Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

3-5 Year Strategic Plan Executive Summary:

The city of Cheyenne’s 2010 – 2014 Comprehensive Consolidated Plan is a collaborative effort between the Cheyenne Housing and Community Development Office and community residents, businesses, non-profits, and government entities. The Plan addresses two primary functional areas, housing and community development, and is organized into three sections:

- **Five-Year Strategic Plan** provides the road map for the next five years. This section addresses housing needs, homelessness, special populations, community development vision, and a community needs table.

- **One-Year Action Plan** provides the strategic direction that will be used to navigate the Consolidated Plan for Fiscal Year 2010 – 2011. This section includes an overview of funding for FY 2010 and individual programs.

- **Certifications** provide written affirmation as prescribed by HUD. This section includes CDBG, HOME, ESG and HOPWA certifications.

Introduction . . .

This document comprises the Consolidated Plan for Cheyenne, Wyoming, which provides the framework for localities to identify housing, homelessness, community and economic development needs and to tailor a strategic plan for meeting those needs. The Plan is prepared pursuant to 24 CFR Part 91 Consolidated Submission for Community Planning and Development Programs, and is required to be submitted to the U.S. Department of Housing and Urban Development (HUD) as a prerequisite to receiving funds under the following grant programs:

- Community Development Block Grant (CDBG);
- American Dream Downpayment Initiative (ADDI);
- Home Investment Partnership Program (HOME);
- Emergency Shelter Grant (ESG); and
- Housing Opportunities for Persons with AIDS (HOPWA)
The primary goal for these programs is to develop viable communities by providing decent housing and a suitable living environment with expanding economic opportunities principally for low and moderate-income people.

1. Decent housing includes assisting homeless individuals and families; maintaining an affordable housing stock; increasing the availability of affordable permanent housing; and increasing the supply of supportive housing that provide special needs services.

2. A suitable living environment includes improving safety of neighborhoods; increasing access to quality facilities and services; revitalizing deteriorating neighborhoods; restoring and preserving historic properties; and conserving energy resources.

3. Expanded economic opportunities include creating and retaining jobs; assisting small businesses; making available mortgage financing and self-sufficiency opportunities for low-income people in public and assisted housing.

This document meets the HUD requirement, to describe how Cheyenne will pursue community planning and development, homelessness, and housing programs. The Consolidated Plan serves as a planning tool that was constructed on participation and consultation from all levels; an application for Federal HUD’s formula grant programs; a strategy to follow in implementing 2010 – 2014 programs; and an Action Plan that targets performance levels.

**What is the Consolidated Plan?**

The Consolidated Plan is a collaborative process through which the community identifies its housing, homelessness, and economic and community development needs while establishing goals, priorities and strategies for addressing those needs. The plan must also identify how the city of Cheyenne, as an Entitlement Community, will utilize its Community Development Block Grant (CDBG) funds over the upcoming program years ~ taking into account the regulations governing the program(s) ~ to meet locally-identified needs of low- and moderate-income residents. The U.S. Department of Housing and Urban Development (HUD) program year for the city of Cheyenne’s CDBG Entitlement Allocation runs July 1 through June 30 of any given year.

The lead agency for the development and implementation of the plan for the city of Cheyenne is the Cheyenne Housing and Community Development (H&CD) Office.

**The Approach to Development . . .**

This document represents a new five-year Comprehensive Consolidated Plan for Cheyenne (2010 – 2014) and replaces the Comprehensive Consolidated Plan submitted May 2005.

The city of Cheyenne’s H&CD Office held a Public meeting for community participants to identify needs within the areas of Housing, Homelessness/Special Populations, and Economic/Community Development. A working group was established to develop goals and objectives that addressed the three identified
needs. The Community CDBG working group developed the city of Cheyenne’s goals as:

- **Housing** ~ Adequate provision of a continuum of safe, available, affordable housing from emergency individual and family shelter, to sufficient rental assistance and ownership opportunities for families and individuals;

- **Homelessness/Special Populations** ~ Cheyenne will provide sufficient, safe, and secure housing and supportive services to those in need, with an ultimate goal of self-sufficiency.

- **Economic/Community Development** ~ Develop an infrastructure of sustainable services, birth through aging, to create self-sufficient individuals a positive geographic identity, and a vital economic climate.

For the 2010 – 2014 Plan, the city worked to gather, update and analyze data, solicit communitywide input, key stakeholders' input, and develop a strategic plan that incorporates the principles and goals of its residents. The city of Cheyenne gathered citizen input and identified needs, developed goals and objectives, and performance measures for its five-year Comprehensive Consolidated Plan, and a one-year Action Plan for Fiscal Year 2010 – 2011.

*Plan Format...*

Three broad themes were used to organize the city of Cheyenne’s 2010 – 2014 Comprehensive Consolidated Plan:

- Housing
- Homelessness/Special Populations
- Economic/Community Development

The H&CD Office’s primary goal in developing the 2010 – 2014 Comprehensive Consolidated Plan was to enhance partnerships that viewed the community in a holistic fashion in order to address safe, decent, sanitary and affordable housing needs and community/economic development efforts. Through partnerships, the Plan grew into a working document that will provide additional opportunities for collaboration, cooperation and coordination to meet Cheyenne’s global community needs.

The following goals, objectives, and identified needs were compiled at a working group meeting that included individuals from non-profits, city, county, state, H&CD Advisory Council and prior Community Development Block Grant (CDBG) recipients.

The CDBG working group respectfully submits the city of Cheyenne 2010 ~ 2014 Comprehensive Consolidated Plan goals and objectives:
Housing

Goal: Adequate provision of a continuum of safe, available, affordable housing from emergency individual and family shelter, to sufficient rental assistance and ownership opportunities for families and individuals.

Objectives:

- Prepare/educate 70 families for affordable, safe home ownership
- Build WYFROP infrastructure
- Maintain home ownership
- Rehabilitate up to 37 homes
- Provide safe, livable, affordable housing for 500
- Assist in purchase of 50 homes
- Increase transitional housing units by 30
- Purchase transitional housing for families and office space
- Provide employment training
- Family shelter facility
- Provide rehabilitation for homeless shelters
- Provide Fair Housing Activities
- Tennant/landlord education and training
- Provide Lead Based Paint testing to homeowners
- Purchase and rehabilitate one spot blight (abandoned) home
- Purchase 2 homes for rehabilitation
- Remove 5 unsafe trees per year (25 total) for very low & low income family units that affect right-of-way safety and private property safety
- Plant trees along right-of-way for blight reduction, storm water reduction, asphalt life extended in low income neighborhoods
- Education facility
• Purchase land with infrastructure for 15 single family homes
• Office/case management/social housing facility
• Purchase lot adjacent to Re-Store to expand services
• Prune right-or-way trees for safety, reduce blight, extend life of tree. Low income neighborhood one per year (5 total)

Identified Needs:

SAFE
• Adequate Infrastructure (sewer, water, sidewalks/curbs, trees)
• Sufficient Rehabilitation (meets current code, key components certified)
• Accessible
• Stable Neighborhoods
• Environmentally Safe

AVAILABLE
• 95% supply each for very low, low, and moderate income families and individuals
• Adequate, improvable land

AFFORDABLE
• Affordable housing set-asides in zoning
• 30% of income dedicated to house payment and utilities
• Affordable development of land

Homelessness/Special Populations

Goal: Cheyenne will provide sufficient, safe, and secure housing and supportive services to those in need, with an ultimate goal of self-sufficiency.

Objectives:

• Increase capacity for free and/or affordable healthcare services
• Develop a minimum of 30 transitional housing units that offer self-sufficiency programs for homeless, special populations, and/or special needs families and individuals
• Improve and/or expand emergency housing for the homeless
• Expand day centers for the homeless
• Expand the number of social/medical detox beds and services
• Expand the number of Cheyenne residential treatment beds for women with addictions (and their children)
• Expand affordable transportation to be available 24 hours a day, 7 days a week
• Expand housing opportunities for the elderly and/or persons with physical disabilities
• Increase by 5 the number of group homes for special populations
• Increase capacity for tiered cost child care facilities, with extended service hours
• Create inclusive child care facilities that serve children with disabilities and their siblings
• Create a “one stop shop” for health and supportive services
(Ideas include representatives or offices for: Department of Family Services, Medical Services, Pharmaceutical Services, Department of Workforce Services, Cheyenne Housing Authority, Community Action, Laramie County Community College GED program, WIC (Women, Infants and Children), SAFE House, Laramie County Community Partnership, Needs Inc., Ancillary Services (xrays, blood work, etc), Dental Services, Vision Services, Mental Health services, a Community Based Case Manager, Family Partnership Facilitator, Transportation Services, Attention Homes, Youth Alternatives, a shared training center, a shared day center for the homeless, nearby transitional housing, and a complimentary day care provided by all partners when parents are visiting this one-stop shop.)

- Provide asset-building assistance to low-income individuals

**IDENTIFIED NEEDS:**

**Special Populations**

- More housing options for special populations and special needs individuals and families: emergency, transitional, and permanent
- Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
- Housing, transitional services, and supportive services for persons with addictions
- Services for persons with HIV or AIDS
- Assistance for the homeless: prevention, emergency services, day center, and transitional services
- Central location for compassionate assistance: information, education, support, and day center for social activities
- Access to supportive services
- Access to outreach services
- Prevention of elder abuse and domestic violence
- Specialized nursing home for the mentally disabled
- Supportive services for at-risk and troubled youth
- Health clinic services for low-income persons and for the under-insured
- Supportive services for families and persons with diverse multicultural backgrounds

**Homelessness**

- Affordable rental housing
- Additional family transitional housing
- Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
- Assistance for homeless elderly persons
- Assistance for homeless veterans
- Improved transportation system for the public: affordability, availability, and convenience
- Health clinic services for low-income persons and for the under-insured
- Support for youth transitioning into the community
- Domestic violence housing (for men too)
- Affordable and healthy food options
- Assistance for the working poor
- Growth in the Interfaith Hospitality Network
- Day center for homeless individuals and families
- Community support and services for family reunification
- Improved day care services: more services for infants, extended day care hours for non-banking hours
- Youth social center – safety net for safe social activities
- Stronger youth support network
- Supportive services – family partnerships and case management
- Support system for asset-building

**Economic/Community Development**

**Goal:** Develop an infrastructure of sustainable services, birth through aging, to create self-sufficient individuals a positive geographic identity, and a vital economic climate.

**Objectives:**

- Focus transportation and safe pedestrian access to increase services to vulnerable populations
- Add 2 new transit stops per year for 5 years. (10 total)
- To create comprehensive, neighborhood-based access to quality affordable child care and after-school programming through the middle school level. (28 schools over 5 years)
- To increase graduation and retention rates for youth, through programming that contributes to the physical, intellectual, emotional and economic well-being of youth. (100 youth over 5 years)
- To create a collaboration with (at least) businesses, professional, corporate and non-profit organizations, instituting internships, job training and mentoring to vulnerable at-risk youth. (5 new collaborations per year, 25 total)
- To build a community that supports a living wage and offers the resources to create a quality of life, affordable housing, employment growth and employer support, and continuing education opportunities. (For 15 families per year, 75 total)
- To increase access for older adults to basic services and implement innovative activities. To increase communication, create quality of life amenities and increase physical and emotional protection. (3 new agencies per year, 15 total)
- To create planning and implementation of a multi-use land area in downtown Cheyenne with transportation, child care, housing, economic development and physical and recreational amenities. (Create Planning Committee in 2 years and implement by year 5)

**Identified Needs:**

- Infrastructure – new/rehabilitated – upgrade sewer/water/fire hydrants
- Affordable housing
- Veterans opportunities – education/training
- Support higher education
- Substance abuse support program/system
- Professional training and on-the-job apprenticeships
• Healthcare/medical insurance for low-income
• Medical services – negotiate professionals relocating
• Public school system – urge increase education for drop-outs/at risk youth
• Leverage CDBG funds with other funding resources (i.e. TANIF)
• Self-sufficiency programs
• Anti-crime programs - Substance abuse, Domestic violence Sexual violence
• Senior programs
• After school programs – neighborhood/family
• Quality early-care, education facilities
• Accessible facilities
• Recreational opportunities for low-income youth
• High school upgraded facilities
• Junior high school – alternative education facility
• Community youth centers – neighborhoods/schools
• New job creations
• Land clearance – redevelopment
• Quality jobs
• Evaluate unemployed workforce
• Study needs of low and moderate-income employment – wegeneral
• Landscaping – ordinances change – trees
• County land pockets within City
• Community awareness – market economic development
• Business retention/expansion/entrepreneurial
• Workforce maintenance
• Sustaining services

**Past Performance . . .**

**Cheyenne** is committed to support efforts that will prevent homelessness, develop permanent affordable housing, and rehabilitate existing homes to assure that affordable housing exists, and promote the well being of families and individuals who find themselves homeless.

Between 2005 and 2009, Cheyenne Housing & Community Development Office Advisory Council awarded:

- $4,500 to ARC of Laramie County for the purpose of supervised activities for disabled members.
- $3,700 to Attention Homes for the purpose of providing a horticultural therapy program for at risk youth.
- $20,000 to Boys & Girls Club for the purpose of after school transportation.
- $22,000 to Cheyenne Community Clinic for the purpose of prescription assistance.
- $22,000 to Cheyenne Family YMCA for the purpose of providing adult supervised educational activities for the youth who do not have easy access to the YMCA's facility or programs.
✓ $5,000 to Cheyenne Interfaith Hospitality Network for the purpose of rental assistance for their scattered site transitional housing program.

✓ $11,500 to Cheyenne Respite Programs for the purpose of assisting parents of children with disabilities.

✓ $55,000 to Cheyenne Transit for the purpose of distributing bus tokens to low to moderate-income individuals through non-profit organizations and their main office.

✓ $43,000 to Community Action of Laramie County (CALC) for the purpose of assisting families and individuals with funding to pay rent or mortgage payments, and/or utility payments; damage deposits, taxes, insurance, etc. to prevent homelessness.

✓ $5,000 to Laramie County Community College for the purpose of providing scholarship assistance.

✓ $17,000 to Laramie County Community Partnership for the purpose of providing prescription assistance.

✓ $76,500 to Needs, Inc. for the purpose of providing emergency short-term food supplies to very low, low, and moderate-income individuals and families.

✓ $54,500 to Needs, Inc. for the purpose of providing emergency short-term prescription assistance to very low, low, and moderate-income residents.

✓ $21,600 to Safehouse Services for the purpose of assisting domestic violence victims to become survivors.

✓ $9,700 to Wyoming Family Home Ownership Program for the purpose of providing homeowner education to first time homebuyers.

✓ $54,100 to Attention Homes, Inc. for the purpose of renovating their boys and girls facility.

✓ $195,716 to Boys & Girls Club for the purpose of acquiring land for a new Boys & Girls Club.

✓ $18,000 to Cheyenne Fire Department for the purpose of providing CO2 and smoke detectors in very low, low and moderate-income households, and the community’s elderly and disabled households.

✓ $25,000 to Cheyenne Health & Wellness Center for the purpose of renovating their clinic to provide the facility with three additional exam rooms.

✓ $25,000 to Cheyenne Housing Authority for the purpose of renovating their senior services kitchen facility.

✓ $150,000 to Cheyenne Interfaith Hospitality Network for the purpose of purchasing a transitional housing facility.
$10,000 to Cheyenne LEADS for the purpose of providing a microenterprise lending fund for small, commercial lines of credit to low to moderate-income persons not able to secure traditional commercial financing.

$200,000 to Cheyenne 1% Construction for the purpose of south-side sidewalks.

$254,328 to Cheyenne Parks & Recreation Department for the purpose of building a multi-purpose playing field and shelter, and replacing an old playground in low income neighborhoods.

$10,000 to CALC for the purpose of assisting very low-income residents with housing repairs under $1,000.

$50,000 to Historical South-Side Improvement Association for the purpose of housing rehabilitation.

$30,000 to Magic City Enterprises for the purpose of installing an ADA accessible playground.

$164,738 to Peak Wellness Center, Inc. for the purpose of providing a youth facility, providing rehabilitation for a shared living facility, and the renovation of a transitions kitchen.

$100,000 to Safehouse Services for the purpose of purchasing a new building for their shelter.

$45,000 to the Salvation Army for the purpose of renovating their kitchen facility.

$17,296 to Stagecoach Drop-In Center for the purpose of facility rehabilitation.

$215,000 to Wyoming Coalition for the Homeless for the purpose of facility acquisition, and building renovations for a day-care facility.

$70,000 to Wyoming Energy Council for the purpose of replacing furnaces and hot water heaters in low – moderate-income households.

$19,200 to Wyoming Family Home Ownership Program for the purpose of providing matching down payment for first time homebuyers.

$55,000 to Wyoming Independent Living Rehabilitation for the purpose of making homes ADA accessible.

$139,517 to the Housing & Community Development (H&CD) Office for affordable housing.

$166,130 to the H&CD Office Emergency Housing Rehabilitation for the purpose of making homes safe, decent, sanitary and to bring the home up to code.

$5,000 to the H&CD Office sidewalk program for the purpose of replacing or installing sidewalks, curb and gutter for homeowners.

$5,000 to the H&CD Office tree removal program for the purpose of removing hazardous trees for homeowners.
$47,950 to COMEA for the purpose of facility rehabilitation with ARRA Funding.

$83,015 to Habitat for Humanity for the purpose of purchasing and rehabilitating a facility for their ReStore with ARRA Funding.

The above awards allowed the H&CD Office to accomplish the following needs that were identified in the 2005 ~ 2010 Comprehensive Consolidated Plan:

- Acquisition of Real Property – Three properties were acquired within the last 5 years.
- Public Facilities and Improvements – Six grants were given to public facilities for improvements and rehabilitation.
- Senior Centers – Two grants were given to senior centers for improvements and rehabilitation.
- Handicapped Centers – Three grants were given to handicapped centers for improvements and rehabilitation.
- Homeless Facilities – Ten grants were given to assist the homeless facilities in Cheyenne with improvements and rehabilitation.
- Neighborhood Facilities – Two grants were given to assist neighborhood facilities with improvements and rehabilitation.
- Parks, Recreational Facilities – Six grants were given to assist parks and recreational facilities in Cheyenne with improvements and rehabilitation.
- Water/Sewer Improvements – Two grants were given to assist with water and sewer improvements in Cheyenne.
- Sidewalks – Eleven grants were given to assist with new or improved sidewalks.
- Health Facilities – Two grants were given to assist with rehabilitation of health facilities.
- Clearance and Demolition – One grant was given to assist with demolition of a hazardous building.
- Public Services (General) – Nineteen grants were given to assist agencies with public service activities.
- Senior Services – Seniors were assisted with emergency food baskets, prescriptions, and homeless prevention.
- Handicapped Services – Disabled individuals were assisted with social activities, respite care, emergency food baskets, prescriptions, and homeless prevention.
- Youth Services – Our younger population received assistance with a horticulture therapy program, after school transportation, and supervised educational activities.
Transportation Services – Transportation services were provided for the low and moderate-income individuals to travel throughout Cheyenne for employment, medical appointments, education, shopping, and personal reasons.

Battered and Abused Spouses – Victims of domestic abuse were given assistance with a safe place to stay, rental assistance, damage deposits, glasses, etc.

Health Services – Low and moderate income individuals in Cheyenne were given assistance with prescriptions that they could not afford to purchase on their own.

Homeownership Assistance – Low income individuals have received educational training that will assist them in becoming first time homebuyers.

Direct Homeownership Assistance – Moderate income first time homebuyers have received assistance with down payment and closing costs.

Rehab; Single-Unit Residential – Low and moderate income homeowners in Cheyenne have received assistance with making their homes safe, sanitary, and accessible.

Lead-Based/Lead Hazard Test/Abate – Facilities and homes have been tested to determine the level of lead-based paint. If lead paint was identified then contractors that have a lead safe work practices certificate were utilized for any rehabilitation done to the property. H&CD Office Housing Inspectors have attended the Inspector/Risk Assessor training provided by the University of North Dakota. They in turn have trained contractors within the city of Cheyenne on lead safe work practices.

CDBG Assistance to Institutes of Higher Education – Five Laramie County Community College students have received scholarship assistance.

General Program Administration – The H&CD Office has provided program administration for the Community Development Block Grant Funding.

Unfortunately all of the identified goals were not met within the last 5 years. The H&CD Office did not receive applications for all of the identified needs. The city of Cheyenne has many outstanding needs, but if an agency is not capable of fulfilling the need it is not addressed.

**Strategic Plan**

1. Due every three, four, or five years (length of period is at the grantee’s discretion) no less than 45 days prior to the start of the grantee’s program year start date. HUD does not accept plans between August 15 and November 15.

Mission:

**Community . . .**

*To prosper and achieve the quality of life our residents desire, and to make our community a good place for people to live. A community of choice where people want to be.*
Cheyenne Housing and Community Development Office . . .

To provide quality services, in an efficient and cost-effective manner, that enable our customers to meet the needs of Cheyenne’s low and moderate-income population.

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.

2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.

3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

1. Geographic Areas . . .

Wyoming was admitted into the Union on July 10, 1890, as the 44th State. Carved from sections of Dakota, Utah and Idaho territories, Wyoming Territory came into existence by act of Congress on July 25, 1868. The territorial government was formally inaugurated May 19, 1869. The first territorial governor, John A. Campbell, appointed by President Ulysses S. Grant, took his oath of office on April 15, 1869.

There is evidence of more than 12,000 years of prehistoric occupation in Wyoming. Among these groups were Clovis, 12,000-years ago; Folsom, 10,000-years ago; and Eden Valley, 8,000-years ago.

With a landmass of 97,914 square miles, Wyoming is the ninth largest state and provides living space for 493,782 people. Located in the southeast corner of the state of Wyoming is Laramie County and the state’s capital city, Cheyenne. Laramie County was established January 9, 1867.

Cheyenne prospers as a center for government, transportation, the home of the “Daddy of ‘Em All” Cheyenne Frontier Days, and the capital of Wyoming.

There are five distinct areas or neighborhoods in Cheyenne. These are commonly referred to as the South side (south of the railroad tracks); Central area (between the railroad tracks and Dell Range Blvd.); East side (east of College Drive); the North side (north of Dell Range Blvd.); and the West side (west of I-25). City revitalization efforts have not been concentrated in just one of these areas.

The map shown below outlines the city’s boundaries and Census Tracts. It also shows the 2000 low-moderate income percentages. Currently the 2010 Census is gearing up and new information will be available later this year. Until then we will be using the 2000 information.
Table 1 below compares the minority and Hispanic population by Census Tract, as well as the percent of the population that are below poverty. Table 1 shows the highest concentration of minority to be in Census Tracts 4.02, 2, and 3 while the highest Hispanic concentration is in Census Tracts 2, 5, and 3. The highest concentrations of people below the poverty level are in Census Tracts 10, 2, and 4.02.

<table>
<thead>
<tr>
<th>Census Tract</th>
<th>% Minority</th>
<th>Hispanic Population</th>
<th>% Below Poverty</th>
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<tbody>
<tr>
<td>2</td>
<td>44.36%</td>
<td>1386</td>
<td>15.45%</td>
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<tr>
<td>3</td>
<td>34.93%</td>
<td>684</td>
<td>12.19%</td>
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<tr>
<td>4.02</td>
<td>74.35%</td>
<td>679</td>
<td>15.03%</td>
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<td>5</td>
<td>16.97%</td>
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<tr>
<td>19</td>
<td>7.22%</td>
<td>221</td>
<td>6.39%</td>
</tr>
</tbody>
</table>

Source: Federal Financial Institutions Examination Council
The following map shows the low income population in Cheyenne by block group.

![People in Poverty by Tracts](image)

Percent of Population per Tract With Income Below Poverty Level

The following map shows the different races by block group.

![Race by Block Level](image)
2. Basis for Allocating Investments . . .  

The Housing & Community Development Office Advisory Council’s priorities are to serve the low/moderate income population. The grant recipients have to demonstrate that their clients are low/moderate income. The majority of their clients live in tracts 2, 3, 4.02, 7 and 10, which are the city of Cheyenne’s low income neighborhoods. It is estimated that approximately 75% of our grant allocations will be dedicated to these low income neighborhoods.

The following agencies have projects that they are currently working towards and they might request funding assistance from the Community Development Block Grant (CDBG) within the next 5 years.

Habitat for Humanity is looking at a new development in Census Tract 15.02, Cottonwood Meadows Neighborhood Development. This new development will consist of eight single family homes and one multifamily duplex. They are scheduled to start this project in May 2010 and finish by late spring 2015. This development will address several identified housing goals and objectives that were established by the working group.

- Provide safe, livable, affordable housing for 500
- Adequate Infrastructure (sewer, water, sidewalks/curbs, trees)
- 95% supply each for very low, low, and moderate income families and individuals
- 30% of income dedicated to house payment and utilities
- Affordable development of land

Habitat for Humanity ReStore is located in Census Tract 7. Habitat ReStore has acquired the lot adjacent to their current facility and they plan on expanding. This expansion will address several identified housing goals and objectives that were established by the working group.

- Purchase lot adjacent to ReStore to expand services
- New job creations

Safehouse Services purchased an old school house in Census Tract 10 with plans to rehabilitate the facility. The current Safehouse is old and too small for their current needs. The new facility will be larger and handicapped accessible. This will address several identified goals and objectives that were established by the working group.

- Provide rehabilitation for homeless shelters
- Improve and/or expand emergency housing for the homeless
- Anti-crime programs – Substance abuse, domestic violence, sexual violence

Many other projects are underway within the city of Cheyenne. The Housing & Community Development (H&CD) Office accepts grant applications on an annual basis. From one year to the next the H&CD office does not know who will apply for the CDBG funding. During the next five years it is the intent for at least 75% of the funding to be directed towards the low income neighborhoods of Cheyenne, as indicated above, but a project could come up that will have us direct funding towards a different neighborhood. Also the Census Tract income levels will be changing with
the 2010 Census that is being conducted. This could shift the low income neighborhoods to other Census Tracts within the city of Cheyenne. Even so, it is still the intent of the Housing & Community Development Office Advisory Board to direct the majority of the CDBG funds towards identified low income individuals and neighborhoods.

3. Obstacles . . .

Cheyenne, like most communities, deals with potential concerns and opposition from neighborhoods and residents when any new development is proposed. "Not in my backyard," NIMBY, and "Not over there, either," NOTE, are the common outcries.

Affordable rental housing draws the most attention, although affordable owner housing has opposition. Neighbors express concerns about overcrowded schools, falling property values, crime and traffic.

The Cheyenne Transit Program is committed to providing safe, reliable and courteous public transportation and all buses are wheelchair accessible. Buses operate Monday through Friday, 6 a.m. – 7 p.m. and Saturday, 10 a.m. – 5 p.m. and they are closed on city observed holidays. This schedule could pose an obstacle for residents who work at night or on Sunday's.
Managing the Process (91.200 (b))

1. **Lead Agency.** Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.

3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

   *Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.*

3-5 Year Strategic Plan Managing the Process response:

**1. Lead Agency . . .**

The city of Cheyenne’s Comprehensive Consolidated Plan consists of the information required in 24 CFR Part 91, et.seq., and is submitted in accordance with instructions prescribed by the U. S. Department of Housing and Urban Development (HUD).

Cheyenne Housing and Community Development (H&CD) Office is the lead agency responsible for overseeing the development of the plan and administering the funds of the formula grant programs for which the plan is required to be prepared. The city of Cheyenne is the area of local jurisdiction. Cheyenne’s city government is operated by a combined administration with the elected Mayor and a nine-member elected City Council.

The Cheyenne Housing and Community Development (H&CD) Office has a nine-member Advisory Council. Advisory Council members are solicited through news releases in the local newspaper that announces vacancies and requests people with interest in helping our community's very low, low and moderate-income residents to apply. Membership applications are reviewed by the H&CD Office Advisory Council. Recommendation is made to the Mayor and an applicant is presented to the City Council for appointment to the Housing and Community Development Office Advisory Council. Appointments are for a two-year period.

The Advisory Council's primary role is to serve as liaisons between the H&CD Office and community residents in receiving input on very low, low and moderate-income needs and between the Cheyenne City Council and community residents to express identified needs. During the H&CD Office grant cycle, the Advisory Council oversees the grant process and makes recommendations to the City Council for funding. In addition, the Advisory Council conducts site visits/evaluations on sub-grantees throughout the year.
The Cheyenne Housing Authority (CHA) is the entity that administers the public housing units in the community. "The CHA was formed originally to address the low income housing needs of Cheyenne. [Their] programs have continued to grow and expand, as the needs of the community have continued to grow and expand. The CHA administers low income rental housing assistance for nearly 2000 households throughout Wyoming. At the same time the CHA also has a waiting list of several hundred applicants needing rental assistance. This indicates that the need for low income housing will continue to exceed the available resources, which means that the CHA needs to be very efficient and effective with use of taxpayer dollars to assist the less fortunate. Additionally, this means that the CHA needs to continually pursue new funding mechanisms to assist in meeting that need.

The CHA is now administering the statewide Section 8 program, is negotiating with HUD for the contract administration of Section project based contracts throughout the state, and has assisted other smaller agencies with the administration of their programs.

The CHA administers a variety of housing programs including:

**Within Cheyenne**
- Public Housing (341 units)
- Burke High Rise (77 units) - 2113 Thomas
- Stanfield Manor (54 units) - 604 Shoshoni
- Storey Boulevard Apts. (38 units) - 411 Storey Blvd.
- Single family houses (97 units) - scattered throughout Cheyenne
- Section 8 project-based development (50 units) - 615 Storey Blvd.
- HOME funded (19 units) - leased to Southeast Wyoming Mental Health Center
- Market rate units (7 units) - scattered throughout Cheyenne
- Section 8 tenant-based vouchers (approx. 1450 in Cheyenne)

The Public Housing units are owned by the Cheyenne Housing Authority. They are subsidized by HUD and must be administered in compliance with HUD regulations. Under a Cooperation Agreement with Laramie County, the CHA pays a payment in lieu of taxes (PILOT) but is otherwise tax exempt. Tenants pay 30% of their adjusted monthly gross income for rent and utilities.

The CHA began administering the public housing program in Laramie, starting April 1, 2002. The Laramie public housing program, previously administered by WCDA, consists of 75 units – 55 single family homes scattered throughout Laramie and 20 units of multi-family housing in West Laramie.

Section 8 Vouchers are a tenant based subsidy that provides the subsidy to the tenant to rent in the private market, but does not interfere with the landlord/tenant relationship. Tenants are provided a voucher which entitles them to receive rent subsidy, as long as the unit meets certain standards. The unit must pass the Housing Quality Standards inspection and cannot rent for more than a comparable unit within the community. Tenants typically pay 30% of their adjusted monthly gross income for rent and utilities and the Voucher subsidizes the difference up to the contract rent and utilities. Therefore the landlord receives part of the rent from the tenant and part from the CHA.
These programs are funded primarily by HUD. Specifically with respect to the public housing program, HUD provides operating subsidy to offset a portion of the cost difference between rent received and the cost to administer the programs. With respect to the Section 8 program, HUD provides housing assistance payment subsidy that flows through the CHA to the local landlords.

The COMEA Shelter, Inc. continues to be the primary overnight homeless shelter for the community. The current shelter is a two-story facility that provides “dorm” style SRO transitional living space for 50 individuals and one family. They also have a 12-unit transitional living program complex with two units that are handicapped accessible. Cheyenne’s CDBG Entitlement funds were a part of the funding sources to construct the new 12-unit complex and rehabilitate portions of the existing shelter. The COMEA Shelter is operated by a non-profit board and funded through the ESG Grant Program, as well as other contributions.

In 1994, Community Action of Laramie County (CALC) was designated a “Community Housing Development Organization” (CHDO) and began pursuing affordable housing projects to benefit low-income residents of Laramie County. An eight-member Advisory Board oversees program activities. Since its inception, the CHDO Program has developed two, three-bedroom, home-ownership houses in the town of Pine Bluffs, Wyoming, which is located 37 miles from Cheyenne. These houses were offered to low-to-moderate-income (50% to 80% AMI) first-time homeowners. In addition, prior grant funding from HUD, under the Homeless Assistance Grants Program, was combined with other public funding to acquire three houses in Cheyenne. These houses are being utilized as supportive transitional housing to meet the housing needs of homeless families. CALC also purchased a HUD home, rehabilitated the property, under the FHA 203(k) Program, and sold the home to a qualified low-moderate income family. Smith Manor Complex is a development by CALC for single-room-occupancy (SRO) rental units. CALC also manages 18 efficiency apartments that are made available for the homeless. In 2005 CALC obtained funding from the Department of Veterans Affairs for the construction of Veterans Transitional Housing that will provide 8 beds for homeless veterans. This consists of 4 units, with 2 bedrooms per unit. CALC has a waiting list and as units become vacant, they are immediately occupied.

Neighborhood Stabilization Program (NSP) is another source of funding that was made available through HUD that will provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of blight and abandonment within the city of Cheyenne. NSP provides grants to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes. Wyoming Community Development Authority is managing these funds and accepted applications in the spring of 2009. Laramie County has the highest number of foreclosures in the state and should be receiving a good portion of the funding.

American Recovery and Reinvestment Act (ARRA) of 2009 provided the city of Cheyenne with $145,516 to assist with job creation and energy efficient rehabilitation.
2. Significant Aspects . . .

The Comprehensive Consolidated Plan has two components: a Five-Year Plan consisting of identified community needs, and goals and objectives that address the identified needs between 2010 and 2014; and a One-Year Action Plan that includes details about specific programs that will be funded in 2010. A significant aspect of the process includes extensive consultation and citizen participation efforts.

Community Development Block Grant (CDBG) funds are a critical resource for the city of Cheyenne to assist its low and moderate-income residents in becoming self-sufficient and less likely to choose between child care, nutrition, housing or health care.

2010 ~ 2014
City of Cheyenne Five-Year Plan

The primary, key element to a community plan is the citizen participation with the formation of the plan.

To assure citizen participation, the Cheyenne Housing and Community Development (H&CD) Office held a public working group meeting.

On May 6, 2009, a News Release was sent to the local television station, radio stations, and newspaper informing the public that they were invited to a working group meeting that would be held on May 28, 2009, between 9:00 a.m. and 2:00 p.m. to address goals and objectives for the homeless/special populations, housing, and economic/community development. This invitation was also posted on the city of Cheyenne website and e-mails were sent to non-profits; city, county, and state employees; H&CD Advisory Council and prior Community Development Block Grant (CDBG) recipients.

Thirty-two people attended the working group meeting on May 28, 2009. The attendees were from various agencies and groups to include: Habitat for Humanity, City of Cheyenne: Urban Forestry, Urban Planning Office, Building & Development Office, Parks & Recreation, Wyoming Home Ownership Program, Cheyenne Interfaith Hospitality Network, Connections Corner, Department of Health, Cheyenne Community Clinic, Cheyenne Health & Wellness Center, Peak Wellness, Community Action, Attention Homes, Safehouse, Laramie County Community Partnership, United Way of Laramie County, Wyoming Independent Living Rehabilitation, Laramie County Community College, YMCA, and F.E. Warren Air Force Base. Participants were provided an overview of the city of Cheyenne’s 2005 ~ 2010 Comprehensive Consolidated Plan, Priority of Needs that were identified in the former Plan, an explanation of the National Objectives and eligible activities, a breakdown of funding within the three prime areas – Homelessness/Special Populations, Housing, and Economic/Community Development, and participants were requested to identify current and future needs for the 2010 ~ 2014 Comprehensive Consolidated Plan to address.

A follow-up meeting was scheduled for June 11, 2009, at 1:00 to expand on the discussion and finalize the goals and objectives.
August 5, 2009, the Housing & Community Development Office Advisory Council met and discussed the goals and objectives that had been identified with the working group. The Advisory Council requested that the goals and objectives be prioritized so they would know which objectives were the higher priorities for Cheyenne per available data.

A request for proposals was sent out stating: “This year, the council met with a group of citizens to identify specific needs in Laramie County based on the three core HUD areas: housing, homelessness/special populations and economic/community development. The information from this meeting was then used to identify key goals for each of the three areas and set a series of priorities for each goal. Additionally, the group identified possible activities that might be funded and meet the three overall goals. In order to validate the information gathered from the community group, the Advisory Council is looking for someone to help analyze data related to the identified priorities. Data sources include but may not be limited to the Laramie County Gaps Analysis conducted by the Laramie County Community Partnership. We are looking for someone to mine data that will allow us to know whether existing data supports or does not support the identified priorities and to determine which proposed activities are likely to make the largest impact on the overall goals. The mined data will also be used in conjunction with the priorities in the RFP that goes out to the public in order to guide the development of work and proposals.”

The goals and objectives were prioritized with the highest identified priority on top and then they were placed on the city of Cheyenne website. Comments were solicited. The website had eight visitors and no comments were received.

On August 25, 2009, a notice was sent out inviting the public to attend a Public Meeting on September 2, 2009, at 6:00 p.m. to view the results of the working group meeting for the 2010 - 2014 Consolidated Plan. Twelve individuals attended this public meeting and no written comments were received.

On March 19, 2010 a public notice was sent to the local newspaper, radio stations and non-profit agencies letting the public know that the 2010 – 2014 Comprehensive Consolidated Plan and Fiscal Year 2010 Annual Action Plan will be available for public comment from March 26 to April 26, 2010. This document is available at the City Clerk’s Office, Mayor’s Office, Housing & Community Development Office and website, State Library and Laramie County Library. Written comments can be sent to the Housing & Community Development Office, 2101 O’Neil Avenue, Cheyenne, WY 82001.

A Public Hearing will be held on April 26, 2010, during the City Council meeting giving the public an opportunity to comment. The City Council Finance Committee will be on May 3, 2010 at 11:00 again giving the public and city council an opportunity to comment. On May 20, 2010 the city council will vote on the approval of the 2010 – 2014 Comprehensive Consolidated Plan and Fiscal Year 2010 - 2011 Annual Action Plan.
3. Jurisdiction’s Consultations . . .

Preparation of the Comprehensive Consolidated Plan involved public meetings for citizen input, and discussions with individuals from the following agencies:

- Attention Homes
- Cheyenne Community Clinic
- Cheyenne Family YMCA
- Cheyenne Health & Wellness Center
- Cheyenne Housing Authority
- Cheyenne Interfaith Hospitality Network
- City of Cheyenne Building & Development Department
- City of Cheyenne Parks & Recreation Department
- City of Cheyenne Urban Forestry Division
- City of Cheyenne Urban Planning Office
- COMEA Shelter
- Community Action of Laramie County, Inc.
- Connections Corner
- Department of Health
- F.E. Warren Air Force Base
- Habitat for Humanity
- Housing & Community Development Advisory Council
- Laramie County
- Laramie County Community College
- Laramie County Community Partnership
- Peak Wellness Center, Inc.
- Safehouse Services
- State of Wyoming
- United Way of Laramie County
- Wyoming Family Home Ownership Program
- Wyoming Independent Living Rehabilitation

Citizen Participation (91.200 (b))

1. Provide a summary of the citizen participation process.

2. Provide a summary of citizen comments or views on the plan.

3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.

4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

Citizen participation is addressed in the Comprehensive Consolidated Plan regulations, Section 91.105, which states that a Citizen Participation Plan is required to be adopted unless a plan that complies with Section 104(a)(3) of the Housing and Community Development Act of 1974 has previously been adopted. Citizen participation has been a key element for Cheyenne, Wyoming, for many years, especially in the areas of housing, and community and economic development. The need for citizen participation is important for determining how Community Development Block Grant (CDBG) and Home Improvement Partnership Program (HOME) funds are used.

To assure citizen participation, the Cheyenne Housing and Community Development (H&CD) Office held a public meeting on May 28, 2009, requesting input on the goals and objectives for the upcoming five years. 32 individuals attended this meeting. A news release was sent to the local television station, radio stations, and newspaper on May 6, 2009, inviting the public to this meeting.

Channel 5, the local television station attended this public meeting and interviewed the Program Manager. This meeting was aired on the news that evening.

A notice was sent out on August 25, 2009, inviting the public to attend another Public meeting on September 2, 2009. The public was informed of the results of the working group meeting and asked for comments. 10 individuals attended this meeting and no written comments were received.

The notice along with the identified goals and objectives were also published on the city of Cheyenne H&CD Office website asking for individuals to review what was identified and to make comment.

The Comprehensive Consolidated Plan for Fiscal Years 2010 – 2014 and the Fiscal Year 2010 – 2011 Annual Action Plan was drafted and made available for review and public comment on March 26, 2010. The Plan was available at the Mayor’s Office, City Clerk’s Office, H&CD’s Office, State Library, County Library and on the city of Cheyenne H&CD Office website. A public notice was sent to the local television station, radio stations, and newspaper on March 19, 2010.

A Public Hearing will be held on April 26, 2010, during the City Council meeting giving the public an opportunity to comment. The City Council Finance Committee will be on May 3, 2010 at 11:00 again giving the public and city council an opportunity to comment. On May 20, 2010 the city council will vote on the approval of the 2010 – 2014 Comprehensive Consolidated Plan and Fiscal Year 2010 - 2011 Annual Action Plan.

2. Summary of Comments . . .

On May 28, 2009, 10 participants identified the following needs for Housing:

Housing . . .

SAFE
• Adequate Infrastructure (sewer, water, sidewalks/curbs, trees)
• Sufficient Rehabilitation (meets current code, key components certified)
• Accessible
• Stable Neighborhoods
• Environmentally Safe

AVAILABLE
• 95% supply each for very low, low, and moderate income families and individuals
• Adequate, improvable land

AFFORDABLE
• Affordable housing set-asides in zoning
• 30% of income dedicated to house payment and utilities
• Affordable development of land

Ten participants identified the following needs for Homelessness/Special Populations:

**Homelessness . . .**

• Affordable rental housing
• Additional family transitional housing
• Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
• Assistance for homeless elderly persons
• Assistance for homeless veterans
• Improved transportation system for the public: affordability, availability, and convenience
• Health clinic services for low-income persons and for the under-insured
• Support for youth transitioning into the community
• Domestic violence housing (for men too)
• Affordable and healthy food options
• Assistance for the working poor
• Growth in the Interfaith Hospitality Network
• Day center for homeless individuals and families
• Community support and services for family reunification
• Improved day care services: more services for infants, extended day care hours for non-banking hours
• Youth social center – safety net for safe social activities
• Stronger youth support network
• Supportive services – family partnerships and case management
• Support system for asset-building

**Special Populations . . .**

• More housing options for special populations and special needs individuals and families: emergency, transitional, and permanent
• Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
• Housing, transitional services, and supportive services for persons with addictions
• Services for persons with HIV or AIDS
- Assistance for the homeless: prevention, emergency services, day center, and transitional services
- Central location for compassionate assistance: information, education, support, and day center for social activities
- Access to supportive services
- Access to outreach services
- Prevention of elder abuse and domestic violence
- Specialized nursing home for the mentally disabled
- Supportive services for at-risk and troubled youth
- Health clinic services for low-income persons and for the under-insured
- Supportive services for families and persons with diverse multicultural backgrounds

Twelve participants identified the following needs for Economic/Community Development.

**Economic/Community Development . . .**

- Infrastructure – new/rehabilitated – upgrade sewer/water/fire hydrants
- Affordable housing
- Veterans opportunities – education/training
- Support higher education
- Substance abuse support program/system
- Professional training and on-the-job apprenticeships
- Healthcare/medical insurance for low-income
- Medical services – negotiate professionals relocating
- Public school system – urge increase education for drop-outs/at risk youth
- Leverage CDBG funds with other funding resources (i.e. TANIF)
- Self-sufficiency programs
- Anti-crime programs - Substance abuse, Domestic violence Sexual violence
- Senior programs
- After school programs – neighborhood/family
- Quality early-care, education facilities
- Accessible facilities
- Recreational opportunities for low-income youth
- High school upgraded facilities
- Junior high school – alternative education facility
- Community youth centers – neighborhoods/schools
- New job creations
- Land clearance – redevelopment
- Quality jobs
- Evaluate unemployed workforce
- Study needs of low and moderate-income employment – general
- Landscaping – ordinances change – trees
- County land pockets within City
- Community awareness – market economic development
- Business retention/expansion/entrepreneurial
- Workforce maintenance
- Sustaining services

The Public Meeting held on September 2, 2009, received no written comments from the 10 attendees.
3. Summary of efforts . . .

A news release was sent to the local media on May 6, 2009, inviting the public to attend a working group meeting on May 28, 2009, to help determine goals and objectives for Fiscal Years 2010 – 2015. Anyone with special needs was asked to contact the H&CD Office so special arrangements could be made. This notice went to the local television station, as well as, all of the radio stations in the area in order to get the word out to as many individuals as possible. The notice was also published in the local newspaper and was posted on the city of Cheyenne H&CD Office website. In addition to this, an e-mail invitation was sent to agencies that participated in the Laramie County Community Partnership 2005 Needs Assessment. The United Way of Laramie County also provided e-mail addresses for agencies not already identified. Past Community Development Block Grant recipients and the H&CD Office Advisory Council received an invitation as well. All recipients were encouraged to bring their 5 – 10 year goals, regardless if the CDBG funding could address them.

A notice was sent out on August 25, 2009, inviting the public to attend a Public Meeting on September 2, 2009, to view the results of the working group meeting held on May 28, 2009. The meeting was posted on the city of Cheyenne website and invitations were sent via e-mail.

A notice was sent out on March 19, 2010 informing the public that a draft of the 2010 – 2014 Comprehensive Consolidated Plan and the 2010 – 2011 Annual Action Plan will be available for review and public comment on March 26, 2010. The Plan will be available at the Mayor’s Office, City Clerk’s Office, H&CD’s Office, State Library, County Library and on the city of Cheyenne H&CD Office website. The public notice was sent to the local television station, radio stations, and newspaper, and e-mails were sent to non-profit agencies throughout Cheyenne encouraging them to let their clients know that the plan was available and encourage them to comment.

A Public Hearing will be held on April 26, 2010, at the beginning of City Council informing city residents of the goals and objectives that have been identified for the city of Cheyenne. The City Council Finance Committee will be on May 3, 2010 at 11:00 and the City Council will do their final vote on May 20, 2010.

4. Comments not Accepted . . .

There were no comments that were not taken into consideration.

Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.

2. Assess the strengths and gaps in the delivery system.

3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and
procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

1. Institutional Structure . . .

The institutional structure, through which the city of Cheyenne will carry out its Consolidated Plan, is one of partnerships with and between private industry, non-profit organizations, community residents, local jurisdictions within Laramie County, as well as state and federal agencies.

Cheyenne Housing and Community Development (H&CD) Office administers the city’s CDBG (Community Development Block Grant) Entitlement Allocation. The H&CD Office, through its Advisory Council, has established a grant application process that is highly competitive. Community demand for very low to moderate-income residents has escalated at a greater pace than funding availability.

The development of the 2010-2014 Comprehensive Consolidated Plan for the city of Cheyenne compliments the Greater Cheyenne Chamber of Commerce’s efforts with the “Greater Cheyenne Vision 2020” Plan that was created to look at the entire region in a futuristic manner; the efforts of the city of Cheyenne’s Planning Department’s “PlanCheyenne” planning process that has a four-tiered structure - SnapshotCheyenne, StructureCheyenne, ShapeCheyenne, and BuildCheyenne.

This section includes an overview of the institutional structure that will be used to implement Cheyenne’s Comprehensive Consolidated Plan, as well as the resources that could be made available through partnerships with various institutional sectors. It also describes coordination activities, and assesses the gaps in the institutional structure.

Cheyenne Housing and Community Development (H&CD) Office functions include: planning and policy-making, program administration, program evaluation, fiscal accountability, promotional awareness of program availability, management of grants, and monitoring and inspection. The H&CD Office administers the Community Development Block Grant (CDBG) and HOME programs. Additional working partnerships have been developed with Cheyenne’s Parks and Recreation, Public Utilities, Public Works, Police, Fire, Urban Forestry, Transit and Development/Planning departments.

Cheyenne, as the capital city for Wyoming, provides favorable circumstances for partnerships between the H&CD Office and city/county/state government entities. These partnerships yield mutually beneficial opportunities to our partners that potentially afford our low and moderate-income populations greater assistance for target area projects.

Additionally, the Wyoming Business Council (WBC) is based in Cheyenne. The WBC is Wyoming’s quasi-governmental economic development organization and they receive and manage the state CDBG funding.
The Cheyenne Housing Authority, through its development and management of public housing units and administration of Section 8 vouchers and certificates, is the primary provider of housing for extremely low-income households in the jurisdiction. The Cheyenne Housing Authority provides a self-sufficiency program, and disabled and senior housing.

Community Action of Laramie County, Inc. is an entity that provides low- and moderate-income multifamily units for the jurisdiction.

The COMEA Shelter is the local homeless shelter for Cheyenne. They provide transitional living and overnight assistance.

Cheyenne Interfaith Hospitality Network (CIHN) assists homeless families with a place to stay. CIHN has a duplex which two families can rent for up to 18 months and they also work with the area churches which provide a place for families to spend the night.

There is no relationship between the Cheyenne Housing Authority, Community Action of Laramie County, Inc., COMEA Shelter and Cheyenne Interfaith Hospitality Network and the city or county in the areas of hiring, contracting and procurement. However, the Cheyenne Housing Authority has been a part of the planning process. The city of Cheyenne's Five-Year Comprehensive Consolidated Plan is consistent with the Cheyenne Housing Authority’s PHA Plans.

Wyoming hosts one four-year academic institution, University of Wyoming, which is located 49 miles northwest of Cheyenne, seven community colleges and 48 school districts.

Laramie County Community College is located in Cheyenne. There is one public school district within Cheyenne, Laramie County School District #1. The enrollment for 2009 was 12,936 – which is a decrease from 2004 with 20,419 students: 7,016 elementary; 2,912 junior high; and 3,008 high school students.

The Wyoming State Department of Education, due to a Wyoming 1995 Supreme Court ruling, implemented a statewide education reform movement that defined a quality education and sought a mechanism to ensure that every student in Wyoming, regardless of location, has access to that system. It was determined early in the planning process that information technology was going to be a valuable asset to our rural state to meet the challenges of the future.

The creation of the “Wyoming Equality Video Network” (WEN Video) is a statewide, high-speed data and video network that connects all Wyoming public schools and gives communities capability for telemedicine, economic development and community outreach applications, as well as access to the Internet. Laramie County, Cheyenne and Laramie County Community College received the Wyoming Equality Video Network in September 1998. Besides meeting educational needs, schools have recognized the need to partner with local and state economic development organizations and private industries. The partnerships bring together entities that view communities in a holistic fashion to meet social and economic needs. One goal, within the partnerships, is to enhance local workforce development through training and education.
The Wyoming Virtual Academy uses the K-12 curriculum to offer Wyoming students in grades K-12 an exceptional learning experience. It offers individualized learning approaches and provides students the tools they need to succeed. Learning can happen at home, on the road, or wherever an Internet connection can be found.

There are a number of community-based, non-profit development organizations in Cheyenne and Laramie County that construct or rehabilitate affordable housing for the general low-income population. Others are involved in economic and commercial development activities.

**Cheyenne Community-Based Non-Profit Organizations**

- Cheyenne Housing Authority
- Community Action of Laramie County, Inc.
- Habitat for Humanity of Cheyenne
- Wyoming Community Development Authority (WCDA)
- Wyoming Independent Living Rehabilitation

Although production capacity for some non-profit developers has increased, many groups have limited resources and, therefore, produce only the number of units economically feasible.

In Cheyenne and Laramie County there exists active non-profit organizations that focus on individuals with mental illness, mental retardation and developmental disabilities, the elderly, and people with AIDS. These are addressed in Section 4, Facilities and Services for Persons with Special Needs. Through collaboration, local, state and federal resources will be utilized to address the special needs of this populous within the jurisdiction.

**Cheyenne Special Needs Non-Profit Organizations**

- Attention Homes, Inc.
- Cheyenne Respite Services
- Peak Wellness Center
- Wyoming Independent Living Rehabilitation

Non-profit organizations within Cheyenne and Laramie County provide housing repair and modification services in order to improve the condition of housing, increase energy efficiency or to enable individuals with disabilities to live independently. Services are provided primarily for physical improvements to housing as a part of an array of community social services and by organizations that serve the elderly and individuals with physical disabilities.

Additionally, the Cheyenne Housing and Community Development (H&CD) Office administers programs that assists residential homeowners with needed housing rehabilitation.

**Cheyenne Housing Repair Non-Profit Organizations**

- Cheyenne Housing & Community Development Office
- Community Action of Laramie County
- Department of Family Services
- Wyoming Energy Council
- Wyoming Independent Living Rehabilitation
Cheyenne and Laramie County are fortunate to have “true community spirit” that provides supportive and social services that meet individual and community needs. This community spirit comes from volunteer programs associated with churches, religious groups and countywide service providers.

Neighborhood associations provide the necessary “arms” to building healthy, educated, and inter-working relationships within the community. They are an important link between residents and city/county/state governments. Neighborhood associations inform the city of service needs, participate in planning processes and comment on development proposals. An additional function these associations provide is organizing residents and businesses to accomplish local neighborhood improvement projects, such as clean-up campaigns and crime prevention activities.

SCCDA was founded on October 13, 1994 and incorporated with the Wyoming Secretary of State in 1995 as the South Cheyenne Marketing Committee. On December 19, 1996 an amendment to the Articles of Incorporation were approved changing the name to the South Cheyenne Community Development Association. The mission of SCCDA is to enhance the image of South Cheyenne, support and promote existing businesses and help to attract retail and professional services in the community for greater economic prosperity.

Because Cheyenne and Laramie County are nestled in the southeast corner of the state with Nebraska to the east and Colorado to the south, residents are given a large selection of lending institutions that include banks, savings and loans and mortgage companies.

The larger lenders have staff responsible for overseeing compliance with the Community Reinvestment Act. The Wyoming Community Development Authority (WCDA) is the state’s non-profit organization that assists lenders to participate in projects that benefit low- and moderate-income areas.

Programs such as the Federal Home Loan Bank’s Affordable Housing Program, and city and state loan and grant programs are helping to increase lender participation in non-profit development projects.

WCDA is responsible for the Neighborhood Stabilization Program (NSP) funding that Wyoming has received. They are in the process of acquiring and redeveloping foreclosed or abandoned homes throughout the state, and to rehabilitate, resell, or redevelop the homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes. Four homes have been purchased and rehabilitated in Cheyenne and are ready for low income individuals to visit and submit an application to purchase through their WRAP program.

WCDA has established a Housing Trust Fund for the purpose of financing non-traditional affordable housing outside its tax-exempt bond program. Loans to projects from the Housing Trust Fund are often combined with other funding sources to accomplish housing goals.

For-profit builders, developers and managers of affordable housing in Cheyenne and Laramie County, range from small landlords who have Section 8 tenants, to large developers who have packaged sophisticated Low Income Housing Tax Credit projects. There are also large, single-family builders who are marketing
unsubsidized, affordable homeownership products in selected neighborhoods in the jurisdiction.

Through mutually beneficial community partnerships, the central focus is on improving the business climate and furthering economic development in Cheyenne and Laramie County. Partners may, and have, included the Cheyenne Chamber of Commerce, the Wyoming Business Council, the University of Wyoming, Laramie County Community College, the Wyoming Association of Municipalities, LEADS, and the Downtown Development Authority. The SBA, local lenders, and state programs assist with locating financing for small, minority and women-owned businesses.

2. **Strengths and gaps . . .**

All communities must face challenges, which may be viewed as gaps. These “gaps” will offer the jurisdiction opportunities to enhance the low and moderate-income population needs. Some identified gaps are below:

- Lack of a strong collaboration between city/county/state organizations to meet jurisdiction needs for low- and moderate-low income populous.
- Lack of coordination between economic self-sufficiency programs within the jurisdiction.
- Inadequate safety net for single individuals and single-parent families.
- Insufficient local treatment facilities and housing options for people with chemical dependency.
- Task force to develop a working partnership between city/county/state to meet the needs of individuals infected with HIV/AIDS, and the homeless and transient populations.
- Limited resources reduce the capacity of the city and county to expand services.
- Turf issues between city/county/state governments prevent coordination of services in an efficient and cost-effective manner to prosper.
- It is difficult for non-profits to secure stable, on-going sources of operating funds.
- Lack of a transportation system that can be accessed 24/7.
- Lack of communication/reporting between state non-profit agencies.
- In order to make a development project work, it is necessary for non-profit developers to put together financing from many different sources, each with its own regulations and requirements.
- Economy of scale makes it financially unfeasible for private developers to develop housing projects affordable to extremely low-income people.
- Retail and service sector jobs provide less than “living wage” pay and offer, if any, inadequate benefits.
- Community and economic growth does not directly address existing labor shortages and the connection between living in poverty and needing employment.

Some of the strengths in Cheyenne are:

- The Laramie County Community Partnership is a voluntary Partnership consisting of nearly 65 organizations, groups and agencies. This provides non-profit agencies the opportunity to network with each other at monthly meetings.
Wyoming 211 is being implemented and once it is fully on line it will address the gap for lack of communication/reporting between state non-profit agencies.

3. **Strengths and gaps for public housing . . .**

The Cheyenne Housing Authority (CHA) is the entity that is the delivery system for public housing within the jurisdiction. The organizational relationship between CHA and the H&CD Office is one of a partnership with mutual respect.

Some identified gaps for public housing are below:

- The reduction of Section 8 Vouchers.

Some of the strengths in Cheyenne are:

- CHA has maintained a public housing vacancy rate of less than 5%.

There is no relationship between the Cheyenne Housing Authority and the Housing & Community Development Office in the areas of hiring, contracting and procurement. However, the Cheyenne Housing Authority has been a part of the planning process. The city of Cheyenne’s Five-Year Comprehensive Consolidated Plan is consistent with the Cheyenne Housing Authority’s PHA Plans.

**Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

Citizens are encouraged to comment on the performance of city and non-profit agencies in implementing Consolidated Plan programs, projects and activities, and in meeting identified goals, objectives and community needs.

Citizens have reasonable and timely access to information and records relating to the city of Cheyenne's Consolidated Plan and its use of funds for the preceding five years.

Monitoring of activities will be conducted by the Cheyenne Housing and Community Development Office staff and Advisory Council members through site inspections, on site documentation monitoring, and verifying that all documentation pertaining to organizational structure, applicability to HUD national objectives, and scope of work is received. The H&CD Advisory Council monitors each sub-grantees drawdown and utilizes this information during the grant cycle each year.

Complaints from citizens concerning Consolidated Plan activities, amendments or performance should be directed to the city of Cheyenne Housing and Community Development Office, 2101 O’Neil Avenue, Cheyenne, Wyoming 82001, between the
hours of 8 a.m. and 5 p.m., Monday through Friday. Citizen complaints submitted in writing will be answered within 15 working days where practicable.

Community groups may receive assistance with proposals for potential Consolidated Plan funding by contacting the city of Cheyenne H&CD Office, between the hours of 8 a.m. and 5 p.m., or by telephone at (307) 637-6252.

**Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.

2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

1. **Basis for Assigning Priority . . .**

   The primary key element to a community plan is the citizen participation with the formation of the plan.

   To ensure citizen participation, the Cheyenne Housing & Community Development (H&CD) Office held a public meeting on May 28, 2009, asking the participants to identify goals and objectives for the three categories: Housing, Homelessness/Special Populations, and Economic/Community Development.

   Participants were provided an overview of the city of Cheyenne’s 2005 ~ 2010 Comprehensive Consolidated Plan, Priority of Needs that were identified in the former Plan, and an explanation of the National Objectives and eligible activities. The participants were requested to identify current and future needs for the 2010 ~ 2014 Comprehensive Consolidated Plan to address.

   The H&CD Office Advisory Board recommended that the identified needs and objectives/activities be validated and placed in order of priority as identified by data sources for the city of Cheyenne. Bids were sought for this Data Mining project. A Summary of Salient Trends was received and the needs were prioritized for Cheyenne dependent on available information. This information was matched to the needs that were identified during the working group meeting. The available list shows the identified needs and objectives/activities in priority order, with the highest priority on top. Some of the identified needs and objectives/activities had no supporting data to back them up one way or another. These items were placed at the bottom of the list. This does not mean that they will not be addressed. When applications are received each year they will be matched to our list of goals and the Advisory Council will review the applications one at a time and make the determination of where the funding will be placed.

2. **Obstacles to Meeting Underserved Needs . . .**

   The fundamental obstacle to meeting underserved needs is funding. The city of Cheyenne’s CDBG Entitlement Allocation has seen a reduction over the last five years; 2005 had a 6.4% reduction from FY 2004, 2006 had a 11.43% reduction from
FY 2005, 2007 had a 0.3% reduction from FY 2006, 2008 had a 1.76% reduction from FY 2007, and 2009 had an increase of 1.95%, yet the demand for the community’s underserved needs continues to escalate.

The jurisdiction is home to F.E. Warren Air Force Base. F.E. Warren has experienced, along with the state of Wyoming National Guard units, deployment of husbands, wives, sons and daughters. These deployments, although necessary to defend freedom and quality-of-life, have left families in need. These deployments are adding to the demand of the community’s underserved needs.

**Lead-based Paint (91.215 (g))**

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.

2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

1. **Estimate . . .**

   According to the U.S. Census data, there are approximately 18,023 housing units within Cheyenne that were built prior to 1979. These housing units could potentially contain lead-based paint. The Census data also demonstrates that 6.3% of Cheyenne families live in poverty and 8.8% of the community’s residents live in poverty. Therefore, the estimate for the number of housing units that are occupied by extremely low-income, low-income, and moderate-income families is 1,658 and or individual residents are 2,235.

   The aggregate of families and individual housing units that the Cheyenne Housing and Community Development (H&CD) Office would be able to serve by a Lead-Based Paint Inspection is 3,893.

2. **Actions . . .**

   Cheyenne H&CD Office purchased an XRF lead-based paint testing machine in Fiscal Year 2000-2001 and tests all houses that are considered for program assistance for lead-based paint hazards. All program applicants are provided with a copy of the “Protect Your Family From Lead In Your Home” document. The City/County Health Department tests any child potentially exposed to lead-based paint and is evaluated for any contamination.

   On February 12, 2010, Community Action of Laramie County held a Resource Fair in the Laramie County Library. The H&CD Office manned a booth and spoke to attendees about the hazard of lead-based paint in the homes. The “Renovate Right, Important Lead Hazard Information for Families, Child Care Providers and Schools”
pamphlet, in English and Spanish, was available for the attendees. The H&CD Office is always looking for opportunities like this to participate in.

Additionally, the Cheyenne H&CD Office has sent two local housing inspectors to receive Inspector and Risk Assessor EPA certifications in 2009. On January 7, 2010, three individuals from the H&CD Office attended a meeting regarding the new EPA Lead implementation starting April 22, 2010. The H&CD Office is informing local contractors of the new law and organizing a training session in April 2010.

**HOUSING**

**Housing Needs (91.205)**

*Please also refer to the Housing Needs Table in the Needs.xls workbook*

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).

2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

3-5 Year Strategic Plan Housing Needs response:

1. **Estimated Housing Needs . . .**

According to the “Housing Needs Table,” the city of Cheyenne has 4,656 households that rent and 3,672 households that own and are at the Medium Family Income (MFI) level. Additionally, the “Housing Needs Table” indicates that the community has a total of 2,573 elderly households, 2,642 small related households, and 480 large related households. The “Housing Needs Table” does not indicate that there are any households that are disabled within the jurisdiction. The Cheyenne Housing and Community Development (H&CD) Office believes that at least 10% (833) of the households may be disabled and in need of assistance.

- 326 elderly households that rent are <=30%MFI
- 1,054 remaining households that rent are <=30%MFI
- 263 elderly households that own are <=30%MFI
- 268 remaining households that own are <=30%MFI
- 315 elderly households that rent are >30% to <=50%MFI
- 1,002 remaining households that rent are >30% to <=50%MFI
477 elderly households that own are >30% to <5=50%MFI
464 remaining households that own are >30% to <=50%MFI
274 elderly households that rent are >50% to <=80%MFI
1,685 remaining households that rent are >50% to <=80%MFI
918 elderly households that own are >50% to <=80%MFI
1,282 remaining households that own are >50% to <=80%MFI

The aggregate of renters and owners (8,328) represents approximately 0.146% of the city of Cheyenne’s population and identifies the demand for Community Development Block Grant (CDBG) funds.

The 2000 Census shows Cheyenne with a population of 53,011. A 5.6% increase from 1990. In 2007, the Census provides a population estimate for Laramie County at 86,353. A 5.5% increase from 2000. According to the 2008 Census Estimates, 84.2% of Cheyenne's population ~ is white; 3.2% are Black or African American; 1.6% are American Indian and Alaska Native; 1.9% are Asian; 0.0% are Native Hawaiian and Other Pacific Islander; 13.5% are Hispanic or Latino; and 9.1% are other or two or more race.

The median household income, the number of people in poverty and the percentage of people in poverty was reviewed for each census tract in Cheyenne:

Areas of low-income concentration are defined as those census tracts having more than 50% of their population in poverty. Based on census 2000 information and the definition of low income, Census tracts 2, 7, and 10 are identified as areas of concentration for low income. Individual Census Tract blocks that are identified as areas of concentration are 3.01, 6.01 and 15.02.03.

The 2000 Census reported a poverty rate of 25.4% in Census Tract 2. It is estimated that 2,300 renters (24% of all renters) have incomes less than 50% of the median and pay over 30% of income for rent; and, there are 600 renters (6% of all renters) with incomes between 50% and 80% of median that pay more than 30% of their income on rents.

According to 2000 Census data, Laramie County’s poverty status is slightly below Wyoming, Mountain Division, and West Region:

**Laramie County**

**Families . . .**

- Families below poverty 6.5%
- With children under 18 years 10.2%
- With children under 5 years 12.4%
- Female householder 25.2%
- Female householder with children under 18 years 31.2%
- Female householder with children under 5 years 40.2%

**Individuals . . .**

- Individuals below poverty 9.1%
- 18 years and over 8.0%
- 65 years and over 6.5%
- Related children under 18 years 12.0%
- Related children 5 to 17 years 11.2%
- Unrelated children 15 year and over 18.6%

**Wyoming**

Families . . .
- Families below poverty 8.0%
- With children under 18 years 12.4%
- With children under 5 years 16.5%
- Female householder 30.9%
- Female householder with children under 18 years 38.1%
- Female householder with children under 5 years 53.4%

Individuals . . .
- Individuals below poverty 11.4%
- 18 years and over 10.3%
- 65 years and over 8.9%
- Related children under 18 years 13.8%
- Related children 5 to 17 years 12.5%
- Unrelated children 15 year and over 23.5%

**Mountain Division**

Families . . .
- Families below poverty 8.7%
- With children under 18 years 12.9%
- With children under 5 years 16.4%
- Female householder 25.3%
- Female householder with children under 18 years 31.8%
- Female householder with children under 5 years 44.3%

Individuals . . .
- Individuals below poverty 12.1%
- 18 years and over 10.8%
- 65 years and over 8.3%
- Related children under 18 years 15.2%
- Related children 5 to 17 years 14.3%
- Unrelated children 15 year and over 22.4%

**West Region**

Families . . .
- Families below poverty 9.5%
- With children under 18 years 13.9%
- With children under 5 years 17.6%
- Female householder 24.9%
- Female householder with children under 18 years 32.1%
- Female householder with children under 5 years 44.2%

Individuals . . .

- Individuals below poverty 13.0%
- 18 years and over 11.4%
- 65 years and over 8.0%
- Related children under 18 years 17.0%
- Related children 5 to 17 years 16.2%
- Unrelated children 15 year and over 22.6%

Although Laramie County and the state of Wyoming’s poverty status is less than the Mountain Division and the West Region, the effect of these poverty levels are greater because of the degree of consequences to the population: Laramie County 84,083 and state of Wyoming 493,782.

According to 2008 estimated Census data, Laramie County’s poverty status is slightly below Wyoming:

_ Laramie County_

Families . . .

- Families below poverty 4.2%
- With children under 18 years 6.9%
- With children under 5 years 6.8%
- Female householder 15.1%
- Female householder with children under 18 years 18.5%
- Female householder with children under 5 years 26.3%

Individuals . . .

- Individuals below poverty 7.4%
- 18 years and over 6.5%
- 65 years and over 1.8%
- Related children under 18 years 9.7%
- Related children 5 to 17 years 9.5%
- Unrelated children 15 year and over 15.6%

_Wyoming_

Families . . .

- Families below poverty 5.5%
- With children under 18 years 9.4%
- With children under 5 years 15.5%
- Female householder 24.7%
- Female householder with children under 18 years 30.7%
- Female householder with children under 5 years 57.2%
Individuals . . .

- Individuals below poverty 8.9%
- 18 years and over 8.1%
- 65 years and over 6.2%
- Related children under 18 years 10.8%
- Related children 5 to 17 years 9.2%
- Unrelated children 15 year and over 20.5%

Laramie County’s labor force decreased by 700 persons; from 42,900 in 2006 to 44,200 in 2007. Unemployment stayed the same for both years at 3.9% with the 2008 unemployment rate increasing to 5.9%.

The average apartment rent in Laramie County changed by -1.24%; from $564 in the fourth quarter 2006 to $558 in the fourth quarter 2007. Detached single-family homes changed by 3.47%; from $835 in the fourth quarter 2006 to $846 in the fourth quarter 2007. Rents for mobile homes changed by 1.02%; from $588 in the fourth quarter 2006 to $594 in the fourth quarter 2007.

The jurisdiction does not currently have specific housing for HIV/AIDS persons and their families.

The Cheyenne Housing Authority currently has a waiting list of 2,051. Families are the most affected. Due to a reduction in Section 8 Vouchers, families may experience a greater length of time to find suitable housing.

2. Assessment . . .

Areas of racial concentration are defined as those census tracts in which the percent of minority is 20 points above the housing market area or greater than 50%. Based on the 2000 Census information and definition of racial and ethnic concentration, Census tracts 2, 301, 7.01, 10.03 and 10.04 are identified to be areas of concentration.

<table>
<thead>
<tr>
<th>Census Tract</th>
<th>Minority %</th>
<th>Owner Occupied Units</th>
<th>Renter Occupied Units</th>
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<td>863</td>
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<td>161</td>
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<td>17.39</td>
<td>1171</td>
<td>372</td>
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<tr>
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<td>19.51</td>
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<td>471</td>
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**Priority Housing Needs (91.215 (b))**

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.

2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.  
   Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.

4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

1. **Priority Housing Needs . . .**
   
   In accordance with the “Housing Needs Table,” The city of Cheyenne Housing and Community Development (H&CD) Office will consider its housing target market to be those households identified.

   Assignment of priority will be given . . .

   1. To the elderly with housing problems and a household income <=30% MFI. A community’s elderly is on a fixed income and housing maintenance may increase, however, their income does not.

   2. To households with housing problems and a household income <=30% MFI.

   3. To elderly households with housing problems and a household income <=50% MFI.

   4. To households with housing problems and a household income <=50% MFI.

   5. To elderly households with housing problems and a household income <=80% MFI.

   6. To households with housing problems and a household income <=80% MFI.

   7. To assist first-time homebuyers with a household income <=80% MFI.

2. **Analysis . . .**
   
   Per the “Housing Needs Table,” the number of elderly households is greater in each of the three income categories for homeowners. A total of 263 elderly households with an income <=30% MFI, 315 elderly households with an income
<=50% MFI, and 918 elderly households with an income <=80% MFI.

The number of small related households is the second greatest in the 80% income category for homeowners. A total of 111 small related households with an income <=30% MFI, 224 small related households with an income <=50% MFI, and 710 small related households with an income <=80% MFI.

The number of large related households is the smallest number in each of the three income categories for homeowners. A total of 14 large related households with an income <=30% MFI, 46 large related households with an income <=50% MFI, and 147 large related households with an income <=80% MFI.

The number of all other households is second greatest in the <=30% and <=50% income categories for homeowners. A total of 143 all other households with an income <=30% MFI, 194 all other households with an income <=50% MFI, and 425 all other households with an income <=80% MFI.

Per the “Housing Market Analysis” the number of renter occupied units for 0 – 1 bedrooms is greater than any other category with 2,651. Owner occupied units is next with only 428. The number of renter occupied units for 2 bedroom units is greater with 2,966, closely followed by owner occupied units at 2,579. The number of owner occupied units for 3+ bedrooms is much greater with 11,576 followed by renter occupied units at 1,834.

The 0 – 1 bedroom vacant rental units is 312 with only 16 vacant units for sale. The 2 bedroom rental units are 193 with only 28 vacant units for sale. For 3+ bedroom units the vacant units for sale is greater at 196 than the vacant rental units which is at 146.

For public housing there are more 0-1 bedroom units available, followed by 3+ bedroom units. There is only a minimal number of 2 bedroom units available.

3. **Basis for Assigning Priority . . .**

The basis for assigning the above priority is to meet the need of the greatest underserved.

4. **Obstacles . . .**

The primary obstacle to meeting underserved needs is funding. As program (CDBG, HOME, etc.) funds are redirected, the ability for a jurisdiction to continue to meet existing and future underserved needs is reduced.

**Housing Market Analysis (91.210)**

*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook*

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the
number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.

2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).

3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

3-5 Year Strategic Plan Housing Market Analysis responses:

1. **Significant Characteristics . . .**

   The current housing stock in Cheyenne as of July 2009 was: 483 single family units for sale and 94 townhomes and condos for sale, whereas the available housing stock as of December 2006 was: 509 single family units for sale and 139 townhomes and condos for sale. This shows that the housing stock has dropped slightly.

   The number of housing units sold as of July 2009 was 784 with 1923 sold as of December 2006. Due to the downturn in the economy the number of houses being sold has dropped over the last three years.

   Regulations state that the jurisdiction must define the terms “substandard condition” and “substandard condition but suitable for rehabilitation.” Cheyenne building officials define the term “substandard condition” as any residence that does not comply with the standards noted in the most currently adopted edition of the Uniform Housing Code. And, Cheyenne building officials define the term “substandard condition but suitable for rehabilitation” as any residence which does not comply with the standards noted in the most currently adopted edition of the Uniform Housing Code, yet is economically practical to rehabilitate ~ meaning the cost of the rehabilitation is less than 50% of the value of the structure.

   Based on the 2000 Census data, 82% of home owners and 79% of renters earning 30% or less of the MFI in Cheyenne had one or more housing problems. Fifty-one percent of owners and 80% of renters earning between 31-50 percent of the MFI experienced housing problems. The data also indicates that households at the poverty level or very-low income are much more likely to experience higher rents, substandard housing or overcrowding as compared to households with higher incomes. City-wide 20% of home owners experience housing problems compared to 47% of renter’s city-wide, experiencing housing problems.

   The average sales price of existing, detached, single-family homes in 2009 was $177,813. In 2008 the average sales price was $183,571. This represents a decrease of $5,758 and shows that the house values have dropped over the last few years. Cheyenne has the highest number of homes in foreclosure in Wyoming at 104 in October 2009.
Residential building permits in Laramie County have also declined. Total new single family housing units authorized were 498 in 2004 and 127 in 2008. Single-family attached housing units authorized in 2004 were 11, with none authorized within the last two years. Multi-family housing units authorized in 2004 were 35, and again with none authorized within the last two years.

2. Number and Targeting of Units Currently Assisted . . .

The Cheyenne Housing Authority (CHA) manages 342 public housing units in Cheyenne, as well as, Logan Manor which has 19 units, and Foxcrest II which has 32 units. The eligibility determination is based primarily on income eligibility, meaning that the CHA serves households with income at or below 50% of the area median income. There is currently a waiting list of 2051.

Community Action of Laramie County (CALC) has a 4-plex for affordable rentals, 3 transitional homes, and 18 transitional efficiency apartments. In January 2010 CALC will have 4 2-bedroom apartments for homeless veterans. There is currently a waiting list for the 4-plex and the efficiency apartments.

The Wyoming Community Development Authority (WCDA) began purchasing home loans in 1978, to provide affordable housing in Wyoming. There were a total of 161 loans purchased in Laramie County during Fiscal Year 2007-2008. In 2008, the average household income was $52,172 and the average purchase price was $159,000. WCDA manages the Neighborhood Stabilization Program (NSP) for Wyoming and have purchased and rehabilitated 4 foreclosed homes in Cheyenne. These homes are now available for sale through their Wyoming Rehabilitation and Acquisition Program (WRAP).

Cheyenne Interfaith Hospitality Network (CIHN) purchased a duplex in 2009 for transitional housing for families. They provide housing for two homeless families for up to 18 months at a time.

3. Influence . . .

Many people in Cheyenne will pay over 30% of their income towards a mortgage to obtain home ownership. During 2009 Wyoming saw a decrease of 20,600 jobs. Only two areas showed an increase in jobs, educational & health services and government. The Wyoming unemployment rate increased to 7.5% in December 2009. In Laramie County the unemployment rate was 8.2% in December 2009 which is almost double the December 2008 unemployment rate of 4.5%.

The decrease in jobs and the increase in unemployment is going to drastically influence the housing market. The need for affordable housing is increasing.

In addition to affordable housing and the quality of the housing stock, some other issues to be considered in planning for housing are:

- Neighborhood devaluation.
- Lack of new “affordable” construction.
- NIMBY.
- Zoning constraints.
- Some concentrations of poverty.
Predatory lending practices victimize elderly and low-income homeowners.
Lead-based paint.
Improved accessibility for individuals with physical limitations and for the frail elderly.
Costs associated with bringing a building into full compliance with the Uniform Building Code.

With increasing home prices, increasing land costs, and rising rental rates, the lack of affordable housing limits housing choices for many families. Special-needs populations who are limited in income due to disabilities or illnesses, single-parent households and low-income minority populations will be restricted in housing choice with the limited supply of affordable housing.

Factors influencing the limited supply of multi-family housing include reluctance amongst the general population to support rental housing construction, and the lack of availability of land for more affordable housing options.

**Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.

2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

1. **Priorities and Specific Objectives**

   The city of Cheyenne’s five-year target to address housing is:

   **Goal:** Adequate provision of a continuum of safe, available, affordable housing from emergency individual and family shelter, to sufficient rental assistance and ownership opportunities for families and individuals.

   **Objectives/Activities:**

   - Prepare/educate 70 families for affordable, safe home ownership
   - Build WYFHOP infrastructure
   - Maintain home ownership
   - Rehabilitate up to 37 homes
   - Provide safe, livable, affordable housing for 500
   - Assist in purchase of 50 homes
   - Increase transitional housing units by 30
   - Purchase transitional housing for families and office space
   - Provide employment training
   - Family shelter facility
   - Provide rehabilitation for homeless shelters
   - Provide Fair Housing Activities
   - Tennant/landlord education and training
   - Provide Lead Based Paint testing to homeowners
- Purchase and rehabilitate one spot blight (abandoned) home
- Purchase 2 homes for rehabilitation
- Remove 5 unsafe trees per year (25 total) for very low & low income family units that affect right-of-way safety and private property safety
- Plant trees along right-of-way for blight reduction, storm water reduction, asphalt life extended in low income neighborhoods
- Education facility
- Purchase land with infrastructure for 15 single family homes
- Office/case management/social housing facility
- Purchase lot adjacent to Re-Store to expand services
- Prune right-or-way trees for safety, reduce blight, extend life of tree. Low income neighborhood one per year (5 total)

**Identified Needs:**

**SAFE**
- Adequate Infrastructure (sewer, water, sidewalks/curbs, trees)
- Sufficient Rehabilitation (meets current code, key components certified)
- Accessible
- Stable Neighborhoods
- Environmentally Safe

**AVAILABLE**
- 95% supply each for very low, low, and moderate income families and individuals
- Adequate, improvable land

**AFFORDABLE**
- Affordable housing set-asides in zoning
- 30% of income dedicated to house payment and utilities
- Affordable development of land

2. **Available Resources . . .**

The Housing & Community Development Office (H&CD) manages the Community Development Block Grant (CDBG) funding for the city of Cheyenne. It is the intent that the CDBG funding will be utilized to address the above goal and objectives.

The city of Cheyenne Urban Planning office is looking to apply for available funding to address the objectives that fall within their purview.

Wyoming Community Development Authority (WCDA) manages the NSP funding provided to the State of Wyoming. Some of this funding will be utilized in the city of Cheyenne for the express purposes of increasing the affordable housing stock and rehabilitating foreclosed homes.

Many non-profit agencies within the city of Cheyenne will be applying for the CDBG funding. They will also be applying for other grants, such as United Way, to assist with their individual projects along with requests for private resources, fund raising, etc.
Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

Needs of Public Housing . . .

The city of Cheyenne has a working partnership with the Cheyenne Housing Authority (CHA) to meet the needs within the community. However, the Cheyenne Housing Authority develops its own Consolidated Plan for submission. The CHA Consolidated Plan is consistent with the city of Cheyenne Consolidated Plan.

Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency’s strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency’s strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.

2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))

3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

Public Housing Strategy . . .

The city of Cheyenne has a working partnership with the Cheyenne Housing Authority (CHA) to meet the needs within the community. However, the Cheyenne
Housing Authority develops its own Consolidated Plan for submission. The CHA Consolidated Plan is consistent with the city of Cheyenne Consolidated Plan.

The Cheyenne Housing Authority is not a troubled public housing agency. On the contrary, the CHA functions exceptionally well with the resources it has.

**Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.

2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

1. **Available Resources**

   Affordable housing continues to be a challenge within the community. The cost of housing construction and maintenance inhibits Cheyenne’s very low, low and moderate-income residents from becoming homeowners or having standard housing units.

   The Greater Cheyenne Chamber of Commerce supported a public process to create a master vision for the Cheyenne area. It provided strategic direction and set the foundation for *PlanCheyenne*. *PlanCheyenne* was completed in 2006 and incorporates the community-defined Vision 2020. *PlanCheyenne* is based on four building blocks:

   - **Snapshot:** Provides information and analysis about the state of the community today. The information benchmarks, the community’s population, employment, parks and recreation, transportation, and other data.
   - **Structure:** Determines the Cheyenne Area’s architectural identity and describes the elements that make neighborhoods, districts (like downtown) livable and unique. Parks and Transportation have Structure elements, described in those plans.
   - **Shape:** Incorporates details about individual elements the community must consider in the future, including: neighborhoods, parks, economic development, transportation, and more. Shape contains the goals, policies, and physical plan directions to guide decisions in the future.
Build: Provides implementation tools to carry out the many ideas of the Plan.

Within the Shape segment is The Community Plan for the future. One of the key concepts of the plan is the notion of mixed-use activity centers. ShapeCheyenne strongly encourages using a variety of housing types and models, sizes, and price ranges in new neighborhoods to provide expanded housing options. Incorporating a mix of housing types at both the neighborhood scale and the block scale helps create varied and interesting streetscapes and a diverse community. Also, higher density and senior housing should typically be located near activity centers and transportation corridors (arterial and collector streets) to provide for convenient access, and should include common areas such as courtyards, playgrounds, or open space.

ShapeCheyenne also addresses Senior and special needs housing and feels that it should be dispersed throughout the community, integrated into and part of neighborhoods, and not concentrated in one area. It should be placed in locations that are accessible to major transportation corridors and near activity centers. The development of senior facilities and housing should be near downtown, activity centers, near medical facilities, and other community facilities, such as community centers.

Within the Build segment are Code revisions (new or revised zoning requirements, design standards or guidelines, incentives, overlay districts, subdivision requirements, conservation design approaches, clustered development, and others). BuildCheyenne recommends the adoption of new incentives for cluster development in rural areas to minimize service demands from dispersed development and to conserve open space and elements of rural character. Other types of code revisions include:

- New or revised zoning and/or subdivision requirements (to remove development “barriers” or improve quality standards),
- Procedural improvements (e.g., neighborhood meetings, or pre-application meetings),
- Design standards or guidelines,
- Incentives to achieve quality design, or conservation, or other goals (e.g., density bonus, streamlined review procedures for preferred development patterns).
- Overlay districts,
- Conservation design approaches and clustered development, and
- Others.

BuildCheyenne is also looking at new residential development standards. The approach recommended to implement new neighborhoods in Cheyenne should be a balance of incentives and standards. Zoning Code should be amended by adding new provisions entitled “Residential Development Standards.” The new provisions might include some generally applicable standards relating to, among others, housing type mix for both single- and multi-family, lot size variety, connectivity and sidewalk provisions, and housing model mix (anti-monotony) in current LR-2, MR-2, and HR-2 districts—districts that apply to developing neighborhoods, not established neighborhoods. Consideration should also be given to amending the Cheyenne Road, Street, and Site Planning Design Standards Manual regarding the profile of streets in residential neighborhoods—making provision for more pedestrian/neighborhood
friendly design (e.g., narrower cart way widths with on-street parking). To implement the new urban residential category this plan recommends amending current residential zone districts to apply to a wide variety of conditions ranging from suburban to old mature city neighborhoods.

The city of Cheyenne is looking at various ways to incorporate mixed-use space into developments that will allow for a variety of housing types that will meet all income levels and age of residents. Even though the plan does not specifically address affordable housing making some of the zoning changes mentioned will help bring the cost of housing down. Also by providing walkable neighborhoods that allow for multiple types of housing will help low income residents because they can walk from home to work to the store, etc, thus alleviating transportation expenses.

2. **Strategy . . .**

Cheyenne, like most communities, deals with potential concerns and opposition from neighborhoods and residents when any new development is proposed. “Not in my backyard,” NIMBY, and “not over there, either,” NOTE, are common outcries.

Affordable rental housing draws the most attention, although affordable owner housing has opposition. Neighbors express concerns about overcrowded schools, falling property values, crime and traffic.

The Cheyenne Housing and Community Development (H&CD) Office offers several programs to remove barriers to affordable housing:

- Assistance with down-payment and closing costs for first-time homebuyers.
- Assistance with housing rehabilitation to bring a home up to code, making it safe, decent and sanitary.
- Assistance with ADA housing rehabilitation to make a home accessible.
- Assistance with residential sidewalks.

In addition to the H&CD Office programs, the Cheyenne Building Department, Planning Services and Cheyenne’s governing body work with developers to encourage affordable housing development.

### HOMELESS

#### Homeless Needs (91.205 (b) and 91.215 (c))

*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative
analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

**Homeless Needs . . .**

The Wyoming Statewide Homeless Collaborative was formed in 2000 to develop a statewide continuum of care for homeless services and to submit a statewide Continuum of Care funding application to HUD. This statewide group was developed as a confederation of four existing regional collaborative. The group meets, using teleconferencing to accommodate those unable to travel Wyoming’s vast distances, to secure training and to discuss service delivery strategies and development of new programs, funding, and other issues concerning the homeless.

The Wyoming Statewide Homeless Collaborative was, until formation of the Wyoming State Interagency Council, the major statewide conduit for exchange of information and collaboration. Several members of the Statewide Collaborative have participated in the Interagency Council since Policy Academy. The Statewide Collaborative has worked to more effectively count chronically homeless persons.

The 2004 point-in-time survey was revised to make it more user-friendly and to include questions which would specifically identify the chronically homeless. Funds were also sought and received under the 2003 HUD Continuum of Care application to initiate an HMIS system for Wyoming. This was a significant step toward implementation of a web-based system to identify, count, and serve the chronically homeless. The Statewide Homeless Collaborative will work closely with the State Interagency Council on this task.

Wyoming's homeless problems are complicated by geographic realities. Wyoming is ranked as the ninth largest state in land mass yet has a population of only 501,242. In general, Wyoming gets few Federal funds and is not within the geographic funding areas of major foundations or corporations. Its small towns are dispersed across vast tracks of land. It contains only two entitlement cities and no state funding is allocated for homeless programs. In fact, few people in Wyoming realize there is a homeless problem within the state. Homeless service providers have struggled with the formation of a Statewide Continuum of Care and the geographic hindrances to integration of services. As providers, they are well aware that there is a homeless problem in Wyoming but still struggle to compile accurate data to support what they know to be true.

Direct services for the chronically homeless continue statewide, most of them as part of larger programs. Emergency shelters are located throughout the state (Cheyenne, Gillette, Casper, Sheridan, Riverton, and Jackson) as first-contact points for this population. Supportive services have also been offered through these agencies; the Veterans Administration (VA) Healthcare for the Homeless program, Wyoming’s two Healthcare for the Homeless clinics, and a variety of mental health providers.

PEAK Wellness Center (southeast region) takes a proactive role in addressing the needs of the homeless and chronically homeless. The agency actively promotes
Peak Wellness Center also provides residential services to homeless or low-income men who suffer from addictions. The facility serves approximately 50 residential clients each year who stay at the facility six months or longer. The Chrysalis Women’s Residential Treatment program is located in Pine Bluffs, Wyoming, and has eight beds available for women and women with children.

Supportive services are offered by most agencies. Life-skills training, in several formats, is available from the Community Actions Partnership of Natrona County, Community Action of Laramie County, the Self-Help Center, Interfaith Hospitality Network, the Life Steps Campus, and the Wyoming Department of Family Services. The Casper Housing Authority provides Mainstream Housing Vouchers to assist persons with disabilities in the central region of the state. In the southeast, a partnership PEAK Wellness Center and the Veteran’s Administration have funded a new facility for homeless veterans with substance abuse issues/SMI/disabilities, most of whom are chronically homeless. Community Action of Laramie County has also partnered with the Veteran’s Administration in building a 4 unit, 2 bedrooms per unit, apartment building for homeless veterans.

The first Transcontinental Railroad’s westward push helped to establish the city of Cheyenne. Today, those same railroad tracks serve as transportation to many of Cheyenne’s homeless.

To assist with Cheyenne’s homeless issue, it is the role of the Cheyenne Housing and Community Development Office to:

- Encourage partnerships that maintain, develop and implement a coordinated, inclusive homeless city-wide assistance system;
- Encourage community organizations in supporting homeless individuals in their movement from homelessness to economic stability and affordable permanent housing; and
- Encourage analysis to be inclusive of all the needs of Cheyenne’s homeless population, including the special service and housing needs of homeless sub-populations.

The city of Cheyenne’s five year target to address homelessness is:

**GOAL:** Cheyenne will provide sufficient, safe, and secure housing and supportive services to those in need, with an ultimate goal of self-sufficiency.

**OBJECTIVES/ACTIVITIES:**

- Increase capacity for free and/or affordable healthcare services
- Develop a minimum of 30 transitional housing units that offer self-sufficiency programs for homeless, special populations, and/or special needs families and individuals
- Improve and/or expand emergency housing for the homeless
- Expand day centers for the homeless
- Expand the number of social/medical detox beds and services
- Expand the number of Cheyenne residential treatment beds for women with addictions (and their children)
- Expand affordable transportation to be available 24 hours a day, 7 days a week
- Create a “one stop shop” for health and supportive services
- Provide asset-building assistance to low-income individuals

**Identified Needs:**

- Affordable rental housing
- Additional family transitional housing
- Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
- Assistance for homeless elderly persons
- Assistance for homeless veterans
- Improved transportation system for the public: affordability, availability, and convenience
- Health clinic services for low-income persons and for the under-insured
- Support for youth transitioning into the community
- Domestic violence housing (for men too)
- Affordable and healthy food options
- Assistance for the working poor
- Growth in the Interfaith Hospitality Network
- Day center for homeless individuals and families
- Community support and services for family reunification
- Improved day care services: more services for infants, extended day care hours for non-banking hours
- Youth social center – safety net for safe social activities
- Stronger youth support network
- Supportive services – family partnerships and case management
- Support system for asset-building

**Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

1. **Priorities . . .**

   On March 1, 2010, the agencies within Cheyenne who shelter homeless individuals recorded how many individuals and families they had in their emergency and transitional shelters. They also counted their homeless subpopulations on that day. The results show that there were 30 youth under the age of 18 sheltered, followed by 24 victims of domestic violence and 15 veterans.

   One of the identified needs is to increase domestic violence housing. Many of the youth reflected above are children of domestic violence victims. Safehouse Services has acquired an old school building that they are rehabilitating into a new shelter. This new shelter will increase the number of beds that they will be able to provide. This shelter should be completed within the next 5 years.

   Assistance for homeless veterans is another identified need for Cheyenne and we had 15 homeless veterans housed in shelters on March 1st. Community Action of Laramie County obtained a grant from the Department of Veterans Affairs to construct an 8 bed veteran’s transitional housing facility.

2. **Chronically Homeless . . .**

   The Wyoming Interagency Council was initiated in October 2003 as part of the U.S. Interagency Council’s 5th (and final) Policy Academy. It is comprised of professionals from the private and government sectors who work with homeless persons and includes several members of the Statewide Homeless Collaborative (Continuum of Care). In March 2004 a State Action Plan to End Chronic Homelessness was created.

   The Interagency Council established completion of a survey of Wyoming’s homeless as the first priority of the Wyoming State Action Plan to End Chronic Homelessness. The purpose of the survey was to gain an accurate picture of Wyoming’s homeless which could drive future policy decisions and provide the requested data to allow the governor to issue an executive order.

   The State Action Plan was completed and is intended as a working document. It is anticipated that the document will undergo changes based on the recommendations of the survey report. The Interagency Council remains aware of the federal goal to end chronic homelessness within 10 years and, despite its late involvement, feels it has made significant progress to date given its date of formation, unofficial status, lack of funding, and full-time professional commitments of its members.

**Homeless Inventory (91.210 (c))**

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children.
and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

**Summary . . .**

**COMEA Shelter, Inc.,** continues to be the primary overnight homeless shelter for the community. The shelter provides a safe and secure emergency shelter to homeless adults and families. **COMEA House** is a 30-day emergency shelter for men, women, and families. Currently, the shelter can accommodate 65 men and women and two families at a time. In addition to the emergency shelter, **COMEA House** also has a Transitional Living Program (TLP). The TLP consists of twelve efficiency apartments; two of these apartments are handicap-accessible. The purpose of the TLP is to help homeless men and women transition from homelessness into self-sufficiency. They must have a steady source of income, they must attend weekly case management sessions, they are asked to attend Life Skills classes each month, and they must complete a certain number of community service hours each month. The **COMEA House** is operated by a non-profit board and funded through the ESG Grant Program, as well as other contributions. In 1999, the **COMEA Shelter Board** completed the rehabilitation of a portion of its facility to include the Homeless Health Care Program facilities and additional family accommodations.

**Community Action of Laramie County (CALC),** operates a health clinic for the homeless at the **COMEA Shelter, Cheyenne Crossroads Clinic.** This program provides medical care and other health services to the homeless population of Laramie County. In addition, **CALC has operates a Homeless Prevention.** This program assists individuals with financial assistance, up to $750.00, to our very low and low-income residents for payment of mortgage, rent, taxes, insurance, utilities, or deposits when the family or individual is in jeopardy of losing housing.

**Community Action of Laramie County** offers several programs for the homeless. The **Key Transitional Housing (KTH) program** offers homeless families the use of three single-family homes for periods ranging from six months to two years. **Smith Manor** offers 18 efficiency apartments to homeless individuals. Twelve units are used as transitional housing for men and women in need of a home while they are in transition back to work. The other six units are leased as permanent supportive housing to those with disabilities. Yet another way **CALC helps people in need** is by renting four apartments along west Dell Range Boulevard to low-income families. Monthly rent for the three-bedroom units is priced at about 30% below the average for Cheyenne. In addition, **CALC has built a Homeless Veterans Housing project** that houses 8 qualified homeless veterans.

**Needs, Inc.** provides short-term emergency services and assistance to homeless individuals and families, during daylight hours. Individuals in need receive food, clothing, household items, and furniture.
The Wyoming Coalition for the Homeless (WCH) is an advocacy and empowerment agency offering the homeless non-violent ways to voice their views and become self-advocates. They offer assistance during the day to the homeless population. They have acquired a building that they are rehabilitating that will include room for a day-care and life-skills training that will assist the individual to become independent. The Coalition provides opportunities for writing/publication, art exhibits/sales, legislative action, homeless speakers bureau and other programs, which raise self-esteem and confidence, and educate the public from the homeless person’s point of view.

The Welcome Mat has been an active project of WCH, since 1993. This project offers a day center for the homeless, spot labor, clothing closet, computer access, job listings, etc.

Cheyenne Transit offers free transportation to the homeless so they are able to get around the city of Cheyenne to look for housing and jobs.

Safehouse/Sexual Assault Services, Victim to Survivor, offers emergency assistance to domestic violence victims to assure that they do not become homeless or abandoned. They have purchased a new shelter that will allow them to increase their services to their clients.

Peak Wellness Center runs two transitional programs. A 5 bed therapeutic residential program serves disabled adults who were homeless prior to their admission. This program teaches the clients daily living skills. Transitions is a residential treatment program that services homeless or low-income men who suffer from addictions. This program helps to teach life skills and fosters independence and self-sufficiency.

Attention Homes operates two residential programs – a crisis shelter and a residential treatment program for youth. The residential program serves approximately 320 youth, with approximately 250 homeless and runaway youth served by the crisis services program.

**Homeless Strategic Plan (91.215 (c))**

1. **Homelessness**— Describe the jurisdiction’s strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction’s strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.

2. **Chronic homelessness**—Describe the jurisdiction’s strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any
other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.

3. Homelessness Prevention—Describe the jurisdiction’s strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.

4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.

5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include “policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons.” The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

1. **System Strategy . . .**

Cheyenne is committed to support efforts that will prevent homelessness, develop permanent affordable housing, and rehabilitate existing homes to assure that affordable housing exists, and promote the well being of families and individuals who find themselves homeless.

Cheyenne addresses seven sub-population areas through outreach:

- **Veterans** through street canvassing, visits to shelters/agencies, homeless fairs, brochures and the office in the VA Hospital.
- **Seriously Mentally Ill** through street canvassing, visits to shelters/agencies, office at the Peak Wellness Center, formerly known as the Southeast Wyoming Mental Health Center, and visits to the local hospital.
- **Substance Abuse** through visits to shelters/agencies, contacts via local hospital, and contacts at the local detox center.
- **HIV/AIDS Abuse** through special visits arranged by case managers, and drop-in or appointment at the HIV/AIDS Resource and Training Center.
- **Domestic Violence** through on-call counselor visits and Police Department ride-alongs and Safehouse Services.
- **Youth** through the State Department of Family Services referrals and the Cheyenne Housing Authority’s Self-Sufficiency Program, also through Attention Homes, Inc.
- **Elderly** through the Cheyenne Housing Authority Senior Citizens Center with activities and nutritional meals, and Meals on Wheels with nutritional daily meals.

The Housing & Community Development Office is working with different agencies throughout Cheyenne in regards to the homeless issue. Several objectives/activities were identified during the working group meeting in May 2009. Develop a minimum of 30 transitional housing units that offer self-sufficiency programs for homeless families and individuals. Improve and/or expand emergency housing for the homeless. Expand day centers for the homeless. Each of these objectives would help to eliminate chronic homelessness.

Cheyenne Interfaith Hospitality Network is looking to expand their family transitional housing program by purchasing additional property. Currently they have a duplex and are assisting two families with self-sufficiency. This duplex was purchased with Community Development Block Grant Funds. They are also working with local churches to temporarily house homeless families.

The COMEA Shelter is also looking to expand their operation. They work with individuals and families for up to 30 days and have a limited number of transitional beds available.


Several agencies throughout the community work with homeless prevention. The working group came up with the following identified needs that also address this issue. Health clinic services for low-income persons and for the under-insured. Affordable and healthy food options, and assistance for the working poor. Each of these areas will assist in the prevention of homelessness.

Cheyenne Health & Wellness Center provides medical assistance to low income individuals who do not have insurance. They are looking to expand the size of their facility so they can offer additional services.

Laramie County Community Partnership has a prescription assistance program where they can offer prescription medication to low income individuals. Assistance with Prescription medications is key to preventing homelessness.

Needs, Inc. offers crisis food assistance to low income individuals; along with clothing, household items, and school supplies. These basic needs are key to helping the low income individuals stay in their home. In March 2010 Needs, Inc. will be opening an extension in Pine Bluffs, Wyoming.

Community Action of Laramie County offers homeless prevention assistance in the form of assistance for rent or mortgage payments, damage deposits, and utility payments.

Safehouse Services offers assistance to their victims of domestic violence in the form of rent, utilities, damage deposits, etc.
4. Institutional Structure . . .

Laramie County Continuum partners have identified seven service components. The Continuum has designated partner participation that address the individual component needs in a collaborative fashion:

Supportive Services Component
- Healthcare for the Homeless/Crossroads Clinic
- COMEA House
- Peak Wellness Center
- Department of Family Service
- Job Skills & Education Center
- Cheyenne Housing Authority
- Cheyenne Interfaith Hospitality Network
- Community Action of Laramie County
- Needs, Inc.
- Salvation Army
- Wyoming Coalition for the Homeless’ Welcome Mat

Prevention Services Component
- Community Action of Laramie County
- Salvation Army
- Cheyenne Ministers Assistance Program
- COMEA House
- Cheyenne Community Clinic
- Cheyenne Interfaith Hospitality Network
- Needs, Inc.
- Local Churches
- Department of Family Services
- Veterans Affairs Medical Center – Cheyenne

Outreach and Assessment Component
- Cheyenne Interfaith Hospitality Network
- COMEA House
- Community Action of Laramie County
- Peak Wellness Center
- Healthcare for the Homeless/Crossroads Clinic
- Safehouse/Sexual Assault Services
- Veterans Affairs Medical Center – Cheyenne

Emergency Shelter Services Component
- Cheyenne Interfaith Hospitality Network
- COMEA House
- Community Action of Laramie County
- Salvation Army
- Safehouse/Sexual Assault Services

Transitional Housing Component
- Cheyenne Interfaith Hospitality Network
- Community Action of Laramie County
- COMEA House
Permanent Housing Component
Cheyenne Housing Authority

Permanent Support Housing Component
Peak Wellness Center
Magic City Enterprises
Accessible Space - Cheyenne Senior Housing

For most individuals, the point of entry into the Continuum of Care is at the Emergency Shelter component. Through case management and referral, individuals within the emergency shelter environment are referred to agencies that assist with Transitional Permanent Supportive, and/or Permanent Housing. Outreach workers also visit the emergency shelter to connect with such people. Individuals who enter at the Prevention Component (those at risk of becoming homeless) most often work with case managers and outreach workers from various agencies who assist in making necessary referrals.

Agencies within Laramie County have established a good working relationship and are able to connect clients to other agencies. Most agencies have provided application forms and guidelines to other agencies so that client access is facilitated.

5. Discharge Coordination Policy . . .

Not applicable.

Emergency Shelter Grants (ESG)
(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

Not Applicable.

COMMUNITY DEVELOPMENT

Community Development (91.215 (e))

*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.

2. Describe the basis for assigning the priority given to each category of priority needs.

3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

3-5 Year Strategic Plan Community Development response:

1. **Priority Needs** ... 

   HUD uses the category of Community Needs to refer to any problems to be addressed with federal dollars not related to homeless, special populations, or directly related to housing. The following are examples of Community Needs:

   - Programs that promote economic development.
   - Programs that promote workforce development and increase access to jobs.
   - Programs that serve community youth needs.
   - Programs that provide human services and that are in need of upgraded facilities.

   HUD recognizes nine categories of community needs: Anti-Crime; Infrastructure; Planning and Administration; Public Facilities; Public Services; Senior Programs; Youth Programs; Economic Development and Other.

   **Community Development Vision**
   
   To prosper and achieve the quality of life our residents desire, and to make our community a good place for people to live. A place of choice, where people want to be.

   The city of Cheyenne serves as a major interstate highway hub, with the intersection of I-80 and I-25. Cheyenne is located at the northern end of the "Colorado Front Range," which is the major competitor for development and a skilled labor force. One advantage that Wyoming offers over Colorado is the fact that we have no State tax. Cheyenne is fortunate to have a community college, Laramie County Community College, that provides workforce development opportunities, and an Enterprise Center that assists small business entrepreneurs.

   Workforce development initiatives may be accomplished through partnerships with Laramie County Community College, State Department of Employment ~ Job Service Division, LEADS, Cheyenne Greater Chamber of Commerce, Wyoming Business Council, and the Cheyenne Housing and Community Development Office.

   In regards to Workforce Development the City will:

   - Promote community transportation from housing to jobs.
Promote partnerships with the educational arena (high school, community college and higher education institutes).

Promote workforce development through career planning services, services to dislocated workers, older workers and workers with minimal job skills.

Promote job readiness training and job placement services to low-income residents ready for immediate employment.

The economic history of Cheyenne has long been characterized by times of boom and bust often followed by periods of stagnation. The cyclical impacts of the railroad and transportation industry, military construction of missile sites and the declining role of agriculture has forced Laramie County, and Cheyenne, to diversify its strategies for economic growth.

The Cheyenne downtown central business district has been designated as a Historic District. The Downtown Development Authority has been established. The downtown district is in the heart of the community and has undergone a “facelift” that visually indicates the Union Pacific Train Depot and Depot Square as the focal point for the community.

Cheyenne LEADS (Laramie County Corporation for Economic Development), the local economic development corporation, and the Wyoming Business Council, quasi-governmental entity, are active participants in pursuing industrial enterprises into Cheyenne, Laramie County, and the state of Wyoming.

The following needs have been identified for the 2010 ~ 2014 Comprehensive Consolidated Plan:

- **Acquisition of Real Property** – Four properties to be acquired.
- **Public Facilities and Improvements** – Five public facility grants for improvements and rehabilitation.
- **Senior Centers** – Three senior grants for improvements and rehabilitation.
- **Handicapped Centers** – Three handicapped grants for improvements and rehabilitation.
- **Homeless Facilities** – Seven homeless facility grants for improvements and rehabilitation.
- **Youth Centers** – Five youth center grants for improvements and rehabilitation.
- **Neighborhood Facilities** – One neighborhood facility grant for improvements and rehabilitation.
- **Parks, Recreational Facilities** – Two parks and recreational facility grants for improvements and rehabilitation.
- **Water/Sewer Improvements** – Three water and sewer grants for improvements in Cheyenne.
- **Street Improvements** – One street improvements grant.
✓ Sidewalks – Twelve grants for assistance with new or improved sidewalks.

✓ Abused and Neglected Children Facilities – One grant for assistance with an abused and neglected children’s facility.

✓ Public Services (General) – Fifteen grants to assist agencies with public service activities.

✓ Senior Services – Twenty grants to assist seniors. i.e. with emergency food baskets, prescriptions, and homeless prevention.

✓ Handicapped Services – Ten grants to assist handicapped individuals. i.e. with social activities, respite care, emergency food baskets, prescriptions, and homeless prevention.

✓ Youth Services – Ten grants to assist youth.

✓ Transportation Services – Five grants to assist with transportation services.

✓ Battered and Abused Spouses – Five grants to assist with victims of domestic abuse.

✓ Employment Training – Three grants to assist with employment training.

✓ Fair Housing Activities – Four grants to assist with Fair Housing Activities.

✓ Tenant/Landlord Counseling – Two grants to assist with tenant/landlord counseling.

✓ Health Services – Five grants to assist with health services.

✓ Direct Homeownership Assistance – Seventy-seven applications for homeownership assistance.

✓ Rehab; Single-Unit Residential – Thirty-seven applications for single unit residential rehabilitation.

✓ Acquisition – for Rehabilitation – Three applications to purchase homes for rehabilitation.

✓ Lead-Based/Lead Hazard Test/Abate – Twenty-five applications for lead-based tests.

✓ CDBG Assistance to Institutes of Higher Education – Five grants for scholarship assistance.

✓ General Program Administration – Five grants for program administration for the Community Development Block Grant Funding.
2. **Basis . . .**

The H&CD Office Advisory Board recommended that the identified needs and objectives/activities be validated and placed in order of priority as identified by data sources for the city of Cheyenne. The needs were prioritized dependent on available information. This information was matched to the needs that were identified during the working group meeting.

The Community Development Worksheet was available at the Working Group meeting May 28, 2009. The attendees used this worksheet as a guide and the needs column was filled in using the information that was received by the different agencies that were present. Then the priority column was filled in using the information that was provided by the data mining prioritization.

3. **Obstacles . . .**

There are several obstacles that are foreseen in meeting the identified goals. The lack of funding that will be made available for community development is the main obstacle. Another foreseen obstacle is the lack of applications. The Housing & Community Development Office provides a notice of funding availability each year and the objectives that are met within those years depends of the applications that are received. If no sub-grantee applies for one of the identified needs then that need cannot be met. That is why agencies were invited to attend the working group meeting in May, 2009, and why they were asked to bring their 5-10 year goals. It was hoped that by having them participate in the creation of the needs and objectives this obstacle would be eliminated.

4. **Specific Objectives . . .**

The city of Cheyenne’s five year target to address Economic/Community Development is:

**Goal:** Develop an infrastructure of sustainable services, birth through aging, to create self-sufficient individuals a positive geographic identity, and a vital economic climate.

**Objectives/Activities:**

- Focus transportation and safe pedestrian access to increase services to vulnerable populations.
- Add 2 new transit stops per year for 5 years. (10 total)
- To create comprehensive, neighborhood-based access to quality affordable child care and after-school programming through the middle school level. (28 schools over 5 years)
- To increase graduation and retention rates for youth, through programming that contributes to the physical, intellectual, emotional and economic well-being of youth. (100 youth over 5 years)
- To create a collaboration with (at least) businesses, professional, corporate and non-profit organizations, instituting internships, job training and mentoring to vulnerable at-risk youth. (5 new collaborations per year, 25 total)
To build a community that supports a living wage and offers the resources to create a quality of life, affordable housing, employment growth and employer support, and continuing education opportunities. (For 15 families per year, 75 total)

To increase access for older adults to basic services and implement innovative activities. To increase communication, create quality of life amenities and increase physical and emotional protection. (3 new agencies per year, 15 total)

To create planning and implementation of a multi-use land area in downtown Cheyenne with transportation, child care, housing, economic development and physical and recreational amenities. (Create Planning Committee in 2 years and implement by year 5)

**Identified Needs:**

- Infrastructure – new/rehabilitated – upgrade sewer/water/fire hydrants
- Affordable housing
- Veterans opportunities – education/training
- Support higher education
- Substance abuse support program/system
- Professional training and on-the-job apprenticeships
- Healthcare/medical insurance for low-income
- Medical services – negotiate professionals relocating
- Public school system – urge increase education for drop-outs/at risk youth
- Leverage CDBG funds with other funding resources (i.e. TANIF)
- Self-sufficiency programs
- Anti-crime programs - Substance abuse, Domestic violence Sexual violence
- Senior programs
- After school programs – neighborhood/family
- Quality early-care, education facilities
- Accessible facilities
- Recreational opportunities for low-income youth
- High school upgraded facilities
- Junior high school – alternative education facility
- Community youth centers – neighborhoods/schools
- New job creations
- Land clearance – redevelopment
- Quality jobs
- Evaluate unemployed workforce
- Study needs of low and moderate-income employment – general
- Landscaping – ordinances change – trees
- County land pockets within City
- Community awareness – market economic development
- Business retention/expansion/entrepreneurial
- Workforce maintenance
- Sustaining services

**Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private
agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.

2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

1. **Goals . . .**

According to the Wyoming Attorney General's Office, Division of Criminal Investigation, there were, in 2008, 6,851 juvenile arrests statewide with 1,611 of those occurring in Laramie County and 1,393 occurring in Cheyenne. Laramie County accounts for 21% of the juvenile arrests and 17% of Wyoming’s juvenile population.

The U.S. Census Bureau provides 2008 poverty estimates:

For ages 0-17:

- *United States is at 18.2% of children <18 below poverty*
- *Wyoming is at 11.2% of children <18 below poverty*
- *Laramie County is at 13% of children <18 below poverty*
- *Cheyenne is at 10% of children <18 below poverty*

Families:

- *United States is at 9.6% of children <18 below poverty*
- *Wyoming is at 5.5% of children <18 below poverty*
- *Laramie County is at 5.2% of children <18 below poverty*
- *Cheyenne is at 4.2% of children <18 below poverty*

These estimates demonstrate that Cheyenne's poverty for the community’s youth and families is less than the national estimates.

In 2008, estimates for Laramie County School District #1 show that 34.3% of school age children live in poverty. Data from the Wyoming Department of Family Services indicates an average of 360 cases per month of Laramie County Families with children that are receiving TANF (Temporary Assistance for Needy Families) services: an average of 429 children per month received TANF in 2007; an average of 430 children per month received TANF in 2008; and an average of 554 children per month received TANF in 2009.

The specific goals that the city of Cheyenne would like to address are broken down in the Community Development section. Wyoming Community Development Authority, Cheyenne Housing Authority, and Habitat for Humanity are working to provide affordable housing for low income residents of Cheyenne.
2. **Strategy to Reduce Poverty**

It is believed that one way to reduce poverty is to work with the youth. If the youth are educated at an early age then the mold will be broken and they will become productive adults. The following organizations are key elements within the community to address Cheyenne’s poverty issues:

The Boys & Girls Club of Cheyenne, Youth Alternatives - Special Friends Program, and Attention Homes, Inc., address the needs of at-risk youth within the community.

The mission of the Boys & Girls Club is to help students become self-directed learners by motivating them to complete and turn in their homework. The challenges, to assist at-risk youth, are:

- To break poor homework habits.
- Help students with physical problems to understand that they are not stupid and that they will have to work a little harder than other children in some areas.
- Keep students from not being afraid to ask for help.
- Reinforce that homework is not punishment.
- Involve parents and let them know about things that they can do at home to help their child succeed in school.

The overall goal of Youth Alternative’s Special Friends Program is to increase the protective factors for high-risk children and adolescents in order to prevent their involvement in drugs and alcohol, delinquency, and other risky behavior. Special Friends Program provides adult mentors to high-risk youth (ages 6-14) from low-income, single parent families. The volunteers provide positive role models and offer a consistent and supportive friendship to the children.

Attention Homes operates the only crisis shelter for youth and is a licensed residential treatment center. Attention Homes provide treatment and academic services to high-risk youth with serious emotional, behavioral, and psychological problems. A boys home and a girls home are operated by the Attention Homes. The mission of the Attention Homes is to provide structured, caring residential services to troubled youth; community alternatives to jail, hospitalization or institutionalization; and therapeutic services focused on reunification of the family.

Community Action of Laramie County is dedicated to eliminating poverty by empowering people through education, advocacy, crisis intervention and providing opportunities toward self-sufficiency.

**Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:
Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.

2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. **Priorities . . .**

   The city of Cheyenne’s five year goal and objectives to address special needs is:

   **GOAL:** Cheyenne will provide sufficient, safe, and secure housing and supportive services to those in need, with an ultimate goal of self-sufficiency.

   **OBJECTIVES:**
   - Increase capacity for free and/or affordable healthcare services.
   - Develop a minimum of 30 transitional housing units that offer self-sufficiency programs for special populations, and/or special needs families and individuals.
   - Expand the number of social/medical detox beds and services.
   - Expand the number of Cheyenne residential treatment beds for women with addictions (and their children).
   - Expand affordable transportation to be available 24 hours a day, 7 days a week.
   - Expand housing opportunities for the elderly and/or persons with physical disabilities.
   - Increase by 5 the number of group homes for special populations.
   - Increase capacity for tiered cost child care facilities, with extended service hours.
   - Create inclusive child care facilities that serve children with disabilities and their siblings.
   - Create a “one stop shop” for health and supportive services.
   - Provide asset-building assistance to low-income individuals.

2. **Other Funding Sources . . .**

   The primary entity to meet the needs of the community’s senior citizens is the Cheyenne Housing Authority (CHA). The CHA serves a dual role for Cheyenne’s senior citizens: housing and human services programs. Cheyenne Housing Authority’s Senior Services Department provides services funded under the Older Americans Act and assists individuals 60-years-of-age and older. The Department
provides a congregate meal program that serves meals at five nutrition sites in Cheyenne and three in eastern Laramie County:

- Activity Center
- Frontier Hotel
- Indian Hills
- Stanfield Manor
- Neighborhood Facility
- Pine Bluffs Senior Center
- Burns Community Center
- Albin Senior Center

In addition to nutrition needs, the Senior Citizen Program offers support services that include health screening, advocacy, outreach, telephone reassurance, information and referral, health education, nutrition education, etc. The CHA constructed a senior citizens housing development in East Cheyenne. Foxcrest II consists of 32 townhomes for income-eligible seniors and was completed November 2004. A goal for the Cheyenne Housing Authority’s Senior Citizens Rehabilitation Project is to enhance safety, accommodate disabilities of the elderly and enhance the quality of the food, physical therapy and recreation services provided at the Senior Citizen Center.

During the period January 1 through December 31, 2009, 23 persons with HIV/AIDS were reported to the Wyoming Department of Health. Wyoming HIV and AIDS cumulative incidence between 1984 and 2009 is 109 cases of HIV infection, 134 cases of AIDS – immunologic, and 118 cases of AIDS – all others. Approximately 26.6% of the state’s HIV diagnosed cases reside in Laramie County.

Wyoming: Positives for Positives is a client services and information/education services for people living with HIV and AIDS; UGLW/WE (United Gays and Lesbians of Wyoming/Wyoming Equality) was established locally in 1987 to provide social functions has evolved into a statewide organization that is a key sponsor for the WyoAIDS Walk, which began in 2002; and, GLBT (Gay, Lesbian, Bi-Sexual Transgender Support Services), which is the largest diagnosed positive population in Cheyenne and Laramie County.

Peak Wellness Center, Inc. is a private, not-for-profit system of care that provides accessible, affordable and effective mental health and substance abuse services to the residents of Laramie County. They are committed to offering a comprehensive, balanced, and coordinated system of community-based services that respects and advocates for the individual dignity of their clients. They offer an Adult Mental Health Outpatient Program, an Adult Substance Treatment and Prevention Program, Youth and Family Programs, and an Adult Recovery Services Program. The Center receives state, city, county, federal and United Way dollars.

Safehouse is a private, not-for-profit organization which provides services to victims or survivors of domestic violence, stalking, and sexual assault. Safehouse operates a shelter for persons who are in a violent or potentially violent environment. It is a residential center designed to provide a comprehensive set of services for these victims and their children. Safehouse programs and services are funded in part by the United Way, the City of Cheyenne, Laramie County, the State of Wyoming, and through federal programs.
Cheyenne Respite Programs provide temporary care on a scheduled basis for families with children with disabilities. Families bring children to Cheyenne Respite Programs for time off for the child and caregiver. Children are cared for by professionals and engage in age appropriate activities like crafts, games, and outdoor recreation. Cheyenne Respite receives funding from the United Way, private donations, and has received Community Development Block Grant Funds in the past.

The ARC of Laramie County is committed to securing the opportunity for persons with developmental disabilities the right to choose and realize their goals of where and how they learn, live, work, and play. It is also committed to reducing the incidence and limiting the consequence of developmental disabilities through education, research, advocacy, and the support of families, friends, and the community.

Wyoming Independent Living Rehabilitation (WILR) is a registered, private, non-profit agency that educates and empowers Wyoming Citizens with disabilities by providing the necessary tools to live with independence and dignity. They offer programs ranging from Independent Living, Visually Impaired Services for the Older Blind, Consumer Directed Care, Nursing Home Transition, Transportation Check Program and other services. All services are provided on a "consumer-oriented" basis. The consumer decides what they need to live independently.

**Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. **Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs.** The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.  
   *Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.*

2. **Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.**

3. **Describe the basis for assigning the priority given to each category of priority needs.**

4. **Identify any obstacles to meeting underserved needs.**

5. **To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and**
programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.

6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. **Estimate . . .**

   The Cheyenne Housing Authority provides decent, safe and sanitary housing to the elderly, disabled and economically disadvantaged families who are unable to obtain housing through conventional means. They also strive to provide for and coordinate other necessary life services to their clients. Unfortunately they are limited to the number of individuals that they can assist at any one time. Currently the housing needs of families on their waiting list are:

   - Waiting List Total: 2,051
   - Elderly Families: 133
   - Families with Disabilities: 159

   Community Action of Laramie County is also aware of housing needs for this population.

   - Elderly: 4
   - Developmentally Disabled: 4
   - Physically Disabled: 3
   - Alcohol/Other Drug Addicted: 3

   Holy Trinity Manor is a 3-story apartment building with 30 one-bedroom apartments for seniors and adults with mobility impairments. Due to their policies and limited number of apartments they are not able to assist everyone who is looking for a place to live. The needs for this population are:

   - Elderly: 15
   - Physically Disabled: 5

2. **Priority Housing Needs . . .**

   On May 28, 2009, 10 participants of a community-wide CDBG Working Group identified the following needs for Special Populations:

   - More housing options for special populations and special needs individuals and families: emergency, transitional, and permanent
   - Medical / Vision / Dental / Mental Health / Prescriptions assistance and services
   - Housing, transitional services, and supportive services for persons with addictions
   - Services for persons with HIV or AIDS
   - Assistance for the homeless: prevention, emergency services, day center, and transitional services
- Central location for compassionate assistance: information, education, support, and day center for social activities
- Access to supportive services
- Access to outreach services
- Prevention of elder abuse and domestic violence
- Specialized nursing home for the mentally disabled
- Supportive services for at-risk and troubled youth
- Health clinic services for low-income persons and for the under-insured
- Supportive services for families and persons with diverse multicultural backgrounds

3. **Basis . . .**

The Housing and Community Development Office Advisory Board had the identified needs validated and placed in order of priority using available data sources. The available list shows the identified needs in priority order, with the highest priority on top.

4. **Obstacles . . .**

Again, there are several obstacles that are foreseen in meeting the identified goals. The lack of funding that will be made available for community development is the main obstacle. Another foreseen obstacle is the lack of applications. The Housing & Community Development Office provides a notice of funding availability each year and the objectives that are met within those years depends of the applications that are received. If no sub-grantee applies for one of the identified needs then that need cannot be met.

5. **Facilities and Services . . .**

Agencies have been identified in the Specific Special Needs Objectives section.

6. **Plan to use HOME or Other Assistance . . .**

It is not the plan of the Housing & Community Development Office to utilize tenant based rental assistance, nor is there a plan to apply for any HOME funding within the next 5 years.

**Housing Opportunities for People with AIDS (HOPWA)**

*Please also refer to the HOPWA Table in the Needs.xls workbook.*

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any
obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.

2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).

4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.

5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.

6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

The state of Wyoming, Department of Health, is the entity that administers the HOPWA Program.

Specific HOPWA Objectives

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:
The state of Wyoming, Department of Health, is the entity that administers the HOPWA Program.

OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.