Housing Action Plan

MAY 13, 2021
Contents

- Introduction, Purpose and Goals: 3
- Priority Actions: 19
- Tools for Future Consideration: 42
- The Capital Gap: 10
- Existing Programs to Grow: 33
- Timeline and Lead Agency Charts: 44
- The City’s Role & Tasks to Start Now: 15
- Actions to Take as Capacity Grows: 36
- Acknowledgements and Attachments: 47
Introduction, Purpose and Goals
Introduction and Purpose

Alamosa residents are increasingly struggling to find housing that fits their budget. The rising cost of homes to purchase or rent is affecting employers too. Local businesses, non-profits, and government are struggling to hire and retain qualified employees.

The Alamosa Housing Needs Assessment 2021 projected a need for 445-515 homes and apartments to address current gaps in the market and support job growth over the next five years. Most of the housing need is for rent and sale prices that are lower than current cost to build, making it essential to find partnerships and funding to fill that gap.

There is a need for more housing variety including smaller homes, opportunities for seniors, and more affordable house types such as townhouses, duplexes and condos. In addition, the majority of homes and apartments were built over 40 years ago, and many are in need of improvements. The high cost of construction materials and shortage of skilled labor make building and renovating housing increasingly challenging.

Residents in Alamosa tend to agree that community housing is important. In the recent Housing Solutions Survey, 76% of respondents said housing for residents and local employees should be a City priority. Sixty-nine percent of respondents supported setting a goal to increase housing production. Respondents also offered strong support for doing more of the housing work that is already established in Alamosa.

This Action Plan sets priorities and creates a roadmap to help address Alamosa’s housing challenges. Agency acronyms can be found in Appendix C.
This Action Plan was developed by the consultant team in close coordination and collaboration with the Housing Working Group and driven by public feedback and that of the Alamosa Planning Commission and City Council. The timeline and key process steps in its creation include:

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Month/Year</th>
<th>Outcome</th>
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<tbody>
<tr>
<td><em>Alamosa Housing Needs Assessment 2021 published</em></td>
<td>January 2021</td>
<td>Documented the need for 445-515 homes and apartments to address current gaps in the market and support job growth over the next five years.</td>
</tr>
<tr>
<td><em>Housing Solutions Survey distributed and feedback analyzed</em></td>
<td>February - 2021</td>
<td>Over 200 responses. Results attached in Appendix B.</td>
</tr>
<tr>
<td>Housing Working Group prioritization of actions</td>
<td>March - April 2021</td>
<td>Discussed impacts, costs, and ingredients for a plan that addresses the wide range of local needs. Framed draft goals, priorities, lead agencies, and timing.</td>
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<tr>
<td>Public Workshop discussion and input</td>
<td>April 14, 2021</td>
<td>Gathered feedback on draft goals, five priority strategies, and five programs to grow.</td>
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<tr>
<td>Planning Commission discussion and input</td>
<td>April 28, 2021</td>
<td>Feedback on code specific aspects of the draft plan.</td>
</tr>
<tr>
<td>Outreach to Economic Development Committee, Homeless Coalition, Alamosa Housing Authority, La Puente Board, Energy Resource Center</td>
<td>April-May 2021</td>
<td>Feedback on aspects of the plan specific to these committees, non-profits, and boards.</td>
</tr>
<tr>
<td>Draft Review by City Council</td>
<td>May 19, 2021</td>
<td>Discussion and feedback.</td>
</tr>
<tr>
<td>Final Action Plan to City Council</td>
<td>June 2, 2021</td>
<td>Plan adopted.</td>
</tr>
</tbody>
</table>
Housing Spectrum

Overall Goal

“Improve the amount and diversity of housing for people across a broad spectrum of incomes and life phases to support the businesses, community, sustainability, and economic vibrancy of the area.”

A functional housing market has adequate supply and choices for residents across incomes and life phases. Alamosa has many unmet needs in the housing market, especially for renters below 60% Area Median Income (AMI) and homeowners below 120% AMI.

A comprehensive report on the needs and gaps in the housing market is available here, or at https://bit.ly/3agcaxH. A table of 2021 Area Median Income is available in Appendix A.
New Housing Production Goal

Increase the amount of housing produced in Alamosa and encourage a diverse mix of housing types - duplexes, townhouses, condos, smaller units - to improve housing availability and options for residents to best meet their needs.

✓ 350 new homes built by 2026.
✓ Focus new housing on community priorities, including missing middle, entry level rentals, first time homeownership, senior housing, and supportive housing.
✓ Maintain a similar balance of owners and renters in the community (about 50/50 split) to ensure adequate rental and homeownership opportunities.

About 44 units have been constructed/year on average since 2010. To meet the production goal, new building permits in Alamosa should increase incrementally - starting with 50 units/year and growing to 80 units/year by 2026, and other tools will help provide additional homes needed.

<table>
<thead>
<tr>
<th>Priority Level</th>
<th>Types of Housing</th>
<th>Production Goal Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>• Supportive Housing</td>
<td>100-200 units</td>
</tr>
<tr>
<td></td>
<td>• Rentals - Priced up to 60% AMI</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• For Sale - Priced up to 80% AMI</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>• For Sale/For Rent for Seniors</td>
<td>100-200 units</td>
</tr>
<tr>
<td></td>
<td>• Rentals - Priced 60-100% AMI</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• For Sale - Priced 80-120% AMI</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>• For Sale - Priced above 120% AMI</td>
<td>50-100</td>
</tr>
<tr>
<td></td>
<td>• Rentals - Priced above 100% AMI</td>
<td></td>
</tr>
</tbody>
</table>
With over 4,000 homes in Alamosa today, investment in existing housing and neighborhoods is needed. Preservation goals include:

✓ Acknowledge and preserve the history of Alamosa and the eclectic buildings and homes built here over time.

✓ Increase home restoration and energy efficiency retrofits to make homes safer, more economical, and more comfortable.

✓ Ensure that restrictions and subsidies are renewed on existing subsidized properties to keep Alamosa’s lowest income households in their homes and not lose ground in meeting Production Goal 1.

✓ Invest in mobile home parks to increase community aesthetics, safety, habitability, and address infrastructure and homes that are at the end of their useful life.
Goal: Increase the opportunities for specific populations, including seniors, those who have experienced homelessness, and youth.

**Seniors** - downsize opportunities - by prioritizing small homes designed for aging in place in planning approvals and infrastructure investments

By building or acquiring 10 - 20 units over the next five years

**Supportive housing for people who have experienced homelessness or are at risk of homelessness**

By building or acquiring 20-40 units over the next five years

**Youth** - by building or acquiring living space for 6 to 10 young people who might otherwise be forced to live outside the valley

By building or acquiring 6 - 10 units over the next five years
The Capital Gap
To meet the greatest housing need for what locals households can afford, creating more homes priced between $160,000 and $275,000 and rents below $700/month should be the priority. The cost to construct new housing in Alamosa is higher than what these price points. Therefore, a dedicated and concerted effort by the private and public sector is needed to help fill the capital gap. Many of the actions outlined in this Action Plan are targeted at this gap.
UNDERSTANDING THE CAPITAL GAP

Single Family Home: 1500 square feet
(CRHDC)

$286K Total Development Cost

Soft Cost: $10K
Design, Permits, Fees

Infrastructure Cost: $30K

Sweat Equity: $30K

Construction Cost: $216K

$250K Purchase Price
(80% AMI)

Who we are trying to serve

Community investment required

$36K Capital Gap
UNDERSTANDING THE CAPITAL GAP

Single Family Home: 1600 square feet
(River Trece)

$354K
Total Development Cost

Soft Cost: $11K
Design, Permits, Fees

Infrastructure Cost: $33K

Land Cost: $50K

Construction Cost: $281K

Who we are trying to serve

$375K Purchase Price
(120% AMI)

What it costs to build

$21k Profit

No community investment required
UNDERSTANDING THE CAPITAL GAP
Multi Family: 45 units, 2 bedroom, 1000 square feet each (Iron Horse - like example)

<table>
<thead>
<tr>
<th>Incomes served</th>
<th>30% AMI</th>
<th>60% AMI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly rent</td>
<td>$375</td>
<td>$852</td>
</tr>
<tr>
<td>Total annual rent (income)</td>
<td>$202,000</td>
<td>$460,000</td>
</tr>
<tr>
<td>Less operating costs</td>
<td>($150,000)</td>
<td>($150,000)</td>
</tr>
<tr>
<td>Net operating income (NOI)</td>
<td>$52,000</td>
<td>$310,000</td>
</tr>
<tr>
<td>Mortgage Size</td>
<td>$250,000</td>
<td>$1.2M</td>
</tr>
</tbody>
</table>

Capital Gap (Equity Needs) | $8.5M | $7.6M |
The City’s Role &
Tasks to Start Now
The City of Alamosa currently fits into the housing puzzle in ways that are likely to evolve as needs and market conditions change, but the City’s primary function is to support and facilitate the development of housing.

- The City plays a critical role through the regulation of land use and development.
- The City plays a very important role in providing information to the community about available resources, and educating the community about why an adequate supply of housing that is affordable to local households is important to the community’s long-term fiscal, economic, and social health.

Although the City does not intend to directly build housing in the short-term, community priorities may shift as the housing market and housing needs evolve. Yet, City Council may determine that more resources or a more direct role in housing production should be pursued in the future.

The following pages provide more details about the City’s role and tasks to start immediately.
# City Role in Housing Goals

<table>
<thead>
<tr>
<th>Priority Level</th>
<th>Types of Housing</th>
<th>How the City might support (case by case basis - resources available and project merit)</th>
</tr>
</thead>
</table>
| 1              | Supportive Housing (below 30% AMI with services to support residents)  
Rentals - Priced up to 60% AMI  
For Sale - Priced up to 80% AMI  
Mobile Home Park Reinvestment | • Fee waivers, reductions, deferrals  
• Infrastructure cost sharing - greatest financial support  
• In-kind support with staff time, public works services  
• Pass through grant funding from State/Federal sources  
• General Fund allocation for matching funds to leverage other resources  
• Land, currently held by City, future landbank acquisitions, or partnerships with other institutional land holders |
| 2              | For Sale/For Rent for Seniors  
Rentals - Priced 60-100% AMI  
For Sale - Priced 80 -120% AMI | • Fee reductions, deferrals  
• Infrastructure cost sharing - mid level financial support  
• In-kind support with staff time, public works services |
| 3              | For Sale - Priced above 120% AMI  
Rentals - Priced above 100% AMI | • Fee deferrals  
• Infrastructure cost sharing - lower level or no financial support |
## Tasks to Start Now

<table>
<thead>
<tr>
<th>One Stop Shop on existing resources</th>
<th>Property tax exemption for affordable rentals</th>
<th>Preserve the affordable housing we already have</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create and maintain an up-to-date, user-friendly and well-organized digital hub of housing and housing-related resources, inclusive of links to existing organizations and resources.</td>
<td>• Alamosa Housing Authority (AHA) Board and staff, affordable development partners or owners seeking property tax exemption (PTE)</td>
<td>• City staff and/or non-profit partner such as SLV Housing Coalition</td>
</tr>
<tr>
<td>• Create “at a glance” collateral that is easy to print and hand out, such as one-page brochures, to increase community awareness.</td>
<td>• Needs AHA Board buy-in</td>
<td>• Track contract deadlines; non imminent. Track “naturally occurring” affordable housing and acquisition opportunities</td>
</tr>
<tr>
<td>• Include a “how to talk about housing” training component to address existing stigmas and shift the conversation to community well-being and community sustainability and economic resiliency.</td>
<td>• Work session with AHA Board and Staff, show how property tax exemption can support long term affordable rents, as well as bring resources to the HA (Examples from other communities in Colorado: Rifle HA, Delta HA, Douglas County Housing Partnership, County, Gunnison County Regional Housing Authority).</td>
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<tr>
<td>• Prepare for and facilitate conversations about how class, race, and place have divided the community and seek to increase inclusivity.</td>
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<tr>
<td>• City to lead and keep current with support from other organizations including the San Luis Valley Housing Coalition and Alamosa Housing Authority.</td>
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</table>
Priority Actions
The Housing Working Group reviewed thirty potential strategies. Each strategy was given a ranking based on feedback received from the Housing Solutions Survey. The consultant team then worked with the Housing Working Group to assign further ranking across the factors below, and consider alignment with available resources and The Housing Needs Assessment 2021 recommendations. The preliminary recommendations were refined through the outreach process. Action orientation compared to opportunity driven strategies were also considered, with the intent of having a balance of both. The resulting top five actions on the following pages will be the focus over the next five years.

<table>
<thead>
<tr>
<th>Metrics Definitions</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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<tbody>
<tr>
<td><strong>Complexity</strong></td>
<td>One agency, less than 0.5 full time employees, straightforward rules, already in place</td>
<td>2-3 agencies, up to 1 full time employee, program design needed</td>
<td>Multiple agencies, could be 1 full time employee or more, many community connections needed</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>Less than $50,000</td>
<td>$50,000 to $100,000</td>
<td>Above $100,000</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
<td>Housing bridge addresses which goals this strategy supports</td>
<td>Support 10-20 households</td>
<td>Support 20-40 households or more</td>
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<tr>
<td></td>
<td>Support fewer than 10 households</td>
<td>Support 10-20 households</td>
<td>Support 20-40 households or more</td>
</tr>
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</table>

The consultant team then worked with the Housing Working Group to assign further ranking across the factors below, and consider alignment with available resources and The Housing Needs Assessment 2021 recommendations. The preliminary recommendations were refined through the outreach process. Action orientation compared to opportunity driven strategies were also considered, with the intent of having a balance of both. The resulting top five actions on the following pages will be the focus over the next five years.
Top 5 Priority Actions

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<th>Cost</th>
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</tbody>
</table>

Better Align Zoning Code/Housing Goals
Facilitate and Promote ADU Development
Targeted Utility Infrastructure & Cost of Development
Supportive Housing
Mobile Home Park Improvements
Better Align Zoning Code with Housing Goals

Current conditions/Local Issues
The City completed a robust code update in 2018 that was very beneficial, but experience with its implementation indicates that additional updates could further facilitate more diverse housing development, including smaller units, that would increase housing choices and assist with addressing missing price points.

Action Items
- Understand where barriers exist in the current code, particularly with regard to lot size, density, allowed uses, and storm water management.
- Address “doesn’t quite work in Alamosa” items.
- Reduce residential nonconformities in old, historically mixed-use neighborhoods (like near downtown).
- Adapt code to fit with Comprehensive Plan Future Land Use Map and better meet community needs, including increasing opportunities for residential uses.
- Assess where zones that historically disallow housing could be updated for current economic realities; encourage mixed use and flexible zone designations.
- Assess “edge conditions” in the transition between business and residential districts.
- Seek opportunities to allow for townhouses, condos, and small multi-family buildings.
- Expand residential opportunities in commercial and business zones.
- Coordinate this work with updating the ADU standards.
Better Align Zoning Code with Housing Goals

What's needed to move it forward?

- Development Services Director hire in place with sufficient time to be familiar with community and code.
- Ability to safely hold in-person meetings with the community.

Who needs to be involved?

- City Staff, Development Services Director, City Council, Alamosa residents, lenders

Timing

- 2022

Funding

- Fairly significant staff time commitment, but can mostly/entirely be done in-house
- Funding outlay only if consultant hired
Adapt code to fit with Comprehensive Plan Future Land Use Map and better meet community needs, including increasing opportunities for residential uses.
Facilitate and Promote Accessory Dwellings

Current conditions/Local Issues
- Allowed with a SF detached home
- Max accessory dwelling unit (ADU) is 500 SF
- Lot area requirements must be met
- Community awareness of this opportunity is lacking
- High cost of construction is a barrier
- Prefabricated accessory structures are allowed, must meet the 2015 International Building Code
- Small dwellings ("tiny homes") are allowed, but few have been market tested to date.

Action Items
- Minor code adjustments as part of broader zoning update
- Increase community outreach and education
- Work with local banks to promote available financing
- Host an ADU workshop or conference with local leadership, homeowners, lenders, builders

What is needed to move this action item forward?
- Development Services Director hired
- Ability to safely hold in-person meetings with the community

Who needs to be involved?
- City Staff, Planning Commission, Council, local lenders, community housing advocates, people with experience building small units in Alamosa, CHFA representative
Facilitate and Promote ADU Development

Timing
- Education and promotion: can begin now. See Ridgway example.
- Code adjustments: 2022, at the earliest as part of broader alignment with housing goals
- Working with financial institutions: to be determined, depending on staff capacity.

Funding
- Can mostly/entirely be done in-house
- No funding outlay needed unless the City seeks outside consultant assistance or decides to help underwrite construction costs

Communities Who Have Done It Well
- Ridgway, Durango, Crested Butte, Fountain, Leadville (also in process of creating opportunities now), Portland, OR

Other Resources
ADU Resource Packet, Book, Podcast by Kol Peterson
Workshops
Infrastructure & Development Partnerships

Current conditions/Local Issues
• Infrastructure costs are a factor in cost of housing outpacing household housing budgets.
• Streets Trust Fund (½ percent sales tax) in place through 2029.
• Master Utility Plan in process, sanitary sewer component done by year end. This study will help identify sequencing and scale of investments needed.
• Washington Addition upgrades are a priority commitment already in the planning process; full funding will take several years.

Action Items
• Pursue a combination of supporting existing neighborhoods and creating capacity for new housing in infill and greenfield locations.
  o Upgrades to existing infrastructure as funding is available
  o Install infrastructure where growth is desired (may need to be City owned or through development agreements)
  o Contribute funds through fee waivers, reductions, and deferrals, with possible cost recovery (per Iron Horse) on priority community housing projects (see page 17)

What’s needed to move it forward?
• Master Utility Plan components completed
• Evaluation of costs to extend in infrastructure in priority areas
• Evaluate potential funding sources
• Design/engineer needed improvements
• Bid and construct
Infrastructure & Development Partnerships

Who needs to be involved?
• Public Works and Development Services staff, City Council, developers, community stakeholders
• Fairly significant staff time commitment, but can mostly/entirely be done in-house at the City
• Consultant assistance on some tasks

Timing
• Underway - five year project
• Infrastructure improvements as funding allows
• Fee waivers evaluated on an opportunity driven basis, aligned with community housing goals (see City Role matrix)

Funding
• Seek Colorado Department of Local Affairs funding
• Track federal rescue stimulus funding for infrastructure
• General fund contributions
• Utility fees from Enterprise Fund

Peer Communities who have done it well
• Boulder, Gunnison, Crested Butte, Eagle County
Supportive Housing
Develop 20-40 rental units specific to people who have experienced homelessness.

Current conditions/Local Issues
• Housing Needs Assessment found significant need for this type of housing to help break the cycle of homelessness and increase positive outcomes for extremely low income and vulnerable households. At the time of this report, 78 individuals were seeking housing through La Puente, and the School District is serving about 40 households with school age children.
• Over 100 very affordable single room occupant and small apartments have been lost over the past several decades.
• At least two strategies are needed to better address housing for people who have experienced homelessness:
  (1) Permeant Supportive Housing (PSH) – which combines supportive services, housing choice voucher assistance, and housing built with trauma informed design. This approach serves the most vulnerable people, through a coordinated entry data management approach. It is proven to reduce the burden on high-cost public services, and is currently a priority for State and Federal funding.
  (2) Other supportive Housing - less intensive/expensive interventions for people who have experienced homelessness, and need an affordable rent and some assistance navigating health care, benefits, employment and other sources available in the community to stay housed.
• San Luis Valley Behavioral Health Group (SLVBHG) is leading the PSH initiative and has selected a development partner and is currently searching for suitable sites
• La Puente is leading the other supportive housing initiative, which ties to updating zoning regulations, and increasing the supply of rental housing more generally.
Supportive Housing

Develop 20-40 rental units specific to people who have experienced homelessness

What’s needed to move it forward?

**PSH**
- Committed case management and services coordination plan and ongoing funding
- Cultivate development capacity and partnerships between outside entities with experience and financial backing, and local groups with long term commitment to serving the community.
- Secure land, entitlements and funding
- Early City involvement and conversations about potential sites (zoning, infrastructure), fee waivers, etc. to mitigate roadblocks and reduce uncertainty/risk early in process

**Other Supportive Housing**
Seek opportunities to replace lost small affordable units through acquisition, renovation, and new construction.

Who needs to be involved?
- SLVBHG, La Puente, Alamosa Housing Authority, City of Alamosa, Alamosa County Human Services, SLV Housing Coalition, other service providers and veterans groups.

Timing
- Multi-year process, already underway

Other Considerations
- Further discussion needed on participation in coordinated entry and how waiting lists are managed.

Funding
- Possible sources include CHFA Low Income Housing Tax Credits, conventional or subsidized loan, social impact funding, Colorado Division of Housing grants and vouchers, local sources.

Peer Communities Who Have Done It Well
- Grand Junction, Durango, Fort Collins, Boulder, Denver
- In predevelopment: Jane’s Place in Salida, Hilltop in Montrose, High Plains in Greeley
Current conditions/Local Issues

• About 5% of Alamosa housing stock is mobile homes, this is the most attainable “naturally occurring” affordable housing in the community.
• Only allowed in licensed manufactured home parks/manufactured home subdivisions
  o 9 Parks in Alamosa County
  o 2 within City limits; Town N’ Country (about 62 lots), and Century (about 185 lots)
  o Town N’ Country residents recently received notice of sale
  o Group desire is to work on both parks within city limits starting this year.
• Infrastructure serving the sites and many homes are at the end of their useful lives.
• New state laws require notice to residents and additional time to move a home if lot rent is terminated.
• Residents: strong community, but fear of speaking up, concern for retaliation, justice and/or status challenged.
• Homes have been sold/rented in uninhabitable condition. Homes manufactured before 1976 present additional challenges due to changes in HUD code.

What’s needed to move it forward?

• SLV Housing Coalition has expressed willingness to lead – stakeholders to support various efforts within the overall strategy include ERC, City of Alamosa, School District, and La Puente
• Identify the owners, and start to build a relationship with them.
• Begin resident outreach and engagement around safety, tenants rights, and their desires and preferences.
• Further define desired outcomes such as: increase aesthetics, health and safety, keep lot and home rents attainable, keep communities intact.
• Consider re-zoning for preservation of the mobile home use on Town N’ County site.
• Explore adding more pocket parks and green space for play and gardening.
• Seek funding and partnerships for infrastructure upgrades, home repairs and replacements.
• Analyze, update and communicate City code requirements for replacement of homes and ensure codes are appropriately flexible for replacements given new trends.
Mobile Home Parks
(preservation, improvements and affordability)

Who needs to be involved?
• Mobile Home Park Owners, Mobile Home Park Residents, City staff, Non-profit/faith based, or other community advocates, funders
• San Luis Valley Housing Coalition, La Puente, and Energy Resources Center have begun some coordination
• CHFA

Timing
• Multi-year process, already underway

Funding
• Potential funders include Colorado Division of Housing, ROC USA, Colorado Health Foundation, Colorado Trust, Latina Foundation for Colorado, CHFA, Habitat for Humanity, ERC-Weatherization Assistance Program, USDA Mobile Home Mortgage Program, and KaBoom.

• ERC has two grants that could help the energy retrofit aspect of this strategy, one through Energy Outreach Colorado (EOC) and the other with the Colorado Energy Office (CEO). The Colorado Health Foundation might also be a consideration for home repairs if in regards to dwelling condemnation due to health safety requirements.

Communities who have done it well
• Ponderosa Mobile Home Park and Mapleton Mobile Home Park, Boulder, Canon City, Longmont. Montrose is currently working on a similar initiative.

This priority is not about creating new mobile home parks, it’s about increasing quality, community, livability, aesthetics and fairness in the ones we have: Century Mobile Home Park and Town N’ Country Mobile Home Park.
Existing Programs to Grow
Alamosa Housing Solutions Survey respondents indicated strong support for growing existing resources that help to solve the housing gap in Alamosa. The following programs are the top five priorities for expansion.

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Complexity</th>
<th>Impact</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Homeownership counseling and financial readiness</td>
<td>L</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>Support CRDHC and Habitat to produce more “Self help” housing</td>
<td>M</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>Grow down payment assistance programs to support more first-time homebuyers</td>
<td>L</td>
<td></td>
<td>$$</td>
</tr>
<tr>
<td>Support the use of housing choice vouchers through partnerships with landlords</td>
<td>L</td>
<td></td>
<td>$</td>
</tr>
<tr>
<td>Increase renovation and energy improvements assistance</td>
<td>L</td>
<td></td>
<td>$$$</td>
</tr>
<tr>
<td>Existing Programs to Support and Expand</td>
<td>Current Level</td>
<td>Desired Outcomes</td>
<td>Considerations for Growth</td>
</tr>
<tr>
<td>----------------------------------------</td>
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</tbody>
</table>
| Homeownership financial readiness      | About 12 people/month | More first time buyers ready to purchase new and existing homes | • Start junior high and high school level; explore working with Trinidad State Junior College SLV campus students, Adams State University-Married Housing occupants, people receiving TANF, LEAP, SNAP.  
• Host classes more often than 1x/month.  
• Host some classes outside Alamosa.  
• Renters to build better credit, CHFA is doing a pilot.  
• Post close classes - support successful homeownership.  
• CRHDC is providing financial literacy and homebuyer to public at no charge, and would like to continue to grow these services. | Materials  
Funding to pay teachers | CRHDC, Habitat and SLVHC, local banks, CHFA |
| More “Self help” housing               | 8-10 homes/year | 10-12 homes/year create more inventory | • Clients in rental properties, outreach to bridge that first time homeownership.  
• Grow Habitat funding, and capacity of construction volunteers.  
• Add education on the programs to our partnerships and resources information website. | Partnerships, funding, education, volunteer and staff capacity | CRHDC, Habitat, USDA Rural Dev, NeighborWorks |
| Down payment assistance                | 12 at 80% below AMI 6 up to 100% AMI/ per year | More buyers able to reach the first rung of homeownership | • Recently expanded to 100% AMI  
• Could we expand to 120% AMI? Prices are out of reach for many qualifying buyers. Cost of living is going up, especially with young kids in childcare.  
Stronger education and outreach might help (link to resources hub and financial readiness classes).  
• Make buyers more aware of lending opportunities; good housing at different levels will help people transition. Rent = more than mortgage sometimes. | SLVHC needs 1 more staff person to implement.  
CRHDC currently revamping; they will know more soon.  
More loan and grant funding. | CHFA, local lenders Foundations  
If we show we can use more in the existing tiers, we could pull more in. |
## Programs to Grow and Expand

<table>
<thead>
<tr>
<th>Existing Programs to Support and Expand</th>
<th>Current Level</th>
<th>Desired Outcomes</th>
<th>Considerations for Growth</th>
<th>What resources are needed?</th>
<th>Does anyone else need to be included?</th>
</tr>
</thead>
</table>
| Housing choice vouchers - partnerships with landlords | AHA - 35 vouchers SLVBHG - | Use vouchers effectively, create opportunity to bring new vouchers to the community | • Engage with landlords, explore providing assurances around security deposits/risk share.  
• Mitigate "golden ticket to nowhere" effect.  
• Payment standards set by voucher funders are too low for current market conditions. | Engagement from AHA, other voucher administrators, DOLA and City | AHA, SLVBHG, and La Puente, Colorado Division of Housing, local property managers and landlords |
| Home restoration and energy retrofits | ERC serves 350-400 households/year across the valley, most below 80% AMI  
There is a 500 person waitlist. SLVHC provides retrofit loans, assistance with health and safety, and funding for wells repair | Serve more households. | • Current funding typically allows less than $10,000/unit; many homes need more. Leverage different funding sources to serve the same household.  
• Building code: energy code restrictions can be challenging. Electrical standards also driving higher costs  
• State law: use energy code - limits upgrading existing properties  
• Cliff effect on income limits; explore opportunity to serve slightly higher incomes. | Additional funding and staff  
ERC - with funding from Colorado Energy Office - WAP, Energy Outreach CO, CARE, Colorado Renu, etc  
Rocky Mtn SER  
Monitor American Rescue Plan or other federal and state infrastructure resources | ERC EOC - multifamily solar  
SLVHC - safety and habitability loans  
Could the City or others sponsor some # of homes? |
Actions to Take as Capacity Grows
Four actions were identified as those that should be reviewed and considered as City and partner capacity expands over time.

<table>
<thead>
<tr>
<th>Action</th>
<th>Complexity</th>
<th>Impact</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchasing and renovating run down or abandoned homes</td>
<td>H</td>
<td>M</td>
<td>$$</td>
</tr>
<tr>
<td>Addresses Missing Middle and Preservation</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Renovating and repurposing vacant or underutilized buildings for rental housing</td>
<td>H</td>
<td>M</td>
<td>$$ $$</td>
</tr>
<tr>
<td>Addresses Attainable Rentals and Preservation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build homes on suitable and available public- and institutionally-owned land</td>
<td>M</td>
<td>M</td>
<td>$</td>
</tr>
<tr>
<td>Addresses Production, Attainable Rentals, and Missing Middle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase land and hold for future housing development</td>
<td>L</td>
<td>M</td>
<td>$$ $$</td>
</tr>
<tr>
<td>Addresses Production, Attainable Rentals, Missing Middle</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Purchasing & renovating run down or abandoned homes

Current conditions/Local Issues
• Community supported this as a mid-tier priority in the Solutions Survey (appendix B).
• Would support economic development, community aesthetics, and housing goals.
• As cost to build new continues to increase, renovating existing may become more cost effective.

What’s needed to move it forward?
• Considerable staffing/capacity growth needed - could be at City, CRHDC, SLV Housing Coalition, or other.
• Inventory of run down/abandoned homes in the City.
• Program development to determine funding, eligibility, price point, construction management.

Timing
• TBD - when capacity becomes available or unique opportunities arise.

Risk points
• Old buildings and renovations can be complex and have unexpected costs.

Funding proposed
• DOLA has funded Monte Vista program. Rehab/weatherization funds may also pair well with this action.

Peer Communities who have done it well
• Similar program underway in Monte Vista.
Renovating & repurposing vacant or underutilized buildings for rental housing

Current conditions/Local Issues
• Community supported this as a mid-tier priority in the Solutions Survey (appendix B).
• Would support economic development, community aesthetics, and housing goals.
• As cost to build new continues to increase, renovating existing may become more cost effective.
• Buildings of a scale suitable for multi-family with willing sellers may not always be available; would be helpful to be ready when opportunity presents itself.

What's needed to move it forward?
• Considerable staffing/capacity growth needed - could be at City, SLV Housing Coalition, AHA, or other.
• Inventory of run down/abandoned homes in the City.
• Program development to determine funding, eligibility, price point, construction management, seller negotiations.

Timing
• TBD - when capacity becomes available or unique opportunities arise.

Funding proposed
• CHFA, DOLA, Conventional finance, local fundraising
Build homes on suitable and available public- and institutionally-owned land

Current conditions/Local Issues
• Review of City owned parcels was conducted for the St. Benedict camp site selection, and that work could be a starting point in the future. Site at northwest corner of 20th Street and Airport Road has water, sewer, solar farm, and development potential.
• Institutionally owned sites (ASU, churches, school district, hospital etc.) have not been inventoried, but may have potential for housing.
• Other considerations include zoning, infill, and high cost of infrastructure.

What’s needed to move it forward?
• Work with other institutional land owners to create comprehensive inventory of land opportunities.
• Create criteria to evaluate, priority uses, and process to select development partner(s).

Who needs to be involved?
• City, County, ASU, School District, Hospital, Churches.

Timing
• TBD - likely 3-7 years out.

Funding proposed
• CHFA, DOLA, local banks, City/County, special district, foundations, etc.
Purchase land and hold for future housing development

Current conditions/Local Issues
- Not a high priority at this time, but land suitable for residential with willing sellers may not always be available; would be helpful to be ready when opportunity presents itself

What’s needed to move it forward?
- Point person at a local agency.
- Monitor tax lien sales.
- Cultivate relationships with local real estate brokers.
- Due diligence and project feasibility, once a site is identified.

Who needs to be involved?
- City, CRHDC, SLV Housing Coalition. AHA would also be good resource to hold land, as they are tax exempt, and legislatively enabled to do this type work.

Timing
- TBD - when capacity becomes available or unique opportunities arise.

Funding proposed
- TBD – entitlement negotiations, land donations, one time appropriation of local funds, and/or grants/loans.
Tools for Future Consideration
The following housing tools are not current priorities but should be considered as the housing market and City and partner capacity and resources evolve.

- **Support for landlords to make repairs and improvements to rentals**
  - Addresses Attainable Rentals and Preservation

- **Building code enforcement and residential inspections**
  - Addresses Preservation

- **Purchasing homes and deed restricting them so they will be affordable to local residents permanently**
  - Addresses Preservation and Missing Middle

- **Allow parking reductions for development producing homes that local residents can afford to reduce the cost of development**
  - Addresses Production, Attainable Rentals, and Missing Middle

- **Employer help with housing**
  - Addresses Public Private Partnerships

- **Local funding sources dedicated to community and workforce housing**
  - Addresses all aspects of this Plan
Timeline and Lead Agency
Tasks by lead and supporting agency

<table>
<thead>
<tr>
<th>Lead Initiative</th>
<th>Supporting Agencies</th>
<th>Plan Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Alamosa</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better Align Zoning Code with Housing Goals</td>
<td>N/a</td>
<td>Priority Actions</td>
</tr>
<tr>
<td>Facilitate and Promote ADU/small unit development</td>
<td>CHFA</td>
<td>Priority Actions</td>
</tr>
<tr>
<td>Infrastructure Improvements for housing</td>
<td>N/a</td>
<td>Priority Actions</td>
</tr>
<tr>
<td>Resource Hub</td>
<td>SLV Housing Coalition</td>
<td>Tasks to Start Now</td>
</tr>
<tr>
<td>Goals Tracking and Reporting</td>
<td>SLV Housing Coalition</td>
<td>Tasks to Start Now</td>
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<tr>
<td><strong>SLV Housing Coalition</strong></td>
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</tr>
<tr>
<td>Mobile home park preservation, improvements and affordability</td>
<td>La Puente, City, CHFA, CDOH, CRHDC</td>
<td>Priority Actions</td>
</tr>
<tr>
<td>Homeownership and financial readiness</td>
<td>CRHDC, CHFA</td>
<td>Programs to Grow</td>
</tr>
<tr>
<td>Down payment assistance</td>
<td>CRHDC, CDOH</td>
<td>Programs to Grow</td>
</tr>
<tr>
<td>Preservation of existing contracts</td>
<td>City, AHA</td>
<td>Tasks to Start Now</td>
</tr>
<tr>
<td><strong>SLV BHG</strong></td>
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<tr>
<td>Permanant Supportive Housing</td>
<td>City, CHFA, CDOH, AHA, La Puente</td>
<td>Priority Actions</td>
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<tr>
<td><strong>La Puente</strong></td>
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<tr>
<td>Other housing for people who have experienced homelessness</td>
<td>City, CHFA, CDOH, AHA, SLV BHG</td>
<td>Priority Actions</td>
</tr>
<tr>
<td><strong>CRHDC</strong></td>
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<tr>
<td>More “Self help” housing</td>
<td>Habitat for Humanity, USDA Rural Development</td>
<td>Programs to Grow</td>
</tr>
<tr>
<td>Senior Housing</td>
<td>NeighborWorks America</td>
<td>Programs to Grow</td>
</tr>
<tr>
<td>Multi-family - new and acquisitions</td>
<td>NeighborWorks America</td>
<td>Programs to Grow</td>
</tr>
<tr>
<td>Mark rate ‘missing middle’ for sale</td>
<td>NeighborWorks America</td>
<td>Programs to Grow</td>
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<tr>
<td><strong>Alamosa HA</strong></td>
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<tr>
<td>Housing choice vouchers partnerships with landlords</td>
<td>City</td>
<td>Programs to Grow</td>
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<tr>
<td>Property tax exemptions for priority rental housing</td>
<td>City</td>
<td>Tasks to Start Now</td>
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<tr>
<td><strong>ERC</strong></td>
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<tr>
<td>Renovation and energy improvements assistance</td>
<td>SLV Housing Coalition</td>
<td>Programs to Grow</td>
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</table>
## Timeline

### Priority Actions

<table>
<thead>
<tr>
<th>Action</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<tbody>
<tr>
<td>Better Align Zoning Code with Housing Goals</td>
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<tr>
<td>Supportive Housing</td>
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</tbody>
</table>

### Tasks to Start Now

<table>
<thead>
<tr>
<th>Task</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<td>Resource Hub</td>
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<tr>
<td>Preservation of contracts</td>
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<tr>
<td>Property Tax Exemption</td>
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<tr>
<td>Housing Goals Tracking and Reporting</td>
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</tr>
</tbody>
</table>

### Legend

- **Implementation**
- **Monitoring**
Acknowledgements and Appendices
Acknowledgements

This Action Plan is the product of the time, dedication, and effort of individuals and organizations with a common commitment to providing safe, quality housing that local households in Alamosa can afford. This work was guided with an eye toward the long-term sustainability and economic vibrancy of the City. Funding for the Plan was provided by Colorado Division of Housing, Colorado Housing and Finance Authority, and Colorado Health Foundation.

Alamosa County
Alamosa Housing Authority
City Council
Colorado Division of Housing
Colorado Housing and Finance Authority
Colorado Health Foundation
Community Resources and housing Development Corporation
Energy Resource Center
Housing Working Group
Homeless Coalition
La Puente Home, Inc.
Planning Commission
San Luis Valley Housing Coalition

*A special thank you to the residents of the City of Alamosa for helping create this plan, participating in the Housing Solutions Survey and attending the public meetings.*
The Area Median Income (AMI) is included throughout this Plan because it is a metric used by affordable housing funders. AMI is published annually by HUD for each county (Alamosa County below) and varies by household size.

### 2021 Income Limits

<table>
<thead>
<tr>
<th>AMI</th>
<th>1 Person</th>
<th>2 Person</th>
<th>3 Person</th>
<th>4 Person</th>
<th>5 Person</th>
<th>6 Person</th>
<th>7 Person</th>
<th>8 Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>120%</td>
<td>61,800</td>
<td>70,560</td>
<td>79,440</td>
<td>88,200</td>
<td>95,280</td>
<td>102,360</td>
<td>109,440</td>
<td>116,520</td>
</tr>
<tr>
<td>100%</td>
<td>51,500</td>
<td>58,800</td>
<td>66,200</td>
<td>73,500</td>
<td>79,400</td>
<td>85,300</td>
<td>91,200</td>
<td>97,100</td>
</tr>
<tr>
<td>80%</td>
<td>41,200</td>
<td>47,040</td>
<td>52,960</td>
<td>58,800</td>
<td>63,520</td>
<td>68,240</td>
<td>72,960</td>
<td>77,680</td>
</tr>
<tr>
<td>60%</td>
<td>30,900</td>
<td>35,280</td>
<td>39,720</td>
<td>44,100</td>
<td>47,640</td>
<td>51,180</td>
<td>54,720</td>
<td>58,260</td>
</tr>
<tr>
<td>50%</td>
<td>25,750</td>
<td>29,400</td>
<td>33,100</td>
<td>36,750</td>
<td>39,700</td>
<td>42,650</td>
<td>45,600</td>
<td>48,550</td>
</tr>
<tr>
<td>40%</td>
<td>20,600</td>
<td>23,520</td>
<td>26,480</td>
<td>29,400</td>
<td>31,760</td>
<td>34,120</td>
<td>36,480</td>
<td>38,840</td>
</tr>
<tr>
<td>30%</td>
<td>15,450</td>
<td>17,640</td>
<td>19,860</td>
<td>22,050</td>
<td>23,820</td>
<td>25,590</td>
<td>27,360</td>
<td>29,130</td>
</tr>
<tr>
<td>20%</td>
<td>10,300</td>
<td>11,760</td>
<td>13,240</td>
<td>14,700</td>
<td>15,880</td>
<td>17,060</td>
<td>18,240</td>
<td>19,420</td>
</tr>
</tbody>
</table>
Over 200 households responded to our Housing Solutions Survey, hosted in February 2021 online and with paper surveys mailed. This strong participation helped inform the housing actions proposed in this Plan, but is not a representative sample of the community. As shown below, many more homeowners participated than renters.

"To help us understand a little about your responses, what is your current housing situation?"

- 74% I own a home in Alamosa
- 9% I rent a home in Alamosa
- 11% I live outside of Alamosa
- 6% Other
Historically, the City has not played an active role in housing. We are now considering taking a more active role, including supporting our community partners as they pursue housing. **What priority should community housing (housing for residents and local employees that costs no more than 30% of their income) be in Alamosa?**

- Not a priority: 13%
- One of Alamosa's lower priorities: 11%
- A moderate priority: 20%
- A high priority: 41%
- The top priority of Alamosa: 15%
The Needs Assessment found that between 445 and 515 new homes and apartments are needed over the next five years to provide the community with housing opportunities and help employers fill jobs. Over the past ten years, about 44 new homes and apartments have been built each year in the city. At this rate about half the housing need would be satisfied over the next five years. Should the community set a goal to increase housing production?

- No, keep housing production about the same as it has been: 20%
- No, we are growing too fast already - build less: 5%
- Other - Write In: 12%
- Yes, the community should set a goal to increase housing production: 63%
What should we shoot for?

Comment: start with 50 units/year add onto that number each year to build capacity.
Priorities and Price Points - rank order

- Rentals at or below $700 per month: 3.9
- Supportive housing: 3.5
- Smaller, low-maintenance homes for seniors: 3.5
- More variety in housing types: 3.4
- Rentals priced $700 to $1,300 per month: 3.4
- Homes for purchase around $200,000: 3.3
- Rentals at any price point: 3.0
- Homes priced up to $300,000: 2.6

Average Rating

- 1 - Not important
- 5 - Extremely important
- Average (on a scale from 1=not important to 5=extremely important)
Existing Programs - rank order

<table>
<thead>
<tr>
<th>Program</th>
<th>Percent Respondents</th>
<th>Average Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Down payment assistance</td>
<td>56%</td>
<td>4.1</td>
</tr>
<tr>
<td>Renovation &amp; energy improvements assistance</td>
<td>53%</td>
<td>4.1</td>
</tr>
<tr>
<td>Homeownership counseling &amp; financial readiness classes</td>
<td>50%</td>
<td>4.1</td>
</tr>
<tr>
<td>&quot;Self help&quot; housing</td>
<td>51%</td>
<td>3.9</td>
</tr>
<tr>
<td>Case management &amp; service coordination</td>
<td>45%</td>
<td>3.8</td>
</tr>
<tr>
<td>Housing choice vouchers</td>
<td>50%</td>
<td>3.8</td>
</tr>
<tr>
<td>Employer help with housing</td>
<td>37%</td>
<td>3.6</td>
</tr>
<tr>
<td>Building code enforcement &amp; residential inspections</td>
<td>30%</td>
<td></td>
</tr>
</tbody>
</table>

The chart above shows the average ratings of various programs with a scale from 1 (do less) to 5 (do more). The percent respondents and the average ratings are listed for each program. The programs include:

- Down payment assistance
- Renovation & energy improvements assistance
- Homeownership counseling & financial readiness classes
- "Self help" housing
- Case management & service coordination
- Housing choice vouchers
- Employer help with housing
- Building code enforcement & residential inspections
New Programs - rank order

- 1: Do less
- 5: Do more

- **Renovating and repurposing vacant or underutilized buildings for rental housing**: Average rating 4.2
- **Purchasing run down or abandoned homes, fixing them up, and selling them**: Average rating 4.0
- **Support for landlords**: Average rating 3.9
- **Mobile home park preservation, improvements and affordability**: Average rating 3.8
- **Purchasing homes & deed restricting them**: Average rating 3.4

Percent respondents: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%
Incentives – rank order

1. Support building small units
2. Make it easier to build more affordable homes
3. Reduced or free water/sewer tap fees or permits
4. Allow parking reductions

Average rating:
- 1-Strongly oppose
- 5-Strongly Support
- Average (on a scale from 1=strongly oppose to 5=strongly support)
Public/Private Partnerships - rank order

- Preserve the affordable housing we already have: 4.2
- Investments in infrastructure upgrades: 4.2
- Reduce the cost to developers of bringing infrastructure: 3.7
- Build homes on suitable & available public land: 3.5
- Property tax exemption for affordable rentals: 3.5
- Purchase land and hold for future housing development: 3.1

Average rating 4.2

Percent respondents

1-Strongly oppose 5-Strongly Support Average (on a scale from 1=strongly oppose to 5=strongly support)
Funding - rank order

- Federal & State loans & grants
- Harness local giving & volunteer donations
- Dedicated & flexible source of revenue specifically for local resident housing

Average rating:
- 3.9
- 3.6
- 3.0

Percent respondents:
- Strongly oppose (1):
- Strongly support (5):
- Average (on a scale from 1=strongly oppose to 5=strongly support)
This issue affects me, my family, and people I know.

Let's make investments in rundown/abandoned homes and lift up our neighborhoods.

I'm concerned about taxes.

I don't want to have to choose between my pet and having a roof over my head.

Mobile homes need attention.

I’d like the City to do more to help developers get housing built.

Also need to focus on jobs and the economy.

We need good housing for crisis situations: pandemic, fire.

Concerned about homelessness.

Habitat for Humanity and Self Help Build are a great fit for our community.

City should not take a larger role in housing.

More support for people recovering from addiction.
<table>
<thead>
<tr>
<th>Glossary Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>As used in this plan, housing is affordable if the monthly payment is equal to or less than 30% of gross household income (before taxes).</td>
</tr>
<tr>
<td>ADU</td>
<td>Accessory dwelling unit - casita, garage unit, lock off, small apartment associated with primary home</td>
</tr>
<tr>
<td>AHA</td>
<td>Alamosa Housing Authority</td>
</tr>
<tr>
<td>AMI</td>
<td>Area Median Income - published annually for counties by the US Department of Housing and Urban Development (HUD). AMI is used to set income and rent limits for affordable housing programs statutorily linked to HUD income limits (e.g., low-income housing tax credit rentals). See Appendix A.</td>
</tr>
<tr>
<td>ASU</td>
<td>Adams State University</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grants - a federal funding source used to develop and renovate affordable housing with income restrictions.</td>
</tr>
<tr>
<td>CHFA</td>
<td>Colorado Housing and Finance Authority - administers LIHTC and provides mortgage funding</td>
</tr>
<tr>
<td>COVID-19</td>
<td>Coronavirus disease 2019, causing 2020 global pandemic and extensive local public health precautions.</td>
</tr>
<tr>
<td>CRHDC</td>
<td>Community Resources and Housing Development Corporation</td>
</tr>
<tr>
<td>EOC</td>
<td>Energy Outreach Colorado</td>
</tr>
<tr>
<td>ERC</td>
<td>Energy Resource Center</td>
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<tr>
<td>FHA</td>
<td>Federal Housing Administration, provides secondary market for residential mortgages</td>
</tr>
<tr>
<td>HOME Funds</td>
<td>Grants from HUD to states and units of general local government to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very low-income households.</td>
</tr>
<tr>
<td>HUD</td>
<td>Housing and Urban Development; federal agency providing funding and regulations for low income housing.</td>
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<tr>
<td>LIHTC</td>
<td>Low Income Housing Tax Credit - a federal program to stimulate capital investment in affordable rental housing, administered in Colorado by the Colorado Housing and Finance Authority.</td>
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<tr>
<td>MLS</td>
<td>Multiple Listing Service used for purchase and sale of residential real estate</td>
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<tr>
<td>SLVBHG</td>
<td>San Luis Valley Behavioral Health Group</td>
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<tr>
<td>SLVHC</td>
<td>San Luis Valley Housing Coalition</td>
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<tr>
<td>TSJC</td>
<td>Trinidad State Junior College</td>
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<tr>
<td>USDA</td>
<td>United States Department of Agriculture - responsible for numerous affordable housing projects and programs in rural areas.</td>
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<tr>
<td>WAP</td>
<td>Weatherization Assistance Program</td>
</tr>
</tbody>
</table>
City of Alamosa Contact

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