

# **BOULDER HOUSING PARTNERS**

## **CORPORATE RESUME**

Boulder Housing Partners  
4800 Broadway  
Boulder, CO 80304

720-564-4610

[www.boulderhousing.org](http://www.boulderhousing.org)

January 1, 2010

## SUMMARY

Boulder Housing Partners has been the housing authority for the City of Boulder since 1966. Boulder Housing Partners builds, owns, and manages affordable housing for low and moderate-income residents of the City of Boulder. BHP is a quasi-governmental entity of the State formed pursuant to Section 29 of the Colorado Revised Statutes. A nine member Board of Commissioners appointed by the Mayor provides community oversight while two co-executive directors manage daily operations.

BHP and the City of Boulder are separate entities, yet a close working relationship underlies these two organizations: the City defines affordable housing policy and provides funding and BHP focuses on implementation.

BHP holds or provides assistance for 1,588 units of housing in three portfolios:

- 461 homes with management obligations tied to HUD standards;
- 757 dwelling units in the Section 8 Housing Choice Voucher program; and
- 480 homes where the housing was created through a mix of local and state grants, low income housing tax credits and/or conventional financing.

In Boulder, there is limited land available for residential development, and despite current economic conditions, there continues to be increasing demand for affordable housing. The high demand contributes to escalating housing costs, which reduces housing options for low-income households who live and work in the city or who live in neighboring communities and commute to work in Boulder.

The Boulder Valley Comprehensive Plan set a goal to have at least 10% of Boulder's existing housing stock permanently affordable to low and moderate income households. As of 2008, 6.35% of Boulder's housing is permanently affordable. We own and manage 32% of the total inventory of affordable housing in Boulder, making a strong contribution to the City Council's goal that 10% of all housing be permanently affordable. We actively seek opportunities to grow our housing inventory. City Council continues to identify the issue of affordable housing as one of its top policy agendas each year.

Housing authorities exist to fill a void in the shelter needs of their communities. Given the high cost of Boulder's rental market, BHP meets the needs of Boulder residents who cannot afford to rent from private landlords. Some of the reasons people have difficulty finding shelter are not always economic and might include health problems, mental illness, or physical disability. BHP provides support and services to residents that the marketplace does not provide.

In 2001, BHP changed its name from the Housing Authority of the City of Boulder to

Boulder Housing Partners. BHP believes that to be successful in this high cost community, BHP must form partnerships with non-profit and for-profit organizations to acquire, build, and manage affordable housing. As a provider of housing, BHP seeks partnerships with service agencies to bring assistance in many forms to our sites. For example, the I Have a Dream Foundation, the Boulder Police Department, the City's Parks and Recreation Department, and the Library are a few of many service partners offering programs to our residents. BHP also collaborates with the local Housing First initiative to supply stable housing to the chronically homeless population.

As we acquire and develop new housing, we work closely with the local, state, and federal agencies, as well as private developers, to bring all the necessary financing and expertise to create new affordable housing.

## **BOULDER HOUSING PARTNERS FOUNDATION**

In 2000, BHP formed a non-profit corporation, the Boulder Housing Partners Foundation, as a means to raise funds for resident services. The mission of the Boulder Housing Partners Foundation is to help Boulder Housing Partners' residents pursue successful, productive and dignified lives by mobilizing resources for supportive, life-enriching, and community building services.

We strive to connect at-risk families and individuals with the help they need. We accomplish this mission through the following three strategies:

1. Stewardship of the resident services vision for Boulder Housing Partners;
2. Advocacy with service providers in the local community; and
3. Fund-raising and grant-making to provide a sound financial foundation for Boulder Housing Partners resident services.

## **MISSION**

Our primary mission is to provide quality, affordable housing that is developed and managed with respect for the dignity of all involved. We also seek to create a sense of community strength and spirit that supports resident efforts to realize success in their lives.

## **VISION**

BHP will engage with the City and the community in the development of affordable housing that is increasingly welcomed and integrated into Boulder neighborhoods, providing for a diverse and sustainable community.

## **BUSINESS OBJECTIVE**

To achieve this mission all BHP projects will maintain a triple bottom line, with attention to each of the following components: maintaining the fiscal viability of the organization; achieving a social goal through the provision of affordable housing; and, achieving environmental sustainability.

## **CORE VALUES**

**Excellence  
Cooperation  
Service  
Opportunity**

striving for the best in everything we do,  
promoting understanding, involvement, partnership and teamwork,  
helping others with compassion, respect and dignity,  
promoting professional competence, achievement, and healthy  
community, and

**Integrity**

respecting diversity, embracing unity, promoting honesty and  
trustworthiness.



## **ORGANIZATIONAL STRENGTHS**

Our goal is to manage for the public good by providing housing for very low-income families, people with disabilities and elderly citizens. The strengths that allow us to be successful include:

- We have a dedicated, experienced Board of Commissioners.
- We have a committed, long-term staff.
- We have conservative fiscal policies and maintain adequate reserves.
- We meet or exceed our budget projections.
- We plan for the future of the organization through long-term strategic plans that anticipate market trends, changes in resources and impacts to financial feasibility.
- We involve the public in our long term and project planning.
- The organization has existed since 1966.
- Our new construction projects win awards in design and are thoughtfully integrated into existing neighborhoods.
- We acquire existing apartments, condominiums, and townhouses and keep them affordable while upgrading the living conditions.

## **OVERALL COMMITMENT AND STRATEGIES** **from 2009 Long Term Strategic Plan**

### **Our First Commitment**

We will maintain a strong commitment to excellent management of the units we own. We will work to implement a guiding framework in which every property we own is:

1. Managed with compassion and rich with community spirit and services;
2. Efficient and well-run, relying on sound policies and procedures, excellent risk management, and the provision of opportunities for resident enrichment and continuous learning; and
3. Energy efficient, environmentally sustainable and aesthetically beautiful.
4. Managed in a way that responds to resident needs and desires.

We will rely on our current strong relationship with our staff, our residents via the Resident Council and the more than 50 community partners to help bring these principles to practice.

We will also increase our use of private property management partners, when appropriate and cost-effective, to help absorb the impact of new development. In this next three to five-year period we expect to determine the best way to structure our property management approach.

### **Our Second Commitment**

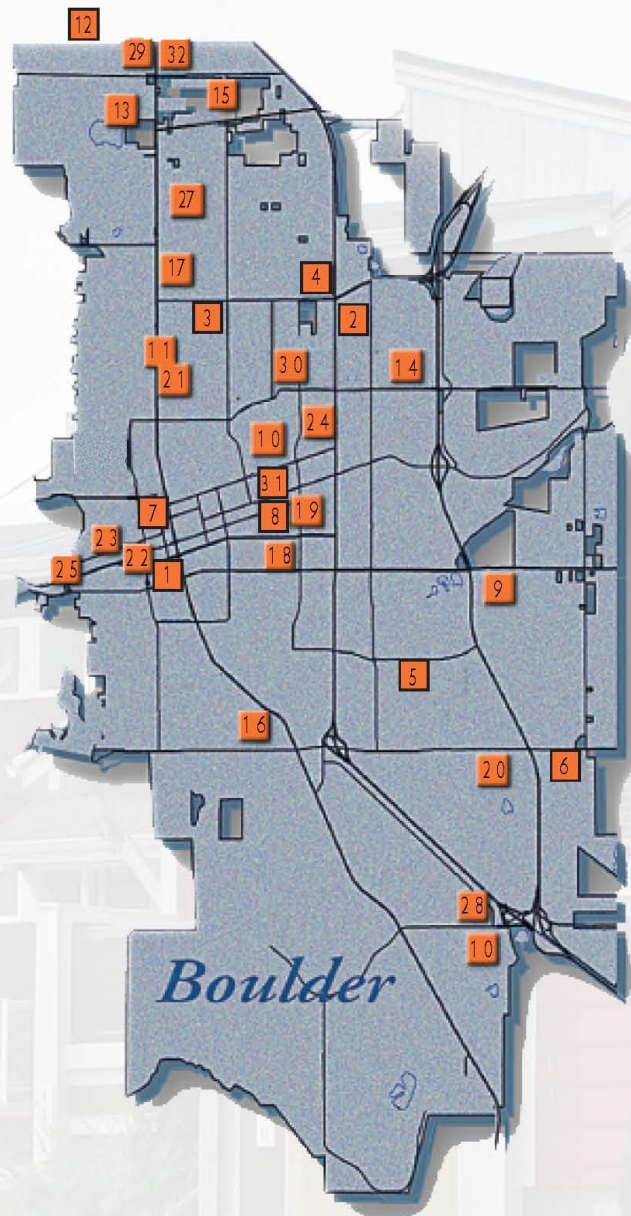
Working with government agencies, private developers, and non-profit agencies, we will design and develop new housing that enhances the community.

We will acquire housing scattered throughout the community and hold it permanently affordable over time.

We will seek additional housing vouchers to be used in the private market.

## **BHP PORTFOLIO**

# Boulder Housing Partners' Site Map



## Public Housing

- 1** Arapahoe Court (14)  
951 Arapahoe
- 2** Diagonal Court (30)  
3265 30th Street
- 3** Iris/Hawthorne (14)  
16th Street & Iris
- 4** Kalmia (55)  
3502 Nottingham Court
- 5** Madison (34)  
1130 35th Street
- 6** Manhattan (44)  
660 Manhattan Drive
- 7** Northport (50)  
1133 Portland Place
- 8** Walnut Place (95)  
1940 Walnut Street

## Affordable Rentals

- 9** Arapahoe East (11)  
4610 Arapahoe Avenue
- 10** Bridgewalk (123)  
602 Walden Circle
- 11** Broadway West (26)  
3100 Broadway Street
- 12** Dakota Ridge (13)  
4912 10th Street
- 13** Foothills Community (74)  
700 Silver Lake
- 14** Hayden Place (24)  
3405 Hayden Place
- 15** Holiday Neighborhood (49)  
1323 Yello Pine Avenue
- 16** Midtown (13)  
837 20th Street
- 17** Sanitas Place (12)  
3640 Broadway Street
- 18** Twin Pines (22)  
1700 22nd Street
- 19** Whittier (10)  
1946 Walnut Street
- 20** Vistoso (15)  
4500 Baseline Road

## Section 8 Project Based

- 21** Broadway East (44)  
3110 Broadway Street
- 22** Canyon Pointe (82)  
700 Walnut Street
- 23** Glen Willow (34)  
301 Pearl Street
- 24** Woodlands (35)  
2663 Mapleton

## Section 8 Tenant Based

Tenant Based Vouchers (642)

Housing First (26)

## Market Rate

- 25** 101 Pearl (6)  
101 Pearl Street
- 26** Bluff Duplex (2)\  
2232 Bluff Street
- 10** Bridgewalk (123)  
602 Walden Circle
- 13** Foothills Community (74)  
700 Silver Lake

## Group Home

- 27** Orchard House - 6 Bedrooms  
1603 Orchard Street

## Development Projects

- 28** High Mar Swim Club  
4990 Moorhead Avenue
- 29** Lee Hill Housing  
Lee Hill and Broadway
- 30** Red Oak Park (previously  
Boulder Mobile Manor)  
2637 Valmont

## Land Bank

- 15** Holiday Neighborhood  
- 2.2 Acres
- 31** Poplar Land Lease

## BHP Office

- 32** Main Office  
Boulder Housing Partners  
4800 Broadway  
Boulder, CO 80304

## **PROPERTIES OWNED AND MANAGED BY BOULDER HOUSING PARTNERS**

### **BOULDER AFFORDABLE RENTAL PROPERTIES**

**Arapahoe East**, 4610 Arapahoe  
*Family Housing – 11 apartments*

**Bluff**, 2232 & 2232 1/2 Bluff St  
*Family Housing – duplex with 2 apartments*

**Broadway West**, 3100 Broadway St.  
*Family Housing – 26 apartments*

**Dakota Ridge**, 4912 through 4978 10<sup>th</sup> St  
*Family Housing – 13 townhouses*

**Foothills**, Addresses on Cherry St, Silver Lake Ave, 7<sup>th</sup> St and 8<sup>th</sup> St  
*Family Housing – 74 units*

**Hayden Place**, 3405, 3450, 3460, 3660, 3690 Hayden Pl  
*Family Housing – 24 apartments*

**Holiday Neighborhood**, Addresses on Lee Hill, Yellow Pine, Zamia, 13<sup>th</sup>, 16<sup>th</sup>, and 18<sup>th</sup> St  
*Family Housing – 49 apartments*

**Midtown**, 837 20<sup>th</sup> St  
*Family Housing – 13 apartments*

**Orchard House**, 1603 Orchard Street  
*Family Housing – 1 house*

**Sanitas Place**, 3640 Broadway  
*Family Housing – 12 apartments*

**Twin Pines**, 1700 22<sup>nd</sup> St  
*Family Housing – 22 apartments*

**Whittier Apartments**, 1946 Walnut St  
*Family Housing – 10 apartments*

**Vistoso**, 4500 Baseline Rd.  
*Family Housing – 15 apartments*

### **WITH MARKET RATE**

**Bridgewalk**, 602-698 Walden Circle  
*Family Housing – 123 apartments*

**101 Pearl and Cornell House**, 101 Pearl St  
*Family Housing – 5 apartments and one house*

**Foothills**, Addresses on Cherry St, Silver Lake Ave, 7<sup>th</sup> St and 8<sup>th</sup> St  
*Family Housing – 74 units*

**PROPERTIES OWNED AND MANAGED  
BY BOULDER HOUSING PARTNERS,  
...continued**

**PROJECT BASED SECTION 8**

**Broadway East**, 3110, 3114, 3130, 3140, 3150, 3160 Broadway  
*Family Housing – 44 apartments, plus community center*

**Canyon Pointe**, 700 Walnut  
*Housing for Elderly and Disabled People – 82 apartments*

**Glen Willow**, 301, 303, 311, 313, 333 Pearl St  
*Family Housing – 34 apartments*

**North Haven**, 2550 9<sup>th</sup> St  
*Family Housing – 8 apartments*

**Woodlands**, 2663, 2665, 2671, 2683, 2685 Mapleton  
*Family Housing – 35 townhouses, plus community center*

**PUBLIC HOUSING**

**Arapahoe Court**, 951, 953 Arapahoe  
*Housing for Elderly and Disabled People- 16 apartments*

**Diagonal Court**, 3265, 3267, 3269, 3271, 3273 30<sup>th</sup> St  
*Family Housing – 30 apartments*

**Iris/Hawthorne**, Addresses on Hawthorne Ave and Iris Ave  
*Family Housing – 14 homes*

**Kalmia**, Addresses on Nottingham Ct and Arthur Ct  
*Family Housing - 55 apartments, plus community center*

**Madison**, 1130, 1150, 1170, 1190 35<sup>th</sup> St  
*Family Housing – 33 apartments*

**Manhattan**, 660, 662, 664, 666, 668, 690 Manhattan  
*Family Housing – 44 apartments*

**Northport**, 1133 Portland Pl  
*Housing for Elderly and Disabled People – 50 apartments*

**Walnut Place**, 1940 Walnut St  
*Housing for Elderly and Disabled People – 95 apartments*



## Tax Credit Properties

---



**Foothills**



**Vistoso**



**Holiday**



**Woodlands**

# Holiday Neighborhood



The Holiday Neighborhood is a mixed use, mixed income New Urbanist community developed in collaboration with seven non-profit and for-profit development partners. The development emphasizes environmentally sound building practices and a high percentage of affordable units.

The City purchased the land – formerly a drive-in theater site – in 1997 and sold it to Boulder Housing Partners at-cost for master site development. Highlights of the neighborhood include:

- More than 330 homes in a variety of housing types
- Neighborhood businesses — bakery, dance studio, pizzeria
- Co-housing community
- Forty-nine permanently affordable units, rented at 20% to 50% AMI, were purchased from developers by BHP through a LIHTC partnership
- Three units to help transition people from homelessness
- Eight units serve the Boulder County Mental Health Center community
- A two-acre park
- Unlimited-use bus passes for neighborhood residents
- Community gardens

Holiday's diversity, liveliness, and walkability make it one of the most interesting and accessible neighborhoods in Boulder. The history of this former drive-in site is being captured through the restoration of the original drive-in sign at the original entrance to the property, along with its designation as a historic landmark.



Holiday was honored with 13 awards between 2004 and 2007 from various design, planning, redevelopment, and builder's organizations in Colorado and around the country.



# Foothills Community



The Foothills Community is located in north Boulder, approximately one mile west of Broadway at Violet Avenue near Fourmile Canyon Creek and City open space.

The design of the Foothills Community is informed by the natural environment to the west and the urban environment to the east. The streets and units are oriented along the north/south axis to capture views of the Front Range from the front porches or second story decks of each of the units. A 65 acre City park is located between the mountains and the site and includes playgrounds, ball fields, tennis and basketball courts, passive open space, and a community garden dedicated to Boulder's first woman mayor, who was an advocate for affordable housing.



The design, by Wolff Lyon Architects of Boulder, includes carriage house units, duplexes, triplexes, and fourplexes that mimic the scale and rhythm of a traditional Boulder neighborhood while maximizing the number of affordable units. Front porches and windows are close to and near street level facilitating neighborhood interaction. Parking is located in alleys at the rear of the buildings.

The Development Disabilities Center, now called "Imagine!" used HUD Section 811 grant funds to build an eight-person group home for elderly developmentally disabled clients.

Fifty-three of the seventy-five units at the Foothills Community are available to households with incomes at or below 70% of the area median income for Boulder. The remaining twenty-two units are available for rent at market rates. Unit types and incomes are scattered uniformly across the site to ensure that it is truly a mixed income neighborhood. The site is managed by BHP's leasing and maintenance staff.



## Vistoso Community

---



The Vistoso Community was built by a private developer in 2005.

Upon completion, BHP purchased 15 of the 91 high-end condominium units and designated them as permanently affordable rental units.

BHP residents living at Vistoso benefit from numerous amenities and proximity to shopping, as well as Boulder's multi-use trail system.





# Broadway East

---



The Broadway East housing community consists of 44 units next door to the North Boulder Recreation Center. BHP originally built this community in 1982. In 2008 all units were renovated to include sustainable features and contemporary exteriors.



Renovation included construction of a 3,000 sq ft community center to house the I Have A Dream program, an organization that provides at-risk youth with tutoring, skills training, and tuition for higher education. This Center will also provide a community space for future Broadway residents of all ages.



# Broadway West



The new Broadway West apartments (built at the corner of Broadway and the entrance to the North Boulder Recreation Center) includes 26 new units varying from one, two, and three bedroom units, and an underground parking garage. Many of the units have balconies, and feel spacious and open. This new apartment building gives a great new feel and look to this central Boulder neighborhood.

The new building will bring a diverse group of tenants to the area and encourage a lively and vibrant community, to compliment Broadway East Community to the east, and become home to many Boulder families. Residents of Broadway West can enjoy air conditioning, onsite laundry, elevator access, and covered parking.

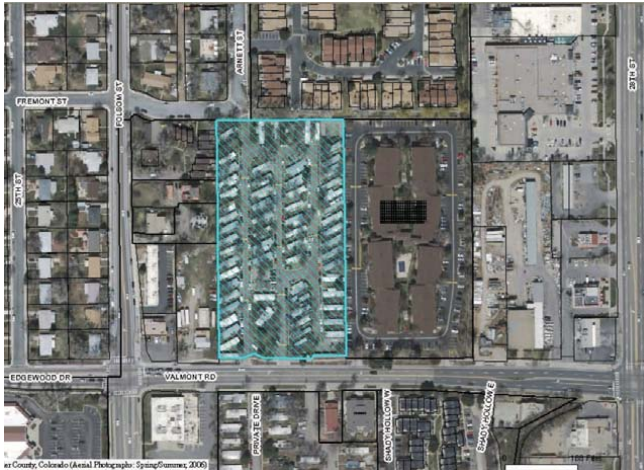
This project was financed by 9% low income housing tax credits, and all of the units in this project will be available to households with incomes up to but not exceeding 50% of the Area Median Income (AMI).

The proximity to the Boulder Community Hospital, downtown Boulder, retail and grocery stores, and several transit lines, proves to make Broadway West a desirable place to live.



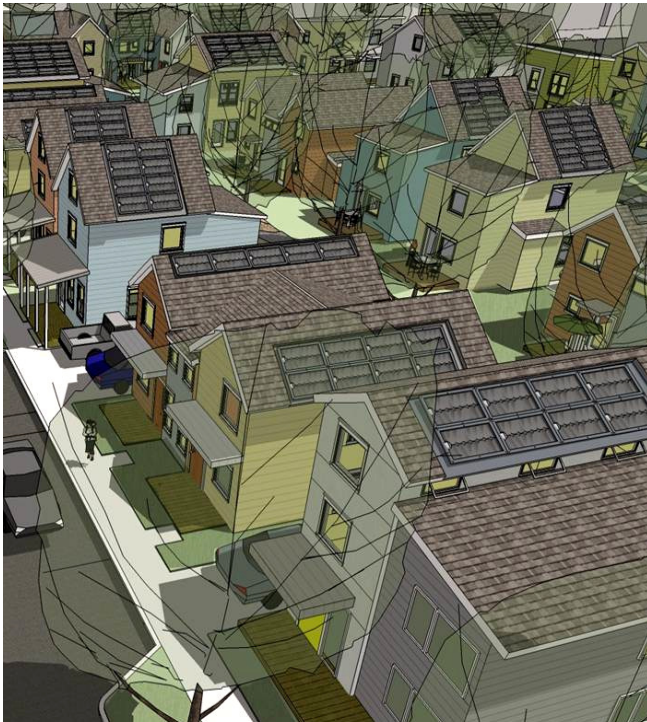


# Red Oak Park



The site formally known as Boulder Mobile Manor was home to 66 mobile homes which housed about 90 children who lived with parents and grandparents. In order to better serve the community, Boulder Housing Partners (BHP) is currently redeveloping the site to be more sustainable and accommodating for its residents.

The site has been renamed Red Oak Park and will be a new neighborhood to include 59 permanently affordable, fixed foundation units. The mix of units will include single family, duplex and triplex homes which include 44 two-bedroom units, 11 three-bedroom units, and four four-bedroom units. Maximum rents for 47 Red Oak Park units will be income limited at 50% AMI. The remaining twelve units will have rents no higher than 30% AMI rent targets, according to current assumptions.



The new development has been designed to encourage a close knit community by including an on site community center and park to provide a safe, convenient place for the residents of all ages to gather and play.

Amenities within about a mile of Red Oak Park include the North 28th Street commercial area, schools, city parks, a variety of grocers and convenience shopping, restaurants, places of worship, and local affordable healthcare clinics.

All of the mobile homes have been deconstructed and recycled. The site is ready for new construction to begin. BHP will be awarded low income housing tax credits in October which will allow for the partnership to close in April 2010. Construction will begin in April 2010 and finish around September 2011. Leasing of these units will begin October 2011.



# High Mar

---



Boulder Housing Partners (BHP) has owned the High Mar site since 1993. BHP purchased the site with the help of the City of Boulder with hopes to redevelop the site in the future. Previously, the site was operated as a recreation facility which included a swimming pool and a few tennis courts. Since 2004 the site has been vacant due to the need for costly repairs to the recreation facilities.



The site, about two acres, is located in South Boulder near the intersection of Moorhead and Table Mesa. Boulder Housing Partners in partnership with Morgan Creek Ventures, have recently begun to plan for the predevelopment process of the High Mar site to produce affordable housing units for residents of the City of Boulder. This process includes community input on the design and amenities for the site, the city's development review process, and analysis to determine the type of housing that would best fit the location.



With close proximity to the Table Mesa Park and Ride, High Mar will allow for a new transit focused development in this established part of town.

BHP will begin the planning process to in 2010, and are expecting to complete the development review process in 2011.





**Dakota Ridge**



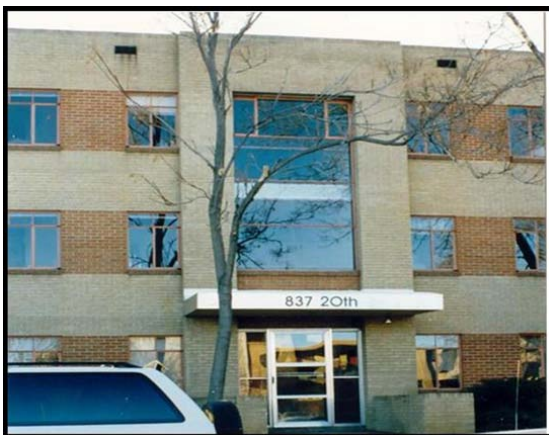
**Whittier**



**Two Mile Creek**



**Bluff**



**Midtown**



**Broadway West**

# Section 8 Project Based Housing

---



**Glen Willow**



**North Haven**



**Canyon Pointe**



# Public Housing

---



**Northport**



**Diagonal Court**



**Manhattan**



**Arapahoe Court**



**Iris/Hawthorne**



**Walnut Place**

## **BHP BOARD OF COMMISSIONERS**

**James Topping, Chairperson**

**First Appointed in 1994**

Mr. Topping is a former member of the City Council and the Planning Board of the City of Boulder. He is the former Budget Director at the University of Colorado, Boulder.

**Angela McCormick, Vice Chairperson**

**First Appointed in 2005**

Ms. McCormick is self-employed as a builder, consultant and realtor with Re/Max of Boulder. She is also a member of the Boulder Area Realtors Association, the Denver Metro Commercial Association of Realtors and the Urban Land Institute.

**Philip Lawrence**

**First Appointed in 2002**

Mr. Lawrence is an architect with Oz Architecture, a firm specializing in residential, commercial, civic, and educational architecture. He collaborated with BHP on the Woodlands project.

**Valerie Mitchell**

**First Appointed in 2010**

Valerie Mitchell is the owner of Dragonfly Gardens and specializes in water wise and native plant design. She is a citizen advocate for affordable housing, also serving on the board for Boulder Housing Coalition. Ms Mitchell is an active volunteer in the Boulder community.

**Louise Smart**

**First Appointed in 1996**

Ms. Smart is a Senior Partner of the Center for Dispute Resolution (CDR), a locally based firm that operates internationally to facilitate and mediate conflict.

**Mike White**

**First Appointed in 2002**

Mr. White is President of the Resident Representative Council. He has a Bachelor of Science degree in mass communication from Eastern Michigan University. He was a photo journalist for television and newspapers for 10 years.

**Susan Ageton**

**First Appointed in 2010**

Ms. Ageton is the current City Council liaison to the Board of Commissioners.

**Stephen Eckert**

**First Appointed in 2009**

Mr. Eckert is a partner in the architecture firm Eckalizzi Design specializing in residential design and planning, small additions, single family homes, and larger scale multi-family projects. Mr. Eckert also serves on the American Institute of Architects Denver Housing Committee.

**Karen Klerman**

**First Appointed in 2009**

Karen Klerman is a Vice President and Relationship Manager at US Bank's Commercial Real Estate Banking group. She is currently a member of the Urban Land Institute, and CU Real Estate Council, and recently finished a five year term on Boulder's Downtown Management Commission.

## **KEY BHP** **PROJECT PARTICIPANTS**



**Betsey F. Martens  
Executive Director**

Betsey has been involved with affordable housing in the Boulder community for over 25 years. As the Executive Director, she manages a staff of approximately 50 people responsible for development, leasing, maintenance, finance, and resident services delivery. She is also staff to the Boulder Housing Partners Foundation. She and her staff are responsible for managing more than 1700 units of housing, both affordable and market rate. Betsey began her affiliation with BHP in 1984 when she served as a member of the Board of Commissioners. She was a founding member and Chair of Thistle Community Housing, a non-profit housing organization. She has also directed a CDBG/economic development program, served as regional director for the National Association of Housing and Redevelopment Officials (NAHRO) and Deputy Director of the Boulder County Housing Authority.

Ms. Martens, has assumed a leadership position with the nation's premiere housing and community development association, the National Association of Housing and Redevelopment Officials (NAHRO). Ms. Martens was sworn in as senior vice president of NAHRO in Washington, D.C. and will serve in that position for the next two years. Ms. Martens is a member of the Board of Governors for NAHRO and Vice-Chair of the Housing Committee, where she leads the public housing reform initiative. Ms. Martens is also Vice President of the Board of the Boulder Shelter for the Homeless and a member of the adjunct faculty at the University of Colorado, teaching housing policy in the College of Architecture and Planning.

**Contact Information:**

Phone: 720-564-4614

Fax: 303-544-9553

[martensb@bouldercolorado.gov](mailto:martensb@bouldercolorado.gov)

**Penny Hannegan  
Director of Business Development  
and Administration**

Penny is responsible for managing productivity in operations by working in close collaboration with the Executive Director, Office Manager and Director of Human Resources on administrative, human resource and customer service initiatives. She also provides support to the Board of Commissioners and acts as the primary liaison with the City of Boulder staff and City Council on Board matters.

Penny has a background in the areas of workforce development, program management and the design and delivery of process improvement initiatives. Prior to working with Boulder Housing Partners, Penny worked for over ten years as a member of the Organizational Development staff at AMO-CO and as a Program Director at the Colorado Outward Bound School. She has served on the Board of Directors for several local non-profits in Boulder County. Penny received a Bachelor of Science from Colorado College and a Masters in Business Administration from the University of Denver.

Contact Information:  
Phone: 720-564-4643  
Fax: 303-544-9553  
[Hanneganp@bouldercolorado.gov](mailto:Hanneganp@bouldercolorado.gov)

**Stuart B. Grogan  
Development Director**

Stuart has been with Boulder Housing Partners since 1998, first as the Senior Housing Planner and currently as the Director of Development. Stuart was the Project Manager of the Broadway East and West Communities projects, financed through competitive and non-competitive tax credit equity partnerships. These projects include rehabilitation of existing public housing and construction of 26 new affordable housing units, plus underground parking, on the site of BHP's former offices. Before beginning work on these projects, Stuart managed the buy-back of 49 affordable units in the Holiday Neighborhood with tax-credit financing. He also served as Project Manager for the award winning Foothills Community, a 75-unit New Urbanist affordable community in North Boulder funded with low income housing tax credits. Before joining BHP, Stuart served as a Case Manager in the City of Boulder's Planning Department from 1989 to 1998, managing complex City and public review processes for projects with community-wide impacts, such as annexations, re-zonings, site reviews, and subdivisions. For several years Stuart was the Sign and Solar Access Code administrator for the City of Boulder. He is a member of the American Planning Association.

After completing a Vocational Certificate program in Carpentry at Blackhawk Technical Institute, Mr. Grogan went on to finish undergraduate studies at Beloit College in southern Wisconsin. He was awarded a Bachelor of Arts degree in Anthropology in 1980. Stuart spent the next five years in the Peace Corps in West and Southern Africa teaching carpentry and testing "Appropriate Technology" concepts at a vocational school and coordinating construction projects for a drought relief program. Between 1985 -1987, he attended the University of Wisconsin in Madison where he earned a Master of Science in Urban and Regional Planning.

**Contact Information:**

Phone: 720-564-4644

Fax: 303-544-9553

[grogans@bouldercolorado.gov](mailto:grogans@bouldercolorado.gov)

**Shannon Cox Baker  
Project Manager**

Shannon joined the affordable housing developer in 2010 where she is the lead project manager for the \$10 million redevelopment of the Hi Mar Recreation Center located in south Boulder. Shannon is responsible for small to medium scale new construction projects as well as land and existing housing acquisitions. Prior to joining BHP, Shannon worked as environment manager for mixed-use developer Lend Lease Communities and as an independent green building consultant. Her environmental sustainability experience spans a decade and includes work in residential energy efficiency program development, water conservation planning, and LEED Neighborhood Development certification.

Shannon is a graduate of the University of Colorado at Boulder with a masters degree in business administration and an emphasis in real estate and entrepreneurship. She currently serves as the finance chair on USGBC member of ULI Colorado.

**Contact Information:**

Phone 720 564 4641  
Fax Fax: 303-544-9553  
[bakers@bouldercolorado.gov](mailto:bakers@bouldercolorado.gov)



**Tim Beal  
Director of Housing Services**

Tim oversees a property management staff of approximately 30 people, who provide leasing, maintenance and resident services to the Boulder Housing Partners portfolio of approximately 1,000 units. Boulder Housing Partners owns and manages a variety of housing stock that includes Workforce (Reduced Rent), Market Rate, Tax Credit, Project Based Section 8 and Public Housing properties.

Mr. Beal has extensive experience in resort and commercial property development and management. Additionally, he has local residential property management experience from his tenure with Peak Properties and Development in Boulder. He is very familiar with the process for reporting on properties that have received local, state and federal monies.

**Contact Information:**

Phone: 720-564-4651

Fax: 303-544-9553

bealt@bouldercolorado.gov

**Jim Koczela  
Chief Financial Officer**

Hired in February 2009 as Chief Financial Officer for Boulder Housing Partners, Mr. Koczela oversees a budget of \$16 million and an accounting staff of five. Jim has a Bachelor's degree in Accounting and more than 25 years of work experience. Jim brings 4 years of audit experience with KPMG, 12 years managerial experience in mortgage finance and corporate trust with Ryland Mortgage Company and Norwest Bank, 2 years as a CFO for the Rails to Trails Conservancy and 7 years of financial and operational consulting to the real estate investment industry in Colorado.

**Contact Information:**

Phone: 720-564-4603

Fax: 303-544-9553

koczelaj@bouldercolorado.gov

**Willa Johnson  
Director of Portfolio Operations**

Willa was originally hired at BHP in 2001 in the development division. In 2005, she left to work as a Business Development Associate for US Bank Community Development Corporation. In that capacity she analyzed new affordable housing investment opportunities in Colorado, Washington, Oregon, and California. In 2008, she returned to BHP with a focus on asset analysis, capital improvements, and property refinance. In 2009, her role expanded to Director of Portfolio Operations, supervising property management and resident services functions. Willa has experience developing affordable housing and providing technical assistance to non-profit developers.

She serves on the Planning Board for the City of Boulder, as well as Historic Boulder, and is an officer for the Title Nine Women's Cycling Club. She received a Bachelor of Arts from Reed College in Oregon and a Masters of Urban and Regional Planning from University of Colorado, Denver. Willa has lived in Boulder, Colorado since 2000.

**Contact Information:**

Phone: 720-564-4650

Fax: 303-544-9553

[johnsonwi@bouldercolorado.gov](mailto:johnsonwi@bouldercolorado.gov)

**Terry Johnson  
Director of Maintenance Services**

Terry has been in charge of BHP maintenance management for the past 16 years. His duties include oversight of a 13-person maintenance staff; responsibility for the physical aspects of the portfolio, asset management and related functions; management of a \$2 million budget; accountability for property, physical plant and function licensing; and conformance to local, state, and federal codes.

Before his employment with BHP, Terry worked for the City of Boulder as a building inspector and mechanical contractor.

He holds licensure from the State of Colorado as Master and Journeyman Plumber, from Refrigeration Service Engineers Society in Types I and II refrigerants, from the City of Boulder as a Plumbing, Mechanical, and General Contractor in Class D -9, and from the International Code Council as Mechanical, Plumbing, Building, and Property Maintenance & Housing inspector. Terry received his Associates Degree in Applied Science and Solar Engineering from Red Rocks Community College in Golden, Colorado.

**Contact Information:**

Phone: 720-564-4621  
Fax: 303- 442-5064  
[johnsont@bouldercolorado.gov](mailto:johnsont@bouldercolorado.gov)

**BHP YEAR END**  
**FINANCIALS FOR 2009**

## **BHP Balance Sheet Summary and Statement of Activities Summary, December 31, 2009**

### **BALANCE SHEET SUMMARY**

#### **ASSETS**

CURRENT ASSETS	\$ 4,183,187
NON CURRENT ASSETS	\$ 14,317,669
CAPITAL ASSETS AND LOAN FEES - NET	\$ 25,599,228
<b>TOTAL ASSETS</b>	<b>\$ 44,100,084</b>

#### **LIABILITIES AND NET ASSETS**

CURRENT LIABILITIES	\$ 3,209,134
LONG TERM LIABILITIES	\$ 19,633,383
NET ASSETS	\$ 21,257,567
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 44,100,084</b>

### **STATEMENT OF ACTIVITIES SUMMARY**

#### **OPERATING REVENUE**

NET TENANT RENTAL INCOME	\$ 4,595,929
OTHER OPERATING REVENUE	\$ 10,705,902
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 15,301,831</b>

#### **OPERATING EXPENSES**

HOUSING ASSISTANCE PAYMENTS	\$ 5,256,533
SALARIES AND BENEFITS	\$ 3,619,402
OTHER OPERATING EXPENSES	\$ 3,849,941
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 12,725,876</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$ 2,575,955</b>

#### **NON-OPERATING REVENUE (EXPENSES)**

CAPITAL GRANTS	\$ 1,123,639
OTHER NON-OPERATING REVENUE	\$ 1,390,258
OTHER NON-OPERATING EXPENSES	\$ (1,093,808)
<b>TOTAL NON-OPERATING REVENUE</b>	<b>\$ 1,420,089</b>

<b>CHANGE IN NET ASSETS</b>	<b>\$ 3,996,044</b>
-----------------------------	---------------------