

WORK SESSION AGENDA ITEM SUMMARY

City Council



STAFF

JC Ward, Community Engagement Manager, Housing & Community Vitality

SUBJECT FOR DISCUSSION

Mobile Home Park Oversight and Enforcement

EXECUTIVE SUMMARY

The purpose of this item is to provide additional information, requested at the February 11, 2025, Council Work Session, on options to improve mobile home park livability. Mobile home parks are a vital source of naturally occurring affordable housing in Fort Collins. Yet, because they are privately owned and managed, infrastructure and habitability standards vary widely, disproportionately affecting historically underserved residents. Oversight is fragmented among state, local, and federal entities, and enforcement under Municipal Code differs from other neighborhoods, often resulting in inconsistent services, complaint-driven inspections, and gaps in accountability.

Mobile home parks ("MHP") occupy a unique space between single-family HOA neighborhoods and multi-unit housing, leaving residents with ownership of their homes but little control over land, infrastructure, or management. Unlike other housing types, MHP residents face risks tied to private water systems, lack of oversight of property managers, and the possibility of losing their primary asset through a simplified eviction process, underscoring their vulnerability compared to other Fort Collins housing options. Because mobile home parks are private property with privately-owned infrastructure, enforcement under Municipal Code varies in both authority and level of service from other neighborhood types.

Oversight for MHPs is largely complaint-driven, leaving significant gaps in data, enforcement, and coordination, and many provisions authorize but do not require action. The City and the State's Mobile Home Park Oversight Program ("MHPOP") currently are limited in the ability to address systemic issues and ensure long-term livability in mobile home parks. Mobile home parks' unique ownership model, privately maintained infrastructure, fragmented oversight, and limited avenues for residents to assert their rights create distinct challenges in Fort Collins, with the greatest differences from other neighborhoods seen in three critical areas: habitability, accountability, and empowerment.

To respond, 88 strategies were developed with guidance from residents and subject matter experts, organized into 10 flowcharts that establish phased pathways to compliance. These strategies emphasize voluntary compliance, flexible timelines, and escalation only when necessary, ensuring that each park can progress at its own pace while strengthening habitability, accountability, and empowerment for residents. Based on life, health, and safety concerns; urgency of need for intervention; and frequency of MHP resident complaints, staff is recommending:

1. Centralizing MHP program management and creating a MHP licensing program
2. Addressing urgent concerns
3. Addressing longer-term issues through escalating enforcement strategies
4. Municipal Code updates to support the recommendation

GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Would Council like to move forward with a MHP licensing program that supports expanded enforcement strategies?
2. Are there additional outcomes or strategies Council would prioritize besides those in the staff recommendation?

BACKGROUND / DISCUSSION

Council Priorities Alignment:

Council Priority 1 – Operationalize City resources to build and preserve affordable housing

Council Priority 2 – Improve human and social health for vulnerable populations

Council Priority 7 – Protect community water systems in an integrated way to ensure resilient water resources and healthy watersheds

Strategic Plan Alignment:

Mobile Home Park Enforcement work aligns with housing, equity, and water efficiency strategies for:

- Affordable, healthy, stable housing
 - Fort Collins 2024 Strategic Plan NCV 1
 - Housing Strategic Plan, Strategy 2
- Equitable access to programs and services; inclusive engagement
 - Fort Collins 2024 Strategic Plan NCV 3
 - Equity 2023 Plan, Goal 2
- Supporting MHP community organizing efforts
 - Housing Strategic Plan, Strategy 24
- Supporting Code enforcement efforts for blighted properties
 - City Plan, Strategy SC-1b
- Enhancing water efficiency programs
 - Our Climate Future Plan, Strategy CRC3
- Improving infrastructure in low-income neighborhoods
 - Our Climate Future Plan, Strategy HAH8

Background

Mobile home parks represent an important housing choice in Fort Collins. They are a significant form of private, unsubsidized, “naturally-occurring” affordable housing. There are nine mobile home parks within the city limits with 1,400 homes and 14 mobile home parks with 2,100 total units in the Fort Collins Growth Management Area (“GMA”). Five of these neighborhoods in the GMA are immediately adjacent to City

limits and in areas where long-range planning discussions about annexation are currently underway, like the Mulberry Corridor.

Mobile home parks are private property, as are their streets, water infrastructure, and most fencing and safety lighting. MHP owners are responsible for maintenance, repair, and assessment of their property's infrastructure, which leads to inconsistency across MHP neighborhoods, raising concerns over habitability and safety when compared to other neighborhood types with City oversight of infrastructure. Additionally, MHP neighborhoods in Fort Collins are home to some of the largest concentrations of historically underserved populations who are less likely to contact the City for assistance or resources, including non-English speakers, lower-income households, and senior citizens.

Oversight of portions of mobile home park habitability, livability, and safety is vested in the State of Colorado's Mobile Home Park Oversight Program ("MHPOP"), six City of Fort Collins' Service Areas, Larimer County, Colorado Department of Health and Environment ("CDPHE"), U.S. Department of Housing and Urban Development, and MHP owners. MHP residents and owners can file complaints with MHPOP or the City for assistance with concerns under their jurisdiction.

Fort Collins mobile home park resident complaints to MHPOP from 2020 through 2024 are summarized in **Figures 1 and 2** below.

Figure 1: Number of Fort Collins MHPOP Complaints and Enforcement Outcomes by Category 2020-2024

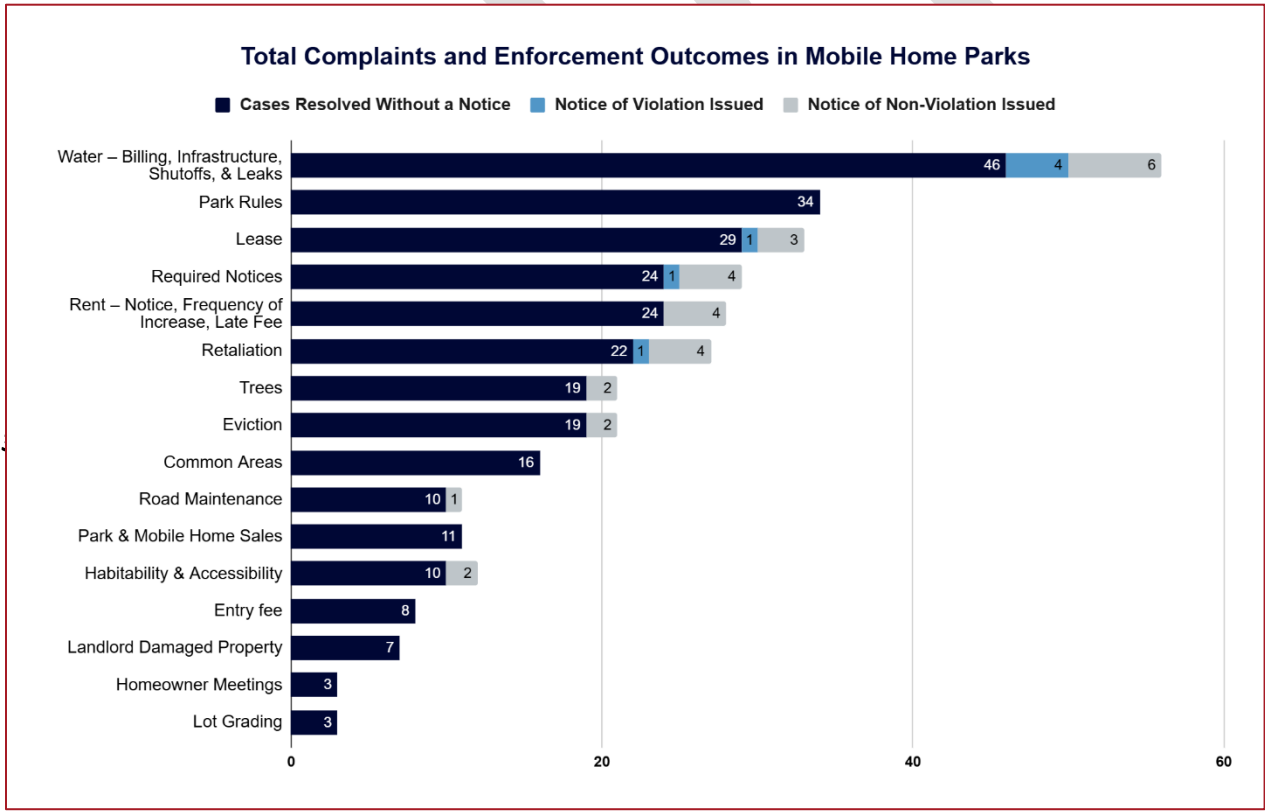
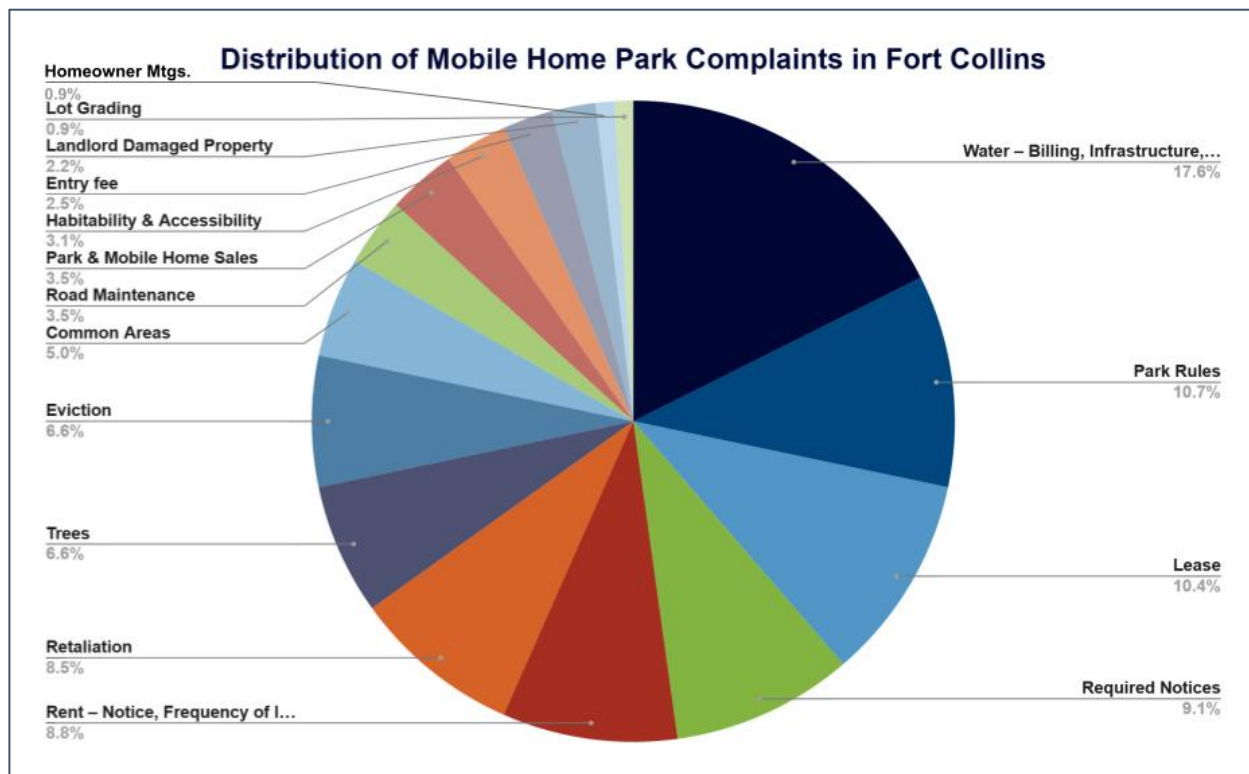


Figure 2: Distribution of Fort Collins MHPOP Complaints by Category 2020-2024



Discussion:

Property Types have Different Oversight Responsibilities, Regulation, and Enforcement Levels; Creating Disparate Outcomes

Differences in Property Types

Mobile Home Parks compared to HOA-Governed Single, Detached Unit Neighborhoods

Mobile home parks do not receive a level of City services that aligns with their needs, due in large part to MHPs being situated at an intersection of multiple property types. Because of the divided asset nature of the property, mobile home residents may own their home but do not own the land. Similar to residential neighborhoods with single, detached homes and homeowners' associations ("HOA"), MHP residents can control most aspects of the interior of their home, its maintenance, and improvements; but are subject to community rules that govern their home's exterior. MHP residents do not control common areas in their neighborhoods or their property's infrastructure, which are the responsibility of the MHP owner. Unlike HOA-governed neighborhoods, MHP residents can be evicted from a home they own through a simple eviction proceeding, not a more involved lien/foreclosure procedure. HOA members participate in their community rulemaking and enforcement processes and can hire a property manager of their choosing. MHP owners make those decisions for the property without resident input.

Mobile Home Parks' Private Water Infrastructure vs. Public Water Systems

Unlike residents of HOA neighborhoods, mobile home park residents do not receive direct services from a public water provider. Water infrastructure in MHPs is owned and maintained by the property owner. The MHP owner is the water utility customer with the public system supplying water and assuring its quality up to the "master meter" that connects the mobile home park's private water system with the public one. This means the water quality, adequate water supply, and safe removal of wastewater is the responsibility of the MHP owner. CDPHE regulates and enforces water quality and safety standards in mobile home parks but has little on-the-ground inspection or oversight capacity to assure infrastructure maintenance or performance. MHPOP regulates notices for water shutoff and leaks, requirements to provide potable water and toilet access for long water outages, functionality of water and wastewater systems, and the

responsibility of management to keep water infrastructure in good repair. MHPOP also has few on-the-ground inspectors to investigate the functionality of water infrastructure. There is no publicly available information on the maintenance schedules or current state of MHP water infrastructure, although this type of information is available for public water systems. Issuing and collecting payment for MHP residents' water bills is also the responsibility of the MHP owner. Owners receive a bill from the public water provider for the entire park's water usage and residents are rebilled for water by the MHP owner, not the public utility. MHPOP and the City have some oversight authority of water rebilling methodology but struggle with accessing data needed to perform audits and resolve complaints. The public water utility cannot release information about the MHPs overall water charges or customer information and cannot review or comment on residents' private water bills, while they can provide those services to their direct water customers.

Mobile Home Parks compared to Multi-Unit Residential Properties

Mobile home parks are most similar to multi-unit residential properties with private roads. MHPs and apartment complexes have private roads, lighting, and sidewalks, making them the responsibility of the property owner, not the residents or the City to maintain or repair. City Staff can inspect these on a complaint-basis, work toward voluntary compliance with owners, or issue violation notices for applicable property maintenance or nuisance codes. Property managers have similar oversight responsibilities in both neighborhood types for community rules, speed limits, maintenance standards, trash and recycling, and amenities like common areas or pools. Residents in multi-unit complexes and mobile home parks do not select their property managers or have input into their performance evaluations. Mobile home park and onsite, live-in managers are the only property managers in Colorado who do not have minimum training or continuing education requirements. All other property managers are required to hold a real estate broker's license and participate in 24 hours of additional training every three years, half of which are related to State legislative changes and practice issues.

Some divergence between problems experienced by MHP residents and those in multi-unit housing include concerns related to private water infrastructure, property management entry authority, and ability of the property owner to deprive residents of assets. Issues seen in mobile home parks like water quality, adequacy, and water/wastewater line maintenance are not found in multi-unit properties because they receive service directly from the municipal water utility. However, shared water rebilling concerns may exist for apartments, townhomes, condominiums, other multiplex properties, as well as mobile home parks due to lack of transparency or complicated rebilling calculations. Property managers for multi-unit complexes are allowed to enter, inspect, and perform maintenance in units in alignment with entry notice requirements. MHP managers are not allowed to enter a mobile home without the written consent of the homeowner except in emergencies. Entry onto a mobile home lot is allowed with sufficient legal notice and if entry is for a lawful purpose. These differences in legal right of entry are due to the divided ownership of mobile homes and lots.

A large percentage of MHP residents own their homes and have a significant financial investment in the unit. For many, their home is their highest value asset. In Fort Collins, mobile homes can appreciate in value over time. For example, one home in Harmony Village purchased for \$23,000 in 2012 recently sold for \$100,000. However, in mobile home parks, homeowners are at risk of losing their major asset through a simple eviction process, the same process for evicting renters in other property types. Eviction in a mobile home park requires the homeowner to move or sell their home and vacate the property within 30 days. In Fort Collins, there are currently no vacant MHP lots and only one in the GMA. Moving a mobile home locally costs approximately \$4,000-\$15,000 if the home is structurally sound enough to move, which much of our mobile home stock is not. Advertising and selling a home in this area is also challenging within the 30-day timeline. These conditions force some homeowners to abandon their home, which then becomes property of the MHP owner to sell or rent, allowing deprivation of a large asset through a simple eviction process, unlike any other housing type.

Differences in Land Use Code Requirements

Compared to other housing or neighborhood types, an MHP's built environment shares some requirements under the Land Use Code with single, detached dwelling neighborhoods; some with multi-unit, attached neighborhoods; and some specific only to mobile home parks.

Table 1: Comparison of Land Use Code Requirements by Neighborhood Type

	MOBILE HOME PARKS	SINGLE, DETACHED HOMES	MULTI-UNIT, ATTACHED HOMES
STREETS	<ul style="list-style-type: none"> Private Streets Required Connectivity to surrounding neighborhoods 	<ul style="list-style-type: none"> Required Connectivity to surrounding neighborhoods Public Streets that require: <ul style="list-style-type: none"> Curb/Gutter Sidewalks Street Trees On-street parking 	<ul style="list-style-type: none"> Private Streets Required Connectivity to surrounding neighborhoods
LIGHTING	<ul style="list-style-type: none"> Maximum Lumens Regulated 	<ul style="list-style-type: none"> Maximum Lumens Regulated 	<ul style="list-style-type: none"> Maximum Lumens Regulated Minimum Safety Requirements
TRASH	<ul style="list-style-type: none"> Allows either communal trash or individual collection Design requirement for trash enclosures 	<ul style="list-style-type: none"> Allows either communal trash or individual collection Design requirement for trash enclosures 	<ul style="list-style-type: none"> Requires communal trash collection Design requirement for trash enclosures
GATHERING SPACE	<ul style="list-style-type: none"> Zoning District Dependent Not required If present, required to be within .25 mile of a park 	<ul style="list-style-type: none"> Zoning District Dependent Not required If present, required to be within .25 mile of a park 	<ul style="list-style-type: none"> Required to have plaza, courtyard, patio or garden
PARKING	<ul style="list-style-type: none"> 1 parking space per dwelling unit 	<ul style="list-style-type: none"> 1 space if street frontage > 40 ft 2 spaces if ≤ 40 ft. 	<ul style="list-style-type: none"> No minimum parking spaces

Differences in Municipal Code Enforcement

Because mobile home parks are private property with privately-owned infrastructure, enforcement under Municipal Code varies in both authority and level of service from other neighborhood types. Some Municipal Code exclusively addresses enforcement in mobile home parks, but not other neighborhoods, primarily to address inequities.

Table 2: Comparison of Municipal Code Enforcement Authority for MHP Complaint-Related Issues by Neighborhood Type

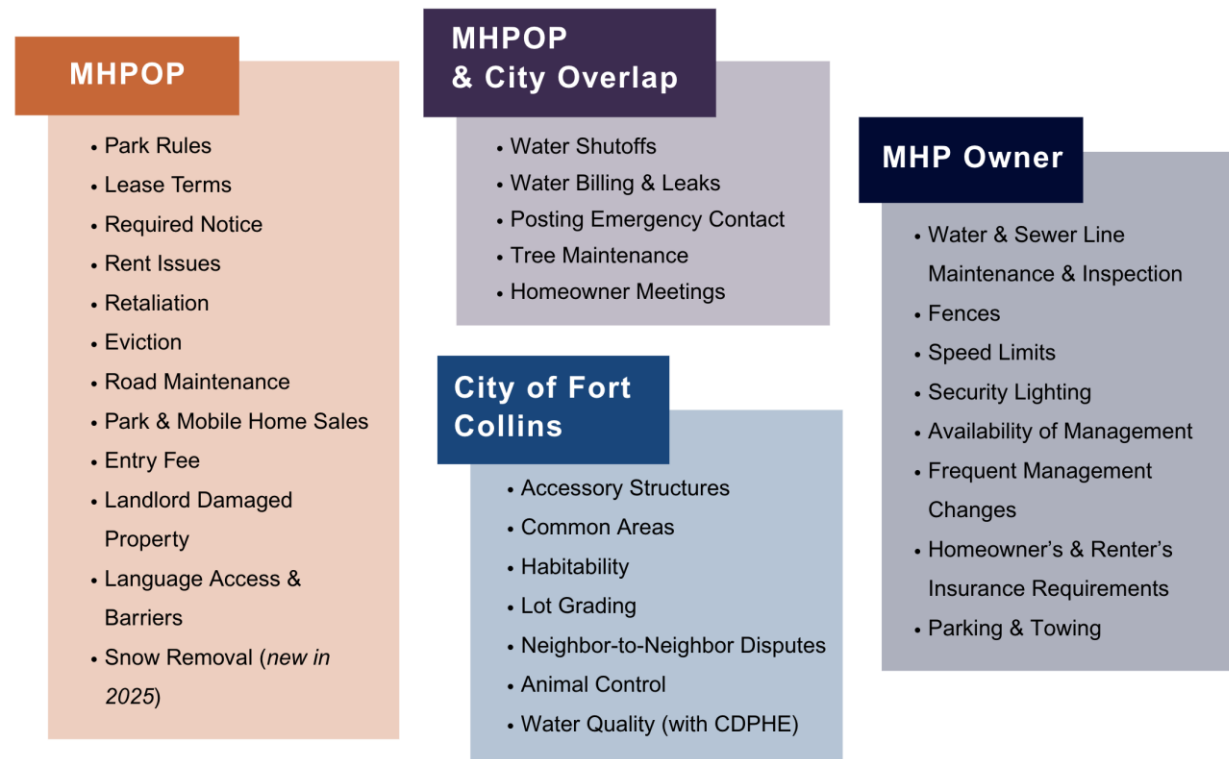
Topic	Enforcement Authority in Mobile Home Parks?	Enforcement Authority in Single, Detached Homes?	Enforcement Authority in Multi-Unit, Attached Homes (with private streets)?
Complaint-based Rental Inspections	Yes	Yes	Yes
Trees that cause damage to structures or impede egress (Complaint-based)	Yes	Yes	Yes
Leak Notification System Participation	No But Code Requires	No Voluntary Participation	No Voluntary Participation

Street Lighting	Complaint-based only	Yes	Complaint-based only
Speed Limits	No	Yes	No
Parking	No	Some Restricted to designated neighborhoods	No
Road Hazards	Complaint-based only	Yes	Complaint-based only
Water/Wastewater Infrastructure Assessment & Maintenance	No	Yes	Yes
Water Quality Testing	No	Yes	Yes
Hazardous Tree Abatement	No	Yes Threats to public or right of way only	Yes Threats to public or right of way only
Water Billing Audits	No But Code allows	Yes	Yes
Snow Removal	No Many do not have sidewalks and private streets do not have City snow removal	Some Based on capacity and street type priorities	Some Sidewalks in multi-unit complexes not enforced by City
Nuisance Code Inspections	Yes But currently complaint-based only	Yes	Yes
Emergency contact info posting	Complaint-based only	N/A	N/A

Inconsistent Jurisdiction & Gaps

While overlap exists between City of Fort Collins and MHPOP oversight related to some common issues, each entity also has its own unique authority over others. In addition, mobile home park owners have a number of enforcement responsibilities specified in state and local legislation as well as those necessary to operate the MHP that lie outside of current adopted laws. **Table 3** below lists the categories of complaints and oversight authority for mobile home parks in Fort Collins. These categories derive from both MHPOP data, Fort Collins Access cases, and public engagement input.

Table 3: Oversight Authority for Common MHP Issues



Municipal Code Enforcement Gaps

Where Municipal Code specific to mobile home parks currently exists, the level of enforcement and scope of the Code can still fail to adequately meet their needs. Twenty-nine teams across six City Service Areas have projects in local mobile home parks while 13 also have some level of enforcement responsibility. This can lead to issues coordinating responses internally, as the City organization does not have shared standard operating procedures or centralized information-sharing platforms to help address MHP issues. For example, street lighting standards are described in the Land Use Code and are enforced inside mobile home parks on a complaint basis by Building Services but at entrances along public streets proactively by Utilities Light & Power. There is no standard for sharing concerns about street lighting between the two groups, no shared database to log complaints or inspections, no reporting expectations to other departments regarding the issue, or consistent feedback to residents who made complaints.

Dispersed oversight within the City also leads to inconsistent policy decisions about adequate levels of service and priority areas of focus for enforcement personnel. Some Municipal Code grants authority for enforcement without requiring it, so the 'how' and 'when' are left to multiple teams to determine independently. Most City Code officers are authorized to enter MHPs to conduct proactive inspections, but currently those are primarily conducted on a complaint basis. Although this complies with Municipal Code, complaint-based MHP inspections do not provide enough data to objectively assess baseline conditions or efficacy of intervention strategies.

While most Municipal Code outlines responsibilities and mechanisms for enforcement, some does not. Municipal Code Chapter 18 addresses many issues in mobile home parks and allows oversight and enforcement by a designated specially commissioned officer but does not require any City department to commission or house that officer. There is currently no City employee whose workload includes review of continuous consumption notices for MHP water customers to assess voluntary compliance for the State's resident notifications although it is authorized in the Code. Likewise, the posting of emergency contact information for MHPs is a Code requirement but has no enforcement procedures or responsible personnel.

Current Municipal Code requiring proactive mobile home rental inspections are impractical to enforce and are counter to Council direction for the Rental Housing Program. Municipal Code Section 18-4(b) requires that all mobile home rental units be inspected within 60 days of the effective date (1987) and every five years thereafter. The Rental Registration Program excludes mobile home park neighborhoods largely due to displacement potential. The City does not have information on how many mobile homes are rental units or where they are located, making it impossible to adequately staff proactive inspections for potentially hundreds of units every five years.

Legislative Authority Gaps

Over the last six years, the City's Mobile Home Park Residents' Right Team implemented projects to improve transparency and accessibility of resources, encourage collaboration among City departments, provide a support network for residents, and develop or enhance enforcement mechanisms. To help address financial barriers and improve voluntary compliance, the team has offered mini-grants, emergency assistance, and mobile home improvement grants. The focus of the MHP Residents' Rights Team to this point has been addressing urgent issues and frequent complaints. However, staffing and resource constraints have limited a more proactive, strategic approach to setting priorities and making gains in sustainably meeting the needs of Fort Collins' mobile home parks.

In evaluating strategies that could maximize impact under existing Municipal Code or State law, improve MHP conditions through more consistent operating procedures, and address gaps and coordination among regulatory entities, the limitations of authority under current legislation emerged. Because private infrastructure, streets, and trees in mobile home parks are the responsibility of the property owner to assess and maintain, the standard applied is different between mobile home parks, owners, and managers. The absence of a governing body to review standards set by MHP owners in these areas and determine if they meet minimum expectations for living conditions, or if their enforcement is adequate to assure habitability creates conditions that are currently beyond oversight.

Based on MHP resident feedback, MHPOP complaints, Access Fort Collins cases, and a review of current legislation, the following limitations on authority have been identified as impacts to the City's ability to resolve underlying issues for long-term MHP vitality.

The City and MHPOP currently lack the ability to:

- Require submission and public availability of data related to MHP infrastructure, maintenance, condition, rules, water outages and water quality, average lot rent, rent increases, or operations
- Require assessments of their infrastructure and park conditions on a set schedule
- Perform assessments or abate issues like water infrastructure repairs and maintenance, hazardous trees, and non-compliance with State law to provide potable water and toilet access during outages in the absence of MHP owner assessments or abatement
- Charge costs for assessments or abatement to MHP owners for private property/infrastructure
- Set and enforce standards for speed limit enforcement by MHP managers/owners
- Require MHP Manager training or education

Discussion:

Aligning Mobile Home Park Needs with Levels of Service to achieve Comparable Outcomes with Other Neighborhoods

Because mobile home parks have unique challenges related to their ownership and governance model; privately-owned infrastructure; fragmented oversight; and complex, often divergent methods for residents to assert their rights; outcomes for basic needs, accountability, and resident empowerment are distinct from those in other Fort Collins neighborhoods. Outcomes where MHPs and other neighborhood types

vary the most fit into three categories needed to support MHPs: habitability, accountability, and empowerment.



Root causes of disparate outcomes in mobile home park neighborhoods discussed above have direct impacts on the decreased ability to achieve parity with other property types. Specifically, private infrastructure maintenance, lack of investment in infrastructure over time, and lack of transparency for residents regarding the state or function of infrastructure decreases the safe, healthy, quality living conditions in MHPs impacting habitability. Limitations on oversight authority, enforcement levels, and regulation directly impact the amount of accountability and transparency available currently to enforcement personnel to gain compliance from MHP owners. The split responsibilities, rights, and ownership of mobile home parks create power dynamics that are difficult to overcome for residents to be able to engage in conflict resolution. That, combined with the complexity of navigating complaint and legal systems, creates situations where residents may not be able to effectively resolve conflict or advocate for their rights, a barrier to empowerment.



A cross-departmental City team identified and evaluated strategies to enhance enforcement and address root causes of the disparities. A total of 88 unique strategies were crafted, guided by community voices and subject matter experts, to focus on the challenges resulting from inconsistent jurisdiction, oversight, and regulation. Consideration was also given to the anticipated effectiveness of the strategy in addressing MHP issues and alignment with City oversight authority in other neighborhood types. While some strategies are direct enforcement or escalation of current enforcement focused on compliance by MHP owners, others relate to City-focused outreach and activities such as improvements to internal coordination or exploration of additional protections in Municipal Code.

To implement these strategies, 10 specific MHP issues where the current level of City enforcement is insufficient to impact habitability and accountability outcomes were distilled from engagement feedback and complaint data. The 10 issues and the outcomes they effect are outlined in **Table 4**.

Table 4: Focus for Strategy Implementation by MHP Issue

Outcome	MHP Issue
Habitability: Safe, Functional Infrastructure	1. Water Infrastructure Maintenance 2. Water & Toilet Access during Water Outages 3. Water Infrastructure Leak Repair 4. Road Hazard Maintenance
Habitability: Safe Green Infrastructure	5. Hazardous Tree & Canopy Maintenance
Habitability: Safe Living Conditions	6. Speed Limit Enforcement Oversight (enforcement by MHP owner)
Accountability & Transparency	7. Water Rebilling Oversight 8. Lot Rent 9. Water Outage & Boil Water Notices 10. Park Rules

Strategies developed exclude City enforcement, outside of requiring disclosure of information, related to: retaliation, lease terms, or park rules although they have a high frequency of complaints to MHPOP and the City. Underlying legal determinations and the level of review needed to take on enforcement would significantly impact staff capacity and likely require an Administrative Hearing Officer to review evidence and resolve the dispute. MHPOP is better suited and resourced to investigate and issue determinations on these complaints. Likewise, regulation of water quality standards requires a level of technical expertise that already exists in the current oversight agency, CDPHE, so strategies around additional enforcement by the City were not considered. However, educational support and some resources from the Water Quality Lab will continue to be accessible by MHP residents, managers, and owners. The City has already begun improvements to coordination and communication with these enforcement entities.

Progress for MHP Strategies by the City

City-focused strategies to build on ongoing departmental work were also identified through the design process and include:

- Shifting to annual MHP-wide inspections from complaint-based
- Creating standard operating procedures and process maps for responses to residents
- Mapping all MHP streetlights and safety lighting, indicating ownership and responsibility
- Exploring Municipal Code update to eliminate bans on fences in mobile home parks

Progress on other City-focused strategies to support enforcement and improve outcomes in MHPs was made as a result of the cross-departmental focus this year and active participation by decision-makers at multiple levels of the City organization including:

- Shared data collection and analysis of MHP complaints and Code violations
- Expanded education on Building Permit requirements; creation of design templates for decks, sheds, carports; translation of Permit applications into Spanish
- New Community Consultants opportunities for Nuisance Code educational assessments
- Water quality testing for households by One Water (availability dependent on Water Quality Lab capacity)

In 2025, a Neighborhood Liaison position was temporarily redeployed through December as the MHP point person, while there were tradeoffs that reduced the amount of programming and types of engagement for other programs like Next Level Neighborhoods and Eviction Legal Fund, the redeployment improved internal and external coordination and provided consistency.

Implementation of Enforcement Strategies through MHP Licensing Program

Implementation of MHP owner-focused enforcement strategies requires a centralized program, point person, and overarching compliance program. Staff proposes accomplishing this through a Mobile Home Park Licensing program as an umbrella to move forward enforcement components, streamline communication, and prioritize work.

A licensing program would include:

1. Mandatory registration & submission of data
 - Water infrastructure assessment & maintenance schedule
 - Water outage & boil notice frequency/duration
 - Water billing methodology & submeter maintenance schedule
 - Tree hazard & canopy assessment & maintenance schedule
 - Average lot rent, amount/frequency of rent increase, line-item description of rent increases
 - Road hazard assessment & maintenance schedule
 - Speed limit & enforcement standards
 - Park rules
2. Publicly available dashboard to support habitability and accountability
3. Certification of all MHP Managers
4. Completing or making substantial progress toward completing all required tasks to address issues

Due to resource and staffing constraints, a proposed MHP licensing program would begin by addressing prioritized issues (discussed below) and incorporate enforcement strategies for additional MHP issues as outcomes improve in priority areas, eventually addressing all 10 identified issues and expanding to others as needed.

Proposed Enforcement Process

Strategies for the 10 identified MHP issues were sorted into flowcharts of escalating enforcement interventions and pathways to compliance for habitability and accountability standards seen in similar neighborhood types. Each flowchart is designed with:

- Voluntary compliance “off ramps”,
- Time allowed before enforcement escalation,
- Required tasks to be completed in order, and
- Ability for each park to move through the phases of enforcement at an individual pace based on their voluntary compliance/penalties for non-compliance/abatement and cost recovery rather than under a prescribed timeline.

Flowcharts for enforcement escalations for each issue are in **Attachment 1**.

Organizing strategies within phases allows MHPs to complete required tasks in each phase to move forward through voluntary compliance or escalation of enforcement based on their choices but guarantees consistency in results with each MHP completing the same set of tasks. It also keeps each MHP and the

program moving toward habitability and accountability outcomes without waiting for every MHP to catch up, as they are starting from very different places that may require different support to assist with voluntary compliance along the way. Some resources to assist with voluntary compliance throughout the phases would be available but are not indicated specifically in the enforcement escalation flowcharts. These are still under development and resource-dependent, but could include infrastructure repair grants, rebates for equipment, or connection with other available City resources (like Art in Public Places or FC Moves for traffic calming installations at MHP entrances on public streets).

Once MHPs have completed required tasks in Phases 1 and 2, they become eligible for park-wide incentives like use of leak detection loaner kits or tree swap programs to replace unhealthy trees with native, water-conserving ones.

Implementation of increased enforcement strategies, penalty structures, or abatement would need to prohibit MHP owners from passing costs of the program to residents. The transparency created by requiring disclosure of rent-related information and requiring itemized notices of rent increase would assist in assuring that residents do not bear additional enforcement or non-compliance costs.

Phase 1

Each escalation flowchart begins with every mobile home park entering Phase 1 at the outset of the program for assessment of conditions, baseline data collection, community survey, or education to support voluntary compliance. Each required data set has a voluntary compliance deadline ranging from 3 to 12 months after which penalties are imposed, and some compliance escalates to the City performing the assessment and charging costs to the MHP owner. It also includes abatement by the City and cost recovery from MHP owners for hazardous trees, providing potable water and toilet access for water outages of more than 12 hours, and water infrastructure leak detection. Phase 1 for some strategies will also necessitate establishing standard operating and communication procedures.

Phase 2

The timing for each MHP entering Phase 2 depends on their individual completion of required tasks in Phase 1. All mobile home parks will enter Phase 2 for voluntary mitigation of water infrastructure leaks, tree canopy issues, and road hazards; enforcement of maintenance schedules and notices; and penalties assessed for failure to enforce standards set in Phase 1. For MHP owners who do not voluntarily mitigate infrastructure hazards, Phase 2 includes escalation to abatement of these by the City with the costs charged to the MHP owner.

Phase 3

Once a mobile home park has completed the required tasks in Phases 1 and 2, they become eligible for incentives in Phase 3 to encourage continued voluntary compliance, such as use of leak detection loan-out kits to monitor changes in water infrastructure, or assistance with upgrades for enforcement-related projects like tree swaps to replace unhealthy trees with healthy, low water-use native species. Incentives in Phase 3 are dependent on resource availability.

General activities in each phase are described in **Table 5**. Required tasks are in bold.

Table 5: Activities and Required Tasks in each Phase of Implementation

Phase 1	Phase 2	Phase 3
<ul style="list-style-type: none"> • Assessments of infrastructure & MHP condition (voluntary or assessed by the City/contractor & billed to the MHP owner) 	<ul style="list-style-type: none"> • Voluntary mitigation for water infrastructure leak, tree canopy issues, & road hazards 	<ul style="list-style-type: none"> • Incentives to encourage continued voluntary compliance or assist MHPs with upgrades
<ul style="list-style-type: none"> • Data collection (submission required) with results available to the public 	<ul style="list-style-type: none"> • Abatement & cost recovery for water infrastructure leak, road hazard, & tree canopy issues 	
<ul style="list-style-type: none"> • Emergency abatement by City & cost recovery from MHP owner for hazardous tree abatement, provision of water/toilet access after 12+ hour water outage, & water infrastructure leak detection 	<ul style="list-style-type: none"> • Enforcement of maintenance schedules 	
<ul style="list-style-type: none"> • Establish MHP owner enforcement standards (speed limit, parking, security lighting) 	<ul style="list-style-type: none"> • Enforcement of water outage notices 	
<ul style="list-style-type: none"> • Education to support voluntary compliance & provide best practices 	<ul style="list-style-type: none"> • Penalties for non-compliant enforcement of standards (speed limits, tree health,...) 	
<ul style="list-style-type: none"> • Continue participation in current Residents' Rights Team work, Nuisance & Building Code Enforcement 	<ul style="list-style-type: none"> • Require use of existing water submeters for billing (for non-compliance on water rebilling issues) 	

NEXT STEPS

Staff Recommendation

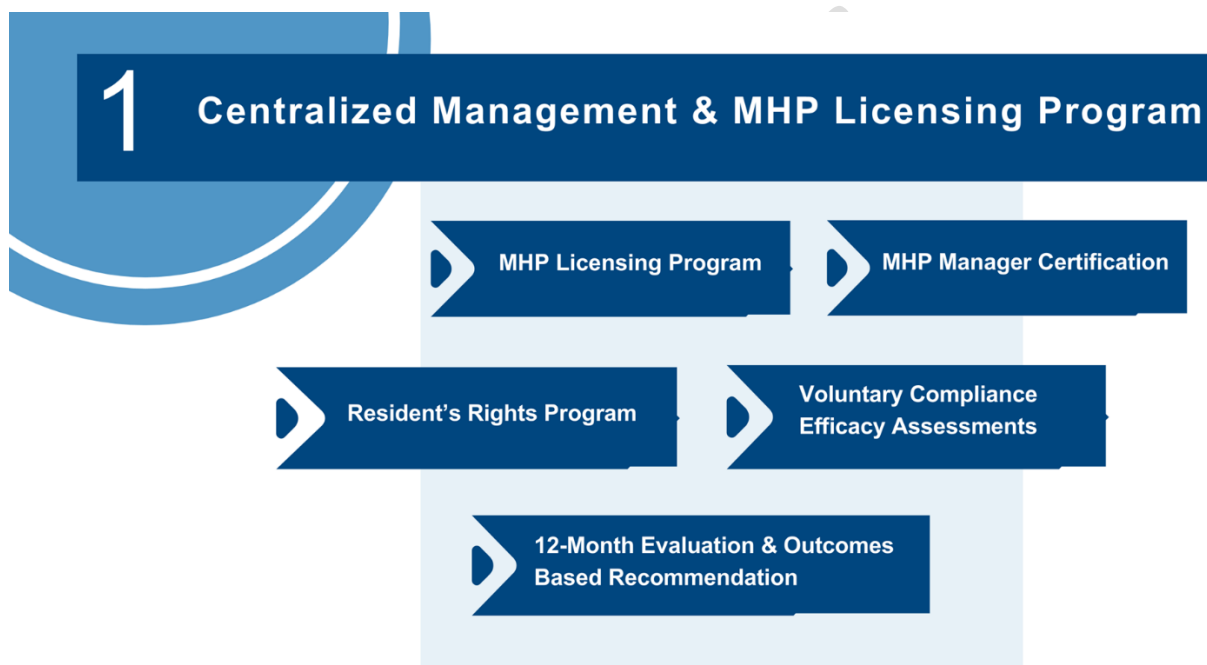
In assessing which outcomes to prioritize of the enforcement escalations developed by the team, focus remained on outcomes and included the following criteria:

- Addresses Life, Health, or Safety Risk
- Need for Urgent Intervention
- Frequently Experienced Issue
- Anticipated Potential for Impact of Strategy
- Meets other Priority Goals of the City, MHPOP, or community

The number of those priorities to recommend for implementation and the extent of enforcement that staff would recommend at this time was also influenced by current capacity and resourcing constraints.

The staff recommendation is comprised of four sections and a staffing assessment to assist with consideration:

1. Centralizing management
2. Addressing urgent concerns
3. Addressing longer-term issues
4. Municipal Code updates to support the recommendation



The benefits of a centralized management structure and communication have been evident even in the months spent preparing for the Work Session. A designated point of contact for internal staff and community members along with regular, consistent, strategic communication among decision-makers from impacted City departments and frontline staff created opportunities for collaboration, efficiency, and shared progress. Housing an overarching MHP licensing program led by a designated point person allows this reliability and engagement to continue so the work can be done more intentionally. The licensing program would encompass required tasks from Phases 1 and 2 as well as educational resources, a public-facing dashboard to report data, and enforcement mechanisms to assure compliance with Municipal Code.

Because MHP managers are exempt from any training or education requirements in a situation where they have high levels of control over an entire neighborhood, a formal MHP Manager Certification would help support legal and ethical management principles, build a base of knowledge in the community, provide networking opportunities, offer otherwise limited professional development opportunities, and potentially reduce frequency of manager turnover.

The existing MHP Residents' Rights Team would continue its work and expand to include representatives from additional teams like Code Enforcement and Water Conservation. A program plan would be developed by the MHP Program point person to direct the work, outline deliverables, and assist with complex coordination among impacted staff to reduce fragmentation of the work and priorities.

Address Urgent Issues & Charge MHP Owner for Service

2

Where MHP Owner is Non-Compliant, Authorize Staff to Address:	
Outcome	Strategy
Safe, Functional Infrastructure	Provide potable water and toilet access for water outages of 12+ hours
Safe Natural Environment	Abate hazardous trees upon notice to MHP and City
Safe, Functional Infrastructure	Detect and abate leaks in private water infrastructure

MHP owners are responsible under State law for providing potable water and toilet access for any water outage lasting more than 12 hours, maintaining trees so they are not a safety threat, and repairing water lines. However, there are practical limitations to some MHPOP enforcement that could be better addressed for urgent safety issues locally. MHPOP has limited on-the-ground inspection and no inspectors based in Fort Collins. Enforcement may result in penalizing the MHP owner for failing to comply with the law, but only after hazardous conditions exist or damage has been done. Most of the 12+ hour water outages in Fort Collins since the law has been in effect have been over weekends, holidays, or after normal business hours when CDPHE and MHPOP are not immediately available. MHPOP also lacks abatement authority so penalties can be assessed and directives issued to correct the violation in support of future compliance, but does not get residents drinking water or access to restrooms during the outage. The City could fill this gap in service with locally-available resources and potential coordination with existing water outage reporting systems and recover costs from the MHP owner.

There is no enforceable, consistent standard to define a “hazardous” tree or timeline for their mitigation for MHP owners. Because of this, a case-by-case determination of whether an individual tree is hazardous and appropriate response times must be made when a resident files a complaint with MHPOP. Additionally, MHPOP does not employ arborists or foresters who could inspect for a set of standards and recommend deadlines to address safety concerns for enforcement of the State law. MHPOP lacks authority to remove or prune trees in mobile home parks and can only enforce the property owner’s legal responsibility to do so. This a space where the City could also fill this gap. Multiple departments employ or contract additional work to licensed arborists and professional foresters based locally. Abatement of the urgent hazardous condition could be completed with costs recovered from the MHP owner by accessing the City’s available resources with the grant of additional authority.

Maintaining MHP water and wastewater lines in good working, functional order and repairing them in a manner consistent with safety and health standards is the legal responsibility of the MHP owner, enforced by MHPOP. As with hazardous tree abatement, the legal authority for both MHPOP and the City does not currently extend to correcting the violation, only allowing enforcement of the property owner’s requirement to do so. Because water line assessments require special training, no set standard exists for repair quality

or timelines, and most of the infrastructure is underground, MHPOP is at a disadvantage in investigating claims that the owner is not addressing urgent issues like water leaks in the system. MHPOP does not employ water operators, plumbers, or other technical experts in this field. Of special concern in mobile home park water infrastructure, are water leaks, because of both the safety conditions they may cause in the MHP and the environmental and financial costs directly impacting the community. Based on data for continuous water use in mobile home parks in Fort Collins, an estimated 5 million gallons per month or 60 million gallons of water per year is lost to potential leaks in infrastructure or in homes within the parks. The estimated cost is \$174,000 per year paid by MHP residents. MHP owners charge residents for water used in common areas, which would include costs for water lost to ongoing leaks. Because there is no State or local regulation specifically requiring leak detection in infrastructure, it often becomes maintenance that is deferred and has no direct financial incentive to repair. Water lost to infrastructure leaks is potable water that has already been treated by the City or Fort Collins-Loveland Water District before distribution to mobile home parks in city limits. When water from these leaks returns to the water cycle through ground water or stormwater, it must again be treated before it can be redistributed as potable water, costing the public water utility each time, impacting conservation goals and capacity. Because continuous use of water may include infrastructure leaks and/or household leaks, eliminating continuous use requires determining the source. By requiring that MHPs assess their water infrastructure for leaks and repair them, attention could then be redirected to more dispersed water leaks occurring inside homes. Due to the estimates of the amount of water that likely indicates some level of infrastructure leaks in MHPs and its cost to residents, leak detection and repair is an urgent issue. Fort Collins One Water has experts in the field of leak detection and quality equipment to be able to detect leaks, recommend a repair schedule, and charge costs for the service back to the MHP owner.

3 Monitor & Address Longer-Term Issues

MHP Issue	Enforcement Strategies
Water Infrastructure Maintenance & Oversight	Infrastructure assessment, data submission, enforcement of maintenance schedule, penalties for non-compliance
Water Infrastructure Leaks	Leak notice program participation, required leak detection, required leak repair, MHPOP referral and penalties for non-compliance
Hazardous Tree & Canopy Oversight	Infrastructure assessment, data submission, enforcement of maintenance schedule & hazardous tree mitigation, abatement by City of hazardous trees, penalties for non-compliance
Water Outage & Boil Notices	Data submission, best practice recommendations & training from One Water & CDPHE

Because the Staff Recommendation was formulated to prioritize resolution of life, health, and safety issues, and urgent needs, implementation would address the root causes of the majority of MHPOP complaints from Fort Collins mobile home park residents over the last four years.

Recommended Municipal Code Updates

4

Require:

- MHP Licensing Program participation
- Submission and public availability of data
- Assessments of MHP infrastructure
- MHP Manager certification
- Costs are not passed along to residents for any portions of the program or compliance
- MHP owner responsibility for damage caused by hazardous trees

Authorize City Staff to:

- Perform assessments where MHP owner is non-compliant
- Abate infrastructure issues where MHP owner is non-compliant
- Charge costs for assessments or abatement to MHP owners for private property/infrastructure

Remove:

- Proactive rental inspection requirements for mobile home units

Staffing Assessment

Centralized Role	Functions	Scalability
MHP Program Point Person	<ul style="list-style-type: none"> • Central contact for internal and external coordination • Strategic planning • SOP development • Coordination with regulatory/enforcement entities & City departments • Outcome assessments • Data-driven decision-making & recommendations 	
Specially Commissioned Officer	<ul style="list-style-type: none"> • Administrative compliance • On-the-ground investigations • MHP Municipal Code enforcement • Coordination of contractors 	Support temporary enforcement surge
Program Coordinator	<ul style="list-style-type: none"> • Assist with MHP owner, manager, & resident engagement • Assist with administrative duties • Compliance support • Outreach planning & delivery 	Right-size based on programming

Staff capacity issues would need to be considered prior to implementation to ensure that existing pressures are not exacerbated by program components. Because City staff across numerous departments currently carry out enforcement, outreach, and other projects in mobile home parks and with MHP residents, an inventory of the hours, positions, and job duties is needed to restructure that work in a more efficient operational model under a centralized MHP program.

Resources for Code enforcement are currently spread across multiple departments and service areas, each with their own priorities, budgets, procedures, and levels of service. Because these responsibilities

are housed in multiple departments, most teams only contribute a few hours each week or month to support MHP work. This poses a huge challenge to effective Code enforcement in mobile home communities. Whether MHP work is prioritized and to what extent is left to each supervisor, largely outside the consideration or coordination with other teams working in the space. Additionally, because each area only handles a small portion of the overall enforcement load, these activities are extremely vulnerable to service-level reductions and budget cuts as departmental priorities shift with decreases in funding.

This also poses a customer service challenge. The depth and breadth of City services are often overwhelming, making it difficult for community members to know which department handles which issue. The current system sends community members through a maze of different email addresses and phone numbers to determine who can help them with their specific complaint.

Because of the complexity of this work, significant coordination is required to work across MHPOP, CDPHE, Larimer County, and City departments. In this way, MHP enforcement becomes more about case management and resource consultation than about simple inspection or citation processes.

Potential Funding Streams

Acknowledging the challenging current financial climate, funding and staffing even the recommended scope of the program requires identifying sustainable, reliable funding streams outside the City's General Fund.

- **MHP Licensing Fees** would provide annual revenue for the program, but would be set at levels calibrated to balance program funding needs with financial burden on property owners and potential for displacement.
- **MHP Manager Certification Fees** in alignment with cost recovery for staff time and real estate broker's training/testing fees (currently required for all property managers except mobile home park and onsite) would provide professional development opportunities, offset City costs, and encourage employee retention by MHP owners.
- **Non-compliance penalties** are anticipated to be higher at the outset of the program, which would aid in funding investigatory/compliance staff, however, are challenging to project until implementation begins.
- **Fee for service** that charge costs back to the mobile home park for abatement or assessments could also include some level of administrative processing, scheduling, or convenience fees. Some services City staff or contractors could provide cost less than work performed by other contractors in the area, making this a potentially attractive option for MHP owners even with additional fees.
- **Grants, nonprofit funding, and community partnerships** are potentially available, although unreliable sources of funding offset. A program point person could assist in exploring more long-term, consistent opportunities for this type of funding.

ATTACHMENTS

1. Enforcement Escalation Flowcharts
2. Presentation