any matter, the disclosure of which would constitute an unwarranted invasion of individual privacy, INCLUDING A DISCIPLINARY HEARING REGARDING A UNIT OWNER AND ANY REFERRAL OF DELINQUENCY; EXCEPT THAT A UNIT OWNER WHO IS THE SUBJECT OF A DISCIPLINARY HEARING OR A REFERRAL OF DELINQUENCY MAY REQUEST AND RECEIVE THE RESULTS OF ANY VOTE TAKEN AT THE RELEVANT MEETING;

SECTION 3. In Colorado Revised Statutes, 38-33.3-315, **amend** (2) as follows:

38-33.3-315. Assessments for common expenses. (2) Except for assessments under subsections (3) and (4) of this section and section 38-33.3-207 (4)(a)(IV), all common expenses shall be assessed against all the units in accordance with the allocations set forth in the declaration pursuant to section 38-33.3-207 (1) and (2). Any past-due common expense assessment or installment thereof shall bear OF A COMMON EXPENSE ASSESSMENT BEARS interest at the rate established by the association not exceeding twenty-one IN AN AMOUNT NOT TO EXCEED EIGHT percent per year.

SECTION 4. In Colorado Revised Statutes, 38-33.3-316, **amend** (1), (2)(d), and (7); and **add** (12) as follows:

38-33.3-316. Lien for assessments - liens for fines, fees, charges, costs, and attorney fees - limitations. (1) (a) The association, if such association is incorporated or organized as a limited liability company, has a statutory lien on a unit for any assessment levied against that unit or fines imposed against its unit owner. ~~Unless the declaration otherwise provides,~~ Fees, charges, late charges, attorney fees UP TO THE MAXIMUM AMOUNT AUTHORIZED UNDER SUBSECTION (7) OF THIS SECTION, fines, and interest charged pursuant to section 38-33.3-302 (1)(j), (1)(k), and (1)(l), section 38-33.3-313 (6), and section 38-33.3-315 (2) ~~are enforceable as assessments~~

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~~under this article. The amount of the lien shall include all those items set forth in this section from the time such items become due~~ MAY BE SUBJECT TO A STATUTORY LIEN BUT ARE NOT SUBJECT TO A FORECLOSURE ACTION UNDER THIS ARTICLE 33.3.

(b) If an assessment is payable in installments, each installment is ~~a lien from the time it becomes due, including the due date set by any valid association's acceleration of installment obligations~~ MAY BE SUBJECT TO A STATUTORY LIEN IF THE UNIT OWNER FAILS TO PAY THE INSTALLMENT WITHIN FIFTEEN DAYS AFTER THE INSTALLMENT BECOMES DUE, BUT THE ASSOCIATION MAY NOT PURSUE LEGAL ACTION FOR UNPAID MONTHLY INSTALLMENTS UNTIL THE UNIT OWNER HAS FAILED TO PAY AT LEAST THREE MONTHLY INSTALLMENTS PURSUANT TO SECTION 38-33.3-209.5 (7)(a)(III)(B).

(2) (d) ~~The association shall have the statutory lien described in subsection (1) of this section for any assessment levied or fine imposed after June 30, 1992. Such A lien shall have~~ DESCRIBED IN SUBSECTION (1) OF THIS SECTION HAS the priority described in this subsection (2) if the other lien or encumbrance is created after June 30, 1992.

(7) (a) (I) The association ~~shall be~~ IS entitled to costs and reasonable attorney fees ~~incurred by~~ THAT the association ~~in a judgment or decree~~ INCURS in any action or suit FOR A JUDGMENT OR DECREE brought by the association under this section.

(II) A COURT SHALL DETERMINE REASONABLE ATTORNEY FEES IN ACCORDANCE WITH RULE 121 SEC. 1-22 OF THE COLORADO RULES OF CIVIL PROCEDURE.

(b) AN ASSOCIATION IS NOT ENTITLED TO RECOVER ATTORNEY FEES UNDER SUBSECTION (7)(a) OF THIS SECTION FOR ATTORNEY FEES INCURRED BEFORE THE ASSOCIATION HAS COMPLIED WITH THE NOTICE REQUIREMENTS OF SECTION 38-33.3-209.5 (1.7)(a) WITH REGARD TO ANY MATTER FOR WHICH THE ASSOCIATION IS REQUIRED TO COMPLY WITH THE NOTICE REQUIREMENTS OF SECTION 38-33.3-209.5 (1.7)(a).

(12) IF A UNIT HAS BEEN FORECLOSED, A MEMBER OF THE EXECUTIVE BOARD, AN EMPLOYEE OF A COMMUNITY ASSOCIATION MANAGEMENT COMPANY REPRESENTING THE ASSOCIATION, AN EMPLOYEE OF A LAW FIRM

REPRESENTING THE ASSOCIATION, OR AN IMMEDIATE FAMILY MEMBER, AS DEFINED IN SECTION 2-4-401 (3.7), OF ANY SUCH EXECUTIVE BOARD MEMBER, COMMUNITY ASSOCIATION MANAGEMENT COMPANY EMPLOYEE, OR LAW FIRM EMPLOYEE SHALL NOT PURCHASE THE FORECLOSED UNIT.

SECTION 5. In Colorado Revised Statutes, 38-33.3-316.3, **amend** (2); **repeal** (3); and **add** (4) and (5) as follows:

38-33.3-316.3. Collections - limitations - violations. (2) A payment plan negotiated between the association or a holder or assignee of the association's debt, whether the holder or assignee of the association's debt is an entity or a natural person, and the unit owner pursuant to this section must permit the unit owner to pay off the deficiency in equal installments over a period of at least ~~six~~ EIGHTEEN months. Nothing in this section prohibits an association or a holder or assignee of the association's debt from pursuing legal action against a unit owner if the unit owner fails to comply with the terms of ~~his or her~~ THE UNIT OWNER'S payment plan. A unit owner's failure to remit payment of ~~an~~ THREE OR MORE agreed-upon ~~installment~~ INSTALLMENTS PURSUANT TO SECTION 38-33.3-209.5 (7)(a)(III)(B), or to remain current with regular assessments as they come due during the ~~six-month~~ EIGHTEEN-MONTH period, constitutes a failure to comply with the terms of ~~his or her~~ THE UNIT OWNER'S payment plan.

(3) ~~For purposes of this section, "assessments" includes regular and special assessments and any associated fees, charges, late charges, attorney fees, fines, and interest charged pursuant to section 38-33.3-315 (2).~~

(4) IF A UNIT OWNER WHO HAS BOTH UNPAID ASSESSMENTS AND UNPAID FINES, FEES, OR OTHER CHARGES MAKES A PAYMENT TO THE ASSOCIATION, THE ASSOCIATION SHALL APPLY THE PAYMENT FIRST TO THE ASSESSMENTS OWED AND ANY REMAINING AMOUNT OF THE PAYMENT TO THE FINES, FEES, OR OTHER CHARGES OWED.

(5) IF AN ASSOCIATION HAS VIOLATED ANY FORECLOSURE LAWS, THE UNIT OWNER IN RELATION TO WHOM THE VIOLATION OCCURRED MAY, WITHIN FIVE YEARS AFTER THE VIOLATION OCCURRED, FILE CIVIL SUIT IN A COURT OF COMPETENT JURISDICTION AGAINST THE ASSOCIATION TO SEEK DAMAGES. THE COURT MAY AWARD THE UNIT OWNER DAMAGES IN AN AMOUNT OF UP TO TWENTY-FIVE THOUSAND DOLLARS, PLUS COSTS AND REASONABLE ATTORNEY FEES, IF THE UNIT OWNER PROVES THE VIOLATION BY A

PREPONDERANCE OF THE EVIDENCE.

SECTION 6. In Colorado Revised Statutes, 13-6-403, amend (1), (2) introductory portion, and (2)(h) as follows:

13-6-403. Jurisdiction of small claims court - limitations.

(1) (a) ~~On and after January 1, 1996;~~ The small claims court ~~shall have~~ HAS concurrent original jurisdiction with the county and district courts in all civil actions in which the debt, damage, or value of the personal property claimed by either the plaintiff or the defendant, exclusive of interest and ~~cost~~ COSTS, does not exceed seven thousand five hundred dollars, including such civil penalties as may be provided by law. By way of further example, and not limitation, the small claims court ~~shall have~~ HAS jurisdiction to hear and determine actions in tort and assess damages ~~therein~~ IN TORT ACTIONS not to exceed seven thousand five hundred dollars.

(b) The small claims court division ~~shall also have~~ ALSO HAS concurrent original jurisdiction with the county and district courts in actions where a party seeks:

(I) TO ENFORCE RIGHTS AND RESPONSIBILITIES ARISING UNDER THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF A UNIT OWNERS' ASSOCIATION, AS DEFINED IN SECTION 38-33.3-103 (3), IN RELATION TO DISPUTES ARISING FROM ASSESSMENTS, FINES, OR FEES OWED TO THE UNIT OWNERS' ASSOCIATION AND FOR WHICH THE AMOUNT AT ISSUE DOES NOT EXCEED SEVEN THOUSAND FIVE HUNDRED DOLLARS, EXCLUSIVE OF INTEREST AND COSTS.

(II) To enforce a restrictive covenant on residential property and the amount required to comply with the covenant does not exceed seven thousand five hundred dollars, exclusive of interest and costs; ~~in actions~~

(III) ~~Where a party seeks~~ Replevin if the value of the property sought does not exceed seven thousand five hundred dollars; and ~~in actions~~

(IV) ~~Where a party seeks~~ To enforce a contract by specific performance or to disaffirm, avoid, or rescind a contract and the amount at issue does not exceed seven thousand five hundred dollars.

(2) The small claims court ~~shall have no~~ HAS ONLY THAT jurisdiction

~~except that~~ specifically conferred upon it by law, AS PROVIDED IN SUBSECTION (1) OF THIS SECTION. In particular, it ~~shall have no~~ DOES NOT HAVE jurisdiction over the following matters:

(h) Actions involving injunctive relief, except as required to:

(I) ENFORCE RIGHTS OR RESPONSIBILITIES ARISING UNDER THE DECLARATION, BYLAWS, COVENANTS, OR OTHER GOVERNING DOCUMENTS OF A UNIT OWNERS' ASSOCIATION, AS DEFINED IN SECTION 38-33.3-103 (3), AND INCLUDING ACTIONS SEEKING DECLARATORY RELIEF;

~~(H)~~ (II) Enforce restrictive covenants on residential property;

~~(HH)~~ (III) Enforce the provisions of section 6-1-702.5; ~~C.R.S.~~;

~~(HHH)~~ (IV) Accomplish replevin; and

~~(HVV)~~ (V) Enter judgments in actions where a party seeks to enforce a contract by specific performance or to disaffirm, avoid, or rescind a contract;

SECTION 7. Act subject to petition - effective date - applicability. (1) This act takes effect at 12:01 a.m. on the day following the expiration of the ninety-day period after final adjournment of the general assembly; except that, if a referendum petition is filed pursuant to section 1 (3) of article V of the state constitution against this act or an item, section, or part of this act within such period, then the act, item, section, or part will not take effect unless approved by the people at the general election to be held in November 2022 and, in such case, will take effect on the date of the official declaration of the vote thereon by the governor.

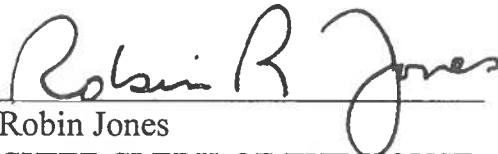
(2) This act applies to conduct occurring on or after the applicable effective date of this act.



Alec Garnett
SPEAKER OF THE HOUSE
OF REPRESENTATIVES



Steve Fenberg
PRESIDENT OF
THE SENATE



Robin Jones
CHIEF CLERK OF THE HOUSE
OF REPRESENTATIVES



Cindi L. Markwell
SECRETARY OF
THE SENATE

APPROVED June 3rd at 4:31 pm
(Date and Time)



Jared S. Polis
GOVERNOR OF THE STATE OF COLORADO

HORNS

Housing and Community Services

Code Enforcement

HB 22-1137

November 2, 2022



HB 22-1137

HB 22-1137 was signed by the Governor Polis on June 3 ,2022. This bill is concerned with the practices of HOA's, and authorizing the enforcement of certain matters regarding unit owners' associations in small claims court and limiting the conduct of unit owners' associations in collecting unpaid assessments, fees, and fines.



HB 22-1137

Specifically addresses:

- Under this law, when a unit owner is behind in paying HOA dues this law prescribes how the HOA can collect that money.
- The HOA is generally prohibited from imposing late fees or fines for violations, but there are exceptions.
- Life/safety violations must be cured within 72-hours of notice given or the violator can be fined by the HOA.
- Non-life/safety violations require notice from the association by certified mail and can require the violation to be cured within 30-days or the violator may be fined. The 30-day cure period can be extended another 30-days. The association may also take legal action to cure the violation in Small Claims court.



HB 22-1137

Concerns:

- Concerns from neighborhood and HOA leaders on enforcement from Management companies sending complaints onto Code Enforcement.
- May cause an influx of complaints onto code enforcement when the property management can actually address the issues.
- May impact Code Enforcement ability to address violation in areas which do not have covenants in place.



Question:

This is an informational only.
Does the committee want to move this
information forward to Study Session?



CITY OF AURORA

Council Agenda Commentary

Item Title: Resolution Amend Clean the World Global Agreement 2022
Item Initiator: Jessica Prosser, Director of Housing and Community Services
Staff Source/Legal Source: Emma Knight, Manager of Homelessness/Tim Joyce, Assistant City Attorney
Outside Speaker: N/A
Council Goal: 2012: 4.0--Create a superior quality of life for residents making the city a desirable place to live and work

COUNCIL MEETING DATES:

Study Session: N/A

Regular Meeting: N/A

ITEM DETAILS:

- Agenda long title
- Waiver of reconsideration requested, and if so, why
- Sponsor name
- Staff source name and title / Legal source name and title
- Outside speaker name and organization
- Estimated Presentation/discussion time

Resolution Amend Clean the World Global agreement 2022

Emma Knight, Manager of Homelessness / Tim Joyce, Assistant City Attorney

1 minute

ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- | | |
|---|--|
| <input checked="" type="checkbox"/> Approve Item and Move Forward to Study Session | <input type="checkbox"/> Approve Item as proposed at Study Session |
| <input type="checkbox"/> Approve Item and Move Forward to Regular Meeting | <input type="checkbox"/> Approve Item as proposed at Regular Meeting |
| <input type="checkbox"/> Information Only | |
| <input type="checkbox"/> Approve Item with Waiver of Reconsideration
Reason for waiver is described in the Item Details field. | |

PREVIOUS ACTIONS OR REVIEWS:

Policy Committee Name: N/A

Policy Committee Date: N/A

Action Taken/Follow-up: (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Recommends Approval | <input type="checkbox"/> Does Not Recommend Approval |
| <input type="checkbox"/> Forwarded Without Recommendation | <input type="checkbox"/> Recommendation Report Attached |
| <input type="checkbox"/> Minutes Attached | <input type="checkbox"/> Minutes Not Available |

HISTORY (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

On November 1, 2021, City Council approved the agreement between the City of Aurora and Clean the World to purchase and operate a shower trailer to provide hygiene services to Aurora’s population of people experiencing homelessness.

ITEM SUMMARY (Brief description of item, discussion, key points, recommendations, etc.)

This agreement will renew the contract between the City of Aurora and Clean the World to continue providing hygiene services to our population of people experiencing homelessness, including those residing at our Safe Outdoor Spaces.

QUESTIONS FOR COUNCIL

Do you approve of this agreement to move forward to Study Session?

LEGAL COMMENTS

Colo. Const. Article 14, Section 18, Subsection 2(c) permits the City to contract with private persons, associations, or corporations for the provision of any legally authorized function, service, or facility within or without its boundaries. The City has all powers which are necessary, requisite, or proper for the government and administration of its local and municipal matters. (City Charter, art. I, sec. 1-3). Council has the power to prevent and enforce good government, general welfare, order, and security of the City and its inhabitants. (City Charter, art. III, sec. 3-9). Amendments to agreements that exceed \$100,000 shall be approved by City Council. (City Code § 2-676(3)) (TJoyce)

PUBLIC FINANCIAL IMPACT

- YES NO

If yes, explain: ARPA Funds, \$238,700.00

PRIVATE FISCAL IMPACT

- Not Applicable Significant Nominal

If Significant or Nominal, explain: N/A

RESOLUTION NO. R2022- ____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, EXPRESSING THE AURORA CITY COUNCIL’S APPROVAL OF THE AMENDMENT TO THE SERVICE AGREEMENT BETWEEN THE CITY AND CLEAN THE WORLD GLOBAL LLC FOR MOBILE SHOWERS

WHEREAS, the City of Aurora, Colorado (“City”) entered into a service agreement with Clean the World Global LLC (“Global”) for Global to provide a mobile shower unit service for the City’s population that is experiencing homelessness; and

WHEREAS, the Service Agreement is due to expire on November 1, 2022; and

WHEREAS, both Parties to the service agreement desire to extend the service agreement for an additional year; and

WHEREAS, the extended service agreement shall terminate on November 1, 2023; and

WHEREAS, the amendment for Global to provide services for the 2023 year will require an additional \$238,700.00 in funding; and

WHEREAS, City Council is required to approve contract amendments when the amendment requires at least \$100,000.00 in additional funding.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The Aurora City Council resolves to approve the amendment to the service agreement between the City of Aurora, Colorado, and Clean the World Global LLC, in the amount of \$238,700.00, for Global to provide mobile shower services through November 1, 2023.

Section 2. The City Manager is hereby authorized to execute the attached amendment in substantially the form presented at this meeting with such technical additions, deletions, and variations as deemed necessary or appropriate by the City Attorney.

RESOLVED AND PASSED this ____ day of _____, 2022.

MIKE COFFMAN, Mayor

ATTEST:

KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

 *gk*

TIM JOYCE, Assistant City Attorney