

Rocky Mountain Housing Development Corporation
Report to the Rocky Mountain Conference of the United Church of Christ

A. RESULTS/OUTCOMES

Goal 1: Positively impact the need for services-enriched affordable housing

Objective 1. Bring into management at least one property annually, beginning in 2005

- In September 2006, Rocky Mountain HDC was able to help secure the future of **Sheridan Ridge Townhomes**, a 65-unit affordable and market-rate property in Arvada, by assuming the role of property management from a nonprofit housing development corporation that no longer exists. We are proud to have been able to help secure the future for Sheridan Ridge Townhomes. Currently, we are working on the Managing General Partner agreement in order to step into ownership sometime in 2008.
- In partnership with the St. Francis Center, Rocky Mountain HDC will be breaking ground on The **Cornerstone Residences** in May 2008 and open its doors in 2009. Located in Downtown Denver, The Cornerstone Residence is permanent housing for formerly homeless individuals and couples making \$0-\$29,000.
- Rocky Mountain HDC is in the preliminary stages of acquiring land in Evergreen, Colorado. The project, tentatively named **Swede Gulch**, will consist of 72 multi-family units for workforce housing.

Objective 2. Maintain current portfolio, to be evaluated annually

- The Director of Assets Management, as well as, evaluators from our investment partners ensure that Rocky Mountain HDC portfolio is well maintained. Rocky Mountain HDC now owns three and manages four affordable housing communities in Metro Denver.

Objective 3. Continue, refine and expand supportive services, to be evaluated annually

- Rocky Mountain HDC conducts an annual evaluation of our Family Service Program to ensure we are addressing the needs of our communities. To expand upon the youth development programming, the Family Service Program instituted a Youth Leadership Program for youth at-risk designed to promote scholarship, social competence and business skills development for youth residents between the ages of 13 to 18, as well as, a Building Leader program for our adults to help disseminate community information and plan special events.

Objective 4. Enhance public perception of Rocky Mountain HDC, to be evaluated annually

- Rocky Mountain HDC was awarded a \$25,000 in-kind marketing makeover by the Denver Office of Strategic Partnerships to providing consulting from a local marketing company called Idee-Force. Currently, we the process of solidifying our brand identity. In addition, Rocky Mountain HDC completed a two year grant from the Denver Foundation called Expanding Nonprofit Inclusive Initiative to build our organizational capacity by focusing on how we can continue to effectively address the need for affordable housing in a diverse community.

Goal 2: Rocky Mountain HDC is financially self-sufficient

Objective 1. Increase gifts and grants to \$100,000 annually

Rocky Mountain Housing Development Corporation

Report to the Rocky Mountain Conference of the United Church of Christ

- In 2007, exceeded our goal by raising \$156,346 in grants, donations, and special events.

Objective 2. Continue to expand fee-for-service income

- This is ongoing in the area of generating new management and housing development contract opportunities.

Objective 3. Raise sufficient funds to fill financing gaps

- Rocky Mountain HDC instituted an annual fundraiser. In 2007, we presented “Joseph and the Amazing Technicolor Dreamcoat” in conjunction with the Town Hall Arts Center in Littleton, Colorado. The evening grossed over \$20,000.

Goal 3: Expand organization to achieve the vision

Objective 1. Re-assess board structure and size annually

- Rocky Mountain HDC board has increased from nine to twelve members. In an effort to effectively address the needs of a diverse community, four of the board members our representatives from our affordable housing communities, which qualifies Rocky Mountain HDC as a Community Housing Development Corporation under HUD. Also, Rocky Mountain HDC has instituted an Inclusiveness Blueprint to actively seek board member from diverse backgrounds.

Objective 2. Add staff to meet additional development activities and service needs

- Completed in 2005

Objective 3. Add asset management staff capacity

- Completed in 2004

Objective 4. Add volunteer management staff capacity

- In 2007, Rocky Mountain HDC has 55 volunteers which contributed a total of 686 hours.

2. What difference did this grant make in your community or neighborhood and for the population you are serving? Please discuss evidence of effect (e.g. numbers served, demographic information, client satisfaction survey results, pre- and post-test results, community indicators, outcomes, etc.)

For over 13 years, Rocky Mountain HDC has remained steadfast in our commitment to provide safe, decent and affordable housing with supportive services to our families. This grant made an impact on our ability to pursue affordable housing projects and provide our families with quality program and activities. The following is a outline of Rocky Mountain HDC’s 2007 Family Service Evaluation:

- Rocky Mountain HDC served over 800 individuals or 250 families from diverse backgrounds.: 27% Caucasian, 27% Hispanic, 18% African or Middle Eastern, 4% Asian/Pacific Islander, 3.5% Other, and 60% of our residents are single-parent households.
- Rocky Mountain HDC’s Family Service After-School Program provided 1,914 hours to 132 youth ages (79% of age eligible youth who live in our communities) 6-16 during the hours of 3-6pm when youth are more susceptible to delinquent activities.

Rocky Mountain Housing Development Corporation

Report to the Rocky Mountain Conference of the United Church of Christ

- Rocky Mountain HDC helped 11 adults with English as a Second Language Classes and 327 adults with rental, job, utility, healthcare, and food assistance.
- In June 2007, 100 Rocky Mountain HDC residents attended the Foothills Green Wellness Fair sponsored by Jefferson County Department of Health and Environment to learn about eating right, quitting smoking, car seat safety, and exercising.

3. Describe collaborations, if any, related to the work funded by this grant and how it impacted your efforts.

Rocky Mountain HDC partnerships are a significant part of our programming and can stretch our ability to provide services to our families. We have established formal collaborative relationships with social service agencies that provide case management to our transitional homeless families. At our communities we work another nonprofit, Stride, to provide services beyond what is offered by Rocky Mountain HDC Family Services by creating an individual case plan with the family to provide a guide toward stability over the next two years. We value these collaborations and are always seeking ways to expand upon current relationships as well as develop new ones; the ability to leverage community resources is a significant benefit to the families being served. Rocky Mountain HDC has established formal collaborations with the following agencies to avoid service duplication: Arapahoe Library District, Boy Scouts, Colorado Mountain Club, Frontier Urban Scouts, Girl Scouts, Girls, Inc., and Inner-City Outings. As a faith-based organization, Rocky Mountain HDC has developed significant partnerships with several area churches and faith collaboratives such as Berkeley United Church of Christ in Arvada, Jeffco Center for Interfaith Action in Lakewood, and Mountain United Church in Aurora.

B. Lessons Learned

1. Describe what you learned based on the results/outcomes you reported in Section above and what, if any, programmatic or organizational changes you will make based on your results/outcomes.

Part of the struggle to acquire properties in this market is to create a network of financing that can support the goal of affordable housing. Investors are contributing less money because of a vulnerable economy. We believe we can be more successful in housing development by exploring opportunities to acquire and rehabilitate existing properties, as well as, pursue new construction. In addition, as the Family Services staff analyzes results from resident surveys, it develops activities that meet the specific needs of our families.

2. Did external or environmental factors affect the achievement of your program or organizational goals or the anticipated timeline? If yes, what did you do to address these issues?

Unfortunately, Rocky Mountain HDC was unable to acquire Yarrow Gardens into our portfolio of affordable housing community. In late 2007, we were informed by the nonprofit organization selling Yarrow Gardens that they did not want to continue with the sell of the property due to HUD regulations which prohibited the seller from keeping the proceeds, therefore they preferred to retain the site until the end of their compliance period in 2017.

Rocky Mountain Housing Development Corporation
Report to the Rocky Mountain Conference of the United Church of Christ

C. Future Plans

1. If you will be continuing this program, what are the plans for sustaining or expanding the program, including a future-funding plan?

Rocky Mountain HDC worked with a consultant to develop the organization's Fundraising Plan to sustain our Family Service and identify additional revenue streams, such as, direct mail and fundraising events. Our current funding sources are foundations, corporations, individuals, religious organizations, and special events. Rocky Mountain HDC also earns revenue by serving as property manager for its properties. This revenue covers a portion of the salaries of Family Services staff and also contributes to the wages of administrative staff. In addition, Rocky Mountain HDC earns developer fees after a housing project successfully comes to fruition. Once received, these fees are directed back into the project under construction. When excess funds are available, they are contributed to operating funds for the organization. These funds often take several years to accumulate; therefore, additional resources must be continuously sought.

2. What plans do you have to communicate your outcomes and lessons learned with others?

Rocky Mountain HDC participates in several Denver Metro area affordable housing organizations, including Metro Denver Homeless Initiative, Housing Colorado, and Housing Justice. Through regular meetings, Rocky Mountain HDC shares lessons learned with other housing and supportive service providing peers. In addition, as a participant in the Denver Quality After-School Connection, Rocky Mountain HDC will share with other organizations the results of our evaluation, particularly from our community-school partnership. Rocky Mountain HDC communities and services are also highlighted in the organization's newsletters which are mailed to over 600 homes, businesses, and funders. Also, The Rocky Mountain HDC's website gives updated information on our projects www.rockymountainhdc.org.

3. If you have identified areas where increased collaboration between organizations or sectors would lead to increased positive outcomes for your constituents, briefly describe your ideas.

In order to boost academic achievement in our After-School Program, we are starting to develop partnerships with neighborhood schools Prairie Middle School (Arapahoe Green), Bell Middle School (Foothills Green), and North Arvada Middle School (Willow Green) to allow staff (with parents permission) to download homework assignments, track the academic progress of our youth, and develop other strategies to boost academic achievement. Although this collaboration has been in place for a number of years, Rocky Mountain HDC must continue to refresh the effort with local schools when new students enroll and school staff is hired.

D. Other Comments

According to Housing Colorado, there are 29,535 working poor families who make less than \$18,400 a year in Colorado. With the average fair market rent at \$832 (2 BR), in Colorado, and the minimum wage at \$5.85 an hour, that means a renter would have to work three minimum

Rocky Mountain Housing Development Corporation
Report to the Rocky Mountain Conference of the United Church of Christ

wage jobs in order to afford housing, food, and other necessities¹. Colorado's housing crisis has led to compromised futures for many families who have ended up homeless or in substandard housing. Unfortunately, funding for housing programs often goes to the physical needs of properties and limited support is available for essential supportive services. Affordable housing serves as a starting point for families working toward growth and stability but many families need more than a roof over their heads to achieve their goals. These families benefit greatly by receiving convenient on-site supportive services that help them achieve their goals, raise their children effectively and improve their communities. Providing services-enriched housing is essential to building healthier families and communities.

II. FINANCIALS

1. Financial Statements attached:

2007 Balance Sheet

2008 First Quarter Income and Expense Statement

¹ Housing Colorado!. 2007. *Housing Colorado Fact Book*.