



TOWN OF PAONIA
214 GRAND AVE
REGULAR TOWN BOARD MEETING AGENDA
TUESDAY, FEBRUARY 14, 2023 6:30 PM
[HTTPS://US02WEB.ZOOM.US/J/82453601702](https://us02web.zoom.us/j/82453601702)
MEETING ID: 824 5360 1702
ONE TAP MOBILE
17193594580

Roll Call

Correspondence Received

[Dangers of Smart Cities](#)
[Dog Park Support](#)
[United States Department of the Interior](#)
[BLM Comment and Meeting](#)
[Wintering Wildlife Flyer](#)

Approval of Agenda

Announcements

Recognition of Community & Guests

Staff Reports

[Interim Administrator](#)
 Finance Director
[Police Chief](#)

Consent Agenda

[Minutes](#)
[December 13, 2022 Regular Meeting](#)
[January 10, 2023 Regular Meeting](#)
[January 19, 2023 Special Meeting](#)
[January 24, 2023 Regular Meeting](#)
[January 31, 2023 Special Meeting](#)
[February 8, 2023 Special Meeting](#)
[Disbursements](#)
[Liquor License Renewal](#)
 Brossanova LLC

Unfinished Business

Discussion and Direction to Town Attorney on Street Closure Ordinance Revision
[Clarifying Revisions to Water Moratorium Ordinance Language](#)
[Staff Paid Holidays](#)

New Business

[MOU: Paonia Police Department and Dolphin House](#)
[NFVCC Letters of Support Request](#)
[Review Housing Needs Assessment Firm Proposals](#)
[Low-Income Household Water Assistance Program](#)
[Caselle/Point & Pay Integration](#)
[Staff Fee Schedule Update](#)
[Staff Report Template Approval](#)

[Direction Regarding Future Meeting Structure](#)

[Scheduling Board Priorities Work Session](#)

[Interim Administrators Contract Amendment](#)

Executive Session

An Executive Session pursuant to C.R.S. Sections 24-6-402(4)(a) for the purposes of determining positions, developing strategy and instructing negotiators relative to matters that may be subject to negotiation, specifically pertaining to a potential amendment to a lease agreement with SBA Communications Corporation

Mayor's Reports

Committee Reports

Finance: Weber & Smith

Parks: Knutson & Stelter

Streets: Valentine & Markle

Water/Sewer/Trash/CWC: Weber &

Markle Personnel: Smith & Valentine

Public Safety: Knutson & Stelter

Tree Board: Valentine

How Did We Do?

Adjournment

AS ADOPTED BY:
TOWN OF PAONIA, COLORADO
RESOLUTION NO. 2017-10 – Amended May 22, 2018

I. RULES OF PROCEDURE

Section 1. Schedule of Meetings. Regular Board of Trustees meetings shall be held on the second and fourth Tuesdays of each month, except on legal holidays, or as re-scheduled or amended and posted on the agenda prior to the scheduled meeting.

Section 2. Officiating Officer. The meetings of the Board of Trustees shall be conducted by the Mayor or, in the Mayor's absence, the Mayor Pro-Tem. The Town Clerk or a designee of the Board shall record the minutes of the meetings.

Section 3. Time of Meetings. Regular meetings of the Board of Trustees shall begin at 6:30 p.m. or as scheduled and posted on the agenda. Board Members shall be called to order by the Mayor. The meetings shall open with the presiding officer leading the Board in the Pledge of Allegiance. The Town Clerk shall then proceed to call the roll, note the absences and announce whether a quorum is present. Regular Meetings are scheduled for three hours, and shall be adjourned at 9:30 p.m., unless a majority of the Board votes in the affirmative to extend the meeting, by a specific amount of time.

Section 4. Schedule of Business. If a quorum is present, the Board of Trustees shall proceed with the business before it, which shall be conducted in the following manner. Note that all provided times are estimated:

- (a) Roll Call - (5 minutes)
- (b) Approval of Agenda - (5 minutes)
- (c) Announcements (5 minutes)
- (d) Recognition of Visitors and Guests (10 minutes)
- (e) Consent Agenda including Approval of Prior Meeting Minutes (10 minutes)
- (f) Mayor's Report (10 minutes)
- (g) Staff Reports: (15 minutes)
 - (1) Town Administrator's Report
 - (2) Public Works Reports
 - (3) Police Report
 - (4) Treasurer Report
- (h) Unfinished Business (45 minutes)
- (i) New Business (45 minutes)
- (j) Disbursements (15 minutes)
- (k) Committee Reports (15 minutes)
- (l) Adjournment

* This schedule of business is subject to change and amendment.

Section 5. Priority and Order of Business. Questions relative to the priority of business and order shall be decided by the Mayor without debate, subject in all cases to an appeal to the Board of Trustees.

Section 6. Conduct of Board Members. Town Board Members shall treat other Board Members and the public in a civil and polite manner and shall comply with the Standards of Conduct for Elected Officials of the Town. Board Members shall address Town Staff and the Mayor by his/her title, other Board Members by the title of Trustee or the appropriate honorific (i.e.: Mr., Mrs. or Ms.), and members of the public by the appropriate honorific. Subject to the Mayor's discretion, Board Members shall be limited to speaking two times when debating an item on the agenda. Making a motion, asking a question or making a suggestion are not counted as speaking in a debate.

Section 7. Presentations to the Board. Items on the agenda presented by individuals, businesses or other organizations shall be given up to 5 minutes to make a presentation. On certain issues, presenters may be given more time, as determined by the Mayor and Town Staff. After the presentation, Trustees shall be given the opportunity to ask questions.

Section 8. Public Comment. After discussion of an agenda item by the Board of Trustees has concluded, the Mayor shall open the floor for comment from members of the public, who shall be allowed the opportunity to comment or ask questions on the agenda item. Each member of the public wishing to address the Town Board shall be recognized by the presiding officer before speaking. Members of the public shall speak from the podium, stating their name, the address of their residence and any group they are representing prior to making comment or asking a question. Comments shall be directed to the Mayor or presiding officer, not to an individual Trustee or Town employee. Comments or questions should be confined to the agenda item or issue(s) under discussion. The speaker should offer factual information and refrain from obscene language and personal attacks.

Section 9. Unacceptable Behavior. Disruptive behavior shall result in expulsion from the meeting.

Section 10. Posting of Rules of Procedure for Paonia Board of Trustees Meetings. These rules of procedure shall be provided in the Town Hall meeting room for each Board of Trustees meeting so that all attendees know how the meeting will be conducted.

II. CONSENT AGENDA

Section 1. Use of Consent Agenda. The Mayor, working with Town Staff, shall place items on the Consent Agenda. By using a Consent Agenda, the Board has consented to the consideration of certain items as a group under one motion. Should a Consent Agenda be used at a meeting, an appropriate amount of discussion time will be allowed to review any item upon request.

Section 2. General Guidelines. Items for consent are those which usually do not require discussion or explanation prior to action by the Board, are non-controversial and/or similar in content, or are those items which have already been discussed or explained and do not require further discussion or explanation. Such agenda items may include ministerial tasks such as, but not limited to, approval of previous meeting minutes, approval of staff reports, addressing routine correspondence, approval of liquor licenses renewals and approval or extension of other Town licenses. Minor changes in the minutes such as non-material Scribner errors may be made without removing the minutes from the Consent Agenda. Should any Trustee feel there is a material error in the minutes, they should request the minutes be removed from the Consent Agenda for Board discussion.

Section 3. Removal of Item from Consent Agenda. One or more items may be removed from the Consent Agenda by a timely request of any Trustee. A request is timely if made prior to the vote on the Consent Agenda. The request does not require a second or a vote by the Board. An item removed from the Consent Agenda will then be discussed and acted on separately either immediately following the consideration of the Consent Agenda or placed later on the agenda, at the discretion of the Board.

III. EXECUTIVE SESSION

Section 1. An executive session may only be called at a regular or special Board meeting where official action may be taken by the Board, not at a work session of the Board. To convene an executive session, the Board shall announce to the public in the open meeting the topic to be discussed in the executive session, including specific citation to the statute authorizing the Board to meet in an executive session and identifying the particular matter to be discussed “in as much detail as possible without compromising the purpose for which the executive session is authorized.” In the event the Board plans to discuss more than one of the authorized topics in the executive session, each should be announced, cited and described. Following the announcement of the intent to convene an executive session, a motion must then be made and seconded. In order to go into executive session, there must be the affirmative vote of two thirds (2/3) of Members of the Board.

Section 2. During executive session, minutes or notes of the deliberations should not be taken. Since meeting minutes are subject to inspection under the Colorado Open Records Act, the keeping of minutes would defeat the private nature of executive session. In addition, the deliberations carried out during executive session should not be discussed outside of that session or with individuals not participating in the session. The contents of an executive session are to remain confidential unless a majority of the Trustees vote to disclose the contents of the executive session.

Section 3. Once the deliberations have taken place in executive session, the Board should reconvene in regular session to take any formal action decided upon during the executive session. If you have questions regarding the wording of the motion or whether any other information should be disclosed on the record, it is essential for you to consult with the Town Attorney on these matters.

IV. SUBJECT TO AMENDMENT

Section 1. Deviations. The Board may deviate from the procedures set forth in this Resolution, if, in its sole discretion, such deviation is necessary under the circumstances.

Section 2. Amendment. The Board may amend these Rules of Procedures Policy from time to time.

Samira V

From: Corinne Ferguson
Sent: Monday, January 30, 2023 12:00 PM
To: Fernando Curiel
Cc: Samira V
Subject: RE: (ALERT, AN URGENT MESSAGE TO CHECK OUT IMMEDIATELY, AS SOON AS POSSIBLE) The Potential Dangers of 'SURVEILLANT' Smart Cities!!!

Follow Up Flag: Follow up
Flag Status: Flagged

Thank you for your correspondence. It will be included in the Board's packet under correspondence received.

Leslie Klusmire
 Interim Town Administrator
 Town of Paonia, Colorado

"Every time you are tempted to react in the same old way, ask if you want to be a prisoner of the past or a pioneer of the future." — Deepak Chopra

Please consider the environment before printing this e-mail.
 Sender and receiver should be mindful that all my incoming and outgoing emails may be subject to the Colorado Open Records Act, § 24-72-100.1, et seq.

-----Original Message-----

From: Fernando Curiel <fern85dmcuriel@gmail.com>
Sent: Sunday, January 29, 2023 11:57 AM
To: Amanda Mojarro <amanda@townofpaonia.com>; Corinne Ferguson <corinne@townofpaonia.com>
Subject: Fwd: (ALERT, AN URGENT MESSAGE TO CHECK OUT IMMEDIATELY, AS SOON AS POSSIBLE) The Potential Dangers of 'SURVEILLANT' Smart Cities!!!

FOR THE DEPUTY CLERK OR ADMINISTRATOR:

[This email message is for the mayor and all the council members to READ As Soon As Possible, IMMEDIATELY. HELP SHARE my email message to them as possible; IT'S EXTREMELY IMPORTANT THAT YOU DO SO VERY VERY VERY SOON!!!]

>>>>> "YOU MIGHT NOT AGREE" with the title of this email WHOLEHEARTEDLY but I REALLY REALLY REALLY hope you're OPEN MINDED to READ this in order to understand the downside

and problems of Smart Cities. Regardless if some cities in Colorado are already Smart Cities or have adopted Smart City initiatives. However, 'I MIGHT ALREADY BE TOO LATE' to reach out to inform Paonia on this main topic of the downside of Smart Cities but at least I'm trying my best.

>>>>> (HELP SHARE, or remind each other, this kind of information to
>>>>> all city and town councils throughout Delta County as possible IF YOU CAN. Or you could reach out to inform the county commissioners on this main topic of smart cities and other similar technologies???) I have 'HUGE CONCERNS' about the concepts of Smart Cities or the coming smart city projects and how they will negatively impact all Americans' privacy and the like. I hope it's never too late on what I'm doing; I'm trying my best to reach as many county and city leaders across the country as I can. I wonder if the town of "Paonia" has any intention to implement Smart City Projects or any concepts of them because the Smart City Projects that I'm referring to, was hidden within one of the infrastructure bills that was passed last year? However, sometimes smart city projects might go to your city without you knowing it through State Grants; hidden language. SO THIS IS NOT AN ANTI-SCIENCE RANT! I'M ALL FOR TAKING CARE THE ENVIRONMENT AS POSSIBLE; there will always be alternatives and more scientific research. I'M NOT AGAINST ANY FORM OF SCIENTIFIC AND TECHNOLOGICAL ADVANCES AT ALL but Smart Cities will be a SURVEILLANCE nightmare. It seems like Smart Cities are inevitable, like it's here to stay. When you hear the word 'Smart,' you automatically think everything will be convenient and solving modern city's everyday problems through awesome technological advances that are very promising. What dreams are made for cities and towns. Unfortunately, the downside and problems of Smart Cities OUTWEIGHS the Pros and benefits that might sound great on the surface. We will ignore the potential problems of Smart Cities at our own risk. Smart Cities are a danger to both privacy and personal rights for all Americans that will also be connected with our Smartphone whether we want to deny it completely. Regular Colorado residents and all Americans will absolutely be freak out of their erosion of privacy in the creepiest way. Smart Cities will know everything about you, your moves, talks, and plans, so on. Everyone will be controlled at the end of the day but by whom? The Government will know everything about you more than ever before and will have a centralized database or Big Data through Smart City technologies. Much worst than our computers and cellphones. It will be surveillance on steroids. Imagine the extremely controversial Patriot Act together with the Smart City technologies. Smart Cities will accelerate the cashless society. Also, Smart Cities will have the ability to deter peaceful protests and assemblies by the hands of the wrong people. We sometimes have bad leaders throughout our nation's history unfortunately. Also, imagine what would happen if our information or data falls on the wrong hands that might not have the best intentions in mind for us in the not so distant future. In my opinion, it is obvious to me that having a Smart City that protects privacy at the same time would be an impossible task to do. The problems would not be solve anytime soon if Smart Cities are implemented. That's how human nature works; hoping to fix the problems some day but nothing is solved. Don't forget that it's a possibility but most likely that

Smart Cities will be interconnected with your social credit score and the coming central bank digital currency (cashless society.) I'M NOT EVEN EXAGGERATING OR FEAR MONGERING! A programmable CBDC (centralized trackable spyware) will open the door for a much possibility reality of a social credit score system. Everything will be interconnected with your Digital Mobile's Driver's License and Digital IDs. Oh yes, even Smart Cities will have the some connections to the CCTV surveillance smart cameras, fiber-optic cables, and smart grids, meters, and freeways. Including with the Internet of Bodies/IOT, so on. A digital surveillance/panopticon. The majority of your constituents are not even aware on what's happening. There's actually more to say about Smart Cities. Obviously, there are videos about them on the internet that explains the problems more specifically than I do. So check out these short videos, and articles that are somewhat in order. I apologize for my long letter, and the list of videos and articles, down below in advance BUT IT'S ABSOLUTELY WORTH IT. If you're still not fully convince on what I'm saying, you could always treat this information as useful in case you are confronted with this kind of technologies for study and close inspection in the near future.

>>>>> Oh yes, I REALLY REALLY REALLY hope some of these information doesn't personally offend or scare you easily, that's my intention at all.

>>>>> theintercept.com/2021/08/06/infrastructure-bill-smart-city-surveillance/

>>>>> theguardian.com/cities/2014/dec/17/truth-smart-city-destroy-democracy-racy-urban-thinkers-buzzphrase

>>>>> theguardian.com/cities/2019/jun/06/toronto-smart-city-google-project-privacy-concerns

>>>>> 'Smart Cities' Are Surveilled Cities
>>>>> <https://foreignpolicy.com/2021/04/17/smart-cities-surveillance-privacy-digital-threats-internet-of-things-5g/>

>>>>> theintercept.com/2020/01/27/surveillance-cctv-smart-camera-networks/

>>>>> resilience.org/stories/2011-3-23/problems-smart-grids/

>>>>> [vice.com/en/article/j5n3pb/your-smart-electricity-meter-can-easily-on-you-court-ruling-warns](https://www.vice.com/en/article/j5n3pb/your-smart-electricity-meter-can-easily-on-you-court-ruling-warns)

>>>>> (OR/&)amp;

>>>>> politico.eu/article/smart-grids-and-meters-raise-hacking-risks/amp/

>>>>> bloomberg.com/news/articles/2020-08-06/a-surveillance-standoff-ov
>>>>> er-smart-streetlights

>>>>> privateinternetaccess.com/blog/big-win-top-court-rules-uk-mass-in
>>>>> terception-violates-the-right-to-privacy/

>>>>> privateinternetaccess.com/blog/imf-suggests-that-your-credit-scor
>>>>> e-could-be-based-on-your-internet-history/

>>>>> https://youtu.be/k27NMda8k8k (1:00) https://youtu.be/IVNIGQ6oFKE
>>>>> (2:30) https://youtu.be/ygK6gY9b5VY (2:32)
>>>>> https://youtu.be/1t12UqYI5SA (6:23) https://youtu.be/0cGB8dCDf3c
>>>>> (8:07) https://youtu.be/CLo3e1Pak-Y (12:55)

>>>>> ALTERNATIVES To "SURVEILLANCE" Smart Cities???
>>>>> amp.theguardian.com/cities/2020/jan/15/the-case-for-making-low-te
>>>>> ch-dumb-cities-instead-of-smart-ones

>>>>> (OPTIONAL READING) Or you could check out these information on your spare time:
>>>>> https://youtu.be/lmVvfUFONmE (0:58) https://youtu.be/OQ5LnY21Hgc
>>>>> (8:11) https://youtu.be/VRRPy-yEKRM (12:31)
>>>>> https://www.ledgerinsights.com/u-s-legislators-publish-multiple-c
>>>>> bdc-bills-with-privacy-emphasis/
>>>>> eff.org/deeplinks/2021/07/dhss-flawed-plan-mobile-drivers-license
>>>>> s

>>>>> (Optional) Or you can contact me through email address IF YOU LIKE???

YES! TO A DOG PARK IN PAONIA

We are members of the Paonia, Colorado community, and we fully support of a dog park being developed in our community.

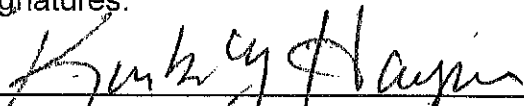
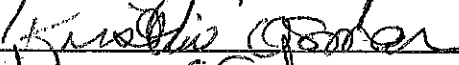
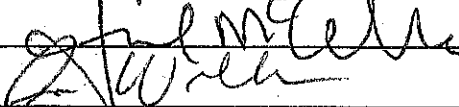
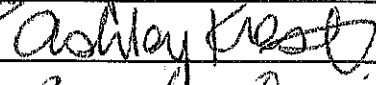
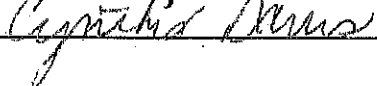
We understand that funds for this dog park, as currently proposed, would come from a grant, not budget of the City of Paonia, and it would in no way reduce the amount to other projects such as the skate park, water district improvement, housing, or road improvements. We also understand that the grant will pay for a Project Manager to oversee the new construction and project enhancements.

We feel that a dog park could enhance community health in a number of ways:

- 1) Enhance the health of our dog community members by providing a designated safe area for exercise and socialization.
- 2) Promote community health by providing a designated area for dog to be taken to relieve themselves during festivals and events in the town park.
- 3) Promote community human health by reducing visitation of dogs to none designated areas, such as Volunteer Park, and therefore reduce community exposure to dog waste pathogens during leisure and sports activities.
- 4) Promote human health through opportunities for dog owners to spontaneously meet their need for social interaction. (Isolation has been determined to be a major health hazard that has increased dramatically in all age groups in recent years.)
- 5) Encourage our tourists to provide for their dog's needs in a way that does not negatively impact our community health.
- 6) Our Paonia community has a significant dog population, and community members who want to maximize their dogs quality of life while being respectful of other community member's need for dogs to be leashed. A dog park would support a place for dogs to be free to run, potentially reducing dogs off leash in other community parks.

It is our wish, as a community members, that every effort is made to support the acquisition of the proposed Grant that would fund a community dog park in Paonia for the benefit of all community members.

Signatures:

	PO BOX 866 Paonia
	PO BOX 1802 Paonia CO
	15230 Fire Mt. Rd Paonia CO
	PO BOX 1730 Paonia
	PO BOX 1791 Paonia
	446 Vista Dr. Paonia CO

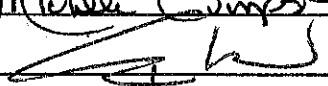

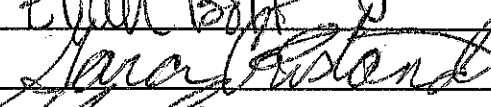
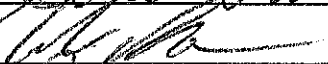
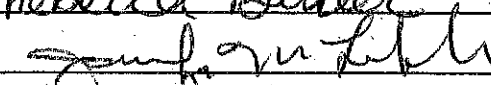
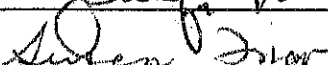
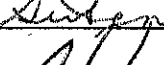
YES! TO A DOG PARK IN PAONIA

- DEAN ALVES 221 ORCHARD AVE PAONIA
- Kathryn ~~Smith~~ 224 Grand Ave Paonia, CO
- John ~~Johnson~~ spornij11@yahoo.com
- Sylvia Stevens 370 Price Rd stevens9950@gmail P. PAONIA
- Janet ~~Lin~~ 14623 Beonyhore Paonia
- Gyn Howe 403 minn. Ave Paonia
- John Valente 1515 2nd St. Paonia
- Bob Lamb 403 minnisch "
- Bryd Harding RD. Box 1235 Paonia
- Louise Blyer 42184 Foothills Rd Paonia
- Kevin Parks 12472 3700 Rd. Hotchkiss 81419
- ~~Walt~~ 14615 peony Ln. Paonia 81428
- Zachary Haws (Zach) 38559 Coburn Rd Paonia, CO 81428
- M. Wheelock 218 Box Elder Ave Paonia, CO 81428
- JOHN MCINTIRE 420 N. FORK AVE PAONIA, CO 81428
- ~~Robert~~ (ROBERT RIGGS) 519 3RD ST PAONIA 81428
- Amber Light Byers 41178 Stewart mesa Rd Paonia
- ~~Pat~~ 402 Grand Ave Paonia, 81428
- ~~Walter~~ 607 Orchard Ave Paonia 81428
- Samie Meek 319 Orchard Paonia 81428
- Odette Moore 223 Rio Grande Ave. Paonia 81428
- Rick Ansell 209 MAIN AVE. PAONIA 81428
- ~~Walter~~ 41218 LAMBERT MESA RR PAONIA 81428
- ~~Walter~~ 20 BOX 22 PAONIA CO 81428
- Quinn Wang 28 Pan American Ave, Paonia 81428
- Max Hoepke 28 Pan American Ave Paonia 81428
- Ken Boston 40150 GERMICK CR DR. PAONIA 81428
- Bob Miller 211 ONALGA AVE PAONIA CO 81428

YES! TO A DOG PARK IN PAONIA

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EMAIL / OR ADDRESS

- Patricia Richards - 12509 Crawford Rd, Paonia, CO
- Julie Lucas 11466 Armi, net
- Dr Powell 10235 3100 Rd, Hotchkiss
- Lily Steiner ^{Lily Jane 1977} _{gmail} 42033 Foothills Rd, Paonia, CO
- Rikki K Logg NORTH FORK FARM
- MS - Vireli Guerrero Saucedo 39598 Paonia, CO 81428
- Sharon House 12986 Mineral Rd Paonia
- Michelle Compt 42800 Hidden Mesa Lane Paonia
-  P O Box 1554 Paonia CO 81428
-  47045 Minnesota creek paonia
- Tess Sheahan 109 Main Ave. Paonia, 81428
- Sherron Taylor 510 3rd ST 81428
- Cheryl Elizabeth Cheller 414 Samuel Wade Rd Paonia 81428
- Morgan Mitchell 337 Niagara Ave Paonia 81428
- Janae Archer 29 Paw Ave. Paonia
- Evan Bolt 29 Paw Ave.
-  Kent & Klye Paonia
-  101 N. Fork Ave Paonia
- Paula A Hunter 446 VISTA DR #12 "
- Kudo Tree makingmusicmagick@gmail.com
- Rebecca Butler rebecca121796@gmail.com
-  blessingbeads@gmail.com 130 Poplar
-  susan@luna-gala@gmail.com
-  djeje@earthlink.net
- Kelly Johnson 101 North Fork Ave Paonia CO 81428

YES! TO A DOG PARK IN PAONIA

Quita DiStefano 446 Vista Drive, Paonia

Grace Mockner 208 Thompson Ct. Hotchkiss

Michael Hofmann 12059 Crawford Rd

Rebecca Cleary 41110 O Rd Paonia

Marcia Stewart 41110 O Rd Paonia

Tim Schneider 41692 "O" Rd Paonia

Keith Messro P.O. Box 28 Crawford

Ann Woodin 105 N. Fork PO Box 81 Paonia, CO

M. W. 105 N Fork PO Box 81 Paonia CO

Shelley Schmirer 40900 Stewart Mesa Rd Paonia CO

Naira Bayala 42708 LAMBORN Mesa RD, PAONIA CO.

Audrey Trusk 42708 Lamborn mesa rd paonia CO

Zoharit Simus 228 Pablen st.

Cayden matuszau

amara Pineda

Debbie Kimball 13650 Hummon Mtn Lane Paonia 8146

Ropin Kanevske 504 Box Elder Ave Paonia 8142

Livela McCene 1515 2nd St. Paonia 81428

Christine Clymer 39877 L75 Rd Paonia 81428

Taylor memachen 238 Hwy 133 Paonia 81428

Sara Lopez PO Box 221 Crawford

Reannalison 10510 2100 RD Austin CO

Betty Mopit 37989 Ben Mcswold; Paonia CO

Sean Coe Pflye PO Box 598 Hotchkiss, CO

Carrie Silvernail 102 Paonia Ave, Paonia CO

Carrie Soto 314 Poplar Ave Paonia, CO 81428

Julie Pliner 12407 Bell Creek Rd. 81428

Emily Sinclair 37445 Back River Road Paonia

81428

United States Department of the Interior



OFFICE OF SURFACE MINING
Reclamation and Enforcement
Western Region Office
P.O. Box 25065
Lakewood, CO 80225



February 8, 2023

Greetings:

Each year the United States Department of the Interior, Office of Surface Mining Reclamation and Enforcement (OSMRE) and the Colorado Department of Natural Resources, Division of Reclamation Mining and Safety (DRMS) jointly evaluate DRMS's coal regulatory and Inactive Mine Reclamation (IMR) programs as authorized under the Surface Mining Control and Reclamation Act (SMCRA). We determine how effectively DRMS's coal regulatory program ensures contemporaneous and successful reclamation on active coal mines in Colorado and prevents offsite impacts to lands and waters adjacent to coal mine permit areas. We also determine how effectively the DRMS IMR program is using grant funding to address public safety and environmental hazards related to historic mining operations in Colorado. Our evaluation process includes the selection of specific regulatory and IMR topics that address these criteria.

At the end of each evaluation year, OSMRE reports on DRMS's implementation of these programs. Our Annual Evaluation Reports can be accessed at the following website: <https://odocs.osmre.gov>. The next evaluation year runs from July 1, 2023 through June 30, 2024.

We are requesting your comments on OSMRE's oversight of DRMS's coal regulatory and IMR programs, recommendations for evaluation topics, and suggestions for improving future Annual Evaluation Reports. We are also providing you the opportunity to discuss ideas and concerns pertinent to the Colorado programs with OSMRE's Western Region Office in Lakewood.

Please contact us by March 30, 2023, with any input on our annual evaluation process or to request discussions with OSMRE's Western Region Office. If you prefer to receive this annual outreach letter by email, please let us know.

Sincerely,

Jason Musick
Coal Program Director
Division of Reclamation, Mining and Safety
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Denver, Colorado 80203
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Regulatory Oversight Team:

Michael Cunningham, Jared Ebert, Amy Eschberger, Travis Marshall, and Jason Musick (DRMS)
Haley Hampstead, Dan MacKinnon, Tom Medlin, Howard Strand, and Brook Zeller (OSMRE)

Inactive Mine Reclamation Oversight Team:

Jeff Graves (DRMS)
Haley Hampstead, Dan MacKinnon, Tom Medlin, Howard Strand, and Brook Zeller (OSMRE)

Samira V

From: Paonia
Sent: Friday, February 10, 2023 11:13 AM
To: Samira V
Subject: FW: BLM Public Comment Opportunity - Jumbo Mountain Travel Management

Samira M Vetter
Town Clerk
Town of Paonia
(970) 527-4101 Ext 2010
Townofpaonia.colorado.gov

“Positive anything is better than negative nothing.” – Elbert Hubbard

From: Losasso, Angela M <alosasso@blm.gov>
Sent: Friday, February 10, 2023 9:15 AM
To: BLM_CO_UFO_JumboMtn_TMP <BLM_CO_UFO_JumboMtn_TMP@blm.gov>
Cc: Copping, Suzanne E <scopping@blm.gov>; Kilbane, Caroline M <ckilbane@blm.gov>
Subject: BLM Public Comment Opportunity - Jumbo Mountain Travel Management

Dear Interested Public,

The Bureau of Land Management (BLM) Uncompahgre Field Office is seeking feedback on a preliminary Environmental Assessment for the Jumbo Mountain Comprehensive Travel and Transportation Management Plan involving about 1,900 acres of public land near the town of Paonia, CO. The plan would designate approximately 30 miles of travel routes in the Jumbo Mountain Special Recreation Management Area (SRMA) as part of the 2020 Uncompahgre Field Office Resource Management Plan. The 60-day public comment period runs from February 10 through April 7, 2023.

Substantive comments on the Environmental Assessment can be submitted online through the BLM ePlanning project website at: <https://eplanning.blm.gov/eplanning-ui/project/2022951/510>; or by U.S. mail to: BLM Uncompahgre Field Office, Attn: Caroline Kilbane, 2465 S. Townsend Ave., Montrose, CO 81401. Project information, including how to submit comments, is available on the ePlanning site. The site also provides maps to assist stakeholders in the comment process.

Public meetings are planned for Wednesday, March 15 and Thursday, March 16 from 4:00 to 7:00 p.m. at the Paonia Town Hall Community Room, 214 Grand Ave., Paonia, CO. The meetings will be open house format, with BLM employees available to answer questions and clarify information in the draft analysis.

Thank you for your interest in public lands!

Angela LoSasso
Planning and Environmental Coordinator

Bureau of Land Management
Uncompahgre Field Office

Cell: 970-210-5579
alosasso@blm.gov

MINIMIZING OUR IMPACTS TO WINTERING WILDLIFE

WE ALL HAVE A ROLE TO PLAY

Coloradans love recreating outside and seeing wildlife. We don't want our public land pursuits to cause harm to wildlife. The good news is: **we can minimize our impacts on wintering wildlife.**



WINTER IS HARD ON WILDLIFE

Species like elk, deer, and bighorn sheep do not hibernate, so they need to conserve their energy in winter. Research shows that when they're disturbed and stressed during critical winter months, their physical condition declines and their chances of surviving and of raising offspring declines.

DO NOT DISTURB

Wildlife are extra vulnerable in winter and spring, but there's a lot we can do to avoid or minimize disturbance. Move slowly and quietly when traveling near wildlife. Do not approach wildlife or follow their tracks. Leash dogs if you see wildlife, or think animals may be nearby.

KNOW BEFORE YOU GO

As you plan trips and activities, look up local wildlife habitat area boundaries and consider conditions. Are there any closures or warnings? Can you avoid traveling through winter range? Will animals likely be in 'survival mode' at that time of year? Make a Plan A, B, and C.

WHEN TO GO TO PLAN B

If you see a herd or fresh tracks, turn back. Consider Plans B and C. If you encounter wildlife: Give them space. Be patient. Be silent. Move slowly. Do not let dogs chase wildlife. If wildlife are at lower elevations, go high. Inform others on the trail.

'GREEN-UP' IS NOT A GREEN LIGHT

"Green up" is when green vegetation finally re-emerges after a long winter, meaning more food for wildlife. Wildlife try to bulk up and recover in spring, after being at the very end of their energy reserves. They're not "out of the woods" yet, so continue to be cautious.



To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Leslie Klusmire, Interim Town Administrator

RE: Administrator's Report

Date: February 14, 2023

Administrative Office staffing: Sam hired Ruben Santiago to fill the administrative assistant position. Ruben is quick on the uptake and, with his vast IT and administrative experience, has been an enormous help. Sam and Ruben will be setting up a records management system and implementing it. It's a big project. I'm a big believer that all files have to be kept in one place. Staff can have duplicate files, but all essential documents should be kept in official files in one place. Ruben has excellent customer relations skills.

Water and Sewer Improvements, including those necessary to lift the tap moratorium:

We continue to plug away at improving Paonia's water and sewer infrastructure. The latest update is that SGM advised us to hire a structural engineer to determine if the roof on the 2mg tank can be repaired or needs replacement. They are getting an estimate for us. It should cost under \$5000 and potentially save the Town money in the long run.

As you know, we had what was initially thought to be a sewer line collapse south of Third Street in the alley between Onarga and Poplar. A large sinkhole appeared in the alley. Cameras revealed it was caused by a significant number of roots coming through a private service line and tap. The service line was failing, and when the occupants flushed anything down the sewer pipe, it pushed debris from the yard into the public sewer system. Because the occupants could not secure people to repair the line within the 48 hours prescribed by the Municipal Code, Cory brought in a contractor on Wednesday, February 8th, and repaired what we could up to the property line. This allowed the crew to fill in the sinkhole. The problem won't be solved until the property owner fixes the service line so that roots won't grow back into the system, dirt won't be flushed into the Town's sewer system, and raw sewage won't flow out into the ground. The Public Works crew will monitor the site to ensure the service line is repaired.

Town Administrator Search: From what Paige is sending me, some suitable candidates are applying for the job. Please confirm that you want to go with the applicant review and screening process you did the last time. The deadline for first review is February 23rd, and that is coming right up.

Affordable Housing Study RFP: We received five proposals, and they are included in your packet.

Fire Fuel Mitigation Project: Delta County has received a grant to conduct fire fuel mitigation adjacent to the Town's borders. I asked them to present to the Board what they plan to do and do some community outreach. If the public isn't fully informed ahead of time, these projects can cause controversy if people find out only because the work has started. I understand they

will have tents and portapotties for the crews on Town property.

Code and Personnel Handbook Changes: Nick and I are working on code changes to align roles and responsibilities with what’s in the code. We are starting with the administrative chapter. I am drafting the content, and he’ll do the final edit to ensure it’s defensible. I want to work on the zoning code next. This project is a backburner project to the other day-to-day work we need to do. However, we hope to have the administrative chapter for you soon. I also think the Personnel Handbook needs a major overhaul. Making sure the Personnel Handbook and the Code are clear and consistent is the goal. Revising the Personnel Handbook should be easier because there are standard templates to start with, and CIRSA will review the final draft and make recommendations for revisions.

Phoenix Rising Resources – Town of Paonia Master Plan Project: The firm has submitted a draft contract for the Town Attorney’s review. Nick is including their terms in the Town’s master contract template. Pending further negotiations, we hope to have a contract for you to approve at your February 28th meeting. The group hopes to start work in March with a final plan completed by the end of the year.

Paonia Police Department

Law Incident Table, by Date and Time

Date Occurred: 01/03/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
07:08:30	TrafficAccident	MEADOWBROOK BLVD, Paonia, CO	PPD	PPD	
16:45:54	SUSPICIOUS	DELTA AVE, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 2					

Date Occurred: 01/07/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
00:03:25	WELFARE CHECK	MAIN AVE, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 1					

Date Occurred: 01/08/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
17:10:26	ANIMAL CONTROL	MINNESOTA AVE, Paonia, CO	PPD	PPD	
23:24:35	Parking Problem	BOX ELDER AVE., Paonia, CO	PPD	PPD	CIT
Total Incidents for this Date: 2					

Date Occurred: 01/09/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
10:01:53	THEFT	NORTH FORK AVE, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 1					

Date Occurred: 01/11/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
13:27:33	Traffic Stop	2ND St, Paonia, CO	PPD	PPD	CIT
Total Incidents for this Date: 1					

Date Occurred: 01/12/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
08:56:06	ANIMAL CONTROL	MINNESOTA AVE, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 1					

Date Occurred: 01/13/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
14:57:25	AGENCY ASSIST	SUNRIDGE CT, Paonia, CO	PPD	DIST3	
Total Incidents for this Date: 1					

Date Occurred: 01/17/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
08:35:13	Traffic Stop	2ND St, Paonia, CO	PPD	PPD	CIT
16:28:08	AGENCY ASSIST	HANSON MESA RD, Hotchkiss, CO	PPD	DIST3	
Total Incidents for this Date: 2					

Date Occurred: 01/18/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
16:48:25	TrafficAccident	COLORADO AVE, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 1					

Date Occurred: 01/19/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
14:39:28	THEFT	2ND ST, Paonia, CO	PPD	PPD	CIT
16:28:34	VIN INSPECTION	GRAND AVE, Paonia, CO	PPD	PPD	
17:47:05	CRIM MISCHIEF	Colorado AVE., Paonia, CO	PPD	PPD	
Total Incidents for this Date: 3					

Date Occurred: 01/20/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
11:50:22	CIVIL PROBLEM	Poplar AVE., Paonia, CO	PPD	PPD	
14:42:09	Information	ONARGA AVE, Paonia, CO	PPD	PPD	
16:07:32	TRAFFIC	MATHEWS LN & 1ST ST, Paonia, CO	PPD	PPD	CIT
Total Incidents for this Date: 3					

Date Occurred: 01/21/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
15:27:37	Traffic Stop	SAMUEL WADE RD, Paonia, CO	PPD	DIST3	CIT
16:38:23	TRAFFIC	3RD ST, Paonia, CO	PPD	PPD	
Total Incidents for this Date: 2					

Date Occurred: 01/22/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
18:09:10	AGENCY ASSIST	HIGHWAY 133, Paonia, CO	PPD	DIST3	
Total Incidents for this Date: 1					

Date Occurred: 01/23/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
09:14:11	ALARM	SAMUEL WADE RD, Paonia, CO	PPD	PPD	
11:45:43	Information	ONARGA AVE, Paonia, CO	PPD	PPD	

Total Incidents for this Date: 2

Date Occurred: 01/24/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
13:45:56	RESTR/PROT ORDR	BOX ELDER AVE, Paonia, CO	PPD	PPD	A
17:22:23	ASSAULT	BOX ELDER AVE, Paonia, CO	PPD	PPD	

Total Incidents for this Date: 2

Date Occurred: 01/25/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
20:22:31	AGENCY ASSIST	STUCKER MESA RD, Paonia, CO	PPD	DIST3	

Total Incidents for this Date: 1

Date Occurred: 01/26/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
19:04:50	SUSPICIOUS	CLARK AVE, Paonia, CO	PPD	PPD	
21:39:13	Elder Abuse	MEADOWBROOK BLVD, Paonia, CO	PPD	PPD	

Total Incidents for this Date: 2

Date Occurred: 01/27/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
13:29:33	SUICIDE/ATTEMPT	GRAND AVE, Paonia, CO	PPD	PPD	

Total Incidents for this Date: 1

Date Occurred: 01/28/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
17:57:46	Traffic Stop	2ND ST, Paonia, CO	PPD	PPD	CIT
22:26:11	Information	GRAND AVE, Paonia, CO	PPD	PPD	

Total Incidents for this Date: 2

Date Occurred: 01/29/23

<u>Time</u>	<u>Nature</u>	<u>Address</u>	<u>Agency</u>	<u>Loctn</u>	<u>Dsp</u>
22:56:36	Parking Problem	Main AVE., Paonia, CO	PPD	PPD	CIT

Total Incidents for this Date: 1

Total reported: 32

A -1, CIT - 8

ARREST = A
CITATION = C

Report Includes:

All dates between `00:00:01 01/01/23` and `00:00:01 01/31/23`, All agencies matching `PPD`, All disposition's, All natures, All location codes, All cities



Paonia Police Department

DEPARTMENT BRIEFING: SUMMARY OF PROGRESS

02/01/2023

- Worked with Delta County IT to establish separate logins for our Spillman dispatch software. The department is now able to have more than three individuals using the system at once.
- The Department sponsored cadet started the Technical College of the Rockies academy on January 4th and he is progressing well.
- Reviewed the Dolphin House MOU and prepared it for Board review. The Dolphin House is a child-friendly facility whose purpose is to provide child victims with a safe, non-threatening place to tell what happened to them during necessary investigations of child abuse. Dolphin House staff offer crisis intervention and ongoing supportive services that help child victims and non-offending family members begin their healing process.
- The department is in the process of integrating new 2023 POST training requirements into the training schedule. New state mandated training includes, *Missing and Murdered Indigenous Relatives* as well as *Interactions with People with Disabilities*.
- Completed Psychological Evaluation/Testing on lateral transfer candidate, as well as P.O.S.T. required Certification check and Action Review.

Minutes
Regular Town Board Meeting
Town of Paonia, Colorado
December 13, 2022

RECORD OF PROCEEDINGS

Mayor Bachran calls the meeting to order at 6:30 pm

Roll Call

PRESENT

Mayor Mary Bachran

Trustee Dave Knutson

Trustee Paige Smith

Trustee Dave Weber

Trustee John Valentine

Trustee Rick Stelter

Trustee/ Mayor Pro-Tem Markle (joins during Staff Reports by Zoom)

Approval of Agenda

Motion made by Trustee Stelter, Seconded by Trustee Valentine to approve the agenda
Trustee Weber makes a statement about not being able to open a PDF on certain platforms.

Motion carries unanimously

Announcements

The Mayor thanked the Community panel for stepping up and helping with Town Administrator interviews. Kayla Rosen, Linda McCone, Elaine Brett, Christine Patterson, Lyn Howe and Tina Walker.

Board made the decision to hire neither candidate and start the hiring process over.

Interim Town Administrator and Town Attorney would like to plan a work session to define Roles & Responsibilities in January, while the town attorney will be close by to cut down on travel costs. Tentatively set for 5 pm on January 30th.

Motion made by Trustee Knutson, Seconded by Trustee Stelter, to move the RFP item up to right after the consent agenda.

Motion carries with:

Voting Yea: Trustee Knutson, Trustee Smith, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee Weber

Community & Guests

S. Watson: Title 24 doesn't allow you to make decisions during an Executive Session. She disagrees with the way the citizen panel was chosen for the interviews and conducted. Speaks of the need for transparency.

Consent Agenda

Disbursements

Disbursements through end of year

Motion made by Trustee Stelter, Seconded by Trustee Weber to approve the Consent Agenda.

Trustee Weber makes a statement about disbursements not being reviewed and neither he or Trustee Smith can attest to them, due to a staff meeting in progress at the time set up. Finance Director Jones shows that she has them and is ready and available to answer any questions.

Motion carries with voting as follows:

Voting Yea: Trustee Knutson, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee Smith, Trustee Weber

RFP Selection for Master Plan Update

Mayor Bachran says she received an email from Kaart, the other firm that submitted a proposal, withdrawing their proposal for unrelated reasons.

Representatives from Phoenix Rising Resources spoke of amendments made to the proposal after a meeting with the Planning Commission, which led them to remove some unneeded items and brought the cost down to \$54,000, and showing a phased approach due to other potential projects they learned of the Town doing.

Motion made by Trustee Knutson, Seconded by Trustee Stelter, to approve the RFP submitted by Phoenix Rising Resources for the Master Plan, in the amount of \$54,895, contingent on the approval of the grant.

Motion carries unanimously.

Staff Reports

Interim Town Administrator Klusmire added a thank you to the staff for their participation in Town Administrator candidate tours and interviews.

Trustee Knutson asks about a debriefing for the interview process, so that changes can be made for the next round.

Trustee/Mayor Pro-Tem Markle asks about having a conversation, when appropriate, about Former Town Administrator/Clerk Ferguson's final pay-out.

1. Trustee Smith makes a motion, seconded by Trustee Stelter, to approve the purchase of the veteran officers contract.

Motion carries unanimously.

2. Trustee Knutson makes a motion, Seconded by Trustee Valentine, to approve disposal of town vehicle for a cadet position at the police academy.

Motion carries unanimously.

3. Trustee Knutson makes a motion, Seconded by Trustee Smith, to approve purchase of tools for Public Works/Town Shop, up to \$18,000

Public Works Director Heiniger and Chief Laiminger talk about their intention to work together to catalog the tools on Asset Tiger.

Motion amended by Trustee Knutson and Seconded by Trustee Stelter, to amend motion to add, 'up to \$18,000'

Motion passes unanimously.

Public Hearing

Resolution 2022-13: Declaring the Decision to Opt-Out of FAMLI.

Public Hearing Opens: 7:45 pm

Discussion follows confirmation of employees notified and polled, past sick leave practice

Changes: Strike second 'whereas', change signature at bottom to Interim Town Clerk Amanda Mojarro, change sick leave to Paid Time Off, change adoption date.

Public Hearing Closes: 7:51 pm

Motion made by Trustee Stelter, Seconded by Trustee Knutson to approve Resolution 2022-13: Declaring the Decision to Opt-out of FAMLI with the noted additions and/or changes.

Motion carries unanimously.

Unfinished Business

Contract for SGM for General Engineering

Town Attorney Cotton-Baez provides an outline of the issues behind SGM's request to remove the defense obligation and intentional wrongful conduct and asks for direction for moving forward.

Motion made by Trustee Stelter, Seconded by Trustee Smith, to direct the Town Attorney to do as he sees fit and re-enter negotiations.

Trustee Weber makes a motion Seconded by Trustee Stelter to amend the main motion to change the wording to say take the lawyer’s advice and follow it.

Motion carries unanimously.

Contract for RESPEC for General Water and Sewer Engineering

Motion made by Trustee Knutson, Seconded by Trustee Smith to accept the contract for RESPEC for general water and sewer engineering with the understanding that they are not obligated to only use them.

Motion carries unanimously.

New Business

Appointment of Interim Town Clerk- Amanda Mojarro

Trustee Weber makes a motion, Seconded by Trustee Stelter to adopt Resolution 2022-18: Appointment of Interim Town Clerk, Amanda Mojarro

Motion carries with:

Voting Yea: Trustee Knutson, Trustee Smith, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee/Mayor Pro-Tem Markle

Resolution 2022-16 - Setting of the Mill Levy

Trustee Weber makes a motion, Seconded by Trustee Smith, to adopt Resolution 2022-16 Setting of the mill levy.

The motion carries unanimously.

Resolution 2022-17- Adopting the 2023 Budget

Trustee Weber makes a motion, Seconded by Trustee Knutson to adopt Resolution 2022-17: Adopting the 2023 Budget.

Motion carries with:

Voting Aye: Trustee Knutson, Trustee Smith, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee/ Mayor Pro-Tem Markle

Designation of Christmas Light Judge

Motion made by Trustee Knutson, Seconded by Trustee Stelter, that Interim Town Clerk Amanda Mojarro & family be designated as Christmas Light Judges.

Voting Yea: Trustee/Mayor Pro-Tem Markle, Trustee Knutson, Trustee Smith, Trustee Weber, Trustee Valentine, Trustee Stelter

Contract Template

Town Attorney Cotton-Baez explains the idea behind the general contract templates.

Motion made by Trustee Knutson, Seconded by Trustee/ Mayor Pro-Tem Markle to add discrimination clause for gender identity, sexual orientation and any other protected classes.

Motion carries unanimously.

Motion made by Trustee Stelter, Seconded by Trustee Smith, to accept the contract templates.

Motion carries unanimously.

10. SBA Contract Discussion

Town Attorney Cotton-Baez provides some background to the SBA Cell Tower lease agreement amendment.

Discussion includes taller tower, fair market value, more ground and Dark Skies Ordinance

Motion made by Trustee/ Mayor Pro-Tem Markle, Seconded by Trustee Weber to authorize town attorney to continue communications with SBA.

Motion carries unanimously.

11. Direction for the Interim Administrator regarding working with the Town Attorney

Discussion includes large project limits, discretionary questions and communications,

13. Adoption of Ordinance 2022-07 - Charter Communications

Motion made by Trustee Smith, Seconded by Trustee Knutson, to adopt Ordinance 2022-07: Charter Communications.

Motion carries unanimously.

14. Ordinance 2020-01- Water Moratorium Discussion

Interim Town Administrator and Town Attorney ask for guidance on what has been or is planning to be done to lift the moratorium since it opens them to legal challenge. Town staff have also run into some issues with the moratorium and existing codes.

Discussion includes history of moratorium, intent of moratorium, data needs, spring meters, frustration on all sides, different perspectives, needing to aggressively pursue lifting moratorium, water supply vs delivery system, water loss from springs to treatment plants, steps moving forward, will of the voters, water delivery line vs service line, code language muddies the water

Public Comment:

C. Kendall: water company issues, water usage

Executive Session

Was deemed unnecessary

Committee Reports

- Finance: Weber & Smith
- Parks: Knutson & Stelter
- Streets: Valentine & Markle
- Water/Sewer/Trash/AWC: Weber & Markle
- Personnel: Smith & Valentine
- Public Safety: Knutson & Stelter
- Paonia Tree Board: Trustee Valentine

Trustee/Mayor Pro-Tem Markle raised concerns about whether former Town Administrator/Town Clerk received her Prior Sick Leave payout at the correct rate of pay. Finance Director Jones said she would review the contract and the personnel manual and report back her findings

Advisory Water Committee: Trustee Weber wants to thank Phil Ceriani for his service and loaning his extensive expertise to the Advisory Water Committee and the Town of Paonia.

Trustee Weber also encourages the Town to be better at communicating information on water and housing on the town website.

Public Safety Committee will meet at 3 pm on December 20th at Town Hall.

Parks Committee will meet at 4 pm on the December 20th at Town Hall.

Adjournment

Meeting Adjourns at 9:26 pm

Amanda Mojarro, Interim Town Clerk

Mary Bachran, Mayor

DRAFT

Minutes
Regular Town Board Meeting
Town of Paonia, Colorado
January 10, 2023

RECORD OF PROCEEDINGS

Mayor Bachran calls the meeting to order at 6:30.

Roll Call

PRESENT

- Mayor Mary Bachran
- Trustee/Mayor Pro-Tem Thomas Markle
- Trustee Dave Knutson
- Trustee Paige Smith
- Trustee Dave Weber
- Trustee John Valentine
- Trustee Rick Stelter

Approval of Agenda

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Weber to approve the agenda.

Trustee Smith suggests that they talk in the future about taking disbursements out of the consent agenda since many people often have questions about them.

Motion carries unanimously.

Announcements

Christmas Light Winners

- 1st: Tina Walker- 512 Box Elder Ave
- 2nd: Richard Kinser- 211 Niagara Ave
- 3rd: Ben Graves- 1004 Third Street

Recognition of Community & Guests

North Fork High School Advanced Multimedia Class Presentation of SIPA film (10 minutes)

The presentation is postponed to another time when the multimedia class can attend.

Public Comment:

S. Dangremond: Provided history on the way the town got the land on P-Hill, opposed to SBA cell tower expansion.

M. Pattison: Following up on letter sent to Board about STR (Short Term Rentals) and the damage not enforcing codes is doing to the community. Encourages Council to look to enforcing code.

S. Patterson: against cell tower expansion and speaks on its impact on the recently passed Dark Skies Ordinance which is in the Master Plan and took hundreds of hours of staff time.

W. Brunner: Speaks on Moratorium and offers to be on agenda to discuss the intent when authored since he disagrees with recent statements made about it. Disagrees with Executive Session on the agenda about Town Clerk and is disappointed with the size of budget.

T. Backus: procedural question on this public comment period vs item comment period.

Consent Agenda

Minutes

- November 29, 2022 Special Meeting
- December 2nd, 2022 Special Meeting
- December 13, 2022 Special Meeting

Disbursements

- Louie's Liquor License Renewal
- JK Cider- Application for a liquor sales room
- Paonia United Brewing- Change of Ownership
- Blue Sage- Change of Premises; adding loft area

Trustee Knutson makes a motion, Seconded by Trustee Smith to take JK Cider and disbursements off the consent agenda.

Motion carries unanimously.

Motion made by Trustee Knutson, Seconded by Trustee Stelter to approve the consent agenda as amended.

Trustee Smith asks to have adjournment times added to 11/29 & 12/13

Motion carries unanimously.

Trustee Weber makes a motion, Seconded by Trustee Stelter, to approve disbursements.

Trustee Smith points out that the budget line items couldn't get on as normal due to a time crunch, but that they would be back.

Public Comment:

C. Patterson: appreciated that a monthly gas amount was added.

Motion Carries unanimously.

Trustee Knutson had some questions about JK Ciders application, expressed curiosity about their background.

Interim Town Clerk Mojarro explains the process she goes through when researching a liquor license applicant. Chief Laiminger explains what he does as a law enforcement officer if there are issues with a business with a liquor license.

Mayor Bachran asks if there are any legal ramifications to continuing this approval to the next meeting.

Town Attorney Cotton-Baez advises the council they have very limited authority over this type of licensing request and that they have already passed the deadline for objections based on the date of the application.

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Weber to approve the liquor license, as a matter of form.

Board discussion topics include: State liquor license database, business, licensing questions.

Public Comment:

S. Watson: doesn't like that the JK Ciders application was on the consent agenda and appreciated that it was taken off.

Board Discussion: building change of use questions.

Motion carries unanimously.

Staff Reports

Trustee Smith had more questions about the Sargent fence issue and encroachment on town property and the water rights attorney expenditure.

Trustee/Mayor Pro-Tem Markle asks for more details on the parts needed. Jeremiah Garcia goes through the list and explains in better detail.

Board Discussion/questions include Track vehicle, spring meters, spring maintenance, grazing, leak detector, spring rights and priority repairs.

Motion made by Trustee Stelter, Seconded by Trustee/Mayor Pro-Tem Markle to approve the requested expenditures.

Motion carries unanimously.

Chief Laiminger provided information about the new Delta County Alert System.

Public Works Director Heiniger restates the thank you from the whole department for the approval of the tool purchase and says it has made a huge difference in day-to-day operations.

Public Hearing

Trustee/Mayor Pro-Tem Markle makes a motion, Seconded by Trustee Valentine, to take a five-minute recess.

Motion passes unanimously.

Meeting resumes at 7:31pm

Public Hearing:

Opens at: 7:33 pm

Discussion: took Dan's suggestions, needs amended to have Title 18 Article 9: Accessory Buildings and Structures and Uses, of the Municipal Code is hereby repealed in its entirety and readopted with Title 18 Article 13, scriveners' errors.

Public Comments:

S. Watson: small 'I' needs to be corrected and replaced with capital 'I' and asks about Energy Code. Asks again about cleaning up zoning and building code.

Building Official Dan Reardon explains why certain things were removed to be tailored to the community and avoid unnecessary costs on owners and contractors.

Closes at: 7:56 pm

Motion made by Trustee Knutson, Seconded by Trustee Weber to adopt Ordinance 2022-09 Amendment to Chapter 18 of the Municipal Code and adopting 2018 I- Code as amended and fixed scriveners' errors.

Motion carries unanimously.

Motion made by Trustee Stelter, Seconded by Trustee Weber to amend the ordinance numbering.

Trustee/ Mayor Pro-Tem Markle asks questions about the process once amendments have been made and receives an answer from the Town Attorney

Motion passes unanimously.

Executive Session

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Smith to go into an Executive Session, pursuant to C.R.S. Sec. 24-6-402(4)(f), to discuss a personnel matter involving the potential transition of a current town employee, who has not requested that the matter be discussed in open session, to the role of Town Clerk.

Trustee Weber asks for guidance from the Town Attorney about the questions raised earlier in the meeting about the legality of this Executive Session.

Town Attorney advises that they are compliance with the Open Meeting Laws since it is about an existing town employee.

Executive Session begins: 7:55 pm

Executive Session ends: 8:35 pm

Trustee Weber makes a motion, Seconded by Trustee Stelter, to give the Interim Town Administrator the authority to select a Town Clerk from the existing pool of applicants and provide training to that Clerk to be appointed at the first meeting in February.

Trustee/ Mayor Pro-Tem clarifies that it is the authority of the Board to appoint a Town Clerk

Public Comment:

S. Watson: asks for a bit more information about the applicant pool, qualifications, transitioning.

Interim Town Administrator Klusmire reiterates that personnel matters are not for public discussion.

Trustee Smith agrees and says none of the applications are public.

S. Watson: asks if they are still looking at the parameters of the original advertisement.

The motion carries with

Voting Yea: Trustee Knutson, Trustee Smith, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee/Mayor Pro-Tem Markle

New Business

Resolution 2023-01: Public Posting

Motion made by Trustee Weber, Seconded by Trustee Stelter to adopt Resolution 2023-0: Public Posting

Motion carries unanimously.

Western Slope Conservation Center Letter of Support:

Ben Katz from WSCC gives a short presentation about the history of the Thompson Divide project and the proposed Administrative Mineral Withdrawal which would remove that area from new oil and gas leasing and mining for the next 20 years.

Trustee Weber makes a motion, Seconded by Trustee Knutson, to approve the letter of support.

Trustee Smith and Trustee Knutson ask questions about scriveners' errors.

Motion carries unanimously

Resolution 2023-02: Designated Holidays

Trustee Weber makes a motion, Seconded by Trustee Valentine to approve Resolution 2023-02: Designated Holidays.

Board discussion: federal holidays

Trustee Stelter makes a motion, Seconded by Trustee Weber to amend the main motion to include Independence Day

Motion passes unanimously.

Board discussion: extra time off, paid vs unpaid.

Town Attorney Nick Cotton-Baez makes a suggestion that a line be added to Resolution 2023-02 that says, 'nothing here-in shall affect paid holidays provided to the town employees as set forth in the Personnel Handbook.'

Trustee Knutson suggests the staff come back with what eleven days they would like to have paid and then the Board can implement those in the employee handbook.

Trustee/ Mayor Pro-Tem Markle makes a motion, Seconded by Trustee Weber, to call the question.

The motion to call the question carries unanimously.

The main motion passes

Voting Yea: Trustee/Mayor Pro-Tem Markle, Trustee Knutson, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee Smith

Interim Town Administrator Contract Amendment and Extension

Motion made by Trustee Smith, Seconded by Trustee Weber to accept the Interim Town Administrator Contract Amendment and Extension

Trustee/ Mayor Pro-Tem Markle asked a question about hours worked.

Motion carries unanimously.

Discussion and Approval of Town Administrator Job Description

Motion made by Trustee Weber, Seconded by Trustee Stelter to approve the modified Town Administrator job description.

Motion passes unanimously

Discussion of Hiring Plan for Town Administrator

Interim Town Administrator Leslie Klusmire highlights the problem areas she sees and her ideas to overcome these issues.

Motion made by Trustee Knutson, Seconded by Trustee Weber to approve the hiring plan.

Board discussion: transition of town image

Public Comment:

C. Patterson: In support of keeping current Interim Administrator

Motion carries unanimously

Motion made by Trustee Knutson, Seconded by Trustee Stelter to extend meeting for 15 minutes.

Motion carries with Trustee Weber abstaining.

Discussion of Staff Plan for Addressing Water and Sewer Repair, Improvement and Funding Issues

Interim Town Administrator gives an update of Tuesday meetings and what's next on the discussion list.

Discussion topics include emergency planning, long range planning, raw storage and Clock plant

Receipt of JDS-Hydro Report: Water System Planning Funded by DOLA

Interim Town Administrator expresses concern over how few water companies have agreements with the town.

Board Discussion: water companies, IGA, tap fees, raw water, subdivisions & wells.

Approval of SGM Master Contract

Motion made by Trustee Knutson, Seconded by Trustee Smith to approve the SGM Master Contract.

Motion carries unanimously.

Dissolution of Advisory Water Committee

Trustee Weber makes a motion, Seconded by Trustee/ Mayor Pro-Tem Markle, to put on the next agenda an Ordinance dissolving Ordinance 2020-09.

Trustee Weber provides an explanation to why he wants the AWC dissolved. It has grown but they are locked into the Ordinance on days, times and who would be on it when it has become less formal.

Board Discussion: history of AWC, original purposes, time well spent or not, committees, lacking required board members.

Trustee/Mayor Pro-Tem Markle makes a motion, Seconded by Trustee Stelter to extend the meeting by 5 minutes.

Motion to extend carries unanimously.

Main motion carries

Voting Yea: Trustee/Mayor Pro-Tem Markle, Trustee Knutson, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee Smith

Facebook Comment Policy

The board decides to think about this issue and tackle it on a future agenda, some things to consider were given by Town Attorney.

Motion made by Trustee Knutson, Seconded by Trustee Smith to extend meeting 10 minutes.

Voting Yea: Trustee Knutson, Trustee Smith, Trustee Weber
Voting Nay: Trustee/Mayor Pro-Tem Markle, Trustee Valentine, Trustee Stelter
Motion carries with Mayor Bachran breaking the tie.

Discussion & Board Direction of Water Moratorium Language Provision

Interim Town Administrator Klusmire gives a brief overview of the problem staff, looking at code, faces when answering water questions.

Board Discussion includes zoning, difference in interpretations and legal advice.

Trustee Knutson makes a motion, Seconded by Trustee Weber, to set a Special Meeting Thursday January 19th, 2023, at 2:30 pm to give guidance to staff and legal counsel making decisions on the water moratorium.

Motion carries unanimously.

Adjournment

Meeting adjourns at 9:54 pm

Samira M Vetter, Town Clerk

Mary Bachran, Mayor

Minutes
Special Town Board Meeting
Town of Paonia, Colorado
January 19, 2023

RECORD OF PROCEEDINGS

Mayor Bachran calls meeting to order at 2:30 pm

Roll Call

PRESENT

- Mayor Mary Bachran
- Trustee/Mayor Pro-Tem Thomas Markle
- Trustee Dave Knutson
- Trustee Paige Smith
- Trustee Dave Weber
- Trustee John Valentine
- Trustee Rick Stelter

Approval of Agenda

Motion made by Trustee Weber, Seconded by Trustee Stelter to approve the agenda.

Motion carries unanimously.

New Business

Discussion and direction to the Town Attorney and Interim Administrator on code language specific to Ordinance 2020-01 Water Moratorium.

Interim Town Administrator Klusmire and Town Attorney Cotton-Baez provide an outline of language that needs clarification in the water moratorium.

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Weber to direct the Interim Town Administrator and Town Attorney to rephrase Ordinance 2020-01 Section 13-1-31 to indicate that it applies to extensions to additional units as well as new taps.

Trustee Markle uses a visual demonstration to show the water supply issue and what the purpose of the moratorium is.

Board discussion topics include definitions of water delivery pipes, service lines & taps, new usage vs extension of usage, intent of the voters, water usage, prohibitive vs permissive language, water pressure, housing shortage, meters and the need to clarify the ordinance language

Motion made by Trustee Weber, Seconded by Trustee Stelter to amend the motion to say no additional taps or meters except where already established allowable before moratorium.

Board discussion includes, in town vs out of town users, IGA's, and the need for MOU's with water companies.

Public Comments:

L. Howe: asks a question for clarification.

Motion made by Trustee Smith, Seconded by Trustee Knutson to allow Mr. Brunner 5 minutes to speak.

Motion carries unanimously

W. Brunner: talks about initial concern that prompted the moratorium and his expectation of fairness to citizens, what the original intent was, and asks them to also look at the sewer ordinance while cleaning up code language.

K. Rosen: Encourages the town to get the work of repairing done before they look to growth and development.

Motion carries unanimously.

Adjournment

Meeting adjourns at 3:47pm

Samira M Vetter, Town Clerk

Mary Bachran, Mayor

Minutes
Regular Town Board Meeting
Town of Paonia, Colorado
January 24, 2023

RECORD OF PROCEEDINGS

Mayor Bachran calls the meeting to order at 6:30 pm.

Roll Call

PRESENT

- Mayor Mary Bachran
- Trustee/Mayor Pro-Tem Thomas Markle
- Trustee Dave Knutson
- Trustee Paige Smith
- Trustee Dave Weber
- Trustee John Valentine
- Trustee Rick Stelter

Approval of Agenda

Trustee Stelter makes a motion, Seconded by Trustee/Mayor Pro-Tem Markle, to approve the agenda.

Trustee Stelter amends the main motion, seconded by Trustee Weber, to add, 'with the North Fork Pools, Parks & Recreation: GOCO Grant Request, moved to right after Recognition of Community & Guests.'

Motion to amend the main motion carries unanimously.

Main motion carries unanimously.

Announcements

The Town received a grant in the amount of \$17,000 from the Colorado Grand for the Town Park bathrooms.

Recognition of Community & Guests

T. Bachus: Can not hear in the meetings, please fix!

S. Mcdonough: Please enforce the leash law!

North Fork Pool, Parks & Recreation: GOCO Grant Request

Presentation by Lenore Cambria, District Administrator of North Fork Pool, Parks & Recreation NFPP&R would like the Town of Paonia to co-apply for a grant that would bring \$1,000,000 for improvements to the Town Park. The application deadline is February 2nd, 2023.

Board discussion/questions followed the presentation including guidelines, dog park challenges, time frame for actual plans, maintenance logistics, volunteer maintenance, Nature Connection, size of park, deadline for decision on co-applying, who would be responsible for administering the grant, skate park plans and MOU's.

There were many public comments with many of them being in favor of the Town co-applying for the grant. Several groups of North Fork Valley youth were there to express what a upgraded skate park would mean to them and a number of comments in support of a dog park and the walking trails proposed.

Dissenting opinions focused on questions about staffing, cost of maintenance for a dog park, responsibility of cleaning and maintaining and feeling as though it would be a rushed project.

Board discussion follows with topics including staffing, budget, expenditures, Paonia in Motion, neighborhood input, fiscal agent needs, project planning, using volunteers for maintenance, stopping progress for theories, insurance needs, safety concerns, adding concrete to green spaces.

Trustee/ Mayor Pro-Tem Markle makes a motion to approve the co-application and plans without the addition of the unisex bathroom.

Motion dies for lack of a second.

Motion made by Trustee Knutson, Seconded by Trustee Stelter to approve the plans as presented and have the Town be a co-applicant on the Grant application.

Voting Yea: Trustee Knutson, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Nay: Trustee/Mayor Pro-Tem Markle, Trustee Smith

Motion made by Trustee Smith, Seconded by Trustee/Mayor Pro-Tem Markle, that upon a positive response to the grant by GOCO, that the staff be instructed to calculate 5-year maintenance costs of the Town Park.

Board discussion includes planning, maintenance, amount of extra work, plotting and design of plans.

Motion carries unanimously.

Motion made by Trustee Smith, Seconded by Trustee Weber, to instruct the police department to enforce the code about dog off leash when they are with a human.

Board discussion includes no place to contain animals at large, writing citations, micromanaging and dog attacks.

Public Comment:

S. Watson: Use Back the Badge money to fix issues leading to non-enforcement.

C. Kendall: Dogs chasing wildlife can be shot, enforce the laws we already have and please follow the agenda.

Voting Yea: Trustee/Mayor Pro-Tem Markle, Trustee Knutson, Trustee Smith, Trustee Weber, Trustee Valentine

Voting Nay: Trustee Stelter

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Knutson, to have a 5 minutes recess.

Motion carries unanimously.

Consent Agenda

Motion made by Trustee Weber, Seconded by Trustee Stelter to approve the Consent Agenda.

Board Discussion: specific questions about disbursements

Motion carries unanimously.

Staff Reports

Highlights include: 'Correspondence Received' to be added earlier in the agenda, for the emails, letters and so on addressed to the Board to become a part of the public record.

New Business

Resolution 2023-03: Appointment of Town Clerk

Motion made by Trustee Weber, Seconded by Trustee Stelter, to adopt Resolution 2023-03 appointing Samira Vetter as Town Clerk.

Board discussion: revamping hiring practices

Public Discussion:

S. Watson: Frustrated about lack of training for Boards and Committees

K. Haynie: hopes to see protocols improve things in the office in the future.

Motion carries unanimously.

Discussion of a Town Policy Related to Employee Training

Town Attorney Nick Cotton-Baez presents importance of having a defined policy for whether or not an employee is required to pay back training if they don't spend a certain amount of time employed by the town after.

Board discussion includes police cadet training, water operators certifications, CDL's, competitive salary, incentives to improve job qualifications, cap amount for repayment, training grounds, gaining employees that have ties locally, de-motivation of self-improvement, finding a fair middle ground, making employment a trap.

Motion made by Trustee Smith, Seconded by Trustee Weber, to leave the police training repayment the way it is and ask no one else for repayment.

Public Comment:

C. Kendall: lots of money to gamble

S. Watson: training is important for all not just employees but also boards and committees.

Discussion: United Business Bank Line of Credit Renewal

Finance Director Cindy Jones recommends not renewing the line of credit since it has not been needed.

Trustee Weber makes a motion, Seconded by Trustee Stelter, to discontinue the United Business Bank line of credit.

Board discussion about interest rate, collateral, CD funds.

Motion carries unanimously.

Tree Board: Yearly Goals and Work Requests

Paula Martin, President of the Tree Board walks through a presentation of the Tree Boards yearly accomplishments including Arbor Day Tree Planting, Sick Tree Day and 5th year of Tree City USA. Then and outline of future plans including class offerings, support for Public Works, tree removal combined with sidewalk repair, grant program for tree care. They also gained a certified Arborist on the Tree Board, which is 'game changing'.

Board Discussion includes importance of fire mitigation.

Ordinance 2023-01 Repealing the Advisory Water Committee

Trustee Weber makes a motion, Seconded by Trustee Smith, to approve Ordinance 2023-01: Repealing the Advisory Water Committee.

Board discussion includes original purpose, ordinance is limiting and needs more flexibility, water committee continuing last Wednesday of the month at 5 pm.

Motion carries unanimously.

Trustee Markle makes a motion, Seconded by Trustee Smith, to extend the meeting until 10 pm.

Motion carries unanimously.

Trustee Stelter makes a motion, Seconded by Trustee Markle to take a 5-minute recess.

Motion carries unanimously.

Acceptance of Staff Recommendation on Water/Sewer Capital Improvements and Funding
Interim Administrator Leslie Klusmire provides an overview of the plans and priorities that staff has come up with.

Trustee Weber makes a motion, Seconded by Trustee Stelter, to accept the staff recommendations on Water/ Sewer Capital Improvements.

Board Discussion includes timelines, grants, CDPHE, priorities, regular meetings important for continuing forward progress, Dorris Ave sewer line, hiring a grant manager, matching funds, replacing 2 mg, Clock tank not worth rehabbing, leak detectors coming in , PRV's, generators, more grants.

Trustee Smith makes a motion, Seconded by Trustee Stelter, to extend the meeting until 10:10 pm

The motion carries unanimously.

Public Comment:

K. Haynie: appreciate the hard work on a complicated system, consider an experienced water master.

S. Watson: Explore FEMA money for wildfire for Spring Rehabilitation.

Motion carries unanimously.

Adjournment

Meeting adjourns at 10:01 pm

Samira M Vetter, Town Clerk

Mary Bachran, Mayor

Minutes
Special Town Board Meeting
Town of Paonia, Colorado
January 31, 2023

RECORD OF PROCEEDINGS

Mayor Bachran calls the meeting to order at 6:30 pm

Roll Call

PRESENT

- Mayor Mary Bachran
- Trustee/Mayor Pro-Tem Thomas Markle
- Trustee Dave Knutson
- Trustee Paige Smith
- Trustee Dave Weber
- Trustee John Valentine
- Trustee Rick Stelter

Approval of Agenda

Motion made by Trustee Weber, Seconded by Trustee Stelter to approve the agenda.

Motion carries unanimously.

Executive Session

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Smith, to enter into Executive Session, under C.R.S. Section 24-6-402(4)(b), for a conference with the Town’s Water Attorney for the purpose of receiving legal advice on specific legal questions regarding the Town’s water rights.

Motion passes unanimously.

Executive Session Starts: 6:32 pm

Executive Session Ends: 8:47 pm

Present at the Executive Session: Mayor Bachran, Trustee/ Mayor Pro-Tem Markle, Trustee Knutson, Trustee Valentine, Trustee Stelter, Trustee Smith, Trustee Weber, Town Attorney Nick Cotton-Baez, Water Attorney Sherry Caloia, Interim Administrator Leslie Klusmire, Public Works Director Cory Heiniger, Public Works/Water Jordan Redden and Public Works/Water Jeremiah Garcia .

Adjournment

Meeting adjourns at 8:49 pm

Samira M Vetter, Town Clerk

Mary Bachran, Mayor

DRAFT

Minutes
Special Town Board Meeting
Town of Paonia, Colorado
February 08, 2023

RECORD OF PROCEEDINGS

Mayor Bachran calls the meeting to order at 5 pm.

Roll Call

PRESENT

- Mayor Mary Bachran
- Trustee/Mayor Pro-Tem Thomas Markle
- Trustee Dave Knutson
- Trustee Paige Smith
- Trustee Dave Weber (attended by Zoom)
- Trustee John Valentine
- Trustee Rick Stelter

Approval of Agenda

Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Stelter, to approve the agenda as written.

Motion passes unanimously.

Personnel Matter

1. Motion made by Trustee/Mayor Pro-Tem Markle, Seconded by Trustee Smith, to go into Executive Session pursuant to C.R.S. Sections 24-6-402(4)(b) and (4)(f), for the purpose of conferencing with the Town Attorney to receive legal advice on specific legal questions, and discussing a personnel matter concerning a Town employee who has not requested that matter be discussed in open meeting.

Motion carries unanimously.

Executive Session Starts: 5:02 pm

Executive Session Ends: 5:19 pm

Present during the Executive Session: Mayor Bachran, Trustee/Mayor Pro-Tem Markle, Trustee Knutson, Trustee Valentine, Trustee Stelter, Trustee Smith, Trustee Weber, Town Attorney Nick Cotten-Baez, Interim Administrator Leslie Klusmire, Public Works Director Cory Heiniger and Public Works Supervisor Jason Erickson.

2. Motion made by Trustee Weber, Seconded by Trustee Stelter to grant Interim Administrator Leslie Klusmire the authority to hire and terminate employees and to direct the Town attorney to amend her contract to give that authority.

Voting Yea: Trustee/Mayor Pro-Tem Markle, Trustee Smith, Trustee Weber, Trustee Valentine, Trustee Stelter

Voting Abstaining: Trustee Knutson

Trustee Knutson state for the record that he abstained due to poor hearing on the Zoom and the lack of a personnel manual on hand.

Adjournment

Meeting adjourns at 5:22 pm.

Samira M Vetter, Town Clerk

Mary Bachran, Mayor

DRAFT

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Samira Vetter, Town Clerk

Date: February 14, 2023

RE: Brossanova LLC Liquor License Renewal

Action Requested- Approve Liquor License Renewal

Finding of Fact

- Their application is completed.
- Their state fees are paid.
- Their local fees are paid.
- Paonia Police report no issues and have no concerns about a Liquor License Renewal
- The Town also has no reports of issues that would cause concern for a renewal.

DR 8400 (03/10/22)
 COLORADO DEPARTMENT OF REVENUE
 Liquor Enforcement Division

Submit to Local Licensing Authority

**BROSS HOTEL BED & BREAKFAST
 PO BOX 85
 Paonia CO 81428**

Fees Due	
Renewal Fee	550.00
Storage Permit \$100 X _____	\$
Sidewalk Service Area \$75.00	\$
Additional Optional Premise Hotel & Restaurant \$100 X _____	\$
Related Facility - Campus Liquor Complex \$160.00 per facility	\$
Amount Due/Paid	\$ 550

Make check payable to: Colorado Department of Revenue. The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department may collect the payment amount directly from your banking account electronically.

Retail Liquor or Fermented Malt Beverage License Renewal Application

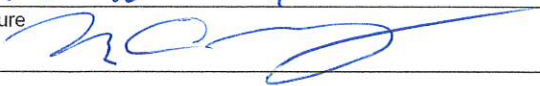
Please verify & update all information below

Return to city or county licensing authority by due date

Licensee Name BROSSANOVA LLC		Doing Business As Name (DBA) BROSS HOTEL BED & BREAKFAST	
Liquor License # 03-15934	License Type Lodging & Entertainment (City)		
Sales Tax License Number 94518042	Expiration Date 02/09/2023	Due Date 12/26/2022	
Business Address 312 ONARGA AVENUE Paonia CO 81428			Phone Number 9705276776
Mailing Address PO BOX 85 Paonia CO 81428		Email	
Operating Manager MIKE YENAWIX	Date of Birth 12/13/70	Home Address 15566 FIRE MOUNTAIN RD PAONIA CO 81428	Phone Number 804-363-0114
1. Do you have legal possession of the premises at the street address above? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Are the premises owned or rented? <input checked="" type="checkbox"/> Owned <input type="checkbox"/> Rented* *If rented, expiration date of lease _____			
2. Are you renewing a storage permit, additional optional premises, sidewalk service area, or related facility? If yes, please see the table in upper right hand corner and include all fees due. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3a. Are you renewing a takeout and/or delivery permit? (Note: must hold a qualifying license type and be authorized for takeout and/or delivery license privileges) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
3b. If so, which are you renewing? <input type="checkbox"/> Delivery <input type="checkbox"/> Takeout <input type="checkbox"/> Both Takeout and Delivery			
4a. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant, been found in final order of a tax agency to be delinquent in the payment of any state or local taxes, penalties, or interest related to a business? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
4b. Since the date of filing of the last application, has the applicant, including its manager, partners, officer, directors, stockholders, members (LLC), managing members (LLC), or any other person with a 10% or greater financial interest in the applicant failed to pay any fees or surcharges imposed pursuant to section 44-3-503, C.R.S.? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
5. Since the date of filing of the last application, has there been any change in financial interest (new notes, loans, owners, etc.) or organizational structure (addition or deletion of officers, directors, managing members or general partners)? If yes, explain in detail and attach a listing of all liquor businesses in which these new lenders, owners (other than licensed financial institutions), officers, directors, managing members, or general partners are materially interested. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
6. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been convicted of a crime? If yes, attach a detailed explanation. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			

7. Since the date of filing of the last application, has the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) been denied an alcohol beverage license, had an alcohol beverage license suspended or revoked, or had interest in any entity that had an alcohol beverage license denied, suspended or revoked? If yes, attach a detailed explanation. Yes No

8. Does the applicant or any of its agents, owners, managers, partners or lenders (other than licensed financial institutions) have a direct or indirect interest in any other Colorado liquor license, including loans to or from any licensee or interest in a loan to any licensee? If yes, attach a detailed explanation. Yes No

Affirmation & Consent		
I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge.		
Type or Print Name of Applicant/Authorized Agent of Business	Title	
MIKE YENCHING	Co-owner	
Signature	Date	
	2/8/2023	
Report & Approval of City or County Licensing Authority		
The foregoing application has been examined and the premises, business conducted and character of the applicant are satisfactory, and we do hereby report that such license, if granted, will comply with the provisions of Title 44, Articles 4 and 3, C.R.S., and Liquor Rules.		
Therefore this application is approved.		
Local Licensing Authority For		Date
Signature	Title	Attest

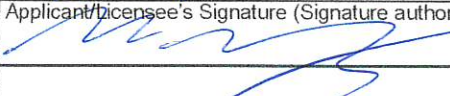
Tax Check Authorization, Waiver, and Request to Release Information

I, MIKE YENGLING am signing this Tax Check Authorization, Waiver and Request to Release Information (hereinafter "Waiver") on behalf of BROSSANOVA LLC (the "Applicant/Licensee") to permit the Colorado Department of Revenue and any other state or local taxing authority to release information and documentation that may otherwise be confidential, as provided below. If I am signing this Waiver for someone other than myself, including on behalf of a business entity, I certify that I have the authority to execute this Waiver on behalf of the Applicant/Licensee.

The Executive Director of the Colorado Department of Revenue is the State Licensing Authority, and oversees the Colorado Liquor Enforcement Division as his or her agents, clerks, and employees. The information and documentation obtained pursuant to this Waiver may be used in connection with the Applicant/Licensee's liquor license application and ongoing licensure by the state and local licensing authorities. The Colorado Liquor Code, section 44-3-101. et seq. ("Liquor Code"), and the Colorado Liquor Rules, 1 CCR 203-2 ("Liquor Rules"), require compliance with certain tax obligations, and set forth the investigative, disciplinary and licensure actions the state and local licensing authorities may take for violations of the Liquor Code and Liquor Rules, including failure to meet tax reporting and payment obligations.

The Waiver is made pursuant to section 39-21-113(4), C.R.S., and any other law, regulation, resolution or ordinance concerning the confidentiality of tax information, or any document, report or return filed in connection with state or local taxes. This Waiver shall be valid until the expiration or revocation of a license, or until both the state and local licensing authorities take final action to approve or deny any application(s) for the renewal of the license, whichever is later. Applicant/Licensee agrees to execute a new waiver for each subsequent licensing period in connection with the renewal of any license, if requested.

By signing below, Applicant/Licensee requests that the Colorado Department of Revenue and any other state or local taxing authority or agency in the possession of tax documents or information, release information and documentation to the Colorado Liquor Enforcement Division, and is duly authorized employees, to act as the Applicant's/Licensee's duly authorized representative under section 39-21-113(4), C.R.S., solely to allow the state and local licensing authorities, and their duly authorized employees, to investigate compliance with the Liquor Code and Liquor Rules. Applicant/Licensee authorizes the state and local licensing authorities, their duly authorized employees, and their legal representatives, to use the information and documentation obtained using this Waiver in any administrative or judicial action regarding the application or license.

Name (Individual/Business) <u>BROSSANOVA LLC</u>		Social Security Number/Tax Identification Number <u>85-8501770</u>	
Address <u>312 ONARCA AVE.</u>			
City <u>PAOMIA</u>		State <u>CO</u>	Zip <u>81428</u>
Home Phone Number <u>804-363-0114</u>		Business/Work Phone Number <u>970-527-6776</u>	
Printed name of person signing on behalf of the Applicant/Licensee <u>MIKE YENGLING</u>			
Applicant/Licensee's Signature (Signature authorizing the disclosure of confidential tax information) 			Date signed <u>2/8/2023</u>

Privacy Act Statement

Providing your Social Security Number is voluntary and no right, benefit or privilege provided by law will be denied as a result of refusal to disclose it. § 7 of Privacy Act, 5 USCS § 552a (note).

Payment Receipt Confirmation

Your payment was successfully processed.

Receipt Contact Information

Contact Name	Liquor Enforcement Division	Contact Url	https://sbg.colorado.gov/contact-the-liquor-and-tobacco-enforcement-division
Contact Email	dor_liqlicensing@state.co.us	Contact Address	1707 Cole Blvd., Suite 300 Lakewood, CO 80401
Contact Phone	303-205-2300		

Transaction Summary

Receipt Confirmation

Description	Amount
DOR Liquor Enforcement Division Payment	\$550.00
Service Fee	\$13.14
TOTAL	\$563.14

This online service is provided by a 3rd party working in partnership with the state of Colorado. The price of items purchased through this service includes revenue used to develop, maintain, and enhance the state's official web portal, Colorado.gov.

Customer Information

Customer Name	Mike Yengling	Receipt Date	2/8/2023
Company Name	Brossanova LLC	Receipt Time	03:20:34 PM MST
Local Reference ID	32d0c279-1f9f-45d0-9779-ce470763ecaf		

Payment Information

Payment Type	Credit Card	Credit Card Num...	*****6638
Credit Card Type	VISA	Order ID	136332067

Billing Information

Billing Address	PO Box 85	Phone Number	970-527-6776
Billing City, State	Paonia, CO	This receipt has been emailed to the address below.	
ZIP/Postal Code	81428	Email Address	brosshotel@paonia.com
Country	US		

ORDINANCE NO. 2023-02

AN ORDINANCE CLARIFYING THE MORATORIUM ON THE SALE OF WATER TAPS BY THE TOWN

WHEREAS, the Town of Paonia (the “Town”) is a municipal corporation duly organized and existing under the laws of the State of Colorado; and

WHEREAS, the passage of citizen-initiated Ordinance No. 2020-01 (the “Ordinance”) resulted in the addition of a new Section 13-1-131 to the Chapter 13, Article 1 of the Paonia Municipal Code (“Town Code”), titled “Moratorium,” which declared “A moratorium is hereby imposed on the sale of water taps by the Town of Paonia” (the “Moratorium”); and

WHEREAS, the Ordinance defined “tap” to mean “a physical service connection to the municipal domestic water supply distribution system or right to water supplied by the Town of Paonia. For the purposes of this Section, tap shall also include the extension of water delivery pipes”; and

WHEREAS, the phrase, “the extension of water delivery pipes,” has been a source of great confusion for the Town staff in administering the Town Code and for those seeking to make improvements to real property within the Town; and

WHEREAS, also giving rise to confusion is the Moratorium definition of “tap” conflicts with the definition of “tap” contained in the general definitions of Chapter 13, Article 1 of the Town Code; and

WHEREAS, despite the inconsistencies in the language of the Moratorium, the Town Board of Trustees (the “Board”) has consistently interpreted the Moratorium in accordance with the Board’s understanding of the citizens’ intent; and

WHEREAS, since the imposition of the Moratorium, the Town has undergone, and continues to undergo, efforts to ensure the Town has in operation sufficient infrastructure and associated water rights to serve all existing and potential obligations for water into the foreseeable future before lifting the Moratorium; and

WHEREAS, the Board desires by this ordinance to amend Section 13-1-131 of the Town Code to remedy inconsistencies in, and otherwise clarify, the language of the Moratorium, while preserving the Town’s commitment to the fulfill the conditions imposed by the citizens required for the lifting of the Moratorium by its terms.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF TRUSTEES OF THE TOWN OF PAONIA, COLORADO, AS FOLLOWS:

Section 1. Section 13-1-131 of the Paonia Municipal Code is hereby amended to read as follows (words added are underlined; words deleted are ~~stricken through~~):

Sec. 13-1-131. - Moratorium.

(a) Definitions. As used in this Section, unless the context clearly indicates otherwise, the following terms shall have the following meanings:

Commercial unit has the meaning ascribed to it in Section 13-1-10 of this Code.

Household unit has the meaning ascribed to it in Section 13-1-10 of this Code.

Meter has the meaning ascribed to it in Section 13-1-10 of this Code.

Moratorium means suspension of the sale of domestic water taps that the Town of Paonia is not legally obligated to serve on the effective date of this ordinance.

Municipal water has the meaning ascribed to it in Section 13-1-10 of this Code.

Tap has the meaning ascribed to it in Section 13-1-10 of this Code. means a physical service connection to the municipal domestic water supply distribution system or right to water supplied by the Town of Paonia. For the purposes of this Section, tap shall also include the extension of water delivery pipes.

(b) ~~Moratorium on the Sale of Water Taps.~~ A moratorium is hereby imposed on the Town's sale of water taps, and upon the Town's furnishing of municipal water service to newly constructed household units, commercial units, or any other new construction requiring the installation of a water meter pursuant to this Article. ~~by the Town of Paonia.~~

(c) Requirements for termination of the moratorium and limits on future sales.
(1) This moratorium shall be in effect until the following conditions are met:

(i) A report, bearing the seal of a licensed engineer experienced in domestic water supply systems, finds that the Town of Paonia has in operation sufficient infrastructure and associated water rights to serve all existing obligations for water into the foreseeable future, and;

(ii) A report, bearing the seal of a licensed engineer experienced in domestic water supply systems, quantifies additional obligations, enumerated in the form of water taps, that the Town of Paonia can reasonably supply without the likelihood of adversely affecting the service to existing water tap holders.

(d) The Town of Paonia shall not incur obligations for more water taps than the number quantified in the report required by subsection (c)(1)(ii) above, unless another report meeting the conditions of subsection (c)(1)(ii) establishes a new limit.

(e) This moratorium shall not apply to water delivered at a stand pipe or public tap operated by the Town of Paonia.

(f) This moratorium does not prohibit the extension of water pipes or lines within properties lawfully connected to the Town's water distribution system prior to the effective date of Ordinance No. 2020-01, provided such extension does not (i) require a separate connection to the Town's water distribution system, or (ii) give rise to the requirement of a separate water meter or a larger service line pursuant this Article.

Section 2. All other ordinances or portions thereof inconsistent or conflicting with this Ordinance or any portion hereof are hereby repealed to the extent of such inconsistency or conflict.

Section 3. If any article, section, paragraph, sentence, clause, or phrase of this Ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this Ordinance. The Board of Trustees hereby declares that it would have passed this Ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 4. This Ordinance shall take effect thirty (30) days after adoption and publication.

HEARD AND FINALLY ADOPTED by the Board of Trustees of the Town of Paonia, Colorado, this 14th day of February, 2023.

**TOWN OF PAONIA, COLORADO,
a Colorado municipal corporation**

By: _____
Mary Bachran, Mayor

ATTEST:

Samira Vetter, Town Clerk

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Leslie Klusmire, Interim Administrator

Date: February 14, 2023

RE: Follow-up on Personnel Handbook Changes: Paid Holidays

Recommendation:

Approve the following holidays as paid:

- 1. New Year’s Day (January 1)
- 2. Martin Luther King, Jr. Day (3rd Monday in January)
- 3. President’s Day (3rd Monday in February)
- 4. Memorial Day (last Monday in May)
- 5. Juneteenth (June 19)
- 6. Independence Day (July 4th)
- 7. Labor Day (1st Monday in September)
- 8. Indigenous People’s Day (2nd Monday in October)
- 9. Veteran’s Day (November 11)
- 10. Thanksgiving (4th Thursday in November)
- 11. Friday following Thanksgiving
- 12. Christmas (December 25th)

This results in 12 paid 8-hour holidays. The Personnel Handbook now offers the equivalent of 11 8-hour paid holidays.

Remove the following holidays from the Personnel Handbook:

Christmas and New Year’s Eve (4 hours each or the equivalent of one full holiday)

Basis for Recommendation:

The Board recently added Juneteenth and Indigenous People’s Day to the Personnel Handbook’s list of official Town holidays. The Board elected not to decide on which holidays are paid at that time. This recommendation is to close that loop and amend the Personnel Handbook so that employees will know which holidays the Board elects will be paid.

The Personnel Handbook lists these holidays as paid:

- 1. New Year’s Eve (4 hours)
- 2. New Year’s Day (January 1)
- 3. Martin Luther King, Jr. Day (3rd Monday in January)
- 4. President’s Day (3rd Monday in February)
- 5. Memorial Day (last Monday in May)
- 6. Independence Day (July 4th)

7. Labor Day (1st Monday in September)
8. Veteran's Day (November 11)
9. Thanksgiving (4th Thursday in November)
10. Friday following Thanksgiving
11. Christmas Eve (4 hours)
12. Christmas (December 25th)

In addition: "A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday. If a recognized holiday falls during an eligible employee's paid absence, holiday pay will be provided instead of the paid time off benefit that would otherwise have applied."

Without the 4 hours each granted for Christmas and New Year's Eve, the Town has 10 paid full-day holidays. Most governments take ALL national holidays off. I've only worked for one entity in my career that granted hours off on Christmas Eve. And never for New Year's Eve.

My suggestion is that you grant paid leave for all current full-day holidays (10) plus the recently added Juneteenth and Indigenous People's Day (2) and eliminate the 4-hour Christmas and New Year's Eve benefits. This gives the staff 12 holidays instead of the 11 full-day equivalent holidays they already have. Offering those 12 full-day holidays is a standard government employee benefit.

PAONIA POLICE DEPARTMENT

ACTION ITEM: Dolphin House Memorandum of Understanding - 2023

ITEM	Dolphin House Memorandum of Understanding - 2023
REQUEST	The Paonia Police Department is requesting the signing of the 2023 Memorandum of Understanding between 7 th Judicial District Advocacy Center DBA <i>The Dolphin House</i> and its partner agencies to include the Paonia Police Department.
PURPOSE	To better protect the children of the 7 th Judicial District and serve the best interest of the children. The Paonia Police Department will agree to utilize the policies and procedures developed by the Multidisciplinary Team (MDT) and contained in the MDT <i>Policies and Procedures manual</i> that reflects best practices for our community. Unless a direct conflict with agency protocol and procedures arises, at which point agency protocol/procedure will be followed.
Dolphin House Multidisciplinary Team Purpose	<p>The 7th Judicial District Multidisciplinary Team is an organization of community professionals representing law enforcement, Child Protective Services, the District Attorney’s Office, mental health and medical services, victim advocates, and the Dolphin House Child Advocacy Center.</p> <ul style="list-style-type: none"> • Reduce additional trauma for victims and their non-offending family members by minimizing duplicative efforts. • To enhance decision-making throughout the intervention, investigation, and prosecution phases of child abuse cases through collaboration and information sharing. • To provide excellent and ongoing support and guidance and access to all resources needed by child abuse victims to become stabilized and heal. • To ensure the safety of all child abuse victims. • To develop fully trained, more capable teams of professionals. • To provide assistance needed for those team members experiencing vicarious trauma-lessening the possibility of burnout.
BENEFIT	This organization enhances the efforts of the Paonia Police Department in investigating, and prosecuting crimes against children.
Cost	No Mandatory Cost – \$750 Annual Contribution Provided by the Paonia Police Department
HISTORICAL	The Town of Paonia has historically signed the MOU with The Dolphin House.



MEMORANDUM OF UNDERSTANDING – 2023

Between The 7th Judicial District Child Advocacy Center DBA The Dolphin House and its Partner Agencies

We, the undersigned, by and on behalf of our respective agencies, do agree to collaborate with The 7TH Judicial District Child Advocacy Center DBA The Dolphin House, by implementing established, agreed upon policies and procedures, and acting consistently therewith.

The Dolphin House is a non-profit organization. It operates and exists by, through and with the cooperation of the identified agencies listed below. The mission of The Dolphin House is to reduce the trauma of investigations of child abuse and to promote justice and healing.

Each of the undersigned has specific responsibilities with regard to the investigation, intervention, and prosecution of cases of crimes against children, as well as mental health assessments, referrals and treatment for the stabilization of child abuse victims.

We, the undersigned do hereby acknowledge that the multidisciplinary team approach, through the coordination of The Dolphin House, will serve to enhance individual efforts of each agency. We acknowledge that through these respective agencies, and through public education and support, the best interests of the children in the 7TH Judicial District will be ensured.

General Provisions:

1. Each agency shall work with and assist each other and The Dolphin House to ensure that the best interests of child victims will be served.
2. The law enforcement agency having jurisdiction shall investigate and determine whether or not a crime has been committed. That agency shall present information to the District Attorney's Office for review and/or prosecution. Law enforcement agencies shall cover only their own jurisdictions except in cases of an explicit agreement with all involved law enforcement agencies.

3. Child Protective Services (CPS) and the Department of Health and Human Services (DHHS) are responsible for the protection of children from harm by their parents or others responsible for their care. CPS/DHHS is responsible for conducting an investigation to determine the risk to the children, to make efforts to ensure the safety of children and to provide rehabilitation services to the family.
4. The District Attorney's Office is responsible for assessing the legal aspects of any criminal case.
5. The Sex Assault Nurse Examiner Coordinator and the Medical Personnel with linkage agreements with the Dolphin House are responsible for medical evaluations for child abuse victims.
6. The Dolphin House's Mental Health Coordinator and the Mental Health Clinicians who have linkage agreements with the Dolphin House and have special trauma-focused training is responsible for providing formal Mental Health Assessments for child victims and their non-offending family members as requested, and for providing therapy for child victims and their non-offending family members as referred to them by the Dolphin House.
7. The Dolphin House is responsible to provide neutral, non-threatening facilities, equipment and supplies needed for law enforcement and CPS to bring child abuse victims for forensic interviews, medical exams, and mental health formal assessments. As a Child Advocacy Center, the Dolphin House is also responsible for providing crisis and ongoing support to victims throughout the investigation, prosecution and stabilization phases of each case.
8. Reasonable efforts shall be made by each agency to coordinate each step of the investigation to minimize the number of interviews and interviewers to whom the child is subjected, thereby reducing system-inflicted trauma.
9. All signatory agencies will be encouraged to attend training sponsored by The Dolphin House.
10. Financial support for MDT members and other professionals working with us to attend specialized training will be provided by The Dolphin House when possible.
11. It is expressly understood that each agency shall work within its departmental mandates and policies. Nothing contained herein supersedes the statutes, ordinances, rules, regulations or policies which govern each agency. To the extent that any provision of this Agreement is inconsistent with any such statute, rule, regulations, or policy, the agency statute, rule, regulation or policy shall control.

12. All signatory agencies agree to provide specially trained professionals, if available, with skills in interviewing, assessing, investigating and/or prosecuting crimes against children.

13. All personnel participating through The Dolphin House, within the bounds allowed by law, agree to maintain confidentiality of all records and information gathered on all crimes against children cases as provided by the Colorado Children's Code.

14. All agencies participating through The Dolphin House agree to share pertinent case information, as determined by that agency, with the appropriate agency, except as prohibited by law.

15. The *Multidisciplinary Team Policies and Procedures Manual* of The 7th Judicial District and the 7th Judicial District Child Advocacy Center DBA The Dolphin House, as revised in 2022 by the MDT, are incorporated herein by this reference as if fully set forth. If necessary, the policies and procedures may be suspended or waived by a participating agency in order to:

- conform to existing or new statutes, rules, regulations or departmental policies which may conflict with any provisions of these policies and procedures;
- improve the procedures set forth in these policies and procedures; or
- add or delete agencies as parties to these policies and procedures.

16. This agreement shall only be modified in writing with the consent of all signatories or their successors.

17. Any agency may withdraw from participation under this Memorandum of Understanding by written notice submitted to all other signatories.

18. Individuals investigating for or on behalf of an agency shall conduct an independent investigation and reach conclusions based on information obtained from the investigation.

19. Each signatory, by and on behalf of the respective agency, agrees to follow the provisions of this agreement for themselves and for staff hired, supervised and controlled by them, as outlined in this document.

20. Each agency's staff shall remain housed in its own facility unless it is determined that victims are better served by locating at the Dolphin House; all agencies that are part of the Multidisciplinary Team may utilize The Dolphin House as needed and when it is available.

21. This is a collaborative agreement whereby employees of The Dolphin House and other involved agencies are not employees of any other involved agency.

Interagency Agreement:

WHEREAS, child abuse is recognized by the below signatory agencies as a serious concern in our 7th Judicial District. All the involved agencies must respond appropriately to child victims to reduce additional trauma and promote better victim outcomes;

WHEREAS, the 7th Judicial District Child Advocacy Center, DBA The Dolphin House, was established for the 7th Judicial District to develop and coordinate a Multidisciplinary Team approach for the investigation of child abuse, neglect and sexual abuse to enhance the cooperation and coordination among those involved in the protection of children and provide ongoing advocacy during the intervention, investigation, prosecution and stabilization for primary and secondary victims;

NOW, THEREFORE, to better protect the children of the 7th Judicial District and serve the best interest of the children, the undersigned agencies have agreed to utilize the policies and procedures developed by the Multidisciplinary Team and contained in the *MDT Policies and Procedures Manual* that reflects best practices for our communities.

By signing this Memorandum of Understanding, it is understood that agencies will continue to abide by the mandated statutes, protocols and procedures under which they currently operate, and they will also agree to abide by the *Multidisciplinary Team Policies and Procedures Manual*, established by the Multidisciplinary Team in 2023, unless there is direct conflict with agency protocols and procedures.

This Memorandum of Understanding will remain in effect until and unless signatory agencies withdraw from participation. The agreed upon policies and procedures may be revisited as necessary with proposed changes brought to the undersigned for consideration and final approval.

Law Enforcement Representatives	Signature
Mark Taylor, Sheriff Delta County Sheriff's Office	
Luke Fedler, Chief Delta Police Department	
Daniel Sanders, Chief Cedaredge Police Department	
Scott Green, Marshal Hotchkiss Marshal's Office	
Matt Laiminger- Interim Chief Paonia Police Department	
Health and Human Services Representatives	Signature
Anne Gallegos, Director Delta County Department of Health and Human Services	
7 th Judicial District Child Advocacy Center Representative	Signature
Brenda Hernandez, President 7 th Judicial District Child Advocacy Center DBA Dolphin House Board of Directors	
Michelle Gottlieb, Executive Director 7 th Judicial Child Advocacy Center DBA Dolphin House	



February 8, 2023

Dear Mayor Bachran & Town Trustees,

On behalf of the North Fork Valley Creative Coalition, I’m writing to request 2 letters of support from the Town of Paonia for our current 2023 grant cycle. Nfvcc has multiple projects throughout the year and our primary objectives are to serve the Paonia Creative District, art and agriculture as a primary economic driver, and the community at large.

Part I

Lenore Cambria with North Fork Parks & Rec District has asked for Nfvcc to collaborate in securing additional funding to execute the Paonia in Motion PRT Master Plan. Specifically, we would like to assist with beautification of the walking path with benches, shade & sculptures fabricated by local artists. We would also like to add a creative and interactive music garden to the playground area (see images attached). Known as “creative placemaking,” this would provide opportunities for engagement by visitors and community members from toddlers to retirees.

Additionally, we would like to help with upgrades of the main stage at Town Park. The stage is vital to our summer music events and holds a significant impact for locals and tourists alike. We plan to tackle these projects through a number of grants and matching funds, as needed, will come directly from the Coalition. We are asking for a Letter of Support from the Town on this Project and would be happy to assist with the narrative.

see Part II continued next page

Part II OEDIT

We continue to move forward and obtain additional funding for the Wayfinding Signage Project. This funding would come from the Office of Economic Development Tourism Management Grant. With this funding, we intend to do the following:

Part II cont.

- Support economic development in the North Fork Valley
- Help travelers navigate through the NFV year-round by utilizing high-quality, durable vinyl flags at local venues farms and wineries
- Enhance marketing materials i.e map of retailers, galleries, eateries and the official Mt. Harvest Festival guide.
- Collaborate with the Museum & Senior Center to create a map of Historic buildings downtown Paonia.

By taking on this Wayfinding Project, NFVCC would like to continue to use professional, clear and consistent marketing materials that will represent the town of Paonia. Again, we are respectfully requesting a Letter of Support from the Town on this project and can assist with the appropriate narrative if needed.

Please let us know if you have any questions or need clarification on Part I or II of this request. We appreciate your time in this matter.

Sincerely,

Amy DeLuca, President
Board of Directors
North Fork Valley Creative Coalition

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Leslie Klusmire, Interim Town Administrator

Date: February 14, 2023

RE: Receipt and Selection of Proposals for Affordable Housing Study

Recommendation: Choose which proposers you would like to interview. I suggest no more than 3. Choose an interview date (assume 1 ½ hours each plus a half hour, 3 interviews = 5 hours) and let me know if you want them to be here in person or if they can zoom in.

We received five proposals from firms hoping to do the Town’s affordable housing assessment. They are attached.

Since both the Master Plan and Affordable Housing plans will commence about the same time, the Town will want to include in both contracts a plan for coordinating the work between the two firms.



Request for Proposal Housing Needs Update
and Action Plan

Paonia, Colorado

8 February 2023



CLAUSON RAWLEY ASSOCIATES INC
landscape architecture.planning.resort design

BBC

RESEARCH &
CONSULTING



CLAUSON RAWLEY ASSOCIATES INC
landscape architecture . planning . resort design

400 West Main Street Suite 203 Aspen, Colorado 81611 t. 970/925-2323 f. 970/920-1628
info@cra-designplanning.com www.cra-designplanning.com

7 February 2023

Leslie Klusmire, Interim Town Administrator
Town of Paonia
P.O. Box 460
Paonia, CO 81428

Submitted via email: leslie@townofpaonia.com

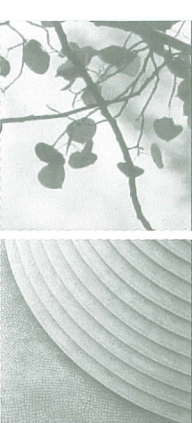
Re: Clauson Rawley Associates, Inc. – Proposal for Town of Paonia Housing Needs Update & Action Plan

Dear Ms. Klusmire:

Clauson Rawley Associates (CRA) in conjunction with **BBC Research and Consulting (BBC)** are pleased to submit this proposal to the Town of Paonia to develop a Housing Needs Assessment & Housing Action Plan. We understand that the Town requires a focus on assessing housing needs prior to lifting an ongoing domestic water tap moratorium as well as a focus on community input and collaboration.

About CRA: CRA has provided community planning and housing related consulting for a number of Colorado communities. This includes publicly funded affordable housing development projects for the Towns of Avon and Snowmass Village, and the City of Aspen; private-sector projects that include affordable housing as a component; and comprehensive planning for several communities. The principals in our firm are Stan Clauson, FAICP and Patrick Rawley, AICP. As former Community Development Director for the City of Aspen, Stan Clauson participated in significant code re-writes and comprehensive planning activities. He currently serves on the Town of Snowmass Village Planning Commission, where a major housing initiative is being undertaken. Patrick Rawley recently finished design development for the Swift Gulch affordable housing project in Avon and is currently working on a similar project for the Town of Snowmass Village. He is also working with developers in Eagle County to ensure that affordable housing is incorporated into project planning to meet or exceed code requirements.

About BBC: BBC has grown into Colorado's leading full-service market and economic research firm. Their projects have included economic and housing analysis for the Cities of Loveland and Vail, as well as developing economic and fiscal models for public and private entities such as the Boulder and Denver Urban Renewal Authorities.



Staff assigned to the project: Patrick Rawley will function as the Project Director and Principal Contact. Other CRA staff assigned to the Project will include Stan Clauson, as principal reviewer and Angela Kemp as staff planner. BBC staff assigned to the project are principals are Iris McLeish and Kevin Williams. Resumes for key staff of both CRA and BBC are provided with this proposal, along with project sheets to reflect our ability to craft a Plan that will fully address the Town's needs.

Our approach: The CRA team will provide policy recommendations to enhance the feasibility and attraction of responsible affordable housing development. These recommendations will ensure that the Town is focused on quality housing to meet the needs of the community. The deliverables will address the most relevant and current issues affecting housing, along with recommended solutions. Any planning process necessarily must include a robust public participation process that is inclusive and representative of the full spectrum of cultural interests, heritage, and vocations. We encourage a collaborative approach to the development of housing by accelerating public and private sector initiatives to best meet the needs of current and potential residents. We would work with the Town to assess areas that are suitable for new development, as well as the prospect of redevelopment in specific zones, while avoiding encroachment on the vibrant downtown business district.

Project goals: Our goal is that the Plan will remain a valuable source of information into the future to address Paonia's long-term housing solutions. We understand the need for protecting limited resources such as domestic water, prime agricultural land, and open space, while also respecting personal property rights. We have a clear sense of the important goals for the North Fork Valley and the Town of Paonia. These include sustainability; protection of agriculture, water, and wildlife; support for vibrant, creative businesses and community events; maintaining a strong local food and beverage economy; and supporting the workforce with affordable, high quality, long-term housing.

As president of CRA, I have the proper authority to make formal commitments on behalf of our firm and the full team. We very much look forward to working with the Town of Paonia and appreciate your review of our proposal presented here.

Sincerely yours,

Stan Clauson, FAICP, ASLA, Principal
CLAUSON RAWLEY ASSOCIATES, Inc.

Project Proposal and Methodology

Clauson Rawley Associates (CRA) is dedicated to quality, consistency, accuracy, and functionality of the Needs Assessments and Plans we work to develop. We have teamed with BBC Research & Consulting (BBC) to provide demographic information on households and population, labor force and commuting information, and general economic conditions.

The advantage of working with our firms is that we are planners and urban design specialists that are committed to accurate data collection, thoughtful synthesis of data, and gaining a sense of place before tailoring your Housing Needs Assessment & Housing Action Plan ("Assessment & Plan"). The Assessment and Plan will capture the characteristics of the community, reflect the influence of the unique location between McClure Pass, Grand Mesa, the West Elk Range, and the Black Canyon of the Gunnison. We would strive to align community needs and residents' best interests. The Plan will mirror shared community values and complement the Town's recent goals, along with the recommendations of the Comprehensive Plan. The work will involve data collection on current conditions, constraints, and opportunities, and will promote strategic development best practices. CRA will look at short-term and long-term implementation of the Plan to develop realistic strategies for the Town.

The CRA team is prepared to conduct research into Paonia's current housing environment and existing housing stock including types, location, age, condition, availability. Gaining an understanding of the regulatory environment surrounding development of new housing, regional factors that influence housing, and the settlement of residents will be necessary to help identify opportunities for Paonia to meet goals for safe, attainable housing for the community.

A deep dive into the review of prior or existing plans, codes, ordinances, regulations, and agreements that impact or give insight into the community will be essential to understanding past planning efforts. This review will highlight the successes and identify issues that may be preventing the achievement of the Town's housing goals. The degree to which housing has become an issue across Colorado means that these constraints will need to be looked at with a broad understanding of the local and regional housing market, as well as outside influences that may be more difficult to assess. Demographic research may inform the types of services that housing should be located nearby and identify the types of housing that could be absorbed. Economic research including income, cost of living and current housing costs will help dictate the framework for the Assessment and Plan. All of these considerations require a level of detail with which the CRA/BBC Team is comfortable developing.

The Action Plan portion will include policy recommendations to enhance the viability of affordable housing development. These recommendations will ensure that the town is focused on quality housing development to best meet the needs of residents and potential residents while maintaining responsible, balanced development goals in regard to existing infrastructure and resources such as domestic water supply. A thorough Housing Needs Assessment and Action Plan can be leveraged by the Town of Paonia to utilize new resources and improve the viability of development that is cutting edge. The Assessment and Plan will increase capacity by minimizing or eliminating investigatory work by the jurisdiction and developers by providing accurate and timely information, assessing tools, and exploring feasibility. CRA is prepared to work diligently and collaboratively with Town Staff to utilize the data gathered to create sound recommendations that include innovative and unique approaches to establishing housing options for the community. Strategies explored will include but not be limited to those presented by House Bill 21-1271 and DOLA.

The CRA team comes to the Town of Paonia with the understanding that assessing suitability for development also includes assessing viability of redevelopment and that careful consideration of location and surrounding land use is important. With these points in mind, CRA will be able to help protect the value of existing buildings, open space and parks, and the downtown by encouraging residential development where it is most suitable. An equitable approach to community outreach and public participation is the goal for the project. For any projects involving public funding, CRA recognizes that it is crucial for the public to be engaged. CRA is attentive to the needs of the community in which we are hired and prefers a robust and collaborative community outreach effort so that public participation is plentiful, meaningful, and fruitful.



The planning process utilized by CRA is open, creative, and informed by the active participation of the community in which we are serving. We look forward to implementing this process when collecting and analyzing data about the community, informing ourselves about the aspects of housing that can enhance the quality of life for Paonia residents. It is our goal to remain aware of and engaged with community needs throughout the process, to propose an equitable Housing Action Plan alongside an accurate and thorough Housing Needs Assessment.

Schedule and Scope of Work

Phase One—Evaluate the Physical, Social, and Regulatory Environment:

Task Area One - Project Management (March 2023)

1.1 Kick-Off Workshop. CRA and BBC (the CRA Team) propose a unified project kick-off meeting with Town Staff, CRA, BBC and Town Board to discuss objectives, identify opportunities and constraints, establish initial contact, and gather a more detailed understanding of key issues and previous or ongoing planning efforts.

1.2 Scheduling. The CRA team will build a schedule of check-in meetings with the Municipality, elected officials, and the Town Board. CRA will provide project management for invoicing and other management activities.

Deliverables:

1. Monthly invoices, budget tracking, progress reports, email communications, and meeting notes.
2. Approved schedule for meetings.

Task Area Two – Existing Conditions Analysis & Public Engagement (March-May 2023)

2.1 Existing Conditions. The CRA Team will conduct virtual and in-person meetings with Town Staff to:

- Identify relevant existing information.
- Review past planning efforts for Affordable Housing development, Zoning changes, and other housing development. Gain a general assessment of community perception of these past projects.
- Identify sites and zones deemed suitable for dense residential development including affordable housing.
- Gain a sense of existing infrastructure, GIS data, and other relevant community data collection that has taken place, or the data collection and public input strategies that have been successful in the past.

2.2 Strategic Community Outreach. Utilizing innovative strategic community outreach methodology, The CRA Team will connect with community stakeholders and residents to inform the public of process, timeline, and major objectives. The outreach will:

- Inform the CRA Team of immediate community concerns relating to current housing initiatives, land use regulations, and other topics of community interest.
- Be an inclusive public process to gain community involvement and participation.
- Be key to the success of the project itself as well as the implementation of changes in regulations and other provisions of the code.
- Include data collection via a robust stakeholder survey conducted by CRA.
- May include public meetings with bilingual (English and Spanish) speaking facilitators present, website and social media engagement, public radio announcements, and other creative ways to reach community members.

2.3 Virtual Existing Conditions Analysis.

- The CRA Team will investigate current guiding and regulatory documents for an in-depth understanding of the current conditions:
- Research on the current housing stock for both the rental market and ownership market will be investigated to include location, costs, type, age, condition, amenities, utilities, etc.



- Demographic and economic research will be conducted and utilized in the data synthesis to inform the CRA Team of economic constraints, tenure (seasonal work is plentiful), and to expose gaps in the markets.
- The CRA Team will conduct forecasting and data analysis to inform the Housing Needs Assessment and Housing Action Plan.

Deliverables:

1. Strategic Community Outreach Plan to inform the public, business owners, community organizations, and other stakeholders of public meetings including location, time, duration, topic
2. A robust Stakeholder survey in Spanish and English.
3. Memorandums summarizing each community and stakeholder meeting.

Phase Two – Developing the Housing Needs Assessment & Housing Action Plan to Meet Town Objectives:

Task Area Three – Draft Documents and Visual Aids (May-June 2023)

- 3.1 Framework.** Establish the framework of the Town of Paonia Housing Needs Assessment and Action Plan, and how it should be organized.
- 3.2 Formalize Objects.** Consider all the goals identified in the research stage and their interplay with existing plans and policies. Build the objectives into the Framework.
- Consider innovative approaches alongside what has already been done in the community.
 - Recognize where constraints can become opportunities.
 - Identify where developers could use support.
 - Plan for preservation of existing housing stock.
- 3.3 Housing Policy Updates.** Identify and rank by priority the housing policy updates suitable for the Town. Meet virtually with Staff to identify which objectives can be met with following the recommendations, but also to gauge community buy-in for these policy changes.
- 3.4 Summarize the Draft Document.** Create a summary to be presented virtually by the CRA Team to staff and decision makers through a variety of informal meetings or formal public hearings, all duly noticed where applicable.

Deliverables:

1. Draft version of the Assessment & Plan along with geographic or graphical visual representations, as necessary.
2. Summary of significant points to be presented and vetted at the review stage.

Phase Three – Referral and Revision Proceedings:

Task Area Four – Review and Referral of Draft (June 2023)

- 4.1 Public Meetings, Hearings, and Outreach.** An extension of the Strategic Community Outreach to provide quality information to the public through a variety of channels, including but not limited to; radio, newspaper publications, social media, community groups/agencies, local businesses. Town Staff will be responsible for meeting requirements for notification for public input referral, public hearings, and formal adoption of any of the proposed policy changes.
- The CRA Team will participate in a work session with the Town Board, in person.
 - Depending on the public review process, changes may be required to be completed by the CRA Team.



Deliverables:

1. Outreach materials, documents, and contact lists.

Task Area Five – Preparation of Final Document (June-July 2023)

5.1 Housing Needs Assessment and Housing Action Plan Final Draft. Final draft of the documents available for public distribution and Town Board consideration.

5.2 Housing Policy Changes. Redline of the documents or written recommendations from CRA will be available for consideration.

5.3 Decision Makers. The timeline for adoption will be dependent on Town staff process and notification, number of hearings, etc. The CRA Team will be responsible for creating a presentation of the product to the Town Board for their review and determination. Updates as necessary to be charged at the rate provided in our cost proposal.

Deliverables:

1. Final Draft of the Town of Paonia's Housing Needs Assessment and Housing Action Plan.
2. Housing Policy Recommendations.
3. Presentation to Town Board of the Final Documents by July 31st, 2023.





CLAUSON RAWLEY ASSOCIATES INC
landscape architecture. planning. resort design

About Our Firm

Clauson Rawley Associates (CRA) was first established in Aspen in 1998 to provide professional planning and design services and, since its inception, the firm has been involved in public sector projects as well as providing support to private clients and the development community. Our work involves responsible and sustainable design and planning in resort and small community environments. We enjoy working closely with community groups and elected officials to craft compelling strategies to turn a vision into reality. Our work in urban planning and design places great importance on providing site sensitive design that benefits from the right kinds of accessibility from all forms of transportation, respects the importance of the pedestrian and the bicyclist in a resort community, and provides a beautiful and walkable environment for residents to call home.

Our staff. The individual members of Clauson Rawley Associates come from a variety of backgrounds and contribute to the planning process in their own unique ways. Our multidisciplinary knowledge helps us communicate efficiently with all consultants active in the planning process.

Community Design. Our firm has been selected as one of a group of consultants to provide services to the Colorado Department of Local Affairs Community and Main Street Program. We have a long history of Main Street program involvement, and are excited about developing streetscape and street design details that fully reflect community values. Additionally, staff has recently completed the Water Efficiency Landscaping Standards program course and is mindful of bringing environmental conservation into our design efforts.

Affordable Housing/Historic Preservation Focus. CRA has participated in numerous public sector and private development activities for affordable housing, including projects in Avon, Aspen, Basalt, and Snowmass Village. We have been listed by the Colorado Department of Local Affairs as a qualified consultant for affordable housing planning and development activities. In the field of historic preservation planning, CRA, working with historic preservation consultant Tatanka Associates, recently completed historic preservation plans for the City of Colorado Springs and the City of Lafayette, and have on-going work for the historic preservation plan in the Town of Windsor, Colorado. Our work in Colorado Springs received an award from the Colorado Springs Historic Preservation Alliance and was featured in a presentation at the "Saving Places" conference.

Development Services. CRA has worked on numerous lodging and commercial development projects, providing entitlement services and site design. These include four hotel projects in Aspen, including a major area redevelopment of the historic Lift One area. Wherever possible, our projects have included award-winning historic preservation components. We also offer residential planning and landscape design support to individual homeowners seeking to expand or improve their residential settings.

Stan Clauson, FAICP, ASLA
Principal

Patrick Rawley, AICP, ASLA
Principal

Mathew Davis, PLA, ASLA
Landscape Architect

Britni Johnson, ASLA, QWEL
Landscape Designer

Erin Greenwood
Landscape Designer

Angela Kemp
Staff Planner

Heather MacDonald
Office Manager/
Staff Planner

Team Clauson Rawley Associates



CRA Key Personnel

Stan Clauson, FAICP, ASLA - Principal In Charge



Education and Credentials

- **Harvard University, Graduate School of Design, MLA 1978**
- **University of Wisconsin, M.A. 1971**
- **Denison University, B.A. 1967**
- **APA Chapter Presidents Council,**
2016 Karen B. Smith Award for Outstanding Service to Members 2016
- **City of Aspen Historic Preservation Award,**
2005, 2016, 2018 for projects within the Main Street and Commercial Core Historic Districts

Biography

Stan Clauson has over thirty years of planning experience including recreational resort projects in both the Rockies and in New England. Former Community Development Director for the cities of Aspen, Colorado and Montpelier, Vermont, he holds a Masters' degree in Landscape Architecture from the Harvard Graduate School of Design. Stan has been a frequent lecturer on resort transportation and resort revitalization strategies, and an invited speaker at international conferences in Japan and Europe. He is a member of the Institute of Transportation Engineers and led study tours for local and state transportation officials to observe resort transportation concepts in Europe. His work has won awards from the Vermont Planning Association, U.S. Department of Housing and Urban Development, and the City of Aspen Historic Preservation Commission. Stan is a member of the American Institute of Certified Planners, Past President of the Colorado Chapter of the American Planning Association and holds numerous other professional memberships. He currently serves on the Professional Advisory Committee for the landscape architecture program at Colorado State University and on the American Planning Association Education Committee.

Relevant Experience

- **Principal/President 1998—Present**
Stan Clauson Associates, Inc.; Aspen, Colorado
- **Community Development Director 1994—1998**
City of Aspen, Colorado
- **Director of Planning & Development 1988—1991**
City of Montpelier, Vermont
- **Principal 1981—1986; 1991—1994**
Stan Clauson Associates; Cambridge, Massachusetts and Montpelier, Vermont
- **Public Lighting Research Project 1986—1987**
Lausanne, Switzerland
- **Community Development Urban Designer 1979—1981**
City of Newton, Massachusetts
- **Project Director 1977—1978**
Roxbury-Dorchester Community Beautification Program; Boston, Massachusetts



Patrick Rawley, AICP, ASLA - Principal



Education and Credentials

- University of Colorado Denver, MLA/MURP 2007
- St. Mary's College of California, B.A. 1998
- St. Mary Catholic Church, Aspen, Colorado, Building Committee 2016 - current
- American Planning Association, Colorado Chapter, Annual Conference Planning Committee, 2019
- American Planning Association, Member
- American Institute of Certified Planners (AICP), Certified Planner 025184
- American Society of Landscape Architects
- The Field, The Professional Landscape Architects Network, The Confluence of Art and Land Use Politics, or the Journey is Half the Fun. Rawley, Patrick. August 12, 2013
- The Field, The Professional Landscape Architects Network, Marijuana in the Mountains. Rawley, Patrick. June 17, 2014

Biography

Native of Colorado, Principal Patrick Rawley has been captivated by the fusion of nature and human settlement patterns from an early age. Whether pursuing outdoor activities, studying history, traveling or enjoying the arts, Patrick seeks the common threads that form and enrich the human experience. He enjoys adventures with his wife and three young boys. Patrick graduated from the University of Colorado Denver with dual Master's degrees in Landscape Architecture and Urban and Regional Planning. He is a member of the American Institute of Certified Planners (AICP) and the American Society of Landscape Architects (ASLA). Prior to graduate school, Patrick worked with a transactional law group that provided experience in the acquisition and disposition of commercial real estate. This led Patrick to his graduate studies and laid a solid background for his education and professional career.

Relevant Experience

- **City of Colorado Springs Historic Preservation Plan Update, Colorado Springs, Colorado**
An update of the 1993 Historic Preservation Plan, organized and executed an extensive public outreach process, assisted in research, drafting, and editing of the updated historic preservation plan, and performed general project management. Adoption of the HistoricCOS plan happened in December 2019.
- **Lift One Lodge, Aspen, Colorado**
Preparation and processing of the land use application for the Lift One Lodge and associated public improvements anchoring the redevelopment of the second winter and summer use portal to Aspen Mountain. A private/public partnership with the City of Aspen, Aspen Skiing Company, and the Gorsuch Haus Lodge, the project received a recommendation of approval from the Aspen City Council.
- **St. Mary Catholic Church Renovation, Aspen, Colorado**
Provided land use and landscape architectural design working closely with project architect on the restoration of the historically designated church. Obtained land use approvals for potential expansion of church subgrade meeting hall and oversaw installation of landscape.
- **Pitkin County, Facilities Management, Pitkin County, Colorado**
Working closely with the County Facilities Director, provided land use planning for various County owned properties including the Pitkin County Courthouse.
- **Town of Buena Vista Comprehensive Plan Update, Buena Vista, Colorado**
Provided community outreach and visioning, assisted in presentations to the community, and drafted sections of the final comprehensive plan document.
- **Facilities Master Plan, Town of Avon, Colorado**
Worked closely with Town staff and emergency service providers in crafting a master plan document that provided recommendation on the use of various Town owned properties.
- **Aspen Airport Business Center and State Highway 82 Grade Separated Pedestrian Crossing**
Member of team developing a safe and attractive pedestrian crossing of a heavily traveled roadway.



Angela Kemp - Staff Planner

Education and Credentials

- Northern Michigan University, Bachelor of Arts (2014) Environmental Studies and Sustainability
- Wayne State University, Master of Urban Planning (2021) Focus in Community Development
- American Planning Association, Member
- Currently preparing for the AICP examination



Biography

Angela Kemp is a land use planner who joined CRA from the public sector where she gained a broad understanding of quality rural land planning and land use. She earned a Master's Degree in Urban Planning from Wayne State University in Detroit. While the Motor City is dear to her heart, she missed having "backyard" access to public lands for backpacking, biking, and hiking with her dogs and friends. Her Colorado tenure began in 2014 as an organic farmer and florist on the Western Slope, just after completing her Undergraduate Degree in Environmental Studies and Sustainability. She has a background in customer and client service with expertise in translating concepts into workable action plans, largely influenced by her years of work in event design.

Professional Activities

- **Staff Planner, 2023-present**
Clauson Rawley Associates, Inc., Aspen, Colorado
- **Housing Options Workgroup (HOW), 2022-present**
Delta County, Colorado
- **Planner I, 2021-2022**
Delta County, Colorado

Relevant Experience

- **Public Sector Planning** processing; permits, subdivisions, boundary adjustments, and land use entitlements as well as conducting Site Plan review.
- **Project Assessment** for compliance with the Land Use Code and alignment with the comprehensive planning.
- **Provide Information to Applicants** on guiding and regulatory documents, as well as process and requirements for projects.
- **Participated in Land Use Code update**, Intergovernmental Agreement updates. Worked on a long-term Housing Strategy and infrastructure mapping project.





About Our Firm

BBC was founded in Denver, Colorado in 1970. Since that time, BBC has conducted more than 5,000 research assignments and has grown into Denver's leading full-service market and economic research firm. With a full-time 15-person staff, the firm provides economic, financial, statistical, market, and policy research as well as advisory services to governmental interests and organizations in Colorado and nationwide. BBC's clients range from large private companies to small not-for-profit organizations and local governments.

Economic and market analyses. BBC is considered an expert in helping organizations understand their economic and market potential. BBC takes a long-term and forward-thinking approach to assessing economic and market conditions. BBC considers not only the current economic and market conditions but also behavioral and socioeconomic trends that could impact future community growth and needs. The firm's past economic and market research projects include:

- Conducting economic, housing, and fiscal impact analyses as part of the City of Loveland's comprehensive planning process.
- Documenting behavioral and socio-economic trends related to a large mixed-use development in Loveland.
- Analyzing retail and market opportunities for the South Broadway corridor for the City of Englewood.
- Assessing proposed redevelopment impacts for the Town of Vail and for the City of Loveland.
- Developing economic and fiscal models for public and private sector entities such as the Boulder Urban Renewal Authority and the Denver Urban Renewal Authority.

Benefit-cost analyses. BBC has extensive experience conducting benefit-cost analyses including analyses of transportation and redevelopment investments for the Denver Regional Council of Governments; the Colorado Department of Transportation; Aurora, Colorado; the Town of Vail; and Sioux City, Iowa. As part of their benefit-cost analyses, BBC assesses quantifiable measures as well as qualitative community impacts. BBC's benefit-cost analyses often include measures of economic competitiveness, sustainability, safety, quality of life, and capital and operating expenses.

Survey research. BBC is widely recognized for its ability to combine complex quantitative analyses with nuanced information from qualitative research. The firm is known for thoroughly analyzing research results and providing insights that include thoughtful interpretation and recommendations. BBC possesses unrivaled expertise in executing statistically valid surveys in various modes—including telephone, web, and paper surveys—and applying advanced quantitative and qualitative research tools. BBC's survey research has addressed a variety of topics including understanding resident perceptions and desires; estimating current and future demands for services; and identifying community challenges and opportunities.



KEVIN WILLIAMS
BBC Managing Director

Kevin Williams is Managing Director with BBC Research & Consulting. His areas of expertise include economic, market, visitor, and policy research. He has completed numerous visitor and resident studies and economic impact assignments for a variety of businesses, nonprofit organizations, and state and local governments. He has been invited to present on economic research studies for a number of events including the 2015 ProBike ProWalk Conference and the 2014 Association of Pedestrian and Bicycle Professionals Professional Development Seminar.

Relevant Qualifications

- **Socioeconomic and demographic forecasting.** Mr. Williams developed a socioeconomic forecasting model for Garfield County, Colorado. The model projected population, school district enrollment, employment, households, and earnings. BBC analyzed state and federal data and worked with community and business leaders to develop appropriate assumptions for baseline forecasts. BBC then created a web-based user-interface to give county planners the flexibility to adjust the model based on new data and ask “what if?” style questions about future economic development. Mr. Williams also developed a regional input-output model for the Associated Governments of Northwest Colorado building on the research done for Garfield County. Mr. Williams worked closely with the Colorado State Demography Office to ensure compatibility with future economic analyses in the region.
- **Feasibility and market analysis.** Mr. Williams led BBC’s analysis of the economic and fiscal impacts of the proposed Museum of Boulder for the City of Boulder and developed an evaluation template for the City to use in analyzing future cultural investments. Mr. Williams also led BBC’s work for Arts and Venues Denver regarding the reuse of a historic structure in downtown Denver and the analysis of potential reuse for a building in Brush, Colorado. Mr. Williams recently worked with the City of Loveland on feasibility study for the Pulliam Community Building, a Works Progress Administration era auditorium in downtown Loveland. He feasibility research has also included long-term fiscal planning.
- **Strategic planning.** On behalf of the Denver Regional Council of Governments (DRCOG), Mr. Williams led a regional listening tour to inform development of the Metro Vision 2040 regional plan. The study team gathered information from interviews with thought leaders; focus groups with experts in transportation, aging, disability policy; natural resources, sustainability, affordable housing, and health care; and a survey of more than 1,200 local residents. BBC identified how the community envisioned a Metro Denver in 2040 that is the best place for people of all ages, abilities, and incomes to live.

Education

Master of Public Affairs, University of Texas at Austin, The L.B.J. School of Public Affairs
B.S. Engineering Physics, University of Colorado at Boulder



Iris McClish
BBC Director

Ms. McClish is an expert in both quantitative and qualitative research and has managed complex research projects for public, private, and nonprofit clients. She has worked on recent BBC projects to help clients analyze marketplace conditions; estimate current and potential economic impacts; and identify visitor and resident perceptions and trends. She has managed BBC's on-call market research account for the Regional Transportation District – Denver (RTD) since 2015.

Relevant Qualifications

- **Market and fiscal analysis.** Ms. McClish is experienced in both quantitative and qualitative market research, which allows her to dive deeply into behavioral and socioeconomic influences in a market area. She has completed analyses of marketplace conditions for a number of public-sector clients. Ms. McClish has examined both national and regional markets using survey information, the U.S. Census Bureau, real estate analyses, and a number of other sources. Ms. McClish has completed marketplace analyses for the City of Portland, the City of Virginia Beach, the City of Charlotte, and a private development in Loveland. Ms. McClish has also researched and documented financial mechanisms to help organizations maximize fiscal opportunities. Her research has included an assessment of federal, state, local, and innovative financial mechanisms to help Boulder County fund transit services throughout the region.
- **Survey research.** Ms. McClish has managed nearly 30 survey projects over the last five years including more than 10 for RTD. As part of RTD's most recent bi-annual customer survey, Ms. McClish was responsible for the distribution of more than 42,000 survey packets to help the agency identify growth opportunities for future planning. She also managed RTD's 2018 Fares Study to help the agency better understand the implications of potential fares changes on low-income residents. She has led survey research project for Rack Room shoes, the Denver Art Museum, and scores of other public, private, and nonprofit clients across the county.
- **Project and data management.** Ms. McClish is a seasoned project and data manager. She possesses nearly a decade of experience managing complex research projects, almost all of which have included large, complex quantitative research components. Ms. McClish recently managed a statewide research project for the Illinois Department of Transportation, which included nearly 25,000 attempted telephone surveys, six public meetings, and 60 in-depth interviews. She led data efforts for the City of Virginia Beach, the City of Charlotte, the City of Boston, and the Ohio Department of Transportation.

Education

MSc, Development Studies, London School of Economics, 2009
B.A., Economics, University of Nevada, Las Vegas, 2008



CRA Project Experience and References

HayMax Affordable Housing

Aspen, Colorado

In response to the need for affordable housing for their hotel staff, the client purchased a property with a small historic Victorian cottage on a large Main Street lot in Aspen. CRA provided an initial analysis of the affordable housing development potential for the property under the City of Aspen land use code including providing the architects, DJA Architects of Aspen, with specifications for project approval. When architectural design was substantially complete, CRA provided a landscape plan to complement the architecture and historic site, along with meeting Parks Department requirements for the installation of street trees and right-of-way landscaping. We then prepared a land use application that would meet all requirements of the code. CRA has been responsible for taking the project through the land use approval process and has received strong support for the project from City staff.

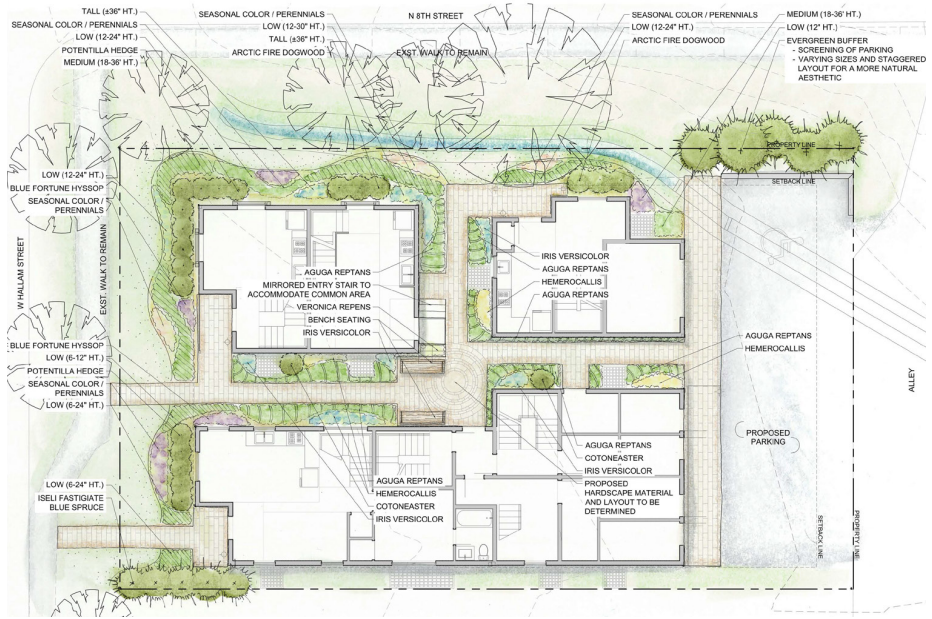


Michael Brown, Principal
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970.930.1754
micheal@haymax.com



Affordable Housing at Poppies

Aspen, Colorado



Clauson Rawley Associates provided land use planning and landscape architectural design for the redevelopment of an existing historic home in Aspen, formerly used as a restaurant, for affordable housing. The subject site is located at the corner of West Hallam Street and 8th Street at 834 West Hallam. The historic home was relocated to a more prominent location on the parcel and incorporated into the affordable housing development. The proposed redevelopment included seven (7) affordable housing units along with accessory storage and exterior parking spaces. In conjunction with Forum Phi Architects, the variation in façade depths, as well as the heights of decks and roof elements, reduced the appearance of the massing of the development.

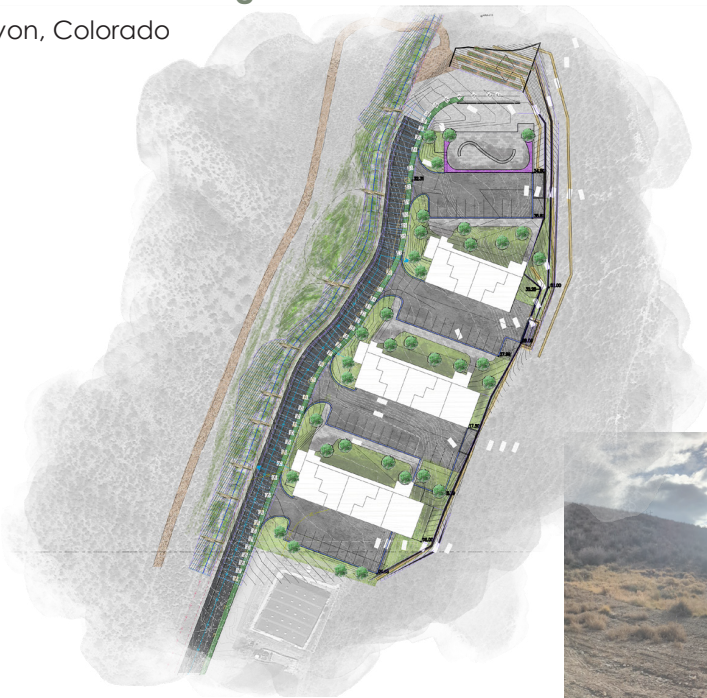
The redevelopment provided for a new sidewalk along West Hallam Street, which was constructed so that the existing cottonwood trees will remain unharmed.



Amy Simon, Planning Director
 427 Rio Grande
 Aspen, CO 81611
 970-429-2757
 amy.simon@aspen.com

Affordable Housing at Swift Gulch

Avon, Colorado



Clauson Rawley Associates was hired by the Town of Avon to master plan three Town owned sites involving five significant functions of the community: town hall, an outdoor performing arts venue, Police, Public Works, and affordable housing. The project, which was completed within a very condensed time frame, involved performing public outreach and regularly presenting findings to the City Council. Having analyzed a complex set of permutations of potential uses, CRA was able to provide a concise recommendation to the Town for the five Town functions, which was instrumental in determining future directions for the community facilities. The final report was completed on time and on budget and was well received by the Town of Avon. The Swift Gulch property was identified as having potential for affordable housing development. Under continuing contract with the Town of Avon, CRA is working with 2757 Design and JVA Engineering to advance the design for affordable housing at Swift Gulch.



Matt Pielsticker/Planning Director
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PO Box 975
Avon, CO 81620
970-748-4413
mpielsticker@avon.org



Water Plant Affordable Housing Phase I

Aspen, Colorado

With Rowland + Broughton Architects, Clauson Rawley Associates provided land use planning consulting for Phase I of the Water Plant Affordable Housing project. Clauson Rawley Associates prepared a detailed zoning and development potential analysis, worked closely with City of Aspen Asset Management staff on desired outcomes of the project, took part in discussions with Community Development staff in connection with the Pre-Application Conference Summary, and assisted in preliminary work with the lessee for the relocation of the existing cellular tower on the site.

The understanding of the site and the project goals gained by Clauson Rawley Associates involvement in Phase I of the project will provide invaluable continuity and understanding of the site and the neighboring residential uses. This familiarity will be particularly important in connection with the extensive public outreach that will be required as part of the development process.



Andy Rossello
Utilities Engineer
City of Aspen
500 Doolittle Drive
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970.429.1999
Andy.Rossello@aspen.gov



Snowmass Village Market and Fiscal Impact

BBC conducted a comprehensive impact analysis of changes to the Snowmass Base Village development plan to help Snowmass understand the net new revenue effects of proposed mixed-use redevelopment in the Base Village. As part of the analysis, BBC assessed how proposed entitlement and development changes would affect residential mix, occupancy, property values, town property, sales, lodging, and real estate transfer tax revenues.

SNOWMASS VILLAGE
016 Kearns Rd, Ste 300
PO BOX 6565
Snowmass Village, CO 81615
Craig Monzio

BBC conducted a benefit-cost analysis of proposed concepts to the Vail visitor welcome center to assess the impacts of an enlarged and more centralized welcome center with enhanced activities for visitors. BBC compared first-year capital costs and annual operating expenses to new annual cash flow, including net new retail and lodging sales, associated with the proposed changes. The benefit-cost analysis projected that the proposed changes would result in a net benefit to the community.

VAIL EXPERIENCE
STANTEC
1112 Pearl Street
Boulder CO 80302
Janet Martin

Blue River Fiscal Impact

BBC developed a fiscal model for the Town of Blue River Colorado to document potential fiscal benefits and costs for annexation of a proposed development. The model included nuances related to the pace of the proposed development, the nature of the residents (e.g. second-home owners or full-time residents), and the role of the commercial and residential elements of the property. The final report provided an estimated net fiscal impact for the annexation along with a detailed discussion of BBC's assumptions and methodology.

CABIN PROPERTIES
7003 Poudre River Rd
Greeley, CO 80634-9369
Craig Dewars

Northern Colorado Mixed-Used Development

BBC documented the global, regional, and local influences that could potentially impact a large mixed-use development in northern Colorado. As part of that research, BBC considered socioeconomic patterns that influence resident and visitor behavior to help the developer establish a forward-thinking program for the property. BBC also researched and documented historical factors and geographic barriers that would influence the property's development.

MCWHINNEY
1800 Wazee Street
Suite 200
Denver, CO 80202
720-360-4700
Dan Cohen

City of Boulder Economic and Fiscal Analysis

BBC completed a three-phase study for the City of Boulder that included an analysis of the fiscal and economic impacts of the proposed Museum of Boulder. The project also included the development of a template for the evaluation of future cultural and recreational investments by the City. The template has helped City policy makers ensure that cultural and recreational investments complement current planning documents for the City and individual neighborhoods; provide an appropriate economic and fiscal return; and further the cultural goals of the City.

CITY OF BOULDER
Mary Ann Mahoney - Executive Director
MaryAnn.Mahoney@bouldercvb.com
Direct: 303-938-2072 • Main office: 303-442-2911
Boulder Convention and Visitors Bureau
2440 Pearl Street, Boulder, CO 80302

East-West Gateway Council of Governments Sustainability Research

BBC conducted research on resident attitudes toward sustainable planning in the metropolitan St. Louis area. As a part of that research, BBC assessed residents' perceptions related to sustainable economic growth and key challenges for the region. The research was used as a baseline for regional attitudes on planning concepts as East-West Gateway (the St. Louis metropolitan planning organization) developed a long-term vision and plan for the region.

EAST-WEST GATEWAY COUNCIL OF GOVERNMENTS
1 S Memorial Dr
Ste 1600
Saint Louis MO 63102
Aaron Young

Cost Proposal

Clauson Rawley Associates, Inc. proposes to undertake the Scope of Work detailed herein for a fee not to exceed fee of Seventy-one two hundred sixty thousand dollars (\$71,260.00). Billing will occur monthly based on a percent completion basis for each of the Task elements detailed in the Scope of Work and Schedule. Reimbursable expenses shall be billed at cost and may include travel, lodging, reproduction of documents, etc. Reimbursable expenses are estimated at five percent (5%) of project fees or Three thousand five-hundred sixty-three dollars (\$3,563). The proposed project budget is therefore Seventy-four thousand eight hundred twenty-three dollars (74,823.00). Any additional services requested by the Town of Paonia not included in the Scope of Work provided herein shall be billed at our hourly rates as provided on the attached Rate Schedule.

Availability

All team members identified in this proposal and assigned to this project are available to complete the work as specified.

Liability Insurance

Clauson Rawley Associates carries professional liability insurance and other coverages to meet all requirements of the Town of Paonia and the Colorado Department of Local Affairs.

Registration

Clauson Rawley Associates, Inc. (CRA) is a registered firm with the State of Colorado and the Colorado Department of Local Affairs. CRA certifies that none of its employees and any partner or potential subcontractor are presently debarred or otherwise ineligible to pursue the professional activities detailed herein.



Clauson Rawley Associates Inc.

Principal	\$240/hour
▪ Stan Clauson, FAICP, ASLA	
▪ Patrick Rawley, AICP, ASLA	
Landscape Architect	\$155/hour
▪ Caitlin Aceto, PLA, ASLA	
▪ Mathew Davis, PLA, ASLA	
Staff Planner/Landscape Designer	\$135/hour
▪ Erin Greenwood	
▪ Britni Johnson, ASLA	
▪ Angela Kemp, MUP	
▪ Heather MacDonald, MArch, MUD	
CAD Services/Planning Technician	\$100/hour
Office/Clerical/Intern	\$75/hour

BBC Research & Consulting

Kevin Williams, MPA	\$155/hour
Iris McClish, MSc,DS	\$155/hour

Fees are billable monthly. After a 60-day grace period, interest on outstanding balances accrues at the rate of 12% per annum beginning 30 days from the date of the invoice. Out of area travel time is billed at full rates in one direction only.

Expenses such as out of town mileage, telephone, reproduction of documents, etc. are billed at cost. In-house copying is billed at \$0.05 per black & white and \$0.50 per color copy. Large-format color documents are \$10 each. Vehicle mileage for travel out of Aspen is billed at the applicable Federal Standard Mileage Rate, currently \$0.58.5/mile. Subcontractual services and permit fees not exceeding \$500, paid at the request of the client, are billed at cost without mark-up. Work is performed through a letter agreement to which this fee schedule is provided as an attachment. Equivalent staff to those named may be provided.

- Professional Credentials:
- FAICP—Fellow American Institute of Certified Planners
 - AICP—Member American Institute of Certified Planners
 - ASLA—Member American Society of Landscape Architects
 - PLA— Licensed Professional Landscape Architect
 - MUP—Master of Urban Planning
 - MArch—Master of Architecture
 - MUD—Master of Urban Design
 - MPA—Master of Public Affairs
 - MSc,DS—Master of Science, Development Studies



Project Timeline, Estimated Budget, and Staffing Plan

							Hours				Total Cost	
							CRA		BBC			
Paonia Housing Needs Update and Action Plan												
08-02-23							Mar-23	Apr-23	May-23	Jun-23	Jul-23	
Phase One: Evaluate the Physical, Social, and Regulatory Environment												
Task	One - Project Management											
1.1	Kick-Off Workshop											
1.1	Scheduling											
Task	Two - Existing Conditions Analysis & Public Engagement											
2.1	Existing Conditions											
2.2	Strategic Community Outreach											
2.3	Virtual Existing Conditions Analysis											
Phase Two: Developing the Housing Needs Assessment & Housing Action Plan												
Task	Three - Draft Documents and Visual Aids											
3.1	Framework											
3.2	Formalize Objectives											
3.3	Housing Policy Updates											
3.4	Summarized the Draft Document											
Phase Three: Referral and Revision Proceedings												
Task	Four - Review and Referral of Draft											
4.1	Public Meetings, Hearings, and Outreach											
Task	Five - Preparation of Final Document											
5.1	Housing Needs Assessment and Housing Action Plan Final Draft											
5.2	Housing Policy Changes											
5.3	Decision Makers											

Note: This timeline is an estimate and can be adjusted upon recommendation by the Town of Paonia. The scope of services and fees would be discussed with the Town following selection to better define the scope of work and key focal points for the project.

Proposed Fee	\$	71,260.00
Estimated Reimbursable Expenses at 5%	\$	3,563.00
Total Estimated Budget	\$	74,823.00





HOUSING NEEDS ASSESSMENT & HOUSING ACTION PLAN

Prepared for:



Town of Paonia, Colorado

Prepared by:



Economic & Planning Systems, Inc.

in collaboration with:





February 8 2023

Ms. Leslie Klusmire
Interim Town Administrator
Town of Paonia
POB 460
214 Grand Avenue
Paonia, CO 81428

Subject: Housing Needs Assessment & Housing Action Plan; EPS #233012

Dear Leslie:

Economic & Planning Systems (EPS), with our partner SE Group, is pleased to present this proposal for a Housing Needs Assessment and Housing Action Plan. EPS and SE Group have extensive experience working together with small and larger communities across the State on housing strategies and community plans. We are highly familiar with navigating community needs and informing local policy approaches to address these needs. In housing, we focus on projects like yours that focus on action and implementation.

EPS and SE Group are drawn to this project because of our enthusiasm for working with small and midsize communities on housing needs and strategies, and economic and community development. We have worked with communities around the region on housing issues, including Fruita, Delta, Lake County and Leadville, Pagosa Springs and Archuleta County, Chaffee County, Summit County, Glenwood Springs, Basalt, Eagle, Ouray, and others. We understand the changes these places are experiencing pre- and post-pandemic to their economies, demographics, and housing markets. We are passionate about helping communities address them with creative and actionable solutions to create and preserve housing access for all residents.

EPS will be the lead consultant for this project and will direct efforts to assess housing needs and develop strategies, policies, and programs in the strategic action plan. EPS and SE Group will both facilitate the community engagement and outreach efforts. SE Group will be responsible for creating development concepts and completing the code analysis portion of the strategic action plan.

EPS professional staff assigned to the project are Brian Duffany, Principal, who will be the Project Director and Principal-in-Charge and Carson Bryant, Associate, who will be the project manager and lead analyst, supported by additional EPS staff for specific tasks. SE Group professional staff includes Gabby Voeller, AICP, Senior Community Planner, Julia Randall, Analyst/Planner, and Avery Wolfe, Planner.

730 17th Street
Suite 630
Denver, CO 80202
303 623 3557

Denver
Los Angeles
Oakland
Sacramento

epsys.com

The work plan described in our proposal contains three main elements. The Needs Assessment is the “data” on the housing market, economy, and demographics affecting housing demand. The Needs Assessment will be informed by a robust community outreach process that will provide qualitative information, stories, and experiences that will be important to incorporate to enrich our and the community’s understanding of the challenges. Next, we will evaluate potential sites for housing development and partnerships. Lastly, we will provide the Town with an Action Plan that provides realistic locally relevant steps to take to improve housing access and opportunity.

EPS takes a collaborative approach to everything we do and look forward to your input as we refine a scope and move forward. We are excited about the opportunity to work with you and the Paonia community.

PROJECT DIRECTOR/PRINCIPAL CONTACT:

Brian Duffany, Principal
Economic & Planning Systems
730 17th Street, Suite 630
Denver, CO 80202
303 623 3557 (o) | 720 460 3302 (d) bduffany@epsdenver.com

Sincerely,

ECONOMIC & PLANNING SYSTEMS, INC.



Brian Duffany
Principal

Proposal

Project Understanding

Paonia is a community that reflects the diverse and evolving nature of small towns in Colorado. Paonia was first inhabited by the Ute people who lived throughout Colorado, Utah, and the Great Basin. White settlers brought farming and ranching, orchards, and coal mining to the area in the 1800s. The West Elk Coal Mine up Hwy. 133 outside Somerset is still active and served by Union Pacific unit coal trains. Today, Paonia is well known for its high-quality fruits and wine that are exported throughout Colorado. More recently, the community has evolved into a hub for local food, brewing and viniculture, artists, and outdoor recreation. Like similar high-amenity communities throughout the Rockies, it is also attracting remote workers (working for a company outside the region) and people who can bring their job or business anywhere. The confluence of these different resident (and visitor) types is affecting the housing market, as remote workers can typically pay more for housing than people working in the local economy. With so much growth in Colorado, many relatively undiscovered places are now seeing these same types of growth and housing pressures.

EPS and SE Group have deep experience working together in places in Colorado with similar challenges and evolution to Paonia. EPS specializes in helping communities understand change, and in the housing context, what local tools and strategies can be used to create and preserve housing for local residents and the workforce – to enable people to continue to live in their community, and to help sustain the local economy and character of the place. SE Group also has extensive experience in small community planning, outreach, and site-specific physical planning. Through objective research and analysis on the economy and housing market, and extensive outreach in the community, we will help the community and its leaders determine what the most pressing housing issues are, and how the community can act and partner to improve housing access and preservation for the local community.

Our goal for this project is to document housing needs in Paonia while also developing relevant policy opportunities for the Town to best address these needs. We see the primary focus of this project as building a common understanding of community housing needs and providing actionable strategies for developing, preserving, and funding housing.

Scope of Work

Task 1: Housing Needs Assessment

The EPS Team will prepare a comprehensive housing needs assessment that documents demographic, economic, and housing market conditions in Paonia that influence housing demand. We will assess the current housing stock, price trends, and recent development activity in the area. The analysis will highlight housing affordability gaps for the local workforce as well as evaluate the housing needs of particular populations, including seniors and seasonal workers. Based on the analysis, EPS will provide an estimate of total housing need, broken down by income level and tenure.

Given the relatively small size of Paonia, it is important for the needs assessment to draw from numerous data sources. In addition to the secondary data on demographic, economic, and housing conditions available from the U.S. Census and the Colorado State Demography Office, EPS will proactively gather data from primary sources where available, such as from Town staff, realtors, residents, developers, and housing practitioners. The needs assessment will be informed by data and enriched and expanded on by our community outreach efforts. All of the data points listed in the RFP are relevant to the housing needs assessment. EPS has significant experience working with these data points and using them to inform housing studies and action plans.

Task 2: Community Outreach

A community outreach effort is central to this project. The outreach will inform the understanding of the Town’s housing needs and the most relevant and effective strategies to address these needs. The team will ensure that outreach efforts are comprehensive and engage a wide range of Paonia’s population, especially marginalized groups and groups who face the greatest level of housing instability.

Task 2.1 - Focus Groups

The first part of the community outreach effort will be stakeholder-specific outreach, which will involve dedicated focus group sessions with various groups to better understand housing needs, barriers to access, and housing market conditions. The team will host 2-hour meetings with each group in which we will facilitate a discussion about key housing issues and needs in Paonia. This format will enable the team to engage in a robust conversation with stakeholders and to gather their input. While the list of groups is will be determined over the course of the project, the groups we intend to hold these focus group sessions with include:

- Senior citizens
- Farm workers
- Immigrant populations
- Service workers
- Major employers
- Property owners
- Residential builders/developers
- Other important community groups

The team will make a concerted effort to connect with these groups and ensure their participation in our outreach efforts. In order to accomplish this, the team will partner with service providers, nonprofits, churches, unions, and other community organizations in the area to organize outreach and set up the dedicated focus group sessions. Where needed, we will incorporate Spanish translation into these meetings. We plan on making a 2-day trip to conduct this outreach and complete as many interviews as possible. We will hold virtual meetings for those we cannot arrange in person.

Task 2.2 - Community Open House

The next component of the community outreach effort will be a public open house. The team will host an in-person open house lasting 2-3 hours in which we present preliminary findings on housing needs and strategies to the public and gather feedback. This will enable community members to directly engage with the project team and will expand the scope of input we gather for the project. To promote turnout and accessibility to the open house, we will work with Town staff to promote the event across a wide spectrum of the town's population and will offer two different event times (one in the afternoon, one in the evening). In addition, the team will provide Spanish translation at the open house.

Task 2.2 - Policymaker Work Session

The last component of the community outreach effort will be an in-person work session with a policymaking body, such as Town Board of Trustees and/or the Planning Commission. In the work session, the team will present its project findings and will provide policymakers with an opportunity to comment and offer feedback to the project. The team, along with Town staff, will incorporate feedback from the work session into the final product. In this meeting, the team will offer live Spanish interpretation for an additional fee.

Task 3: Site Identification and Development Concepts

In this task, the team will identify and evaluate potential sites for housing development in Paonia. The team will propose 3-4 sites for housing development and will provide basic massing; images to describe housing types; unit type recommendations; affordability recommendations; information on development costs; financial feasibility; and key barriers to development for each site. The team will recommend potential policy tools that can be applied to help with feasibility. Information on development constraints and costs will be gathered from housing market research and from interviews with local builders and developers.

Selecting sites for housing development will be based on conversations with Town staff, policy goals, interviews with property owners, and criteria related to available infrastructure, site location, lot size, whether the site is contiguous with Town, and current zoning. The development concepts will serve as concrete examples of where and how housing can be developed in Paonia.

Task 4: Strategic Action Plan

This task will provide a concrete set of actions that the Town can take to address housing needs. The action plan will be organized into four different sets of strategies: housing production, preservation, funding, and land use code. The strategies recommended will consider local market and community context while also considering the practicality of what the Town can implement.

- **Housing Production:** These strategies will be aimed at developing new affordable and attainable housing units and increasing the housing supply to meet local housing needs. The strategies will take into account local development constraints and consider how approaches can meet needs at various levels of affordability.
- **Housing Preservation and Stewardship:** These strategies will focus on the preservation of existing housing units, especially those that are relatively affordable. Preserving housing units is a way to ensure housing stability for current residents while committing fewer resources than new construction. These strategies will also focus on the role of deed restrictions in preserving housing affordability over the long-term.
- **Funding:** This part of the plan will give an overview of local options for the Town to establish dedicated funding sources for housing. The team will provide a comprehensive overview of relevant taxes and fees as well as estimates of revenue potential and possible barriers to implementation. In addition, the team will describe State funding sources that are currently available for housing.
- **Code Revisions:** This part of the plan will provide recommendations of land use code changes that will enable and incentivize the development of more housing types, such as ADUs, duplexes, and fourplexes. This will include an analysis of how the existing code regulates housing development through rules related to allowable density, parking requirements, minimum lot sizes, and setbacks. The team will also evaluate existing short-term rental regulations and offer recommendations on how the Town can advance affordable housing availability through regulations on short-term rentals.

The strategic action plan will recommend how the Town can meet at least four of the DOLA qualifying strategies in order to successfully apply for funding from the DOLA Incentives Grant Program. The team is deeply familiar with the grant program and will evaluate housing strategies through the lens of DOLA's qualifying strategies.

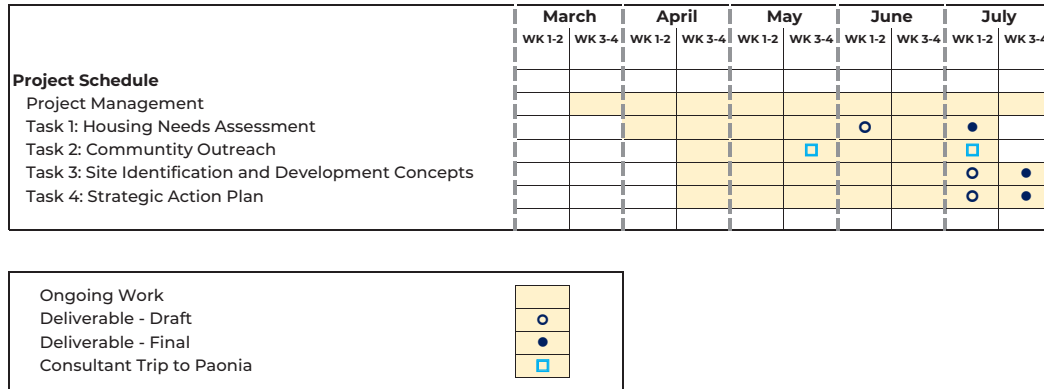
Lastly, the strategic action plan will provide the Town an overview of the steps involved in formally establishing a housing authority - defining the responsibilities of a housing authority, staffing a housing authority, and creating and funding housing programs within the housing authority.

The findings and recommendations will be integrated into a final report complete with a summary, graphics, and maps. The report is intended to be used by Town staff, elected officials, and the public.

Proposed Project Schedule

EPS proposes to complete the scope of work within an approximately four-month period of the initial notice to proceed as shown in **Figure 1**.

Figure 1. Project Schedule



The consultant team anticipates making two in-person trips to Paonia to conduct its community outreach efforts. During the first trip, which we expect to take place in mid-May, the team will hold the focus group interviews and will host the community open house. During the second trip, which we expect to take place in mid-July, the team will hold the policymaker work session with the relevant groups to review the recommendations.

The Town will be asked to provide information on recent construction activity, land use/zoning policies, and related information. We will also ask for assistance in identifying stakeholders and meeting locations. We do not anticipate that the Town will need to contribute significant work or materials other than this.

Workload

EPS uses a workload analysis internally that illustrates total project budgets, remaining budgets, and deliverable timelines to ensure that projects are delivered on-time, on-budget, and that adequate staffing resources are available well in advance of deadline overlaps. We have chosen the key staff based on the requirements of the project, availability, and the relevant experience of each staff person. EPS is confident that we can manage the scope of work for the Town of Paonia and attest to having the capacity to meet the project schedule completion date of July 31, 2023.



303 623 3557

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About Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

AREAS OF EXPERTISE

- ▶ Real Estate Economics
- ▶ Public Finance
- ▶ Land Use & Transportation
- ▶ Economic Development & Revitalization
- ▶ Fiscal and Economic Impact Analysis
- ▶ Housing Policy
- ▶ Public-Private Partnership (P3)
- ▶ Parks and Open Space Economics

Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

Staff Capabilities

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.



EPS has a depth of affordable housing related experience. Availability of housing that meets the need for the full spectrum of affordability should be viewed as an integral part of any successful region, conferring economic, social, and environmental benefits that underpin sustainable growth. In recent years, many communities have experienced significant increases in housing demand, pushing rents and prices beyond the level that median-income households can afford. Rising housing costs can cause overcrowding, financial hardship, and in some cases force households to leave their neighborhoods, jobs, and/or social networks. The lack of access to affordable housing affects all sectors of society and has become a particular problem for workers in lower paying fields (e.g., service, public, and nonprofit sectors).

EPS offers a full spectrum of services related to assessing specific population affordable housing needs, workforce housing, and market-rate housing. We work with communities to structure initial strategic housing plan frameworks, revise housing needs goals, establish production or rehabilitation targets, develop financing plans, or provide rigorous analysis that quantifies the return on investment from public dollars directed toward housing goals. Our work integrates an understanding of local, regional, and national market and policy forces. EPS works in a variety of contexts, from large urban metropolitan areas and regional planning organizations to smaller, rural, suburban, and resort markets.

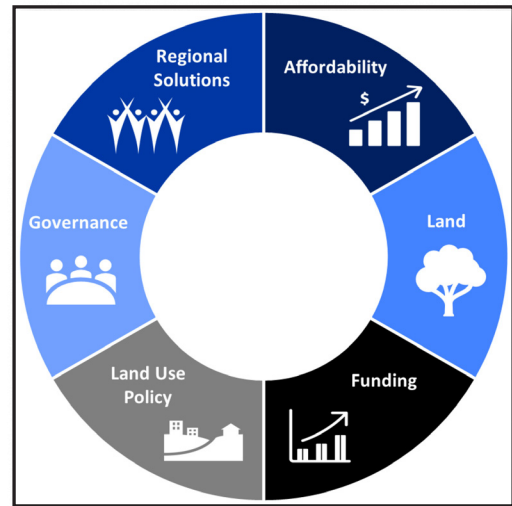


Similar Projects by Key Personnel

EPS Project Profiles

Lake County Housing Needs Assessment Leadville, Colorado

Lake County is a unique community in the Rocky Mountain West, given its origins and continuity as a mining community and its growing appeal as a tourism and recreation destination. Leadville, the County’s only incorporated municipality, has a strong mining history and downtown historic district. The regional context for Lake County is one of growth in both the commercial and residential sectors. The surrounding counties include Eagle, Summit, Chaffee, and Pitkin, each of which has a thriving real estate market and growing economy. Lake County’s residents provide much of the workforce for these surrounding communities, as regional housing challenges push workers to seek housing in Lake County. There has been a major shift in the Lake County housing market since 2015, both in rental and for-sale homes. While Lake County is not alone in the challenges it is facing, its geographic and employment context make the challenges and opportunities present distinct in the region.



EPS prepared a Housing Needs Assessment for Lake County that focused on identifying the key housing issues facing the community as well as resources in the County available to address these issues. The analysis documented economic and demographic conditions contributing to housing affordability issues, evaluated the housing market to identify market trends affecting affordability, and recommended strategies and actions for the City and County to pursue to increase the supply and affordability of housing.

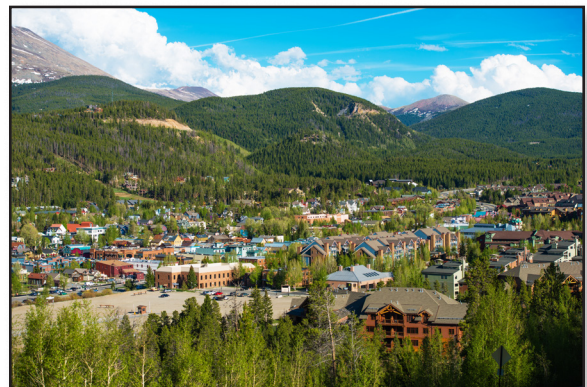
This work was done through data analysis, stakeholder input obtained through focus groups and direct interviews, and community outreach through two community meetings. The resources and strategies available to the community were cataloged, and applicability to Leadville and Lake County was assessed as part of the creation of an action plan to address identified issues and goals. The analysis emphasized implementation measures focused on policy, funding, and governance. EPS made recommendations in five categories: land strategy, policy initiatives, organization and management, funding sources, and regional partnerships.

Fruita Housing Funding Strategy
Fruita, Colorado

The City of Fruita, located on the western slope, has emerged as a hub for outdoor recreation and is facing mounting housing market pressures. Like many other communities in Colorado, there have been growing concerns about the ability of the local workforce to access housing in the city. The City retained EPS to formulate a housing funding strategy focused on generating new revenue streams and how those funds can be most effectively allocated to create more workforce housing options. The study also modeled various housing programs, including an ADU program, land banking, and down payment assistance, to determine the impact of new funding in relation to housing targets and the financial feasibility of establishing a revolving loan fund for the City. Based on our recommendations, the City intends to establish permanent funding sources for housing and to consider a combination of supply- and demand-side programs aimed at workforce housing.

Short Term Rental Regulatory Fee Study
Breckenridge, Colorado

The Town of Breckenridge is a national and international ski and outdoor recreation destination. Town policy makers are facing a housing crisis and pressure from constituents to address the problem. The housing challenges are being amplified by the ongoing COVID-19 pandemic and its impacts on “amenity migration” patterns resulting in increased purchases and occupancy of second homes and conversion of second homes and long term rentals to full time residences for remote workers, further pricing out the local workforce. On top of that, the growth of vacation rental by owner platforms such as VRBO and Airbnb is driving investment in housing by corporate entities buying “trophy” properties to manage and market with usage patterns more like hotels than traditional vacation rentals. The growth of Metro Denver has also generated more buyers who tend to purchase older and lower priced properties as second homes, sometimes converting long-term rental housing to second homes and short term rentals (STRs).



The Town hired EPS to work with its legal staff to design a regulatory fee program applied to short term rentals. Traditional lodging properties such as hotels and lodges (defined by zoning classifications) are exempt from the fee in order to target properties more likely to affect neighborhoods and long term rental or purchase opportunities for the local workforce. EPS prepared an economic analysis that demonstrated the impacts of STR use on the demand for workforce housing and calculated an annual fee designed to fund related

housing programs. We then projected the potential fee revenue the program would generate and worked with Town Housing and Finance staff to ensure the fee revenues would be restricted to housing programs. Town Council adopted the fee in November 2021.

Housing Needs Assessment Summit County, Colorado

EPS was hired by the Summit Combined Housing Authority and its partners (Summit County, and Towns of Breckenridge, Frisco, Silverthorne, and Dillon) to prepare the 2019 Housing Needs Assessment. The study was comprised of two components: an economic analysis to estimate the housing gaps and a resident and employee survey to document housing preferences and issues at a more individual level.

Summit County does much of its planning by Basin, and the gap analysis was designed to estimate housing gaps both countywide and in each Basin. Countywide, the gap between supply (available units) and demand (existing population and jobs) was estimated at 725 units, growing to 2,400 over the next five years. The analysis also considered the regional nature of housing in this area and showed a 6-county regional gap of 2,400 units (Summit, Park, Eagle, Lake, Grand, and Clear Creek Counties).

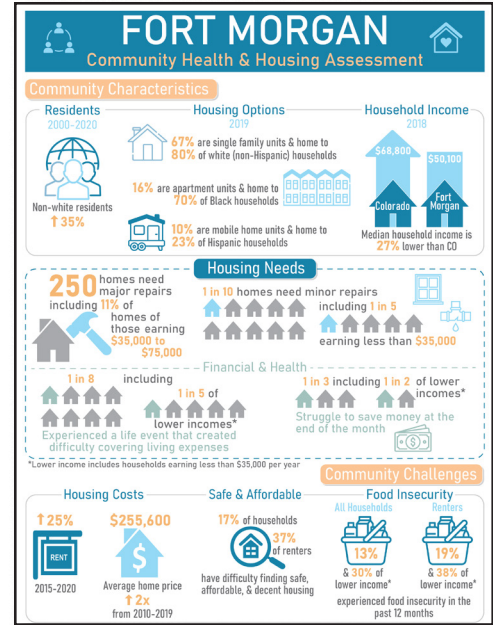
The survey targeted both residents and employees in order to capture those currently living in the county as well as those working in the county who would like to live there if housing was available. The survey was available in English and Spanish, and findings outlined that the Spanish-speaking community is disproportionately affected by housing costs and issues. Compared to white non-Hispanics, they are 2.5 times more likely to be low income (under 80 percent of AMI), twice as likely to be cost burdened, have less than half the homeownership rate, and twice as likely to be experiencing unsafe living conditions. These findings raised awareness among policymakers of the severity and variety of housing problems and impacts on vulnerable populations. Following this study, the Housing Authority and partners began to define policies and programs that would address the needs identified.

Community Health and Housing Assessment Fort Morgan, Colorado

Fort Morgan is located in the Eastern Plains of Colorado and home to a significant immigrant and refugee community. Food manufacturing is a central component of the local economy, drawing employees from as far as one hour away. A lack of new housing development over the past 20 years has put pressure on the local housing inventory, both in terms of quality and affordability. The diverse nature of the community has also meant that housing challenges are not faced equally among community groups. For this reason, a health equity approach was taken to better understand housing needs and opportunities within the community.

Fort Morgan Cultures United for Progress (FMCUP), in partnership with the City of Fort Morgan, undertook this study to better understand what housing and health equity challenges the community faced and to produce an actionable strategy to be used as an advocacy tool to address housing issues.

Through data analysis, outreach to key stakeholders, and a community survey fielded in four languages (online and in-person by community canvassers), EPS characterized community health issues related to the availability, affordability, condition, and location of housing. Key components of this analysis included identifying the biggest challenges, threats, and opportunities around housing, the populations most in need, where housing deficiencies exist, barriers to addressing these issues, and opportunities to implement change. The result of the study is an action plan for FMCUP that identifies its role and those of various community partners (public, private, and nonprofit) in addressing identified issues and working towards community change.



Chaffee County Housing Strategy Salida, Buena Vista, and Poncha Springs, Colorado

Chaffee County, situated among 14,000-foot mountain peaks in the Arkansas River Valley and within 2.5 hours of the growing Denver and Colorado Springs metropolitan areas, is rich in recreational attractions yet historically has had housing that was considerably less expensive than other Colorado mountain communities. With the publication of several articles in national newspapers and magazines, including being listed as one of Outside Magazine’s best small towns, second home construction and tourism have grown. Chaffee County is also increasingly appealing to retirees from the Front Range urban areas. These market and demographic forces are changing the area and increasing the cost of housing for local residents and workers.



In 2016, EPS prepared an updated Housing Needs Analysis for Chaffee County, building on previous work completed in 2006. The focus of this update was on implementation measures and policies, as the major themes and trends in the communities had been stable but affordability challenges had increased

substantially. There were also a number of new opportunities for expanding the affordable and attainable housing supply, including partially developed subdivisions with heavily discounted land as a result of the great recession and the City of Salida’s Vandaveer ranch property. This work included outreach to policy makers, staff, and the development and real estate community, market demand and project feasibility analysis, and recommended implementation strategies.

**Beartooth RC&D Regional Housing Study and Needs Assessment
Joliet, Montana**

EPS worked with Beartooth RC&D in Southern Montana to provide an assessment of the housing market for a diverse five-county area, looking at present and future demands, characteristics of the housing stock, and barriers to new development. The study examined the policy approaches and tools that can be applied to best meet each area’s housing needs. The report is being used to offer a basis for county and community leaders and stakeholders for creating community specific housing priorities, policies, and strategies.

**Housing Strategy
Clear Creek County, Colorado**

Clear Creek County lies along the I-70 Mountain Corridor that traverses the Clear Creek river valley bottom between Metro Denver and the mountain resorts in Grand, Summit, and Eagle Counties. To many, it is a “drive through” for accessing major resorts and developed recreation areas. The County has suffered economically from the decline in mining and the intermittent closure announcements from Henderson Mine near Empire. As a pass through and day-trip destination, tourism does not have the same economic impact it has in the more developed resort areas and has not replaced mining as an economic base. The growth of Metro Denver however is benefiting Clear Creek County, except for the traffic impacts of I-70. As a close, lower cost, and accessible destination, there has been increased investment in tourism and recreation facilities and growth in business for many long-time establishments. There are serious worker shortages that are constraining economic growth and the customer and visitor experience. The lack of growth and incentive for housing reinvestment has also created serious substandard housing conditions.



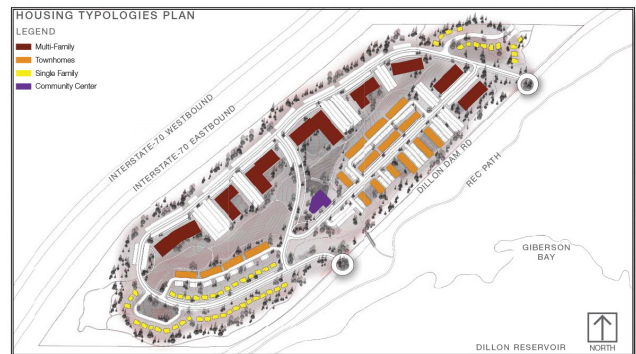
EPS was hired to prepare a Housing Needs Assessment and Development Strategy for the County. EPS determined that most housing needs could be addressed with market rate housing, but the challenge was to attract private investment. The recommendations included prioritizing municipal and County land assets for P3s with private developers, supporting nonprofit builders active in the county, and continuing their persistence in promoting and marketing infill lots to private developers and nonprofits. EPS also work with a development planning firm to prepare a feasibility study for developing a 6-acre County-owned site with workforce housing, including massing diagrams and infrastructure cost estimates

**Affordable Housing Mitigation Strategies
Mountain Village, Colorado**

Mountain Village retained EPS to provide affordable housing mitigation strategies that covered all uses of new development. The mitigation model that EPS constructed identified both the employment generation rates for all types of residential product as well as all types of commercial uses. Following the employment generation rates, the model identified the financial gaps faced by local households. These factors were used to generate mitigation programs that the Town began applying to development requests immediately following the adoption of the program. The benefit will be the construction of dedicated affordable housing and/or the generation of fees that the Town will use to fund its development efforts.

**Lake Hill Workforce Housing Development Impact Study
Summit County, Colorado**

Under the Obama Administration, the US Forest Service conveyed to Summit County a 45-acre site between Dillon Dam Road and I-70 between Frisco and Dillon. The legislation restricts any development of the site to workforce housing. Summit County Housing, a County Department, intends to be the master developer of the property and partnering with other non-profit and private for-profit housing developers. The County prepared a Master Plan for the property with an extensive public process and rigorous programming and feasibility testing. The Master Plan proposes over 900 units of mixed income rental and for-sale housing restricted to the Summit County workforce. The County PUD process requires an Impact Study for any project over 150 units, to address impacts on County and municipal services, traffic, public safety, and water and wastewater. EPS led a team comprised of EPS, a transportation planning firm, and a water and wastewater engineering firm to prepare the



impact study. EPS was responsible for the fiscal impact (cost of services) aspects of the Study and for managing the subconsultants and overall study process. The water and wastewater analysis are ongoing, pending completion of related capacity studies by the sanitation district.

Strategic Housing Plan Glenwood Springs, Colorado

While Glenwood Springs has historically been a relatively affordable community in the context of the Roaring Fork Valley, the city has recently faced significant housing market pressures as the Roaring Fork Valley has experienced a surge in real estate market interest and up-valley communities, such as Basalt and Carbondale, have become increasingly inaccessible. As a result, Glenwood Springs has been facing challenges in housing the local workforce and ensuring housing stability for longtime residents. EPS is currently working with the City of Glenwood Springs to develop an updated strategic housing plan. The plan is evaluating a range of housing policy tools that the City can use to create and preserve affordable housing, including a density bonus, land banking, land trusts, mobile home park preservation, dedicated funding sources, and public-private partnership model. In addition, EPS is preparing a housing needs assessment to highlight market conditions and inform policy approaches.

North Mesa Housing with Recurring Revenue Study Los Alamos, New Mexico

Los Alamos has an acute shortage of housing at all income levels, a challenge exacerbated by size of the Los Alamos National Laboratory (LANL) workforce. Approximately half of the 12,000 LANL employees commute into the community daily from adjacent Santa Fe and Rio Arriba Counties and even the northern reaches of the Albuquerque metro area 90 minutes to the south. Additionally, because of the higher salaries of the LANL workforce, a significant share of the essential community workforce including teachers and other staff employed by Los Alamos Public Schools (LAPS) and Los Alamos County is priced out of the local housing market and forced to commute in as well. With little available workforce housing, LAPS has struggled to recruit and retain teachers and administrative staff. The School District has been evaluating options to utilize a 29-acre parcel of school district property adjacent to Los Alamos Middle School on North Mesa for housing appealing and affordable to its employees as well as others in the community workforce such as police, fire, and other municipal workers.

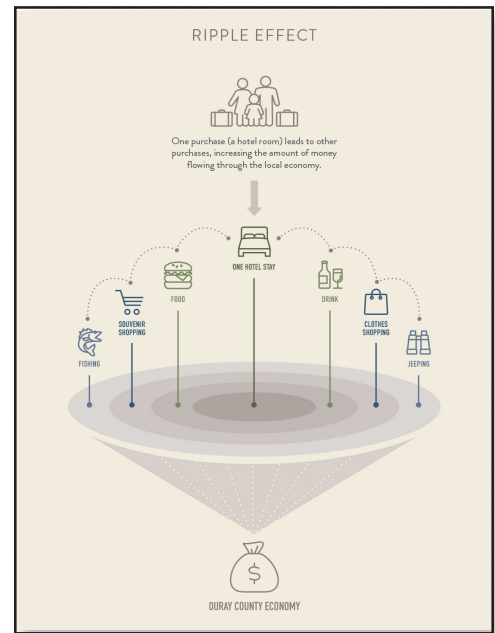


In March 2021, LAPS and the County signed a memorandum of agreement (MOA) to begin planning for the development of workforce housing on this site. The County hired EPS to complete a market analysis to refine the housing program and mix that would be supported on the site and to identify a financially feasible and legally viable ownership and disposition strategy that meets LAPS’s goal for recurring revenues.

EPS identified potential options for capturing the site’s land value as ongoing annual revenue for LAPS and evaluated the strengths and weaknesses of each tool. This analysis, along with pro forma financial modeling to test development alternatives and provide a cash flow analysis for development options, was used to identify a recommended project strategy for LAPS. The recommended workforce development program was identified based on the pro forma model comparison of revenue potentials, legal considerations, and balancing affordable housing objectives against maximizing revenues.

COVID-19 Economic Resiliency Plan Ouray County, Colorado

Ouray County is a county of 5,000 people nestled around the San Juan Mountains. With an economy driven by tourism and outdoor recreation, the COVID-19 pandemic was a major shock to the local economy, as businesses struggled to manage public health, worker shortages, and a surge of visitor activity in the summer and fall of 2020. EPS worked with Ouray County to develop strategic initiatives that effectively address the economic challenges from the COVID-19 pandemic. The work built on our analysis of local economic sectors with the greatest exposure and those best positioned for recovery and expansion. EPS also mapped out processes and structural relationships between the County, its jurisdictions, and State agencies to improve the communication and implementation of COVID-19 related regulations and assistance. The impetus of the study was to help local residents, business owners, and jurisdictions become proactive in thinking about how to measure the impact of future shocks to the system, and how to build economic resiliency to effectively manage these shocks as they arise in the future.



This effort involved significant analysis on the structure of and trends in the Ouray County economy, business sentiment, visitor activity, and the local public health and emergency management system. At its core, it was a data-driven effort calibrated to reflect local understanding of key issues. The study culminated in a series of recommendations on how Ouray County can foster economic resiliency and position itself for current and future challenges.

Recommendations were organized into four major categories: Communications, Readiness to Access Sources of Aid, Regional Economic Resiliency, and Tactical Recommendations for businesses. In addition, EPS developed an updated set of recommendations that built on the goals presented in the 2011 Ouray County Bottom-up Economic Development Strategy, with a particular focus on the progress Ouray County has made and how it can use these goals to advance economic resiliency.

References

Town of Mountain Village

Affordable Housing Mitigation Strategies

Michelle Haynes
Planning and Development Services Director
970 239 4061 | mhaynes@mtnvillage.org

City of Fruita

Fruita Housing Funding Strategy

Dan Caris
Director, Planning & Development
970 858 0786 | dcaris@fruita.org

Summit County, Colorado

Housing Needs Assessment

Brandon Howes, AICP
Housing Planner
970 668 4201 (o) | 970 409 7376 (m) | Brandon.Howes@summitcountyco.gov

Town of Breckenridge

Short Term Rental Regulatory Fee Study

Rick Holman
Town Manager
970 547 3166 | rickh@townofbreckenridge.com



323 West Main Street | Suite 202 | Frisco, CO | 80443

AREAS OF EXPERTISE

SE Group works with communities to envision their future and plan accordingly, unlocking their potential and staying true to their values. We are an integrated team of seasoned professionals that includes community planners, landscape architects, open space and recreation specialists, environmental planners, and engagement specialists. Our work includes:

- **Comprehensive Master Planning**
- **Site & Land Use Planning**
- **Environmental Planning**
- **Project Management**
- **Community Engagement & Visioning**
- **Landscape Design & Architecture**
- **Connectivity & Mobility Planning**

FIRM HISTORY

Founded in 1958, our team benefits from over 60 years of company experience working in places—including many right here in Colorado—where “quality of life” is often the defining community objective. Our company focus is in communities influenced by a strong commitment to sustaining the natural environment, that are shaped by visitation and tourism, that promote and encourage access to the outdoors, and that value planning to establish a strong economic framework for the future. Through the years, we’ve become leading experts in working with communities in fragile environments where short-term choices have profound long-term effects.

Our experience has taught us that:

Great communities know who they are. They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by focusing on what brings a community together.

Just as no two communities are alike, no two community planning projects are alike. We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts, accordingly.

The best processes balance the interests of people, property, place, and profitability. Doing this takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, local as well as regional.

Planning is about pragmatism wrapped around a clear vision. We work with communities to develop and communicate that vision in a clear, inspiring way. Compelling graphics, clear maps, succinct policies, and easy-to-use documents are hallmarks of SE Group’s work.

SE GROUP COLORADO HOUSING PROJECTS

Leadville/Lake County Affordable Housing Site Analysis Colorado



REFERENCE:
Jacki Whelihan / 719.486.4102
Housing@co.lake.co.us

SE Group assisted the City of Leadville and Lake County with a site analysis process that examined several potential locations for affordable housing in the City of Leadville. In collaboration with a design and engineering firm, we developed a report that summarized conditions, infrastructure needs, and potential design programs for each site. The City and the County are now poised to leverage grant funding to implement these projects. This process also involved a multi-step public engagement process that solicited input from English and Spanish speakers in the community. The results underscored the acute need for housing in the area as well as residents' feelings of stress related to housing.

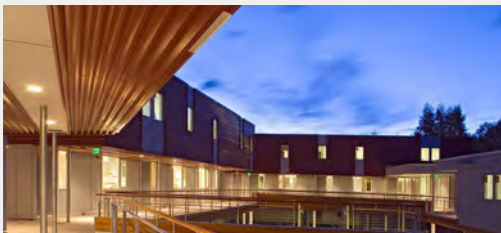
Telluride/San Miguel County Rezoning and Housing Assistance Colorado



REFERENCE:
Kevin Geiger / 970.728.2153
KGeiger@telluride-co.gov

SE Group assisted the Town of Telluride and San Miguel County through a rezoning process of 39 acres to a new affordable housing zone designation. This work included putting together the entire rezoning application, attending Planning Commission and Board of County Commissioner hearings, and strategizing with Town and County staff on how to make the rezoning a successfully passed initiative. It passed and is now in the site plan development stage.

HB21-1271 Affordable Housing Strategies Assessment Colorado



REFERENCE:
Andy Hill / 303.864.7720
andy.hill@state.co.us

SE Group assisted the Colorado Department of Local Affairs (DOLA) with an initial screening process for a new affordable housing grant program created by **Colorado House Bill 21-1271**. Our team worked with DOLA to develop a framework to evaluate communities' compliance with the bill.

Fruita in Motion: Comprehensive Plan



Fruita, Colorado

The planning process for the City of Fruita’s Comprehensive Plan “Fruita in Motion” involved extensive collaboration with the City and public engagement with the community. Five plan themes showcase the approach the plan will take with its goals and policies: efficient development; community first, tourism second; a thriving downtown, connectivity; and strategic economic development.

The economic development strategy in this plan is one of “quality of place.” The idea behind this strategy is to support existing businesses while also making the community an attractive place to live. This in turn will attract new residents and businesses that want to be located in the community because of its sense of place and amenities.

One of the policies that came out of the “efficient development” theme is to promote and support a larger diversity of housing types. Without going as far as developing an affordable housing program, the city hopes that allowing and incentivizing more types of housing and more units per acre will promote some natural affordability within the community.

Additionally, Fruita has the desire to cultivate recreational assets, especially trails, but not to the detriment of the community character. Currently many of the trail networks are a few miles away from the city on nearby public lands. One goal of this plan to is connect the trail systems to paved pathways within the city so that it is all one functioning network and the city itself becomes the trailhead.

The Comprehensive Plan was adopted in February of 2020.



REFERENCE:
Dan Caris | City of Fruita
Planning & Development
Director
970.858.0786 office
dcaris@fruita.org



Minturn Community Plan Update



Town of Minturn, CO

SE Group is currently working with the Town of Minturn on an update of the town’s Community Plan. The Community Plan will encompass all aspects of the town’s growth and development and will summarize community goals and priorities. The planning effort leverages the expertise of a multi-disciplinary team of subconsultants, including StudioSeed, Economic & Planning Systems, Fehr & Peers, and TetraTech. At present, the team is in the plan drafting phase and anticipates the adoption of the final plan in Fall 2022.

The Minturn Community Plan effort has been conducted alongside several other engagement and planning processes in the Town of Minturn. Since the Community Plan update process began in the fall of 2021, the Town has also initiated an update of its zoning, an area plan for one of the town’s most popular parks, an update of the Town’s design standards and guidelines for its historic downtown area, and a statistically valid community survey. The Community Plan attempts to encapsulate all of these ongoing activities and initiatives and relate them to the broader vision for the community.

As with any community plan effort, public engagement has been a core element to this process. Our team has conducted an open house and developed an interactive project website. A large Steering Committee has also helped to provide input on the planning process and contents at multiple points during this process.

REFERENCE:
Michelle Metteer | Town Manager
manager@minturn.org
970-827-5645 x8



Mixed Use 2 (MU2)

Parcel 2

Parcel Dimensions: 5000 (50' x 100')

Lot Coverage: 40%

Impervious: 71%

Use: SF Home + ADU

Parking: Detached Garage

0' x 100')

PRIMARY STREET



Brian Duffany

Principal

Brian Duffany is a real estate economist and planner with nearly 20 years of experience in land economics. Brian has a broad base of experience in real estate development feasibility analysis, housing strategies, financial and economic modeling, economic development, economic and demographic analysis, local government finance, fiscal impact analysis, transportation planning. Brian has evaluated proposals and feasibility for development and redevelopment proposals throughout the mountain west and Colorado urban corridor.

Education

Master of Regional Planning, Cornell University
Bachelor of Arts, Colby College

Employment History

23 Years Experience
18 Years with EPS

Affiliations

American Planning Association
Urban Land Institute
Colorado Municipal League

Awards

West Vail Master Plan

SELECTED PROJECT EXPERIENCE

- **SHORT TERM RENTAL REGULATORY FEE | BRECKENRIDGE, CO**
Regulatory fee study and policy advisory services to the Town. Prepared an economic analysis of short term rentals to demonstrate a reasonable relationship between a new regulatory fee on short term rentals and their impacts on workforce housing.
- **LUMBER YARD MARKET ANALYSIS | ASPEN, CO**
Market analysis for a City-owned redevelopment project aimed at workforce housing. Provided input on how to prioritize housing resources in determining the development program and unit mix for the site. Analyzed housing supply, housing demand, employment trends, demographic trends, and housing market trends in the Aspen and Roaring Fork Valley area.
- **HOUSING STRATEGY | CHAFFEE COUNTY, CO**
Worked with a housing task force and stakeholder group to document affordability issues and develop implementation strategies and recommended actions. Stakeholder group included business, real estate, local government, and social services interests. Recommendations included creating a local funding source, public-private partnerships, supporting multifamily development, and forming a nonprofit housing organization.
- **LAKE HILL IMPACT STUDY | SUMMIT COUNTY, CO**
Fiscal, economic, and infrastructure impact analysis for the development of the Lake Hill property as workforce housing. Impact analysis supports the County's entitlement process for this property that was purchased from the USFS by Summit County.
- **HOUSING STRATEGY | CLEAR CREEK COUNTY, CO**
Needs Assessment and housing development strategy to address workforce attraction and retention challenges and economic sustainability in mining and tourism communities. Also included a development feasibility study for workforce housing on County-owned land in Dumont.



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bduffany@epsdenver.com



● **HOUSING REVENUE FUNDING PLAN | FRUITA, CO**

Ongoing policy and technical study on funding options for workforce housing. Forecasting revenue options and evaluating specific program options for the use of funds. Facilitating discussions with City Council and an advisory group.

● **FRUITA IN MOTION | FRUITA, CO**

Economic consultant to planning team and staff to evaluate issues and recommend policies and strategies on housing affordability, housing diversity, economic development (recruitment, marketing, incentives), and fiscal sustainability.

● **HOUSING MITIGATION FEE STUDY | PAGOSA SPRINGS, CO**

Prepared a nexus study and housing linkage fee calculation to support discussions on adopting an affordable housing impact fee to mitigate the impacts of market rate housing and second homes on the Town's affordable housing needs.

● **WEST STEAMBOAT NEIGHBORHOOD ANNEXATION | STEAMBOAT SPRINGS, CO**

Fiscal impact analysis for a proposed 400-acre annexation into the City of Steamboat Springs. Supported development agreement negotiations by addressing issues ranging from the benefits of deed restricted workforce housing to public works capital and O&M costs. Annexation was approved following a Council decision and the overturning of a referendum to reverse the Council's decision.

● **INCLUSIONARY ZONING AND LINKAGE FEE STUDY | FORT COLLINS, CO**

Housing policy study to evaluate the effectiveness of an inclusionary housing ordinance (IHO) and linkage fee program in Fort Collins. Developed a nexus study and real estate proforma feasibility model to test the viability of adopting residential and commercial housing linkage fees. Facilitated stakeholder and council member discussions on the pros and cons of the tool and options for implementation.

● **DOWNTOWN HOUSING STRATEGY | BILLINGS, MT**

Market, feasibility, and development opportunity analysis to create a strategy for attracting more housing to Downtown Billings. Conducted interviews, downtown employee survey, and site analysis to recommend priority sites and housing product types. Recommended uses for tax increment financing ranging from direct project incentives to area wide investments.

● **GROWTH POLICY UPDATE | BOZEMAN, MT**

Comprehensive economic and real estate market analysis to inform the land use and economic aspects of the Comprehensive Plan Update. Addressed supply, demand, and impediments in the office, retail, and industrial markets. Quantified housing affordability conditions and the impact of job relocations and workforce migration from high-cost metro areas on the local housing market.

● **HOUSING AND COMMUNITY SUSTAINABILITY STUDY | FLAGSTAFF, AZ**

Analysis of affordable housing needs, economic linkages between housing and the City's economic base. Developed housing and economic development strategies to promote long-term economic and social sustainability.

● **PEER COMMUNITIES CAPITAL FUNDING COMPARISONS | AVON, CO**

Comparison of revenue and expenditure sources and uses in Summit and Eagle County to inform Town Council on fiscal sustainability, options for funding capital projects, and considerations on altering the Town's Real Estate Transfer Assessment to fund workforce housing and/or additional capital need.



Carson Bryant

Associate

Carson Bryant has significant experience with housing market analysis, housing policy, affordable housing strategy, and community development. He has worked on a variety of projects across the region and has a strong skill set for identifying policy issues, and formulating creative approaches to address them.

Education

B.A. in Economics and in German - Washington and Lee University

Employment History

3 Years with EPS

Previous Experience

Fulbright teaching fellowship, Nuremberg, Germany

Washington and Lee University Real Estate Society

Charlotte Chamber of Commerce Intern

SELECTED PROJECT EXPERIENCE

- LUMBER YARD MARKET ANALYSIS | ASPEN, CO**
 Prepared a market analysis for the Lumber Yard property, a City-owned redevelopment project aimed at workforce housing. Provided input on how to prioritize housing resources in determining the development program and unit mix for the site. To assess the most pressing and relevant target market for the project, EPS completed an analysis of housing supply, housing demand, employment trends, demographic trends, and housing market trends in the Aspen and Roaring Fork Valley area.
- CARBON COUNTY HOUSING FEASIBILITY STUDY | CARBON COUNTY, MT**
 Assessed housing market conditions for the Red Lodge Area Community Foundation to construct housing prototypes for workforce housing developments. The study focused on the areas of greatest need in the housing market as well as current development conditions, such as rents and construction costs. This research supported a financial feasibility analysis of two prospective workforce housing developments in the County, which the foundation is using to inform future partnerships with developers.
- LOVELAND AFFORDABLE HOUSING TASK FORCE SUPPORT | LOVELAND, CO**
 Analyzed housing market conditions in Loveland and the surrounding region using supply- and demand-side data to highlight affordability issues, including trends in home prices, rents, development costs employment, and commuting. Developed a strategic framework of policy approaches to address housing affordability that included regulatory changes, funding sources, and partnerships. Based on the findings, recommendations were made to inform task force policy decisions.
- HOUSING FUNDING PLAN | FRUITA, CO**
 This study focused on generating new revenue streams and how those funds can be most effectively allocated to create workforce housing options. The study also modeled various housing programs, including a down payment assistance and an ADU program, to



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determine the impact of new funding in relation to housing targets and to determine the financial feasibility of establishing a revolving loan fund for the City.

● **PITKIN COUNTY ECONOMIC ANALYSIS STUDY | COLORADO**

EPS is conducting a comprehensive study of the community and economy focusing on current trends, the impacts of the COVID-19 pandemic, and future challenges. The study uses a wide range of data sets, including those related to demographics, employment, housing, fiscal revenues, mobility, school enrollment, and transit ridership, to articulate the changing dynamics of the county economy and community composition. The analysis will inform future policy decisions around land use and growth management.

● **GLENWOOD SPRINGS STRATEGIC HOUSING PLAN | COLORADO**

EPS is currently working with the City of Glenwood Springs to develop an updated strategic housing plan. The plan is evaluating a range of housing policy tools that the City can use to create and preserve affordable housing, including a density bonus, land banking, land trusts, dedicated funding sources, and public-private partnership model. In addition, EPS is preparing a housing needs assessment to highlight market conditions and inform the policy approaches.

● **INCLUSIONARY ZONING AND LINKAGE FEE STUDY | FORT COLLINS, CO**

Housing policy study that evaluated the effectiveness of an inclusionary housing ordinance (IHO) and linkage fee program in Fort Collins. This included an analysis of housing market trends and employment trends to frame the recommendations related to IZ and linkage fee programs.

● **BEARTOOTH RC&D REGIONAL HOUSING STUDY AND NEEDS ASSESSMENT | JOLIET, MT**

EPS worked with Beartooth RC&D in Southern Montana to provide an assessment of the area's housing market, looking at present and future demands, characteristics of the housing stock, and barriers to new development. The study examined the policy approaches and tools that can be applied to best meet the area's housing needs. The report is being used to offer a basis for county and community leaders and stakeholders for creating community specific housing priorities, policies, and strategies.

● **LOS ALAMOS NORTH MESA REDEVELOPMENT | LOS ALAMOS, NM**

EPS is conducting a housing market analysis and redevelopment feasibility study for the City of Los Alamos. The goal is to assess the feasibility of land disposition strategies for parcels owned by the county school district, which the City intends to redevelop into workforce housing. EPS is testing the opportunities and constraints of various product mixes and development prototypes, as well as ground lease arrangements for the site that generate recurring revenue for the school district.

● **HOUSING AFFORDABILITY STUDY | OKLAHOMA CITY, OK**

Examined housing supply and demand factors, growth patterns, regulatory barriers, and overall affordability conditions. Assessed the segments of the population that are cost-burdened and at most risk of displacement. The study sought to determine Oklahoma City's housing needs, and drew on existing data, stakeholder engagement, and extensive survey data.

GABBY VOELLER, AICP
SENIOR COMMUNITY PLANNER



Gabby is a multi-faceted planner with a passion for helping clients solve the most complex problems facing their communities. She applies both technical and analytical skills to all aspects of community planning. Gabby approaches projects with a mind geared toward seeking out innovative and engaging solutions that move communities closer towards their vision and goals.

Experience

Working in both private and public sectors, Gabby has widespread knowledge and experience managing multi-modal transportation planning, recreation and trails planning, and community planning and development projects. She excels at crafting and facilitating creative public engagement processes and making compelling maps and infographics for plan documents. She has authored environmental analyses and impact studies. Gabby joined the SE Group team in 2016.

Gabby has a Master of Regional Planning from Cornell University and a Bachelor of Science in Chemistry from Bates College.

Areas of Expertise

- Community Planning
- Affordable Housing
- Transportation Planning / Land Use + Transportation Modeling
- Community Engagement

Affiliations/Memberships

- American Planning Association, Colorado Chapter, Northern New England Chapter

Appointments

- City of Leadville Planning + Zoning Commission

Presentations

- “UrbanSim,” APA Colorado conference, 2014
- “Creating Connections between Recreation and Transportation” APA Colorado conference 2016
- “Partnering with Colorado’s Public Land Managers,” APA Colorado Conference, 2017
- “Progressive Planning on the Western Slope” APA Colorado Conference 2020

Projects

- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- City of Fort Morgan Trails Master Plan, Colorado
- City of Fruita Comprehensive Plan Update, Colorado
- City of Fruita Land Use Code Update, Colorado
- Clear Creek County 2017 Community Master Plan, Colorado
- Cuchara Mountain Park Master Plan, Colorado
- City of Aspen Uphill Economy Recreation Plan, Colorado
- Dillon Reservoir Recreation Area and Summit County RecPath System Capacity Analysis, Summit County, Colorado
- Eldorado Canyon State Park Visitor Use Management Plan, Colorado
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Pagosa Springs 2018 Comprehensive Plan, Colorado
- Pilot Hill Land Use Plan, Laramie Wyoming
- Town of Breckenridge Gondola Feasibility Study, Colorado
- Town of Frisco Community Plan Assistance, Colorado
- Town of Frisco Three Mile Plan, Colorado
- Town of Frisco Trails Master Plan, Colorado
- West Vail Master Plan, Colorado
- City of Chisholm Comprehensive Plan, Minnesota
- Lake County Parks, Recreation and Open Space Plan, Colorado
- Minturn Community Plan & Downtown Design Guidelines, Colorado
- Town of Eagle Open Space and Trails Plan, Colorado
- DOLA Affordable Housing Strategies Analysis, Colorado
- Leadville/Lake County Affordable Housing Site Analysis, Colorado
- Telluride/San Miguel County Community Housing Rezoning, Colorado

JULIA RANDALL

ANALYST & PLANNER



Areas of Expertise

- Technical Writing & Research
- Community Engagement & Visioning
- Policy Analysis
- Permitting

Appointments

- Commissioner, City of Burlington, VT Planning Commission (2022-present)

Awards

- Colorado APA Merit Award: West Vail Master Plan (2022)

Full of curiosity, Julia loves getting to know the communities she works in and enjoys the challenge of building consensus among stakeholder groups. With every project, Julia seeks to develop innovative land use and policy solutions that reflect a community's values, build resiliency, and improve overall quality of life. Julia's considerable skill as a writer and passion for sustainable, inclusive recreation make her an asset to any project team.

Experience

Julia specializes in land use and policy analysis, public engagement, and environmental permitting. Julia is a member of the Community Planning and Design team and also supports all practice areas at SE Group.

Prior to joining SE Group, Julia studied recreation and tourism internationally and close to home – she completed a research fellowship on ecotourism in Thailand, and she has produced two reports analyzing visitor use management in the Adirondack High Peaks.

Julia holds a Bachelor of Arts in English from Williams College.

Projects

- City of Montpelier Web-Based Plan Vermont
- Lyndonville Route 5 Corridor Assessment, Vermont
- Town of Waitsfield Bylaw Modernization, Vermont
- Marshall Mountain Park Master Plan, Montana
- City of Mena Vision Plan, Arkansas
- Town of Conway Comprehensive Plan, New Hampshire
- West Vail Master Plan, Colorado
- City of Chisholm Comprehensive Plan Update, Minnesota
- Grant County Comprehensive Outdoor Recreation and Trails Master Plan, New Mexico
- Minturn Community Plan Update, Colorado
- Norwood Trails Assessment, Colorado
- Leddy Park Comprehensive Plan, Vermont
- Colorado Department of Local Affairs Affordable Housing Qualifying Strategy Evaluation, Colorado
- Leadville/Lake County Affordable Housing Site Analysis
- City of South Burlington Land Development Regulations Review and Support, Vermont
- Bromley Ski Act 250 Permit Support, Vermont
- Bolton Valley Act 250 Permit Support, Vermont
- Minnesota Off-Road Vehicle Master Plan, Minnesota
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Rib Mountain State Park Recreation Needs Assessment, Wisconsin
- Brandywine/Boston Mills Lift Replacement Planning
- Jack Frost/Big Boulder Lift Replacement Planning

AVERY WOLFE

PLANNER

**Areas of Expertise**

- Community Engagement & Visioning
- Technical Writing & Research
- Policy Analysis
- Data Analysis

Avery is values-driven and has found passion in the planning field through her curiosity, analytical approach, and effective communication. Avery's work ethic and attention to detail ensures high-quality deliverables informed by strong analysis, data, and community input. She enjoys bringing all the essential pieces of a project together to create truly useful and vetted solutions catered to specific client and community needs.

Experience

Avery's passion and expertise centers around the topics of housing and land use, utilizing skills in policy and data analytics, community engagement and visioning, and mapping. Previously, Avery served community clients as a planner for JM Goldson, a small consulting firm based in Boston. This is where Avery established her experience working with a wide variety of stakeholders, collaborators, and municipal entities.

Avery holds a Bachelor of Arts in Environmental Studies from Bates College and is working towards a Masters of Urban and Regional Planning at the University of Colorado Denver.

Projects

- North Yuba Landscape Resilience Project EIS, California
- Frisco Trails Master Plan, Colorado
- Minturn Community Plan, Colorado
- Friends of the Front Range Wildlife Refuges Audio Visual, Multimedia, and Geographic Information Systems, Colorado
- Southwest Colorado Outdoor Recreation Strategy, Colorado
- City of Mena Vision Plan, Arkansas
- New Hampshire Outdoor Recreation Assessment, New Hampshire
- Town of Dedham Housing Study, Massachusetts*
- Town of Winchester Master Plan, Massachusetts*
- Town of Ipswich Community Development Plan and Housing Production Plan, Massachusetts*
- Hamilton Housing Production Plan and update to Master Plan Housing Element, Massachusetts*
- City of Medford Housing Production Plan, Massachusetts*
- Eastham Strategic Plan, Massachusetts*
- Mansfield Master Plan, Massachusetts*

**Signifies project was completed while with previous employer*

Cost Information

EPS and SE Group proposes to complete the project on a time and materials basis up to a maximum of \$78,940. The allocation of budget by task and staff is shown below in **Table 1**. The budget includes consultant hours as well as direct costs associated with travel and translation.

Table 1. Proposed Cost by Task and Staff

Description	Economic & Planning Systems			SE Group			Project Total
	Principal	Associate	EPS Total	Senior Associate	Planner	SE Group Total	
Billing Rate	\$250	\$145		\$170	\$125		
Task 1: Housing Needs Assessment	12	32	\$7,640	4	8	\$1,680	\$9,320
Task 2: Community Outreach	20	40	\$10,800	24	40	\$9,080	\$19,880
Task 3: Site Identification and Development Concepts	24	48	\$12,960	16	40	\$7,720	\$20,680
Task 4: Strategic Action Plan	28	48	\$13,960	30	32	\$9,100	\$23,060
Total Hours	84	168	252	74	120	194	446
Total	\$21,000	\$24,360	\$45,360 62%	\$12,580	\$15,000	\$27,580 38%	\$72,940
Direct Costs							
Travel (2 trips, 3-4 people per trip)							\$3,500
Live Translation							\$1,000
Materials Translation							\$1,500
Total Direct Costs							\$6,000
Total Project Budget							\$78,940
Community Engagement							
Focus Groups							4-6
Public Open House							1
Policymaking Body Work Session							1

Source: Economic & Planning Systems



Matrix

Anniston, AL

Atlanta, GA

Colorado Springs, CO

Denver, CO

Niceville, FL

Parsons, KS

Phoenix, AZ

San Antonio, TX

Tamuning, GU

Texarkana, TX

Washington, DC



A Proposal to Prepare
**Housing Needs Assessment &
Housing Action Plan**



PREPARED FOR
Town of Paonia

February 8, 2023



Cover Letter

February 8, 2023

Leslie Klusmire, Interim Town Administrator
Town of Paonia
214 Grand Avenue
Paonia, CO 81428

RE: RFP Housing Needs Assessment & Housing Action Plan

Dear Ms. Klusmire and Members of the Selection Committee:

The Town of Paonia’s (Town) first Housing Needs Assessment & Housing Action Plan is a critical opportunity for the Town to close the housing gaps that have resulted from the recent influx of retirees and young entrepreneurs. **Matrix Design Group, Inc.** (Matrix), in association with **SCJ Alliance** (SCJ), is pleased to present the following proposal for housing consulting services. With multiple offices in Colorado, Matrix brings a knowledgeable, skilled, and experienced team to help the Town bring supply and demand into equilibrium and, in turn, reverse the trend of sharp price increases that have affected residents belonging to all demographic groups, but have disproportionately impacted seniors, seasonal workers, and other underserved populations. With offices in Crested Butte, Gunnison, and Boulder, SCJ augments Matrix’s local knowledge and experience by adding valuable perspective on the unique housing challenges facing smaller mountain communities.

Established in 1999, Matrix is an award-winning multidisciplinary firm with **nearly 200 employees** nationwide, most of whom work out of our Colorado Springs and Denver offices. Matrix has more than **23 years of experience** aiding Colorado communities of varying sizes and characters. Familiarity with the Western Slope will enable us to recruit public participants, deploy resources, and deliver the requested services with maximum efficiency. Matrix complements our substantial local presence with significant housing analysis and inventory experience **both locally and nationwide**. Featuring a PhD-led analytics group trained to use cutting-edge data science and statistical methods, along with a distinguished team of planners and Geographic Information System (GIS) specialists, Matrix has the expertise needed to successfully execute this project on behalf of the Town. Our analysis, coupled with the best information available, will help the Town better understand its housing challenges and provide the community, its leaders, and its stakeholders with a comprehensive roadmap for addressing them that includes, among other recommendations, guidance on forming a housing authority. In addition, as a full-service civil engineering firm, Matrix is cognizant of the need for any recommendations to account for the infrastructure challenges facing the Town.

Matrix strategically selected SCJ, a full-service professional planning and engineering services firm, as our teaming partner. Housing plans and studies have formed the basis of much of their work, and they have gained a reputation for helping communities realize their visions for the future. Their significant experience in leading housing-specific public outreach and stakeholder engagement efforts, along with their vast knowledge of Colorado state regulations and planning efforts throughout the west, makes them the ideal partner for this study.

Matrix’s capabilities are further amplified by **our in-house, award-winning Geographic Information System (GIS) and Graphics Teams**. Our GIS professionals specialize in turning data and geospatial analysis into visual maps and graphics that help tell the story. The products and tools Matrix develops will be fully integrated so the Town can host them on existing web platforms. Complementing our web-based capabilities is a graphics team who turns plain text documents and spreadsheets into **powerful strategic communication products in both Spanish and English** for conference sessions, public workshops and outreach, and printed reports.

Matrix is committed to delivering the highest quality product to our clients every time, as evidenced by our extensive Colorado experience and numerous project awards. Our unified approach is well received by our partners, and Matrix is **nationally recognized for being an extension of our clients**.

Project Director/Principal Contact:

Gregory Shaner, PE 719.575.0100 gregory.shaner@matrixdesigngroup.com

Professional Staff Assigned:

- Christian Caron, PhD Project Manager; Demographic, Marketing, & Housing Analysis Task Lead
- Larry Dotson Quality Assurance/Quality Control; Public Outreach & Stakeholder Engagement
- Rikki Martinez (SCJ) Spanish Translation
- Rachel Granrath (SCJ) Public Outreach & Stakeholder Engagement Task Lead
- Robert Mansolillo, GISP Regulation & Zoning Task Lead
- Zakary Payne, PE Opportunities Analysis Task Lead
- Chris Martin, GISP GIS/Data Analysis Task Lead
- Nicole Schanel, PE Land Development Task Lead
- Justin McBryde Demographic, Marketing, & Housing Analysis
- Heather Garbarino Regulation & Zoning

Date of Proposal:

February 8, 2023

We look forward to working with the Town on this important project. If you have any questions or require additional information, please do not hesitate to contact me at 719.575.0100 or via email at gregory.shaner@matrixdesigngroup.com.

Sincerely,
Matrix Design Group, Inc.



Gregory Shaner, PE
Vice President

A

Project Proposal

Project Proposal

Problem Statement

In recent years, housing costs in Paonia have risen dramatically as supply has struggled to match demand. The Town's affordability and availability challenges stemmed from a confluence of factors, including its growing populations of retirees and young entrepreneurs, an emerging short-term rental market, low mortgage rates (through 2021), and pandemic-related supply chain issues. Although prices have begun to stabilize, if not decline, they remain well above pre-pandemic levels, and concurrent increases in mortgage rates have deterred many prospective buyers from purchasing a home.

The housing market's recent volatility underscores the need to develop Paonia's first Housing Needs Assessment and Housing Action Plan. The Needs Assessment will assess the state of the housing inventory, analyze market trends, and identify current and future housing gaps. The Action Plan will primarily outline the process for forming a housing authority, recommend code revisions and other actions to promote and incentivize the construction of affordable housing, and propose strategies to close supply-demand gaps and reduce barriers. Engagement with residents (in general, but especially those from underserved populations) and stakeholders will be crucial to the success of the project. Ultimately, both the Needs Assessment and Action Plan will be integral to helping the Town maintain its status as a welcoming mountain community.

Description of Project Proposal

Our prior work on similar housing studies has enabled us to hone our approach and methodology over time, ensuring that the Town will receive the highest quality services. Matrix's analysts and planners pride themselves on leveraging their extensive skillset to conduct thorough, concise, and robust analyses that reveal the story embedded in data, rather than confirm preconceived notions. They aim to relay this story to clients and others through compelling, yet easily understandable, data visualizations. To provide additional context to housing study results, Matrix utilizes a comparative, longitudinal approach, thereby providing perspective on how conditions have changed over time and how the community of interest is faring relative to "peer" communities. To aid local officials with planning efforts, Matrix also produces projections of future housing need using time-series forecasting techniques. An airtight quality control system complements our analyses by ensuring all findings are able to withstand scrutiny.

Data quality is key to ensuring the validity of any conclusions reached via data analysis. At Matrix, we have access to the premier sources of housing inventory and market, demographic, economic, and geographic data. We have vetted numerous potential sources, both for our prior work and in preparation for this project. Our primary data sources include the following:



A leading national commercial real estate database, CoStar allows us to examine and identify properties at the micro level. It gives us access to rents, occupancy rates, building condition, and ownership information, among other things. Our GIS team can assemble the data in a way that will be readable by GIS software. Members of our team have experience using this complex and powerful data source.



A project of the U.S. Census Bureau, the American Community Survey (ACS) provides comprehensive household, housing unit, and demographic data at a variety of geographic levels. We have experience both in mining the data and in assembling the data for GIS software optimization.

REDFIN

Internet Multiple Listing Service (MLS) databases can be useful in tracking recent sales and comparing transaction trends in nearly real time. The Redfin Real Estate Data Center utilizes data from every locale across the country, in what is the most comprehensive single-family real estate data package available to analysts.



Matrix is a proud, vetted member of the Esri Partner Network. Esri is the global market leader in GIS technology and partners exclusively with companies that exemplify excellence in GIS and location technology. Partners are trusted practitioners of GIS and help you leverage ArcGIS technology. We support clients through our knowledge and expertise, solutions, implementation services, and dynamic content. Matrix is a GIS leader, and we are excited to offer the benefits of this unique partnership to you.

AIRDNA

By pooling listing data from the vacation rental sites Airbnb and Vrbo, AirDNA provides an accurate portrayal of local short-term rental markets. It is widely recognized as a reliable source of data on occupancy rates, rental rates, and revenues.

Although it is critical that the data and sound scientific practices drive the analysis, we view engagements with stakeholders, the general public, and government officials as opportunities to not only confirm but also enhance quantitative findings. The Matrix team is excited by the prospect of executing a robust, comprehensive community engagement plan that emphasizes outreach to marginalized and vulnerable groups. Our multiple offices dispersed throughout Colorado will prove to be valuable assets as we begin the process of soliciting input from the community. Similarly, we believe any housing inventory and affordability study that does not articulate detailed and feasible strategies to overcome existing challenges is incomplete. The recommendations we make as part of the Action Plan will be informed heavily by an investigation of best practices, as well as our quantitative findings and engagements.

Matrix's Interest

Matrix was founded in Colorado in 1999 and while we have opened offices in a dozen other locations throughout the country and Guam, over 70% of our employees are Colorado based. They live in the communities along the Front Range and spend their free time in various mountain towns, including Paonia and others on the Western Slope. Our mission at Matrix is to deliver *innovative solutions for a sustainable tomorrow*. A sustainable tomorrow for the communities in which we live, work and play does not exist if housing challenges are not addressed. That is why we are interested in supporting the Town of Paonia and what gives Matrix *pride in purpose*.

Scope of Work

Task 1: Project Initiation & Administration

Subtask 1.1 – Kick-Off Meeting

Matrix will host a virtual kick-off meeting within two weeks of contract award. This meeting will primarily serve to introduce key staff to Town personnel, review the proposed schedule, establish program management and communication protocols, and solicit feedback directly from the Town regarding the proposed direction of the study. We also expect to learn about any issues or challenges and to clarify roles and responsibilities of both parties.

Subtask 1.2 – Status Updates

Open lines of communication and regular dialogue are integral to building productive, long-lasting relationships that help yield high-quality deliverables for our clients. To that end, Matrix will provide monthly status reports that detail all progress made during that period, as well as any significant accomplishments or milestones that were met. If necessary, we will adjust the work plan and milestone completion dates. The team will also use these updates as an opportunity to elevate any issues or concerns that require input or assistance from Town staff.

Personnel Assigned to Task 1

Christian Caron, PhD

Deliverables Task 1

- Kick-Off Presentation & Supporting Materials
- Status Reports

Task 2: Data Collection & Analysis

Subtask 2.1 – Demographic Analysis

Housing need, in terms of quantity and type, is strongly related to a community's demographic characteristics. To that end, Matrix will provide a thorough overview of Paonia's population. To complete these analyses, we will rely heavily on the American Community Survey, which provides statistically reliable estimates of an area's population by age, race and ethnicity, veteran status, and disability status. These estimates are available for geographies as small as Census tracts, making it possible to illustrate how the size of a given demographic group varies from neighborhood to neighborhood.

In addition, Matrix is prepared to provide a detailed analysis of Paonia's households. We will break down the community's approximately 700 households by size, income, tenure, and employment status. We will further categorize renter and owner households separately into income groups based on the area median income, which was \$60,900 for Delta County in 2021, before increasing to \$68,300 in 2022. Our team also intends to separately estimate the shares of homeowners and renters who qualify as cost-burdened, meaning that 30% or more of their incomes are devoted to housing expenses.

Subtask 2.2 – Economic Analysis

The Matrix team has the substantive knowledge and technical skills needed to examine current economic conditions in Paonia. Furthermore, using time-series forecasting methods that exploit trends in historical data, such as autoregressive integrated moving average models or exponential smoothing, our quantitative analysts are able to predict whether and how these conditions will change in the coming years. Aggregate longitudinal data on labor force participation, the unemployment rate, occupation, industry of employment, and similar indicators are available from the ACS, and the Colorado Department of Labor and Employment will potentially serve as a supplementary source of data. We will also explore temporal trends in earnings, including by sector, and inflation-adjusted cost of living. To provide additional context for the findings, we will compare Paonia’s economic conditions to those of neighboring communities, broader Delta County, and Colorado as a whole.

Subtask 2.3 – Overview of Housing Stock & Trends

Matrix will leverage estimates from the ACS and CoStar, as well as parcel data from the Delta County Tax Assessor, to provide an in-depth analysis of Paonia’s housing inventory. We will present statistics on the age, condition, physical characteristics, and tenure of the community’s occupied housing units. In addition, we will provide an overview of housing density that classifies properties based on the number of housing units. In an effort to provide insight into how the inventory will change in the coming years, Matrix will acquire building permit data from the Paonia Building Department and the U.S. Department of Housing and Urban Development, which compiles responses from the 21,000 jurisdictions that participate in the Census Bureau’s Building Permits Survey.

Matrix will estimate the average cost to build various types of homes, beginning by approximating the square footage of the housing structures commonly found in Paonia. After consulting with local developers and researching the prices of building materials, we will assign an average cost per square foot of construction, which we will use to compute the total cost to build homes of differing sizes.

Subtask 2.4 – Homeownership Market Analysis

Matrix will complete an exhaustive examination of Paonia’s homeownership market. We will collect home value estimates from the ACS, while actual sales price data will come from Redfin and, if necessary, Zillow. Afterward, we will present temporal analyses of the homeownership rate, the vacancy rate and the underlying reasons for the vacancies, home prices, and inventory.

Subtask 2.5 – Short and Long-term Rental Housing Market Analysis

Matrix will similarly evaluate trends in Paonia’s rental market, which has suffered from shortages due in part to the proliferation of short-term rentals. CoStar provides rich property-level data, including address and gross rent, on complexes with four or more rental units. These data will enable our GIS analysts to pinpoint the exact locations of apartments that are affordable for households earning below a certain income threshold or that meet other criteria. The ACS complements CoStar by offering aggregate data on all types of rental units, including duplexes, triplexes, and quadruplexes, at the town and neighborhood levels. We will additionally turn to ACS data to examine rental tenancy rates, vacancy rates, and median rents over time. The final component of the rental market analysis will involve interviewing Paonia’s major internet, electric, water, cable, and gas providers to determine typical utility costs for rental units of various sizes.

Subtask 2.6 – Special Populations Analysis

Matrix is committed to helping the Town better understand the housing needs of underserved groups and, ultimately, improve the housing options available to them. Our team recognizes that vulnerable populations, such as seniors and seasonal workers, often require access to supportive services in order to live as independently as possible. We are intimately familiar with the volumes of research demonstrating the ability of supportive and transitional housing to promote housing stability, reduce use of emergency health care and involvement with the corrections system, improve health outcomes, and help seniors “age in place.” Given Paonia’s growing 65-and-over population, it is especially critical that the Town has access to the latest data on senior housing for planning purposes. Matrix will take inventory of the homes suitable for vulnerable populations using CoStar and other online resources. We will use similar methods to measure the availability of workforce housing, defined as housing for which costs do not exceed 30% of household income for households earning between 80% and 120% of area median income (AMI).

Subtask 2.7 – Gap Analysis

Matrix will conduct a thorough gap analysis that identifies shortfalls in Paonia’s housing inventory. At the core of this analysis will be a comparison of supply and demand at different price points for renter and owner homes separately. Using a methodology developed by the Metropolitan Center at Florida International University, we will, first, sort households into income tiers as a percentage of median income for Delta County and, second, determine the number of affordable homes in each income tier. Information on the income tiers we will use appears in the table below. Subsequently, we will use economic forecasting models to predict how demand will change in the coming years and to compute the costs of closing any identified gaps by 2028.

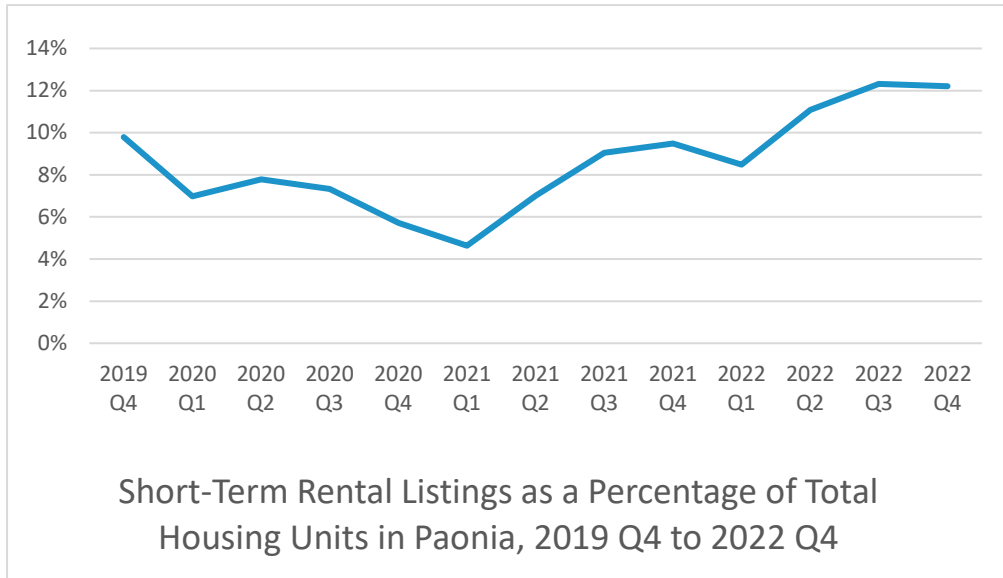
Income Tier	Percent of Area Median Income	Lower Income Limit (Delta County, CO)
Affordable I	0-30%	\$0
Affordable II	30-50%	\$18,270
Affordable III	50-80%	\$30,450
Workforce	80-120%	\$48,720
Market Rate	120-200%	\$73,080
Luxury	200%+	\$121,800

Subtask 2.8 – Barriers Analysis

Matrix will document and investigate the factors impeding Paonia’s housing supply. Our team consists of subject matter experts in the areas of zoning and land development who are eager to leverage their significant experience and knowledge for the benefit of the Town. Matrix will conduct a comprehensive analysis of Paonia’s Zoning Code for the purpose of identifying any regulatory provisions that have exacerbated the affordability crisis by limiting the supply of duplexes, townhomes, and other forms of “missing middle” housing.

While excessive and burdensome regulations can artificially reduce the housing supply, market forces play a major role as well. Our analysis will therefore also consider the impacts of supply-demand dynamics on Paonia’s housing inventory. We will devote particular attention to the effects of short-term rentals, which are thought to particularly harm residents in search of workforce housing.

The figure below displays the results from our preliminary analysis of Paonia’s short-term rental market, showing that short-term rental listings as a percentage of total housing units reached 12% by late 2022. In the report, we will present a comprehensive overview of the short-term rental market that includes an analysis of their effects on housing availability and affordability. In a previous study, we uncovered a strong positive correlation between short-term rental listings and long-term average rent.



Personnel Assigned to Task 2

Christian Caron, PhD; Chris Martin, GISP; Justin McBryde

Deliverables Task 2

- Data Tables
- Maps

Task 3: Action Plan Research

Subtask 3.1 – Housing Authority Plan

Leveraging the experiences of other small, rural communities, the Matrix team will conduct an investigation of best practices that will culminate in a series of steps the Town can take to successfully establish a housing authority. Matrix will collaborate with the Housing Committee to outline the formation process, define the authority’s responsibilities, assist in the hiring of a qualified housing director, and identify funding sources.

Subtask 3.2 – Affordable Housing Recommendations

Through our work on the numerous housing and affordability studies and years of experience in the areas of land development, zoning, and design regulations, our staff has accumulated the skills and knowledge needed to assess the plethora of tools available to Paonia to encourage the construction of affordable housing.

We will devote particular attention to the Paonia Zoning Code as we consider ways the Town can increase access to accessory dwelling units, incentivize short-to-long rental conversion, and encourage development of vacant properties, among other things.

We are familiar with the initiatives that other Colorado communities have implemented to ensure an adequate supply of seasonal workforce housing, such as Summit County's Lease to Locals program, and will account for their experiences in our analysis. Our projections of future housing demand will inform our recommendations as well.

Subtask 3.3 – Property and Construction Cost Recommendations

Matrix will utilize our highly experienced and capable land development and civil engineering teams to evaluate options and estimate costs. The fact that we do this in-house with Matrix talent, rather than outsourcing at additional cost, will be to the benefit of the Town.

Subtask 3.4 – Strategies to Close Supply-Demand Gaps

After consulting empirical research and weighing the viability of various options, we will propose a set of evidence-based strategies to close supply-demand gaps. Our proposed strategies are likely to require changes to the Zoning Code and property tax system, with the goal of promoting the development of underutilized or empty parcels.

Subtask 3.5 – DOLA Qualifying Strategies Recommendations

Matrix understands that a prerequisite for applying for the Incentives Grant is the adoption of a minimum of three Department of Local Affairs (DOLA) Division of Housing (DOH) qualifying Innovative Affordable Housing Strategies. Matrix has reviewed the 16 Qualifying Strategies that localities seeking to receive Incentives Grant funding can choose from and will use a data-driven approach that incorporates resident and stakeholder feedback to identify the four strategies that will best serve Paonia's vulnerable populations. A preliminary implementation plan will accompany each proposed strategy and be delivered in Task 6.

Personnel Assigned to Task 3

Christian Caron, PhD; Robert Mansolillo, GISP; Zakary Payne, PE; Nicole Schanel, PE; Heather Garbarino

Task 4: Community Outreach

Subtask 4.1 – Survey Development & Administration

The Matrix team is adept at developing surveys that elicit meaningful responses from a large, diverse set of participants on housing issues. In this case, we will design a survey that primarily assesses residents' perceptions of the housing situation as it currently exists, while also evaluating their opinions toward potential solutions. We will be particularly interested in learning about their experiences in navigating Paonia's housing market and whether they believe certain types of housing are in short supply. We will use an established platform, such as SurveyMonkey or Qualtrics, to create the survey.

To garner a large sample size, Matrix recommends advertising the survey over social media, Town websites, and other electronic methods of communication. We also see a role for community leaders, especially those with ties to marginalized communities, in encouraging participation.

Subtask 4.2 – Workshops & Public Hearings

Rigorous, thorough, and transparent public participation is a vital part of the process and is critical to the outcome of a community-supported Housing Action Plan that is inclusive of the needs of the community and region. Traditional forms of outreach could include hands-on public workshops and informative public meetings; non-traditional forms could include a public engagement ambassador program and community questionnaires. Active and passive public outreach exercises will be recommended to enhance participation. Matrix prides itself on reaching members of the community who may not have historically been part of the planning process and will provide a bilingual and ADA-compliant platform to incorporate their inputs. Early in the process, at the project management kick-off meeting, Matrix and Town staff will identify creative, innovative, and robust techniques that will maximize participation.

Our team has successfully engaged hard-to-reach, non-English-speaking populations across Colorado. We have Spanish-speaking planners and engineers who will assist with this effort. Further, Matrix employs innovative techniques to reach marginalized communities such as through local churches, schools, and community centers regarding project outreach advertisements to ensure that the predominantly Spanish-speaking community members received open house notices beyond the typical mailers and door-hangers.

Personnel Assigned to Task 4

Rachel Granrath, AICP; Larry Dotson; Rikki Martinez, EIT

Deliverables Task 4

- Community Survey
- Up to two Workshops
- Up to two Public Hearings

Task 5: Housing Needs Assessment Report Development

Subtask 5.1 – Draft Report

Matrix will synthesize the relevant research into a professionally organized, edited, and graphically enhanced draft report. The report will begin with an executive summary, followed by discussions of the methodology and results. Tables and graphics will accompany the narrative throughout the document. Supplementary analyses will be included in an appendix.

Subtask 5.2 – Town Board Review

Matrix will submit the draft report to Town staff for review along with a comment resolution matrix (CRM) to record comments. Thereafter, the reviewer(s) will have approximately one (1) week to provide feedback on the CRM.

Subtask 5.3 – Final Report

Matrix will adjudicate all comments and proposed revisions submitted via CRM and, where appropriate, incorporate them into the final report. Before Matrix submits the final document, the data and analyses will undergo a rigorous quality control and verification process to ensure accuracy.

Personnel Assigned to Task 5

Christian Caron, PhD; Larry Dotson; Chris Martin, GISP

Deliverables Task 5

- Draft Housing Needs Assessment Report
 - Final Housing Needs Assessment Report
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Task 6: Action Plan Development

Subtask 6.1 – Draft Plan

Following the conclusion of our research and community outreach efforts, Matrix will carefully consider the feasibility of each initiative and then consolidate its recommendations into a professionally organized, edited, and graphically enhanced draft action plan. The action plan will outline a strategic blueprint for the future and feature detailed explanations of our recommendations. Tables and graphics will accompany the narrative throughout the document, and, if appropriate, supplementary analyses will be included in an appendix. We estimate that the process of developing the draft plan will take approximately five weeks.

Subtask 6.2 – Town Board Review

Matrix will submit the draft plan to Town staff for review. Thereafter, the reviewer(s) will have approximately one (1) week to provide feedback on the provided CRM.

Subtask 6.3 – Final Plan

Matrix will adjudicate all proposed CRM revisions and, where appropriate, incorporate them into the final plan. Before Matrix submits the final document, the text will undergo a rigorous review process intended to make the writing as precise and concise as possible.

Personnel Assigned to Task 6

Christian Caron, PhD; Larry Dotson; Robert Mansolillo, GISP; Zakary Payne, PE; Nicole Schanel, PE; Heather Garbarino

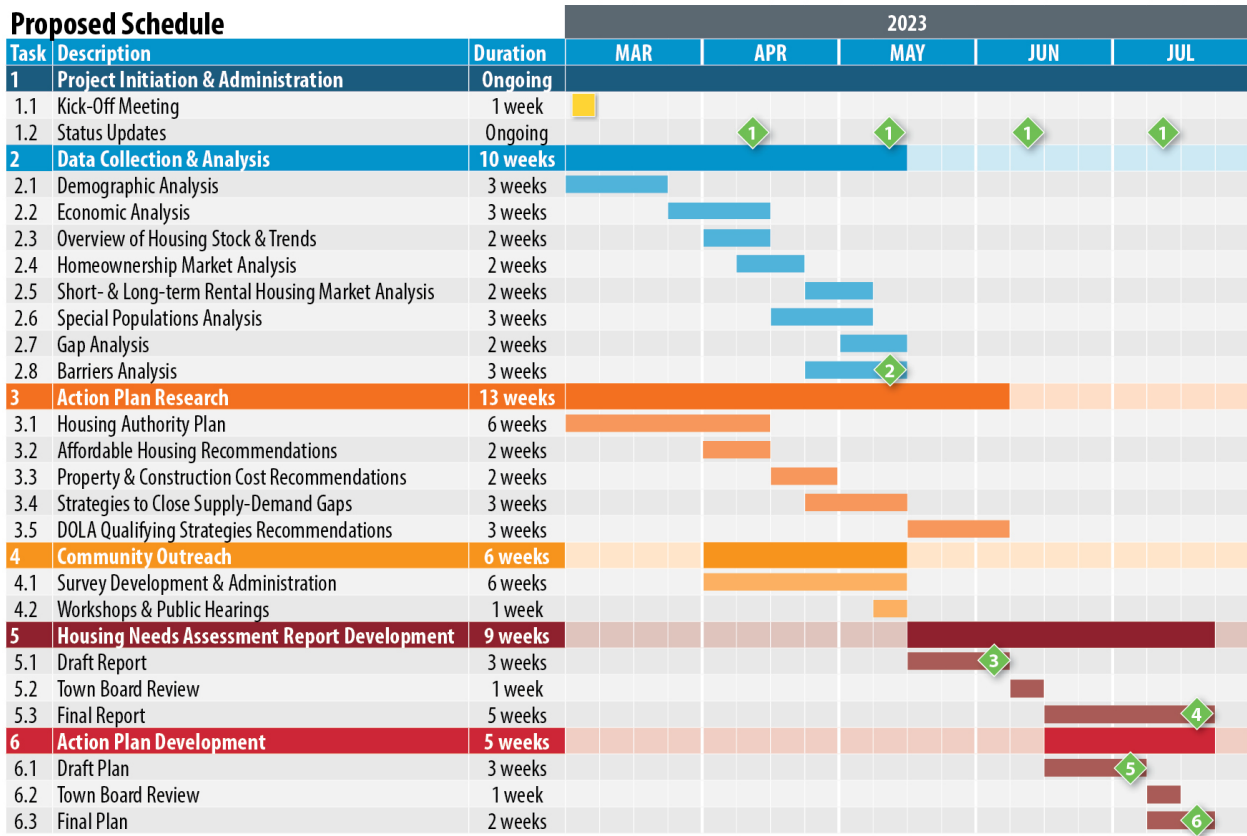
Deliverables Task 6

- Draft Housing Action Plan
- Final Housing Action Assessment

Project Schedule

Matrix prides itself on delivering on-time projects. Importantly, as some small changes inevitably occur over the life of a project, Matrix designs project work plans to be flexible to the needs of these project shifts. This built-in flexibility is often key to maintaining the dates of deliverables and meeting the schedule to complete the project when it is expected. Once formally selected, the Matrix team will work with the Town to validate our proposed schedule to ensure it meets their needs.

The Town will be expected to provide public facilities for holding the various engagements. In addition, Matrix will request access to any demographic, economic, or parcel data that the Town possesses.



Legend

■ Meeting or Presentation ◆ Deliverable

Deliverables

◆ 1 Status Reports ◆ 3 Draft Housing Needs Assessment ◆ 5 Draft Report
 ◆ 2 Data Tables ◆ 4 Final Housing Needs Assessment ◆ 6 Final Report

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Qualifications

Qualifications



Founded in Colorado in 1999, Matrix is an award-winning interdisciplinary firm providing economic analytics, professional planning, engineering, consulting, and program management services for both the public and private sectors. Our staff of nearly 200 professionals is recognized for its proactive and creative approach to planning and development based on our in-depth understanding of critical real estate, financial, and technical issues that are often the keys to a successful project. Matrix staff is also recognized for taking

ownership of our clients' projects and driving them to successful completion. We have assembled a team with diverse, yet complementary, skill sets to bring the greatest value to your community. For the Town of Paonia Housing Needs Assessment & Housing Action Plan, our team consists of experienced market analysts and subject matter experts to form a diverse array of talent to draw upon.

Having recently conducted similar assessments on behalf of other municipalities, Matrix appreciates the complexities of local economies, demographics, mobility patterns, and their impacts on the housing market. In the case of Paonia specifically, ***Matrix recognizes the need for any recommendations to accommodate the community's diversity of viewpoints and interests, as exemplified by its dedication to environmental stewardship; appreciation of the arts, agriculture, and journalism; and historical reliance on coal mining.*** By integrating advanced statistical computing, the best available data, and our expertise in zoning and housing policy more generally, Matrix will provide the Town with the insight it needs to meet current and future housing challenges, including those that disproportionately affect seniors and seasonal workers. Likewise, the perspective we have gained from working with rural, urban, and suburban communities on a wide range of project types, including general plans, corridor studies, multimodal plans, and others, will be an asset to the Town.

Our team members bring decades of experience, lessons learned, and honed expertise in public engagement. We understand that housing assessment work is technical in nature and requires a more specialized outreach approach when compared to other types of community planning projects. Matrix will provide an outreach approach that will translate the complex structure and terminology of housing, zoning, and subdivision regulations into simple and clear terms, allowing the stakeholders to confidently consider the potential results and safeguards of the housing action plan.

Our areas of expertise include the following:

- Housing Assessments & Plans
- Zoning Ordinances & Development Codes
- General, Comprehensive, & Area Plans
- Compatibility Planning
- Public & Stakeholder Engagement
- Alternative Energy Assessments
- Entitlements
- Landscape Architecture
- Place-Making/Wayfinding
- Site Planning & Development
- Waterfront Planning & Design
- Parks & Recreation
- Redevelopment & Revitalization Plans
- Civil Engineering
- Construction Management
- Ecological Services
- Environmental Services
- Fiscal, Economic, & Demographic Analysis
- Geographic Information Systems (GIS)
- Marketing & Communication
- Structural Engineering
- Transportation
- Water Resources
- Spanish Communication

Housing Analysis Experts

The Matrix team features a PhD-led analytics group that specializes in housing consulting services. We have experience conducting statewide and municipal-level housing inventory and affordability analyses. Our team is adept at collating housing stock, housing market, economic, and demographic data from an array of sources; identifying patterns and trends; producing intuitive visualizations; and explaining the results in an articulate and easily understandable manner. Gap analyses employing a methodology developed by Florida International University are typically at the core of our inventory and affordability studies. These analyses, which measure the size of the housing surplus or deficit at different income levels as a percentage of area median income, help inform policymakers, developers, and other stakeholders as they decide which types of housing to prioritize going forward. Furthermore, we routinely employ GIS technology to provide detailed insight into how property values, rents, the size of the available inventory, and other metrics vary across a region. Consistent with our evidence-based approach, the results of our quantitative analyses inform the recommendations we make to improve affordability and availability.

Land Use Code Experience

The Matrix team has successfully audited and developed traditional (Euclidian) zoning, form-based, hybrid, and smart codes and ordinances, as well as design guidelines and form-based code to help communities achieve development goals, objectives, and vision. As part of code development, we assess the substance of the code against the values and objectives outlined in policy documents and neighborhood plans. Matrix conducts on-the-ground surveys to identify desired development characteristics and ensure that new development is complimentary and supportive of the desired community vision. We also utilize award-winning engagement techniques to connect with Town staff, elected officials, community stakeholders, and residents to educate these constituents on project goals and parameters, determine community preferences, and right-size codes so they are implementable, easy to use, and scalable as communities grow.

Matrix's interdisciplinary Planning team has extensive experience reviewing strengths and weaknesses of existing ordinances and collating and assessing previous and unfinished attempts developing functional and efficient land development codes focused on zoning standards that facilitate mixed-use development, tourism, and the protection of scenic resources. We have extensive nationwide experience amending zoning codes and members of the team also have first-hand experience developing and using traditional use-based, form-based and hybrid codes while serving in the public sector.

Public Outreach Experts

Our planners are all trained facilitators and routinely conduct workshops, charrettes, and public hearings as part of the development of community plans. We have the experience and knowledge to translate technical information into easy-to-understand terms to provide better assessment tools for the public. In all our projects, our team leaders have facilitated successful discussions that have produced consensus-based solutions and established lasting and enhanced coordination and cooperation.



	INCLUSIVE <i>We engage as many members of the community as possible.</i>
	INFORMATIVE <i>We educate citizens and decision-makers on the process, issues, options, and solutions.</i>
	VALIDATING <i>We ensure that citizens and decision-makers are heard and that they see their voices making a difference.</i>

Our award-winning engagement facilitation experience crosses a broad spectrum of projects and includes traditional and non-traditional techniques to engage with diverse audiences. We utilize public workshops (in-person and virtual), stakeholder committees, project websites, in-person and web-based questionnaires, work sessions with commissions and councils, charettes, bus tours, “pop-up” meetings, on-street interviews, project ambassadors, and fact sheets. Our teams frequently attend community events. Some of our successful outreach methods are highlighted below.

Traditional & In-Person Methods		Digital / Virtual Methods	
Workshops / Community Meetings	Scenario Planning	Emails	Workshops / Community Meetings
Pop-up Meetings	Focus Groups	Website	Focus Groups
Surveys	Church Groups	Virtual Open House	Ambassador Toolkit
Ambassadors	Open Houses	Social Media / Digital Ads	Virtual Listening Sessions
Traditional Ads	Key Informant Interviews	Livestreamed Meeting	Guest Speakers
Flyers	Guest Speakers	ID Places App	
Postcards	Translated Materials		
Media Coverage			

Our comprehensive outreach efforts get results!
Outreach for this general plan update led to 267,000 impressions among the community.



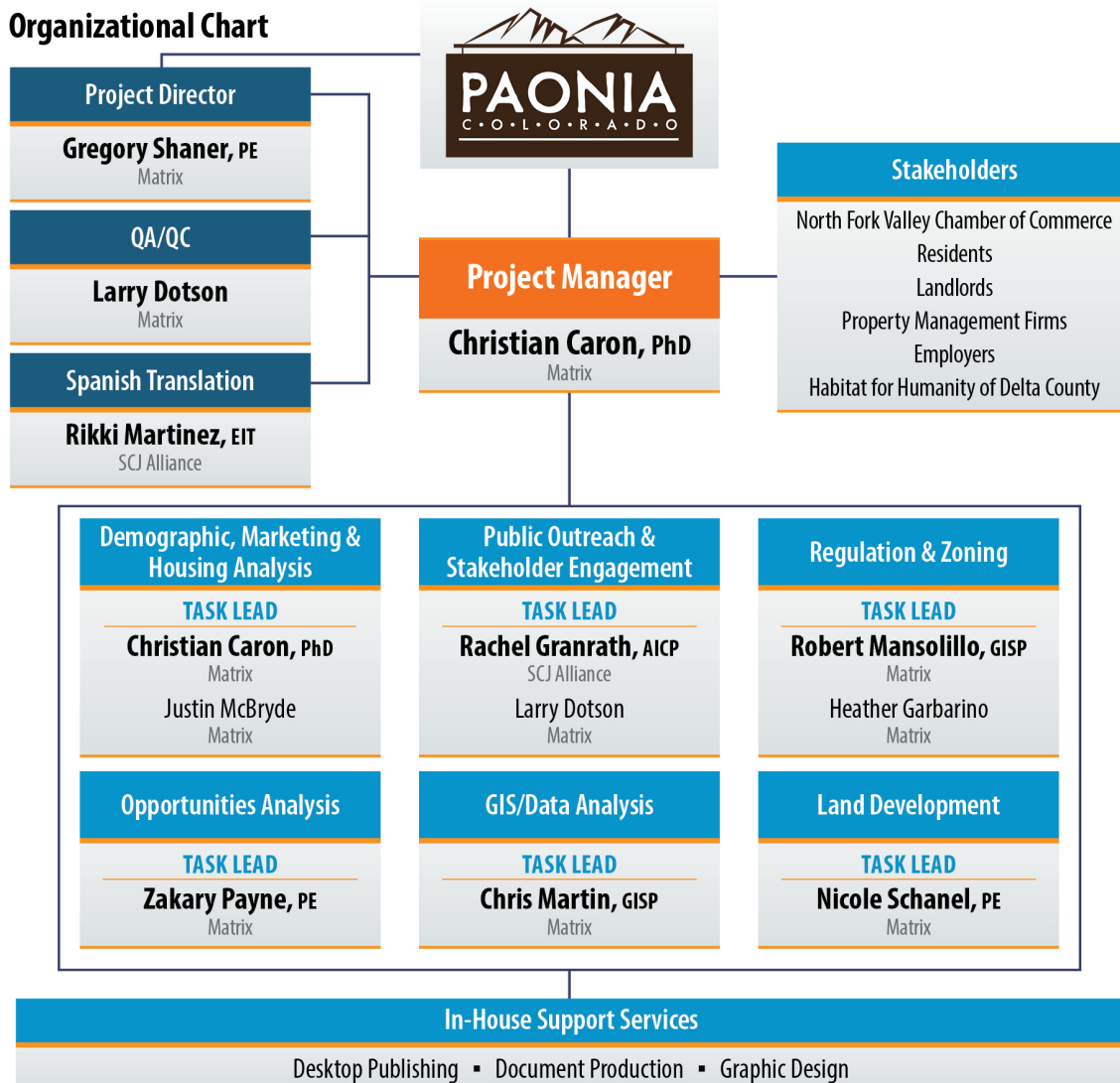
Professional Staff

Matrix will provide the Town of Paonia with a cohesive project team that has extensive experience working together on similar projects. Senior staff members will manage staff assignments and services. **Gregory Shaner, PE, Project Director**, will ensure that the necessary resources are available and used efficiently and effectively for the successful delivery of the assessment and action plan. Gregory provides a solid broad-based platform for his clients that allow him to provide perspective and offer solutions that encompass all specialties within Matrix. **Christian Caron, PhD, Project Manager**, will collaborate with Town representatives to coordinate and manage each task to best fulfill the goals and objectives of the project. Enhancing our team is SCJ Alliance, a full-service professional planning and engineering services firm that specializes in strategic planning and has developed numerous housing plans and studies.

The organizational chart below shows the key personnel who will be involved in this project followed by key personnel bios. Detailed resumes, showcasing credentials and experience, are provided at the end of our proposal in the **Resumes Section**.

Matrix Team

Organizational Chart



Key Personnel

Gregory Shaner, PE

Project Director

Why Gregory? Gregory is an independent thinking, award-winning engineer, often tasked with finding creative solutions to difficult problems. His experience includes overseeing the procurement, entitlement, design, and construction management for private and public projects. Gregory provides a solid broad-based platform for his clients that allows him to provide perspective and offer solutions that encompass all specialties within Matrix. Gregory spent nearly 14 years in western Colorado assisting clients and communities from Meeker to Rifle to Vail and the Greater Western Slope area, and recently completed a project for the Pueblo Housing Authority on their redevelopment of Section 8 Housing.

Christian Caron, PhD

Project Manager; Demographic, Marketing, & Housing Analysis Task Lead

Why Christian? Christian has a distinguished research record, having published several articles in highly selective peer-reviewed scholarly journals and served as technical lead on the Tempe Housing Inventory and Affordability Analysis and Florida Housing Availability and Affordability Study. Before joining Matrix, he completed a PhD in Political Science at UNC Chapel Hill, where he specialized in state and local government, public policy, and economic analysis. He is excited to leverage his vast substantive knowledge of housing and technical expertise in advanced data science, statistical computing, and research methodology for the benefit of the Town.

Larry Dotson

Quality Assurance/Quality Control; Public Outreach & Stakeholder Engagement

Why Larry? Larry brings more than **35 years** of planning and project management in the country's public and private sectors, addressing a range of community planning, land development, and sustainability initiatives. He is an active member of the American Planning Association, with a master's degree in Urban and Regional Planning, and is **bilingual in English and Spanish**. He regularly shares his knowledge through public presentations on a range of topics, including community sustainability, land use planning, public policy, economic development, and transportation.

Robert Mansolillo, GISP

Regulation & Zoning Task Lead

Why Robert? Robert has **17 years** of combined experience as a planner and GIS analyst in both the public and private sectors, effectively serving urban and rural communities. He has worked on state-level development regulations mandated by legislation to provide more housing options in cities. This included allowing duplex, triplex, quadplex, townhouse, and cottage developments as by-right allowed uses in single-family residential zoning districts. In this role, he fostered relationships with the public, community leaders, and elected officials. Robert's background includes land development, zoning entitlements, statewide zoning code updates, and design regulations. He is skilled at performing public outreach, conducting workshops, and presenting to governing bodies.

Zakary Payne, PE

Opportunities Analysis Task Lead

Why Zakary? Zakary is a results-oriented leader known for his creativity and innovation. He is responsible for leading a team of 14 professionals focused on successfully executing project requirements for local, state, and federal government partners. Zakary specializes in providing consulting support that includes asset management, process improvement, facilitation, strategic planning, and development of actionable recommendations that move client organizations forward.

Chris Martin, GISP

GIS/Data Analysis Task Lead

Why Chris? Chris has 20 years of professional experience in the GIS field, providing support in both the public and private sectors on diverse projects including demographic and housing analysis, transportation modeling, housing suitability siting, asset management, financial analysis, and capital planning. Chris has extensive experience leveraging GIS for various community projects and is adept at developing GIS-based digital products to facilitate stakeholder and public outreach efforts.

Nicole Schanel, PE

Land Development Task Lead

Why Nicole? Nicole is a dynamic, critical-thinking engineer with over 10 years of progressive civil engineering experience with private and public-sector clients. As land development task lead, she brings solid proven experience in a holistic approach to community planning and development. Recognizing the needs of various stakeholders in the process, Nicole’s diverse design background lends to creative win-win solutions regarding design for site grading, roadway, drainage, and utilities.

Rachel Granrath, AICP (SCJ)

Stakeholder Task Lead

Why Rachel? Rachel is a strong believer in placemaking and assisting clients to realize their potential and vision through the public planning process. She specializes in facilitating and managing complex groups and interests to achieve a comprehensive planning effort. Her skills include development and plan review, downtown planning, economic development, community engagement, long-range planning, redevelopment and infill, grant writing, and floodplain management. Drawing from her experience in rural and urban communities, she excels in developing strategies, visual tools, urban design, and guiding a community from start to finish through an inclusive planning process.

In-House Support Staff with Advanced Capabilities

Matrix has all the ***in-house support services and production capabilities needed*** to prepare the Housing Needs Assessment & Housing Action Plan. We excel at technical editing, quality assurance/quality control, document production, and graphic design and have designated teams in each area of practice.

QA/QC

Our QA/QC will be led by Larry Dotson, who brings Colorado zoning experience and knowledge of housing policy and zoning law. He is knowledgeable about what is supported by the development community, both from a political and administrative standpoint. Our QA/QC programs ensure all deliverables meet client standards and, in turn, best meet community needs. The programs ensure contract compliance, data security, and the comprehensiveness, clarity, accuracy, accessibility, and functionality of all deliverables.

Matrix also works closely with the community's legal counsel to validate all proposed development codes and review processes in terms of being legally compliant, enforceable, severable, and defensible.

3D Visualization and Modeling

Matrix creates 3D renderings for public participation using a variety of tools. Our GIS team can create renderings in ArcGIS Pro or City Engine and online using ArcGIS Urban or ArcGIS Online 3D maps. Our Graphic Design team creates 3D renderings in Sketchup, while our Landscape Architecture team uses Sketchup and Lumion. We are knowledgeable, skilled, and versatile, able to meet any rendering needs using the most appropriate and powerful tools available.

Graphic Design

Matrix's professional Graphic Design team are experts at coalescing vast amounts of data into small, concise, and easily understood formats. They are particularly adept at refining a significant amount of information into aesthetically pleasing, eye-catching documents. Our team also has the know-how to develop document layouts and designs that are simple to follow and easy to amend as development regulation needs evolve.

PLAN PEORIA AZ
General Plan 2040

General Plan Public Workshop #2

Workshop #1 Results

Top three topics that participants like about Peoria:

- Safe neighborhoods
- Family-oriented character
- Quality of schools

Top three themes that participants indicated should be included in the General Plan update:

- Having a fiscally strong city
- Focused Growth
- Sustainability / Environmental Stewardship

Top strategies participants thought Peoria should emphasize for the future:

- Incentives for redevelopment and encouraged investment
- Provide quality jobs
- Adequate Public Facilities

Visit the project website at www.planpeoriaaz.com for detailed results of Workshop #1.

Peoria Profile Features

In 2016, Peoria had a population of 171,100. By 2040, population forecasts provided by the Metrolina Association of Governments (MAG) project that Peoria's population will grow to 278,000, adding an additional 106,900 people.

Year	Population	Percent Change in Population	Incorporated Area (Square Miles)	Municipal Planning Area (Square Miles)
1990	50,657	-	61.0	74.0
2000	108,363	114%	153.1	225.8
2010	154,065	42%	179.0	233.6
2020	186,300	21%	-	-
2030	250,400	29%	-	-
2040	278,000	11%	-	-
2050	306,300	10%	-	-

Source: MAG's Growth Not Exceeds Metrolina County of Governments' Subarea Projections, June 2016. MAG's population is for incorporated areas only. Projections are for the years 2010 & higher.

Single Family Residential Building Permits

City of Peoria 2011 - 2016

Source: MAG's Growth Not Exceeds Metrolina County of Governments' Subarea Projections, June 2016. MAG's population is for incorporated areas only. Projections are for the years 2010 & higher.

For more information visit www.planpeoriaaz.com

Workshop Exercises

Peoria is projected to add over 100,000 people by 2040.

Where should:

- Growth be targeted for housing, commercial, and employment?
- Infill and redevelopment occur?
- Transportation improvements be focused?
- Trails be located?
- Future public transit routes be located?

Exercise 1

Neighborhood Survey

- What makes a great neighborhood
- 33 common features
- Rank each from very important to not important
- Add your own

Neighborhood Survey Grid

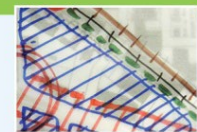
Rank	1	2	3	4	5
1. Safety					
2. Range of Housing					
3. Walkability					
4. Quality of Schools					
5. Public Transportation					
6. Parks and Recreation					
7. Arts and Culture					
8. Community Events					
9. Affordable Housing					
10. Quality of Life					
11. Public Safety					
12. Quality of Life					
13. Quality of Life					
14. Quality of Life					
15. Quality of Life					
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32. Quality of Life					
33. Quality of Life					

Exercise 2

Growth Areas

- Housing / Neighborhood
- Commercial Mixed Use
- Employment
- Redevelopment / Infill

- Green Marker
- Red Marker
- Blue Marker
- Brown Marker



Exercise 3

Transportation Priorities

- Red Marker
- Intersections Improvement
- Infill change
- Overspan

- Red Yarn
- (Parkway, Arterial) Cost constrained 1 inch = \$15M/Block
- Top Priority Years 1-5
- Yellow Yarn
- Transit Corridors
- Blue Yarn
- Trail Corridors



More information:

www.planpeoriaaz.com
Lorie Dever, Senior Planner, City of Peoria
Email: planpeoriaaz@peoriaaz.gov
Phone: 623-773-7200



Production

We have top-notch production and high-quality printing and plotting capabilities for preparing all meeting materials and final documents, reducing downtime associated with outsourcing, and providing a cost-saving efficiency for clients.

Similar Projects

Several Matrix team members have served as city/town employees, and all have significant experience as private consultants for communities across the country. Our work has evolved with increasing local and national experience and with the ability to draw on best practices and lessons learned to develop locally tailored, innovative solutions to place-specific problems.

We have presented a selection of representative work samples on the following pages that demonstrate our experience and our ability to execute your project successfully.

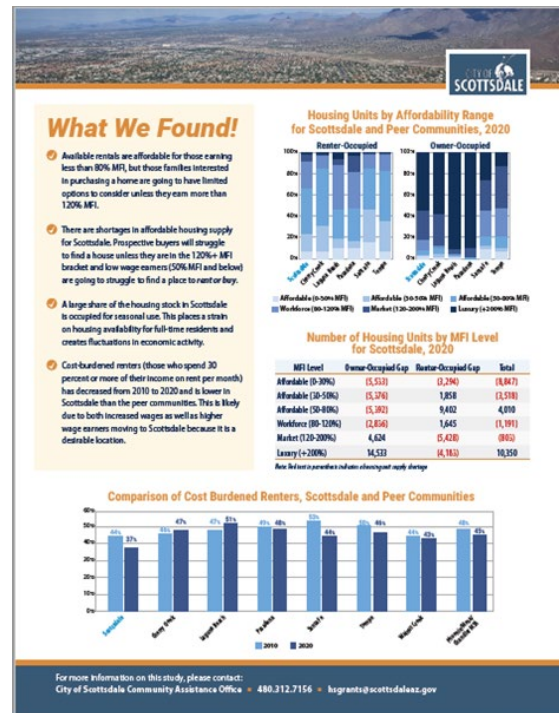
Scottsdale Housing Inventory & Affordability Analysis | Arizona

Matrix was retained by the City of Scottsdale to perform a **housing inventory and affordability analysis** incorporating a methodology developed by Florida International University wherein housing and demographic data generated by the U.S. Census is used as the baseline. Utilizing this framework, the city would be able to update the study in future years in a manner that utilizes **consistent data collection techniques and data integrity protocols**, as well as identical analytic processes to ensure year-over-year comparisons remain consistent and repeatable.

Matrix utilized the 2020 American Community Survey (ACS) 5-year estimates to perform a variety of analyses looking at various factors including **demographics, owner-occupied and rental housing availability, and affordability** as a percentage of the Median Family Income (MFI) whereby 0 to 80% of MFI is considered affordable. In addition to examining city-wide, Scottsdale-specific data, Matrix also performed various comparative analyses within the city by zip code, within the Phoenix-Mesa-Chandler Metropolitan Statistical Area (MSA), and across the “peer” communities of Cherry Creek, CO; Laguna Beach, CA; Pasadena, CA; Santa Fe, NM; and Tempe, AZ.

Matrix employed a standardized, repeatable methodology developed by the Metropolitan Center at Florida International University that leverages publicly available data from the American Community Survey (ACS) and US Department of Housing and Urban Development (HUD) as the basis of the analysis. The methodology focuses on several factors like demographics, current housing stock, and ownership and rental market trends to generate a **supply-demand gap analysis** focused on various affordability limits based on median family income (MFI). The results of the analysis were captured in a report, along with a two-page strategic communication product summarizing the effort in an easily digestible, graphically intensive product.

The main takeaway of the analysis is that there is a gap in affordable housing (both renter and owner-occupied) in the city. While some affordable rental options exist for those earning between 30% and 80% MFI, there are a dearth of options for those making less than 30% MFI and a shortage of owner-occupied housing units at all affordability levels.



Addressing these gaps should be a priority for the city should it desire to be viewed as affordable for low-income earners. Armed with this information and other analysis in the report, the city will be able to **focus their resources and policies** on improving or addressing some of the concerns captured within.

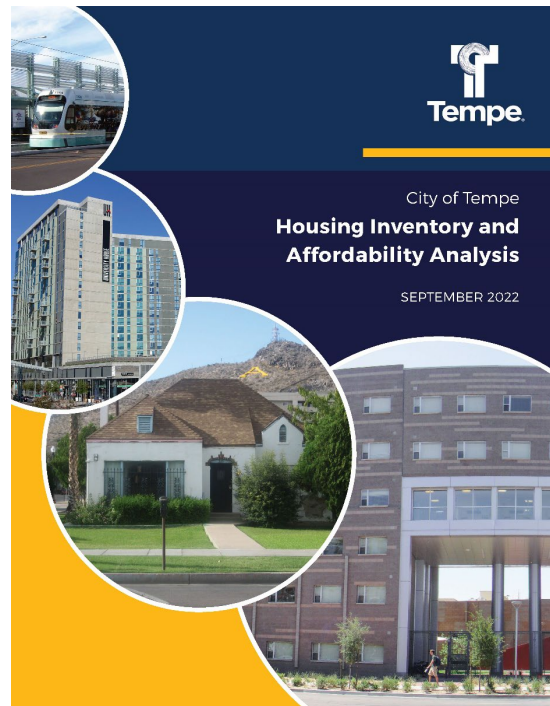
The results of these analyses were summarized in a housing inventory and affordability report, along with a **graphically rich strategic communication brochure** that captures the highlights of the report in a concise, easy-to-understand document.

Tempe Housing Inventory & Affordability Analysis | Arizona

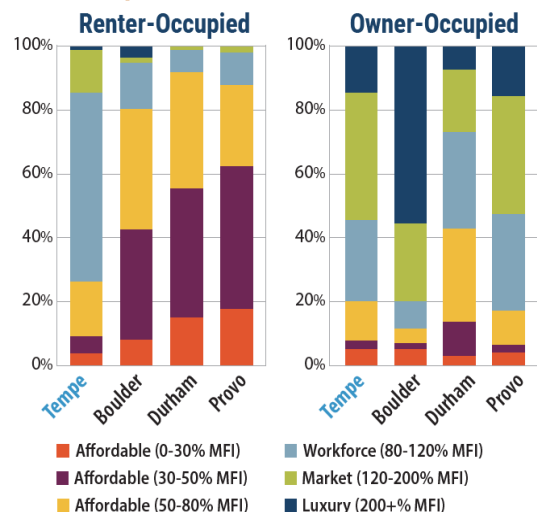
The City of Tempe retained Matrix to conduct a **housing inventory and affordability analysis** to help the community understand the distribution and categorization of the city's occupied housing stock (rental and owner-occupied) as it relates to **quantity and affordability**. Matrix employed a **standardized, repeatable methodology** developed by the Metropolitan Center at Florida International University that leverages publicly available data from the ACS and U.S. Department of HUD as the basis of the analysis. The methodology focused on several factors like **demographics, current housing stock, and ownership and rental market housing availability and trends to generate a supply-demand gap analysis** focused on various affordability limits based on median family income (MFI).

In addition to examining city-wide, Tempe-specific data, Matrix also performed various **comparative analyses** within the city by zip code, within the Phoenix-Mesa-Chandler Metropolitan Statistical Area (MSA), and across other college towns like Boulder, CO; Provo, UT; and Durham, NC. The main takeaway of the analysis is that there is a gap in affordable housing (both renter and owner-occupied) in the city and that addressing this gap should be a priority, especially given the large student population of Tempe with limited or fixed incomes.

The results of these analyses were summarized in a **housing inventory and affordability report, along with a graphically immersive strategic communication product** that captures the highlights of the report in a concise, easy-to-understand document.



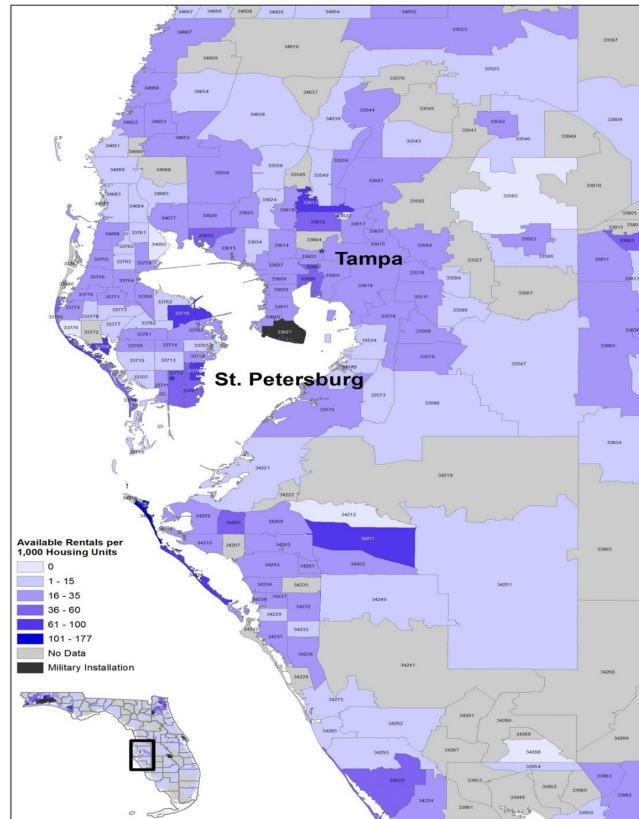
Housing Units by MFI level for Tempe and Peer Communities, 2020



When asked for feedback on the final report, City of Tempe Deputy Human Services Director, Irma Hollamby Cain, MPA, stated "I think Dr. Caron nailed it. I have no further feedback."

Florida Housing Affordability and Availability Study | Florida

Matrix recently completed a study on behalf of the Florida Defense Support Task Force (FDSTF) with the primary purpose of proposing feasible solutions to the housing affordability and availability crisis facing the state’s defense communities. The project’s broad scope meant that the Matrix team was required to execute a complex, multistep research plan. Given the localized nature of housing policy, initial efforts focused on determining the regions of the state that faced the most acute crisis and therefore deserved priority in the report. Our researchers collected and analyzed data from a variety of sources, including the American Community Survey, Redfin, and CoStar, in an effort to identify high-active-duty population zip codes with inadequate Basic Allowance for Housing rates. Additionally, we created a series of heat maps that classified zip codes based on the severity of the military housing crisis.



Our team then explored solutions, tailored to each defense community, for policymakers and stakeholders to pursue and implement. This process entailed, first, studying existing state and local housing laws—including those pertaining to zoning, taxation, developer incentives, short-term rentals, and vacant properties—and second, identifying appropriate and achievable reforms. The latter task required us to thoroughly review previous housing studies to identify best practices across the U.S. Throughout the research process, we relied on points of contact established at Florida’s military installations, state and local housing authorities, and other stakeholder institutions.

At Matrix, we believe client and stakeholder feedback are critical to producing high-quality products. Prior to beginning the project, our team held a kick-off meeting, where FDSTF had the opportunity to review and comment on our plan of action. We continued engaging the multi-stakeholder FDSTF board of direction throughout the project timeline. Examples of feedback and communication tools at our disposal include regular briefings, brainstorming sessions, newsletters, and a project website.

When asked for feedback on working with Matrix, Florida Defense Support Task Force Vice President of Military and Defense Programs, Terry McCaffrey, stated “Matrix has done several projects for us including economic impact studies, resiliency reviews, and military housing analyses... I highly recommend them.”

Lochbuie Comprehensive Plan and Land Development Code Update | Colorado

The Town of Lochbuie, Colorado is a rapidly growing suburban community in the northeast portion of the Denver metro area, with a reported growth rate of 14% from 2010 to 2015. Matrix Design Group was hired to develop a new comprehensive plan and land development code in the summer of 2016 to help establish a vision, goals, policies, and zoning regulations.

The plan addressed the rapid pace of growth and provided guidance on how to mitigate the impact on residential areas. Matrix also helped to establish land use planning for a new town center as a vertical mixed-use district anchored by Town Hall. The plan helped to define streetscape enhancements within the Main Street area to create a vibrant, walkable downtown with pedestrian-focused activities and established mixed-use residential, commercial, and employment gateway areas based on market and economic analysis.

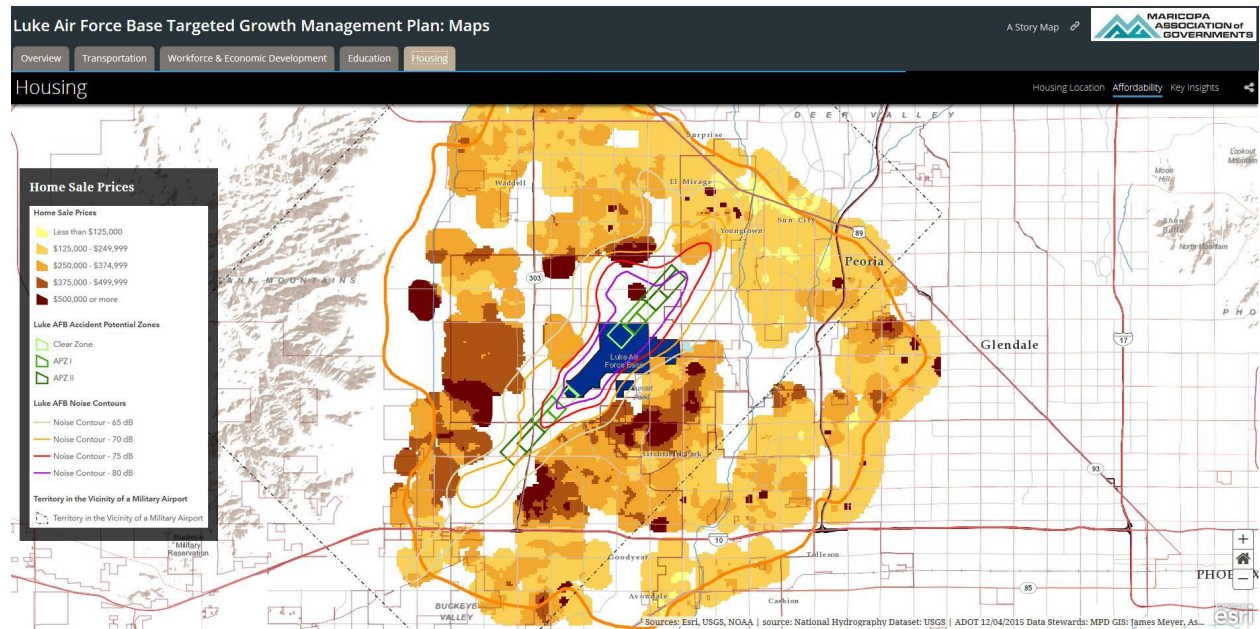
Simultaneous development and adoption of the comprehensive plan and land development code enabled high compatibility between the documents, resulting in a plan and code that are user-friendly and consistent and cover various topics, including land use, economic development, redevelopment/revitalization, and infrastructure. Additionally, Matrix incorporated a robust implementation plan to provide a framework for Lochbuie, guiding future development of the town.

Matrix provided expansive public outreach and engagement, encouraging widespread public support and well-attended workshops. The efforts by Matrix resulted in the plan's subsequent adoption and support by Mayor and City Council.



Maricopa Targeted Growth Management Plan, Housing White Paper | Arizona

Matrix completed a Targeted Growth Management Plan (TGMP) for Luke Air Force Base, which is a community-led, collaborative planning effort between Maricopa Association of Governments, Luke Air Force Base (AFB), and surrounding jurisdictions. The purpose of this plan is to measure the impacts of the coming expansion of Luke AFB due to its designation as the new F-35A Lightning II fighter jet training facility. The Housing White Paper addressed the potential impacts of the mission expansion on the housing supply in nearby communities and examined the ability of those communities to meet the anticipated increased additional demands on housing of all types. This report tied into results of additional white papers on Transportation, Education, and Economic and Workforce Development.



Evaluation of the state of housing in the Study Area focused on the existing and projected housing market and inventory including regional growth areas, the projected demographic associated with growth at Luke AFB and anticipated housing need, and potential areas where that housing need may be accommodated in the communities surrounding Luke AFB. Matrix used the results of community-wide and Luke AFB surveys, conducted online during the study period, to gauge housing preferences of residents of nearby cities and Luke AFB.

A key product of the TGMP was an online story map which included a summary of the findings of the study as well as population growth trends and interactive maps indicating locations of current military personnel and affordable housing. This served as an ongoing method of educating public agencies and members of the public in a way that is meaningful and understandable.

The TGMP was funded by the Department of Defense (DoD) Office of Economic Adjustment and functioned to ensure that the expansion of Luke AFB could be accommodated by the community at large and to create an action plan to mitigate any potential negative impacts.

Mesa East and West Redevelopment Area Plan | Arizona

Matrix assessed 4,990 properties covering more than three square miles in Mesa to assist the City with establishing two redevelopment areas (RDAs)—the East RDA and the West RDA. These RDAs expanded the Central Business District outward from the original Town Center RDA, which covers Downtown Mesa. Establishing the East and West RDAs provided redevelopment tools and economic incentives for revitalizing the primary gateways into Downtown Mesa and along the Valley Metro light rail corridor on Main Street. Matrix used Fulcrum software while conducting a field survey to concisely and accurately assess all 4,990 individual properties across the two RDAs. Property conditions, descriptions, and photos of each individual parcel from the Maricopa County Assessor's office were entered directly into the Fulcrum application while in the field, creating a well-organized and easily searchable database of each property.

Upon the successful establishment of the East and West RDAs through a unanimous Council decision, Matrix developed redevelopment plans for each RDA. These plans included targeted revitalization strategies that addressed issues identified in the Fulcrum application during the field survey, including housing conditions and affordability. In addition, Matrix developed conceptual redevelopment nodes at key focal points in each RDA to act as catalyst developments spurring revitalization efforts. One such node – the Asian District, Mesa – has already begun to emerge around Mekong Plaza through successful partnerships between the City of Mesa and local community and business leaders.

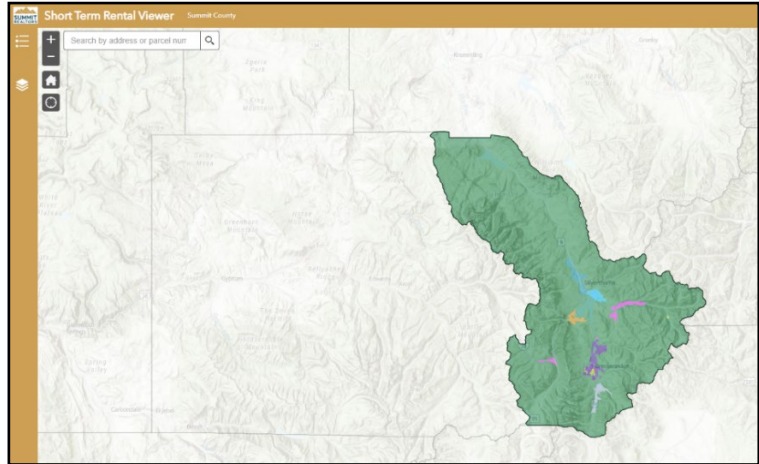


The City of Mesa sought Matrix's assistance again two years later to evaluate blight conditions in all four of the City's RDAs following state legislation (ARS §42-6209) requiring municipalities to review all originally designated RDAs. Matrix evaluated a total of 8,260 properties encompassing six square miles across the four RDAs using the Fulcrum application. All four RDAs were successfully re-established by City Council before the deadline provided in state statutes.

These RDA plans positioned the community to implement action with tangible, feasible strategies and guidelines for transforming targeted areas into strong, vibrant, and economically sustainable employment centers with a healthy mix of retail and light industrial uses.

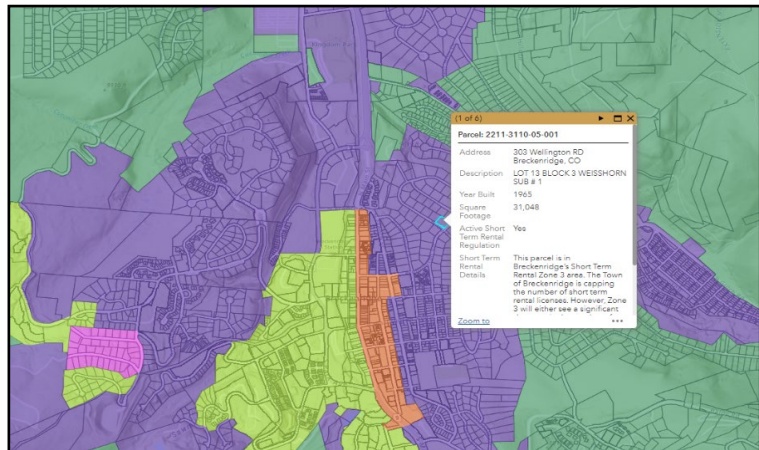
Summit Association of Realtors Web Mapping Application | Colorado

Matrix created a web mapping application to help realtors navigate the changing regulations of short-term rental properties in Summit County, Colorado. As the County places restrictions on the number of properties allowed to offer short-term rentals through platforms such as Airbnb, the Summit Association of Realtors partnered with Matrix to create a streamlined tool to disseminate the regulations.



Using ArcGIS Online, our team built an online, interactive web map displaying all property parcels and municipality jurisdictions within Summit County. Short-term rental regulation information was compiled for each municipality and overlaid with property parcels. The result produced a GIS parcel data layer that included not just the corresponding town’s rental regulations, but all data associated with the parcel such as acreage, address, most recent sale, and more. This provided realtors with a one-stop-shop of information about properties of interest. Moreover, Matrix overlaid additional map layers of interest, such as hiking trails, open spaces, resort areas, and ski lifts.

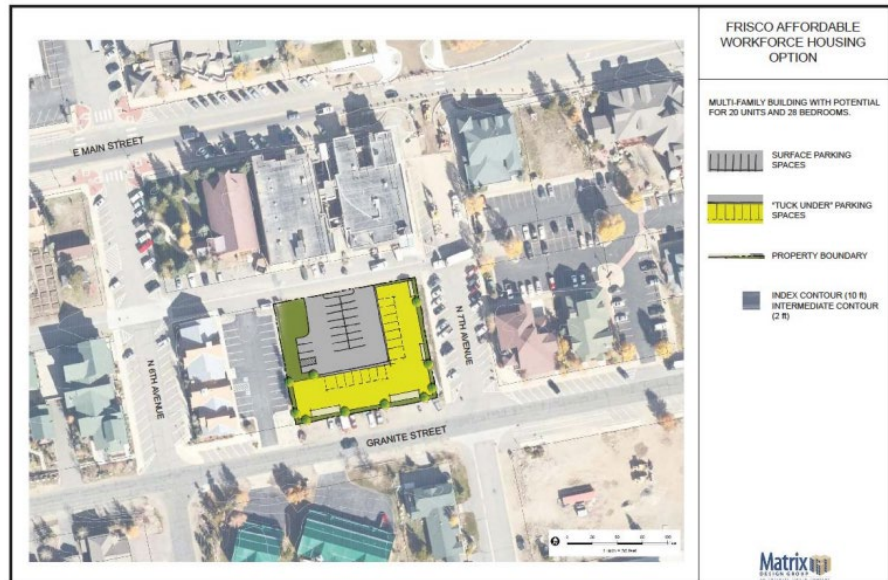
To ensure that this application provided realtors with the most up-to-date information, Matrix used rest service URLs of the local municipalities to connect to their most up-to-date short-term rental GIS data. In doing so, any updates made would be automatically reflected in our application. Moreover, Matrix implemented programming tools to automatically detect and notify our team if any hyperlinks to short rental information had changed so that adjustments to the tool could be made. Overall, this interactive web map provided Summit Association of Realtor’s clients with an easy-to-use, integrated tool to assist with real estate decision-making.



CDOT Work Force/Affordable Housing Evaluation | Colorado

Matrix worked with an economist and the Colorado Department of Transportation (CDOT) to identify existing sites that could either be re-purposed for work force housing or as an existing site that could be demolished, and new higher-density housing constructed. The workforce housing study looked at the maintenance facilities in Basalt (Pitkin County), Grand Junction (Eagle County), and Summit County and considered development opportunities

for each location. Each development opportunity was considered in terms of feasibility, risk, initial costs and long-term cost benefits, as well as in comparison to a stipend only solution. In Basalt, the study looked at a land trade with the Town, an opportunity for CDOT to buy into housing being constructed by a local developer, and CDOT building housing units on existing CDOT land. The Dowd Junction area explored development on a Forest Service parcel in Minturn with both housing built by CDOT as well as housing built by an outside developer. In Summit County, the study analyzed opportunities with the Town of Frisco, Summit County, and the Forest Service to partner on different housing developments. As part of this effort, Matrix reviewed sites in Basalt, Frisco/Dillon, and Minturn and evaluated from a site plan perspective to determine number of units and cost of infrastructure along with zoning, adjacent uses, suitability for housing, drive time to CDOT facilities, and costs.



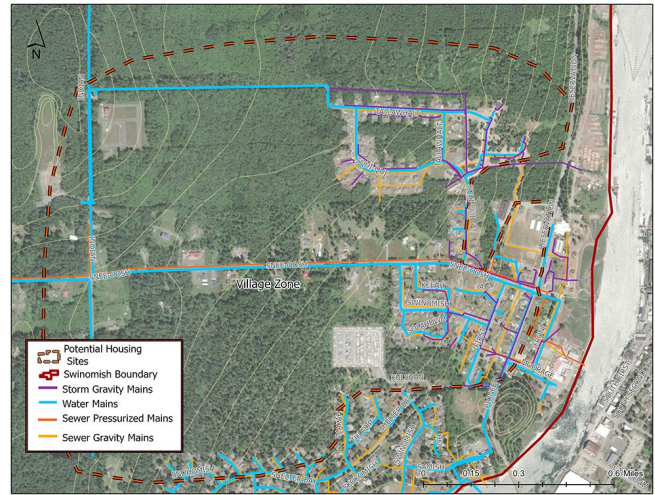
Okanogan Regional Housing Action Plan | Washington

SCJ helped to conduct this housing needs study for Okanogan County, Washington, to help community leaders plan for and facilitate the development of housing for the region's 42,000+ residents. The study encompasses a quantitative assessment of supply and demand, a qualitative assessment of community members' preferences, and review of current planning and building practices that are suitable for predominantly rural counties in Washington state.



Swinomish Housing Strategic Plan | Washington

The Swinomish Indian Tribe faces a shortage of adequate and affordable housing options, one that is so severe that the Tribal Senate passed a Resolution declaring a Housing Crisis on the Swinomish Reservation. SCJ was hired to complete a Strategic Housing Plan to help the Tribe better understand housing patterns and housing needs within the Reservation, especially with a focus on where housing investments would serve the greatest need. State and federal government data on these topics is generally inaccurate and misleading for our community so SCJ has used a variety of analytical techniques, including surveys and GIS studies to more accurately identify, define, and resolve this crisis. The plan will have a clear action plan to address the housing supply crisis and is expected to be completed in 2022.



Downtown Plan, Housing Action Plan, and Code Updates | Washington

The Downtown and Housing Subarea Plan was identified as a community priority and area of study after completing the City’s Comprehensive Plan Update. The implementation of the project was realized when the city was awarded grant funding from E2SHB 1923. The study was focused on two primary areas. The first was the downtown area on Main Street and Park Street. The downtown portion of the plan analyzed land use trends, studied the differences between the main street district and the highway corridor development, and produced code provisions for the downtown overlay zone. Zoning overlay provisions improved parking, enhancements for future downtown development, identified pedestrian amenities and improvements, and connected the Chewelah Walking Trail to downtown. The second area of study was residential development in the downtown and the medium-density residential zoning district surrounding downtown within the subarea boundaries. The plan resulted in an action strategy that included new code provisions for the downtown area housing, alignment of the Chewelah Walking Trail, improving the Civic Center as the city hub, and transition space from the residential areas to the downtown main street.



Subconsultants



SCJ Alliance (SCJ) is a full-service professional planning and engineering services firm specializing in strategic planning and solving complex issues that challenge developing communities. SCJ has worked on many housing plans and studies, oftentimes focusing on specific elements or future visions for communities. Creative strategies are needed to address the shortage of missing-middle housing, size/type/style, racial and economic inequities, and so much more. They have participated as the grant writer, administrator, engagement lead, and project lead for many of these efforts and worked to complete the project on budget and on time. Their team is well-versed in state regulations and planning efforts in the west including Colorado, Washington, Idaho, and Montana. Team member Rachel Granrath's career has been in both the public and private sectors, working for various cities and towns in Colorado where she served in many capacities including as the Community Development Director with the City of Cherry Hills Village and the Town of Elizabeth. Rachel has also led community outreach efforts in the state. Team member Rikki Martinez is passionate about building community and is a skilled bilingual mediator and facilitator. With three offices in Colorado (Boulder, Crested Butte, and Gunnison), Rachel, Rikki, and SCJ are prepared to commence immediately upon selection for this contract and can meet the project requirements.

References

Matrix is committed to providing the highest quality service and we are proud to refer you to our clients to validate our capabilities. We have reliably served numerous private and governmental agencies in Colorado and throughout the country under similar consulting roles. Per the RFP requirement, the tables below list two professional references that can attest to our performance in recent years. We highly encourage the Town to contact our clients to confirm our capabilities, as well as our overall commitment to quality.

Tempe Housing Inventory & Affordability Analysis

Organization	City of Tempe Human Services		
Contact	Irma Hollamby Cain, MPA	Phone	480.858.2264

A summary of the work is provided in the [Similar Projects Section](#) above.

Florida Housing Availability and Affordability Study

Organization	Enterprise Florida, Inc.		
Contact	Terry McCaffrey	Phone	850.298.6652

A summary of the work is provided in the [Similar Projects Section](#) above.

Current Workload and Ability to Complete the Project on Time

We use several methodologies to ensure the availability of staff and resources to meet our client's needs. First, we prepare long-term (6-month) backlog projections to evaluate staff availability and assess hiring needs. Second, we track near-term (1-month) resource loading to identify and address conflicts and achieve project delivery. Finally, we revise immediate needs for staff and resources as part of weekly staff meetings.

With over 120 Colorado-based personnel, Matrix has the reach-back capabilities needed to quickly mobilize subject matter experts, support staff, and other resources to address unforeseen challenges, surge needs, or a redirect of efforts as our clients require. Our approach, in which *we commit only what we can achieve and achieve all that we commit*, ensures that our clients have the support they need when they need it.

The Town will benefit from well-crafted, experience-based project plans and deliverable schedules. We review the plan and schedules frequently to proactively identify and resolve potential issues.

Matrix is confident that your project can be incorporated into our current workload and commit to high-quality project delivery. The team we propose is in place, ready to start immediately, and can meet your target completion date of July 31, 2023.

Resumes



Gregory Shaner, PE

Project Director

Gregory is a Vice President with Matrix and the Director of Civil Services for Colorado. He is a licensed professional engineer in Colorado and has more than 27 years of experience in the civil engineering and development industry. Gregory spent nearly 14 years in western Colorado assisting clients and communities from Meeker to Rifle to Vail and the Greater Western Slope area. His experience includes overseeing the procurement, entitlement, design, and construction management for private and public projects. Gregory provides a solid broad-based platform for his clients that allow him to provide perspective and offer solutions that encompass all specialties within Matrix.

His technical experience includes program management and owners' representation, federal and state project development, project site assessment, urban planning, and infrastructure design.

Relevant Experience

Pueblo Housing Authority | Pueblo, Colorado

As the Senior Project Manager, Gregory has been involved with the Pueblo Housing Authority on their redevelopment of Section 8 Housing in Pueblo, Colorado. The project includes extensive community outreach, project phasing planning, scrape and demolition of existing housing, and design and construction of new housing that meet solar and low impact initiatives.

Engineering On-Call Municipal Services | Various, Colorado

Gregory has served as the Civil Engineer for multiple on-call municipal service contracts within Colorado. Through these contracts, he has worked on a variety of projects from multiple funding sources including Safe Routes to School projects, regional trail projects, providing stormwater and roadway reviews, regionalization planning reviews, and architectural/engineering contracts. Some of the on-call services contracts have been performed for:

- Colorado Springs Utilities
- Pueblo West
- Town of Monument
- City of Aspen
- City of Colorado Springs Stormwater Enterprises
- Granby Ranch Metropolitan District
- City of Fountain

Historic Arkansas Riverwalk Plaza Development | Pueblo, Colorado

Matrix has been associated with the HARP project in downtown central Pueblo for over 20 years. As the Senior Civil Manager for the project over the past six years, Gregory has been instrumental in the design and construction of the Gateway Plaza, Convention Center expansion, Main Street improvements, and current channel extension to Santa Fe. Projects involve detailed downtown redevelopment planning and engineering efforts for the relocation of major City infrastructure, roadway closures and right-of-way vacation, and coordination with multiple jurisdictional entities and utility providers.

Areas of Expertise

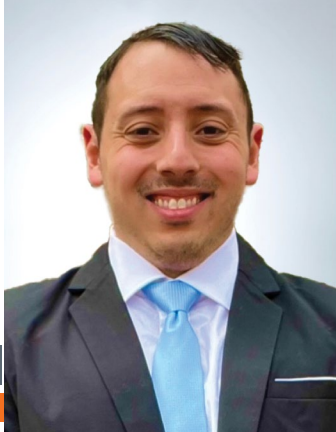
- Program Management
- Infrastructure Master Planning & Design
- Project Proforma & Finance Evaluations
- Site Design & Technical Evaluation
- Hydrology & Hydraulic Analysis
- Utility Infrastructure Design
- Construction Administration/ Management
- Stormwater Management Permitting & Regulatory Applications

Education

B.S. – Civil Engineering,
Colorado State University

Professional Registrations/ Affiliations

- Colorado Professional Engineer,
License No. 36307
- American Society of Civil Engineers
(ASCE)
- Urban Land Institute (ULI)
- Society of American Military Engineers
(SAME)
- Colorado Springs Home Builders
Association – Board of Directors



Christian Caron, PhD

Project Manager; Demographic, Marketing, & Housing Analysis Task Lead

Areas of Expertise

Housing Analysis
 Demographic & Marketing Analysis
 Data Analytics
 Policy Analysis
 Statistical Modeling
 Economic & Fiscal Impact Assessment
 Focus Group Facilitation
 Survey Research

Education

Ph.D. – Political Science, University of North Carolina at Chapel Hill

M.A. – Political Science, University of North Carolina at Chapel Hill

B.A. – Political Science, University of Connecticut

Professional Registrations/ Affiliations

Regional Economic Models, Inc. (REMI) Annual Users' Conference
 National Association for Business Economics

Christian has an extensive educational background, having earned a PhD in Political Science from UNC Chapel Hill in 2022. During his time there, he specialized in state and local government and public policy. He has six years of academic research experience, in which he published multiple articles in highly selective peer-reviewed social science journals, presented at national conferences, appraised scholarly articles, and served as a research consultant for local government officials. As part of his doctoral studies, Christian underwent rigorous methodological training. He is well-versed in data analytics, statistics and modeling techniques, and qualitative methods.

A former college lecturer, Christian enjoys distilling highly technical information, often derived from advanced quantitative analysis, for mainstream audiences and stakeholders. Recently, Christian completed a housing inventory and affordability analysis on behalf of the City of Tempe, Arizona. Relying primarily on demographic and housing data from the U.S. Census Bureau's American Community Survey, he conducted gap analyses that estimated the difference between supply and demand at various income tiers.

Relevant Experience

Housing Affordability and Availability Study | *Florida*

Christian served as the Research Lead on a project evaluating housing policy in Florida's defense communities. The purpose of the statewide study was to recommend reforms to improve affordability and availability. The research process entailed conducting an analysis of local Florida housing markets, with the goal of identifying the regions where the crisis was most acute; coordinating with local officials to obtain information about the current state of policy; and investigating best practices.

Housing Affordability and Inventory Analysis | *Tempe, Arizona*

As the Analysis Lead for this effort, Christian leveraged data from multiple sources—principally the U.S. Census Bureau's American Community Survey—for the primary purpose of assessing the state of Tempe's housing market. In addition to compiling a comprehensive demographic profile of the City, Christian completed an inventory and affordability analysis. At the core of the assessment were gap analyses that, first, sorted households and units into "affordability tiers" and, second, quantified the difference between supply and demand at each tier. This approach, developed by Florida International University's Metropolitan Center, allows for standardized comparisons from year to year. The deliverable also included intracity and intercity comparative analyses, which offered additional context for the findings.



Larry Dotson

QA/QC; Public Outreach & Stakeholder Engagement

Larry provides expert quality assurance and quality control leveraging broad technical and policy experience for a wide range of functionalities at the federal, state, regional, and local government levels. His expertise in a myriad of functionalities, strategy and policy development, budget programming and execution, grants management, contract management, regional and urban planning. He has been the project manager, lead planner, or principal author for numerous regional, community, and urban plans and studies with several additional major planning policy efforts. Larry is bilingual and provides masters-level reviews of Spanish language documents.

Areas of Expertise

QA/QC

Public Outreach & Stakeholder Engagement (bilingual)

Housing Policy

Urban Planning

Project Coordination

Regional Planning

GIS & Spatial Analysis

Graphics & Document Design

Education

M.S. – Regional and Urban Planning, University of Texas San Antonio

M.A. – Latin American Studies, University of New Mexico Albuquerque

B.A. – History and Political Science, University of Missouri Rolla

Professional Registrations/ Affiliations

American Planning Association

Urban Land Institute

The Nature Conservancy

Association of Defense Communities

The Association of the United States Army

Society of American Military Engineers

Relevant Experience

San Antonio Neighborhoods for Everyone | Texas

Larry was the Principal Planner and leading advocate for San Antonio Neighborhoods for Everyone – a policy advocacy group dedicated to achieving policy change to increase affordable workforce housing choices, fill the missing middle housing gap, and promote more walkable neighborhoods in downtown San Antonio. This advocacy group engaged the public, neighborhood associations, developers, urban planners, city council, and thought leaders to promote density bonuses, by-right accessory dwelling units, and zoning code changes to increase housing stock within the Loop 410 central metropolitan area.

Monterey Regional Compatible Use Study | California

As the Program Manager, Larry led this regional planning effort and public engagement with the City of Monterey to assess issues of compatibility and resiliency for communities around three Army bases, and one Navy installation in Monterey County. A major focus area of this study was housing availability and affordability specifically workforce housing and significant public engagement as reported by the Monterey Herald. Other notable issues included improved agency communication and collaboration, regional water quality and quantity, roadway capacity, as well as public safety, and resiliency related to wildland fires. Larry led engagement with project stakeholders, including county supervisors, city managers and mayors, water district directors, fire and police chiefs, and the public. This project recommended 137 strategies to the various installations, agencies, districts, and city and county governments to address the findings identified by the study.

West Traverse Mountain Compatible Area Study | Utah

As the Project Manager, Larry led this planning study to assess 25 compatibility factors and determined 29 findings. The study also assessed existing land use, regional growth patterns, and zoning for the six municipalities and two counties around Camp Williams. Principal issues centered around improving communication and coordination, housing growth and development, future land use, community resiliency, public safety, roadway capacity and transportation, water quality and quantity, noise, air quality, and integration of public parks, trails, and open spaces.



Robert Mansolillo, GISP

Regulation & Zoning Task Lead

Robert is a professional planner with 17 years of planning and GIS experience in urban and rural communities and the private sector. He has worked on a wide range of planning projects that include land development, zoning entitlements, zoning code updates, and design regulations. His skills include public outreach, conducting workshops, and presenting to governing bodies. In his role as a Housing Planner for the State of Oregon, he worked on a team to draft a model zoning code and statewide development regulation to allow more housing options in cities. In the development of the statewide housing rules, he fostered relationships with the public, community leaders, and elected officials. Robert's background includes review of zoning, site plan/landscaping plan, rezones, design review, and other development review requests.

Areas of Expertise

Planning & Zoning/Site Plan Review
Zoning/Design/Form-Based & Land Development Ordinances
Public & Stakeholder Engagement
Comprehensive/General Planning
Master Planning/Site Planning
GIS Data Creation & Analysis

Education

B.S. – Geography,
Arizona State University, 2001

Professional Registrations/ Affiliations

Geographic Information Systems
Professional (GISP), No. 90855
American Planning Association (APA)

Relevant Experience

City Planner | Rifle, Colorado

Robert worked for the planning division managing development applications as well as various aspects of research for open applications. He was responsible for the review of zoning, variance, site plan, and use requests. Customer service and public interface were key components of this position. Robert would assist applicants in the entitlement process by coordinating with internal reviewing departments, scheduling public meetings, and presenting cases to the Planning and Zoning Board.

Housing Planner | Oregon

Robert served as a Housing Planner for the State of Oregon Department of Land Conservation and Development. The focus of this position was to create a new statewide code and administrative rule language that promoted the development of various housing types. This was a collaborative effort consisting of consultants, state agencies, local governments, housing advocates, and significant outreach to the public. Robert's role was to coordinate with consultants and stakeholder groups, conduct advisory group meetings, and present updates to the Land Conservation and Development Commission.

Urban Planner | Oregon

Robert served as an Urban Planner for the State of Oregon Department of Land Conservation and Development. Focusing on GIS and technological advancements, Robert was the project manager for the Statewide Zoning, Comprehensive Plan and Urban Growth Boundary GIS datasets. This included managing updates and publication to several outlets including GIS servers, databases, and ArcGIS Online Applications.



Zakary Payne, PE

Opportunities Analysis Task Lead

As a Vice President and co-Director of Government Consulting Services for Matrix Design Group, Zakary is responsible for leading a team of 14 professionals focused on successfully executing project requirements for local, state, and federal government partners. Zakary specializes in providing consulting support that includes asset management, process improvement, facilitation, and strategic planning. Zakary also has 15 years of United States Air Force experience after graduating from the Air Force Academy including overseeing military family housing programs at multiple military installations. Zakary is a results-oriented leader known for his creativity and innovation.

Areas of Expertise

Opportunities Analysis
Process Improvement
Program Management
Asset Management
Strategic Planning
Installation Management
Public/Private Partnerships
Intergovernmental Service Agreements
Client Relationship Management

Education

M.B.A. – University of Texas at San Antonio

B.S. – Civil Engineering,
United States Air Force Academy

Professional Registrations/ Affiliations

Colorado Professional Engineer,
License No. 56171

Texas Professional Engineer,
License No. 102315

Florida Professional Engineer,
License No. 89927

Society of American Military Engineers
(SAME)

Association of Defense Communities
(ADC)

United States Air Force Academy
Young Alumni Ambassador

Relevant Experience

Military Family Housing Operations | San Antonio, Texas

Zakary served as the Public Works Director for Joint Base San Antonio-Randolph. In this role, he led a 300-person organization responsible for providing all facility and infrastructure support for a \$1.7 billion portfolio. Zakary was responsible for all military family housing operations on the installation that included maintenance, repair, and management of hundreds of units, all of which are included in the National Register of Historic Places. In this capacity, Zakary oversaw capital investment, reviewed and approved on-base housing applications, and he collaborated with the privatized housing developer, Pinnacle-Hunt, with developing strategies to attract and retain tenants in on-base housing units.

Tempe Housing Inventory & Affordability Analysis | Tempe, Arizona

Zakary served as the Project Manager for the Tempe Housing Inventory & Affordability Analysis. As part of this project, his team analyzed data from the Census Bureau's 2020 American Community Survey (ACS) related to housing inventory and affordability for various ranges of Median Family Income (MFI). He assessed trends in both availability and affordability across various zip codes within the city as well as across the region, and in comparison, to similar college towns including Boulder, Colorado; Durham, North Carolina; and Provo, Utah. The analysis looked at both owner-occupied and renter-occupied homes and the results were summarized in a written report and a two-page strategic communication product. The analysis confirmed that the availability of both owner-occupied and renter-occupied housing for low-income earning families was very limited, which is a major issue for Tempe given the large student population there.



Chris Martin, GISP

GIS/Data Analysis Task Lead

Chris has 20 years of professional experience in the GIS field and has been with Matrix 16 years. As a certified GIS Professional, he has provided support in both the public and private sectors on diverse projects including demographic and housing analysis, transportation modeling, housing suitability siting, asset management, financial analysis, and capital planning. Chris has extensive experience leveraging GIS for various community projects and is adept at developing GIS-based digital products to facilitate stakeholder and public outreach efforts.

Relevant Experience

Areas of Expertise

Housing Analysis & Growth Needs
 GIS Tools for Facilitation & Outreach
 Demographic Analysis
 GIS Modeling
 Community Planning
 Suitability Analysis
 Data-Driven Prioritization

Education

M.S. – Geographic Information Science, University of Denver, 2006
B.A. – Geography, University of Denver, 2003
B.S. – Environmental Science, University of Denver, 2003

Professional Registrations/Affiliations

Geographic Information Systems Professional (GISP), No. 91306

Technical Skills

GIS Software: Esri ArcGIS Suite
 CAD Software: AutoCAD
 GPS Units: Trimble's Line of Products
 Programming: VB.NET, VBScript, Python, VBA, HTML, JavaScript, and SQL
 Databases: SQL Server, Oracle, MySQL, and Microsoft Access
 Reporting Software: Crystal Reports

Tempe, Scottsdale, and Surprise and Peoria Housing Inventory & Affordability Analyses | *Arizona*

Chris served as the GIS Lead for these three separate projects with similar scopes. Using the latest demographic and housing information, Matrix performed spatial analyses and completed a series of maps that depicted current and future housing needs within these cities. We worked closely with the GIS and planning departments to obtain authoritative data that was in turn analyzed and processed to produce metrics tied to geographic location that fed into the overall analyses.

Colorado Springs Multifamily Housing Suitability Analysis | *Colorado*

Chris was the Project Manager for this suitability analysis completed in Colorado Springs. The project analyzed all parcels by scoring them based on their overall opportunity for new multifamily housing construction. A scorecard was developed that looked at 11 criteria including zoning, parcel size, proximity to existing utilities, and CoStar-derived metrics such as average rent and household growth. All parcels were scored on a relative scale and the results were added to a web-based application where the information could be studied in detail as well as searched and queried.

Colorado Springs Utilities Geospatial Growth Model | *Colorado*

The City of Colorado Springs is experiencing unprecedented growth leading to an increased focus on annexation of surrounding lands. Colorado Springs Utilities is responsible for providing water, gas, electric, and wastewater services to Colorado Springs customers. Chris served as the Matrix GIS Lead to develop a citywide model that could allocate anticipated growth to designated annexation parcels in a predictable and rule-based fashion. Different modeling years were simulated to determine future utility demand requirements. The model facilitates the decision-making process as Colorado Springs evaluates future land for annexation.

Teller County Water & Sanitation District #1 | *Colorado*

Chris developed a GIS database to facilitate the day-to-day and long-term maintenance of the District's water distribution system. Esri's Local Government Information Model provided the base database framework with customizations added to tailor the solution. The database contained information on water mains, fire hydrants, water wells, water meters, valves, fittings, and a water tank.



Nicole Schanel, PE

Land Development Task Lead

Nicole is a dynamic, critical-thinking engineer with over 10 years of progressive civil engineering experience with private and public-sector clients. As land development task lead, she brings solid proven experience in a holistic approach to community planning and development. Recognizing the needs of various stakeholders in the process, Nicole's diverse design background lends to creative win-win solutions regarding design for site grading, roadway, drainage, and utilities.

Relevant Experience

Areas of Expertise

Land Development
 Jurisdictional Permitting & Process
 Entitlements
 Project Management
 Community Planning
 Utility Infrastructure Design
 Stormwater Engineering
 Roadway Transportation Design
 Master Drainage Analysis & Modeling

Education

M.B.A. – University of Colorado, Colorado Springs, 2022

B.S. – Civil Engineering, Colorado School of Mines, 2011

Professional Registrations/ Affiliations

Colorado Professional Engineer,
 License No. 0052434, 2017

Technical Skills

AutoCAD Civil 3D
 StormCAD
 UD Sewer
 HEC-RAS
 SWMM

Cordera and Briargate Crossing Developments & Union Boulevard Extension | *Colorado Springs, Colorado*

As the Project Manager, Nicole was instrumental in creating a cohesive design between filings including horizontal and vertical design of roadways for 1,000 acres of land for the Cordera and Briargate Crossing developments located in northeastern Colorado Springs. The area is part of the 9,600-acre Briargate Master Planned Community. Work has included extensive infrastructure master planning for the site as well as detailed cost modeling and design. Specific projects include multiple single-family filings, the extension of Union Boulevard (principle arterial) with a pedestrian underpass, multiple high-level drainage reports and associated storm drain, water quality, and detention design.

Corvallis Land Development Plan | *Fountain, Colorado*

As the Senior Design Engineer, Nicole analyzed existing infrastructure combined with future uses to design the utility systems for a 275-acre development located within the City of Fountain, Colorado that includes commercial, multi-family, and single-family residential uses. Considerable coordination was required with the Fountain Mutual Irrigation Company to reroute the existing ditch that runs through the property.

The Creek at Cottonwood Apartment Homes | *Colorado Springs, Colorado*

The Creek at Cottonwood Apartments is an 11-acre multi-family development consisting of approximately 260 units in Colorado Springs. As a Housing and Urban Development (HUD)-funded project, Nicole was able to work proactively with the developer to ensure any additional requirements were met. Nicole coordinated design between the various stakeholders as well as the municipal jurisdictions through approvals.

Trails at Aspen Ridge | *El Paso County, Colorado*

Nicole served as Project Manager and Lead Engineer for a 118-acre master planned community located in southeastern Colorado Springs. The project included a variety of housing types and sizes, common open space corridors, monumentation entry signage, streetscape planting design, and a 6-acre community park. She led and coordinated the design team through conceptual design to the construction document submittals for review and approval by the El Paso County Planning and Community Department.



Justin McBryde

Demographic, Marketing, & Housing Analysis

Justin's primary background is in data analytics and research. His experience also includes project management and urban planning support. Justin is a former consultant for the Department of Homeland Security and Pension Benefit Guarantee Corporation which lends to his extensive experience working with large government ERP systems, supply chains, and GIS applications.

Relevant Experience

Data Analytics

Justin is currently assisting with the Fort Smith Air National Guard reorganization bed down. Justin managed a team of six to successfully complete client deliverables and large databases. He was a data analyst for the Pension Benefit Guarantee Corporation where he created databases with participant numbers ranging from 1,000 to 5,000. He drafted and finalized deliverables for actuarial review on a continuous project schedule. Additionally, working in tandem with the Department of Homeland Security, Justin assisted with the location servicing of foreign peoples.

Planning

Justin was a Senior Planning Aid for Fairfax County in Virginia where he worked on transportation planning for a 400-square-mile area in one of the fastest-growing counties in the United States. He performed transportation analysis, including traffic demand management, trip generation, distribution, assignment, and capacity calculations. Justin collaborated in the development of Tysons Corner with the negotiations of preferred conditions. He helped decrease customer wait time by an average of two days for the zoning permit approval process. He applied principles of finance to analyze budgets. Justin monitored and reported performance against plans to ensure that contractual, cost and schedule objectives were met. Justin assisted with drafting setback certifications and has provided assistance in zoning-related issues.

Areas of Expertise

Data Analytics & Research
Project Management
Planning
Public Policy

Education

B.S. – Urban and Regional Planning,
Texas A&M University, College of
Architecture

Corps of Cadets –
Senior Military College

Professional Registrations/ Affiliations

Coupa Certified in Supply Chain
Logistics



Heather Garbarino

Regulation & Zoning

Heather brings over a decade of community and compatibility planning experience, with a strong background in housing analysis, zoning, and community outreach. In her former role as a senior planner for the State of Arizona, she assisted in the development of the statewide land use compatibility plan and represented the governor in fostering relationships with community leaders and elected officials, but her primary role was to provide Growing Smarter legislation technical compliance support to every municipality and tribe in the state. Heather is also a co-founder and active board member of Nourish Every Child, a non-profit that has provided nutrition and education to children in poverty in rural Haiti for nearly 12 years.

Areas of Expertise

Regulation & Zoning
Environmental Impact Statements & Assessments
Comprehensive/General Planning
Community Planning/Area Planning
Public & Stakeholder Engagement
Public Meeting Facilitation
Compatibility Planning

Education

Extended B.S. – Environmental Planning, emphasis in Human and Built Environments and Impacts, Northern Arizona University, 2000

Professional Registrations/ Affiliations

American Planning Association (APA)

Relevant Experience

Senior Planner | *Arizona*

Heather served as the Senior Planner serving every municipality in Arizona as a representative of the Governor. Primary coordinator of Arizona Joint Land Use Studies encompassing every installation in the state. Leading consensus-building efforts between installation command and surrounding communities. Emphasis on Growing Smarter Legislation compliance, municipal elected training seminars, and constituent services.

Planner | *Maricopa County Planning & Development*

Heather worked for the current planning division managing special use and conditional use permits as well as various aspects of research for open applications. Customer service and public interface were given top priority.

City of Page General Plan | *Page, Arizona*

Heather served as primary planning support in the general plan development efforts for the City of Page. Heather participated in every aspect of the process with special attention to the unique concerns of Page's lack of housing. Public engagement efforts focused on drawing out input from the community and develop a range of opportunities to mitigate the issue.



Rachel Granrath, AICP

Public Outreach & Stakeholder Engagement Task Lead

Rachel is a strong believer in placemaking and assisting clients to realize their potential and vision through the public planning process. She specializes in facilitating and managing complex groups and interests to achieve a comprehensive planning effort. Her skills include development and plan review, downtown planning, economic development, community engagement, long-range planning, redevelopment and infill, grant writing, and floodplain management. Drawing from her experience in rural and urban communities, she excels in developing strategies, visual tools, urban design, and guiding a community from start to finish through an inclusive planning process. She takes great pride in her work and always strives to meet the needs and goals of the community.

Areas of Expertise

- Public & Stakeholder Engagement
- Group Facilitation
- Grant Writing
- Economic Development
- Community Planning

Education

- M.A.** – Urban and Regional Planning, Roger Williams University
- B.A.** – Architecture, Eastern Washington University

Professional Registrations/Affiliations

American Institute of Certified Planners (AICP), No. 33291

Relevant Experience

- Elizabeth Downtown Revitalization Plan – Elizabeth, CO
- East Central Council of Local Governments (ECCOG) Comprehensive Economic Development Strategy – Limon, CO
- Elizabeth Re-Branding – Elizabeth, CO
- Cherry Hills Village Subdivision, Zoning, Stormwater, and Building Code Amendments – Cherry Hills Village, CO
- John Meade Park Civic Center and Park, Amphitheatre, and Playground – Cherry Hills Village, CO
- Quincy Farm Master Plan, Preservation and Open Space – Cherry Hills Village, CO
- Aurora, Art in Public Places Master Plan – Aurora, CO
- Housing Action Plan – Friday Harbor, WA
- Swinomish Indian Tribal Community Housing Action Plan – La Conner, WA
- Butte Silver Bow Housing Plan – Butte Silver Bow, MT
- Growth Policy Update – Helena, MT
- Housing Action Plan – Pullman, WA
- Bridgeport Community Revitalization Plan – Bridgeport, WA
- Quincy On-Call Planning – Quincy, WA
- Unified Development Code and Zoning Map Update – Moses Lake, WA
- Malden Comprehensive Plan and Zoning Code – Malden, WA
- Chewelah Downtown Subarea Plan - Chewelah WA
- Airway Heights Downtown Subarea Plan & Commercial Code Amendments – Airway Heights, WA
- Metaline Zoning Code - Metaline, WA
- Comprehensive Plan, Development Regulations, and Critical Areas Ordinance Update – Newport, WA



Rikki Martinez, EIT

Spanish Translation

As a Spanish speaker, Rikki has focused her career on ensuring that there are no barriers to communicating important information to the community. She is passionate about building community and is a skilled mediator and facilitator. Rikki has demonstrated foreign language expertise, excellent writing skills, creativity, attention to detail, and sensitivity to cultural differences in converting information from one language to another.

Relevant Experience

- Downtown Revitalization Plan (Translation Support) – Bridgeport, WA
- Tacoma Avenue Improvements (Translation Support) – Wenatchee, WA
- Snowcrest Pedestrian Bridge – Crested Butte, CO
- Willy's Cabin – Winter Park, CO
- Quincy Downtown Revitalization Plan – Quincy, WA
- Parks, Recreation, Open Space, and Trails (PROST) Plan – Quincy, WA
- Chelan Downtown Streetscape Improvements – Chelan, WA
- Multimodal Trails Master Plan – Chelan County, WA
- Tumwater Valley Drive Realignment – Tumwater, WA

Areas of Expertise

- Spanish Translation
- Public & Stakeholder Engagement
- Group Facilitation

Education

B.S. – Civil Engineering, Saint Martin's University

Professional Registrations/Affiliations

Engineer in Training (EIT)





Matrix

Anniston, AL
Atlanta, GA
Colorado Springs, CO
Denver, CO

Niceville, FL
Parsons, KS
Phoenix, AZ
San Antonio, TX

Tamuning, GU
Texarkana, TX
Washington, DC



**Paonia Housing Needs Assessment &
Housing Action Plan**
COST PROPOSAL



PREPARED FOR
Town of Paonia

February 8, 2023

Cost Proposal

Matrix will perform this housing needs assessment on time and within the firm fixed price budget, which includes all direct and indirect costs. Matrix is committed to the assurance of high-quality deliverables and to meeting or exceeding our client's expectations. To ensure quality deliverables and client satisfaction on this project, the management team and task leads provide clear guidance on expectations to all staff working on the project prior to starting on a task. During development of the assessment, our management team performs routine reviews of progress to ensure that products are on target and will be completed per the agreed upon schedule. Any anomalies in the project progress are quickly identified and rectified. The management team maintains routine communications with the client on progress.

Hourly Rates

Key Personnel	Classification	Hourly Rate
Gregory Shaner, PE	Vice President	\$235.00
Zakary Payne, PE	Vice President	\$235.00
	Associate Vice President	\$225.00
Chris Martin, GISP	Executive Associate	\$205.00
Larry Dotson	Senior Associate	\$195.00
Nicole Schanel, PE	Senior Associate	\$195.00
	Associate	\$170.00
	Professional VII	\$150.00
Christian Caron, PhD	Professional VI	\$140.00
Robert Mansolillo, GISP	Professional V	\$125.00
	Professional IV	\$120.00
	Professional III	\$115.00
	Professional II	\$110.00
	Professional I	\$100.00
	Staff VII	\$150.00
	Staff VI	\$140.00
	Staff V	\$120.00
	Staff IV	\$100.00
	Staff III	\$85.00
	Staff II	\$75.00
	Staff I	\$65.00

Fee Breakdown

Task	Total Fee	Personnel Time	Overhead Expense	Profit
Project Initiation & Administration	\$3,000	\$2,700	\$0	\$300
Data Collection & Analysis	\$10,000	\$9,000	\$0	\$1,000
Action Plan Research	\$12,000	\$10,800	\$0	\$1,200
Community Outreach	\$15,000	\$9,000	\$4,500	\$1,500
Housing Needs Assessment Report Development	\$23,000	\$18,700	\$2,000	\$2,300
Action Plan Development	\$16,000	\$14,400	\$0	\$1,600
TOTAL	\$79,000			



8 February 2023

Request for Proposal:

Town of Paonia Housing Needs Assessment & Housing Action Plan

Prepared for:



P.O. Box 460
214 Grand Avenue
Paonia, CO 81428

Prepared by:



9552 Middle Fork St.
Littleton, CO 80125
www.rickercunningham.com

8 February 2023

Cover Letter

Ms. Leslie Klusmire
Interim Town Administrator
Town of Paonia
POB 460
Paonia, CO 81428

RE: Town of Paonia Housing Needs Assessment & Housing Action Plan

Dear Ms. Klusmire:

On behalf of Ricker | Cunningham (RC), Real Estate Strategists, Mara Owen, Housing Program Manager and Urban Planner, and Sandra Castor, Social Translation Specialist (collectively the Project Team), we are pleased to present this proposal to assist the Town of Paonia (the Town) with a housing needs assessment and strategies (actions) for development of housing for residents within targeted segments of the community. As we understand the situation, the Town established a moratorium on water taps in an effort to get in front of demand and understand the community's housing needs, and capacity to accommodate the same.

Project Team Members

Anne Ricker

Principal Client Contact

Principal and Managing Director

Ricker | Cunningham

720.256.1033 Direct Line

303.458.5800 General Office Line

anne@rickercunningham.com Email

www.rickercunningham.com Website

Bill Cunningham

Project Manager

Principal

Ricker | Cunningham

720.256.1032 Direct Line

303.458.5800 General Office Line

bill@rickercunningham.com Email

www.rickercunningham.com Website

Sub-Consultants

Mara Owen

Housing Program Manager and Urban Planner
mkowen18@gmail.com Email

Sandra Castor

Social Translation Specialist (Cultural Broker)
sandracaator@comcast.net Email

The project approach outlined herein, coupled with the Team members' experience, provide proof that Paonia's intentions can be accomplished, and that we, together with the Town and motivated stakeholders, can define a roadmap for action that results in a transformed and sustainable housing market. We are excited by the opportunity to work with you and the community, and to guide you to the same successful results so many of our other clients have experienced. If you have any questions regarding this submittal, please contact either Anne Ricker or Bill Cunningham at 303.458.5800. Both of these individuals are authorized to execute an agreement on behalf of Ricker | Cunningham.

Sincerely,

Ricker | Cunningham



Anne B. Ricker
Principal
anne@rickercunningham.com



Bill J. Cunningham
Principal
bill@rickercunningham.com

"Ricker | Cunningham (formerly Leland Consulting Group) helped Downtown Lincoln -- not only communicate with developers but position us as a market to be looked at -- in fact, linked us up with developers who are now doing projects in Lincoln." Polly McMullen, Executive Director, Downtown Lincoln Association, Lincoln, Nebraska

Project Proposal

Statement of Understanding and Interest

Our approach to public sector initiatives such as this is to develop an understanding of both the desires and needs of residents, limitations of the marketplace, obstacles to investment (regulatory, financial, physical, policy, and social), and capacity of the “delivery system,”¹ while educating and building support. The identification of “partners” who will advance community intentions will be critical to the success of this effort. In this regard, our team members are pleased to offer an approach designed to accomplish the following objectives:

- Build on past and on-going efforts including preparation of an **assessment of the existing housing inventory, identification of niche opportunities for growth and development, and recommendations regarding priorities for investment and implementation.**
- Provide the town and business leadership, stakeholders, and community at-large, with a **comprehensive understanding of barriers, opportunities, and impacts to the housing market** so that future actions address both opportunities and obstacles.
- Assist the town with moving beyond the design of projects and programs to encourage desired investment, by **providing protocols to attract investment partners able to advance local objectives.**
- **Educate interested parties** about the challenges associated with the pursuit of market equilibrium and difficult choices necessary to move the civic agenda forward.

As explained herein and illustrated by the list of projects completed for entities throughout Colorado and the mountain west, we understand, first-hand, the challenges communities like Paonia face in attempting to further their housing goals. Because of more than three (3) decades of experience, we appreciate certain market nuances that make these efforts so difficult. However, it also because of this experience that we know how to overcome those barriers and deliver meaningful investment.

What we believe sets our team apart is participation by a specialist educated in the field of housing (Anne Ricker), expert in understanding the economic feasibility gap associated with the delivery of affordable and workforce housing (Bill Cunningham), active practitioner enlisted by the largest purveyor of affordable and attainable housing in the state (Denver Housing Authority) (DHA) to establish and administer a pilot program for Accessory Dwelling Units (ADUs) (Mara Owen), and social translation specialist to bridge cultural divides that perpetuate underrepresentation in public initiatives (Sandra Castor). With this expertise, we are able to ensure the Paonia community and leadership that our work will provide the town and other project advocates with information and recommendations that lead to tangible results, meaningful investment, and a well-served market.

As a team we intend to capitalize on our close working relationships with a range of housing developers. As the principal “implementer” of housing projects, the approach proposed herein includes an important component whereby we will solicit the experience and input of private developers and their perceptions of the Paonia market for affordable, attainable, and workforce housing. So, too, will we attempt to quantify the fiscal implications of the Town’s involvement. RC’s practice is based on an understanding of how to sit between the public and private sectors, explaining the challenges of each to the other.

¹ The “delivery system” includes any individual or entity that affects the delivery of projects to the market (e.g., municipal planners, lenders, other financiers, developers, builders, and others).

Work Tasks and Assignments

Based on the assignment parameters and objectives described in the request, a multi-task scope of work has been prepared, as presented below. This phased program will provide timely information concerning the status of our analysis, while also keeping you informed on a regular basis. Preliminary conclusions will be provided in the form of working papers and memoranda which will enable you to evaluate the project, and if necessary, amend our course, as our investigation progresses. The Project Team envisions presenting interim work products to the Housing Committee (identified in the request), the town leadership, and other members of the community, able to provide a unique perspective related to the market, building sector, and overall sentiments of the community related to growth and development.

Note: Elements of the following work tasks presented in **blue** are additions to the scope described in the request. While specific work tasks are presented sequentially, several will be completed concurrently.

Task 1: Study Administration

Project Team members will meet with representatives of the Town and its partners at the onset of the assignment to acquire all relevant data and documents that pertain to the project, including past work efforts. During this initial session, we will collectively establish lines of communication among the various members, determine date(s) for milestone and decision-making meeting(s), confirm the number and format of meetings with stakeholders, and refine any other administrative matters.

Project Team members will continue to meet virtually on a regular basis with project representatives from the town to discuss our progress, schedule, budget, and billings. A total of eight (8) progress meetings are anticipated as part of the scope presented here. Note: Face-to-face meetings will be scheduled to coordinate with onsite visits, stakeholder and | or community meetings, and public presentations.

Team Members Involved: Anne Ricker and Bill Cunningham will be onsite, while Mara Owens and Sandra Castor will participate virtually.

Task 2: Outreach *

The purpose of this task will be to solicit the input of members of the community and “delivery system” regarding specific housing needs, along with challenges to investment in the market. Among the issues to be investigated will be: the Town’s relationship with region-serving housing providers (if any), past and potential partnerships (administrative and financial), capacity of providers and organizations to administer policy and funding recommendations, specific amendments to existing policy documents and elements of future intergovernmental agreements; and, programs | resources not currently available. Information gained during completion of this task will be used to supplement quantitative data and analyses resulting from work associated with subsequent tasks.

Private Sector Interface

Members of the Project Team will meet with key property and business owners including representatives of the development “delivery system” such as public officials, financiers, developers, property owners, brokers, institutional leaders, and, others in a round table (focus group) format. The purpose of these discussions will be to understand opportunities and constraints to investment in the market from the perspective of these individuals and organizations who will ultimately impact implementation of the action plan. Note: In our experience, developers tend to decline participation in group meetings, and prefer one-on-one interviews. If this is the case in Paonia, we will make accommodations to support this preference.

Based on insight gained from this iterative dialogue, along with review of all relevant policy and regulating documents, the we will prepare a “barriers to investment report” to be shared with project representatives from the Town.

Community Meetings

Members of the Project Team will work with representatives of the Town to determine the number, type and location of different venues (meetings) to both share findings from the assessment process, as well as solicit input (as deemed appropriate). For all community meetings, the Project Team will prepare presentation materials including PowerPoint slides and graphics at a scale and level appropriate for public review and discussion, and do so in both English and Spanish.

Preference and Need Surveys

Members of the Project Team will offer a range of platforms for stakeholder and community input including on-line surveys, an iterative project website, and others as will be determined in consultation with representatives from the Town. With your input, we will determine the appropriate format, content and technology to be employed, tailored to each audience or participating group.

Individual Stakeholder Meetings | Presentations

Members of the Project Team will meet with individual stakeholders and | or business or neighborhood groups during days and times that coincide with planned onsite visits. Requests for meetings or presentations that do not coincide with an already planned visit, or that require additional expense to accommodate, will be billed on a time-and-materials basis for the individuals involved.

Note: The professional fee estimate presented here includes time for these meetings and | or presentations as long as they can be scheduled to coincide with a previously planned onsite visit.

Board of Trustees Briefings

Members of the Project Team will attend meetings of the Town and other partner boards and commissions however, we will ask that these meetings also be scheduled to coincide with other planned visits to the extent possible. While we cannot know the actual number of meetings without a final scope of work, we propose continually monitoring our progress to determine when they should occur to coincide with completion of certain milestones.

Note: The final schedule of events will be determined in collaboration with project representatives from the Town.

- * All materials shared with the public will be produced in both English and Spanish.
- * To confirm, town staff may be asked to assist in arranging public meetings, but the Project Team will be responsible for making all announcements, preparing meeting materials, and synthesizing all input and findings. Examples of meeting materials is provided in Appendix i.
- * The public outreach program will meet and | or exceed guidelines provided by the Department of Local Affairs (DOLA).

Team Members Involved: All members of the Project Team will be onsite at various times throughout the assignment, depending on the stage of the assignment and relevance of topics being discussed. Sandra Castor will lead the design and delivery of all multi-lingual outreach materials. Ms. Castor will also determine specific venues and platforms deemed most appropriate to effectively reach underserved and unrepresented groups.

Task 3: Best Practices

Project team members will identify a list of comparable communities (regional and statewide) facing similar housing concerns, and contact them to understand their efforts, both successes and failures, to determine their potential relevance for Paonia. Upon completion, we will prepare a synthesis of lessons learned which will be shared with representatives of the Town.

Team Members Involved: Anne Ricker and Bill Cunningham will be the principal members involved in this work, with additional input likely from Mara Owen, particularly as examples relate to efforts associated with ADUs.

Task 4: Market Assessment

Project team members will prepare an overview of historical and projected economic and demographic indicators for the town of Paonia, its area of influence (trade area), and Delta County (for the purpose of comparison). Specific data points to be analyzed include: population projections by age and income, household projections by household size, number of heads of household by gender, ethnicity segments represented, median household income relative to housing affordability, per capita income levels, psychographic (lifestyle) characteristics and preferences, employment by industry classification, consumer spending patterns, and median home price among resale and new construction products.

In addition to quantitative analyses, members of the Project Team will investigate qualitative indices that impact the market's political, sociological, and investment climates. Categories within each may include the following.

Political Climate: public and private attitudes towards growth and development in the market, recent legislation and growth management issues, policies and regulations (in place and pending), entitlement and development processes (e.g., timing, complexity, etc.), and impact fee programs (if any) compared to other communities.

Sociological Climate: neighborhoods within the market, access to schools and major employment centers, school district boundaries, distance and access to major markets, and support for vehicular and non-vehicular mobility.

Investment Climate: historical and projected building permits by residential product type, factors which set sale prices for development, “delivery system” experience and capacity (e.g., developers (individual, wholesale, tract), builders, and joint venture partnerships; and other critical factors.

Team Members Involved: Anne Ricker and Bill Cunningham will be the principal members involved with potential for input from Mara Owens.

Task 5: Supply Conditions by Product Type

Depending on the availability of information, Project Team members will compile an inventory of residential product types (market rate, affordable, workforce, seasonal, senior, etc.) documenting: price points, historical price increases (appreciation), home and lot sizes, absorption rates, buyer profile | target market, other; and prepare a map of their location. Additionally, we will identify any major tracts of land with plans for development, and provide similar information, as available. Upon completion we will prepare a summary of market conditions, supply characteristics, and potential niches which are either being un-served or underserved in the market.

Team Members Involved: Anne Ricker and Bill Cunningham will be the principal members involved in this work, with specific input from Mara Owen related to the availability of ADUs and other affordable housing product types.

Task 6: Demand by Product Type (“Top-Down Analysis”)

Project team members will forecast demand for potential housing product types (individually and in various combinations) in the local market and trade area based on the impact of economic and demographic trends and any cyclical factors, future events (known and possible) that could impact demand such as major annexations, regional policies, job growth, and others. We will estimate market share (capture rates) locally and regionally, and provide them as ranges based on levels of intervention by the Town, access and availability of specific resources and programs, and opportunities for potential partnerships. In addition to these, we will quantify any “gaps” or “voids” in either products or price points, and identify possible market niches with near- and mid-term development potential.

Team Members Involved: Anne Ricker and Bill Cunningham will be the principal members involved in this work, with specific input from Mara Owen related to the availability of ADUs and other affordable housing product types.

Task 7: Capacity Analysis (“Bottom-Up Analysis”)

Project team members will prepare a preliminary set of criteria to be used in selecting potential sites and | areas which could support various demonstration housing projects. These criteria, together with an understanding of market demand for certain product types, will provide the Project Team with a basic “roadmap” necessary to develop graphic illustrations and support materials for presentation to various stakeholder audiences.

Based on a refined analysis of each one, members of the Project Team will prioritize the list of potential locations, and prepare development programs for each including possible product types, support facilities, connection points, financing gaps, and program applications. Financing gaps and program applications will be determined based on preparation of development proformas and sensitivity analyses of each one. This work will also be used to understand other barriers to investment, physical, regulatory, and policy.

Team Members Involved: Anne Ricker and Bill Cunningham will be the principal members involved in this work, with specific input from Mara Owen related to the potential application of certain housing programs and identification of possible partnerships.

Task 8: Action Plan (Roadmap) *

Project team members will prepare a Housing Action Plan based on findings from completion of Work Tasks 2 through 8 above. Components of the plan will include the following:

Housing Resource Entity: Assist with determining the appropriate structure for a housing resource entity (i.e., housing authority), potential affiliations, funding structure, and staffing.

Code Revisions: Based on an understanding of market need, demand, and preferences, identify relevant product types and price points, conduct a regulatory audit of existing regulations to determine any voids or discrepancies, and draft revisions and amendments as necessary.

Property Acquisition and Capital Improvements: Prepare a list of priority public improvements to support intended outcomes and desired investment in the area's housing stock, including acquisition of key sites and completion of infrastructure needed to support proposed product types by location within the market.

Incentive Resources and Strategies: Prepare a list of programs, policies, and resources to capitalize on specific housing opportunities, and advance initiatives to minimize or eliminate unintended obstacles. Demonstrate their application and impact. Also, determine which entities (existing or potential) should spearhead and administer resources. Examples could include: land write-downs, taxing policies, rent abatement programs, and other DOLA qualifying strategies. Program categories offered by DOLA include: new construction funding, property acquisition financing, housing development and redevelopment resources, bridge loans for short-term funding needs, disaster recovery housing, revolving loan funds (RLF) for rehabilitation projects, down payments, and homeownership. Finally, identify potential builders, lenders, and partners which appear to present opportunities for near- and mid-term partnerships.

Benchmarks: Develop set of qualitative and quantitative benchmarking variables and incorporate them into an electronic data base along with potential sources; qualitative benchmarking variables will relate to the goals and desired outcomes of the PEDC Team, while quantitative benchmarking variables will include key market indicators and changes in demographics. Note: The data set will allow the Town to monitor the progress of redevelopment initiatives over an extended period of time.

An example of what the action plan might include is provided in Appendix ii.

Team Members Involved: All members of the Project Team will contribute to preparation of the Housing Action Plan and any other associated documents.

Work Products *

- Project Schedule
- Working Memos and Oral Communications
- Outreach and Education Resources
- Announcement and Publication Materials
- Presentation Documents
- Project Updates (for publication and distribution)
- Survey Tools and Summary of Results
- GIS Data, Maps, and Associated Graphics
- Synthesis of Community Input
- Barriers to Investment Report
- Demographic, Economic, and Psychographic Profiles
- Investment Climate Report
- Housing Inventory and Map
- Schedule of Demand for Housing Product Types by Price Point
- Map of Potential Housing Demonstration Sites | Areas
- Development Proforma (Financial Feasibility) Analyses
- Action Plan with Identified Leads, Timing Recommendations, and Benchmarks

* Relevant portions of final documents will be provided in both English and Spanish, electronically and in printed form.

Project Schedule

The estimated timeframe to complete the scope of work is (five) 5 months, assuming a March 1 start, and assuming the Town’s schedule will be able to accommodate a public hearing process to formally adopt the plan commencing at the beginning of July 2023. See schedule below.

Town of Paonia Housing Action Plan	Project Schedule (Months)																																								
	2023																																								
		March			April			May			June			July			August																								
Task 1: Study Administration	Kick-Off																																								
Task 2: Outreach																																									
Task 3: Best Practices																																									
Task 4: Market Assessment																																									
Task 5: Supply Conditions by Product Type																																									
Task 6: Demand by Product Type																																									
Task 7: Capacity Analysis																																									
Task 8: Action Plan (Roadmap)																																									

Source: Ricker/Cunningham.

Town Contributions to Process

The Project Team members understand the resource challenges of smaller communities. To this end, it is our intent to rely on assistance from the town in a very limited capacity. Possible examples include: identification of individuals and groups to be interviewed or engaged in the process, list of developers and property owners who have expressed an interest in providing housing locally or regionally, contact information for agencies engaged in providing housing assistance or administering programs, and outreach to owners or managers of spaces which could be used to host outreach activities.

Qualifications

Project Team Member

The Project Team members assembled to accomplish the assignment objectives include representatives of Ricker | Cunningham (RC), Mara Owens, and Sandra Castor.

Ricker | Cunningham is a leading real estate advisory firm, based in Denver, yet servicing clients primarily throughout the Central and Southwestern United States. Anne Ricker and Bill Cunningham established their practice in February 1993 under the name *Leland Consulting Group*. They shared this moniker with a Portland, Oregon firm until 2010, when they rebranded as Ricker | Cunningham. Having begun their careers in the early and mid- 1980s, Anne and Bill have decades of experience understanding and communicating the challenges of public-private partnerships and advancing publicly-led investment initiatives. Their practice is comprised of urban economists, real estate market analysts, planning and development advisors, and project managers who specialize in translating market and economic conditions into opportunities for investment. They place a high value on education among individuals at all levels of a community and within the client's organizational structure; and, bring a personal approach to the development and redevelopment processes. Their business objective is to bring realism and authenticity to each assignment. Over the past 30 years, the firm's principals and associates have completed more than 500 real estate and economic consulting assignments throughout Colorado and the Southern and Western U.S, more than one-half of which included a significant housing component. This industry exposure has built a rich base from which to draw focused experience to this Paonia Housing Strategy.

Submitting with RC is Mara Owens and Sandra Castor. In addition to working in the planning department of the Town of Winter Park, and drafting the Winter Park Comprehensive Plan, Mara has spent the last few years implementing the Denver Housing Authority's (DHA) housing innovation program "West Denver Accessory Dwelling Unit (ADU) Pilot Program" which is an initiative finding fresh ways to address the long-standing problems of housing access and displacement among others. The program assists moderate- and low-income qualified homeowners design, finance, and build ADUs on residential property to help reduce displacement and provide equitable housing opportunities. In collaboration with Habitat for Humanity of Metro Denver, the program planned, designed, and constructed twelve (12) affordable ADUs over the course of two (2) years, with plans for more in the future. In this capacity, Mara worked with Colorado financial institutions to create financing vehicles tailored to the nuances of ADU development, and assisted with drafting regulations in support of the program. During the latter part of 2022, Mara moved into advisory role, but continuing her involvement in the planning and execution of the program. This program was awarded an Affordable Housing Development Incentives Grant through the Colorado Department of Local Affairs.

Ms. Castor is an instructor, facilitator, and program advisor within the Denver Public School system. As such, she coaches educators and administrators with mitigating equity gaps, literacy gaps, and the impact of disparities in existing services due to social and cultural differences. She is bilingual (verbal and written) and adept at identifying appropriate tools, venues, and resources to most effectively reach disparate communities.

The principals of RC and Ms. Owens recently worked together on an update to Hayden’s Comprehensive Plan. RC has worked with Ms. Castor in a capacity similar to that described herein for more than 20 years. We believe these teaming relationships will provide you with seamless communication between and among the project team members, and greater certainty regarding our shared philosophy and approach.

Resumes for each of the team members are presented in Appendix iii of this submittal.

Project Team Experience

Following is a list of relevant projects which demonstrate the Project Team’s experience preparing strategic housing plans and implementing housing initiatives. This list is followed by a description of assignments that involved many of the same elements and desired outcomes reflected in the request. Finally, to demonstrate our understanding of area market conditions and familiarity with similar initiatives in mountain and Western Slope communities, we have provided a list of those communities with which we have provided similar services.

Strategic Housing Experience

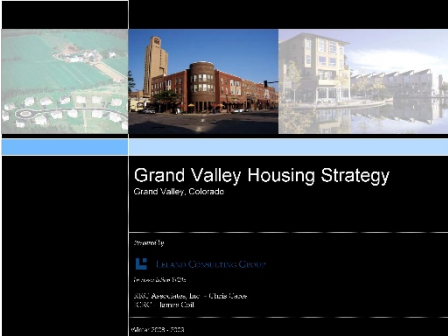
- Grand Valley Housing Strategy
 - Leadville Workforce Housing Developer Solicitation & Code Amendments
 - Dillon Downtown Commercial and Residential Redevelopment Strategy
 - Snowmass Village Comprehensive Plan Update – Housing and Implementation Elements
 - Avon Opportunity Zone Prospectus – Future Residential Development Sites
 - Black Hawk Gregory Street Redevelopment and Workforce Housing Strategy
 - Edgewater Residential Design Standards
 - Fort Collins Oak Street Attainable Housing Development Strategy
 - Evans Highway 85 Residential Neighborhood Redevelopment Plan
 - Thornton Housing Master Plan
 - Boulder Housing Authority Foothills Feasibility Study and Development Programming
 - Denver Housing Authority HOPE VI Curtis Park Market Analysis
 - Denver Housing Authority 1309 Grant Street Development Strategy
 - Denver Housing Authority East Village Economic Impact Analysis
 - Denver Urban Renewal Authority Northeast Park Hill Redevelopment Plan
 - Downtown Denver Partnership Creekfront Neighborhood Plan
 - Colorado Housing and Finance Authority (CHFA) Tax Credit Feasibility Studies (several)
-
- Fort Worth Housing | Mixed-Use Development Incentive Policy
 - Downtown Corpus Christi (TX) Housing Market Strategy
 - Cedar Rapids Downtown Housing Strategy
 - Henderson Residential and Commercial Property Management Plan

Similar Project Experience

Grand Valley Housing Strategy

City of Grand Junction and Mesa County, Colorado

Principals of Ricker|Cunningham (formerly Leland Consulting Group Denver), assisted the Grand Valley Housing Committee, a consortium of communities on the Western Slope of Colorado, with preparation of a Valley-wide housing strategy. RC provided services including analysis of planning area characteristics which affect development and redevelopment potential in the market; interviews with property owners, developers, employers, lenders and public officials regarding unintended barriers to investment; evaluation of economic and demographic trends and their relationship to the existing housing inventory; identification of housing development opportunities by type and price point; formulation of strategies designed to attract housing developers capable of delivering products to various user segments; and description of potential partnership terms.



Central Leadville Urban Renewal Plan and Workforce Housing Development

City of Leadville and Leadville Urban Renewal Authority (LURA)



After assisting in forming the Leadville Urban Renewal Authority (LURA) in preparing a conditions survey, urban renewal plan, and taxing entity impact reports for the Central Leadville Urban Renewal Area, RC assisted city and LURA staff with selection of a workforce housing developer, determining the appropriate ownership structure for the project, negotiating deal terms with the master developer and project builder, quantifying economic gaps and securing supplemental funding, amending existing policies and regulations, and educating community stakeholders and city leaders.

Accessory Dwelling Unit (ADU) Pilot Program

Denver Housing Authority (DHA) and City & County of Denver

Ms. Owens has spent the last two (2) years serving as the project manager and technical advisor to DHA's - Accessory Dwelling Unit (ADU) Pilot Program. In that capacity, she worked directly with low- and moderate-income homeowners to design and create a secondary smaller house, or Accessory Dwelling Units (ADUs), on residential lots, primarily in west Denver, in an effort to mitigate displacement and create affordable housing. Specific tasks included coordinating with the planning, design, and construction of twelve (12) affordable ADUs with Habitat for Humanity of Metro Denver. She also worked with local Colorado financial institutions to create a unique product for financing ADUs in Denver, wrote and successfully received a grant for SPARCC funding to explore the possibility of net zero construction with photovoltaic panels, and co-wrote and was awarded an Affordable Housing Development Incentives Grant through the Colorado Department of Local Affairs. Finally, she collaborated with Denver District 3 in rezoning the Villa Park, Barnum, and Barnum West Neighborhoods to allow for ADUs.



Relevant Mountain and Western Slope Communities Served

Avon, CO
Black Hawk, CO
Dillon, CO
Frisco, CO
Glenwood Springs, CO
Grand Junction, CO
Hayden, CO
Leadville, CO
Minturn, CO
Oak Creek, CO
Silverthorne, CO
Snowmass Village, CO
Steamboat Springs, CO
Yampa, CO

Professional References

Tracey Lauritzen
Executive Director
Leadville Urban Renewal Authority
800 Harrison Avenue
Leadville, CO 80461
719.486.2092 ext. 106 office
tlauritzen5@gmail.com

Work Completed: Assisted with forming the Leadville Urban Renewal Authority (LURA) and preparing an urban renewal plan designed to encourage and facilitate the delivery of workforce housing to the community. After adoption of the plan, RC worked with city and LURA staff to design and administer a workforce housing developer solicitation and selection process, determined the appropriate ownership structure for the project, negotiated deal terms with the master developer and project builder, quantified economic gaps and secured supplemental financing, amended existing policies and regulations, and educated community stakeholders and city leaders.

Matthew Mendisco
Town Manager
Town of Hayden
178 W Jefferson Avenue
P.O. Box 190
Hayden, CO 81639
970-276-3741 ext. 15
mathew.mendisco@haydencolorado.org

Work Completed: Together with Norris Design (Mara Owens former employer), completed preparation of an update to the town's comprehensive plan and drafted a new economic development strategy focused on diversifying the

existing housing stock, and creating a favorable investment climate for residential and commercial development partners.

Project Team Workload

Members of the Project Team have all provided assurances that their current work load will accommodate completion of the work program and tasks identified herein.

Professional Letter of Recommendation

August 10, 2022

Anne Ricker
Bill Cunningham
Ricker | Cunningham
9552 Middle Fork Street
Littleton, CO, 80125-8467

As Chair Person of the Leadville Urban Renewal Authority, I would like to express my thanks to Anne and Bill for their incredible work on behalf of the LURA for the past 4 years. We were fortunate to have their expertise at the formation of the URA, and their guidance in the nascent stages. Their competence and attention to detail cannot be surpassed. It was a pleasure working with both, and I would highly recommend their services.

Tracey Lauritzen
Leadville Ward 1 Council Member
Chair, Leadville Urban Renewal Authority

Appendix i

Example Meeting Materials

“Rowlett’s consultants, Ricker | Cunningham have identified potential weaknesses in Rowlett’s market that may continue to inhibit Rowlett from rebounding at the same rate as other cities with more diverse housing and a stronger commercial base.” Brian Funderberk, Finance Director and Lynda Humble, Former City Manager, City of Rowlett, Texas

LYONS PRIMARY PLANNING AREA (LPPA) MASTER PLAN

The Town of Lyons, through a State of Colorado Heritage Communities Fund Grant (CHPG), is planning for future development and redevelopment in three small planning areas: Eastern Corridor and Gateway; County Road 69 Area; and Apple Valley. In addition to technical analyses and discussions with property owners in each of the planning areas, the Town is seeking input from interested stakeholders regarding desired public and private improvements, open spaces, and other community amenities. Whereas each area is unique in terms of existing conditions and circumstances, as well as its potential to support different land uses and product types, the decision has been made to conduct three separate planning processes. The first area of study will be the Eastern Corridor and Gateway, followed by the County Road 69 Area and, finally, Apple Valley. While recipients of this notice are welcome to attend meetings in more than one location, the Town wanted to provide the opportunity for attendees to participate only in those where they had a direct or particular interest or concern. To this end, the following meeting dates and locations have been established within each of the three planning areas. No other notice of these meetings will be mailed to stakeholders, however, this same information will be posted, along with maps illustrating the boundaries of the respective study areas, through a link on the Town’s website www.townoflyons.com. In addition, posters will be placed throughout the community so that anyone who did not receive this notice, will be aware of the planning process. As reflected here, there will be three planning workshops in each study area, and each one will be two hours in duration. However, project representatives from the Town, along with their technical advisors, will be available for an hour before each meeting, to speak informally with any interested individual. We look forward to seeing you. If you have any questions regarding the planning process, please contact Matt Manley, Flood Recovery Planner, Town of Lyons, at mmanley@townoflyons.com or 303.823.8250.

Eastern Corridor and Gateway Meetings

Location: Rogers Hall (next to the Old Stone Church)
408 High Street, Lyons, CO
Thursday, March 17
Thursday, April 14
Thursday, April 28

County Road 69 Area Meetings

Location: Lyons Fire Protection District
251 Broadway, Lyons, CO
Tuesday, May 17
Tuesday, June 7
Tuesday, June 28

Apple Valley Meetings

Location: River Church
18668 No. Saint Vrain Drive, Lyons, CO
Tuesday, July 19
Tuesday, August 16
Tuesday, September 6

LYONS PRIMARY PLANNING AREA (LPPA) MASTER PLAN

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Eastern Corridor and Gateway Meetings

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251 Broadway, Lyons, CO
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Tuesday, June 28

Apple Valley Meetings

Location: River Church
18668 No. Saint Vrain Drive, Lyons, CO
Tuesday, July 19
Tuesday, August 16
Tuesday, September 6

Town of Lyons
c/o Matthew Manley
Flood Recovery Planner
432 – 5th Avenue, P.O. Box 49
Lyons, CO 80540

Town of Lyons
c/o Matthew Manley
Flood Recovery Planner
432 – 5th Avenue, P.O. Box 49
Lyons, CO 80540

Lyons Primary Planning Area Master Plan

Frequently Asked Questions and Responses *as of 28 March 2016*

As explained at the first community work session for the Eastern Planning Area, held Thursday, March 17, 2016, it is the intent of the Project Team to make available questions asked throughout the project process, along with the answers provided. Some questions, including those below, required investigation and consultation with experts not in attendance. This information will be available at the planning meetings, and posted on a project page accessible via the Town of Lyons website at www.townoflyons.com.

Question: What is the purpose of this planning effort? Will the final recommendations and any supporting concept illustrations be used to update the current 2010 Comprehensive Plan? If so, will it replace the recommendations presented therein.

Answer: The purpose of this planning effort, as described in the Town's request for assistance with preparation of this 2016 Lyons Primary Planning Area ("LPPA") Master Plan is presented below following descriptions of those plans and agreements, authorized in the Colorado Revised Statute (C.R.S.), that are the subject of this initiative. The definitions are provided by the Department of Local Affairs (DOLA).

Final recommendations resulting from this effort may be used for a variety of purposes, including to inform: future updates to the Comprehensive Plan, Boulder County Intergovernmental Agreement, and Lyons 2010 Planning Area Map; and, members of the Planning and Community Development Commission (PCDC) and Board of Trustees of stakeholder intentions regarding desired land uses and development patterns in the LPPA, particularly when considering requests for annexation. They will also serve to advance several objectives and actionable items identified in the Comprehensive Plan (see specific initiatives identified below).

They will not replace recommendations presented in the current Comprehensive Plan, but rather provide more detailed direction regarding desired improvements in the LPPA that is currently lacking.

Local Government Comprehensive Plans

Cities and counties are authorized to prepare comprehensive plans as a long-range guiding document for a community to achieve their vision and goals. The comprehensive plan (or

master plan) provides the framework for regulatory tools like zoning, subdivision regulations, annexations, and other policies. A comprehensive plan promotes the community's vision, goals, objectives, and policies; establishes a process for orderly growth and development; addresses both current and long-term needs; and, provides for a balance between the natural and built environment. (see C.R.S. 30-28-106 and 31-23-206).

Three-Mile Plans

In 1987, the state legislature made changes to annexation law limiting municipal annexations to no more than three miles beyond the current municipal boundary in any given year. Further, municipalities in Colorado are required to prepare and adopt a three-mile plan prior to annexing property into their territorial boundaries per C.R.S. 31-12-105 et. seq. The three-mile plan is a long-range plan that outlines where municipalities intend to annex property and describes how they will ensure the adequate provision of services within the newly annexed territory and the remainder of the existing municipality.

Intergovernmental Agreements (IGAs)

An IGA is any agreement that involves or is made between two or more governments in cooperation to solve problems of mutual concern. Intergovernmental agreements can be made between or among a broad range of governmental or quasi-governmental entities, such as two or more counties, two or more municipalities, a municipality and a special district, and so forth. Governments use IGAs for cooperative planning, development review, resource sharing, joint planning commissions, building inspection services, and more.

REQUEST FOR PROPOSAL: TOWN OF LYONS - 2016 LYONS PRIMARY PLANNING AREA MASTER PLAN (largely taken verbatim with some portions paraphrased)

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This process will identify opportunities and constraints, as well as create an illustrative land use vision in the Primary Planning Area ("PPA") to guide future growth and development. The Lyons PPA is made up by three "small areas" located adjacent to the current town limits, including the Eastern Corridor, Western Corridor and Apple Valley. The PPA was established by an Intergovernmental Agreement (IGA) between the Town of Lyons and Boulder County in 2002, and later updated in 2012. Utility expansion to the Eastern Corridor is already underway as part of an existing Economic Development

Administration ("EDA") grant program. In addition, a Sanitary Sewer Expansion Feasibility Study for the Western Corridor and Apple Valley should be completed (as a separate engineering project) by June 2016. Information from this latter effort will be provided to the planning consultant team for consideration in this planning effort.

The purpose of this project is to achieve the goals, objectives and strategies that were formally identified in the "Land Use and Growth" chapter of the 2010 Lyons Comprehensive Plan. (See references below.) Furthermore, with the loss of approximately 75 residential units (many affordable) during the aftermath of the 2013 flood, the need for additional housing in Lyons has been magnified. In addition to units that were a total loss, numerous others damaged by the flood are being demolished and their lots converted to undevelopable open and park space as part of the CDBG-DR 404 Buyout Program.

While housing development is a priority, so too is growth in the Town of Lyons' local economy. With real estate frontage along Highway 66/36, the Eastern Corridor has been identified as an area that is ideal for commercial/light industrial development. The area will also benefit from the installation of new utility lines. It is desired that commercial growth in the district will compliment, rather than compete with, the downtown commercial district. As a gateway to the Town of Lyons, improvements in the Eastern Corridor will serve to enhance the entire Town by creating an aesthetically-pleasing and functional entryway to the town center.

In essence, the LPPA Master Plan will serve as a tool which will inform future annexation and development requests in the Area. However, before properties in the LPPA can become part of the Town of Lyons, the land uses and design recommendations for these parcels must be established in accordance with the Town of Lyons 2010 Comprehensive Plan, Lyons-Boulder County Intergovernmental Agreement ("IGA"), Lyons Recovery Action Plan, Lyons Municipal Code, and other such documents.

2010 LYONS COMPREHENSIVE PLAN - UPDATE

The following text was taken from the Comprehensive Plan. It includes, first, citations explaining its foundation and purpose, followed by specific references regarding the community's intentions with regard to planning for development in the LPPA. Important and relevant captions are underlined.

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Legislative Basis for the Plan

Colorado Revised Statutes state, "it is the duty and responsibility of the planning commission to make and adopt a master plan for the physical development of the

municipality, including any areas outside its boundaries (three mile area), subject to the approval of the governmental body having jurisdiction thereof, which in the commission’s judgment bears relation to the planning of such municipality.” (C.R.S. 31-23-206).” The statues further state, “the plan shall be made with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the municipality and its environs which will, in accordance with present and future needs best promote health, safety, order, convenience, prosperity and general welfare (C.R.S. 31-23-207).” Colorado law establishes that a comprehensive plan is an advisory document to guide zoning and other land use decisions. The plan is implemented through the Town’s adopted land development regulations (CRS 31-23-206). Lyons’ Municipal Code, similar to land use codes throughout the state, requires that development proposals be reviewed in light of the comprehensive plan. A development proposal that is inconsistent with the plan requires a plan amendment before it may be approved.

Impetus for the Plan

Much has happened in Lyons since the *1998 Comprehensive Plan* was adopted. The population has grown by approximately seventeen percent (275 people), there are several new events (Lyons Outdoor Games, Lyons Outdoor Market) and open lands and trails are beginning to put Lyons on the map as a regional destination. The Town also adopted, and has been implementing, a land use code, the *Downtown Improvement Plan*, and the *Parks, Open Space and Trails Master Plan*. There is a new focus on becoming a “greener,” more sustainable community and in strengthening Lyons’ economy. The Town’s Economic Development Council outlined the importance of incorporating the gateway areas in the Highway 36 corridor into the community plan. In addition, the Town has invested \$11 million into infrastructure improvements to support a projected population of 3,000 people, while available land for development is becoming increasingly scarce. Several of the properties that had been designated for development in the 1998 Plan (including the 119-acre Olson property and the 39-acre Musser property) have been purchased by Boulder County and will remain open space in perpetuity. As a result, the Town is making a concerted effort to find a viable, consistent revenue stream that does not rely on new development. This update presents an opportunity to reexamine Lyons’ planning area and the land use map to determine where there is land available for development and what form it should take, to create strategies to spur economic development and to offer a new vision that incorporates new residents’ ideas and helps the community to arrive at a future of its own choosing.

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What is the 2010 Lyons Planning Area Map?

The 2010 Lyons Planning Area Map presents a conceptual plan for the physical growth and development of the Town of Lyons and its surrounding area. This map is not a zoning

document, nor does it mandate land use changes. Rather, it represents the community’s vision for how land should be used if the landowner is interested in developing his/her property. The goal of this map is to accommodate future growth and land use activities while minimizing land use conflicts and retaining the area’s quality of life. (Refer to Appendix A - How to Use this Plan for additional details about how to use this map, the general characteristics of each land use category, criteria to determine where each land use category is appropriate and an explanation of the proposed land uses that lie within the Lyons Planning Area that are outside Lyons Town limits.) This section also contains the 1998 Future Land Use Concept Map so that one may easily compare the 1998 planning area boundary with the 2010 planning area boundary.

Why is the 2010 Lyons Planning Area Larger than the 1998 Planning Area?

The 1998 Future Land Use Concept Map emphasized infill development because 307 acres of the 819 acres that were within Town limits (or 37.6% of the Town’s land area) had been zoned and in many cases platted for urban density residential development. These developments were projected to increase the Town’s population by 75%. (The population at the time the 1998 Comprehensive Plan was written was 1,615; City-Data.com estimates that Lyons’ population in early 2010 is 2,035, a twenty-six percent increase.) The April 2008 Build-Out Analysis estimated that there were 155 undeveloped residential lots within Town limits and that these units will be absorbed into the market within five to ten years. It further predicted that the General Fund would be in deficit within three years after build out. As a result, the Town assembled an Economic Development Council (EDC) whose vision was, “By the end of 2008, the Town of Lyons will have laid the foundation to become economically and environmentally sustainable through the approval of the steps proposed herein [in the EDC’s Interim Report to the Board of Trustees] by the Board of Trustees and the implementation of those steps by year end 2010.” One of the EDC’s key recommendations was to expand the eastern end of the Town’s commercial zone to help strengthen its financial position. With this in mind, the PCDC closely examined the properties along the Eastern Highway 36 corridor considering existing land uses, property ownership, development potential, site constraints and public input and recommended expanding the corridor per the 2010 Lyons Planning Area Map on the following page. Refer to Appendix A for additional explanation as to how and why the Planning Area has been expanded. The Land Use Portrait in Appendix C contains a comparison of existing land uses within the Town limits to proposed land uses in the 2010 Planning Area.

What follows are references to planning for development in the LPPA.

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LAND USE AND GROWTH GOAL: Ensure that the built environment contributes to Lyons’ identity and is consistent with the 2010 Lyons Planning Area Map and the Sustainable Design and Development Principles (Appendix D).

Land Use and Growth Objective 1.2: Establish the Town’s interest and legal standing in lands surrounding the Town (in the proposed Lyons Planning Area) to: develop a shared vision with our neighbors for future land use decisions, share resources and achieve common goals.

Land Use and Growth Strategy 1.2.1: Update the Intergovernmental Agreement with Boulder County to redefine Lyons’ Planning Area.

Land Use and Growth Strategy 1.2.2: Proactively engage with residents in the proposed Lyons Planning Area to develop a shared vision of future land use, services provision and planning issues.

Land Use and Growth Strategy 1.2.4: Work with Boulder County to: share and utilize Geographic Information System data and maps, consider revenue sharing and cooperate to achieve common goals such as regional trail construction, affordable housing, implementation of the Boulder County Sustainable Energy Plan, using healthy air, water and land management practices, etc.

Land Use and Growth Objective 1.3: Use land use planning tools (e.g., comprehensive plan, land use regulations) to help achieve a sustainable economy primarily through business and job growth.

Land Use and Growth Strategy 1.3.1: Define the means and the extent to which developers could create jobs and/or businesses along with residential development.

Land Use and Growth Strategy 1.3.2: Review and update annexation, zoning and subdivision regulations and fees to streamline the process and facilitate high quality residential and business development and support infill and redevelopment strategies that are consistent with the goals of this plan.

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ECONOMIC DEVELOPMENT GOAL 1: Create an environment in which local businesses can prosper.

Economic Development Objective 1.1: Create space for local businesses.

Economic Development Strategy 1.1.1: Renegotiate the Intergovernmental Agreement (IGA) with Boulder County to include the expanded Lyons’ Planning Area (LPA) as set forth in this plan.

Economic Development Strategy 1.1.2: Inventory and analyze Town-owned real estate and real property to ensure the highest and best use.

Economic Development Strategy 1.1.4: Work with stakeholders to promote appropriate zoning of properties consistent with the 2010 Lyons Planning Area Map.

Economic Development Strategy 1.1.5: Coordinate with local landowners including the City of Longmont and developers to encourage the annexation and development of properties along the eastern Highway 36 corridor.

Economic Development Objective 1.2: Improve Lyons’ fiscal, regulatory and physical environment.

Economic Development Strategy 1.2.1: Evaluate the potential to use taxing districts and other tools to finance public improvements to benefit tourism and/or business development.

Economic Development Strategy 1.2.2: Explore the feasibility of using a Transferable Development Rights (TDR) program to ensure that there is a good balance among residential development, commercial uses and the development of jobs.

Economic Development Strategy 1.2.3: Maintain infrastructure to support existing businesses and develop infrastructure plans for new business growth.

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HOUSING GOAL: Recognize and accommodate the housing needs of a diverse population.

Housing Objective 1.1: Promote safe, stable, diverse neighborhoods throughout Lyons that provide a range of housing options and link residents to destinations to learn, work, shop and recreate.

Housing Objective 1.2: Increase opportunities for affordable housing.

Housing Strategy 1.2.1: Investigate ways to make construction more affordable for owner builders.

Housing Strategy 1.2.2: Work with nonprofit partners such as Boulder County Housing and Human Services, Colorado Division of Housing, Habitat for Humanity, interested landowners and developers to explore opportunities to integrate affordable housing units into proposed development and redevelopment projects, including commercial and market-rate housing projects.

Housing Objective 1.3: Support the improvement of existing neighborhoods.

Housing Strategy 1.3.1: Continue to enforce the municipal code and sustain beautification efforts throughout Town.

Housing Strategy 1.3.2: Provide or promote the upgrade (as necessary) and maintenance of sidewalks and other public infrastructure as appropriate in residential areas and encourage homeowners and landlords to maintain their properties, preserve housing values and to promote walking and resident interaction.

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POSTR Goal 1.1: Balance the quality of life benefits that parks, trails and open lands contribute to the community with fiscal responsibility.

POSTR Strategy 1.1.4: Revise the development requirement that “all properties to be divided by a major subdivision process must dedicate fifteen percent (15%) of the total land area of the subdivision for parks, recreation facilities and open space” to ensure that the dedication does not present a net liability for the Town.

POSTR Strategy 1.1.7: Improve wayfinding and better integrate Lyons’ parks, trails and open lands into the Town’s branding and marketing efforts.

POSTR Strategy 1.1.8: Create a map of trails and key destinations in Lyons and the immediate surrounding area to help include Lyons’ parks, trails, and open lands into the Town’s marketing plan.

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How Do We Use the Plan?

The *Lyons Comprehensive Plan* is comprised of a community vision and a series of elements with goals and strategies to implement the vision. Different groups and interests will utilize the plan in different ways.

Citizens and Business Owners: Use the plan as a guide for what to expect for future development in Lyons. The guiding principles articulate the community’s core values for the plan. The goals, objectives and strategies list actions that the Town will take in order to achieve its goals. Refer to the *Implementation Plan* in Appendix B for the Town’s current priorities and details on who will be responsible for implementing specific strategies. The *2010 Lyons Planning Area Map* illustrates land use patterns (e.g., general locations for residential, commercial and industrial uses) within the Town limits and within the area surrounding the community that may ultimately form the Town limits, and for which the Town will eventually provide services.

Town Staff and Officials: Implementation of the Comprehensive Plan requires a commitment by the PCDC and Board of Trustees to use it to guide land use decisions. Each of the Town’s committees should use this document to develop their annual work plans. The PCDC should review the plan regularly (at least annually) to gauge the community’s progress in achieving its goals. Town Staff and officials should also use the plan to help:

1. Collaborate with landowners to encourage development that is consistent with the *2010 Lyons Planning Area Map* and the community’s vision.
2. Ensure that all development applications meet the intent of the Comprehensive Plan and help to further the goals illustrated within the plan.

3. Capitalize on the trends and opportunities in the *Community Portrait* (Appendix C) and as a benchmark to gauge the Town’s progress and change over time.
4. Regularly update the *Implementation Plan* (Appendix B): identify what has been accomplished, what tasks still need to be completed and add new tasks (prioritize and identify who is responsible for completing each task).
5. Guide annual budgeting and provide the basis for grant applications.
6. Direct future growth (via the 2010 Lyons Planning Area Map) and help the Town plan for capital improvements.
7. Provide the foundation for agreements with Boulder County, the St. Vrain Valley RE-1J School District and other governmental agencies.

Developers and Landowners: Demonstrate that project proposals meet the intent of the *Lyons Comprehensive Plan* in land use applications.

1. Locate your property on the *2010 Lyons Planning Area Map* and determine if your proposed use meets the future land use designation and whether it is within the community’s planning area.
2. Acquaint yourself with the guiding principles and the goals set forth in each section of the plan. Demonstrate how your proposal is consistent with the *Sustainable Design and Development Principles* in Appendix D.
3. Meet with the Town Clerk or Town Planner to discuss your project and how it relates to the Comprehensive Plan.

Update and Amendment Process

The *Lyons Comprehensive Plan* is intended to be a living document that will be flexible enough to incorporate change as the community evolves over time. The PCDC, in conjunction with the Board of Trustees and Town Staff should annually evaluate and update the plan in response to changes in the community. Citizens may also request changes to the *Lyons Comprehensive Plan* and should be engaged during any discussions to alter the plan. Both the written and graphic elements of the plan may be amended.

2010 Land Use Plan—Description of Land Uses

Note that the land between the Town Boundary line and the 2010 Lyons Planning Area is under Boulder County’s jurisdiction, but is historically considered part of the Lyons community. Following is a brief explanation of the proposed land uses that lie in the following areas:

Western Planning Area

- The majority of this land is designated for Agriculture uses, because it is on the outskirts of Town and has large lots.

- Much of Apple Valley is designated as Estate Residential, consistent with the existing land uses. Note that the Town already provides water service to some of these properties and it will become desirable to provide sewer to these residences as their septic systems age.
- Stone Mountain Lodge is designated as a Commercial use, consistent with the existing land use.

Northern Planning Area

- The majority of this area is designated as Agricultural, due to the area’s topography, the existing sandstone quarry that is integrated into one of the local ranches and Eagle Canyon residents’ desire to limit the net densities in the area to less than one unit per acre due to traffic concerns.
- The eastern portion of this area is designated as Agricultural due to its steep slopes.

Eastern Planning Area

- This land is designated as Employment Area, due to the urgent need for well-planned commercial development to provide employment opportunities and generate tax revenue that will see the Town through the current global economic crisis and sustain the Town’s unique character in the decades ahead.

Southern Planning Area

- This land is designated as Agricultural, because it is on the outskirts of Town and has large lots. Lyons Park Estates is included in Lyons’ Planning Area based on requests from landowners in that area.

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COMMUNITY INSIGHTS

While people who participated in the Comprehensive Plan process generally do not want to see a lot of growth in Lyons, they do support extending the Town boundaries and planning area, particularly along the eastern Highway 36 corridor. The majority may be ready to repeal the requirement of a citizen vote of approval for all private annexations greater than five acres. Following are some of the recommendations from the planning workshops:

- Promote diverse housing by allowing more density near downtown;
- Extend Lyons’ planning area to encompass the land between Town limits and Boulder County open space, since the Town provides some services to many of these areas already;
- Encourage development in the eastern Highway 36 corridor that does not compete with downtown to help strengthen Lyons’ revenues and to improve the appearance of that area; and
- Emphasize connections to the St. Vrain River and community destinations.

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OPPORTUNITIES, CHALLENGES AND TRENDS

- Capitalize on the passionate citizenry and organizations in Lyons that promote eco-friendly programs and initiatives and a “green” lifestyle.

- Continue to preserve and enhance wildlife habitat along the rivers and in the flood zones.
- Partner with local volunteer and interest groups and government agencies to connect wildlife corridors and create habitat.
- Continue to capitalize on the Town’s proximity to Boulder County’s 94,000 acres of designated open space with trail connections, etc.
- Recycling of solid waste is time consuming and messy, but needs to be encouraged to reduce the impact on landfills.
- Renowned Economist Richard Florida reported that environmental quality ranked as the most important amenity in high technology workers’ choice of location, above housing, cost of living and good schools.

Question: Regardless of the results of this planning effort, is the Town's autonomy to approve development programs in the context of specific annexation requests preserved by the IGA? Similarly, can the Boulder County Commissioners approve a development program within the LPPA, without regard for the expressed vision of the Town as expressed in the IGA?

Answer: Presented below are several references to elements of the various versions of the IGA which explain the purpose of the IGA, as well as expressions of intent with regard to planning cooperatively with the Town. As presented, it is obvious that the agreement is based on "desires" and "objectives", but does not necessarily preclude the Parties from acting as they see fit based on certain circumstances.

Boulder County Board of Commissioners

IGA-12-0001 LYONS PLANNING AREA COMPREHENSIVE DEVELOPMENT PLAN INTERGOVERNMENTAL AGREEMENT and IGA-12-0002 LYONS CEMEX AREA COMPREHENSIVE DEVELOPMENT PLAN INTERGOVERNMENTAL AGREEMENT (taken verbatim)

May 15, 2012

PURPOSE AND BACKGROUND

In 2002, the County and the Town of Lyons entered into an Intergovernmental Agreement (“IGA”) pursuant to C.R.S. 29-20-101 et seq. This IGA provides the Town and County tools to control land uses, helps minimize negative impacts of development, protects the environment, and identifies areas of mutual cooperation and concern. The IGA was signed on December 30, 2002 and had a term of 10 years. The original IGA was amended twice since its adoption.

The revised and extended IGAs being considered here are to serve a number of additional purposes.

1. To extend the term of this cooperative agreement. The general IGA extends land use provisions in the majority of the Lyons Planning Area for another 10 years. The secondary and related IGA covering the “CEMEX parcels” extends land use provisions until December 31, of 2034.
2. To recognize Lyons’ most recent Comprehensive Plan adopted in 2010.
3. Reinstates Lyons and the County’s commitment to the Super IGA and with the Town agreeing that it has waived its right to opt out of the Super IGA.

This item contains two separate, but related IGAs. The first is the Lyons Planning Area Comprehensive Development Plan and the second is the Lyons CEMEX Area Comprehensive Development Plan. Docket IGA-12-0001 is the general land use agreement covering the Town of Lyons and majority of its perimeter area. It defines areas within Lyons Planning Area including:

- Land within the Town boundaries
- Lands designated as Lyons Primary Planning Area (“PPA”) (Section 2.2.1 of the IGA) - The PPA is the land that is planned for the next phase of expansion of the Town limits and which the Parties recognize is appropriate and intended for urban development
 - Within the PPA there are four portions of that area which contain “no Development Areas.” Two of these areas are part of the existing IGA, including Stone Mountain Lodge, and the Hawkins Parcel. (See IGA for more detail)
 - No development areas are mutually agreed upon areas where, if annexed, the Town would not allow development. In the case of the Stone Mountain Lodge parcel the area is contiguous to the Steamboat Mountain Natural Landmark Area (see Boulder County Comprehensive Plan)
 - Lyons Interest Area / Rural Preservation Area (“LIA / RPA”) represents areas that are expected to remain rural for the duration of this IGA, unless otherwise agreed to by the Parties (2.2.3 IGA)

Attorney Question: Whereas one of the purposes of the IGA is to recognize Lyons' most recent Comprehensive Plan adopted in 2010, is there a requirement with regard to when the IGA need be updated relative to comp plan updates?

TOWN OF LYONS, COLORADO RESOLUTION 2012-20, A RESOLUTION APPROVING THE "LYONS PLANNING AREA COMPREHENSIVE DEVELOPMENT PLAN INTERGOVERNMENTAL AGREEMENT" BY AND BETWEEN BOULDER COUNTY, COLORADO, AND THE TOWN OF LYONS
April 16, 2012

WHEREAS, the term of the Original IGA as amended ends in December 2012, and the Parties believe it is in the best interest of the citizens of the citizens of the Town and the County to enter into a new Intergovernmental Agreement with the goal of continuing the spirit of

collaboration that was established by the Original IGA and demonstrated through the Parties' course of dealing throughout the term of the Original IGA; and

WHEREAS, the Parties believe that it is in the best interest of the residents of both communities to enter into a new IGA in order to preserve Lyons' unique and individual character through the orderly development within a newly defined Lyons Planning Area (the "LPA"). The LPA contains a Primary Planning Area ("PPA") where annexation and development may occur in accordance with the provisions of this IGA. It also includes areas designated as Lyons Interest Area / Rural Preservation Area ("LIA/RPA") where the Parties' intent is to preserve the rural quality of the land; and

WHEREAS, the Town of Lyons completed a comprehensive master plan that projects the potential for and desirability of future growth into currently unincorporated areas surrounding the Town of Lyons; and

LYONS PLANNING AREA COMPREHENSIVE DEVELOPMENT PLAN INTERGOVERNMENTAL AGREEMENT

April 2012

1.0 PURPOSE AND INTENT

This IGA is intended to protect and enhance the Town's ability to coordinate its future growth into the PPA, and specifically for the following reasons:

1.1 Implementing Comprehensive Plans. This IGA is designed to implement the goals and policies set forth in the Parties' respective comprehensive plans.

1.1.1 The LCP emphasizes that in order for Lyons to become economically sustainable, it must transition from a residential development-based economy to a commercial-based, localized economy. To this end, Lyons will strive to preserve and expand employment opportunities, reduce retail leakage, attract visitors and encourage new commercial, light-industrial and mixed-use development in the PPA while concentrating any significant additional housing within its current Town limits or within mixed-use areas with commercial being the predominant land use in these areas.

1.1.2 The LCP adopts as one of its guiding principles articulating the Town's interests in expanding the development potential in the area by proactively engaging with private and governments stakeholders to make collaborative land use decisions.

- 1.1.3 The LCP emphasizes proactively planning for the future, and balancing the demand of environmental and economic sustainability with community character, historical preservation and property owners' rights.
- 1.1.4 The Boulder County Comprehensive Plan, as amended from time to time, (the "BCCP") seeks to protect agricultural lands, channel growth to municipal planning areas and consider environmental and natural resources in land use decisions.

1.2 Recognizing Future Urban Development is Appropriate in the LPA.

1.3 Maintaining Community Buffer.

1.4 Protecting View Corridors and Allowing Only Compatible Development in the LPA.

1.5 Fostering Intergovernmental Cooperation. This IGA encourages the Parties to collaborate to achieve common goals, including becoming more socially, economically and environmentally sustainable and supporting the public and private provision of cultural, educational, social and healthcare services in the LPA.

1.6 Encouraging Transparent and Timely Decisions.

2.0 LYONS COMPREHENSIVE DEVELOPMENT PLAN (IGA Plan).

2.1 The Lyons Comprehensive Development Plan is known as the IGA Plan, as distinguished from the Lyons Comprehensive Plan, referred to as the LCP. The IGA Plan shall govern and control the LPA, which is defined to herein as the LCP. The IGA Plan shall govern and control the LPA, which is defined as the unincorporated area of Boulder County, or as subsequently amended in accordance with the IGA. With the exception of the Super IGA and the CEMEX Area IGA, this IGA Plan replaces and supersedes any and all previous agreements between the Parties concerning the LPA.

2.2 Lyons Planning Area Designations.

- 2.2.1 The PPA is the land that is planned for the next phase of expansion of the Town limits and which the Parties recognize is appropriate and intended for urban development.
- 2.2.2 The No Development Areas are a subset of the PPA, but are too steep or otherwise inappropriate for development.
- 2.2.3 The LIA/RPA represents areas that are expected to remain rural for the duration of this IGA, unless otherwise agreed to by the Parties.

3.0 ANNEXATION AND DEVELOPMENT OF PROPERTY

3.1 Land Within the Primary Planning Area.

3.1.1 By executing this IGA, the County finds and declares that a community of interest exists between the Town and all property located within the PPA. The County will cooperate with Town efforts to annex land in the PPA.

- 3.1.2 When parcels are annexed which contain No Development Areas, the Town, prior to final plat recordation or other final approval for any development on those parcels, will ensure that the owner of the properties grant to the County and to the Town of Lyons a Conservation Easement pursuant to Article 30.5 of Title 38 of the Colorado Revised Statutes, in a form acceptable to both the County and the Town, which prohibits structures or development in the preserved area of the properties.
- 3.1.4 The Parties agree that two parcels in the PPA owned by the Loukonen family and one by CEMEX, may not be zoned by E-1, EC, R-1, R-2, R2A and R-3) or developed by the Town for residential uses.
- 3.1.5 The Town and the County acknowledge and agree that the property within the LIA/RPA is intended to remain in the County's regulatory jurisdiction and shall not be annexed or developed by the Town during the duration of this IGA, unless mutually agreed to by the Parties.

3.3 Land Outside of the LPA

- 3.3.1 Excepting the area covered by the CEMEX Area IGA, which is addressed in a separate IGA, the area outside the LPA is intended to remain in the County's regulatory jurisdiction for the term of this IGA, unless otherwise provided herein or by a duly executed amendment to this IGA.
- 3.3.2 The Town may annex lands outside of the PPA and expand the LPA only in accordance with Section 4 of this IGA.

- 3.4 Developing Areas with Constraints. When evaluating development applications within their respective areas of responsibility, both Parties will consider the impact of proposed development on the floodway, natural areas, wildlife habitat, steep slopes, and historically and archaeologically-significant areas, and will require impacts to be reasonably mitigated.

4.0 **EXPANSION OF THE LPA**

- 4.2 Lyons Comprehensive Plan Amendment. Any request for expansion of the LPA must be a reflection of community consensus, as documented in a duly-adopted amendment to the LCP and its Land Use Map.

5.0 **OPEN SPACE**

- 5.1 Acquisitions within the LPA. The County agrees that for the term of this IGA it will not purchase or otherwise acquire any land within the LPA for open space purposes, including conservation easements and transfer of density right sending sites without the approval of the Town, excepting only an L-shaped parcels of land currently owned by CEMEX, located between the Loukonen-Hill Open Space Property and the Southdown Indian Mountain Open Space property.

6.0 COMMUNITY BUFFER

The County agrees not to allow more intensive zoning classifications for lands remaining in the County's regulatory jurisdiction within the PPA and LIA/RPA, unless mutually agreed to by the Parties.

8.0 IMPLEMENTATION PROCEDURES

8.1 Plan Amendment Required. A plan amendment, agreed to by both the Town and the County, must occur in order to annex, allow any use or development, or acquire for open space any parcel within the LPA where such annexation, use or development, or acquisition does not comply with the IGA Plan.

8.2 Notice Required. The Parties each agree to undertake all steps necessary to adopt procedures, plans, policies, and ordinances or other regulations as may be necessary to implement and enforce the provisions of this Plan. The Parties agree that in adopting such procedures, plans, policies, ordinances or regulations, each will give the other Party sufficient notice of such action as will enable such Party, if it so desires, to comment upon the planned actions of that Party at least fifteen (15) days before the date of any public hearing or, where no public hearing will be conducted, before any deadline for the submission of public comment.

8.3 County Zoning Changes within the LPA. Where the County seeks to approve zoning changes within the LPA after referral as provided herein, the Board of Trustees shall respond by resolution, approving or disapproving such change or suggesting conditions of approval.

9.0 REFERRALS

9.2 Boulder County Referrals to Lyons. The County shall treat the Town as a formal referral agency ... upon receipt of applications for zoning, development, and map amendment related requests. In addition to referring the foregoing applications and proposals to the Town, the County agrees to advise any applicant owning land in the PPA during the pre-application process, of the possibility of annexation into the Town, to encourage any such applicant to contact the Town concerning possible annexation, and to provide such applicants with the Town's appropriate contact information.

11.0 AMENDMENTS

11.2 Changes to IGA. Any proposed amendment to the IGA affecting the jurisdiction over lands or the development regulation of lands must be referred to the other Party by the Regulatory Party. The "Regulatory Party" shall mean the Party having final land use or annexation approval jurisdiction, as the context requires. Amendment of the IGA shall take place only upon approval by resolution or ordinance adopted by the

governing body of both of the Parties, after notice and hearing as may be required by law. The Regulatory Party shall not approve nor permit any development or change of use of any parcel within the LPA by any means in a manner inconsistent with this IGA until and unless the IGA has been amended so that the proposed development or use of such parcel is consistent with the IGA.

14.0 ENFORCEMENT

Either or both of the Parties may enforce this IGA by any legal or equitable means including specific performance, declaratory relief, and injunctive relief. No other person or entity shall have any right to enforce the provisions of this IGA. The Parties agree to discuss and attempt to resolve any dispute in the interpretation or application of this IGA, including but not limited to any dispute regarding a request to terminate this IGA, but if they are unable to do so, either Party may request that the matter be presented to a mediator selected and paid for jointly by the Parties.

17.0 TERM AND TERMINATION

17.1 This IGA shall remain in effect for a period of ten (10) years from the effective date, unless otherwise terminated earlier by mutual agreement of the Parties. With the execution of this IGA, the Town agrees that it has waived its right to opt out of the SuperIGA, as that right is set forth in the SuperIGA.

A RESOLUTION APPROVING THE INTERGOVERNMENTAL AGREEMENT ("IGA") BY AND BETWEEN THE TOWN OF LYONS, A COLORADO STATUTORY MUNICIPAL CORPORATION ("LYONS" OR THE "TOWN"), AND THE COUNTY OF BOULDER, A BODY POLITIC AND CORPORATE, OF THE STATE OF COLORADO ("BOULDER COUNTY" OR THE "COUNTY") (COLLECTIVELY, THE "PARTIES") RECITALS

April 16, 2012

WHEREAS, the Parties have contemporaneously with this IGA entered into the Lyons Planning Area Comprehensive Development Plan Intergovernmental Agreement ("Lyons Planning Area IGA"), a complementary IGA that addresses development and preservation issues for all areas surrounding the Town not addressed by this IGA. This IGA and the Lyons Planning Area IGA together, represent a shared vision of appropriate development for the areas covered by the IGAs for their respective durations; and

WHEREAS, the Parties have each held hearings after property public notice for the consideration of entering into this IGA and the adoption of a comprehensive development plan ...

Appendix ii

Example Action Plan

"Ricker Cunningham combines expertise in public policy with thorough knowledge of the market forces that drive real estate development. Their advice is invariably practical, yet inspired by fresh insights into familiar issues. The results of their work have met or exceeded all of our expectations." Fernando Costa, Assistant City Manager, City of Fort Worth

The Grand Junction Planning Area, Fruita, Palisade and portions of Mesa County (the focus of this housing strategy) are facing a growing shortage of quality housing across a spectrum of price points and product types. Of particular concern is the inability of the “delivery system” to address an acute shortage for one of the market’s fastest growing segments – moderate income to working-wage households [1, 2,3]. Low vacancy rates, yet declining permit activity suggests that barriers hinder the free market from being able to address demand in a strategic and equitable way. Grand Valley jurisdictions, in partnership with other private and nonprofit agencies, are seeking to remove those barriers by developing a comprehensive housing strategy for the Grand Valley. During the planning process presented herein, stakeholder and leadership input, together with market analyses, brought to the forefront key issues that require innovative solutions. Best practices from other cities facing similar challenges illuminate a range of solutions for each of the issues.

As part of developing a Valley-wide strategy, the Leland Consulting Group team was asked to identify strategies to address several pressing housing issues pertinent to the area:

- Addressing Valley-wide growth rates;
- Better mechanisms to encourage investment and reinvestment in Grand Valley cities and towns;
- Identification of incentives to facilitate new housing construction for a diversity of housing product types;
- Encouragement of mixed-use development and identification of locations for increased density;
- Reinvestment incentives for existing home owners;
- Putting in place incentives to increase the environmental sustainability of Grand Valley residential districts;
- Increasing the capacity of housing developers to meet housing demand;
- The education of stakeholders on the truths about the impacts of denser housing types;
- The need for better code enforcement tools to help Grand Valley neighborhoods;
- The replacement of affordable housing units “lost” by conversion to market rate units;
- Create crime-fee housing programs and address homeless concentrations;
- The conversion of single family residences into poorly maintained multi-family units;
- Homelessness;
- Migrant housing; and
- The concentration of mobile home parks.

Addressing the first issue - putting in place a comprehensive housing strategy for the Grand Valley - will best clarify how to address the remaining issues.

Housing policies are commonly found in cities regardless of size. The vast majority of these cities have put in place a comprehensive housing strategy in response to either rapid decline or appreciation in housing values. The Grand Valley finds itself in a rapidly appreciating market, particularly over the last three years, due in part to growth in gas exploration and drilling, (and related industries) as well as steady background employment growth.

Grand Valley is fortunate to be able to pull from the best lessons learned (text box next page) from other municipalities that have already plowed the ground in putting in place comprehensive housing strategies within and exclusive of the presence of a formal policy^[4].

This Grand Valley Strategy outlines the vision, mission and goals for housing development in various geographies of the Valley's housing market. Further, the strategy identifies housing market conditions, barriers, and opportunities. Finally, it makes recommendations on how best to address the issues already identified as pressing concerns. A range of strategies are found and prioritized in the matrices on the following pages.

Elements of a Housing Strategy: Lessons from Best Practices

- **Visionary:** The strategy should articulate the community's (region's) vision of housing and mission for a policy framework – what it is and what it is not.
- **Measurable and achievable goals:** The goals directing the strategy should specify the number of units per price point, the target income populations, and target dates for accomplishment of specific actions (benchmarks).
- **Implementation-oriented:** The strategy should serve as an outline for revision or adopting ordinances and programs that

accomplish the goals. (ex. zoning and subdivision rules, building codes and incentive programs).

- **Formalizing the “go forward”:** The strategy should formalize processes for collaboration between non-profit, governmental and for-profit entities; and, describe the organizational framework responsible for its long-term implementation.
- **Regional in scope:** The housing market of any locality is regional in scope; therefore, the strategy should address the regional marketplace and outline actions that appropriately direct housing production to desired geographies.
- **Market-based:** Development of the strategy should arise from an understanding of the local housing market -- housing supply, demand and barriers to investment – all the result of specific conditions in the local marketplace
- **Systemic:** Facilitating development of affordable housing and the right mix of market-rate housing types comes through support of the entire delivery system: regulation, finance, market position, physical and legal context.^[6]

Implementation Fundamentals

- Understand development!
- Develop a STRATEGY!
- Remove Barriers
- Create Opportunities
- Offer Incentives
- Provide Advocacy
- Establish Certainty

Guiding Principles

- Not all projects are created equal
- Don't separate the parts
- Identify leadership
- Make maximum use of existing tools
- Remove barriers to success
- Celebrate success – tell the story
- Integrate land use and transportation
- Learn from others who have done this in the past

Footnotes

[1] John Redifer, et. al. "Mesa County," Socioeconomic Impacts of Growth. Mesa State College Natural Resource and Land Policy Institute, September 2007, pp. 33 – 88.

[2] James Coil, James Coil Research and Consulting. A Housing Market Analysis for the Grand Junction, CO Metro Area. Prepared for the Colorado Housing Finance Authority. January 12, 2007.

[3] W. Victor Crain, Analysis of the Grand Junction, Colorado Housing Market as of May 1, 2005, U. S. Department of Housing and Urban Development, 2005.

[4] For example of a municipal housing policy, please see: - Community Strategies Institute. City of Sheridan Affordable Housing Policy. May 2006. Sheridan, WY.

- Town of Cary Planning Department. Town of Cary, NC. Affordable Housing Plan, May 11, 2000. The Tool Kit appendices are particularly useful.

- City of Sadona Planning Department. City of Sadona, AZ. Housing Policy. December 11, 2007.

[5] Dowell Myers and Elizabeth Gearin. "Current Preference and Future Demand for Denser Residential Neighborhoods," *Housing Policy Debate*, Volume 12, Issue 4.

[6] Urban Land Institute and the Campaign for Sensible Growth. *Housing Policies in Appreciating Markets*, Technical Assistance Panel. April 2003.



Issue	Current Conditions	Strategies
<p>Valley-Wide Growth Rates</p> <p>Impacted Communities:</p> <p>Fruita</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> ▪ The State demographer, metropolitan planning organization and other sources have differing estimates of housing demand. This lack of consensus hinders the ability to form a coherent set of policies and benchmarks to address housing needs. ▪ The demand estimates for the Grand Valley Housing Strategy are consistent with those of the various community comprehensive plans. The community plans reviewed as part of this effort were largely based on projected land capacity and, therefore, will provide accurate guides for long-term strategic growth allocations in the respective jurisdictions. The housing strategy projections presented herein speak more to current demand pressures and may be more helpful in informing how more short- and mid-term measures to alleviate housing needs can be effectively marshaled, in terms of place, product and price. 	<ul style="list-style-type: none"> ▪ Coordinate planning efforts and policy documents, such as comprehensive and community plans, with the Grand Valley Housing Strategy, in an effort to ensure consistency between forecasting efforts. ▪ Arrive at a consensus set of projections for both housing demand (population and household growth) and supply (units of different housing products to meet demand). Monitor (benchmark) progress in meeting forecasted demand. ▪ Appoint a regionally-representative board to monitor forecasts by state and regional entities and work to correct inadequacies. <p><u>* Priority strategies presented in blue.</u></p>
		<p>Rural Action Coalition: Sustainability Indicators: http://www.ruralaction.org/build_human.html</p>



Issue	Current Conditions	Strategies
<p>Investment and Reinvestment in Infill Locations</p> <p>Impacted Communities:</p> <p>Fruita</p> <p>Palisade</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> The recent surge in labor and material costs over the past four years has increased the sale price of new construction and renovated houses. The virtual absence of single family new construction below \$160,00 and a dearth of new multi-family rental units may indicate that the private market can not profitably deliver new ownership products without a subsidy. Increased construction costs have raised the floor price of housing. This, combined with historical demand from higher income households encouraging delivery of products at price points outside the reach of working family incomes, has left voids in the delivery system for workforce and other attainable housing products^[1]. In the Study Area, the absence of inexpensive, ready-to-build land of sufficient size further constrains the non-single family detached housing market. One response has been the recent conversion of once vacant (historic) multi-story downtown properties into high-end condos, lofts and live-work units. No new market-rate multi-family construction has occurred in the area over the past several years. Citywide the majority of multi-family affordable housing has come through Housing Authority deeply subsidized projects ^[2]. Housing development can either be required through regulations or encouraged through incentives. Grand Junction has the opportunity to build upon the tools it already has –tax increment financing – to influence appropriate housing, or supplement this tool with other resources and possibly restrictions. 	<ul style="list-style-type: none"> Consider registering locally-recognized structures on the National Register of Historic Places (US Department of the Interior, National Parks Service). Doing so will make structures eligible for historic preservation tax credits. The award of tax credits to a historic renovation project enables the project to attract equity through the sale of the tax credits to investors. The additional equity drawn to a tax credit project helps to defray the extraordinary costs associated with historically-sensitive renovation. Capitalize a housing trust fund through the dedication of a continual source of funding (i.e. annual TIF allocation, general fund appropriation, percent of state rebate on oil/gas severance tax, corporate contribution, etc.) for projects^[3]. In addition to project participation, consider increasing or dedicating funds available to assist low- and moderate-income families in purchasing homes in the Study Area through an equity-sharing program^[4]. Establish an incentive program that includes the waiver of certain fees in exchange for the development of affordable housing units and recapture agreements. The extent of fees waived can be based on the location, number and/or affordability of the unit^[5]. Consider the deferral or rebate of infrastructure investment fees for housing developments that significantly advance housing goals and design ^[6]. Make it easy for developers and investors to understand and access the community's housing goals and programs in order to facilitate housing development in the Study Area^[8].



Issue

Current Conditions

Strategies

Investment and Reinvestment in Infill Locations

(Continued)

- City regulations can impact the cost of housing development in communities. An analysis of a City’s codes can reveal areas of cost and savings and provide a framework for policy discussion. More stringent codes and enforcement may increase certain costs, however, greater density and innovative site planning can reduce the cost per unit – offsetting the initial impact. Codes should reflect the overall community policy of housing provision in general.
- Financial incentives given for voluntary or mandatory compliance with inclusionary zoning provisions cannot only curtail a takings challenge, but fill the financial gap a developer incurs when providing affordable housing in a tight market.

- Promote the ownership of affordable and workforce housing through the various jurisdictions and advocacy entities in order to stabilize rents for affordable housing. The State of Colorado prohibits the establishment of any local ordinance that controls the price of rents for private rental property (38-12-301). However, the public sector and their advocacy partners can set rent levels for property they own in the market.
- Aggressively acquire land and “bank” it for private investment -- assemble appropriately-sized parcels and “ready them” for quality housing development. Consider the establishment of a land bank and/or land trust ^[7] through a new or existing organization. For example, Industrial Developments Incorporated (IDI) (an established private foundation) or the Mesa Land Trust may be able to fulfill a land bank role, if appropriately structured.
- Analyze Grand Junction’s codes to itemize provisions that might increase the cost of affordable and market-rate housing beyond the public benefits that those provisions bring forward.
- Develop innovative mechanisms that could reduce the cost per unit through appropriate density and site planning techniques^[9]. Revisit/upgrade as appropriate land development codes for Mesa County (Chapter 9), Grand Junction (Chapter 3.6-B10) and City of Friuta proposed land development code amendments regarding density bonuses (17.08).



Issue	Current Conditions	Strategies
<p>Investment and Reinvestment in Infill Locations</p> <p>(Continued)</p>		<ul style="list-style-type: none"> ▪ Promote performance zoning which enables innovative site planning “by right” as long as off-site impacts have prescribed standards. ▪ Engage experienced designers to develop turn-key plans for private development that effectively shorten the timeframe for project entitlements. ▪ Solicit the interest of developers outside the local market; encouraging partnerships with regional and local development teams and promoting local lending pools. Package opportunities. ▪ Establish a private builder-developer mentoring program for public employees. ▪ Work with local lenders to offer low-interest rental rehab loans. ▪ Adopt a 5-year capital investment plan (fund it) designed to leverage private investment.



Footnotes

[1] James Coil, James Coil Research and Consulting. A Housing Market Analysis for the Grand Junction, CO Metro Area. Prepared for the Colorado Housing Finance Authority. January 12, 2007.

[2] Interview with Jody Kole (Grand Junction Housing Authority), Kathy Portner and, Kris Ashbeck (City of Grand Junction Neighborhood Services), and Robert Lee (Grand Junction Chief Building Official), January 23, 2008.

[3] Linda Bailey and Jennifer Hall. City of Ann Arbor, MI. *Creating Affordable Housing in the City of Ann Arbor: A Developer's Guild and Required Forms*. City of Ann Arbor Planning Department, October 2005, p. 6.

[4] Equity Share programs are popular in appreciating markets as a means for municipalities and low income home owner to revolve scarce housing subsidy and share in the property appreciation. The DDA or City would extend a loan in a subordinate position which would have 0% or very low interest over the first three years of the loan. After the initial period the loan would be refinanced and the City or DDA would be reimbursed for the subordinated loan with interest. Please see:

- City of Salinas, CA

http://www.imakenews.com/focusonhousing/e_article000499051.cfm?x=b11,0,w ;

- San Diego, CA

<http://www.sdhc.net/dbmortgagelenders1c.shtml>; and - -

- Boulder CO

http://www.bouldercolorado.gov/files/HSBHS/2008_h2o_marketing_brochure.pdf

[5] See City of Austin SMART Housing Program for an example: <http://www.ci.austin.tx.us/ahfc/smart.htm>

[6] Colorado law prevents the outright waiver of Enterprise funded plant investment fees (PIFs). However a number of Colorado municipalities defer or pay the fee on behalf of the developer as an affordable housing incentive. See as examples:

- City of Durango, CO: payment of PIF out of Capital Projects Reserve Fund.

- City of Boulder, CO: rebate of PIF as a business incentive City Code §11-1-52 (m)

- Town of Breckenridge, CO: Affordable Housing Fund capitalized from rental income from Town-owned rental property reimburses the City for waiver of the PIF.

- Fort Collins, CO: defers payment of PIF until issuance of the certificate of occupancy

[7] "Chicago Region," *Encouraging Workforce Housing in the Chicago Region, Atlanta and the District of Columbia*, Urban Land Institute Land Use Policy Project Report, June 2003, pp. 4-6.

- Larry Rosenthal, et.al. "Innovations in Housing Policy: The Evolving Role of Local Government," *Community Investments*, September 2005, pp. 10-11.

- For Land Trusts in Colorado, please see:

* Rocky Mountain Community Land Trust:

<http://www.volunteerpikespeak.org/org/22446089.htm>

* Colorado Community Land Trust:

<http://www.coloradoclt.org/index.html>

[8] See City of Ann Arbor, MI, Developer's Guide; see also City of Boulder, CO, website:

http://www.ci.boulder.co.us/index.php?option=com_content&task=view&id=419&Itemid=222

[9] - Bruce Katz and Margery Austin Turner.

"Rethinking Shelter," *Urban Land*, March 2004.

- Cory Cox Planning Research Institute. Maricopa Association of Governments, "Affordable Housing Best Practice Paper #2: Growing Smarter Implementation Project," DRAFT as of January 7, 2002, section 4.3.

[10] Deborah Myerson. "Making Inclusionary Zoning Work," *Multifamily Trends*, Urban Land Institute, Summer 2005, pp. 40-65.

- See also Colorado Community Strategies on Inclusionary Zoning:

<http://www.hmcnews.org/housing/housingpolicy.htm>

[11] A good example of an affordable housing development financed through a 63-20 nonpro corporation (Buffalo Ridge Affordable Housing Corporation) is Buffalo Ridge located in Eagle Valley. Urban Land Institute. Advisory Service Panel Report. *Eagle County Colorado: A Regional Approach to Affordable Housing*. December 2006, p. 28.



Issue	Current Conditions	Strategies
<p>Incentives to Facilitate New Housing Construction</p> <p>Impacted Communities:</p> <p>Fruita Palisade Grand Junction</p>	<p>The Consultant Team conducted a series of focus groups in October 2008 to solicit key stakeholder input on the barriers to housing development in the Grand Valley. Focus group participants ranged from private sector developers, public sector officials, lenders, business and property owners, property managers and real estate professionals. One of the most cited barriers to housing development, particularly for affordable housing and mixed-use products, was the lack of an incentive policy. According to the participants, City of Grand Junction has approved only one project with public participation. Making available financing incentives for housing development was one of the most frequently cited potential solutions to facilitating the development of infill housing and increasing the diversity of housing types.</p>	<ul style="list-style-type: none"> Establish an incentive policy which specifies the criteria for which residential and mixed-use projects could be eligible for public incentives, such as an affordable housing set-aside. The policy would clearly outline the types of information required of developers, the expected return on investment, evaluation process and public benefits that a project would need to advance, such as quality design. Participate in public infrastructure cost-sharing for housing projects that meet an important void in the housing market and that advance other community benefits. Financing of infrastructure participation could come from public bonds or through special districts^[1]. Aggressively acquire land and “bank” it for private investment -- assemble appropriately-sized parcels and “ready them” for quality housing development. (See page 7.) Establish an Employer Assisted Housing Program that incents / requires participation. Program will include provisions for down payment and closing cost assistance.
		<p>[1] For example, the City of Fort Worth has set aside a percentage of roadway, water and sewer bond funds for enhanced participation with private developers as part of its central city revitalization program. (See Urban Village Development Program: http://www.fortworthgov.org/uploadedFiles/PlanningandDevelopment/My_Urban_Village/Urban%20Village%20Development%20Program%20Brochure-4-03-06_streets%20labeled(1).pdf)</p> <p>[2] See footnote 7 on page 10.</p>



Issue	Current Conditions	Strategies
<p>Incentives to Facilitate New Housing Construction (continued)</p>		<ul style="list-style-type: none"> ▪ Work with local and regional lenders to fund loan pools in an effort to spread risk across multiple entities. ▪ Solicit state-level support for boundary adjustments for areas being served by the Rural Community Services Fund.



Issue	Current Conditions	Strategies
<p>Encourage Appropriately Located Mixed-Use, Higher Density Development</p> <p>Impacted Communities:</p> <p><u>Fruita</u> <u>Palisade</u> <u>Grand Junction</u> <u>Mesa County</u></p> <p>Note: Cities that are underlined did not specify this as a pressing issue in their community.</p>	<ul style="list-style-type: none"> Numerous consumer preference surveys done throughout the United States over the past several years illustrate a demonstrable demand for higher-density mixed-use development in walkable, urbanized environments. Portions of this demand comes from three growing demographic segments: 1) the “Boomer” generation (1946-1964) now entering retirement and seeking to obtain smaller, but more highly-amenitized residences, 2) Generation X (1965-1975) who seek a more environmentally-conscientious lifestyle, living closer to work in a more economically and racially diverse environment; and 3) Generation Y (“Echo Boomers” born after 1975) who are college age and just now entering the housing market. This youngest generation suggests a lifestyle preference very similar to Generation X, desiring a living environment close to work, parks and trails, cafes and retail shops - in essence trading “space for place” [1]. Grand Valley population growth has historically stemmed from the in-migration of people attracted to the area for jobs and retirement[2]. The County is projected to continue to experience growth over the next decade in the three demographic segments (Boomers, Gen X and Echo Boomers), portions of which demand opportunities in a mixed-use higher-density urban environment. 	<ul style="list-style-type: none"> Per Grand Junction’s draft update to their comprehensive plan, encourage broad-based community input on appropriate locations for mixed-use development. Include input from developers, realtors and other real estate professionals on market conditions which encourage or discourage these product types. Use market analyses to inform the spatial location and square footage of different uses contemplated in mixed-use districts [7]. Implement Fruita, Mesa County and the Town of Palisade’s community plan recommendations for the creation of village centers by amending zoning and building codes to accommodate vertical mixed-use development. Implement Mesa County’s recommendation of putting in place density bonuses as an incentive to construct mixed-use development. Continue to amend existing codes with language which accomplishes the objectives of form-based land use regulations [8]. Provide financial support for meritorious mixed-use projects that have a demonstrable financial gap. Note: Tax Increment Financing (TIF) project financing can assist in the development of structured parking through the lease of public parking spaces in a garage that accommodates private parking spaces. Determine the appropriateness of voluntary or mandatory affordable housing set-aside provisions for residential mixed-use developments.



Issue

Current Conditions

Strategies

Encouraging Appropriately Located Mixed-Use, Higher Density Development

(Continued)

Note: Specific strategies related to advancement of catalyst projects and major components of the framework plan will be addressed in subsequent sections of the full report.

- Mesa State College’s recent report on socioeconomic changes in Mesa County states that retirees will constitute over 20 percent of Mesa County’s population by 2010^[3]. Approximately 16 percent of renters are currently in the age 65 and over group, considerably above the Colorado average of 10.3 percent and national average of 13.5 percent^[4].
- Land use patterns in the Grand Valley jurisdictions have tended to geographically separate where people live versus where they shop and work. For example, Grand Junction’s retail center is located west, while residential districts lie largely east. This disparity between retail / jobs and housing have contributed to east-west transportation congestion, significant infrastructure investments and diminished returns on property investment in the core. Projections of future levels of service to 2030 illustrate the failure of east-west arterials in efficiently accommodating trips ^[5].
- Downtown Grand Junction in particular continues to benefit from pioneering projects, such as the historic reuse of the Reed Building and Avalon Theatre – both serving to prove up market demand for infill projects. Note: However, the limited number of local appraisals of mixed-use projects in the area have made financing a challenge for other new mixed-use projects ^[6].

- Educate local appraisers and real estate and commercial financial institutions on valuing and financing a range of housing development projects. The lack of information or understanding of different markets in the Grand Valley may lead to the undervaluation of these type of projects. Low appraised valuation leads to a gap between the amount of private debt and equity projects can attract and the cost of construction / renovation.
- Recommend the updated Grand Junction comprehensive plan reflect 40 units to the acre as an average standard for downtown development.

Footnotes

- [1] Alison Rice, “Subliminal Sell,” Builder Magazine, October 11, 2002. See also: Dowell Myers and Elizabeth Gearin. “Current Preference and Future Demand for Denser Residential Neighborhoods,” Housing Policy Debate, Volume 12, Issue 4.
- [2] John Redifer, et. al. “Mesa County,” Socioeconomic Impacts of Growth. Mesa State College Natural Resource and Land Policy Institute, September 2007, pp. 37.
- [3] Ibid, p. 36.
- [4] James Coil, James Coil Research and Consulting. A Housing Market Analysis for the Grand Junction, CO Metro Area. Prepared for the Colorado Housing Finance Authority. January 12, 2007, pp. 32-36.
- [5] John Redifer, pp. 61-63.
- [6] Interview with Shane Burton, September 13, 2007.
- [7] Larry Flynn, “Drivers and Keys to Mixed Use Development,” Building Design and Construction, Urban Land Institute, March 1, 2003.
- [8] Marge Fahey. “Thinking Differently: ULI’S Place Making Conference Explores Fresh Ideas in Designing and Building Sustainable Spaces,” Urban Land Institute, September 17, 2007.



Issue	Current Conditions	Strategies
<p>Reinvestment Incentives for Existing Home Owners</p> <p>Impacted Communities:</p> <p>Grand Junction Mesa County</p>	<ul style="list-style-type: none"> The comprehensive solution to meeting housing needs in the Valley may in part include rehabilitation of existing building stock. To evaluate and begin to quantify opportunities for rehabbed multi-family housing, Leland Consulting Group used a combination of GIS analysis and field observation to survey parcels with rehab potential. Please see the results of the analysis in the Conditions section of this report . 	<ul style="list-style-type: none"> Work with local lenders to offer low-interest rental rehabilitation loans to owners whose structures are at the end of their useful life located within the Study Area (reverse mortgages where relevant). A number of municipalities have established low interest loan pools capitalized through Community Development Block Grant (CDBG) funding which provide low-interest loans to low-to moderate income households ^[1]. Housing Resources of Western Colorado provides this service for Mesa County. Determine the statutory authority to provide property tax exemptions for home owners who invest more than 20% of the pre-renovation value of their property. Advocate for changes in state laws to enable jurisdictions to offer such property tax exemptions ^[2]. Waive City sales tax for construction materials used to improve owner-occupied rehabilitation units among low-income individuals ^[3]. For homes listed on the National Register of Historic Places, utilize Colorado historic rehabilitation tax credits ^[4]. Market the HUD 203(k) program (or similar private sector program) to: existing home owners seeking to refinance existing homes in need of repair; prospective homeowners whose purchase is in need of renovation; and, investors /developers targeting the acquisition / renovation of housing for later sale to owner occupants.
	<p>^[1] El Paso County, CO is but one of many jurisdictions providing such loans. http://adm.elpasoco.com/NR/exeres/14DFAF89-DCF6-4681-BF1F-6B06E43AC99E,frameless.htm</p> <p>^[2] A number of states enable cities to offer property tax abatements for up to ten years to owner occupants who invest in property improvements. See Texas (Neighborhood Empowerment Zones) and Ohio (Neighborhood Improvement Districts) as examples.</p>	<p>^[3] The City of Boulder, Colorado, waives city sales tax for up to \$12,500 worth of construction materials used for improvements on a designated landmark or a building located within a designated landmark district, provided at least 30 percent of the value of the materials is used on the building's exterior.</p> <p>^[4] http://coloradohistory-oahp.org/programareas/itc/taxcredits.htm</p>



Issue	Current Conditions	Strategies
<p>Incentives to Increase the Environmental Sustainability of Grand Valley Residential Districts</p> <p>Impacted Communities:</p> <p>Fruita</p> <p>Grand Junction</p> <p>Mesa County</p>	<ul style="list-style-type: none"> The residential sector accounts for 15-25% of energy usage and green house gas (GHG) production. Improving residential property leverages a strong return on reducing energy consumption [1]. Studies have shown that only modest investments in energy efficiency improvements can reap substantial savings in cooling and heating performance [2]. Mesa County’s Building Department utilizes the 2006 International Energy Conservation Code governing residential new construction and renovation for the <i>Grand Valley Housing Strategy</i> Study Area. The State of Colorado has not adopted any amendments to the model code. In late 2004, the City of Grand Junction formed an energy conservation team (CORE – Conserve our Resources Efficiently) which spearheads energy conservation measures for the City. Successes include fleet replacement with hybrid cars, replacing incandescent with LED lighting, and other internal operation measures [3]. In the arena of public policy, Grand Junction City Council has endorsed resolutions in partnership with other Western Colorado cities regarding the reduction of air pollution [4]. 	<ul style="list-style-type: none"> Support the efforts of Housing Resources of Western Colorado as the local program host for the Governor’s Energy Office Energy Star New Homes Program. Utilize the best practices and lessons learned as a guide in developing other local energy efficiency programs [5]. Establish a task force inclusive of local residential developers (nonprofit and for-profit) to explore possible local amendments to the IECC that would provide incentives to developers to implement greater energy efficiency technology into new or remodeled homes [6]. Aside or in addition to amending the building code, the task force would identify incentives for home owners and rental property owners. As an immediate example of such an effort, the State recently awarded \$1,050,000 for the Grand Junction New Energy Communities Initiative - a collaborative effort between the Cities of Grand Junction, Fruita and the Town of Palisades to implement innovative energy efficiency measures. Encourage the installation of energy efficiency technology and market incentives provided through local utility companies [7]. Promote efforts such as Energy Outreach Colorado that provides education to low income families regarding energy conservation and provides grants to make homes more energy efficient [8].



Issue	Current Conditions	Strategies
<p>Incentives to Increase the Environmental Sustainability of Grand Valley Residential Districts</p> <p>(continued)</p>	<p>Footnotes</p> <p>[1] Walsh, Kenneth, et.al. “Cost-Benefit Analysis of Residential Energy-Efficiency Upgrades in Phoenix, Arizona,” Journal of Architectural Engineering, March 2002, p. 41.</p> <p>[2] McKinsey & Company, “Reducing U.S. Greenhouse Gas Emissions: How Much at What Cost? Report to the Conference Board, U.S. Greenhouse Gas Mapping Initiative, Executive Report, December 2007, p. 39.</p> <p>[3] GJ City Council Workshop; December 4, 2006; Energy and Resource Conservation Update. See also: Local Governments for Sustainability Update; http://www.icleiusa.org/success-stories/cool-mayors/jim-dooddy-mayor-of-city-of-grand-junction/</p> <p>[4] GJ City Council Workshop. March 19, 2007.</p>	<p>[5] Governor’s Energy Office: Energy Star New Homes http://www.colorado.gov/energy/residential/energystarhomes.asp</p> <p>[6] The City of Boulder, CO sets the high bar in strengthening the application of the IECC to local development. See amendments to IECC in Boulder Building Code Chapter 10-7 and in particularly the Green Points Program outlined in Chapter 10-7.5. http://www.colocode.com/boulder2/chapter10-7.htm</p> <p>[7] Grand Valley Power is proactively introducing energy efficiency programs to cooperative customers in the Grand Valley, including a pilot solar rebate program in partnership with the Governor’s Energy Office. Israel, Adele. “SustainABILITY: Energy Coop Hires Energy Efficiency Coordinator.” Grand Junction Sentinel, September 12, 2008 http://www.gjsentinel.com/opin/content/news/opinion/stories/2008/09/12/091308_3B_HG_SustainAbility.html</p> <p>Xcel Energy will be implementing an enhanced package of energy efficiency programs starting 2009 as part of a settlement agreement with the Colorado Public Utility Commission regarding Xcel’s Demand Side Management Programs. http://www.swenergy.org/media/press/2008-06-05.pdf</p> <p>See also Southwest Energy Efficiency Project (SWEET) http://www.swenergy.org/programs/colorado/utility.htm#Xcel</p> <p>[8] KJCT News 8. “Energy Outreach Colorado Hosts Local Energy Workshop.” October 24, 2008. http://www.kjct8.com/Global/story.asp?S=9236601</p>



Issue	Current Conditions	Strategies
<p>Increase Housing Developer Capacity to Meet Housing Demand</p> <p>Impacted Communities:</p> <p>Fruita</p> <p>Palisade</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> ▪ The <i>Grand Valley Housing Strategy</i> Consultant Team conducted a series of focus groups during the fall of 2008. Stakeholder input implied that local nonprofit and for-profit developers lacked the capacity to meet the housing needs for a number of reasons: <ul style="list-style-type: none"> * lack of large developable parcels; * lack of successful models of collaborative joint ventures between for-profit and nonprofit developers; * lack of a market opportunity that would attract the larger developers/ equity partners that would demand a higher sales velocity large equity partner to finance developments * the impression that Grand Valley jurisdictions have a risky / challenging zoning and entitlement process. ▪ Note: Many of the solutions to these issues ly in the implementation of strategies. 	<ul style="list-style-type: none"> ▪ Cultivate and market to the private sector development community a “pro business” philosophy regarding the development process for all jurisdictions in the Grand Valley. Doing so requires streamlining the entitlement process and facilitating the quick resolution of disputes. ▪ The Cities of Grand Junction and Fruita, Mesa County and the Town of Palisades should bring forward a comprehensive incentive policy which encourages development of quality housing with innovative design for a mix of different housing types and market the incentives to local and non-local developers. ▪ The public sector acquires large tracts of land in strategic infill locations and positions those properties for development by the private sector development market using a widely-broadcasted RFQ/ RFP process. The property would be appropriately zoned. Developers throughout the state and nation would be solicited in order to infuse competition into the local development market. ▪ Encourage joint development ventures between for profit and nonprofit developers to expand the capacity of both to meeting the housing needs in the Grand Valley. Develop an inventory of best practice models for successful non-profit/for-profit housing developer partnerships. Hold seminars with local nonprofit and for-profit developers regarding the best practices and lessons learned about forging such partnerships. ▪ Implement process improvements that would expedite the development approval process such as expedited permitting of “pre-approved” off the shelf turn key designs.



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<p>Increase Housing Developer Capacity to Meet Housing Demand</p> <p>Impacted Communities:</p> <p>Fruita</p> <p>Palisade</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> ▪ The <i>Grand Valley Housing Strategy</i> Consultant Team conducted a series of focus groups during the fall of 2008. Stakeholder input implied that local nonprofit and for-profit developers lacked the capacity to meet the housing needs for a number of reasons: <ul style="list-style-type: none"> * lack of large developable parcels; * lack of successful models of collaborative joint ventures between for-profit and nonprofit developers; * lack of a market opportunity that would attract the larger developers/ equity partners that would demand a higher sales velocity large equity partner to finance developments * the impression that Grand Valley jurisdictions have a risky / challenging zoning and entitlement process. <p>Note: Many of the solutions to these issues lie in the implementation of strategies.</p>	<ul style="list-style-type: none"> ▪ Cultivate and market to the private sector development community a “pro business” philosophy regarding the development process for all jurisdictions in the Grand Valley. Doing so will require streamlining the entitlement process and facilitating the quick resolution of disputes. ▪ The Cities of Grand Junction and Fruita, Mesa County and the Town of Palisade should bring forward a comprehensive incentive policy which encourages development of quality housing with innovative design for a mix of different housing types and market the incentives to local and non-local developers. ▪ The public sector and its advocates acquire large tracts of land in strategic locations and position them for development by the private sector market using a widely-broadcasted RFQ/ RFP process. The properties should be appropriately-zoned. Developers throughout the state and nations should be solicited in order to infuse competition into the local development market. ▪ Encourage joint development ventures between for-profit and nonprofit developers to expand the capacity of both to meeting the housing needs in the Grand Valley. Develop an inventory of best practice models for successful nonprofit / for-profit housing developer partnerships. Hold seminars with local nonprofit and for-profit developers regarding the best practices and lessons learned about forging such partnerships. ▪ Implement process improvements that would expedite the development approval process such as expedited permitting of “pre-approved” off-the-shelf turn key designs.



Issue	Current Conditions	Strategies
<p>Educate Stakeholders About the Impacts of Denser Housing Types</p> <p>Impacted Communities:</p> <p>Fruita Grand Junction Mesa County</p>	<ul style="list-style-type: none"> Anecdotal evidence from focus groups held in the context of the development of the Housing Strategy and the Grand Junction Comprehensive Plan indicate that community members concur on the need for higher-density development, but are concerned about the negative visual impact of such development on the built landscape. <p>Footnotes</p> <p>[1] The topic of CPTED for housing has an extensive body of literature. A good overview of the subject can be found in: Cozens, Paul, et. al. "Crime and the Design of Residential Housing," <i>Property Management</i>, Volume 19 (2), 2001.</p> <p>[2] NMHC/ULI/AIA Density Forum: Final Report, February 2002; http://www.nmhc.org/Content/ServeContent.cfm?ContentID=2555</p> <p>[3] Sarkissian, Wendy. "The Social Stigma of High Rise Development." Western Australia Property Council, May 2005. Highlighting the need for adequate site size for adequate open space and provision of amenities.</p>	<ul style="list-style-type: none"> Quantify the benefits of putting in place more efficient, compact development in terms of the reduction to infrastructure costs and traffic congestion, and making possible more attainable housing. Quantify the impacts of doing nothing as the alternative to illustrate that the Grand Valley cannot afford the "do nothing scenario." Conduct an extensive public input process, utilizing visual preference surveys and other techniques, to develop design standards for higher density mixed-use development. Hold a series of educational workshops as a forum to dispel myths about higher density development. Utilize National Multi-Housing Council (NMHC) / Urban Land Institute (ULI) / American Institute of Architects (AIA) technique of conducting interdisciplinary forums that specifically address citizen concerns about the potentially negative impacts of higher density housing [2]. Update land development codes to incorporate design standards. Assist developers through publicly-assisted land assemblages to aggregate land for the development of "model" high quality and higher density development [3]. Commission a Valley-wide housing preference survey – the results of which will be used to illustrate support.



Issue	Current Conditions	Potential Strategies
<p>Code Enforcement in Neighborhoods</p> <p>Impacted Communities:</p> <p>Palisade</p> <p>Grand Junction</p> <p>Mesa County</p>	<ul style="list-style-type: none"> ▪ The physical blight created from poorly-maintained apartments demands more rigorous building standards and aggressive enforcement. However, putting in place more stringent standards can both increase the cost of offering the property at affordable rents; and, correspondingly increase costs to the Grand Valley jurisdictions associated with enforcing different standards. Consequences can include the loss of affordable housing units and potential exposure to fair housing legal challenges [1]. Thus, some municipalities have put in place ordinances that preserve SROs as an interim step towards more comprehensive policies [2]. ▪ The existing building codes, such as the International Property Maintenance Code, as property enforced fail to address the “aesthetic” issues (compared to structural issues) that plague neighborhoods – poor landscaping, deteriorating paint and facades, etc. Time constraints on existing staff resources limit enforcement to reacting to complaints. <p>Footnotes:</p> <p>[1] See also http://ceres.ca.gov/planning/bol/survey_hotels.html</p> <p>[2] Tim Iglesias. “Chapter 4: State and Local Regulations of Certain Types of Affordable Housing,” <i>Legal Guide to Affordable Housing</i>, American Bar Association, 2006, pp. 10-12.</p>	<ul style="list-style-type: none"> ▪ In Grand Junction, Mesa County, Fruita and the Town of Palisade, the International Property Maintenance Code serves as the baseline for habitability and safety. A possible strategy could involve reviewing existing codes to discern any “code gaps” and amending existing ordinances to fill those gaps where possible, given existing resources. ▪ Establish and fund a regional enforcement entity. <p>[3] The Honorable Susan Bauman, Mayor of Madison, WI, “Housing Policies, Production and Affordability,” Urban Land Institute and the Center for Housing Policy, <i>Housing in the 21st Century Symposium</i>, Washington D.C., March 1999, pp. 37-39.</p>



Issue	Current Conditions	Strategies
<p>Replacing Attainable Housing Stock</p> <p>Impacted Communities:</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> ▪ Market research completed in 2005 and 2006 points towards upward pressure on rents as vacancy rates for units affordable to low-income families approach 2 percent ^[1]. ▪ Anecdotal evidence confirms that the shortage of rental units has motivated some owners of single family homes to convert their products to accommodate a rental sub-unit within the home or accessory unit on the property ^[2]. ▪ Throughout the Valley, tenants of affordable rental units are losing their leases to higher rents or sale prices. This trend is presumed to exist in Downtown neighborhoods although the rate of loss is not yet known ^[3]. ▪ The recent conversion of once vacant (historic) multi-story properties into high-end condos reduces the number of potential affordable housing units that could become available, absent new construction. ▪ The loss of affordable housing units more than likely will accelerate the near-term given: the absence of new affordable housing product in the production pipeline; scarcity of assembled vacant land in the Study Area (and other infill locations); and, continued employment growth. 	<ul style="list-style-type: none"> ▪ The City, nonprofit entities and / or Housing Authority should acquire affordable housing units in jeopardy of conversion. Attract a private developer partner to renovate the acquired property by leveraging multiple layers of subsidy, such as a combination of CDBG funds, tax credits, private activity bonds and fee waivers ^[5]. ▪ Grand Junction's eligibility to receive HOME funds by the U.S. Department of Housing and Urban Development. Once identified, officially notify HUD of your intent to submit for HOME funds. Revise Grand Junction's Consolidated Plan, outlining use of the funds in a manner consistent with community affordable housing objectives. Consider capital improvement or TIF bond financing proceeds that could support affordable housing development as the local match^[6].



Issue	Current Conditions	Strategies
<p>Preserving Attainable Housing Stock</p> <p>(Continued)</p>		<p>compliance with Colorado law) and in particular retention of current tenants in the newly proposed project [7]. Entering into the plan could make the property owner/ developer eligible for incentives, such as TIF financing, tax abatement or federal funds. Enforcement of the “contract” could come through liens or withholding of development or occupancy permits.</p>

Footnotes

[1] James Coil, James Coil Research and Consulting. A Housing Market Analysis for the Grand Junction, CO Metro Area. Prepared for the Colorado Housing Finance Authority. January 12, 2007, pp. 63-67.

[2] Interview with Robert Lee (Grand Junction Chief Building Official), March 5, 2008.

[3] Interview with Jody Kole (Grand Junction Housing Authority), March 5, 2008.

[4] See City of St. Paul, MN, Replacement Housing Policy. <http://www.stpaul.gov/code/ac093.html>

[5] Scott Kline. “Creative Capital: Financing the Preservation of Affordable Housing,” Multifamily Trends, Urban Land Institute, March/April 2007, pp. 48-52.

[6] See HUD HOME Investment Partnership Program <http://www.hud.gov/offices/cpd/affordablehousing/programs/home/index.cfm>

[7] For an example of a voluntary conversion assistance program, please see: Housing Conversion Assistance Policy. City of Alexandria, VA. July 2007.

[8] For an example of tenant relocation assistance, please see the City of Los Angeles Housing Department, Tenant Relocation Assistance/ Demolition Monitoring Program (as amended April 2007). <http://lahd.lacity.org/LinkClick.aspx?link=Rent%2fTenantFees.pdf&tabid=36&mid=542>



Issue	Current Conditions	Strategies
<p>Create “Crime-Free” Housing Programs</p> <p>Impacted Communities:</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> In 2007, the Summit View Drug Treatment Center opened specifically for meth treatment. This 24-bed in-patient facility, located on the third floor of the Community Corrections Facility, has minimal negative impact on Downtown merchants, property owners and residents. The Center strictly limits patient access outside of the facility. Isolating the patient from his or her former criminal environment is an essential component of the 50-day treatment program^[1]. Group homes exist throughout Grand Junction as permissible uses prior to social service separation agreements. “Meth” – related criminal activity is evident county-wide. A map developed by the Meth Task Force illustrates that arrests for meth / child abuse crimes occurred throughout the City, primarily in the older urban residential neighborhoods^[2]. 	<ul style="list-style-type: none"> Continue supporting the efforts of the Meth Task Force. The social service community has dedicated significant effort and resources to addressing the use and caustic societal repercussions of “meth,” particularly over the last four years^[3]. Continue to support City Police Department efforts related to street-related issues. The City compliments this meth treatment and prevention effort on the law enforcement side, launching in 2007, the Street Crimes Unit^[4]. To benefit the entire County, advocate for securing adequate resources to enforce the State of Colorado Department of Public Health and Environment meth clean-up standards. Each pound of meth production generates an estimated six pounds of hazardous waste. Property owners are responsible for the expense and time consuming process of cleaning up meth production. Ensuring that property owners clean to State standards has become an important neighborhood stabilization and revitalization strategy^[5]. Continue to support the City of Grand Junction’s Crime-Free Multi-Family Housing Program, an educational certification program for apartment managers to keep a crime-free residential environment.
	<p>[1] Emily Anderson. “Choosing between life and meth,” Grand Junction Free Press, August 22, 2007, http://www.gjfreepress.com/article/20070822/COMMUNITY_NEWS/70821016</p> <p>[2] Meth Task Force White Paper, “Meth in Mesa County: From Issues to Answers,” July 2005, p. 6.</p> <p>[3] The community launched the Meth Task Force in March 2005, which has developed a comprehensive approach to prevention, treatment and education. Meth Task Force</p>	<p>White Paper, “Meth in Mesa County: From Issues to Answers,” July 2005, p. 7.</p> <p>[4] This two-pronged approach of prevention / treatment and law enforcement has resulted in a 28 percent drop in property crimes since January 2007, and 12 percent increase in drug-related criminal arrests, as more users are taken off the street. John Redifer, et. al. “Mesa County,” <i>Socioeconomic Impacts of Growth</i>. Mesa State College Natural Resource and Land Policy Institute, September 2007, pp. 73.</p> <p>[5] Meth Task Force White Paper, “Meth in Mesa County: From Issues to Answers,” July 2005, p. 7.</p>



Issue	Current Conditions	Potential Strategies
<p>Conversion of Single Family Homes into Multi-Family Units or Single Room Occupancy (SRO) Units</p> <p>Impacted Communities:</p> <p>Grand Junction</p>	<ul style="list-style-type: none"> Conversions of large single family homes usually occurs when the cost of upkeep (liability) as a single family dwelling exceeds the potential revenue that could be obtained from a rental. Thus, rental housing becomes available to low income people towards the end of the structure’s useful life. The central issue then becomes whether sufficient rental income is being reinvested into property maintenance and refurbishment^[1]. The Grand Junction Development Code permits renting of up to two (2) rooms on a non-transient basis so long as the single-family characteristics of the use are maintained. (Section 4.3N). Nonconforming residential units must comply with 3.8-A(3). 	<ul style="list-style-type: none"> Quantify the impact of any additional code enforcement requirements or modification to existing codes (housing policy) on the cost of housing and methods to mitigate consequences on the availability of affordable rental housing in the Study Area. Work with local lenders to offer low interest rental rehabilitation loans to owners whose structures are at the end of their useful life located within the Study Area (reverse mortgages where relevant). A number of municipalities have established low interest loan pools capitalized through Community Development Block Grant (CDBG) funding which provide low interest loans to low-to moderate income households ^[4]. Housing Resources of Western Colorado provides this service for Mesa County. Explore the potential for CDFIs. State, cities and local banks have pooled their funds by establishing a Community Development Financial Institution (CDFI) as designated through the US Department of the Treasury^[5]. CDFIs can invest in nonprofit organizations dedicated to the development of affordable housing ^[6]. Offer grants to owners of multifamily rental properties to reconvert their properties back to a single family home or to lessen the density of the rentals within the structure ^[7].



Issue	Current Conditions	Potential Strategies
<p>Conversion of Single Family Homes into Multi-Family Units or Single Room Occupancy (SRO) Units</p> <p>(Continued)</p>	<p>Footnotes:</p> <p>[1] Conversions also arise as a market response to the lack of affordable rental housing for certain segments of the population. See: James Wallace, et. al., "Housing Policies, Production and Affordability," Urban Land Institute and the Center for Housing Policy, Housing in the 21st Century Symposium, Washington D.C., March 1999, pp. 27-29.</p> <p>[2] See City of Fort Collins, CO Single-Family to Boarding House Conversion Requirements http://www.fcgov.com/nbs/single-to-boarding.php</p> <p>[3] See City of Boulder, CO. http://www.colocode.com/boulder2/chapter10-3.htm</p> <p>[4] El Paso County, CO is but one of many jurisdictions providing such loans. http://adm.elpasoco.com/NR/exeres/14DFAF89-DCF6-4681-BF1F-6B06E43AC99E,frameless.htm</p> <p>[5]http://www.cdfifund.gov/impact_we_make/projectprofileguidance.asp</p> <p>See also the Brookings Institute http://www.brookings.edu/articles/2001/07metropolitanpolicy_moy.aspx</p>	<p>[6] South Carolina Department of Commerce: Community Development Corporations Initiatives, Activity Report 2007. http://www.sccommerce.com/docdirectory/ResearchFolder/CommunityDevelopmentCorporationsInitiatives</p> <p>[7] The City of Elgin, IL, offers a model program: http://www.cityofelgin.org/index.asp?NID=119</p>



Issue	Current Conditions	Strategies
<p>Homeless Concentrations</p> <p>Impacted Communities:</p> <p>Grand Junction Mesa County</p>	<ul style="list-style-type: none"> Although Downtown Grand Junction is perceived safe, the area has a greater concentration of panhandling and transients than in other parts of the community and Valley. Panhandling has become a prominent complaint of shoppers and Downtown merchants The transient population congregates in the Downtown area, primarily due to the concentration of shelters and social service agencies that provide food and shelter, as well as proximity to the rail lines which are used for transport. Concentrations of homeless population have been noted in Emerson and Whitman Parks^[1]. 	<ul style="list-style-type: none"> Support the current campaign to address panhandling in the Downtown. Consider ordinances similar to those found in Denver that combine the anti-panhandling ordinance with outreach efforts to link homeless individuals with transitional housing and support services^[2]. Continue to support the coalition to end homelessness that provides outreach, education, and advocacy services for the homeless population^[3]. As a general housing policy for the entire Valley, geographically de-concentrate services and beds for the transient population through appropriate zoning and comprehensive plan amendments. Assist the Grand Junction Community Shelter with identifying other appropriate ways to serve the homeless population in different parts of the community^[4].
	<p>[1] Interview with Officer Thomas Rix, Grand Junction Police Department, Charles Area Community Liaison, February 1, 2008.</p>	<p>[2] Stuart Steers. "Signs point to decline in Denver panhandling," <i>Rocky Mountain News</i>, January 29, 2007, http://www.rockymountainnews.com/drmn/local/article/0,1299,DRMN_15_5313_002,00.html</p> <p>[3] City Mayors Society. "Report accuses US Cities for criminalizing homeless," National Coalition for the Homeless, August 26, 2006, http://www.citymayors.com/society/homeless_usa2.html</p> <p>[4] Jessica Zartler, Neighbors Fighting Homeless Shelter Expansion Plan, KKCO News, February 1, 2008, http://www.nbc11news.com/home/headlines/15123791.html</p>



Issue	Current Conditions	Strategies
<p>Migrant Housing</p> <p>Impacted Communities:</p> <p>Palisade</p> <p>Mesa County</p>	<p>The Western Slope of Colorado utilizes migrant workers to harvest fruit and other green products. While, the number of migrant workers is difficult to determine, estimates range from 10,000 to 50,000 working in the fields of Colorado, annually^[1]. Approximately 50%-75% of these workers have questionable documentation. Although wages have increased due to labor shortages, they hover around \$10.66 ^[2]. Low wages, questionable documentation, a tight and expensive rental market, language and other barriers all contribute to anecdotal evidence indicating a shortage of decent migrant workforce housing.</p>	<ul style="list-style-type: none"> ▪ Develop a task force of organizations that address housing and other issues of migrant farm workers. Quantify the gaps in migrant farm worker housing and supporting social services. Organizations / collaborations could include: Project Common Ground, Child and Migrant Services (Palisades), Grand Valley Catholic Outreach, Colorado Rural Housing Development Corporation, and Mesa County Workforce Development. ▪ Support Child and Migrant Services innovative housing development. Growers will provide the land and CMS will secure the funding necessary to place modular housing units on the land. CMS will then lease the units back to the grower for their workers for 20 years. CMS will manage the units during that 20-year period. At the end of the 20 years, the growers will take ownership of the units. Explore this model for its applicability to other areas ^[3]. ▪ Encourage the development of model housing programs similar to Tierra Nueva in Colorado’s San Luis Valley. Utilizing USDA Rural Development Funds, the Colorado Rural Housing Development Corporation constructed dorms and single family homes centered around a restaurant, Head Start class rooms and other supportive services like a laundry facility ^[4].
	<p>[1] Sandoval, Moises. “Phantom Migrants” http://www.aliciapatterson.org/APF001977/Sandoval/Sandoval03/Sandoval03.html</p> <p>[2] Thilmany, Dawn, et.al. Food, Horticulture and Ag Workers: Sectoral Trends and Potential Policy Implications for Colorado. Immigration and Agriculture, Spring 2008, CSU</p>	<p>[3] http://www.farmworkerfund.org/PreviousAwardRecipients.html</p> <p>[4] Neighborworks Rural Initiatives and Community Economic Development – USDA Partnership http://www.nw.org/Network/neighborworksprogs/rural/documents/CenterColorado-CRHDC.pdf</p>



Issue	Current Conditions	Strategies
<p>Concentration of Mobile Home Parks</p> <p>Impacted Communities:</p> <p>Palisade Mesa County</p>	<ul style="list-style-type: none"> ▪ Grand Junction, Mesa County, Fruita and the Town of Palisade permit manufactured housing parks as conditional uses in higher density zoning districts (Residential MF 5 or greater). ▪ Often called “mobile homes,” manufactured housing are homes built in factories and transported intact to a site. ▪ The manufacturing and delivery process makes this type of housing product significantly more affordable than site-built single family housing. Thus, manufactured housing plays a key role in meeting the substantial need for affordable housing in the Grand Valley. ▪ Since 1976, all manufactured homes have been built to a single national quality standard called the “HUD Code.” In 1993, the Code was revised to include more stringent standards related to sustaining wind loads ^[1]. ▪ Mobile home parks differ significantly from traditional single-family subdivisions. A mobile home park is a land development that may be under single ownership or control, whose owner provides and maintains common areas and utility services. Lot sizes are usually smaller and lots (typically 8 units / acre). Since the design and layout of these developers differ significantly from single family 	<ul style="list-style-type: none"> ▪ Modify the future land use maps under a county-wide perspective and as part of coordinated planning processes to ensure that manufactured housing parks are fairly dispersed throughout the Grand Valley. ▪ Ensure that any changes to the development codes related to manufactured housing have minimal cost impacts on the delivery of this housing product. ▪ Before issuing any occupancy permit for any newly constructed manufactured housing community or the renovation of an existing facility, thoroughly inspect the foundation and installation of the house onto the site. “Installation of manufactured homes, including proper tie downs, continues to be the most significant shortcoming of manufactured units.” ^[5]. ▪ Aggressively advocate for changes to state law that enhances a municipality’s ability to enforce quality installation and ethical sale standards, such as the proposed HB 99-1347, whereby the City will report all installers and dealers who provide substandard service to the Colorado Division of Real Estate ^[6]. ▪ Undertake a best practice analysis of manufactured housing developers who incorporate innovative design, energy efficiency and quality construction enhancement into the production of the typical manufactured housing unit. Identify low cost elements and use those as the basis for negotiating upgrades to newly proposed manufacture housing permit request ^[7].



Issue	Current Conditions	Strategies
<p>Concentration of Mobile Home Parks</p> <p>(continued)</p>	<ul style="list-style-type: none"> subdivisions, Grand Valley jurisdictions have enacted separate and distinct standards for regulating mobile home parks [2]. Residents of manufactured housing can either rent or lease the unit and / or rent or lease the land upon which the unit rests. In the State of Colorado, once a manufactured housing unit is permanently affixed to the site, the owner of the unit submits to the County a Certificate Permanent Location, thereby titling the manufactured housing unit as real property[5]. The lending institution thus can make a loan in accordance with single family lending practices [4]. 	<ul style="list-style-type: none"> Develop and extend current owner-occupied housing rehabilitation programs to manufactured housing residents. Undertake a best practice analysis of programs and enabling legislation nation-wide that assists manufactured park residents to purchase their park as a collective or cooperative. Review model programs such as New Hampshire’s Community Loan Fund Manufactured Housing program [8] and California’s Mobile Home and Special Occupancy Parks Program [9].
	<p>Footnotes</p> <p>[1] Lincoln County, WY, “Affordable Housing Study: Chapter 6: Land Use Regulations,” Planning and Development Department, April 2008.</p> <p>[2] Land Use Controls in Pennsylvania, Governor’s Center for Local Government Services, Planning Series #1, p. 9.</p> <p>[3] Enabled through the passage of HB08-1260, effective July 1, 2008.</p> <p>[4] Titling Manufactured Housing, Colorado, https://www.efanniemae.com/sf/guides/ssg/relatedsellinginfo/manufachousing/pdf/mfcoloradotitling.pdf</p> <p>[5] Collins, Michael. “Rural America’s Housing of Choice,” Rural Voices, Summer 2003, Volume 8 (2), p 4.</p>	<p>[6] A comparison between states in the following article points to a wide range of opportunities for Colorado to enact progressive legislation for manufactured housing: Atkins, Cathy. “Manufactured Housing: Not what you think.” National Conference of State Legislatures, 2006 http://www.ncsl.org/programs/econ/housing/manufacturedhousing.htm#chart</p> <p>[7] The City of Grand Junction’s Land Use Code, City staff can specify “appropriate conditions and safeguards to protect the character of existing and future development of adjoining properties as well as the manufactured home park.”</p> <p>[8] Bradley, Paul. “No Longer a Secret,” Rural Voices, Summer 2003, Volume 8 (2), pp. 16-18.</p> <p>[9] http://www.hcd.ca.gov/codes/mp/</p>



Appendix iii

Team Member Resumes

"Ricker | Cunningham (formerly Leland Consulting Group) masterfully weds community vision with market reality by giving their clients the tools to make that vision a reality. Their recommendations have already resulted in policy changes, urban design standards, and a transformation of the City of Fort Worth's organizational structure to enable the City to redirect its resources to focus on central city redevelopment." Christine Maguire, Redevelopment Manager, Fort Worth, Texas

Anne B. Ricker Principal



With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that make for successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them, with preparation of strategies for development and redevelopment and identification of partner roles and resources. From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, which became Ricker | Cunningham in 2010. As an Owner and Managing Principal for the firm, she assists clients with understanding opportunities for and barriers to investment while defining tools and tactics to achieve success. As a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H), she managed teams working with the FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

Affiliations:

Urban Land Institute
International Downtown Association
American Planning Association
Downtown Colorado, Inc. (DCI)
National Trust for Historic Preservation

Honors and Awards:

Texas Chapter, American Planning Association (APA)
North Central Texas Council of Governments
State of Iowa America's River Project
International Downtown Association

Presentations:

Colorado Chapter, American Planning Association
Colorado Chapter, Urban Land Institute
Colorado Real Estate Journal – Trammell Crow Symposium
Colorado Municipal League
Colorado Springs Downtown Leadership Summit
Colorado University Urban Design and Planning Studio
Boulder County Realtors Association
Texas Chapter, American Planning Association
Greater Dallas Planning Commission
Urban Land Institute



Special Services

Expert Testimony
Leadership Team
Facilitation
Urban Renewal Training

Colorado State University
Bachelor of Science
Consumer Science and
Public Housing
Construction Management

Concentrations:

Housing and Public Policy
Consumer Housing
Real Estate
Real Estate Law
Land Use Planning
Natural Resource Law
Social Welfare
Special Housing Needs

Anne B. Ricker Principal



City of Thornton, Colorado
 City of Commerce City, Colorado
 City of Dacono, Colorado
 City of Federal Heights, Colorado
 City of Northglenn, Colorado
 City of Glendale, Colorado
 City of Brighton, Colorado
 City of Loveland, Colorado
 City of Greeley, Colorado
 City of Platteville, Colorado
 City of Westminster, Colorado
 City & County Broomfield, Colorado
 City of Aurora, Colorado
 City of Arvada, Colorado
 City & County of Denver, Colorado
 City of Lakewood, Colorado
 City of Boulder, Colorado
 City of Louisville, Colorado
 City of Lafayette, Colorado
 City of Golden, Colorado
 City of Pueblo, Colorado
 City of Longmont, Colorado
 City of Fort Collins, Colorado
 City of Canon City, Colorado
 Town of Superior, Colorado
 Town of Windsor, Colorado
 Town of Lyons, Colorado
 Town of Berthoud, Colorado
 Town of Elizabeth, Colorado
 Town of Dillon, Colorado
 Town of Frisco, Colorado
 Town of Breckenridge, Colorado
 Town of Vail, Colorado
 Town of Silverthorne, Colorado
 Town of Snowmass Village, Colorado
 City of Manitou Springs, Colorado
 Town of Del Norte, Colorado
 City of Colorado Springs, Colorado
 City of Longmont, Colorado
 City of Fort Collins, Colorado
 City of Pueblo, Colorado
 City of Grand Junction, Colorado
 City of Montrose, Colorado
 City of Paonia, Colorado
 City of Salida, Colorado
 Weld County, Colorado
 Arapahoe County, Colorado
 Elbert County, Colorado
 Pitkin County, Colorado
 Gunnison County, Colorado
 Saguache County, Colorado
 Jefferson County, Colorado
 Greeley-Weld Econ Development Partnership
 Denver Urban Renewal Authority
 Colorado Springs Urban Renewal Authority
 Lakewood Redevelopment Authority
 Denver Housing Authority
 Boulder Housing Authority
 Aurora Housing Authority
 Regional Transportation District
 Colorado Housing Finance Authority
 Rocky Mountain Mutual Housing
 Colorado Springs Transit
 State of Colorado
 General Services Administration (GSA)
 Salvation Army
 Southern Ute Indian Tribe
 City of Bulverde, Texas
 City of Burleson, Texas
 City of Dallas, Texas
 City of Denton, Texas

City of DeSoto, Texas
 City of Mansfield, Texas
 City of Fort Worth, Texas
 City of Frisco, Texas
 City of Carrollton, Texas
 City of Plano, Texas
 City of Richardson, Texas
 City of Richland Hills, Texas
 City of North Richland Hills, Texas
 City of Abilene, Texas
 City of Midland, Texas
 Town of Addison, Texas
 City of Burleson, Texas
 City of Garland, Texas
 Dallas Area Rapid Transit (DART)
 North Central Texas Council of Governments (NCTCOG)
 Texas Tech University, Texas
 Greater Greenspoint Redevelopment Authority
 Corpus Christi DT Management District
 Downtown Lincoln Association
 City of Texarkana, Arkansas
 Fort McClellan, Alabama
 Sand Springs, Oklahoma
 Oklahoma City, Oklahoma
 Clinton, Oklahoma
 Tooele Army Depot, Utah
 City of St. George, Utah
 Missoula County, Montana
 Lincoln County, Montana
 City of Palm Springs, California
 City of Dubuque, Iowa
 City of Cedar Rapids, Iowa
 Des Moines Downtown Partnership
 State of Nevada
 Middleton, Idaho
 Blue Springs, Missouri
 Brooklyn Park, Minnesota
 Lawrence County, South Dakota
 Santa Fe, New Mexico
 Los Alamos, New Mexico
 City of Gresham, Oregon
 City of Tualatin, Oregon
 City of Portland, Oregon
 City of Beaverton, Oregon
 City of Medford, Oregon
 City of Coos Bay, Oregon
 City of Lake Oswego, Oregon
 Portland Development Commission
 Kitsap County, Washington
 City of Federal Way, Washington
 City of Boise, Idaho

Major Private Sector Clients:

The Taubman Company
 Newland Communities
 Valencia Capital Management
 Hunt Properties
 Village Homes
 Davis Graham & Stubbs LLP
 Abernathy, Roeder, Boyd & Hullet, P.C.
 Unocal Corporation
 Public Service Company
 National Association of Realtors
 Gold Hill Mesa Metro District
 Marksheffel Road Metro District
 120th Interchange Metro District
 MidCities Metro District
 St. Luke's Maintenance District
 Terry Erwin Properties
 Dupont Corporation

Bill J. Cunningham Principal



Mr. Cunningham has extensive experience providing a wide variety of economic development and real estate advisory services to public and private sector clients throughout the United States. Mr. Cunningham was formerly a Manager with the nation’s largest real estate advisory firm, GA Partners/Arthur Andersen and a Senior Real Estate Associate with the international accounting firm of Laventhol & Horwath. His areas of expertise include market and financial feasibility analyses for real properties, as well as a special focus on public finance; commercial revitalization plans; and asset management and disposition strategies. In 1993, Mr. Cunningham, together with Ms. Ricker, established the Denver office of Leland Consulting Group and since has developed the firm’s reputation as a leader in real estate advisory services in the Central, Western and Southwestern United States. Together with Ms. Ricker, Mr. Cunningham focuses on assisting urban and suburban entities with implementation strategies for real estate redevelopment and development and successful community revitalization.

Consulting Experience:

Colorado, Texas, California, Oregon, Washington, Nebraska, Idaho, New Mexico, Arizona, Montana, Nevada, Utah, Wyoming, Oklahoma, Arkansas, Louisiana, Alabama, Kansas, Missouri, Wisconsin, Iowa, Minnesota, and Michigan

Affiliations:

Urban Land Institute
International Downtown Association
American Planning Association
Downtown Colorado, Inc. (DCI)
National Trust for Historic Preservation

Honors and Awards:

Texas Chapter, American Planning Association (APA)
North Central Texas Council of Governments
State of Iowa America’s River Project
International Downtown Association

Presentations:

Colorado Chapter, American Planning Association
Colorado Chapter, Urban Land Institute
Colorado Real Estate Journal – Trammell Crow Symposium
Colorado Municipal League
Colorado Springs Downtown Leadership Summit
Colorado University Urban Design and Planning Studio
Boulder County Realtors Association
Texas Chapter, American Planning Association
Greater Dallas Planning Commission
Urban Land Institute



Special Services

Expert Testimony
Urban Renewal Training

University of Northern Colorado
Bachelor of Arts, History

University of Denver
Master of Business Administration

Concentrations:

Market Research
Consumer Research
Real Estate Finance

Bill J. Cunningham Principal



City of Thornton, Colorado
 City of Commerce City, Colorado
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 City of Northglenn, Colorado
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 City of Platteville, Colorado
 City of Westminster, Colorado
 City & County Broomfield, Colorado
 City of Aurora, Colorado
 City of Arvada, Colorado
 City & County of Denver, Colorado
 City of Lakewood, Colorado
 City of Boulder, Colorado
 City of Louisville, Colorado
 City of Lafayette, Colorado
 City of Golden, Colorado
 City of Pueblo, Colorado
 City of Longmont, Colorado
 City of Fort Collins, Colorado
 City of Canon City, Colorado
 City of Dacono, Colorado
 Town of Superior, Colorado
 Town of Windsor, Colorado
 Town of Lyons, Colorado
 Town of Berthoud, Colorado
 Town of Elizabeth, Colorado
 Town of Dillon, Colorado
 Town of Frisco, Colorado
 Town of Breckenridge, Colorado
 Town of Vail, Colorado
 Town of Silverthorne, Colorado
 Town of Snowmass Village, Colorado
 City of Manitou Springs, Colorado
 Town of Del Norte, Colorado
 City of Colorado Springs, Colorado
 City of Longmont, Colorado
 City of Fort Collins, Colorado
 City of Pueblo, Colorado
 City of Grand Junction, Colorado
 City of Montrose, Colorado
 City of Paonia, Colorado
 City of Salida, Colorado
 Weld County, Colorado
 Arapahoe County, Colorado
 Elbert County, Colorado
 Pitkin County, Colorado
 Gunnison County, Colorado
 Saguache County, Colorado
 Jefferson County, Colorado
 Greeley-Weld Econ Development Partnership
 Denver Urban Renewal Authority
 Colorado Springs Urban Renewal Authority
 Lakewood Redevelopment Authority
 Denver Housing Authority
 Boulder Housing Authority
 Aurora Housing Authority
 Regional Transportation District
 Colorado Housing Finance Authority
 Rocky Mountain Mutual Housing
 Colorado Springs Transit
 State of Colorado
 General Services Administration (GSA)
 Salvation Army
 Southern Ute Indian Tribe
 City of Bulverde, Texas
 City of Burleson, Texas
 City of Dallas, Texas
 City of Denton, Texas

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 City of Mansfield, Texas
 City of Fort Worth, Texas
 City of Frisco, Texas
 City of Carrollton, Texas
 City of Plano, Texas
 City of Richardson, Texas
 City of Richland Hills, Texas
 City of North Richland Hills, Texas
 City of Abilene, Texas
 City of Midland, Texas
 Town of Addison, Texas
 City of Burleson, Texas
 City of Garland, Texas
 Dallas Area Rapid Transit (DART)
 North Central Texas Council of Governments (NCTCOG)
 Texas Tech University, Texas
 Greater Greenspoint Redevelopment Authority
 Corpus Christi DT Management District
 Downtown Lincoln Association
 City of Texarkana, Arkansas
 Fort McClellan, Alabama
 Sand Springs, Oklahoma
 Oklahoma City, Oklahoma
 Clinton, Oklahoma
 Tooele Army Depot, Utah
 City of St. George, Utah
 Missoula County, Montana
 Lincoln County, Montana
 City of Palm Springs, California
 City of Dubuque, Iowa
 City of Cedar Rapids, Iowa
 Des Moines Downtown Partnership
 State of Nevada
 Middleton, Idaho
 Blue Springs, Missouri
 Brooklyn Park, Minnesota
 Lawrence County, South Dakota
 Santa Fe, New Mexico
 Los Alamos, New Mexico
 City of Gresham, Oregon
 City of Tualatin, Oregon
 City of Portland, Oregon
 City of Beaverton, Oregon
 City of Medford, Oregon
 City of Coos Bay, Oregon
 City of Lake Oswego, Oregon
 Portland Development Commission
 Kitsap County, Washington
 City of Federal Way, Washington
 City of Boise, Idaho

Major Private Sector Clients:

The Taubman Company
 Newland Communities
 Valencia Capital Management
 Hunt Properties
 Village Homes
 Davis Graham & Stubbs LLP
 Abernathy, Roeder, Boyd & Hullet, P.C.
 Unocal Corporation
 Public Service Company
 National Association of Realtors
 Gold Hill Mesa Metro District
 Marksheffel Road Metro District
 120th Interchange Metro District
 MidCities Metro District
 St. Luke's Maintenance District
 Terry Erwin Properties
 Dupont Corporation

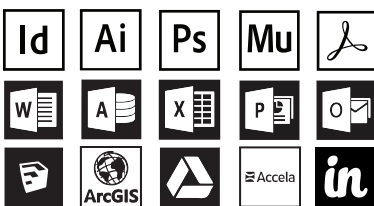
Mara Owen, AICP, LEED GREEN ASSOCIATE

URBAN PLANNER

CONTACT

📍 2255 S Acoma St. Denver, CO
 📞 303-889-9294
 ✉️ mara.owen@uic.es
 🔗 linkedin.com/in/mara-owen/
 🌐 maraowen.myportfolio.com/

SOFTWARE SKILLS



RECOGNITIONS



LANGUAGES

Spanish - Intermediate (B1)

WORK HISTORY

- **Sept 2022 - Present**
 Consultant - ADU Pilot Program
 WDRC + DHA, CO
- **May 2020 - Sept 2022**
 Project Manager - ADU Pilot Prgm
 West Denver Renaissance
 Collaborative (WDRC) with Denver
 Housing Authority (DHA), CO
- **Sept 2019 - May 2020**
 Planner
 Norris Design, Denver CO
- **April 2018 - Sept 2019**
 Town Planner
 Town of Winter Park, CO
- **March 2018 - April 2018**
 Planning Intern
 City of Centennial, CO
- **Aug 2016 - March 2018**
 Design Fabrication Lab Tech/
 Graduate Teaching Assistant/
 Research Assistant
 University of Colorado Denver
- **Nov 2015 - August 2016**
 Customer Care Team
 Gusto (Payroll and HR), CO

EDUCATION

- Universitat Internacional de Catalunya** - (2023)
 Masters in City Resilience Design and Management
- University of Colorado Denver, CO** - 2017
 Masters of Urban Regional Planning
 Sustainable Urban Agriculture Certificate
- MSU Denver, CO** - 2012
 B.A. Hospitality, Tourism, and Events, Nonprofit concn.
 B.A. Music (Summa Cum Laude with Honors)

VOLUNTEER EXPERIENCE

- APA Food Systems Division** 2018 -Present
 Member, American Planning Association (National)
- Overland Park Neighborhood** 2012 - 2022
 President, Denver Registered Neighborhood (RNO)
- Denver Community Food Ministry** 2020 - Present
 Volunteer, 501(c)(3) Nonprofit
- Denver Urban Gardens** 2016 - Present
 Volunteer and Gardener, 501(c)(3) Nonprofit
- Denver Sust. Food Policy Council** 2016 - Present
 Attendee, members by mayoral appointment only

RELEVANT EXPERIENCE

May 2020 - September 2022

Project Manager - ADU Pilot Program, Denver Housing Authority, CO

- Worked directly with low and moderate income homeowners to design and create a secondary smaller house, or Accessory Dwelling Unit (ADU), on their residential lot in west Denver to help mitigate displacement and create affordable housing.
- Coordinated with Habitat for Humanity of Metro Denver to plan, design, and construct 12 affordable ADUs in west Denver
- Partnered with the local Colorado financial institution FirstBank to create a unique product for financing ADUs in Denver
- Managed and coordinated all aspects of the ADU Pilot Program as part of Denver Housing Authority and the City of Denver
- Wrote and successfully received a grant for SPARCC funding to explore the possibility of net zero with photovoltaic panels
- Applied a sustainability and resilience framework to the ADU Pilot Program resulting in an equity analysis and program update
- Co-wrote and was awarded an Affordable Housing Development Incentives Grant through the Colorado Dept of Local Affairs
- Presented monthly at ADU workshops and created an extensive library of educational materials & presentations for the Program
- Collaborated with Denver District 3 on the Rezoning of Villa Park, Barnum, and Barnum West in 2022 to allow for ADUs

September 2019 - May 2020

Planner, Norris Design, CO

- Collaborated on internal and external teams preparing schedules, and managing land use, zoning, and development review entitlement approval for residential, commercial, retail and mixed-use projects as well as public sector projects.
- Organized and initiated creation of the Town of Hayden, Colorado, Comprehensive Plan, (finalized by others) adopted Jan 21, 2021

Mara Owen, AICP, LEED GREEN ASSOCIATE

URBAN PLANNER

RELEVANT EXPERIENCE continued

April 2018 – September 2019

Town Planner, Town of Winter Park, CO

- Sole planner for the Town, primary staff & manager for planning functions, reports directly to Community Development Director.
- Managed over 75 land use applications, including Preliminary Plat, Final Plat, Minor Subdivision, Subdivision Exemption, Easement Vacation, Special Use Permits, Conditional Use Permits, Design Review, and multiple different types of Variances.
- Cultivated relationships with various public entities, community groups, and governmental agencies to forward common goals
- Regularly presented to Town Council and is the primary facilitator and presenter for Planning Commission & Board of Adjustment.
- Responsible for the development of long-range plans including the 2019 Town Comprehensive Plan and Unified Development Code update to combine the Town's Zoning, Subdivision, Sign, Landscape, and Design codes into one user-friendly interface.
- Project manager for the creation of a new Downtown Plan creating a pedestrian and bike-friendly main street along Highway 40.
- Initiated several sustainability initiatives including the creation of a Town Sustainability strategy, creation of a dark-sky policy, installation of new electric vehicle charging stations, and implementation of a single-use bag fee.
- Wrote grant funding applications resulting in awards from DOLA, Colorado Energy Office & Northwest CO Council of Governments

March 2018 – April 2018

Planning Intern, City of Centennial, CO

- Helped draft, meticulously edit, and format the 2019 Comprehensive Plan including research on policy gaps /missed opportunities.
- Assisted in writing the Accessory Dwelling Unit section of the new Centennial Comprehensive Plan including extensive research, creation of all visual educational materials, policy analysis, and public communication using the brand of the City.

October 2012 – October 2022

President, Overland Park Neighborhood, CO (Denver City Government Elected Position)

- Collaboratively set goals, created a strategic action plan, and supported community identified projects.
- Facilitated neighborhood conversations around complex and controversial land use applications.
- Wrote and organized a successful grant application for the City of Denver's 'Urban Arts Fund.
- Coordinated a 2,000sf community paint-by-number mural project on the Evans Bridge over Santa Fe Blvd.
- Wrote and received three community activation grants from Colorado Active Living Coalition in 2020 and 2021
- Created a communications strategy including formation of a website, automated email, & Facebook page.
- Built strong collaborative relationships with other neighborhoods, City Departments & City Council.

June 2013 – April 2015

Communications and Events Coordinator, Localworks (City of Wheat Ridge funded Nonprofit)

- Helped implement the 38th Avenue Corridor Plan including streetscape, road diet, bike lanes, and main street branding.
- Served as the main staff contact for the Ridge at 38 Leadership Committee which oversaw the Downtown revitalization effort.
- Managed and executed community projects addressing Active Transportation, Sustainable /Local Food, Aging in Place, and others.

REFERENCES

Britta Fisher, Chief Housing Officer, City and County of Denver	720-201-4947
Ken Schroepel, Assistant Professor, CU Denver College of Architecture and Planning	303-315-1000
Rachel Hultin, Principal, Yes Plan Do!	303-667-0609
Blake Angelo, Manager of Food System Development, City and County of Denver	303-875-8461
Maggie Thompson, District 7 Council Aide, City and County of Denver	720-337-7777
Kari Remmen, Multifamily Development Associate, Century Communities, Inc	701-886-0963

Sandra Castor

8986 W. Geddes Place
Littleton, CO 80128
303-915-6904

sandra_castor@dpsk12.net

EXPERIENCE

Grant Ranch ECE-8 Senior Team Lead

August 2019- PRESENT

STL Support 2nd – 5th grade: use LEAP framework for observations and coaching for teachers to maximize instruction and improve student outcomes. Lead DDI weekly meetings, and set student academic goals using the analysis of different assessments. Plan and implement lesson internalization/ Unit Internalization in conjunction with coaching cycles. Developed and facilitated staff PD

Interventionist

Implement small group instruction to accelerate progress by evaluating different data points to plan and guide instruction. Aid all students develop competence and confidence while acquiring basic skills and gaining conceptual understanding. Review progress of students receiving intervention support and make data-driven adjustments to their learning plans. Collaborate with classroom teachers to identify differentiated strategies to use in the classroom to achieve accelerated growth of students reading below grade level.

STL Support 6th to 8th grade:

Use LEAP framework for observations and coaching for teachers to maximize instruction and improve student outcomes. Lead DDI weekly meetings and set student academic goals.
2019-2020

Sabin World Elementary Senior Team Lead & Reading Intervention

August 2016- June 2019

Spanish Reading intervention and 4th grade Spanish paired literacy:

Small group instruction, accelerate progress, use a variety of instructional strategies, evaluate and assess students’ academic growth, analyze different data sources to plan and guide instruction. Review progress of students receiving intervention support and make data-driven adjustments to their learning plans. Collaborate with classroom teachers to identify differentiated strategies to use in the classroom to achieve accelerated growth of students reading below grade level.

STL Support ELA-S teachers ECE – 3rd grade:

Use LEAP framework for observations and coaching for teachers to maximize

Instructional Expertise

- ◆ Analyze data to diagnose root causes and determine next instructional steps
- ◆ Mitigate equity gaps
- ◆ Ensure every child’s learning styles are met
- ◆ Develop inspiring and organized lessons
- ◆ Foster meaningful relationships with students, parents, and staff
- ◆ Coach educators and evaluate instruction for strong student outcomes

Teaching Proficiency & Training

- ◆ Literacy Squared
- ◆ Guided Language Acquisition Design
- ◆ No-Nonsense Nurturer training
- ◆ Adaptive Schools Facilitation training
- ◆ IB Category 2 – Inquiry PYP
- ◆ IB Category 2 – Concept-Based Strategies
- ◆ Great Habits Great Readers

LANGUAGES

Spanish

instruction and improve student outcomes. Lead DDI weekly meetings and set student academic goals. ELA-S biliteracy progress monitoring and vertical planning.

First Grade ELA-S Teacher

August 2015- 2016

Teach all content areas, develop lesson plans using Common Core Standards, provide individual and small group instruction, use a variety of instructional strategies, incorporate technology, establish and maintain standards of student behavior, evaluate and assess students’ academic and social growth, keep records, prepare progress reports, report cards, conduct parent/teacher conferences, identify student needs, cooperate, communicate, and participate with students, parents, and staff, create an effective environment, maintain professional competence. Implement IB Curriculum. ELA-S Teacher leader for Kindergarten and Second grade.

Godsman Elementary First Grade ELA-S Teacher

August 2011- May 2015

Teach all content areas, develop lesson plans using Common Core Standards, provide individual and small group instruction, use a variety of instructional strategies, incorporate technology, establish and maintain standards of student behavior, evaluate and assess students’ academic and social growth, keep records, prepare progress reports, report cards, conduct parent/teacher conferences, identify student needs, cooperate, communicate, and participate with students, parents, and staff, create an effective environment, maintain professional competence

EDUCATION

University of Colorado at Boulder — Culturally Linguistically Diverse Education Master’s

August 2013 - November 2015

University of Phoenix, — Master of Arts in Education/Elementary Teacher Education

Jan 2010 - December 2011

Metropolitan State College Of Denver — Bachelors or Arts: Modern Languages-Spanish

August 1992- May 1997

PROFESSIONAL HIGHLIGHTS:

Presenter: Colorado Association for Bilingual Educators CABE

Presenter: Colorado Association for Latino Administrators and Superintendents CO-ALAS

8 February 2023

Cost Proposal

Ms. Leslie Klusmire
 Interim Town Administrator
Town of Paonia
 POB 460
 Paonia, CO 81428

RE: Housing Needs Assessment & Housing Action Plan – Cost Proposal

Dear Ms. Klusmire:

On behalf of Ricker | Cunningham (RC), Real Estate Strategists, Mara Owen, Housing Program Manager and Urban Planner, and Sandra Castor, Social Translation Specialist (collectively the Project Team), we have estimated total professional fees for the services described in our approach to be \$74,000. Details regarding this fee quote are presented in the table here. Note: This estimate includes all out-of-pocket expenses related to travel, data purchases, graphics, and reproduction.

Proposed Project Budget		Ricker Cunningham		Mara Owens	Sandra Castor	
Staff Category	Principal	Associate	Principal	Principal	RIC Team	
Year 2023 Billing Rates*	\$200.00	\$125.00	\$150.00	\$125.00	Total	
Work Task	Hours	Hours	Hours	Hours	Fees	
Task 1: Study Administration	16	8	8	0	\$5,400	
Task 2: Outreach	24	4	12	24	\$10,100	
Task 3: Best Practices	32	8	8	0	\$8,600	
Task 4: Market Assessment	24	8	24	0	\$9,400	
Task 5: Supply Conditions by Product Type	32	8	8	0	\$8,600	
Task 6: Demand by Product Type	32	8	8	0	\$8,600	
Task 7: Capacity Analysis	24	8	24	0	\$9,400	
Task 8: Action Plan (Roadmap)	24	4	12	0	\$7,100	
Hours By Team Member	208	56	104	24	\$67,200	
					Total Professional Fees	\$67,200
					Project Expenses (10%)	\$6,720
					Estimated Project Budget	\$73,920
					Project Budget (Rounded)	\$74,000

If you have any questions regarding this proposal, please contact either Anne Ricker or Bill Cunningham at 303.458.5800. Both of these individuals are authorized to execute an agreement on behalf of Ricker | Cunningham.

Sincerely,

Ricker | Cunningham



Anne B. Ricker
Principal
anne@rickercunningham.com



Bill J. Cunningham
Principal
bill@rickercunningham.com



&



**Proposal for Town of Paonia
Housing Needs Assessment & Housing Action Plan**

February 8, 2023

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February 8, 2023

Dear Ms. Leslie Klusmire,

On behalf of Urban Rural Continuum LLC (URC) and Ayres Associates, Inc. (Ayres) I am excited to submit this proposal in response to the RFP to prepare the Town of Paonia’s first Housing Needs Assessment and Housing Action Plan. Our team of experts in housing, strategic planning, land use codes, and small towns will be the perfect fit for this project. URC is a local firm, located in the North Fork Valley just outside of Hotchkiss with significant experience preparing housing needs assessments, conducting strategic planning, and analyzing and revising municipal codes. With the addition of Ayres as our subcontractor, our team will also have the resources of a larger firm with experts to assist in strategic planning, development finance, GIS mapping, graphics production, and many more areas of expertise if needed.

Shay Coburn will be the project manager and primary day-to-day contact for this project. She can be reached at shay@urbanruralcontinuum.com or 720.464.5821. In addition to Shay, the primary team will consist of Andrew Coburn with URC and Josh Olhava and Mike Scholl from Ayres. Other Ayres staff will support the project, as needed. The team has decades of combined experience and we are confident that we can prepare a detailed Housing Needs Assessment and a robust Housing Action Plan for how to address that need in coordination with the community and stakeholders.

We truly care about our neighbors and are thrilled to submit this proposal. We pride ourselves on being flexible to meet client needs, and welcome the opportunity to discuss ways to adjust the scope, schedule, or budget to best meet your needs and facilitate action.

Please don’t hesitate to contact me for any additional information. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Coburn", written in a cursive style.

Andrew Coburn
Urban Rural Continuum LLC
andrew@urbanruralcontinuum.com
720.464.5821

PROJECT PROPOSAL

CONSULTANT INTEREST, PROBLEM STATEMENT, DESCRIPTION OF PROPOSAL

Our team is very interested in this project because we believe that the best communities are made up of all types of people and households who deserve a home in which they can thrive. We believe that our small Colorado communities are the heart and soul of our state. We believe that working with a community to strategically and thoughtfully develop a plan for their future is the best way to ensure action. Most of all, the opportunity to work in our backyard with our neighbors is one that doesn't come around often, and we would be honored to take on this project for our community.

We understand that the Town of Paonia, like so many other Colorado communities, has experienced rising home prices, among many other housing market challenges. We have observed an older housing stock, as well as an older population. We understand Paonia is growing in popularity among retirees and young entrepreneurs. We understand there has been a moratorium on water taps since January 2020, which has halted new residential construction and exacerbated the housing crunch. We appreciate the Town's desire to understand current and future housing needs to plan for water distribution and collection system improvements and lift the moratorium.

We applaud the Town's desire to not only dig into its housing problems and challenges through the creation of a detailed Housing Needs Assessment but also the Town's desire to take action through the creation of a Housing Action Plan.

Our team envisions this project in two concurrent phases, the first phase being a Housing Needs Assessment (HNA) that provides a comprehensive analysis using the best information and data available to clearly define the current and future housing needs through 2028 in Paonia. The second phase will be a Housing Action Plan that details a prioritized and step-by-step approach for the Town to address the needs and gaps identified in the HNA and described by the community. The two phases are described in detail below, but first we detail the comprehensive community engagement process that will overlap the two phases.

In general, URC will complete about 75% of the scope of work with Ayres completing the other 25%. We are happy to discuss all components of this proposal and adjust to your needs.



SCOPE OF WORK

COMMUNITY ENGAGEMENT

Community engagement is vital to the success of this project. We will gather a lot of data, but listening to and learning from the lived experience of Paonia's residents and employers is crucial to completing the HNA. It is also how we will educate and involve the community in action planning - identifying ways that the Town of Paonia and other stakeholders can begin to reduce barriers to housing production, capitalize on opportunities, and generally invest in the hard, collaborative work involved in creating community housing that benefits the community, economy, and residents.

The community engagement strategy below is for Phase 1: Housing Needs Assessment and Phase 2: Housing Action Plan. It is inclusive and robust, with many opportunities for the community to be heard and informed. We envision leaning heavily on in-person meetings since we live in the North Fork Valley, but can also use virtual meeting platforms when that makes sense, such as for individual or small group meetings.

All outreach materials will be provided in Spanish. We will attempt to reach out directly to the Spanish speaking community through a targeted outreach meeting.

Consultant Roles

Shay Coburn will lead all community engagement efforts with ample assistance from Andrew Coburn, especially for the employer questionnaire and Realtor/Property Manager Focus Groups. Shay and Andrew plan to be available in person for all engagement activities. Ayres will assist in preparing materials like fliers, posters, and meeting summaries in addition to attending Town Board meetings virtually if needed.

1. KICK-OFF CALL WITH TOWN STAFF

The first step for this project will be a discussion with key Town staff to ensure joint understanding of the project scope and goals, to immediately initiate formation of the Housing Committee, learn about existing resources (lists of contacts, background documents, existing data, etc.), and set important dates.

2. FORM THE HOUSING COMMITTEE

We propose to stand up a Housing Committee within the first two weeks following selection. We propose that it be a relatively small (12-15 members max), informal committee associated with this project, rather than a formal committee of the Town government. We see the Committee's role as advisory in which they review project materials before being distributed to the community, review preliminary findings, and generally provide guidance throughout the project. The Committee could be formalized in the future, but this approach will benefit this project and not impact the tight schedule.



This Committee would ideally include people representing a cross section of the community from the public, private, and non-profit sectors. Potential participants could include someone from the Town Board of Trustees, Delta County Joint School District 50J, Delta Health, Paonia Chamber of Commerce, North Fork Senior Connections, the newly formed Community Land Trust, and a local realtor and property manager.

3. HOUSING COMMITTEE MEETING 1

This first meeting of the Committee would kick off the project and focus on roles, goals, and desired outcomes.

4. EMPLOYER QUESTIONNAIRE

This brief questionnaire would be developed to inform the HNA and will be targeted to all employers doing business in the Town of Paonia, large and small. In our experience, the information gleaned from such confidential questionnaires is imperative to identifying current and future housing demand. Once created, our team will work to distribute the questionnaire through existing formal networks like the Paonia Chamber of Commerce and in-person. Visiting businesses in person will allow us to share the questionnaire and information about the project and gather employer feedback. Visiting in person typically increases the response rate and the quality of the responses, which will be confidential and only reported on in aggregate to ensure sensitive business information is not published and cannot be associated with any business in Paonia.

5. REALTOR/PROPERTY MANAGER FOCUS GROUP OR INTERVIEWS

If possible, we will set up an in-person meeting with local Realtors and property managers to gather information about the local for sale and rental market. If the organization of such a meeting is impacting the schedule, individual interviews will be conducted to the extent practicable.



6. HOUSING COMMITTEE MEETING 2

During this second gathering of the Committee, we intend to share feedback received thus far and prepare for the Community-wide Open House, likely discussing potential strategies.

7. COMMUNITY-WIDE OPEN HOUSE

Our team will prepare an open house type meeting and invite the entire community. The open house format will include a quick introduction about the project and then shift to an interactive session where the community will have the opportunity to provide input about the housing market and their thoughts about priorities to address affordable housing in Paonia. This open house will be published widely with the goal of getting a large cross-section of the community to attend. We would create fliers in English and Spanish that could be stacked at cash registers throughout town, passed out in front of the post office, and available at other locations in the community (posting boards). Our team may even reach out to the North Fork Valley Creative Coalition to incorporate some sort of art into the Open House like a visual note taker, live painter, or a poet who could write during the event.

If desired, we could substitute this Open House for a resident survey. While resident surveys can be very helpful in collecting data, the data gathered is often duplicative with existing data and misses the opportunity to engage residents directly and provide space for meaningful conversation around the complexities of housing issues.

8. TARGETED OUTREACH MEETINGS

Our team will conduct targeted outreach, including to marginalized and vulnerable populations. We will attempt to attend regularly established meetings or meet them at their place of business or desired location to talk about their experience, challenges, and needs. This step will likely start before the Open House to stay on schedule. We propose meeting with some of the many churches in town, the Senior Center, the Spanish speaking community, among others. We will also seek to connect with owner/representatives and residents of the North Fork Trailer & RV Park even though it is not technically within the municipal boundary. We'd hope to also talk with anyone experiencing homelessness or displacement, though this can be a difficult population to reach. We anticipate around eight meetings.



9. HOUSING COMMITTEE MEETING 3

During this meeting, we will debrief the Open House, share findings from the Targeted Outreach Meetings, and discuss all input and data findings thus far in the project. We will also present and discuss the draft HNA, and briefly discuss strategies and the Action Plan.

10. TOWN BOARD MEETING

The draft HNA will be submitted to the Town in time for it to be part of the packet for the June 13th Town Board meeting. URC can attend this meeting in person if desired to present the report, gather input on the draft, and answer questions.

11. HOUSING COMMITTEE MEETING 4

During this meeting we will review and discuss the draft Housing Action Plan.

12. TOWN BOARD MEETING

The draft Housing Action Plan will be submitted to the Town in time for it to be part of the packet for the July 11th Town Board meeting. URC can attend this meeting if desired to present the report, gather input on the draft, and answer questions.

13. TOWN BOARD MEETING

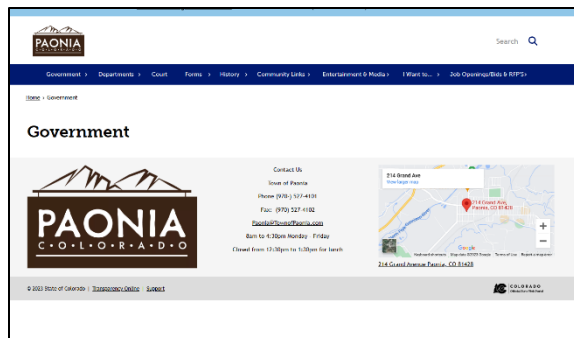
URC can attend this meeting in person on July 25th if desired to present the final reports and answer any questions that may arise.

Additional Engagement Tools

Webpage

Our team proposes to add a “Housing” page to the existing Town’s website. This webpage will be the one-stop-shop location for all information about this project. The page will include a short project overview, upcoming important dates like community meetings, and all documents created along the way including meeting summaries. Our team will prepare the

content, but the Town would need to add it to the website. We believe this will help drive traffic to the Town’s website and after completion of this project, the page can evolve to include all housing resources like the HNA, Action Plan, and the existing Rent/Mortgage Assistance link.



Getting the Word Out

We will use established resources to share surveys, meeting dates, and other important elements of this project like the Town of Paonia and Paonia Message Board Facebook Pages, The North Fork Merchant Herald, Delta County Independent, High Country Shopper, KVNF radio, and/or posted throughout town (i.e., at Don’s Market and the board in front of the Paonia Laundromat).

Coordination with Related Town Projects

To ensure alignment with other Town efforts, our team will coordinate with existing projects like the recently awarded Master Plan and any water studies/plans to address the water tap moratorium, to the extent practicable given the very tight timeline. Our team is available to work directly with other consultants if desired by the Town.

Meeting Summaries

Our team will create summaries from all Housing Committee meetings and the Open House. These will be simple summaries that can be an appendix to the Final Housing Action Plan if desired. Depending on the sensitivity of the feedback received during the Targeted Outreach Meetings, we will work to create a very high-level summary.

COMMUNITY ENGAGEMENT DELIVERABLES

1. Employer Questionnaire
2. Meeting materials - fliers, advertisements, handouts, boards, presentations
3. Webpage content
4. Meeting Summaries

PHASE 1: HOUSING NEEDS ASSESSMENT

We propose to analyze Paonia’s housing market and prepare and deliver a comprehensive, clear, concise, stand-alone Housing Needs Assessment (HNA) that is well documented. The HNA will analyze, consider, and report on demand and supply drivers, including the items outlined on page 4 of the RFP unless otherwise specified below.

The HNA will be prepared in the following manner, with many tasks occurring simultaneously.

Consultant Roles

Andrew Coburn will lead the Housing Needs Assessment. Mike Scholl will help significantly with the development analysis. Ayres will also help with document creation.

1. Gather, Compile, and Analyze Public and Private Data

2. Develop and Distribute Employer Questionnaire

3. Meet with and Interview Key Stakeholders

4. Prepare a Draft Housing Needs Assessment

5. Revise Draft and Deliver the Final Housing Needs Assessment

As requested in the RFP, the Needs Assessment will include the following:

Demographic Data

All topics listed in the RFP will be assessed, except it should be noted that the RFP’s reference to household employment will be part of identifying the number of housing units needed in “Need and Gap Analysis” by looking at the number of households with a worker. Moreover, household income by tenure and AMI (30% to 180%, although this can be adjusted during the project if desired by the Town) will be covered under “Need and Gap Analysis.” Special needs populations, such as seniors, seasonal workers and the small homeless population in town will be discussed under “Special Populations.”

Primary data sources: U.S. Census Bureau, Colorado Demography Office, and ESRI.

Economic Conditions

All topics listed in the RFP will be assessed, but it should be noted that a lot of publicly available economic data is published at the county level. County data will therefore be used in conjunction with data for Paonia to assess the local economy, including trends and projections. Although job growth by sector can be included, we believe the sector change is less important than the overall projected change in the number of jobs and projected household income, both of which we will consider as part of the “Need and Gap Analysis” below. Two topics not requested in the RFP that are important to consider, and we propose including, are commuting and those working from home.

Primary data sources: U.S. Bureau of Labor Statistics, U.S. Census Bureau, Colorado Department of Labor and Employment, and ESRI. Additional sources may include the U.S. Bureau of Economic Analysis, University of Washington Center for Women’s Welfare Self Sufficiency Standard, and Data Axle.

Housing Stock and Trends

Topics listed in the RFP that will be included are the age of the housing stock, the share of housing units by type (e.g., single family, multi-family, mobile/manufactured), and building permits (certificate of occupancy data will also be reviewed/used if available). Housing tenure will be included under “Demographic Data” above. The number of homes not occupied, often referred to as vacant, will be identified along with the share of these used as seasonal/vacation homes. We will also look at the housing stock by number of bedrooms relative to the size of households to identify whether and where the housing stock may be misaligned.

A deep dive and written or visual analysis of individual home conditions would likely mean certain property owners or areas of town would be identified/highlighted and, we believe, could have a deleterious effect on this project and the ultimate goal of seeking solutions. Therefore, the condition of homes will be considered generally by reviewing the age of the housing stock and conducting visual surveys to inform solutions to help with Paonia’s aging housing and stock of mobile homes in the Action Plan.

The density of the existing housing stock (number of units per acre) is not typically included in HNA’s and we are not proposing to do so. Rather, Paonia’s current residential density will be considered during action planning when reviewing the land use code, and in identifying barriers to new community housing.

We will review available information about homes used as short-term rentals, including any information the Town has. We also hope to learn the extent to which long term rentals are being converted to short term rentals, impacting the supply of rental units available to locals. We are well aware of the issues and tradeoffs associated with the rise of short-term rentals and will address them in the HNA and in action planning.

We will catalog existing affordable housing in the Town of Paonia, including deed or income restricted properties, along with their expiration dates if known. This inventory may be limited to the Creek Vista Senior Living apartments, but will be added to if additional properties are identified. The number of housing vouchers being used in Paonia (and any available but not in use) will also be identified if possible from interviewing the Delta County Housing Authority.

Primary data sources: U.S. Census Bureau, Colorado Demography Office, ESRI, building permit/Certificate of Occupancy data from the Town of Paonia, AirDNA, and the National Housing Preservation Database.

Homeownership Market

We propose to obtain Multiple Listing Service (MLS) data and use ArcGIS to ensure the data is clipped to the Town of Paonia municipal boundary. We are very flexible, however, and are able to analyze data for a different geographic boundary, if desired. We will analyze the data and report on the number of home sales, the price of home sales (average, median, by price range, and by square foot if possible), and sales by the number of bedrooms, along with the months of inventory. If the data is available, we will also report on the financing type used, particularly the share of cash purchases. Ideally, we would get MLS data from 2018 through the end of 2022, and any 2023 sales, to be able to highlight five-year market changes, including Covid-era changes.

The rate of homeownership will be accounted for under tenure above. Although the vacancy rate can be provided, we believe that the more important metric is the months of inventory because the goal is to ensure a balanced homeownership market, which will be one component of how we intend to determine the number of new housing units needed by 2028.

Primary data sources: Multiple Listing Service. U.S. Census Bureau, Colorado Demography Office, and ESRI data may also be used.

Rental Market

We propose to monitor rental listings from March 20 (assumed project start) through April 30th at minimum. We will track available rentals by price (to include median rental price), number of bedrooms, security deposit amount, whether utilities are included in the rental amount, and other important factors like whether pets are allowed. We will do so by scouring online platforms like Facebook and Craigslist, along with print publications like The North Fork Merchant Herald, Delta County Independent, and High Country Shopper. In addition, we will monitor hard copy listings on public posting boards around town, such as at Don's Super Market and Paonia Laundromat. The share of households who rent will be captured under tenure above. The vacancy rate will be manually calculated, although we will also consider vacancy information from the American Community Survey. This rate will be another key component of how we intend to determine the number of new housing units needed by 2028.

We will attempt to get aggregated utility data from local providers and summarize as much information as possible subject to data limitations. Even without data from private utility providers, we will obtain local utility cost information from interviews and other community engagement.

Special Populations

We propose to learn about and report on housing issues faced by the following populations identified in the RFP to inform the action planning process.

- Seniors - information about senior housing demand and gaps in the market will be based at minimum on U.S. Census Bureau and ESRI data, interviews with North Fork Senior Connections, Paonia Senior Center, Creek Vista Senior Living, Paonia Care & Rehabilitation, and information gathered as part of broader public and stakeholder engagement.

- Seasonal Workers - information about seasonal workers will primarily come from key questions included in the employer questionnaire.

- Homeless - we will gather and report on the local homeless population to the extent we can. We propose to identify and interview key stakeholders, to include the Delta County Housing Authority, service providers, and those experiencing homelessness if possible. We will also interview the City of Delta Homeless Coordinator. Point-in-Time count data for the region will be reviewed and if possible discussed with one of the Western Slope regional coordinators.

Need and Gap Analysis

Need: We propose to provide you with the number of housing units needed by 2028 and will include the steps by which we arrive at the number. Our work will primarily focus on housing needed for the workforce, but will also consider housing for senior residents as well. Our need figures will be broken down into the catch up need (needed today) and the keep up need (demand forecast). The keep up

need will identify the number of new homes needed to accommodate new workers to fill new jobs and backfill current workers anticipated to retire in the next 5 years. Housing currently under construction or formally in the pipeline with a reasonable likelihood of being constructed by 2028, and targeted at prices that the local workforce can afford, will be accounted for. Homes being constructed and priced/marketed for second homeownership would not be counted as reducing the number of housing units needed to house the local workforce.

Gap: We will provide the distribution of household income by tenure, Area Median Income (AMI), and maximum sale price and gross rent. This will then be compared to prices and availability of rental and for sale housing to identify where there are gaps in the market (by income/AMI). Given a desire to consider the Town's older population, including seniors, we intend to look at household income by tenure and AMI for two age cohorts, those age 15 to 54 and 55+, which will allow us to highlight any relevant information to better address the housing needs of those in or near the prime age workforce and those nearing retirement or already retired.

We will specify the recommended number of housing units needed by tenure and AMI/price. In addition, we will identify undersupplied housing types. Based on our knowledge of the current housing stock, a more diversified housing inventory is needed.

Barriers Analysis

We propose to assess and report on items 3 and 4 under "Barriers Analysis" in the RFP as part of the HNA. Items 1 and 2 will be addressed in the Action Plan. This will include identifying the current cost of construction (land, soft and hard costs, infrastructure and fees). This analysis will be used to identify the capital gap - the difference between the cost to construct and what local households can afford. Typically we show this for a single family home, but can look at other housing types too. We intend to estimate the total amount of funding needed to close the capital gap through 2028 based on the catch-up and keep-up need. We anticipate providing the dollar amount as an estimated range to account for the many variables involved. Paonia could then use this alongside a forthcoming report being prepared for Region 10 by a consultant team that includes Urban Rural Continuum to gain additional insights regarding the economic impacts of housing construction.

Other market forces impeding the housing supply will be discussed, which could include topics such as the supply of skilled labor in the North Fork Valley.

Primary data sources not already listed: Colorado Housing and Finance Authority (CHFA) Income Limits, Ribbon Demographics, LLC, Zillow or similar online platform, and interviews with one or more local builders.

PHASE 1 DELIVERABLES

1. Draft Housing Needs Assessment
2. Final Housing Needs Assessment, formatted as the Town desires, potentially in line with the Paonia in Motion Parks, Recreation and & Trails Master Plan

PHASE 2: HOUSING ACTION PLAN

Our team will work with the Town, stakeholders, and community to facilitate the co-creation of a Housing Action Plan that incorporates the voice of the community in prioritizing and pursuing the types of housing that are needed and desired. Due to the schedule outlined for this project in the RFP, the Housing Action Plan will be completed mostly in parallel with the HNA. With a small consultant team, we can ensure the two phases will be coordinated and inform each other. The Action Plan will identify and prioritize recommendations for the Town and partners to take toward creating and encouraging affordable and workforce housing.

Consultant Roles

Shay Coburn will lead the Action Plan with significant support from Andrew Coburn. Ayres will also support action planning through the development and detailing of strategies as well as assist in document and graphic creation, GIS mapping, and other specific needs as they arise.

1. DOCUMENT REVIEW AND BACKGROUND RESEARCH

Our team would dive right in to learn all about the Town through reviewing existing reports and resources including Town Board and Planning Commission meeting packets and minutes, Paonia In Motion, 1996 Comprehensive Plan, and others identified by Town staff. We will also review the Town's municipal code and other regulatory documents to uncover any barriers that may need to be addressed in the Action Plan like density allowances, housing sizes, parking regulations, processes, and much more.

2. HOUSING RESOURCES

Research all existing resources for housing applicable to the Town of Paonia, like any rehabilitation funds or vouchers through organizations like the Delta Housing Authority and/or the Area Agency on Aging through Region 10. Use this information to create a Housing Resources in Paonia brochure or flier that can be shared widely and is in a format that can be updated by the Town at any time. Some of the community engagement efforts may inform this step.

3. INITIAL LIST OF STRATEGIES

Compile a list of potential strategies to address housing in the Town of Paonia, including review of all DOLA Qualifying Strategies listed in HB21-1271. This list will likely be organized into the following categories: Incentives, Regulations, Partnerships, and Initiatives. This list will give us a place to start discussions with the community and will be refined throughout the project.

4. REFINE LIST OF STRATEGIES

The initial list of strategies will be refined through robust community engagement detailed elsewhere in this proposal. Strategies that are not applicable or unlikely to be effective at this time may be removed, new ideas may be added, and some of the strategies may be refined to fit the local context. We will also begin to identify priorities through a balanced approach that addresses the long term needs and desires of the community. For example, it is always good to identify some quick win projects that will keep the momentum going toward the larger goals.

5. DRAFT HOUSING ACTION PLAN

The Draft Action Plan will be developed based on all project research and community engagement combined with the specialized knowledge of our consulting team. It will be in a simple format so that changes can easily be made as needed. This draft plan will be reviewed by the Housing Committee and the Town Board. Based on feedback, the draft will be edited into the Final Action Plan.



6. FINAL HOUSING ACTION PLAN

The Final Action Plan will be detailed and thoughtful but also simple and clean. The Action Plan will be in an easy to read format that can be a living document used to track progress. The Action Plan will include detailed steps to specifically address the Town of Paonia's housing needs and desires. These actions will be prioritized with timeframes, strategies to implement or adopt suggested action steps, potential partners, and funding sources. As requested in the RFP, the following will be included in the Action Plan, along with additional strategies identified throughout the process:



- a. Recommendations on municipal code revisions to remove barriers and incentivize affordable housing. These recommendations will aim to include at least four of DOLA's Qualifying Strategies including addressing expedited review, ADUs, smaller residential units, and short-term rentals as prioritized by the Town Board at their regular September 22, 2022, meeting.



Optional Add On: First draft of proposed/revised code language for up to four of DOLA's qualifying strategies, assumed to be ADUs, Short Term Rentals, smaller unit size, and expedited review.

- b. A list of potential development sites, primarily public or institutional land, along with potential funding sources for acquisition and construction. Site identification was requested in the RFP to be included in the HNA, but we believe it is a better fit as part of the Action Plan.



Optional Add On: A detailed strategy for the development of an affordable housing project including site identification, potential partners, rough project design, range of units and programming mix, and potential financing.

- c. Steps to form a housing authority, if determined to be a priority strategy.
- d. GIS data and maps as appropriate to support the HNA and Action Plan.

PHASE 2 DELIVERABLES

1. Housing Resources in Paonia flier
2. Draft Housing Action Plan
3. Final Housing Action Plan, formatted as the Town desires, potentially in line with the Paonia in Motion Parks, Recreation and & Trails Master Plan

Town assistance desired to complete this project:

- Attend regular check in meetings with the consultants, perhaps every other week.
- Staff expertise to share local knowledge, known barriers, trends, opportunity sites, and other background information.
- Assistance forming the Housing Committee and contact information for key stakeholders.
- Scheduling, coordinating and all arrangements for Town Board meetings; assistance in setting dates and securing space for the Housing Committee meetings and Open House.
- Connection with local Realtor to assist obtaining MLS data.
- Provide historical data on number of building permits/Certificates of Occupancy per year, and residential development projects in the planning pipeline.
- Share existing GIS data relevant to this project.
- Provide data on known deed restricted properties or housing units in town.
- Add key information to the Town's website and post on the Town's Facebook using information provided by the consultant team.
- Review and consolidate feedback on draft documents.



SCHEDULE

Our team is committed to completing the Housing Needs Assessment and Housing Action Plan so the Town Board can consider acceptance of the documents at the July 25th meeting. This schedule assumes the project start is March 20th as indicated in the RFP and that the Town can commit to this schedule.

	March		April				May					June				July			
Week	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4
Community Engagement																			
Kick-Off with Town Staff	█																		
Form Housing Committee	█	█																	
Housing Committee Meeting 1			█																
Employer Questionnaire		█	█	█	█	█													
Realtor/Property Manager Focus Group or Interviews		█	█	█	█	█													
Housing Committee Meeting 2							█												
Community-wide Open House								█	█										
Targeted Outreach Materials							█	█	█	█									
Housing Committee Meeting 3											█								
Town Board Meeting June 13													█						
Housing Committee Meeting 4														█					
Town Board Meeting July 11																			█
Town Board Meeting July 25																			█
Phase 1: Housing Needs Assessment																			
Document Review	█	█																	
Demographics and Economics			█	█	█														
Housing Inventory				█	█	█													
Housing Costs and Availability							█	█											
Development Analysis								█	█										
Housing Needs and Gaps									█	█	█								
Housing Issues and Challenges										█	█	█							
Draft Needs Assessment, submitted June 5											█	█							
Final Needs Assessment, submitted by July 20													█	█					█
Phase 2: Housing Action Plan																			
Document Review and Background Research	█	█	█																
Housing Resources	█	█	█																
Initial List of Strategies			█	█	█	█													
Refine List of Strategies							█	█	█	█	█								
Draft Action Plan, submitted July 6												█	█	█	█				
Final Action Plan, submitted by July 20																			█
OPTIONAL Add On: First draft of proposed code language																			█
OPTIONAL Add On: Detailed strategy for development of an affordable housing project																			█

The above schedule is tight and may result in less community participation and project buy-in. We believe extending the schedule by a month or two will allow for more effective community engagement, flexibility in meeting with vulnerable populations, and provide for more meaningful and in-depth conversations. With this extra time, we believe the Town will still be able to achieve its goals to submit a strong letter of intent to DOLA for the incentive grant program and coordinate with the comprehensive plan schedule. We'd welcome the chance to discuss this with you.

QUALIFICATIONS

TEAM OVERVIEW

URBAN RURAL CONTINUUM – PRIME CONTRACTOR

Urban Rural Continuum is a planning consulting firm located in the North Fork Valley just outside of Hotchkiss. The company works with public, non-profit and private-sector clients on a wide range of projects to facilitate positive change, with a particular focus on housing market analysis in rural and mountain communities.

Andrew Coburn is the principal of Urban Rural Continuum. He is a planner and analyst who cares deeply about housing and has extensive experience preparing housing needs assessments across Colorado. He has also led or assisted with data analysis and synthesis on market studies for private residential projects and environmental reviews inclusive of socioeconomic and environmental justice impact analysis. Prior to founding Urban Rural Continuum LLC, Mr. Coburn served as a project manager and community planner for the National Park Service where he worked on high-profile planning efforts across the country. Mr. Coburn holds a Master of Urban and Regional Planning and a Master of Public Administration from the University of Colorado at Denver. He also holds undergraduate degrees in economics and business administration.

Shay Coburn is a planner with public and private experience, primarily in Colorado. She is passionate about helping communities document and achieve their goals and brings strong communication and organization skills to every project. She recently completed an assignment as the Interim Community Development Director in Delta, Colorado, where she oversaw all aspects of planning and building in the city. Prior to Delta, she was the Town Planner in Ridgway, Colorado, where she was responsible for all planning and many other town projects. She previously worked at the Department of Local Affairs, where she ran the Colorado Main Street program, and at a land use consulting firm where she analyzed regulatory barriers to housing affordability, prepared comprehensive plans, and revised land use codes for communities in Colorado and across the country. Shay holds a Master of Urban and Regional Planning and an undergraduate degree in Environmental Design from the University of Colorado.



ANDREW COBURN

Principal
Role: Needs Assessment lead, community engagement support, Action Plan Support



SHAY COBURN

Senior Planner
Role: Project manager, community engagement lead, Action Plan lead, Needs Assessment support

AYRES ASSOCIATES – SUBCONTRACTOR

Ayres Associates is a multidisciplinary firm with local offices in Fort Collins, CO and Cheyenne, WY. Ayres' Planning and Development Services division was founded by former public sector planners and professionals that recognized a missing link between private sector practice and public sector needs. The team is composed of former public sector professionals that work to build long-term relationships with community partners. With experiences rooted in public sector planning, their team of industry leaders strive to provide a creative and customized approach to a community's needs. Some of their services and specialty areas include: Housing and Economic Analysis, Zoning Code Updates, Technical Assistance, Comprehensive / Long-Range Planning, Community Planning / Urban Design, Brownfield / Infill Redevelopment Engagement and Meeting Facilitation, Downtown / Main Street Planning, Branding and Visioning, Grant Writing / Administration, and Process Improvement Facilitation.



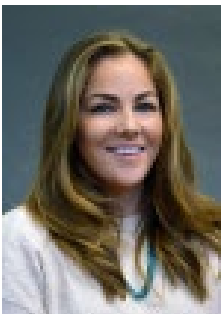
JOSH OLHAVA, AICP, PCCP

Senior Community Planner
Role: Community engagement support, Action Plan support



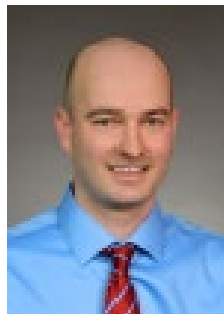
MIKE SCHOLL, EDFP

Economic Development Specialist
Role: Needs Assessment support on development costs/capital gap, Housing Action Plan support



LOGAN GRAVES, AICP

Planner
Role: Project support, document production, research and analysis



AARON O'KEEFE

GIS Specialist
Role: GIS support



MARK CHRISTENSEN, AICP

Planner
Role: Document production, graphics, research and analysis

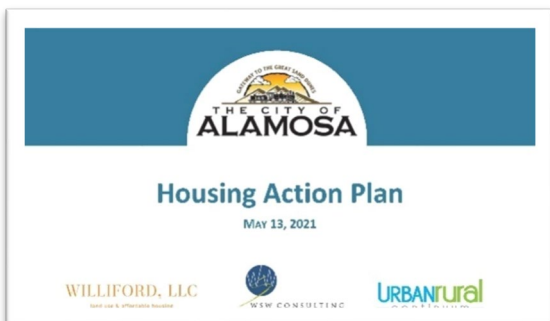
Full team resumes are attached as an appendix.

Both firms have ample capacity to complete the scope of work detailed in this proposal.

SIMILAR PROJECT EXAMPLES

URBAN RURAL CONTINUUM

ALAMOSA HOUSING NEEDS ASSESSMENT AND HOUSING ACTION PLAN



Contact: Deacon Aspinwall | Planning and Development Specialist, Development Services Department, City of Alamosa, CO | 719.589.6631 | daspinwall@ci.alamosa.co.us

Status: Completed 2021

Consultant: Andrew Coburn

Summary: URC was part of the consultant team that completed Alamosa's [Housing Needs Assessment](#) and [Housing Action Plan](#), and was integrally involved in both. This included demographic analysis, assessment of the housing inventory, building permits over time, the for sale market, and report preparation. He participated in committee and public workshops to identify and prioritize solutions and strategies, and assisted in action plan production. The City has actively used both documents since their completion. Hundreds of affordable housing units are in the planning pipeline, which the housing needs assessment and action plan helped inform and facilitate.

CRAIG HOUSING NEEDS ASSESSMENT



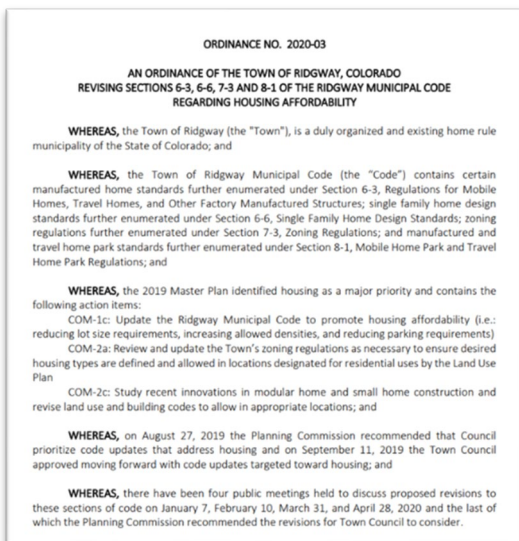
Contact: Shannon Scott | Economic Development Manager, City of Craig, CO | 970.826.2020 | sscott@cityofcraig.org

Status: Completed 2021

Consultant: Andrew Coburn

Summary: URC was part of the consultant team that completed a [Housing Needs Assessment](#) for Craig in 2021, a city actively planning the transition to an economy less dominated by fossil fuel extraction and energy production. The assessment identified a current need for about 75 additional housing units, which requires more than three times the historic rate of production. Andrew led the employer survey, data analysis and reporting, and identified the needs and gaps.

RIDGWAY MASTER PLAN, AFFORDABLE HOUSING CODE UPDATES, OUTREACH



Contact: Jen Coates | previous Town Manager, Town of Ridgway | 970.729.1142 | coates.jennifer.a@gmail.com

Status: Completed 2020

Consultant: Shay Coburn

Summary: Shay led the creation of an updated [Master Plan](#) including a very detailed focus on housing. After the completion of the Master Plan, Shay led efforts to update the municipal code to remove barriers and provide incentives for affordable housing development. This included education and outreach, many public meetings and a lot of fine tuning to determine what would work for the citizens and the Town. The final code updates were adopted in 2020 and can be found in Ordinance No. 2020-03 (see page 32 of [this Town Council packet](#) for the detailed staff report and redline of the code, see page 30 of [this Town Council packet](#) for the Ordinance).

In addition, as the Town Planner, Shay worked on a number of additional affordable housing efforts like the creation of a flier of [Ouray County Housing Resources](#) and [promotion of ADUs](#).

AYRES ASSOCIATES

ESTES PARK HOUSING ASSESSMENT AND ZONING CODES



Contact: Jessica Garner | Community Development Director, Town of Estes Park, CO | 970.577.3720 | jgarner@estes.org

Status: Ongoing

Consultant: Josh Olhava and Mike Scholl

Summary: In this high-demand mountain community, Ayres is serving as on-call staff to help explore zoning code amendments targeted at adding missing middle options that are “mountain-town” appropriate. We are dovetailing our work with a 1271 Housing Assessment to provide code language that will enable short and long term solutions to advance.

Ayres, in conjunction with Multi Studio, Inc, has completed a diagnostic review of the zoning code which highlights key issues to address. We are drafting interim code options for the Planning Commission to review as the Town prepares for a more comprehensive update of their code. Ayres has already completed assistance with successful drafting and approval of a downtown building height increase, with an eye toward enabling workforce housing.

CITY OF CRAIG HOUSING IMPLEMENTATION AND ZONING CODE UPDATE



Contact: Peter Brixius | City Manager, Craig, CO
| 970.826.2023 | pbrixius@cityofcraig.org

Status: Ongoing

Consultant: Josh Olhava and Mike Scholl

Summary: Ayres is working collaboratively with the City to help meet the fast-changing conditions in Northwest Colorado. As the economy is repositioning itself, the City has identified a need for technical services to supplement the local staff team's expertise. Our team of experts provide assistance through a range of planning services, including planning and development applications, economic development and grant applications, parks and landscape design skills, and technical assistance with engineering and environmental assessments. Ayres assisted Craig build a development team and is moving forward with a 20 unit workforce (140% AMI) housing project. To date, the Ayres team has assisted with environmental remediation consulting; redevelopment analysis and development feasibility exploration of an infill site for housing; transportation analysis to facilitate neighborhood development; and grant writing assistance. Future project assistance could include zoning code revision.

TOWN OF SEVERANCE HOUSING ASSESSMENT



Contact: Nicholas Wharton | Town Manager, Severance, CO | 970.685.9144 |
nwharton@townofseverance.com

Status: Ongoing

Consultant: Josh Olhava and Mike Scholl

Summary: As part of our on-call contract, we provide a full range of planning support services including but not limited to technical development review, grant writing and administration, development and zoning code analysis and updates, long-range planning guidance, grant and funding strategies, a housing and economic assessment with recommendations, implementation strategies, and GIS mapping. Our team works closely with Town staff, appointed and elected officials, and resident groups to expand the knowledge base and role of planning within the community. Our team is looked to for expertise, problem-solving abilities, and creative solutions to help the community work toward their vision and goals.

To date, Ayres has written and helped the Town receive over \$1 million in grant funds for capital projects and specialty studies.

REFERENCES

URBAN RURAL CONTINUUM

Dawn Melgares

Executive Director

San Luis Valley Housing Coalition

719.587.9807

dawn@slvhc.com

URC was part of the consultant team that prepared a housing needs assessment and action plan for the 6-county San Luis Valley and for 15 valley communities. The work was conducted from 2020 to 2022 and is available on [URC's website](#) and at www.slvhc.com.

Andy Hill

Director of the Community Development Office

Colorado Department of Local Affairs

303.864.7725

andy.hill@state.co.us

Andrew Coburn provides contract management consulting services and Shay Coburn was a previous employee as the Main Street Manager.

AYRES ASSOCIATES

Peter Brixius

City Manager

City of Craig, CO

970.826.2023

pbrixius@cityofcraig.com

The Ayres team provides technical support to the community and are currently working with the City to develop a 20-unit workforce housing project.

Nicholas Wharton

Town Manager

Town of Severance, CO

970.685.9144

nwharton@townofseverance.com

See project profile for summary of work.

APPENDIX - RESUMES



ANDREW COBURN, Principal

Mr. Coburn is a planner and analyst whose practice is focused on housing markets and housing needs, primarily in Colorado. He brings a strong research and analytical skillset to every project, and has a diverse professional and personal background.

Prior to founding Urban Rural Continuum in 2016, Mr. Coburn served as a project manager and community planner for the National Park Service for almost a decade. He managed and wrote plans and studies for parks and national heritage areas across the country, often analyzing socioeconomic and environmental justice implications of proposed federal actions. His diverse experience also includes working as an assistant financial director for a gubernatorial campaign and a wildland firefighter on the Sawtooth National Forest.

He has volunteered for the Nanjing Urban Planning and Research Center in China, Cajas National Park in Ecuador, and Habitat for Humanity in Bolivia.

Contact

andrew@urbanruralcontinuum.com
720.464.5821
www.urbanruralcontinuum.com

PO Box 904
Hotchkiss, CO 81419

Education

- Master of Urban and Regional Planning
University of Colorado Denver (2008)
- Master of Public Administration
University of Colorado Denver (2008)
- Bachelor of Arts, Economics
University of Montana Missoula (2000)
- Bachelor of Science, Business Administration
University of Montana Missoula (2000)
- London School of Economics Real Estate Economics and Finance online certificate course (2021)

Professional Memberships

Colorado Chapter, American Planning Association

Selected Project Experience

Housing Needs Assessments, Updates, and Action Plans are available at www.urbanruralcontinuum.com

- ⇒ HNA—Region 10, Colorado—including Delta County (in process)
- ⇒ HNA Update—Fraser Valley (Winter Park, Fraser, Granby), Colorado (2022)
- ⇒ HNA—Town of Hayden, Colorado (2022)
- ⇒ HNA Update—Chaffee County (Salida, Buena Vista, Poncha Springs) (2022)
- ⇒ HNA—Teton Region, Wyoming & Idaho (2021-2022)
- ⇒ HNA & Action Plans—San Luis Valley (+ 15 valley communities), Colorado (2020-2022)
- ⇒ HNA—Town of Craig, Colorado (2021)
- ⇒ HNA & Action Plan—City of Alamosa, Colorado (2020-2021)

Private Development Market Study/Analysis

- ⇒ Steamboat Springs, Colorado (2020-2021)
- ⇒ Eagle River Valley, Colorado (2019-2020)



SHAY COBURN, Senior Planner

Ms. Coburn is a planner with public and private experience, primarily in Colorado. She is passionate about helping communities document and achieve their goals and brings strong communication and organizational skills to every project.

Ms. Coburn previously served as the Community Development Director for the City of Delta and as the Planner for the Town of Ridgway. In these roles, she managed the preparation of new comprehensive plans, spearheaded code updates, permitted small and large development projects, including the Ridgway 30-unit Space to Create affordable housing project and a 50-unit LIHTC project in Delta. Prior to working in local government she worked for the Colorado Department of Local Affairs managing the Colorado Main Street Program and helping revitalize historic downtowns. Ms. Coburn started her planning career at Clarion Associates where she analyzed regulatory barriers to affordable housing, reorganized and revised land use codes, and prepared comprehensive plans.

She has volunteered for post-hurricane Katrina disaster assistance in New Orleans, Cajas National Park in Ecuador, and Habitat for Humanity in Bolivia.

Contact

shay@urbanruralcontinuum.com
720.464.5821
www.urbanruralcontinuum.com
PO Box 904
Hotchkiss, CO 81419

Education

Master of Urban and Regional Planning
University of Colorado Denver (2009)

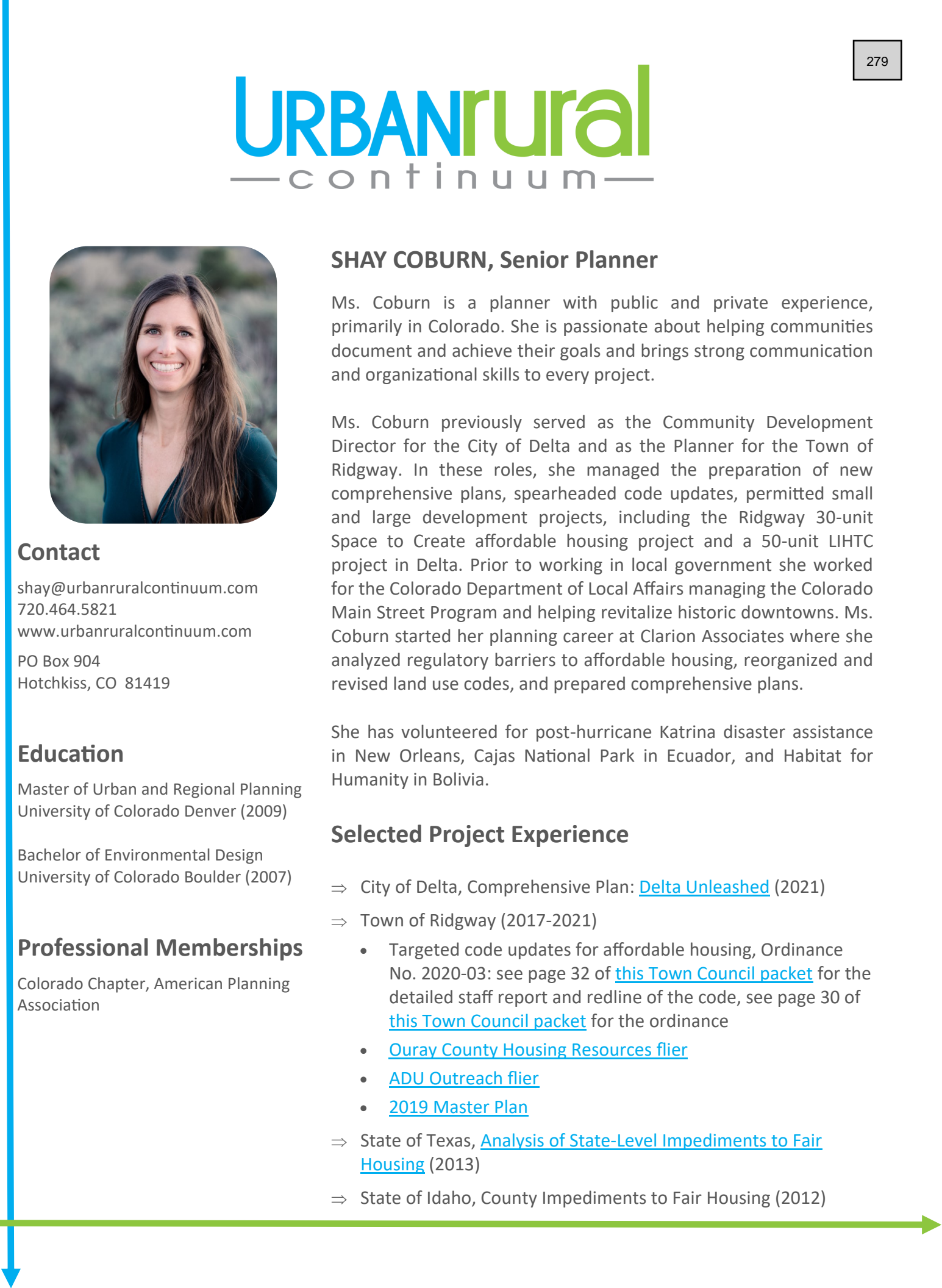
Bachelor of Environmental Design
University of Colorado Boulder (2007)

Professional Memberships

Colorado Chapter, American Planning Association

Selected Project Experience

- ⇒ City of Delta, Comprehensive Plan: [Delta Unleashed](#) (2021)
- ⇒ Town of Ridgway (2017-2021)
 - Targeted code updates for affordable housing, Ordinance No. 2020-03: see page 32 of [this Town Council packet](#) for the detailed staff report and redline of the code, see page 30 of [this Town Council packet](#) for the ordinance
 - [Ouray County Housing Resources flier](#)
 - [ADU Outreach flier](#)
 - [2019 Master Plan](#)
- ⇒ State of Texas, [Analysis of State-Level Impediments to Fair Housing](#) (2013)
- ⇒ State of Idaho, County Impediments to Fair Housing (2012)





Josh Olhava, AICP, PCCP
Senior Community Planner

With a strong background in community and strategic planning, Josh is well-versed in land use planning policies, procedures and regulations, including their impact on the built environment. His experience spans both public and private sectors to include policy and plan development – implementation, code analysis and amendments, development review, corridor analysis and design criteria and organizational process improvements. Josh is known for guiding creative and innovative planning initiatives with an eye on implementation. He enjoys bringing together community members and stakeholders to achieve common goals and objectives that embody community values.

Total Experience

11 years

Education

BS, Community and Regional Planning, Iowa State University

MS, Community Planning, University of Cincinnati

*Work done under other employment.

Select Experience

- Housing Assessment, Policy Recommendations, and Code Updates, Eastern Plains, Montezuma County, Severance, CO
- Code Analysis and Amendments, Severance, CO
- Housing Code Update, Evans, CO
- Process Improvement, Larimer County, Broomfield, Windsor and Severance, CO
- Fee Study Analysis, Larimer County, Greeley, Estes Park, CO
- Code Assessment (Local PM) and Amendments, Broomfield, CO*
- Design Guidelines and Code Amendments, Windsor, CO*



Mike Scholl, EDFP
Economic Development and Housing

Mike is highly regarded for his work in providing planning and economic implementation services. Mike served for over 15 years in local government providing support for special projects, economic development, and grant writing and supporting planning activities. He has worked on many special projects spanning economic and housing analysis, incentive packages, special district financing and grant initiatives.

Total Experience

28 Years

Education

BA, Political Science; MS, Public Policy; MS, Urban Planning, University of Michigan

Select Experience

- Housing Code Adjustments, Estes Park, CO
- Future of Housing, Craig, CO
- Housing Assessment, Policy Recommendations and Code Updates, Eastern Plains, Montezuma County, Severance, CO
- DOLA Recovery Roadmap, Various Municipalities, CO
- B1271 Affordable Housing Grant Implementation, Englewood, Evans, Severance & Eastern Colorado Roadmap Team District
- Maker Space Feasibility Study, Erie, CO
- Master Plan, Evans, CO
- Loveland ArtSpace Project, Loveland, CO (As City Staff)
- Laramie Main Street Alliance, Upper Story Housing Development, Laramie WY



Logan Graves, AICP
Public Engagement and Planning

Logan previously served a municipality and a regional planning agency, including extensive work on neighborhood plans and revitalization projects. Her experience includes grant administration, brownfields revolving loan fund implementation, and zoning code reviews and amendments. She worked to streamline site plan and development approval processes.

Logan served as a case planner for variance and conditional use requests, annexations, and site plans. She enforced design regulations and applied flexibility when necessary to encourage adaptive reuse of existing structures.

Total Experience

10 years

Education

BA, Human Services, Western Washington University

MS, Community and Regional Planning, University of New Mexico

Select Experience

- Housing Code Adjustments, Estes Park, CO
- Housing Code Update, Evans, CO
- Housing Assessment, Policy Recommendations and Code Updates, Eastern Plains, Montezuma County, Severance, CO
- Unified Development Code, Greeley, CO
- HB 1271 Affordable Housing Grant Implementation, Englewood, CO
- Chuckwagon Motel Housing Case Study, Scottsbluff, NE



Mark Christensen, AICP
Code Development

Mark started his career in Centennial as a planner, and most recently worked for 2.5 years for the City of Cheyenne, where he managed the City's Brownfield Revolving Loan Fund, contributed extensively to the creation of the Cheyenne Urban Renewal Authority, and led the West Edge rezoning effort.

Mark has extensive experience in local government planning, ranging from development review to bringing projects through City Council approvals. He has been involved with public engagement, open space planning, and comprehensive plan updates.

Mark is active in his community and recognized by his professional peers, including Wyoming Planning Association accolades as Planner of the Year in 2021 and honors for his involvement in the Planning Project of the Year in 2021 and 2019 – the Cheyenne Urban Renewal Authority and the Laramie North 4th Street Redevelopment Plan, respectively.

Total Experience

6 years

Education

MS, Urban and Regional Planning, University of Colorado-Denver

Select Experience

- Housing Assessment, Policy Recommendations and Code Updates, Eastern Plains, Montezuma County, Severance, CO
- Future of Housing, Craig, CO
- On-Call Planning Services, Greeley, Johnstown, Craig, Larimer County, CO
- Brownfield and Infill Redevelopment, multiple communities, CO and WY



Aaron O'Keefe
GIS Specialist

Aaron provides mapping and GIS support to our engineers and planners. His experience includes the coordination of mapping efforts for projects such as outdoor recreation plans, bicycle and pedestrian plans, wayfinding signage plans, and traffic studies. Aaron develops GIS maps and databases that enable clients to layer different types of data on a geographic area. He strives to develop compelling and concise visualizations that enable clients to quickly and effectively discern complex information. Aaron is proficient in ArcGIS with Spatial Analyst, AutoCAD, M-Color, and Adobe products. Aaron also has prior experience in civil engineering and surveying and is proficient at preparing engineering and survey drawings, including site maps, profile drawings, and plat maps.

Total Experience

17 Years

Education

BA, Cartography/GIS, University of Wisconsin-Madison

AS, Civil Engineering Technology, Madison Area Technical College

Select Experience

- Park Master Plan and Aero Park Development, Menomonee Falls, WI
- Aquatics Feasibility Study, McFarland, WI
- UW-River Falls Campus Edge Improvements (DFD No. 19F2Z), River Falls, WI
- UW-Madison WARF Plaza Design, Madison, WI
- Aquatic Needs Assessment, Tempe, AZ
- Playground Renovations, West Allis, WI
- 39th Avenue Retention Basin Utilization Plan, Pleasant Prairie, WI



&



Proposal for Town of Paonia
Housing Needs Assessment & Housing Action Plan
COST PROPOSAL

February 8, 2023

COST PROPOSAL

HOURLY RATES

URBAN RURAL CONTINUUM

Andrew Coburn \$140

Shay Coburn \$140

AYRES ASSOCIATES

Josh Olhava \$155

Mike Scholl \$180

Additional staff \$120

BUDGET

The table below provides cost details by task for the three primary project components - Community Engagement, Phase 1: Housing Needs Assessment, and Phase 2: Housing Action Plan. The total cost for the three project components is \$70,150.

Two tasks are included as optional add-ons since they were not specifically requested in the RFP. This includes preparing a first draft of proposed code language to address DOLA's qualifying strategies, and a more detailed strategy for development of one affordable housing project. The cost for these is \$8,760. The total project budget inclusive of the two optional add-ons is \$78,910.

We believe the first optional add-on will provide a lot of added value since application for DOLA incentive grant funds is predicated on adoption of at least three qualifying strategies. The second will help the Town and partners better understand how to move forward in a strategic way to put affordable housing for locals on the ground at one location in Town.

Finally, we welcome additional discussions with the Town about the cost table/budget, if desired. There are ways to reduce the cost by adjusting assumptions or removing/reducing the intensity of certain tasks, but we believe the comprehensive cost table below is responsive to all the requested items in the RFP.

The share of the project to be completed by URC is estimated to be 75%, with Ayres completing 25%.

Budget Table Notes

- Costs include all personnel time, equipment, data purchase, supplies, overhead expenses, and profit.
- URC travel to and from Paonia is free.

Community Engagement	Cost
Kick-off Call with Town Staff	\$560
Form Housing Committee	\$840
Housing Committee Meeting 1	\$980
Employer Questionnaire	\$4,200
Realtor/Property Manager Focus Group or Interviews	\$1,400
Housing Committee Meeting 2	\$980
Community-wide Open House	\$5,500
Targeted Outreach Meetings	\$2,100
Housing Committee Meeting 3	\$980
Town Board Meeting June 13	\$560
Housing Committee Meeting 4	\$2,010
Town Board Meeting July 11	\$1,200
Town Board Meeting July 25	\$920
Community Engagement Total	\$22,230
Phase 1: Housing Needs Assessment	Cost
Document Review	\$560
Demographics and Economics	\$2,800
Housing Inventory	\$2,520
Housing Costs and Availability	\$2,520
Development Analysis	\$4,800
Housing Needs and Gaps	\$2,100
Housing Issues and Challenges	\$1,120
Draft Needs Assessment	\$5,440
Final Needs Assessment	\$3,800
Phase 1 Total	\$25,660
Phase 2: Housing Action Plan	Cost
Document Review and Background Research	\$1,680
Housing Resources	\$1,960
Initial List of Strategies	\$3,630
Refine List of Strategies	\$3,190
Draft Action Plan	\$8,130
Final Action Plan	\$3,670
Phase 2 Total	\$22,260
OPTIONAL Add-On: First draft of proposed code language	\$6,580
OPTIONAL Add-On: Detailed strategy for development of one affordable housing project	\$2,180
Phase 2 Total (with Optional Add-Ons)	\$31,020
PROJECT TOTAL	\$70,150
Project Total (with Optional Add-Ons)	\$78,910

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Samira Vetter, Town Clerk

Date: February 14, 2023

RE: Low Income Household Water Assistance Program (LIHWAP)

Action Requested: Approve Town Staff signing up as a water vendor for the Low-Income Household Water Assistance Program.

I was contacted by a community member who had spent the time doing research to find this program, so I reached out to the contacts she provided for further information. I have gone over this information with our Interim Administrator and Finance Director, who have agreed it is something we should try to do. While the paperwork states the season ends April of 2023 there is also the potential of it continuing if funding continues and the final agreement, is through 2026. There are provisions for termination of the agreement on either side if needed and I have worked with a similar disbursement system in a past job so think the staff time used would likely be consistent with what we already do.

Right now, Paonia offers a Utility Relief credit that is 20% of the water base rate only and community members who qualify for LEAP, bring us their LEAP approval letter to receive that credit, which means they are already eligible for this program. While every little bit helps, the credit the Town provides is not very much and has no special funding for the credits given. We also know that there are many in our community who could benefit from this program and, LIHWAP, provides help with both water and wastewater. At a time when costs are rising everywhere, and the Town is looking at moving forward on some major infrastructure projects this seems like a smart move to make.

If you would like more information on this program:

<https://cdhs.colorado.gov/leap>

<https://www.acf.hhs.gov/ocs/programs/lihwap>

Low Income Household Assistance Program (LIHWAP) Frequently Asked Questions
for water vendors

Q: Is this a permanent program?

A: The water program has not been made permanent at this time. We will be running the program until funding has dissipated, or until the season has ended April 30, 2023, whichever comes first.

Q: How do applicants qualify for LIHWAP?

A: Applicants would need to first complete a LEAP application. Along with the LEAP application there is a water addendum that would need to be completed, which indicates they are also interested in getting assistance with their water bill. * Please note to qualify for LIHWAP assistance, the applicant does have to be approved for LEAP.

Q: Where can applicants apply for LEAP/LIHWAP?

A: Applicants can apply through their local Human Service agency. They can also go to our website: <https://cdhs.colorado.gov/leap>, or call 1866-HEAT-HELP(1-866-432-8435) or go to our online application portal at Colorado Peak: https://peak--coloradopeak.force.com/peak/s/peak-landing-page?language=en_US.

Q: How do you know the amount to pay for applicants?

A: The vendor contact person listed on the contract signed will be used by the eligibility technician to call or email for the balance of the approved applicant. This is also when you would receive a commitment to pay the full amount provided for water services ONLY.

Q: How often are payments made?

A: Payments are made monthly. We process payments at the beginning of the month for the previous month.

How will payments be received?

Whatever payment method you signed up for with your vendor agreement, unless changed after is how payments will be processed. Either via EFT (direct deposit), or by the mailing of a paper warrant.

Q: How long does it take to receive payments?

A: We submit payments to accounting the first week of the month. Accounting has 7-10 business days to process the payments. If the payment is a warrant, it is issued the next business day and mailed out. Mailing can take an additional 7-10 business days to get to the vendor depending on USPS. For EFT payments the funds are sent the next business day after being approved, and it may take 3 business days to show up in the vendor's account. * Please note remittance advices are sent to vendor's once the payment is approved. But the payments still may not show up in the account just yet.

Q: How do I know what accounts to apply payments to?

A: Once payments are sent to accounting, we send you a reconciliation report that needs to be completed once payments are received and applied to the accounts. The report lists the names and account numbers and amounts for the customer that will need to be credited.

Q: When does the Reconciliation report need to be returned?

A: Reconciliation reports are due by the 15th of the following month. (Ex. Recon sent 7/5/2022 will be due back 8/15/2022) send back to cdhs_lihwap_program@state.co.us

Q: Do I have to file any tax documents for receiving LIHWAP funds?

A: There are not any tax documents you would be required to complete. As a vendor you are receiving funds based on the applicant qualifying for assistance. We handle all the federal reporting portions.

Q: Am I responsible for any auditing or federal reporting?

A: No, The LEAP/LIHWAP program is responsible for implementing the program according to the federal guidelines. Vendors are not required to participate in any federal reporting or

auditing. The only reporting vendors are responsible for is completing the monthly reconciliation report.

APPROVED WATER VENDOR INFORMATION

1. Enter the complete vendor/business name: _____

2. Enter the company FEIN (Federal Identification Number): _____

3. Enter the business mailing address (including zip code): _____

4. Enter the names direct phone numbers and email addresses of at least two contacts for your business:

Name: _____ Email: _____ Phone: _____

Name: _____ Email: _____ Phone: _____

5. Indicate which water services you provide:

- Drinking Water
- Waste Water

Please place a check by the Colorado counties you serve:

(01) Adams	___	(17) Dolores	___	(33) Lake	___	(49) Pitkin	___
(02) Alamosa	___	(18) Douglas	___	(34) La Plata	___	(50) Prowers	___
(03) Arapahoe	___	(19) Eagle	___	(35) Larimer	___	(51) Pueblo	___
(04) Archuleta	___	(20) Elbert	___	(36) Las Animas	___	(52) Rio Blanco	___
(05) Baca	___	(21) El Paso	___	(37) Lincoln	___	(53) Rio Grande	___
(06) Bent	___	(22) Fremont	___	(38) Logan	___	(54) Routt	___
(07) Boulder	___	(23) Garfield	___	(39) Mesa	___	(55) Saguache	___
(08) Chaffee	___	(24) Gilpin	___	(40) Mineral	___	(56) San Juan	___
(09) Cheyenne	___	(25) Grand	___	(41) Moffat	___	(57) San Miguel	___
(10) Clear Creek	___	(26) Gunnison	___	(42) Montezuma	___	(58) Sedgwick	___
(11) Conejos	___	(27) Hinsdale	___	(43) Montrose	___	(59) Summit	___
(12) Costilla	___	(28) Huerfano	___	(44) Morgan	___	(60) Teller	___
(13) Crowley	___	(29) Jackson	___	(45) Otero	___	(61) Washington	___
(14) Custer	___	(30) Jefferson	___	(46) Ouray	___	(62) Weld	___
(15) Delta	___	(31) Kiowa	___	(47) Park	___	(63) Yuma	___
(16) Denver	___	(32) Kit Carson	___	(48) Phillips	___	(80) Broomfield	___

LOW-INCOME HOUSEHOLD WATER ASSISTANCE PROGRAM (LIHWAP) WATER VENDOR AGREEMENT

Agreement made by and between the State of Colorado, Department of Human Services (hereinafter referred to as the State) and

(hereinafter referred to as the Vendor)

Persons signing for the Vendor hereby swear and affirm that they are authorized to act on the Vendor’s behalf and acknowledge that the State is relying on their representations to that effect. By the signature below, the Vendor acknowledges that it has read, understands, and agrees to this Agreement.

Vendor Representative Name	Vendor Signature	Date
----------------------------	------------------	------

WHEREAS, the Consolidated Appropriations Act, 2021 (P.L. No. 116-260) and the American Rescue Plan Act of 2021 (P.L. No. 117-2) provide for household drinking water and wastewater assistance to eligible households; and

WHEREAS, the purpose of Colorado’s Low-Income Household Water Assistance Program (LIHWAP) is to help low-income Coloradans meet their drinking water and wastewater costs; and

WHEREAS, the parties hereto desire to establish an arrangement to carry out the provisions of this Act and to assure that funds available under this Act are used in accordance therewith,

NOW, therefore it is hereby mutually agreed:

- A. Offer/Acceptance. This LIHWAP Water Vendor Agreement (“Agreement”) is between the State and the Vendor. This Agreement is effective upon the Vendor’s signature and performance shall start on or after October 1, 2021 and terminates no later than September 30, 2026.
- B. Purpose. This Agreements hall govern the purchase of water services from the Vendor on behalf of households eligible for the LIHWAP. As set by Term Eleven in the supplemental terms and conditions (see Exhibit A), Federal funds awarded under this grant shall be used as part of an overall emergency effort to prevent, prepare for, and respond to the coronavirus, with the public health focus of ensuring that low-income households have access to drinking water and wastewater services. The funds will be used to cover and/or reduce arrearages, rates and fees associated with reconnection or preventions of disconnection of service, and rate reduction to eligible households for such services. This Agreement is a contract between the State and the Vendor for the provision of water bill payments to assist low-income households with water and wastewater reconnection and ongoing services.
- C. The parties acknowledge that this Agreement and the services provided by the Vendor are governed by and subject to the federal and state laws and regulations in accordance with the Low Income Household Water Assistance Program supplemental terms and conditions, Exhibit A.

D. The Vendor agrees to abide by the following provisions:

1. The Vendor shall not treat a household receiving assistance under the program adversely because of such assistance.
2. The Vendor attests that it is a publicly-owned entity managed by a local or state government or through a public-private partnership.
3. The Vendor shall not discriminate, either in the cost of the goods supplied or the services provided, against the household on whose behalf payments are made.
4. The Vendor shall notify the State at least 30 days prior to any change in business ownership, name, address, Vendor contact information and banking information.
5. The Vendor shall provide drinking water and/or waste water billing, consumption, and arrearages data for each eligible household upon the State's request. The Vendor shall establish a dedicated point of contact to respond to requests for such data.
6. Upon receipt of LIHWAP assistance benefits from the State on behalf of an eligible household, the Vendor shall credit the eligible household's account promptly and no later than ten (10) business days after a payment is received and maintain service for at least 90 days after notification of the LIHWAP benefit payment. If service has been disconnected, the Vendor shall restore service within 48 hours of notification of the LIHWAP benefit payment.
7. The Vendor shall allow all LIHWAP credit balances to remain on the eligible household's account until the LIHWAP benefit has been exhausted. If the eligible household no longer uses the originally approved Vendor shall forward the credit to the eligible household. If the eligible household cannot be located, the Vendor shall return the credit to the State.
8. The Vendor shall return any payments that cannot be credited to an account within ten (10) business days to the State.
9. Upon notification by the State or its designee(s) or discovery by the Vendor of incorrect payments or overpayments, the Vendor shall reimburse those payments to the State within ten (10) business days.
10. The Vendor shall accompany all payments returned to the State with the Vendor name, the household's name, the household account number, the amount returned on behalf of the household and the date and reason for return by the Vendor. Checks returned to the State shall be made out to "Colorado Department of Human Services."
11. The Vendor shall charge the eligible household, in the Vendor's normal billing process, the difference between the actual amount due and the amount of the payment made by the LIHWAP grant.
12. The Vendor shall maintain confidentiality of information provided by the State and its designee(s), about a household's benefit in accordance with applicable Federal and State Laws.
13. The Vendor shall never request personal health information (PHI) from the State. Should the Vendor

obtain PHI from the State or its designees, it shall immediately report receipt of such information to the State and shall immediately return or destroy the PHI. It shall certify in writing to the State that such PHI has been destroyed. If the Vendor believes that returning or destroying the PHI is not feasible, the Vendor shall promptly provide the State with notice of the conditions making return or destruction infeasible. The Vendor shall continue to extend the protections of Sections D(10) and E(5) of this Agreement to such PHI, and shall limit further use of such PHI to those purposes that make the return or destruction of such PHI infeasible.

- 14. If the Vendor has sent the LIHWAP credit balance funds to the household, and a recovery is necessary, the State will recover from the household, not the Vendor.

- 15. The Vendor shall report any financial fraud or abuse or misconduct in the administration of LIHWAP to the State. The Vendor shall cooperate with all State investigations of suspected fraud or abuse or misconduct. The Vendor may be prosecuted under applicable Federal and State laws for false claims, statements or documents or concealment of material fact.

- 16. All other requirements of Federal and State laws and regulations shall be adhered to.

- 17. The Vendor shall establish such fiscal control and fund accounting procedures as may be necessary to assure the proper use and accounting of funds under this Agreement. All records maintained by the Vendor relating to this Agreement shall be available on reasonable notice for inspection, audit or other examination and copying, by State representatives or their delegates. Such records shall show the amount of drinking water and waste water delivered to each eligible household, the amount of payments made for drinking water and waste water by such eligible households, the dollar value of credit received on behalf of each eligible household, the balance of available benefits and water costs, and all documents and calculations in establishing the estimated drinking and waste water costs and arrears. All records shall be maintained for a period of three (3) years following the termination of this Agreement. The State, or its designee, reserves the right to monitor the implementation of this Agreement by the Vendor.

- 18. The Vendor shall provide regular written reconciliation to the State verifying that benefits have been credited appropriately to households and their services have been restored on a timely basis or disconnection status has been removed if applicable.

- 19. Non-compliance by the Vendor with any of the above assurances of this Agreement or applicable law or regulations shall be grounds for immediate termination of this Agreement. Such termination shall include termination of payments on behalf of eligible households and immediate return of credit balances or refunds owed to the State. Such termination is in addition to all other legal remedies available to the State, including investigation or prosecution of fraud in connection with this agreement.

- 20. All Vendors shall establish an account with a financial institution to receive payments via physical warrants or direct deposit through electronic funds transfer (EFT). The Vendor shall inform the State of any changes in banking information immediately upon the change.

- 21. LIHWAP assistance benefit payments shall not be made to the Vendor on behalf of an eligible household if:

- i. The eligible household does not pay the Vendor directly for its drinking water or waste water; or
- ii. The LIHWAP benefit will not prevent disconnection or result in restoration of services; or
- iii. This Agreement has not been executed or has expired or been terminated; or
- iv. The eligible household's Vendor cannot be determined or feasibly paid on behalf of the eligible household.

E. The State shall itself or through its designee:

- 1. Promptly advise the Vendor of the name, address, account number, and amount to credit to the account of each eligible household;
- 2. Notify all eligible households of the amount of LIHWAP assistance to be made on their behalf to the Vendor;
- 3. Make timely payments to the Vendor for credit to eligible households for drinking water and waste water supplied in accordance with the terms of this Agreement; and
- 4. Promptly notify the Vendor of all pertinent changes in this program caused by changes in applicable law, regulations, or technology.
- 5. The State and its designees shall never transmit PHI to the Vendor. In the event that PHI is shared, the State will confirm that such information is immediately returned or destroyed by the Vendor, in accordance with Section C(11) of this Agreement.

F. General Provisions:

- 1. The term of this Agreement shall be October 1, 2021 (or upon signed approval of this Agreement by the Vendor, whichever is later) through September 30, 2026.
- 2. This Agreement is subject to and contingent upon the continuing availability of federal funds. If insufficient funds, as determined by the State, are available for this program, the State may immediately terminate this Agreement.
- 3. This Agreement may be terminated by either party upon 30 days prior written notice to the other party sent by certified or registered mail.
- 4. The Vendor may not assign this Agreement without the prior written consent of the State.
- 5. The Vendor shall comply with all applicable Federal and State laws and regulations, including confidentiality of all records, termination and restoration of drinking water and waste water services, and discrimination. The Vendor certifies that it has all licenses, insurance, and so on required by law for the provision of services hereunder.
- 6. If a situation arises that is not clearly covered by the terms of this Agreement, the Vendor shall seek guidance from the State.



Clarification on LIHWAP Vendor Agreement

1 message

Kullen - CDHS, Theresa <theresa.kullen@state.co.us>

Mon, Nov 8, 2021 at 11:45 AM

To: lsandoval@ci.alamosa.co.us, jamie@eastalamosaws.org, "Kitzmann, Kathleen" <KKitzman@auroragov.org>, srebek@acwwa.com, ppratt@acwwa.com, Peter Gibbons <Peter.Gibbons@longmontcolorado.gov>, "Miller, Haley" <Haley.Miller@denverwater.org>, cbroderick@townofdovecreek.com, steve@montezumawater.org, rdalton@pueblowater.org, Brenda Frazzini <bfrazzini@pwmd-co.us>, patrick.farrell@scmwd-pueblo.org, gperez@utewater.org, manager@cliftonwaterdistrict.org, debbieo@gjcity.org, gmuellet@townofpalisade.org, jvargas@pwsd.org, hyoung@fcgov.com, tdunton@townofignacio.com, Cheryl.Steinberg@thorntonco.gov, Dafne.Fernandez-Perez@thorntonco.gov, tweitzman@fedheights.org, hsackett@cityofwestminster.us, rshamburg@sacwsd.org, dstaub@northglenn.org, bsherman@brightonco.gov, ar@northpecoswater.org, sclarke@nwsd.com, jweller@bennett.co.us, ameis@bennett.co.us, timl@bancroftclover.com, janwalker@bearcreekwater.org, kspicola@pueblowater.org, ramaestas@canoncity.org, dddunaway@canoncity.org, waterbilling@canoncity.org, mywaterbill@crgov.com, lmeade@highlandsranch.org, chughes@cherokeemetro.org, valley@ccvwater.net, breyes@broomfield.org, jschoenbacher@evanscolorado.gov, sseslar@evanscolorado.gov, tom.seaba@lajuntacolorado.org, aliza.libby@lajuntacolorado.org, aholland@rockyford-co.gov, swallace@rockyford-co.gov, jbregard@csu.org, customersolutionssupport@eweb.org, v.waterdist_kathy@comcast.net, jkeefe@arvada.org, Tyler.Christoff@cityofaspen.com, Steve.Hunter@cityofaspen.com, lhills@cityofblackhawk.org, dforbes@sterlingcolo.com, ardalanc@bouldercolorado.gov, jarrod.biggs@durangogov.org, jwalker@englewoodco.gov, mbounds@huerfano.us, vglicher@huerfano.us, nbustos@huerfano.us, sheila.hudson@state.co.us, cyoung@huerfano.us, dschwindt@brushcolo.com, kindra.ormsbee@cityoffortmorgan.com, abeierle@cityofgolden.net, utility.billing@greeleygov.com, Catrina.Asher@lafayetteco.gov, avoss@louisvilleco.gov, Nancy.Salazar@cityofloveland.org, egewuerz@cityofmontrose.org, customerservice@northglenn.org, sburkett@steamboatsprings.net, kim.nicholson@thorntonco.gov, shelly.moltrr@trinidad.co.gov, dtooker@cliftonwaterdistrict.org, carol.dollard@colostate.edu, ellen@mulhernmre.com, manager@crestviewwater.com, ejones@erwsd.org, info@eccv.org, melissa.colucco@cityofloveland.org, dlighthart@evergreenmetro.org, sean.t.bogren.civ@mail.mil, Billing@fclwd.com, gkropkowski@greenmountainwater.org, customerservice@kcwater.org, dreynolds@lakehurstwater.org, vsantos@lefthandwater.org, adiekhoff@ltd.org, mgarrett@olatheco.us, lance@montezumawater.org, falfone@mwwater.com, bernief@nwcwd.org, cyndi@pawsd.org, alquinn@plattecanon.org, jdeherrera@pwmd-co.us, barbara@roxwater.org, r.heald@securitywsd.com, bjefferson@sacwsd.org, jwebb@southgatedistricts.org, dirish@southgatedistricts.org, info@swmetrowater.org, betsy@svmd.org, rjerath@cmwc.net, kmedina@cmwc.net, taniar@townofbreckenridge.com, lswoboda@estes.org, ehilbig@johnstowntnco.gov, zachm@silverthorne.org, kathleen@tricitywater.org, customerservice@erwsd.org, kelly@wwsdonline.com, CSnyder@townoflimon.com, MBarraza@edgewaterco.com, kathie.dudas@denverwater.org, michelle.garfield@denverwater.org, alix.joseph@denverwater.org, rbyerhof@cityofwestminster.us, jasonm@brothersredevelopment.org, VTaylor@cityofdacono.com, kstroh@cityofdacono.com, blancaco@gojade.org, manager@alamedadistrict.org, bonvuewater@comcast.net, calane@plattecanon.org, creek@ccvwater.net, cnoon@crsofcolorado.com, tflynn@cccfirm.com, dmaples@edgewaterco.com, jbertrand@glendale.co.us, vincas@lakewood.org, kmccasky@cmwc.net, manager@greenmountainwater.org, aj@publicalliancellc.com, tanderson@kcwater.org, manager@lakehurstwater.org, office@meadowbrookwaterdistrict.com, manager@northpecoswater.org, mdemattee@nwsd.com, jjones@sacwsd.org, amoreno@sacwsd.org, barry@wrwdistrict.com, office@willowbrookwater.org, rmitchell@willowwater.org, blocker@bmmetro.com, adownie@fruita.org, lacityclerk81054@gmail.com, ssheffield@tomgov.org, colocitymanager@ghvalley.net, customerservice@fountainutilities.org, customerservice@greenmountainwater.org, lub@lamarlp.com, delnorte1860@outlook.com, Maria Hopps - CDHS <maria.hopps@state.co.us>, Vannesa Pena - CDHS <vannesa.pena@state.co.us>

Dear Potential Water Vendor,

I have heard many concerns from many potential water vendors that agreeing to leave an account connected for 90 days is unreasonable and does not meet your needs once receiving our commitment for payment. This is official notification that the agreement will require a vendor to provide continued service for 30 days/your regular disconnection policies and will no longer require a 90 commitment on your part, (Please retain this email with your vendor agreement.)

In addition, we have many eligibility technicians across the state that are calling water vendors to get past due amounts and I want to thank you for working with us. PLEASE REMEMBER THAT YOU DO NOT HAVE A COMMIT FROM US TO PAY THAT AMOUNT UNTIL WE HAVE THE WATER VENDOR AGREEMENT FROM YOU ON FILE AT THE STATE LIHWAP OFFICE.

Please do not respond to this email and if you have any questions please email cdhs_lihwap_program@state.co.us

If you have already submitted your water vendor agreement you do not need to do anything else. Again, thank you very much for participating with us in the program and helping to keep the safety and well being of our Colorado households intact. Theresa

--
Theresa Kullen
LEAP and LIHWAP Manager

Cell Phone 720.788.8050
1575 Sherman Street, Denver CO 80203
theresa.kullen@state.co.us | www.colorado.gov/cdhs/leap

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VENDOR DIRECT DEPOSIT / EFT ACH AUTHORIZATION FORM



COLORADO

Office of the State Controller

Department of Personnel & Administration

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SECTION I (AGENCY USE) - PAYOR, STATE INFORMATION

STATE AGENCY Colorado Department of Human Services VENDOR CODE _____
MAILING ADDRESS 1575 Sherman St. ADDRESS ID _____
CITY, STATE, ZIP Denver , CO 80203 VERIFIED BY** Tiffany Stewart
AGENCY CONTACT/EMAIL Theresa.Kullen@state.co.us VERIFICATION METHOD:
VENDOR/VERIFICATION CONTACT _____ PHONE EMAIL

** State employee who performed independent verification per the EFT Setup/Change guidance (step 8) on the CORE site

SECTION II - PAYEE, VENDOR INFORMATION

PAYEE NAME _____ PHONE _____
DOING BUSINESS AS (DBA, OPTIONAL) _____
MAILING ADDRESS _____
CITY, STATE, ZIP _____
EMAIL (FOR REMITTANCE ADVICE) _____

SECTION III - DEPOSITORY FINANCIAL INSTITUTION AND ACCOUNT INFORMATION

PLEASE INCLUDE A VOIDED CHECK (NOT A TEMPORARY CHECK OR DEPOSIT SLIP) OR
SIGNED BANK LETTER THAT INCLUDES ALL INFORMATION REQUESTED IN THIS SECTION

BANK NAME _____ BRANCH ADDRESS _____
ROUTING NUMBER _____ ACCOUNT NUMBER _____
ACCOUNT TYPE CHECKING SAVINGS FOR FURTHER CREDIT (OPTIONAL) _____
PAYEE TAXPAYER ID NUMBER (SSN OR EIN, NO DASHES) _____
SHOULD ALL STATE OF COLORADO PAYMENTS TO THIS TAXPAYER ID USE THIS BANK ACCOUNT? YES NO
IF NO, PLEASE EXPLAIN _____

SECTION IV - AUTHORIZATION FOR ACH / DIRECT DEPOSIT SETUP, CHANGE, OR CANCEL

SETUP CHANGE CANCEL **FOR CHANGES ONLY**, PLEASE PROVIDE EXISTING ROUTING & ACCOUNT NUMBER
ROUTING NUMBER _____ EXISTING ACCOUNT NUMBER _____

I certify that I have the authority to execute this authorization. I hereby authorize the State of Colorado to initiate ACH credit entries (deposits) and if necessary to reverse any incorrect ACH payments made in error to the above bank account. In the event a reversal cannot be implemented, I understand the State will utilize any other lawful means to recover the deposited funds to which the payee was not entitled. This authorization is to remain in full force until the state has received written notification of cancellation in such time as to afford a reasonable opportunity to act on it.

PRINTED NAME _____ TITLE _____
SIGNATURE _____ DATE _____

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ _____

C Corporation

S Corporation

Partnership

Trust/estate

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

Requester's name and address (optional)

6 City, state, and ZIP code

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

				-			-					
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or

Employer identification number

				-								
--	--	--	--	---	--	--	--	--	--	--	--	--

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the instructions for Part II for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships*, earlier.

What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note: ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

- 1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)
- 2—The United States or any of its agencies or instrumentalities
- 3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities
- 5—A corporation
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission
- 8—A real estate investment trust
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940
- 10—A common trust fund operated by a bank under section 584(a)
- 11—A financial institution
- 12—A middleman known in the investment community as a nominee or custodian
- 13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5 ²
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

¹ See Form 1099-MISC, Miscellaneous Income, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/Businesses and clicking on Employer Identification Number (EIN) under Starting a Business. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983.

You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983.

You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*
For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee

For this type of account:	Give name and EIN of:
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships*, earlier.

*Note: The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Visit www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Samira Vetter, Town Clerk

Date: February 14, 2023

RE: Caselle/ Point & Pay integration

Action Requested: Approve Town Staff moving forward with the Caselle/Point & Pay Integration.

We were recently contacted by Point & Pay, our Debit/Credit Card processor, to let us know they were partnering with Caselle, our utility management/ local government software. This will allow us to provide our customers with some frequently requested services.

I attended a video meeting /demonstration with Jon Christensen and was able to see how the integrated service would improve our bill payment system. This integration would provide customers the opportunity to look up their bills online, receive paperless statements, and sign up for autopay for cards or electronic checks with lower transaction fees and *potentially* cut down on staff time for requested account balances and inputting payments.

The quotes provided show that Point & Pay is offering to absorb the bulk of the cost for integration, taking the cost from a \$7000 one-time fee and \$100/month to a \$1000 one-time fee and \$100/month addition to our Caselle bill.



Caselle® Software & Services Proposal

Town of Paonia, CO

January 30, 2023
(Valid for 90 days)

From:

Farrah Brown, Customer Relationship Manager
fkb@caselle.com



Proposal Summary

Total Software License	\$5,000	
Special Consideration Discount	<5,000>	
	<hr/>	
Net Software License		\$0
Total Training		Included
Total Setup	1,000	
Special Consideration Discount	<1,000>	
	<hr/>	
Net Software License		0
		<hr/>
Total Investment		\$0
		<hr/> <hr/>

Monthly Software Assurance will increase by \$100.

I have read and agree to all terms & conditions proposed herein.

Signature

Printed Name & Title

Date

Caselle® Software & Services Proposal
 Town of Paonia, CO
 January 30, 2023

Proposal Detail

<i>Caselle</i> ® Application Software	License Fees	Training	Setup	Total
Payment Import	\$2,500	Included	\$1,000	\$3,500
Cash receipting Web Services	1,000	-	-	1,000
Utility Management Web Services	1,500	-	-	1,500
Sub Total	\$5,000	-	\$1,000	\$6,000
Special Consideration Discount	(5,000)	-	(1,000)	(6,000)
Grand Total	\$0	Included	\$0	\$0

Notes:

1. The training will take place online.
2. Monthly credit card and electronic payment transaction fees are billed separately by Point & Pay.

TOWN OF PAONIA, CO



Samira Vetter

Prepared By: Jon Christensen

Date: February 2, 2023

Transaction Fees:

One of Point & Pay’s most highly utilized pricing structures is our convenience fee model that is compliant with all major credit card rules and regulations. Our system always passes the fee to the customer, and we automatically calculate and collect those fees on behalf of your organization.

Transaction Type	Transaction Pricing
<p>Credit/Debit Cards</p> 	<p>NEW PRICING 2.65% with \$2.00 minimum per transaction</p> <p>CURRENT PRICING 2.75% per transaction</p>
<p>Electronic Check/ACH</p> 	<p>NEW PRICING \$1.50 per transaction</p> <p>CURRENT PRICING \$2.00 per transaction</p>

Program Fees:

Point & Pay offers the following pricing for the implementation and support of its core products.

Item	Cost	Frequency
Web and In-person Implementation Fee	\$1,000.00	One Time
Web and In-person Hosting, Maintenance, and Compliance	\$0.00	Per Month

Your organization has the option to either absorb the above fees or pass them onto your customers. Point & Pay has no preference what your organization decides to do. We want what is best for your organization and will set our system up to your specifications. If you have any questions, feel free to get with me either by phone or by email.

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Leslie Klusmire, Interim Administrator

Date: February 14, 2023

RE: Updating of Town Fee Schedules

Recommendation: Please let me know what information you want to see to be able to update your fee schedules. Options are:

- a) I can research similar towns with recently updated fee schedules and see what they charge.
- b) I can estimate the cost to the Town of providing the service using staff and material costs. For instance, many towns have moved toward charging actual staff labor and materials costs for land use actions.
- c) The Board can review the fee schedule and instruct staff to increase the fees to a specific amount.

Background: It has been brought to my attention that the Town’s fee schedules (attached) are outdated.

Setting fees is a policy decision. The fees should be, at most, the cost of delivering them. Even then, many Towns believe the actual cost of providing a service is too high for customers and want to keep them below that amount.

Municipalities use the above methods to update their fees. Please direct the Town Administrator as to which method would help you to determine fee updates.

RESOLUTION 2015-13

A RESOLUTION OF THE TOWN OF PAONIA ESTABLISHING AND AMENDING THE TOWN FEE SCHEDULE

WHEREAS, the Town of Paonia has determined it has become necessary to increase certain fees to more accurately reflect the costs of the services performed by the Town; and

WHEREAS, administration of the Town’s functions and operations demand a substantial amount of time, effort and resources by the Town Staff the purpose of delivering services to the community; and

WHEREAS, the Town of Paonia has previously established fees for some of these services and desires to amend the previously established fees as those fees have been determined to be inadequate to recover a portion of the costs of providing these services; and

WHEREAS, the following Town of Paonia Fee Schedule has been amended by Town Staff to reflect the appropriate charges for services; and

NOW THEREFORE BE IT RESOLVED BY THE GOVERNING BODY OF THE TOWN OF PAONIA, to adopt the Town of Paonia Fee Schedule as follows:

Annexation	500/1000
Community Center Rental (Per Hour)	40/60
Dog Tag - Spayed/Neutered	5
Dog Tag - Untouched	15
Dog Tag - Replacement/Duplicate	10
Liquor License Fee – Local New	1000
Transfer of Location/Ownership	750
License Renewal	100
Expired License Renewal	500
Liquor License Fee - On Premise	150
Liquor License Fee - Special Event (Per Day/Max)	50/150
Large Group Park Event Fee	100/175+5/Vendor
Special Meeting Fee	250
Insufficient Funds/Bad Check Charge	25
Code Book/Disc	50
Zoning Board of Adjustment	250
Boundary Adjustment	200
Building Official Plan Review	100
Building Permit Fee	35 + Formula
Conditional Use Permit	100
Consulting	Actual Cost
Establish or Expand Mobile Home Park	Actual Cost
Flood Plain Variance	250
Home Occupations	150
Major Subdivision	1000+Actual Costs
Minor Subdivision	500+Actual Costs
Mobile Home Park License (Annual)	250

Planned Unit Development - Final Plan	1000+Actual Costs
Planned Unit Development - Preliminary Plan	500+Actual Costs
Zoning/LDR Amendments	500+ Actual Costs
Sign Permit	75
Site Plan	Actual Costs
Site Plan Appeal to Town Board of Trustees	1000
Sketch Plan Review	250
Special Review	250+Actual Costs
Sidewalk Business Use (Annual)	25
Vacation of Right-of-Way or Easement	250+Actual Costs
Animal at Large	50/100/SUM
Animal Confinement - Per Diem	50
Removal of Excrement	Actual Cost+10%
Bike Registration	NA
Certified VIN	25
Court Cost	25
Fingerprint - Local	25
Fingerprint - Non Local	35
Funeral/Parade Escort	NA
Local Background	NA
Sex Offender Registration - Annual	NA
Sex Offender Registration - Quarterly	NA
VIN	10
Petty Theft <\$100	100/SUM
Petty Theft >\$100	SUM
Shoplifting <\$100	100/SUM
Shoplifting >\$100	SUM
Window Peeping	250
Fireworks	150
Curfew	50/100/SUM
Throwing Missiles	100
Disorderly Conduct	100/200/SUM
Public Consumption	100
Obstruction of Private Property	100
Indecent Conduct	150
Trespass	150
Sale of Liquor	SUM
Harassment	100/150/SUM
Interference with an Officer	250
Resisting Arrest	SUM
False Identification	250
Unreasonable Noise	75/150/SUM
Avoiding Payment of Admission Fees	100
Sound Vehicles Limited	75
Littering	100
Storage of Litter	75/150/SUM
Keeping of Junk	SUM
Unwholesome Business or Establishment	250
Nuisances Prohibited	150
Keeping Animals/Poultry	75

Keeping Certain Animals in Limited Numbers	75
Rabies Control	250
Animals Running at Large	50/100/SUM
Vicious Animals	100/200/SUM
Interference with AC Officer	250
Dumping of Ashes/Rubbish	150
Sprinkling	150
Licensing of Solicitors/Peddlers/Transient Vendors	75
Skateboards	50/100/SUM
Animal Cruelty	SUM
Operating a Vehicle Under an Influence	SUM
Golf Cart Liability Insurance Required	SUM
Parking of Certain Vehicles	100
Conspiracy	SUM
Complicity	SUM
Accessory to a crime	SUM
Aiding and abetting	SUM
Obstructing government operations	SUM
Impersonating a public servant	SUM
False Reporting to authorities	300
Refusal to permit inspections	SUM
Escape	SUM
Aiding escape	SUM
Obstruction of public property	250
Damage or removal of street signs	250
Criminal mischief	SUM
Destruction of property	SUM
Unlawful entry	150
Theft of rental property	SUM
Theft by receiving	250
Concealment of goods	150
Tampering and unauthorized connection	250
Disrupting lawful assembly	250
Loitering	150
False alarm	150
Storage of flammable liquids	150
Abandoned containers, vehicles and appliances	250
Check Fraud	SUM
Public Indecency	SUM
Indecent exposure	250
Parent/Guardian aiding or abetting	250
Encouraging delinquency	250
False statement, false credentials	250
Services of others	150
Sale of cigarettes/tobacco products	250
Minors frequenting establishments which serve alcoholic beverages	500
Juvenile loitering	50/100/SUM
Alcohol related violations	250
Illegal possession/consumption of alcohol by minors	SUM
Alcohol sales near schools	SUM
Alcohol beverages in certain places	250

Open Container	150
Possession of paraphernalia	150
Possession of cannabis	SUM
Abusing toxic vapors	250
Carrying concealed weapon - forfeiture	150
Disposition of confiscated concealed weapons	150
Discharge of firearm prohibited	SUM
Prohibited use of weapons	SUM
Selling weapons to intoxicated persons or minors	SUM
Snow and ice removal from sidewalks	150
Bicycles crossing sidewalks	100
Street Closure Permit	100
Glass beverage prohibited in public parks	150
Barricade Rental	Actual Cost +10%
Cone Rental	Actual Cost +10%
Excavation Permit Fee	50
Water Tap Fee	By Ordinance
Sewer Tap Fee	By Ordinance
Unauthorized Turn-on	250
Water/Sewer Prohibited activities	250

BE IT FURTHER RESOLVED the Town Manager/Town Clerk are hereby authorized and directed to take all necessary and appropriate action to implement and administer the adopted Town of Paonia Fee Schedule.

ADOPTED this 22nd day of September, 2015, by the Board of Trustees of the Town of Paonia.

TOWN OF PAONIA, COLORADO

Neal Schwieterman, Mayor

ATTEST:

Jane A. Berry, Town Manager/Town Clerk

TOWN OF PAONIA, COLORADO

RESOLUTION 2019-04

**A RESOLUTION OF THE TOWN OF PAONIA
AMENDING THE TOWN FEE SCHEDULE**

WHEREAS, the Town of Paonia has determined it has become necessary to increase certain fees to more accurately reflect the costs of the services performed by the Town; and

WHEREAS, administration of the Town’s functions and operations demand a substantial amount of time, effort and resources by the Town Staff the purpose of delivering services to the community; and

WHEREAS, the Town of Paonia has previously established fees for some of these services and desires to amend the previously established fees as those fees have been determined to be inadequate to recover a portion of the costs of providing these services; and

WHEREAS, the Police Department and Municipal Court fines and penalties should be set by their own Resolution; and

WHEREAS, the following Town of Paonia Fee Schedule has been amended by Town Staff to reflect the appropriate charges for services; and

NOW THEREFORE BE IT RESOLVED BY THE GOVERNING BODY OF THE TOWN OF PAONIA, to adopt the Town of Paonia Fee Schedule as follows:

Annexation	500+Actual
Discontinuance/De-Annexation	500+Actual
Community Center Rental (Per Hour)	40/60
Dog Tag - Spayed/Neutered	10
Dog Tag - Untouched	25
Dog Tag - Replacement/Duplicate	10
Dog Tag – Early Registration (Dec)	5
Liquor License Fee – Local New	1000
Transfer of Location/Ownership	750
License Renewal	100
Expired License Renewal	500
Report of Change	75
Liquor License Fee - On Premise	150
Liquor License Fee - Special Event (Per Day/Max)	50/150
Large Group Park Event Fee	100/175+5/Vendo
	r
Special Meeting Fee	250
Insufficient Funds/Bad Check Charge	25
Code Book/Copy	75
Zoning Board of Adjustment	250
Boundary Adjustment	200
Building Official Plan Review	100+Actual
Building Permit Fee	70 + Formula

Conditional Use Permit	100
Consulting	Actual Cost
Establish or Expand Mobile Home Park	Actual Cost
Flood Plain Variance	250
Home Occupations	150
Major Subdivision	1000+Actual Costs
Minor Subdivision	500+Actual Costs
Mobile Home Park License (Annual)	250
Planned Unit Development - Final Plan	1000+Actual Costs
Planned Unit Development - Preliminary Plan	500+Actual Costs
Zoning/LDR Amendments	500+ Actual Costs
Fence Review	50
Sign Permit	75
Site Plan	Actual Costs
Site Plan Appeal to Town Board of Trustees	1000
Sketch Plan Review	250
Special Review	250+Actual Costs
Sidewalk Business Use (Annual)	25
Vacation of Right-of-Way or Easement	250+Actual Costs
Public Records Request – Copies Per Page	.25
Public Records Request – Hourly	25
Public Records Request – Attorney Review	30

BE IT FURTHER RESOLVED the Town Administrator and Town Clerk are hereby authorized and directed to take all necessary and appropriate action to implement and administer the adopted Town of Paonia Fee Schedule.

ADOPTED this 22nd day of January 2019, by the Board of Trustees of the Town of Paonia.

TOWN OF PAONIA, COLORADO

-

 Charles Stewart, Mayor

ATTEST:

 J. Corinne Ferguson, Town Clerk

To: The Honorable Mayor Mary Bachran and Board of Trustees

From: Leslie Klusmire, Interim Administrator

Date: February 14, 2023

RE: Staff Report Templates approval

Recommendation: Review the attached templates and direct staff to use an option. Revise as necessary. One template would serve for non-staff/Board initiated agenda items and one for staff agenda items.

Background and Justification:

At the Board’s meeting structure workshop, there was a consensus that the length of public comments could be cut down if the public could review a report on the agenda item containing the recommendation, Board action options, and background/justification information.

I drafted two templates, one for the staff and one for non-Town officials to use, that delineate what information needs to be included to inform the Board best.

Trustee Smith has submitted a pared-down template option for agenda item requests that come from outside Town staff and officials. It is also included here for your consideration.

The Board, as a body, gets to determine what information you need to make an informed decision. The template serves as a guidepost.

To be clear, there is no intention to open up the process and allow anyone to ask for anything as long as they fill in an agenda request form and include a report. Agenda items should be items that require Board approval to proceed. In the case of staff, they may be posed as discussion items so that staff can get clear direction on how to proceed.

Other organizations or individuals that want the Board to consider something that is not Town business or is more of an opinion than an action request of public interest have other options, which include:

- Submitting correspondence to the Board (which will be included under correspondence received)
- Making a public comment following the board’s rules for all public comments.

These templates are only meant to serve as an application process to be on the agenda. It would be up to the Mayor to decide if the item qualifies as an agenda item. The staff will inform the applicant if they are approved to proceed and what is required to move forward.



Town Board Staff Report Template

Subject: One or two words (example: Town Park, Potholes, Unleashed Dogs, etc.)

Author: Your name and title (example: Water Operator). If you are not a department head, please include the name and title of your department head. You must have the approval of your department head for your recommendation and report by obtaining their initials next to their name.

Representing: Your Department Name

Date: (Insert Board meeting date)

Specific request: (Concise: no more than ten words)

Summary Recommendation

Please state your recommendation here, along with the main points needed for approval of your request, at most 50 words.

Example: The Public Works Department recommends approval of the attached bid and contract to replace the Dorris clay sewer line by XYZ Construction, the second lowest bidder. The bid is \$148,375, and references have been checked. The Town Attorney has reviewed and approved this contract.

Executive Summary

- Your Executive Summary should convey all of the vital information in the report – and no more. The Executive Summary is more than an introduction to the topic. If a Board Member was really pressed for time, they should be able to make a good decision about this item simply by reading the Executive Summary.
- Instructions to write a good executive summary are on the back of this report.
- The Town Board does not need to know everything that you know about a project. What they need to understand most are
 - What problem are we trying to fix?
 - What are the different alternatives to fix the problem?
 - What are the consequences associated with each alternative?
 - Why is the recommended alternative the best alternative?
- Your Executive Summary may be up to one page of text. However, it is not required to be a full page of text if you can convey all critical information on less than one page.

The Problem (or if there REALLY is no problem, you can title this section “The Opportunity”)

- This is the “why” of your staff report. What is the problem that needs to

be addressed?

- Please start with defining the problem, not describing the solution.
- Also, please explain briefly why it is essential that the Town address this problem.
- This section should be no more than 4-5 sentences long.
- If this report is not addressing a problem – for example, if you are asking the Board to approve an expected purchase over \$5,000 that is a budgeted and approved project – you can delete this section.
- If there really is no problem you are addressing –please do try to identify a problem because if nothing is wrong, does it really make sense to do something? Even when we have opportunities, they are usually in response to concerns. That all being said, if there is really ONLY an opportunity, please retitle this section and call it The Opportunity.

Background

- This is a section that lends itself to bullet points.
- When a past staff report can provide Board members with helpful background information, please include a link to that report.
- If there are studies that you would like to reference, please include a link to those reports – not the full report.
- When you provide a link to past meeting minutes, please link directly to the point in the meeting minutes you are referencing or provide the Board with a link. If that is not possible, please include the page where your item’s meeting minutes can be found.
- Please double-check all of the links that you include in the report. Make sure the link opens quickly. If it does not, find another way to include the information.
- If you have many links to include, consider how you can shorten them.

Example:

<u>Date</u>	<u>Item</u>
October 9, 2014	Paonia on the Move Plan (page 56)
October 9, 2014	Meeting minutes Board request to accelerate plans (pg 4)
January 8, 2015	Study Session w/Accelerated Goals & Financials Staff Report (pg 4)

Options/Alternatives for Town Board to Consider

1. **Recommended Option:** Please describe the option concisely. Best to use bullet points.

Pros

- a. How does this alternative solve or address the problem?
- b. How does this alternative *positively* impact the Board’s priorities or desired outcomes, and how does this alternative address a goal, objective, or strategy of the Town Plan? If your item will have an impact

on the town finances (for example: require a monetary outlay or additional staff hours for installation, maintenance, monitoring, etc.), please be sure to identify any increases or decreases that could be caused and how you propose to mitigate the impacts of this burden.

- c. What are the positive consequences of this alternative?

Cons

- a. What might be the intended or negative consequences of this alternative?
- b. How does this alternative *negatively* impact the Board’s priorities or desired outcomes, and how does this alternative address a goal, objective, or strategy of the Town Plan?

Consequences of Selecting This Alternative

Please summarize the overall consequences of selecting this alternative.

- a. **Null Alternative:** Please briefly describe what happens if nothing is done to address this problem/if the status quo continues.

Pros

Cons

- b. **Other Alternatives?** Please briefly describe any other alternatives that could be considered. If you have four options, including the null alternative, please be sure that this section has four numbers – so please list other realistic alternatives as separate alternatives.

Pros

Cons

If this report is an update for the Town Board, such as an update on one of the Town Board’s priorities, or you are not asking Town Board to make a choice, you can leave this section out of the report. However, if you are providing Town Board an update on where they will be making choices in the future, please include this section and explain why types of alternatives will be considered in the future and describe the Null Alternative – what happens if we don’t do anything. This will help to explain why you are bringing this report to Board in the first place.

Analysis

- This section does not necessarily need to be included in the staff report.
- If you feel that you could not sufficiently explain the alternatives analysis in the Alternatives section, please include that analysis here.
- If you are addressing one of the Board’s Priorities, this section will identify the progress toward this goal between the last update and this update. Please do not have more than one page of text in this section – please use graphics, charts, graphs, or another visual tool to support your text. If progress has not been made toward the goal, please explain why.

Funding Source and Fiscal Impact

Please identify the cost and funding source for this project. Is the funding already allocated, or will you seek funding in a future budget cycle? If this project causes additional labor hours for staff – please estimate that time. If this project will result in needing additional staff in the future, please say why and include the cost of additional staff (consult the Finance Director for this information – additional staff costs include more than wages).

Attachments

- Whenever possible, please include a link, map, or graphic in the body of the report rather than having an attachment.
- If it is impossible to include a link, map, or graphic in the body of the report, please identify any attachments and ensure each attachment is clearly labeled with the attached letter and the attachment's name.
- Contracts, resolutions, etc.: Please include a copy as an attachment

The name of attachment A goes here
The name of attachment B goes here
The name of attachment C goes here

General writing rules:

Acronyms

- Eliminate or minimize the use of acronyms. You need to use a writing style and method that is easily understandable by a layperson without expert knowledge of your subject. This is not the time to impress folks with an extensive or academic vocabulary. Explain highly technical information in plain speak. If you have additional wordy technical details, you can attach it.
- If you use acronyms, please include a list of acronyms and their exact meaning in the report, in alphabetical order at the end.
- Also spell out any acronym the first time it is used in the body of your report, followed by the acronym in parentheses.

Guidelines for Writing an Executive Summary

An executive summary is a brief overview of a report designed to give readers a quick preview of its contents. Its purpose is to consolidate the principal points of a document in one place. After reading the summary, your audience should understand the main points you are making and your evidence for those points without having to read every part of your report in full. That's why they are called executive summaries — the audience is usually someone who makes funding, personnel, or policy decisions and needs information quickly and efficiently.

KEYPOINT: Remember that your purpose is to provide an overview or preview to an audience who may or may not have time to read the whole report carefully.

- An executive summary should explain why you wrote the report, emphasize your conclusions or recommendation, and include only the essential or most significant information to support those conclusions
- Executive summaries are usually organized according to the sequence of information presented in the full report, so follow the order of your report as you discuss the reasons for your conclusions.
- Executive summaries are usually proportional in length to the larger work they summarize, typically 10-15%. Most executive summaries are 1-2 paragraphs, but less than one page.
- Write the executive summary after you have completed the report and decided on your recommendations. Look at first and last sentences of paragraphs to begin to outline your summary. Go through and find key words and use those words to organize a draft of your summary; look for words that enumerate (first, next, finally); words that express causation (therefore, consequently); words that signal essentials (basically, central, leading, principal, major) and contrast (however, similarly, more than, less likely).
- Make the summary concise, but be sure to show why you've arrived at your conclusions.
- Don't introduce any new information that is not in your report.
- Executive summaries should communicate independently of the report. Ask someone not familiar with the report's examples to read your executive summary to see if it makes sense.
- Remember to spell-check and proofread. Don't trust the Spellchecker alone.

Available on 10/15/2002 at: <http://www.sba.muohio.edu/hwi/executivesummary.htm>



**Citizen or Other Entity
Requesting to be
Placed on the Town
Board Agenda**

(insert information regarding the timing for request submittal and where to submit.)

Note: submitting an agenda request does not guarantee placement on an agenda. The Mayor will determine if this is an appropriate item for consideration on the Board's formal agenda. Should this request be denied, the requester may present their item in writing to the Board under correspondence received or make a verbal comment under (3?5?) minutes at the beginning of a regular Town Board meeting.

Subject: One or two words (example: Town Park, Potholes, Open Meetings, etc.)

Name of Requester or Presenter: _____

Representing: (Name of Group or Agency name, or 'Self')

Date of request submittal: _____

Date of Requested Board Meeting: _____

Specific request:

Is this a request for Board Action? **Yes** **No**

Describe the problem that requires resolution* or the topic(s) to be presented:

Recommendation (Please state your recommendation here, along with the main points needed for approval of your request, at most 50 words.) Example: *The Paonia Association recommends the Board pass an ordinance preventing elk from standing in the road.*

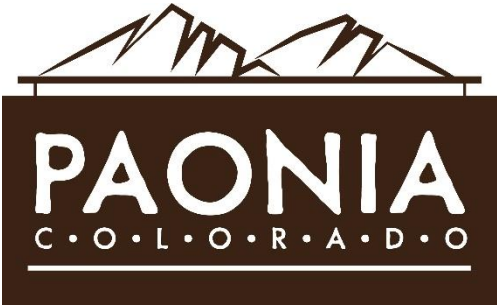
***The Problem**

- What is the problem that needs to be addressed?
- Please start with defining the problem, not describing the solution.
- Please explain briefly why it is essential that the Town address this problem.
- This section should be no more than 4-5 sentences long.

If any, what staff member have you spoken to about this? Please summarize your discussion:

Contact information:

Name: _____
Physical Address: _____
Mailing Address: _____
E-mail: _____
Daytime Phone: _____



Town Board Staff Report Template

For citizen or agency requests

Subject: One or two words (example: Town Park, Potholes, Open Meetings, etc.)

Author:

Representing: (Group or Agency name, or Self)

Date: (Insert Board meeting date)

Specific request: (Concise: no more than ten words)

Summary Recommendation

Please state your recommendation here, along with the main points needed for approval of your request, at most 50 words.

Example: The Paonia Association recommends the Board pass an ordinance preventing elk from standing in the road.

Executive Summary

- Your Executive Summary should convey all of the vital information in the report – and no more. The Executive Summary is more than an introduction to the topic. If a Board Member was really pressed for time, they should be able to make a good decision about this item simply by reading the Executive Summary.
- Instructions to write a good executive summary are on the back of this report.
- The Town Board does not need to know everything that you know about a project. What they need to understand most are
 - What problem are we trying to fix?
 - What are the different alternatives to fix the problem?
 - What are the consequences associated with each alternative?
 - Why is the recommended alternative the best alternative?
- Your Executive Summary may be up to one-half page of text. However, it is not required to be a full page of text if you can convey all critical information on less than one-half page.

The Problem (or if there REALLY is no problem, you can title this section “The Opportunity”)

- This is the “why” of your staff report. What is the problem that needs to be addressed?
- Please start with defining the problem, not describing the solution.
- Also, please explain briefly why it is essential that the Town address this problem.

- This section should be no more than 4-5 sentences long.
- If this report is not addressing a problem – for example, if you are asking the Board to approve a routine event – you can delete this section.
- If there really is no problem you are addressing –please do try to identify a problem because if nothing is wrong, does it really make sense to do something? Even when we have opportunities, they are usually in response to concerns. That all being said, if there is really ONLY an opportunity, please retitle this section and call it The Opportunity.

Background

- This is a section that lends itself to bullet points
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- Example:

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Alternatives for Town Board to Consider

1. **Recommended Alternative:** Please describe the alternative concisely. Best to use bullet points.

Pros

- a. How does this alternative solve or address the problem?
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- c. What are the positive consequences of this alternative?

Cons

- a. What might be the intended or negative consequences of this alternative?
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Cons

- b. **Other Alternatives?** Please briefly describe any other alternatives that could be considered. If you have four options, including the null alternative, please be sure that this section has four numbers – so please list other realistic alternatives as separate alternatives.

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Funding Source

Please identify the funding source for this project. Is the funding already allocated, or will you seek funding in a future budget cycle?

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Available on 10/15/2002 at: <http://www.sba.muohio.edu/hwi/executivesummary.htm>

To: The Honorable Mayor Bachran and Board of Trustees

From: Leslie Klusmire, Interim Town Administrator

Date: February 14, 2023

RE: Meeting and Agenda Structure Changes

Recommendation:

- 1. Adopt a version of this agenda structure for use starting with the February 28th Regular Board Meeting:**

- Roll Call
- Correspondence Received
- Approval of Agenda
- Announcements
- Public Comment/Recognition of Community and Guests
- Consent Agenda (Board must move consent agenda items to the regular agenda if a discussion is needed)
- Staff Reports
- Actions and Presentations
 - a. Public Hearings
 - b. Other Items
 - c. Executive Sessions
- Mayor and Council Reports
- Adjournment

- 2. If a different public comment structure is desired, we recommend that the Board direct staff with a majority vote as to which option to incorporate into future meeting agendas.**

Option 1: Status Quo – Public comment and dialogue with the Board during the comment period and with each agenda item.

In this case, I recommend reordering public comment for each agenda item to receive public comment BEFORE the Board begins their discussion. This prevents debate.

Because the Board now requires staff reports, the public should be able to give comments based on the information in the report. Then the Board can consider those comments during their discussion.

Option 2: Traditional – Confine public comment to one period at the beginning of the meeting for a set amount of time per commenter. No “giving time away” to a commenter who has spoken for a set amount of time.

Option 3: Honoring Paonia’s tradition of dialogue with the Board but confining it to one time period – Start meeting earlier with a workshop to receive public comment, questions, and dialogue about concerns and agenda items. Start Regular meetings after the workshop is concluded. Cease taking comments with each agenda item.

Option 4: Another version - Honoring Paonia’s tradition of dialogue with the Board but confining it to one period – Start the Regular Meeting and receive public comment, questions, and dialogue about concerns and agenda items after announcements. Cease taking comments with each agenda item. You may need to start the meeting earlier due to lengthy dialogue.

Background and Justification:

The Mayor, Town Clerk, and I met this week to finalize an agenda structure recommendation. I understand that there was a previous request for executive sessions to occur first. Most municipalities schedule them last so the public won’t have to wait to get to the public agenda items. We are recommending shifting executive sessions to last on the Action and Presentations section.

Correspondence Received is scheduled before approval of the agenda. It is not necessary to comment or act on correspondence. I advise that all comments sent to Board members be included in correspondence received so that there is a formal record of written public comments and other Board correspondence. If the Board desires to discuss and/or act on correspondence, it can be moved to the formal agenda as an agenda revision.

Most Board members were leaning toward considering other structures to receive public input on items. I believe the Board’s request to require staff reports for agenda items will help focus the comments and reduce the time spent answering questions and dialogue.

The Town of Paonia is unique in that it encourages debate and dialogue with the public during the comment period and with each agenda item. Most municipalities confine public comment for all agenda items except formal public hearings to the beginning of each meeting, with each speaker allowed to present for a set amount of time, usually 3 minutes.

The options above are presented for the Board members considering a shift in the structure of receiving public comment.

To: The Honorable Mayor Bachran and Board of Trustees

From: Leslie Klusmire, Interim Town Administrator

Date: February 14, 2023

RE: Setting Date and Format for Setting 2023 Board Priorities and Values Workshop

Recommendation: Set a date for a 4-hour workshop to determine the Board's 2023 priorities. I am also suggesting a discussion establishing the Town's values. This may include defining valued conduct at meetings for both the Board and citizen participants.

Background and Process:

I usually do a priority-setting workshop with Boards at the start of the year. The purpose is to have the Board sort through what staff feels are their priorities for the year, add the Board's own, and then prioritize them as direction to staff. I also think it might be good to talk about values and what kind of meeting culture you prefer, so we post those in the meeting room.

Here is my usual process:

I meet with staff, and we write down everything they hope to accomplish this year. In this case, I will also ask staff to weigh what values they want to practice in their work.

At the workshop,

1. Department heads will present their priorities and answer questions about them.
2. Board members individually add priorities to the list.
3. All priorities are written on large sheets of paper and posted in the room.
4. The staff and board then get dots to vote their recommendations.
5. While the results are being tallied, the Board reviews staff values/conduct recommendations and determines the final values list.
6. The voting results are presented to the Board, and the Board revises the list.

Usually, at this point, I go back and draft a work plan and final values list, which are adopted at a Board meeting.

You'll note I don't include public comments in this meeting. Keep in mind that the public will be active this year in both master and affordable housing planning projects this year.

If you want to vet this list with the public, I recommend a survey asking respondents to weigh in on their priorities and make comments.

I thought a lot about incorporating the public into the workshop itself. I am not sure you are getting a good representation of the community attending your meetings for these reasons;

- a) Many people don't like to come to meetings or fear public speaking. They still have opinions.
- b) Previous meeting tone may have discouraged people.

A survey allows folks to weigh in without meeting attendance.

You can set parameters in an online meeting survey to require people to state their name and address, just as you would in a meeting. We can also ask if someone is a Town resident or an immediately adjacent unincorporated area resident. We can clearly state that the survey is for people who live in or nearby. By requesting names and addresses, you can eliminate what I'll call vote stacking.

I will put both the workshop and the survey results on the agenda for your revisions and final approval.

**SECOND AMENDMENT TO INTERIM TOWN ADMINISTRATOR
INDEPENDENT CONTRACTOR AGREEMENT**

This **SECOND AMENDMENT TO INTERIM TOWN ADMINISTRATOR INDEPENDENT CONTRACTOR AGREEMENT** (“Second Amendment”) is made and entered into as of the 14th day of February, 2023, by and between the **Town of Paonia**, a Colorado municipal corporation (“Town”), and **Sustainable Futures LLC**, a Colorado limited liability company ("Contractor" or “IA”) (sometimes referred to together as the “Parties”).

WHEREAS, the City and Contractor are parties to that certain Interim Town Administrator Independent Contractor Agreement, dated November 9, 2022, and as amended by that certain First Amendment to Interim Town Administrator Independent Contractor Agreement, dated January 7, 2023 (the “Agreement”); and

WHEREAS, the Parties desire by this Second Amendment to amend the Agreement to extend the term of the Agreement to grant the Contractor the authority to terminate employees under the Town’s Personnel Guidelines.

NOW THEREFORE, in consideration of the foregoing and the mutual promises contained herein and in the Original Agreement, the Parties agree as follows:

Section 1. Section 2 of the Agreement is amended to read as follows (words added are double underlined; words deleted are ~~stricken through~~):

- 2. *Duties & Responsibilities:* IA shall assume all of the duties and responsibilities listed in the Paonia Municipal Code (“Town Code”), the Town Administrator job description, and any other duties or responsibilities assigned to her by the BOT that are common and expected duties and responsibilities placed on other Town Administrators of similar size towns in the State of Colorado; except that, ~~IA shall have no authority to terminate any employees of the Town, and~~ IA’s authority to bind the Town in any respect whatsoever, or to incur any debts or liabilities in the name of or on behalf of the Town shall be subject to the Town’s Purchasing Policies, or prior BOT approval, as applicable. In performing the services hereunder, IA shall be responsible for compliance with all applicable federal, state, and local laws, including the ordinances, resolutions, rules, and regulations of the Town.

Section 2. The Agreement, as amended by the First Amendment and this Second Amendment, is hereby ratified and confirmed and shall remain in full force and effect and binding upon the Town and IA in accordance with its terms. Any capitalized term not defined herein shall have the meaning assigned to it in the (original) Agreement.

IN WITNESS WHEREOF the Parties have executed this Second Amendment on the date first above written.

SUSTAINABLE FUTURES LLC

TOWN OF PAONIA

By: _____
Leslie Klusmire, Principal

By: _____
Mary Bachran, Mayor

ATTEST:

Samira Vetter, Town Clerk

**Mayor's Report
2-14-23**

Grants

Possibility of writing a DOLA TIER II EIAF grant for \$1 million for spring repairs and using the SRF loan as the 50% matching funds, and a TIER I EIAF grant for up to \$200,000 for the hydrogeological study using CWCB grant as 50% matching funds.

LED Information Sign for Town Hall

I would like to propose that the Town put up a LED, programmable sign on the front of Town Hall that we could use to update the Town on progress the Town is making on various projects including street repairs, water repairs, or community events and other subjects of interest to the Town.

Meetings

Two Rivers Conservation and Recreation Regional Roundtable 2-8-23

- Colorado Regional outdoor Partnerships
- Identify and better understand important issues related to balance between recreation and conservation need in our region
- Working create a broad state level vision and plan
- Support local communities in the implementation of the state plan
- Gather in the input of stakeholders representing various critical perspectives
 - Challenge:
 - Disparities and access and opportunities to outdoors
 - Infrastructure being strained and impacts to habitats and private lands
- Discussion of various topics surrounding issues
- Further information and plans to come



PACKET MODIFICATIONS

February 14, 2023

-
- *Addition of Correspondence Received: Opioid Settlement Participation*
 - *Addition of Correspondence Received: Fox- Water/Sewer Rate Increase*
 - *Addition of Correspondence Received: Haynie- Dog Park Support and Maintenance*
 - *Addition of Street Committee Recommendations on Street Closure Permits Sect 11-1-80 of Paonia Municipal Code*
-

Additions to the packet are items of note that were added after the creation of the digital packet and provided in paper form at the meeting.

Samira V

From: Corinne Ferguson
Sent: Monday, February 13, 2023 10:56 AM
To: Samira V
Subject: FW: 2023 Opioid Settlement Participation Forms - ACTION NEEDED BY 4/7

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Correspondence received.

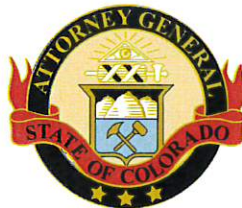
Leslie Klusmire
Interim Town Administrator
Town of Paonia, Colorado

"Every time you are tempted to react in the same old way, ask if you want to be a prisoner of the past or a pioneer of the future." — Deepak Chopra

Please consider the environment before printing this e-mail.

Sender and receiver should be mindful that all my incoming and outgoing emails may be subject to the Colorado Open Records Act, § 24-72-100.1, et seq.

From: COAG Opioid Response Team <opioids@coag.gov>
Sent: Monday, February 13, 2023 10:17 AM
To: Corinne Ferguson <corinne@townofpaonia.com>
Subject: 2023 Opioid Settlement Participation Forms - ACTION NEEDED BY 4/7



Recent Opioid Settlements – Action Deadline April 7, 2023

Dear Corinne Ferguson:

On behalf of Attorney General Phil Weiser, I am pleased to inform you that Colorado has reached settlement agreements with five additional opioid companies. Thanks to the collaboration of Colorado's counties and municipalities, our state maximized its settlement proceeds from previous opioid litigation and I am now asking that you review and sign-on to these recent settlements no later than **April 7, 2023** so that Colorado and PAONIA can maximize its share of these funds.

Colorado has reached settlements with Teva Pharmaceutical Industries Ltd. and Allergan Finance, LLC/Allergan Limited, as well as with Walmart Inc., CVS Health Corporation/CVS Pharmacy, Inc., and Walgreen Co. These settlements are summarized and settlement documents are linked below.

If PAONIA decides to join these settlements, please sign and submit the [Participation Forms](#) for each settlement with this [Google form](#) or send to Opioids@coag.gov no later than **April 7, 2023.**

In order for Colorado to maximize its share of the settlement proceeds, these opioid settlements (like prior opioid settlements) require that Colorado's Local Governments participate in the settlements by

releasing their opioid-related legal claims against the settling Defendants. Further information and instructions for PAONIA to participate in the recent opioid settlements is below. PAONIA cannot receive funds from any opioid settlement it does not join.

Importantly, the terms of the Colorado Opioid Memorandum of Understanding (“Colorado MOU”), which governs the distribution of opioid settlement funds in Colorado, will also apply to the recent opioid settlements. PAONIA has already signed the Colorado MOU and does not need to re-sign it to participate in the recent opioid settlements. For your reference, the Colorado MOU can be found here: [Colorado MOU](#).

Summary of Recent Opioid Settlements

Teva & Allergan Settlements

Teva and Allergan are affiliated pharmaceutical opioid manufacturers. Colorado has reached settlements with each company (see [Teva](#) and [Allergan](#)), and PAONIA is required to join both settlements, or neither of them. Specifically, PAONIA does not have the option to join the Teva settlement and not join the Allergan settlement, or vice versa.

Under the terms of the Teva settlement, Colorado and its Local Governments stand to receive an estimated \$59 million if enough Local Governments join. Teva will pay this amount over 13 years. [Click here](#) to view the estimated amount that your Region(s) will receive from the settlement with Teva if PAONIA joins.

In addition to the monetary award from the Teva settlement, Colorado may elect to receive a distribution of generic naloxone nasal spray (“Settlement Product”) manufactured and distributed at Teva’s expense, which is valued at \$24.2 million over 10 years. If Colorado does not elect to receive Settlement Product, Colorado will receive an additional cash payment estimated to be \$4.8 million paid over 10 years. Colorado may also elect to receive a partial distribution of Settlement Product and a partial additional cash payment. Under the terms of the Teva settlement, only the State can make the election to receive Settlement Product and/or an additional cash payment, and the State will do so every two years beginning in 2023. The Attorney General commits to consulting with the Colorado Opioid Abatement Council (“COAC”), and any other relevant state and local experts, to determine whether the State should accept Settlement Product and/or an additional cash payment, and in the event Colorado elects to receive any Settlement Product, to ensure the distribution of the Settlement Product is fair and equitable. In the event the State elects to receive an additional cash payment, those funds will be distributed in accordance with the Colorado MOU.

Under the terms of the Allergan settlement, Colorado and its Local Governments stand to receive an estimated \$35 million if enough Local Governments join. Allergan will pay this amount over 7 years. [Click here](#) to view the estimated amount that your Region(s) will receive from the settlement with Allergan if PAONIA joins.

Under the terms of the settlements with Teva and Allergan, and under the terms of the Colorado MOU, all opioid settlement funds must be used for Approved Purposes (see Ex. A to the Colorado MOU) to abate the opioid crisis in Colorado.

If PAONIA elects to participate in the settlements with Teva and Allergan, it must complete and sign the [Participation Forms](#). (**Attachments A and B**), and return them no later than **April 7, 2023**, with this [Google form](#) or send to Opioids@coag.gov.

Walmart Settlement

Walmart is a chain pharmacy that dispenses prescription opioids.

Under the terms of the Walmart settlement, Colorado and its Local Governments stand to receive an estimated \$44 million if enough Local Governments join. Walmart will pay this amount over 6 years. Click [here](#) to view the estimated amount that your Region(s) will receive from the settlement with Walmart if PAONIA joins.

Under the terms of the settlement with Walmart, and under the terms of the Colorado MOU, all opioid settlement funds must be used for Approved Purposes (see Ex. A to the Colorado MOU) to abate the opioid crisis in Colorado.

The settlement documents with Walmart can be found here: [Walmart Settlement](#). If PAONIA elects to participate in this settlement with Walmart, it must complete and sign the [Participation](#)

[Forms](#). (**Attachment C**), and return no later than **April 7, 2023**, with this [Google Form](#) or send to Opioids@coag.gov.

CVS Settlement

CVS is a chain pharmacy that dispenses prescription opioids.

Under the terms of the CVS settlement, Colorado and its Local Governments stand to receive an estimated \$78 million if enough Local Governments join. CVS will pay this amount over 10 years. Click [here](#) to view the estimated amount that your Region(s) will receive from the settlement with CVS if PAONIA joins.

Under the terms of the settlement with CVS, and under the terms of the Colorado MOU, all opioid settlement funds must be used for Approved Purposes (see Ex. A to the Colorado MOU) to abate the opioid crisis in Colorado.

The settlement documents with CVS can be found here: [CVS Settlement](#). If PAONIA elects to participate in this settlement with CVS, it must complete and sign the [Participation Form](#). (**Attachment D**), and return no later than **April 7, 2023**, with this [Google Form](#) or send to Opioids@coag.gov.

Walgreens Settlement

Walgreens is a chain pharmacy that dispenses prescription opioids.

Under the terms of the Walgreens settlement, Colorado and its Local Governments stand to receive an estimated \$85 million if enough Local Governments join. Walgreens will pay this amount over 15 years. Click [here](#) to view the estimated amount that your Region(s) will receive from the settlement with Walgreens if PAONIA joins.

Under the terms of the settlement with Walgreens, and under the terms of the Colorado MOU, all opioid settlement funds must be used for Approved Purposes (see Ex. A to the Colorado MOU) to abate the opioid crisis in Colorado.

The settlement documents with Walgreens can be found here: [Walgreens Settlement](#). If PAONIA elects to participate in this settlement with Walgreens, it must complete and sign the [Participation Form](#) (**Attachment E**), and return no later than **April 7, 2023**, with this [Google Form](#) or send to Opioids@coag.gov.

The five recent opioid settlements represent another significant step in Colorado's efforts to end the opioid crisis in our state. In order for Colorado to maximize its share of these settlements, Local Government participation is essential. If enough Local Governments join the five settlements, Colorado stands to receive an estimated \$300 million in addition to the millions of dollars our state has already begun receiving from previous opioid settlements.

We appreciate the spirit of togetherness Colorado's Local Governments have embraced in our effort to solve the opioid crisis. We know you will give careful consideration to the five settlements discussed in this letter. We urge you to join each settlement so that Colorado can maximize its share of the proceeds and move closer to saving the lives of so many Coloradoans impacted by this epidemic.

If you have any questions or need any additional information, please contact me and my team at opioids@coag.gov.



Heidi K. Williams, MPA
Director of Opioid Response
Heidi.Williams@coag.gov



Sec. 11-1-80 Street Closure

Document Link: <https://bit.ly/3iValj9>

Summary:

This version reflects the public comments received at the streets committee meeting on Nov. 14th. In general there was support for the proposed changes, uncontroversial changes were incorporated. Some parts met with mixed opinion- for part (m) specifically the length of time that needs board approval or exception; there was a question as to the necessity of using town provided insurance; there were concerns about the effect of closing core commercial areas.

Opportunities for board action:

- Determination of requirement for CIRSA insurance (part f)
- Determination of frequency limitations on closures (part l)
- Determination of closure length with/without board input (part m)
- Determination of exclusion/limitation for core commercial (tbd)

Sec. 11-1-80. Street closure; permit.

- (a) Persons and/or organizations requesting a parade or other event involving street closure within the Town limits must apply in writing to the Town Clerk for a street closure permit. The Town Clerk shall submit the application to the Chief of Police for comment and to the Town Administrator for approval.
- (b) The issuance of a street closure permit shall be in accordance with applicable provisions herein, the provisions for street closure as set forth below, and any applicable provisions of the ordinances of the Town regarding the private usage of public property. Such permit is revocable by the Town Administrator, the Mayor, or Mayor Pro Tem.
- (c) The fee and deposit amount for submission of a street closure permit application will be set by Resolution as determined from time-to-time by the Board of Trustees. The deposit shall be returned to the applicant subsequent to the event and upon the Town Administrator's determination that the street and adjoining area are returned to the same condition as prior to the closure.
- (d) The application shall be submitted no less than thirty (30) days prior to the street closure.
- (e) The Town Administrator shall not approve any street closure if the Town does not have sufficient resources to properly manage the event and to provide for adequate traffic control in a manner consistent with the preservation of the public peace, health and safety; or if an adequate alternate route is not available, if applicable.
- (f) ~~The applicant shall provide proof of a general liability insurance policy in a minimum coverage equal to that specified in Section 24-10-114, C.R.S., which names the Town, its officers, agents and employees as additional insureds for claims arising out of the event.~~ Replace with requirement to provide required information and pay associated costs for Special Event Coverage policy as provided by Town of Paonia insurance carrier, CIRSA?
- (g) The closure shall be implemented and the route chosen in a manner that will cause the least inconvenience to the driving public, adjacent residents or businesses consistent with the reasonable requirements of the event. The applicant shall submit and implement an adequate plan to control and organize the event in a manner consistent with all applicable ordinances of the Town.
- (h) Applicable open container laws within the Town shall apply in all street closure events.
- (i) The applicant shall ~~complete~~ ~~provide~~ a copy of the street closure application and a petition of support to be distributed by the town to all adjoining property owners and businesses at least 30 days prior to the planned street closure.
- (j) The applicant shall provide a detailed description of any vending or commercial activity occurring coincident with the event. Separate vending permits may not be required for all such commercial activities so described, but vendors shall be subject to all other permitting requirements, including but not limited to sales tax licenses.
- (k) The Town shall provide barricades to be installed and monitored by the applicant,, the applicant shall arrange for and provide necessary trash containers and emptying of containers during the event.
- (l) No street shall be closed for special events more than [x] times in a [y] time period.
- (m) Town Administrator approved street closures shall not exceed five (5) hours in duration, except on Sundays and state-recognized holidays when closure may occur for up to ten (10) hours. Any closure request falling outside these restrictions shall require review and approval by the Board of Trustees.
- (n) The Town, upon permit approval, shall notify all emergency service providers accordingly.

(Ord. No. 2002-06, 6-11-2002; Ord. No. 2014-04, § 1, 1-13-2015; Ord. No. 2014-09, § 1(R), 1-13-2015)

Samira V

From: Deborah Fox <onesacredsanctuary@gmail.com>
Sent: Tuesday, February 14, 2023 10:14 AM
To: Samira V
Subject: Letter to Paonia Town Board of Trustees

February 14, 2023

Paonia Town Board of Trustees:

The simple truth is that many residents of the town of Paonia, Colorado are not able to pay the new, higher rates for water and for waste-water/sewer management.

It is with great shame and deep humiliation that I, personally, state that the increase in water costs is a financial burden at this time.

As a senior, I have faced the unfortunate loss of assets yet I am trusting that I will be able to recover in the future.

For those of us "living on the edge," I truly hope that the Town of Paonia will consider some alternative options to support Paonia's lower income residents. Perhaps the **Low-Income Household Water Assistance Program** will become a real option.

Thank you.

Deborah Fox

Deborah Fox
Town of Paonia Resident
56 Cedar Drive, Paonia
541-415-6468

February 14, 2023

Dear Paonia Board of Trustees,

First and foremost, thank you for your service! I know public service can be a thankless and stressful job. I do appreciate your commitment to the community even if I disagree with some of your decisions.

I am writing in regards to the proposed Great Outdoors Colorado (GOCO) grant to fund a Paonia Park upgrade project. I attended the January meeting of the Board of Trustees. During that meeting I listened to the presentation by the North Fork Pool, Park and Recreation District (NFPPRD) director, Lenore Cambria, in favor of the proposed GOCO grant application for Paonia Park enhancements. I commented and presented a letter in favor of the dog park signed by 87 community members. I also watched a number of community members, including a significant number of children, comment on the park upgrade plan. We were all delighted that a motion passed to apply for the GOCO grant.

I have felt concern that, after almost all of the supporters, and NFPPRD representatives left the meeting, another motion was made by Trustee Paige Smith, that I understood was to revisit the approval and cost at a later date. This motion passed also.

The major concern presented as a reason for further delaying approval was one of cost. Obviously, our leaders must consider fiscal impacts and be fiscally responsible. In this case, the bigger picture is one of minimal cost with a gain of nearly \$1,000,000 for park upgrades that the majority of the community wants. The fact that some members of the Paonia Board of Trustees were not sure if they could approve moving forward after passing a motion to move forward leaves the impression that they had not informed themselves by reviewing the plan prior to the meeting, or perhaps for their own reasons, do not want aspects of the proposal to move forward. Quality leadership in communities means looking at the big picture and finding ways the community can accomplish desired goals in spite of perceived obstacles, not focusing on why we cannot.

SAVINGS

A lot was said about possible increased maintenance cost that might be imposed. While virtually nothing was said about the cost savings that would be realized by the GOCO funded Paonia Park project. The most glaring cost savings is that any improvement funded by GOCO is money Paonia does not need to spend. Some specific ways to look at savings vs maintenance costs are as follows:

- 1) Stage – Some electrical outlets need repair and the cost of doing so would be paid for by Paonia without the grant. The grant would also pay for replacing the decking with weather-resistant material. This is a future cost savings in the short term because it would eliminate the cost of painting, and in the long term, because the decking would not need replacement for many years.
- 2) Playground – Playground surface materials like woodchips would inevitably need to be replenished in the playground. The GOCO grant paying for this initial amount will eliminate the need for the city to pay for these materials for some period of time. Without this grant, the City

is obligated to replenish materials to a certain depth anyway which would be a cost for the City in materials and labor.

- 3) Bathrooms – There has been a consistent and widely expressed need for a year-round bathroom in the park. I understand the grant the Mayor mentioned will be used for the restroom upgrades. This would mean the GOCO grant could be used to provide another restroom closer to the playground, which saves the Town money they would otherwise spend on this restroom.

Bottom line: Upgrades paid for by the GOCO grant would provide financial respite for some of the City of Paonia's park maintenance responsibilities.

DOG PARK MAINTENANCE COST

The idea that the cost of maintenance of the proposed dog park would impose such a high cost that would be burdensome to the degree that it justifies eliminating it as a part of the project is simply not supported by fact. The maintenance costs are truly minimal.

General maintenance Costs:

- 1) The proposed area for the dog park is, along with the rest of the park, already regularly watered and mowed during the growing season so there is no additional cost associated in this aspect of maintenance.
- 2) The waste bag dispenser adjacent to the fencing on the North side of the park would need to be moved into the park and it would not be an additional cost, or work, to refill it. It already is a maintenance item the location would just change.
- 3) The waste container that was attached to the waste bag dispenser was regularly lined with garbage bags and emptied (until it deteriorated to the point of being unusable and needing replacement). It will have to be replaced, and maintained, whether or not a dog park is established, and therefore is not an added cost.
- 4) At most, one additional waste bag dispenser, and one more garbage can will have to be added and maintained. The cost of acquisition would be covered by the GOCO grant.

Turf cost:

In speaking with someone who has experience in maintaining turf in high traffic areas, I was told that:

- 1) It does not need to be particularly high cost or even labor intensive.
- 2) Grass seed is relatively inexpensive, and an area the size of the proposed dog park, would be approximately \$300 in seed.
- 3) The process is simple:
 - a) Close the park during the muddiest time of the spring or fall.
 - b) Spread the seed (should not take more than a few hours at most).
 - c) Maintain enough moisture for the seed to sprout and establish (since the park is watered anyway this is not an additional expense).

Dog Park Waste Removal:

I have visited dog parks in 12 states. Without exception my experience has been that:

- 1) People do not want their dogs playing in dog waste and even more so the waste of other people's dogs. Therefore, they are more consistent in cleaning up after their dogs in a dog park than other locations.
- 2) People visiting dog parks also tend, through their attention, to police themselves because they do not want to be caught being that jerk who is leaving their dogs waste for someone else to clean up. Yes, there are exceptions, but those people are not going to clean up after their dog in Poulos Park either (I suspect the offenders in Poulos Park are the same couple of dog guardians, and not typical of the Paonia dog guardian community at large).

SKATE PARK MAINTANCE COST

A skate park has almost no maintenance costs by its nature. Yes, trash will have to be dealt with as it is currently. If more people use a new skate park, they may be some additional trash. Emptying an additional trash receptacle is not a significant cost.

INSURANCE COSTS

Skate Park - According to the NFPPRD Director, the insurance for the skate park will continue to be paid by the NFPPRD as long as they have a lease on the park.

Dog Park – Signage regarding the rules should help alleviate high insurance costs and claims. Incidents involving loose dogs in the park now are as much, or more, of an insurance issue as an enclosed dog park with rules.

COST OF ADMINISTRATION IN TIME AND MONEY

The cost of administration of the GOCO park project, and maintenance of the of resulting improvements, would be truly minimal. The GOCO grant pays for a project manager. In addition, I was told after the meeting, that the GOCO grant would cover administrative costs as well. The Trustees could easily verify if this is accurate with Lenore Cambria. The town of Paonia would have to write a project report at the end of the project. I asked Lenore Cambria of the NFPPRD how much time it takes to write the necessary project report for a GOCO grant. I learned that it takes about an hour for her to write the GOCO report, including submitting copies of expenses. Obviously, someone would have to write checks for contractors also. One would assume there is already someone who writes checks for Paonia and writing a few more checks will not be too time consuming. None of this would require hiring another staff member. The administration cost in terms of both time and money are minimal. Through inquiry, I learned that the North Fork Pool, Park and Recreation District manages multiple grants, including ones that are much more demanding, in addition to their many other responsibilities throughout the North Fork Valley with part time staff. It seems like the town of Paonia could manage this one GOCO grant that would so greatly benefit the community.

In Summary

It has been demonstrated that the Paonia Community wants a dog park and a skate park within the town park. Support for the dog park has been established through a letter of support which cited the benefits and contained 87 signatures in support. The signing parties were not only dog guardians that wished to have a dog park for their dogs, but also people who had dogs that would not use the park, and individuals without dogs who believe a dog park would benefit the community.

Eighty-seven in favor of the dog park out of 101 people contacted demonstrates an 86% approval rating. Of the remaining 14 individuals, two had no opinion – they were not against it; four had mixed feelings – they did not declare that they were against it; and only eight expressed opposition. **This demonstrates a level of support that is rarely seen in public opinion for almost anything.** Support for the skate park has been demonstrated multiple times over a period of years, and the funds raised for the skate park are further evidence of support. In addition, the expenses and time to administer, the proposed Paonia park upgrades are minimal, and the cost savings significant.

Quality leadership is demonstrated, in part, by finding ways to mitigate obstacles to enact goals that are the expressed will of the people. Leadership is not using small obstacles as a reason to impose the will of a few, or the will of an individual trustee(s), over the will of the many. To do so, would be blatantly undemocratic and would imply a disregard for the wishes, needs, and rights of the Paonia community.

Please, give thorough attention to the big picture – the acquisition of improvements that the vast majority of community members want that will result in minimal cost. Improvements that could potentially contribute to enhanced mental and physical health of the community. And in the long run, the GOCO Paonia park project would lift the burden of doing some maintenance items and enhancements in the future at an exponentially greater cost to the City of Paonia.

Respectfully,

Kimberly Haynie

North Fork Avenue, Paonia