<table>
<thead>
<tr>
<th>Time</th>
<th>Attendee(s)</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30 A.M.</td>
<td>Ben Dahlman / Abel Montoya / Kristin Sullivan</td>
<td>Local Financing Study Update</td>
</tr>
<tr>
<td>11:00 A.M.</td>
<td>Ben Dahlman / Sheriff McIntosh</td>
<td>Amendments to the Open Justice Broker Consortium Membership Agreement</td>
</tr>
<tr>
<td>11:30 A.M.</td>
<td>Don May / Peter LiFari</td>
<td>Adams County Housing Authority 7401 Broadway Affordable Housing Project</td>
</tr>
<tr>
<td>12:30 P.M.</td>
<td>Raymond Gonzales</td>
<td>Administrative Item Review / Commissioners Communication</td>
</tr>
<tr>
<td>1:00 P.M.</td>
<td>Heidi Miller</td>
<td>Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and (e) for the Purpose of Receiving Legal Advice and Instructing Negotiators Regarding DIA Noise Issues</td>
</tr>
<tr>
<td>1:30 P.M.</td>
<td></td>
<td>Executive Session Pursuant to C.R.S. 24-6-402(4)(f) for the Purpose of Discussing Personnel Matters Involving County Attorney and County Manager</td>
</tr>
</tbody>
</table>

(and such other matters of public business which may arise)
# STUDY SESSION AGENDA ITEM

<table>
<thead>
<tr>
<th>DATE:</th>
<th>December 12, 2017</th>
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<tbody>
<tr>
<td>SUBJECT:</td>
<td>Local Financing Study Meeting with the EPS Consultant Team</td>
</tr>
<tr>
<td>FROM:</td>
<td>Ben Dahlman, Finance Director; Abel Montoya, Regional Affairs Director</td>
</tr>
<tr>
<td>AGENCY/DEPARTMENT:</td>
<td>Finance; Regional Affairs, CED</td>
</tr>
<tr>
<td>PURPOSE OF ITEM:</td>
<td>Provide a progress update on the Local Financing Study which will discuss the work completed to date and the next steps for final completion</td>
</tr>
<tr>
<td>STAFF RECOMMENDATION:</td>
<td>Informational item only</td>
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</table>

## BACKGROUND:

In public hearing on May 30, 2017, the Board of County Commissioners approved a professional services agreement with Economic & Planning Services (EPS) to undertake a Local Financing Study for Adams County. The intent of the Local Financing Study is to develop a creative and strategic approach to funding necessary and desired projects and operations for the Adams County community. An initial launch of the study was presented to the Board on June 20, 2017.

The Study contemplates the funding tools currently available to county governments for infrastructure projects, while maintaining prior investments within the constraints of existing and future operating and capital obligations. Further, the study looks toward supplemental funding strategies that could be utilized by the County. The final product will also include a prioritization framework that will aid decision makers as future capital projects are considered along with the operating obligations the County faces.

At this point, the consultant along with the project team will preliminarily discuss the applicability of various financing strategies for different capital project types while acknowledging and identifying operation and maintenance costs and the opportunity costs and benefits (fiscal, health, environmental, quality of life and others) of various funding scenarios. This presentation will also set the stage for the project prioritization framework development as a next step as the project nears completion.

This Study Session will allow for EPS to receive feedback from the BOCC related to the current progress of the project prior to the finalization, which is expected to occur in early 2018.
AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Finance Department
Regional Affairs Department
Community and Economic Development Department
With input from other County Offices and Departments

ATTACHED DOCUMENTS:

PowerPoint Presentation
FISCAL IMPACT:

Please check if there is no fiscal impact ☑️. If there is fiscal impact, please fully complete the section below.

<table>
<thead>
<tr>
<th>Fund:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Center:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Budgeted Revenue:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Revenue not included in Current Budget:</td>
</tr>
<tr>
<td>Total Revenues:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Budgeted Operating Expenditure:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add'l Operating Expenditure not included in Current Budget:</td>
</tr>
<tr>
<td>Current Budgeted Capital Expenditure:</td>
</tr>
<tr>
<td>Add'l Capital Expenditure not included in Current Budget:</td>
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<tr>
<td>Total Expenditures:</td>
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</table>

<table>
<thead>
<tr>
<th>New FTEs requested:</th>
<th>☐ YES</th>
<th>☐ NO</th>
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<tbody>
<tr>
<td>Future Amendment Needed:</td>
<td>☐ YES</td>
<td>☐ NO</td>
</tr>
</tbody>
</table>

Additional Note:

APPROVAL SIGNATURES:

Raymond H. Gonzales, County Manager

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:

Budget / Finance
LOCAL FINANCING STUDY
PROJECT UPDATE
ADAMS COUNTY, COLORADO
PRESENTATION OVERVIEW

AGENDA

1. Study Update
2. Project Identification and Categorization
3. Existing Revenue Sources and Scenarios
4. Supplemental Funding Strategies
5. Project Prioritization Framework
6. Next Steps and Schedule
OVERVIEW AND SCOPE OF WORK

ESTABLISH AND MAINTAIN PROJECT FOUNDATION

ONGOING
• Bi-weekly meetings with Project Management Team
• TAC Meetings (4)
• Presentations to BoCC (up to 5)

DATA COLLECTION AND ANALYSIS

JUNE
• Summary of proposed projects
• Investments and revenue sources
• Existing financial obligations
• Available and potential funding tools

AUG
• Development of financial model
• Capital/ongoing expenditure projections
• Forecast of existing revenue sources
• Matrix of financing solutions

LOCAL FINANCING MODEL

AUG

STRATEGIC PLAN AND REPORT

NOV
• Report conclusions and recommendations
• Strategic Plan
• Implementation Strategy

DEC

NEXT STEPS

2018
• Public Survey and Focus Group
• Community Feedback
• BoCC Actions
• Revised CIP Strategy

ECONOMIC & PLANNING SYSTEMS

ADAMS COUNTY LOCAL FINANCING STUDY
INFRASTRUCTURE AND CAPITAL PROJECTS

SUMMARY AND CATEGORIZATION
INFRASTRUCTURE AND CAPITAL PROJECTS
IDENTIFICATION PROCESS

Reviewed all relevant County Plans
• 32 plans reviewed
• One of these plans was the Making Connections Plan that evaluated 88 plans and 180 projects

Identified capital projects and programs
• Approximately 700 projects identified
• Removed duplications, completed projects, projects with other funding sources (i.e. enterprise funds)

Refined project list
• Individual meetings with County departments
• Reviewed at Technical Advisory Committee meetings

Finalized List
• 427 projects within list
• $4.5 billion in total costs
INFRASTRUCTURE AND CAPITAL PROJECTS
CATEGORIZATION

Capital Facilities
• Capital projects for new and existing county buildings and facilities

Enterprise
• Projects likely to be funded through applicable enterprise funds (golf course, airport, etc.)

Regional Roads
• Interstate, highways, regional and major arterials

Local Roads
• Roadway projects on county roads (paving, shoulder widening, new local road)

Mobility
• Projects for enhanced non-automobile mobility (bike lanes, new pedestrian bridges, sidewalk gaps)

Parks, Open Space, Recreation
• Projects within or related to County’s parks, open spaces, and recreation facilities

Stormwater/Drainage
• Major/regional stormwater and drainage projects not funded through enterprise
# Infrastructure and Capital Projects

## Cost Estimate Overview

<table>
<thead>
<tr>
<th>Type</th>
<th>Cost Estimate</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater/Drainage</td>
<td>$1.1 billion</td>
<td>29 projects</td>
</tr>
<tr>
<td>Regional Roads</td>
<td>$527 million</td>
<td>20 projects</td>
</tr>
<tr>
<td>Parks, Open Space, Recreation</td>
<td>$169 million</td>
<td>77 projects</td>
</tr>
<tr>
<td>Mobility</td>
<td>$134 million</td>
<td>41 projects</td>
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<tr>
<td>Local Roads</td>
<td>$2.0 billion</td>
<td>65 projects</td>
</tr>
<tr>
<td>Enterprise</td>
<td>$31 million</td>
<td>59 projects</td>
</tr>
<tr>
<td>Capital Facilities</td>
<td>$586 million</td>
<td>136 projects</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4.5 billion</strong></td>
<td><strong>427 projects</strong></td>
</tr>
</tbody>
</table>

- Local Roads: 44.4%
- Stormwater/Drainage: 23.6%
- Capital Facilities: 13.0%
- Regional Roads: 11.7%
- Parks, Open Space, and Recreation: 3.7%
- Mobility: 3.0%
- Enterprise: 0.7%

---

ECONOMIC & PLANNING SYSTEMS

ADAMS COUNTY LOCAL FINANCING STUDY
INFRASTRUCTURE AND CAPITAL PROJECTS

AVERAGE PROJECT COST

Average Cost per Project

- Local Roads: $37 M
- Stormwater/Drainage: $31 M
- Capital Facilities: $26 M
- Regional Roads: $4 M
- Parks, Open Space, and Recreation: $3 M
- Mobility: $2 M
- Enterprise: $1 M

Source: Economic & Planning Systems
[link to source]
INFRASTRUCTURE AND CAPITAL PROJECTS
PROJECT TIMING

Short Range
2017-2025

Mid Range
2025-2035

Long Range
2035-2045

Other Project Types
31%

Regional and Local Roads and Capital Facilities
69%

Short Range; 6%
Mid Range; 12%
Mid/Long Range; 5%
Long Range; 36%
N/A; 10%
Regional and Local Roads and Capital Facilities projects represent 69% of total estimated capital and infrastructure project costs.

Total project cost of $3.1 billion.

 Majority of projects are anticipated as long range projects.

Nearly $1.6 billion in estimated in long range projects.
EXISTING REVENUE SOURCES

OVERVIEW AND FORECAST
EXISTING REVENUE SOURCES

OVERVIEW

Dedicated Revenue Sources
- Capital Facilities Sales Tax (0.30%, Exp. 2028)
- Open Space Sales Tax (0.25%, Exp. 2026)
- Road & Bridge Sales Tax (0.20%, Exp. 2028)

Discretionary Funds
- General Fund (22.869 mill levy)
  - Historically, 6.5% is dedicated to capital projects
  - Existing fund balance of $71.7 million available for capital projects
- Road & Bridge Fund (1.300 mill levy)
- Certificates of Participation (COP)

Federal and State Allocations and Grants
- Federal and State Transportation Funds
- Great Outdoors Colorado (GOCO)
- Department of Local Affairs
Purpose is to estimate revenues available for capital and infrastructure projects for six primary funds:

- General Fund
- Conservation Trust Fund
- Open Space Sales Tax Fund
- Open Space Projects Fund
- Road & Bridge Fund
- Capital Facilities Fund

Baseline forecast is based on historic trends and forecasts.

<table>
<thead>
<tr>
<th>Description</th>
<th>2015-2025</th>
<th>2026-2035</th>
<th>2036-2045</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>Historic tax collections</td>
<td>DOLA Adams County Household Forecast (2.02%/yr.)</td>
<td>DOLA Adams County Household Forecast (1.74%/yr.)</td>
</tr>
<tr>
<td></td>
<td>(4.19%/yr.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Tax</td>
<td>Historic tax collections</td>
<td>DOLA Adams County Population Forecast (1.78%/yr.)</td>
<td>DOLA Adams County Population Forecast (1.46%/yr.)</td>
</tr>
<tr>
<td></td>
<td>(3.68%/yr.)</td>
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<td></td>
</tr>
<tr>
<td>Specific Ownership Tax</td>
<td>DOLA Colorado Population Forecast (1.66%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.37%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.22%/yr.)</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>DOLA Colorado Population Forecast (1.66%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.37%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.22%/yr.)</td>
</tr>
<tr>
<td>Grants and Allocations</td>
<td>DOLA Colorado Population Forecast (1.66%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.37%/yr.)</td>
<td>DOLA Colorado Population Forecast (1.22%/yr.)</td>
</tr>
</tbody>
</table>

Source: Adams County; DOLA; DRCOG; Economic & Planning Systems

\ EPSDC02\Proj\173025-Adams County Local Financing Study\Models\173025-Forecast-08-15-2017.xls|Forecast Table
EXISTING REVENUE SOURCES

BASELINE FORECAST OVERVIEW

Revenues Dedicated to Capital/Infrastructure

- **General Fund**: 34.8%
- **Capital Facilities Fund**: 42.6%
- **Open Space Projects Fund**: 11.1%
- **Road & Bridge Fund**: 10.6%
- **Conservation Trust Fund**: 0.9%

Source: Economic & Planning Systems

[link to source]
Based on historic property and sales tax collections and population and household forecasts developed by DRCOG.

**EXEMPLARY REVENUE SOURCES**

**BASELINE FORECAST**

**Revenues Dedicated to Capital/Infrastructure**

- **Annual Average**: $42.7 million
- **Total Revenue**: $1.2 billion

**Notes:**
- Reduction in Series 2015 debt service ($12.9 M to $6.8 M)
- End of current unassigned fund balance annual spending allowance ($4.8 M per year)

Source: Adams County; Economic & Planning Systems

[link to source]
**EXISTING REVENUE SOURCES**

**CONSERVATIVE GROWTH FORECAST**

Lower annual growth rate estimates

Apply DRCOG long-term growth rate estimates to near- and mid-term growth estimates

Annual Average

$34.2 million

Total Revenue

$991.4 million

Source: Adams County; Economic & Planning Systems
Tests an increase and decrease in annual General Fund personnel expenditures of 2.0%.

2.0% Increase
Annual Average
$39.8 million
Total Revenue
$1.15 billion

2.0% Decrease
Annual Average
$45.5 million
Total Revenue
$1.3 billion

Source: Adams County; Economic & Planning Systems

[link to source]
Adams County has three dedicated sales taxes.

This scenario estimates available revenue if all three are allowed to expire.

**EXISTING REVENUE SOURCES**

**EXPIRING DEDICATED SALES TAX FORECAST**

**Annual Average**
$24.5 million

**Total Revenue**
$709.4 million
EXISTING REVENUE SOURCES

SUMMARY

• The expiring dedicated sales tax represent the greatest threat to existing revenue sources that are available to fund capital and infrastructure projects
• Lower than expected growth rates also have the potential negatively affect available revenues
• Increases or decreases in General Fund personnel expenditures represent less of a threat or opportunity

<table>
<thead>
<tr>
<th>Description</th>
<th>2017 Ann.</th>
<th>2045 Ann.</th>
<th>2017-2045 Average</th>
<th>2017-2045 Total</th>
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</thead>
<tbody>
<tr>
<td>Baseline Forecast</td>
<td>$24.0 M</td>
<td>$56.9 M</td>
<td>$42.7 M</td>
<td>$1,237.7 M</td>
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<tr>
<td>Conservative Growth Forecast</td>
<td>$23.3 M</td>
<td>$44.4 M</td>
<td>$34.2 M</td>
<td>$991.4 M</td>
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<tr>
<td>Increase in GF Personnel Costs</td>
<td>$22.2 M</td>
<td>$53.2 M</td>
<td>$39.8 M</td>
<td>$1,155.2 M</td>
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<td>Decrease in GF Personnel Costs</td>
<td>$25.9 M</td>
<td>$60.6 M</td>
<td>$45.5 M</td>
<td>$1,320.1 M</td>
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<tr>
<td>Expiring Dedicated Sales Tax Forecast</td>
<td>$24.0 M</td>
<td>$21.6 M</td>
<td>$24.5 M</td>
<td>$709.4 M</td>
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</table>
### Existing Revenue Sources

#### Comparison of Costs to Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Gap</th>
<th>Average Capital and Infrastructure Spending</th>
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</thead>
<tbody>
<tr>
<td>2017</td>
<td>$0</td>
<td></td>
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</tr>
<tr>
<td>2018</td>
<td>$25,000,000</td>
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<tr>
<td>2019</td>
<td>$50,000,000</td>
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<tr>
<td>2020</td>
<td>$75,000,000</td>
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<td>2021</td>
<td>$100,000,000</td>
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<td>2022</td>
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<td>2023</td>
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<td>2024</td>
<td>$175,000,000</td>
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<td>2025</td>
<td>$200,000,000</td>
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<td>2044</td>
<td>$675,000,000</td>
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<tr>
<td>2045</td>
<td>$700,000,000</td>
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</table>

Source: Economic & Planning Systems

[Link to source]
EXISTING REVENUE SOURCES
COMPARISON OF COSTS TO REVENUE

Revenues/Expenditures

- Revenues
- Gap
- Average Capital and Infrastructure Spending

Source: Economic & Planning Systems
[link to source]
SUPPLEMENTAL FUNDING SOURCES

FUNDING SOURCES AND FINANCING STRATEGIES
SUPPLEMENTAL REVENUE SOURCES

OVERVIEW

Three primary categories:

• County-wide Funding Sources
• District/Development Based Funding Sources
• Innovative Financing Strategies
SUPPLEMENTAL REVENUE SOURCES
COUNTY-WIDE FUNDING SOURCES

• General Obligation Bond
• Revenue Bond
• Community Improvement Sales Tax Initiative
• Regional Transportation Authority
• Occupational Privilege Tax
• Motor Vehicle Registration Fee
• Use Tax
• Excise Tax
• Transportation Utility Fee

KEY CRITERIA
• Establishment
• Who Pays?
• Benefits
• Limitations
SUPPLEMENTAL REVENUE SOURCES
DEVELOPMENT BASED FUNDING SOURCES

- Development Impact Fees
- Metropolitan District
- Public Improvement District
- Local Improvement District
- Public Improvement Fee

KEY CRITERIA
- Establishment
- Who Pays?
- Benefits
- Limitations
SUPPLEMENTAL REVENUE SOURCES
INNOVATIVE FUNDING AND FINANCING STRATEGIES

- Public-Private Partnerships (P3)
- Crowd Funding
- Immigrant Investor Program (EB-5)
- Social/Resilience Impact Bonds
- Asset Management

KEY CRITERIA
- Establishment
- Who Pays?
- Benefits
- Limitations
SUPPLEMENTAL REVENUE SOURCES
FUNDING SOURCE PRELIMINARY EVALUATION

• **Applicability** – This evaluation criterion seeks to evaluate how well the funding source addresses funding for capital facilities and infrastructure. (Rated Low, Medium, or High)

• **Revenue Potential** – This criterion evaluates the amount and stability of revenue to be raised. (Rated Low, Medium, or High)

• **Ease of Administration** – This criterion considers the hurdles to implementing the tool and the relative level of administrative complexity to operate and manage the function. (Rated Low, Medium, or High)

• **Viability** – This measure attempts to assess the likely level of political and community support for implementing the proposed funding source or program. (Rated Low, Medium, or High)
## SUPPLEMENTAL REVENUE SOURCES

### FUNDING SOURCES EVALUATION

<table>
<thead>
<tr>
<th>Tool</th>
<th>Recommended</th>
<th>Applicability</th>
<th>Revenue Potential</th>
<th>Ease of Administration</th>
<th>Viability</th>
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</thead>
<tbody>
<tr>
<td><strong>County Wide Sources</strong></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>General Obligation Bonds</td>
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<td>High</td>
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<td>2</td>
<td>Revenue Bonds</td>
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<tr>
<td>3</td>
<td>Community Improvement Sales Tax Initiative</td>
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<td>High</td>
<td>High</td>
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<tr>
<td>4</td>
<td>Regional Transportation Authority</td>
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<td>Medium</td>
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<tr>
<td>5</td>
<td>Occupational Privilege Tax</td>
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<tr>
<td>6</td>
<td>Motor Vehicle Registration Fee</td>
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<td>Excise Tax</td>
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<td>Transportation Utility Fee</td>
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<tr>
<td><strong>District/Development Based Sources</strong></td>
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<td></td>
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<tr>
<td>10</td>
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<td>High</td>
<td>Medium</td>
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<td>11</td>
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<td>Public Improvement Districts</td>
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Source: Economic & Planning Systems

\E:\EPSDC02\Proj\173025-Adams County Local Financing Study\Reports\[Financing Sources matrix_10-26.xlsx]Summary-PPT
PROJECT PRIORITIZATION FRAMEWORK
CATEGORIZATION PROCESS DRAFT/EXAMPLE

- Does the project serve/contribute to a county-wide or regional system?
- Will the project be utilized by residents or serve a county operations purpose?

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<th>Local Community Projects</th>
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<th>County Operations Projects</th>
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</table>
PROJECT PRIORITIZATION FRAMEWORK

PRIORITIZATION CRITERIA DISCUSSION

- Goal is for this to be a living document that staff is able to update on an ongoing basis
- Should criteria differ depending on projects and revenue sources?
- How to prioritize different types of projects?
- Existing Criteria
  - County Commissioner Goals
    - Education and Economic Prosperity
    - High performing, fiscally responsible government
    - Safe, Reliable Infrastructure
    - Support Human Services
    - Quality of life
      - Within a plan
      - Identified by multiple departments
      - Community support
      - Grant, matching, or shared funding
**SCHEDULE**

**NEXT STEPS**

**December 20th**

(TAC Meeting #4)

Provide overview of final report and major findings. TAC feedback.

**Mid-January**

Draft Final Report

**January 30th**

Final BoCC Presentation
DATE: December 12, 2017

SUBJECT: Open Justice Broker Consortium (OJBC) Agreement

FROM: Benjamin Dahlman

AGENCY/DEPARTMENT: Finance Department

ATTENDEES: Sheriff Michael McIntosh – Adams County Sheriff’s Office
Benjamin Dahlman – Finance Department

PURPOSE OF ITEM: To discuss Amendment Three to the OJBC Membership Agreement

STAFF RECOMMENDATION: That the Board of County Commissioners Approve Amendment Three in a future Public Hearing to continue the project work that the OJBC provides to the CJCC.

BACKGROUND:

In 2015, Adams County, on behalf of the Adams County Criminal Justice Coordinating Council (CJCC) was awarded an Edward Byrne Memorial Justice Assistance Grant (B-JAG) grant (2015-DJ-15-008657-06-1) in the amount of $99,900 of which $85,000 is earmarked for an OJBC Full Membership.

After extensive deliberations between CJCC members and the State of Colorado, Department of Public Safety, Division of Criminal Justice (the state agency that administers the state B-JAG funds), it was determined that OJBC was uniquely qualified for specific reasons. Namely, OJBC has the range of expertise and resources to help meet the special conditions for federal awards related justice information sharing. These conditions include use of open technologies that follow national justice information sharing standards, and sharing insight and knowledge to other governments and jurisdictions.

It was the initial intent, as expressed in the grant budget (2015-DJ-15-008657-06-1), to seek an OJBC Full Membership in the amount of $85,000, however, for the following reasons that emerged, that was not possible:

- Training and Technical Assistance (T/TA) being provided by SEARCH (as described on page 2), was a federally B-JAG funded project with a grant project period that ended on March 31, 2016; and,
- The 2015/2016 OJBC project was a state B-JAG grant funded project with a grant project period that ended on September 30, 2016;
• Similar related projects with similar goals and objectives occurring during the same grant project period cannot be supported by two federal/state grant awards simultaneously; and,
• The prescribed OJBC Membership Calendar is July-June, except for the first year of joining; the remainder of that year is prorated; and,
• The CJCC desired to obtain a prorated membership to start on April 1, 2016 to ensure the successful completion of the 2015/2016 grant award activates by the grant project period end date of September 30, 2016; and,
• The 2016 CJCC budget did not have additional revenues beyond the $85,000 grant award to carry a prorated Full Membership and a second-year Full Membership renewal during the 2016 budget cycle, which would have been $106,250.
• The CJCC would have had to wait until July to begin a Full Membership and would only have at most 3 months to complete 500 OJBC support staff hours to meet the September 30th deadline.

Therefore, a different approach was sought while also capturing, to the extent feasibly possible, the initial intent of an OJBC Full membership:

• A Prorated Support Level Membership from April 1, 2016 to June 30, 2016 (first-year membership dues; Cost: $6,248.75 inclusive of 38 prorated annual support staff hours); and,
• A Support Level Membership renewal from July 1, 2016 to June 30, 2017 (second-year membership dues; Cost: $24,995 inclusive of 150 annual support staff hours); and,
• Purchase 336 additional OJBC staff support hours (Cost: $53,756.25; in conjunction with the first-year and second-year membership dues); and,
• This change netted 524 hours instead of the 500 annual support staff hours inclusive of a Full Membership, albeit, the Support Level Membership comes with no voting rights.

This new approach sought to function as a Full Membership in terms of OJBC staff support hours, i.e., secure at least 500 support staff hours associated with a Full Membership.

A Support Level Membership Agreement was approved as to form by the County Attorney’s Office and signed by the County Manager on March 1st, 2016.

No Sole/Single Source document was created at that time because this transaction was perceived to be:

1. One-membership dues expenditure, and not,
2. One-membership dues expenditure with a separate purchase of additional OJBC support staff hours above and beyond the OJBC annual support staff hours inclusive of the membership dues.

Generally, the purchasing policy does not require a single source or other purchasing processes for membership dues.

The expenditure was presented as a “membership” in the budget both as an expenditure line item and as revenue.

An OJBC invoice was received for Annual Membership Dues in the amount of $85,000; this charge covered “the initial installment from April 1, 2017 – June 30, 2016; membership from July 1, 2016-June 30, 2017; and all member benefits.” (Reference: pg. 2 of the Membership Agreement).
In 2016, the Board of County Commissioners approved $110,000 for the CJCC Alternative Sanctions Strategic Planning effort, which included $20,000 for OJBC to continue development of a dashboard and analytics tool specific to that project. The $20,000 came from General Funds. The 4th Amendment to the budget was adopted on December 6th, 2016 which approved $75,000 to be added to the 2016 CJCC budget with these specific notes “(t)his will be used to procure an independent contractor to assist in a CJCC Strategic Plan and also to purchase an additional OJBC Membership”. This was pre-approved in AIR on August 16, 2016. We paid OJBC on 2/21/2017 for the $20,000 for 125 hours worth of work. (Note: The remaining $35,000 expenditures were covered by funds from the Adams County Sheriff’s budget, as approved by the Board of County Commissioners).

On February 1, 2017, a Single, Emergency, or Cooperative Source Form was filled out for the additional OJBC staff support hours with an amount of $80,000 to cover the $20,000 paid on 2/21/17 (See above) and the $55,000 paid on 5/23/17. $5,000 remains to be paid.

Box 4 of the Single, Emergency, or Sole Source Form was filled out as justification...“Adams County currently has a contract in place with a vendor for like products or services and the compatibility and/or continuity of those products and services are paramount to the success of the department of elected official’s function.”

The Form was approved by representatives in the Purchasing Division and the County Manager’s Office. The County Manager signed the Amendment to the Membership Agreement. The Membership Agreement has provisions in it to add additional support hours. The $80,000 single source did not contemplate the annual membership due of $24,995.

On 5/23/17, we paid an additional amount of $79,995 to OJBC for a cost of membership dues for July 2017 through June 30, 2018 at $24,995 (for Support Membership level dues) and $55,000 for OJBC staff hours totaling 344 hours at $160 per hour (See 1, paragraph 2 above). There is still a $5,000 invoice expected to be paid to bring the staff hours total to $60,000. The County has a 2016 State of Colorado B-JAG grant totaling $42,500 with the entire amount of that grant to pay for the OJBC project. The County will pay $42,500 which is currently in the 2017 budget with General Funds.

In February 2017, we were also notified that Adams County would be a recipient of a MacArthur Foundation Innovation fund grant in the amount of $50,000. $50,000 was received on June 2, 2017. Of the $50,000, $25,000 is allocated to OJBC for additional OJBC staff support hours related to the overall project. Additionally, there is an overage line item in the grant that may be used to cover additional OJBC costs bringing the amount to $30,000. The remaining $20,000 is allocated to the Community Reach Center for their specific role in the project.

In late 2017, a review of the original agreement and subsequent agreement amendments for better understanding and clarity, leading to the recommendation to approve Amendment Three. Amendment Three was created in an effort to bring that clarity to the original agreement document, breaking out the first membership year (three months prorated, April 1, 2016 - June 30, 2016) in the amount of $6,248.75, the second membership year (July 1, 2016 - June 30, 2017) in the amount of $24,995, and a purchase of additional support staff hours in the amount of $53,756.25, totaling $85,000.

It should be recognized that we have a style of membership that includes membership dues combined with annual support staff hours and the option to purchase additional support staff
hours. Our existing processes and procedures don’t expect this type of membership which is why we want to treat this as a purchasing item. The total cost of this project to date is $214,995.

How we are expressing this total is the question.

**Scenario 1:**

Calculating the membership dues, as originally contemplated in 2016 as a Full Membership inclusive of dues and 500 annual support hours, these dues would have totaled $170,000.00 to date. This means that the amount of additional OJBC support staff hours for the various OJBC projects outlined in this document would have been $44,995.00.

Therefore, in this case, the $44,995.00 amount would be subject to approval through the existing purchasing process.

**Scenario 2:**

However, if we calculate the membership dues as a Support Membership inclusive of 150 annual staff support hours and the additional support hour purchases, then the two items would follow a different approval process:

1. Membership dues and 150 annual OJBC support staff hours totaling $56,238.75
2. Additional OJBC staff support hours totaling $158,756.25.

Therefore, in this case, the $158,756.25 would be subject to approval through the purchasing process.

While the total is same ($214,995) in both scenarios, the difference is in how the purchasing process versus membership dues are applied which triggers differences in requirements for approval.

The recommendation is to approve Amendment Three.

**AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

Adams County Sheriff’s Office
Criminal Justice Coordinating Council (CJCC)
Adams County Finance Department

**ATTACHED DOCUMENTS:**

OJBC Membership Agreement Presentation
FISCAL IMPACT:

Please check if there is no fiscal impact □. If there is fiscal impact, please fully complete the section below.

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<table>
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<td>Total Revenues:</td>
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<table>
<thead>
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<tbody>
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<td>Current Budgeted Capital Expenditure:</td>
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<table>
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<tbody>
<tr>
<td>Future Amendment Needed:</td>
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</tbody>
</table>

**Additional Note:**

No Additional Budget required for Amendment Three.

**APPROVAL SIGNATURES:**

Raymond H. Gonzales, County Manager

Bryan Ostler, Deputy County Manager

**APPROVAL OF FISCAL IMPACT:**

Budget / Finance

Patti Duncan, Deputy County Manager
OJBC Membership Agreement
Proposed OJBC Public Hearing Item

- Provide an explanation of the unique membership with the Open Justice Broker Consortium (OJBC) as it relates to the purchasing policies and procedures.

- We have been reviewing this Membership Agreement examining two different scenarios, one with the membership dues perspective and the other with the purchasing policy perspective.

- While the total is the same for both scenarios, $214,995.00, the difference is in how the purchasing process is applied, approved and paid.
Details about the OJBC Membership Dues

• Any OJBC Membership is inclusive of **dues plus a defined amount of support staff hours**, depending on the membership level.

• All Memberships allow the purchase of additional support staff hours.

• The Membership Calendar is from July-June. Memberships must start on July 1, except for the first year of joining; the remainder of that year is prorated.

• **A Full Membership** = $85,000.00 inclusive of dues and 500 support staff hours. This was the original intent expressed in 2015 grant application process to the State of Colorado.

• **A Support Membership** = $24,995.00 inclusive of dues and 150 support staff hours. This became the approach to reach the original intent expressed in the grant application to the State of Colorado.
Scenario 1: A Membership Dues Perspective

• Calculating the Membership Agreement, originally contemplated as a Full Membership inclusive of dues and 500 annual support staff hours, these dues would have totaled $170,000.00 to date.

• The amount of additional support staff hours for the various OJBC projects would total $44,995.00.

In this scenario, only the $44,995.00 amount would be subject to approval through the existing purchasing process.
Scenario 2: Purchasing Policy Perspective

• Calculating the Membership Agreement as a Support Membership inclusive of dues and 150 annual staff support hours, these dues would total $56,238.75 to date.

• The amount of additional support staff hours for the various OJBC projects would total $158,756.25.

In this scenario, the $158,756.25 amount would be subject to approval through the existing purchasing process.
Rational for the Approach

• It was necessary to obtain a prorated Support Level Membership to start on April 1, 2016 and a yearly Support Level Membership starting on July 1 to ensure the successful completion of the 2015/2016 grant award activities by the grant project period end date of September 30, 2016.

• The 2016 CJCC budget did not have additional revenues beyond the $85,000.00 grant award to carry a prorated Full Membership and a second-year Full Membership renewal during the 2016 budget cycle, which would have been $106,250.00.
Support for Scenario 2

As additional support staff hours are being purchased it appears to the Finance Department as a purchase of service rather than solely membership dues requiring a higher approval level.
Overall Recommendation

• That the Board of County Commissioners (BOCC) approve the overall OJBC Agreement inclusive of membership dues and additional support staff hours.

• It should be recognized that we have a style of membership that includes membership dues combined with annual support staff hours and the option to purchase additional support staff hours. Our existing processes and procedures do not expect this type of membership which is why we want to treat this as a purchasing item.

• The total cost of this project to date is $214,995.00.

• All future Amendments will follow the purchasing policies and procedures.
Background Information

Criminal Justice Coordinating Council (CJCC) was formed through a Resolution, and in 2014 identified the following Strategic Priorities:

- #1 To develop a jurisdiction-wide justice information sharing infrastructure,
- #2 To develop alternative-to-detention strategies that work,
- #3 To create a local criminal justice system that mitigates risk and helps meet the underlying behavioral health needs of offenders whose interactions with justice systems are driven by unmet treatment needs.
In 2014, the CJCC reached out to the Bureau of Justice Assistance (BJA) requesting Training and Technical Assistance to begin work on the justice information sharing infrastructure priority. Note: the BJA is component of the Office of Justice Programs within the US Department of Justice.

The BJA suggested that the CJCC reach out to a newly forming entity, the OJBC.
OJBC Background Information

• The OJBC is a 501c (3) non-profit membership organization of government agencies and jurisdictions, and governed by a membership group dedicated to collecting, sharing, and analyzing innovating and timely knowledge, information, best practices, services and solutions for justice information sharing.

• OJBC encourages use of open software in the public sector because it helps share information at a lower cost; open-source follows national justice information sharing standards more vigorously than closed-source.

• Through the OJBC, the CJCC built dashboards, analytics and a federated query portal from other OJBC member’s existing technologies enabling further cost savings.
Why OJBC

• Best practices for developing and implementing a jurisdiction-wide justice information sharing environment includes consideration of governance, technical governance, privacy, national information justice standards, and open-source tool and technologies.

• Adams County, on behalf of the CJCC, has been competitively selected by the State of Colorado, Department of Public Safety, Division of Criminal Justice for three consecutive years to serve as the pilot to develop a jurisdiction-wide information sharing environment at the local level. An OJBC Membership was always apart of our strategy, the State approved the grant with the OJBC as a specific item. To date, the State has awarded Adams County $180,650.00.

• OJBC has the range of knowledge and expertise needed to successfully support and execute the development of a jurisdiction-wide information sharing environment, and to meet the special conditions inherent of any federally funded justice information sharing project.
Synopsis of Membership Purchases to Date

• Year #1 was a purchase of $85,000.00
  ❖ This was purchased as a Membership which falls under Voucher governance and not purchasing policy and procedures.

• Amendment # 1 was the purchase of additional support staff hours in the amounts of $60,000.00 and $20,000.00 totaling $80,000.00
• Year # 2 membership dues were in the amount of $24,995.00.
• Amendment # 2 was the purchase of additional support staff hours in the amount of $25,000.00.
• Amendment # 3 is being presented for BOCC approval to clarify the membership dues and additional support staff hours on the original agreement.
## OJBC Budget History

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<thead>
<tr>
<th>Budget</th>
<th>OJBC Budget</th>
<th>Budget Year</th>
<th>Funding Source</th>
<th>OJBC Membership/Staff support Hours</th>
<th>Nat’l Criminal Assoc</th>
<th>Sherman and Howard</th>
<th>Justice Management Institute</th>
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# OJBC Payment History

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<td>ADAMS1718</td>
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Total Project Expenses to date: $ 214,995.00

Total Budget: $ 230,000.00
Amendment # 3 Clarification

This Amendment is being submitted to the BOCC for the purpose of clarifying the $85,000.00 membership dues on the original Membership Agreement to reflect $31,243.75 in membership dues with the purchase of additional support staff hours of $53,756.25 totaling the $85,000.00.
Amendment # 3 Clarification

- Year 1 prorated membership dues for April 1, 2016 – June 30, 2016 was $6,248.75.
- Year 2 membership dues for July 1, 2016 – June 30, 2017 was $24,995.00.
- Year 2 additional support staff hours purchase was $53,756.25.
- Total amount reconciling the original agreement $85,000.00.
Conclusion

• As this is an active project utilizing developed systems and has spent Federal, State, and County dollars, and the time and effort of many cities and community partners and their resources, it is recommended that the proposed agenda item be approved in Public Hearing.

• The proposed agenda item asks for BOCC authorization for the total to date expenditure of $214,995.00 and the approval of Amendment Three.

• All future Amendments will follow purchasing process, as appropriate.
### STUDY SESSION AGENDA ITEM

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<td>Use of County-owned land for Affordable Housing</td>
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<td>Peter LiFari, Deputy Director</td>
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<td>AGENCY/DEPARTMENT:</td>
<td>Adams County Housing Authority</td>
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<tr>
<td>ATTENDEES:</td>
<td>Peter LiFari, Sarah Vogl, Andrew Chapin, Steve Gardner, Mary Anderies, Tim Balas</td>
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<td>PURPOSE OF ITEM:</td>
<td>County-owned land</td>
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### BACKGROUND:

In July 2017, Adams County and Adams County Housing Authority (ACHA) collaborated to ascertain the feasibility of developing affordable housing at the Human Services Center located at 7401 Broadway, Denver, 80022 (5.12 acres of land). With site control temporarily assigned to ACHA (for feasibility exploration period), the project was selected to be the subject of a design charrette through the statewide agency, Housing Colorado. In September 2017 over 30 professionals, graduate students and stakeholders participated in the 3-day design charrette. The charrette yielded robust discussions about not just design but about serving County constituents with varying housing needs (homeless to low income) as well as across age groups. A team of professionals (architect, general contractor and financial consultant) voluntarily worked after the charrette to compile a more cost effective and smaller-scale design to be presented at this study session.

### AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Administration – County Manager  
Participation in design charrette: Planning Department, Fire, Child Family Services

### ATTACHED DOCUMENTS:

PowerPoint Presentation “7401 Broadway – ACHA Affordable Housing Concept”  
Handout – images of conceptual design (10 handouts will be printed and brought to meeting)
FISCAL IMPACT:

Please check if there is no fiscal impact ☐. If there is fiscal impact, please fully complete the section below.

**Fund:**

**Cost Center:**

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**New FTEs requested:** ☐ YES ☒ NO

**Future Amendment Needed:** ☐ YES ☒ NO

**Additional Note:**

**APPROVAL SIGNATURES:**

Raymond H. Gonzales, County Manager  
Bryan Ostler, Deputy County Manager  
Patti Duncan, Deputy County Manager  

**APPROVAL OF FISCAL IMPACT:**

[Signature]

Budget / Finance

Page 2 of 2
7401 BROADWAY - ACHA AFFORDABLE HOUSING CONCEPT

Presentation to Adams County, Board of County Commissioners

December 12th, 2017
AGENDA

- Team Introductions
- History and Background
- Design Charrette
- Housing Concepts and Phasing Plan
- Financial Models
- Partnership
- Questions & Answers
Team Introductions

Adams County Housing Authority – Developer

VTBS – Urban Design and Architecture

JHL Constructors – General Contractor and Cost Estimator

Anderies Consulting – Housing Development Consultant
Project History

Key Dates

June 26th – ACHA Updates BOCC
July 6th – Letter of Support
September 8th – HSB Closes
Sept. 28th-30th – Design Charrette

7401 Broadway Redevelopment
Affordable Housing Concept
Design by Community Charrette

- Option A – Replace & Larger Multifamily
  - Selected by Housing Colorado
  - 3 day intensive design charrette
  - Over 30 professionals, graduate students, and stakeholders

- Option B – Reuse & Smaller Walk-ups

7401 Broadway Redevelopment Affordable Housing Concept
7401 Broadway Redevelopment
Affordable Housing Concept

PHA S E 3
4 STORY
BUILDING
54 UNITS

JHL
CONSTRUCTORS

SAN T A M O N I C A- D E N V E R- S A N J O S E

7401 Broadway Redevelopment
Affordable Housing Concept
7401 Broadway Redevelopment
Affordable Housing Concept

Phase 1:
Remodel existing four story structure
Integrative model of permanent supportive housing

Phase 2:
Three story walk up family residences

Phase 3:
Four story senior residences

Mary E. Andries Housing Consultant
JHL Constructors
Van Tilburg, Banvard & Rodereroh AIA
Architecture - Planning - Interiors - Urban Design
Santa Monica - Denver - San Jose

ADAMS COUNTY DEVELOPMENT
7401 Broadway Redevelopment
Affordable Housing Concept
7401 Broadway Redevelopment Affordable Housing Concept
7401 Broadway Redevelopment
Affordable Housing Concept
Phase 1 – Adaptive Reuse
Youth Aging out of Foster Care

47 units
(43 1-Bed; 4 2-Bed Units)

Deeper Affordability:
100% Affordable
Serving 30% to 60% AMI’s

Phase 2 – Three Story Walk-Ups
For Families

72 units
(24 1-Bed; 32 2-Bed; 16 3-Bed Units)

Deeper Affordability:
100% Affordable
Serving 30% to 60% AMI’s

Phase 3 – Four Story Multifamily
For Seniors

54 units
(46 1-Bed; 8 2-Bed Units)

Deeper Affordability:
100% Affordable
Serving 30% to 60% AMI’s

7401 Broadway Redevelopment
Affordable Housing Concept
### Phase 1: 47 apartments: Homeless Youth, Adults and Low-Income Families

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<th>Item</th>
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7401 Broadway Redevelopment Affordable Housing Concept
Phase 2: 72 Apartments: Families

USES

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SOURCES

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### Phase 3: 54 apartments: Seniors

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Land conveyance

Why no cost/donation?
* Significantly reduces development costs
* Illustrates local support to funders
* Assures affordability into future

Precedents
Boulder
Fort Collins
Q&A

7401 Broadway
ACHA Affordable Housing Concept
We are pleased to present this concept for an affordable housing community at 7401 Broadway, Denver, Colorado to Adams County Housing Authority. As a follow-up to the Housing Colorado Design Charrette, VTBS Architects has developed a surface parked scheme with the aim to achieve a more cost effective alternate concept for a vibrant livable community.

We were struck by the breadth of clients ACHA intends for this site: children in the foster care system, the homeless, low income families, and low income seniors. There is a holistic continuum of care represented in that list, and in our earliest sketches this informed our concept. The idea of vitality, a beating heart, circulation, and life-cycle organized the components and lent a cohesive spirit to the aesthetic of our concept.

Phase 1 is intended to house children from the foster care system and other individuals facing homelessness. Phase 2 is organized around families with the “beating heart” of the concept being a central courtyard with amenity spaces and play structures, community gardens, and walking paths to encourage interaction and vitality. Phase 3 is a senior housing facility at the pinnacle of the site, having a position of status, wisdom and oversight.

We are committed to sustainable design, and are excited about the opportunities afforded at this site. As part of the LIHTC funding program this project will participate in Enterprise Green Communities. All phases have ample room for roof-top solar panels. We have expertise in various high efficiency lighting and HVAC systems including aquatherm heatpump systems with separate make-up air components that have proven cost effective with solid life-cycle cost gains for the long term owner-operator.

This concept provides a total of 173 units of affordable housing in one, two, and three bedroom units. The site is parked at a one to one ratio.

For Phase 1, we have intentionally reused the existing structure on site to maximize cost effectiveness. We have re-skinned the building, and dramatically changed its character in keeping with our concept. The central community spaces penetrate through the building providing an inviting sense of entry and connectedness to the courtyard with internal and external gathering spaces for the community.

Phase 2 is organized around a three-story walk-up building type. This is the most economical scheme for family housing. It engenders a residential character in keeping with the surrounding community, and provides for a dynamic central courtyard for socializing, play, and exercise all under ample oversight promoting security and safety.

Phase 3 is a terminus to the courtyard, and invites connectedness and belonging for all residents. We envision grandparents and grandchildren, families and friends circulating and interacting through all three phases of the site.

We believe this is a compelling direction for site development that is both cost effective and vibrantly livable. We look forward to receiving your feedback, and would be excited to have the opportunity to help develop your program further.
ILLUSTRATIVE UNIT CONCEPTS

SITE AREA
4.13 ac

PHASE 1

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PHASE 2

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PHASE 3

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TOTAL

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Concept prepared for Adams County Housing Authority

Mary E. Anderies
Housing Consultant

OCTOBER 19, 2017
PHASE 1 BEFORE AND AFTER

OCTOBER 19, 2017

Concept prepared for Adams County Housing Authority

Mary E. Anderies
Housing Consultant

JHL CONSTRUCTORS
AERIAL PERSPECTIVE

PHASE 1:
REMODEL EXISTING FOUR STORY STRUCTURE

PHASE 2:
THREE STORY WALK UP

PHASE 3:
FOUR STORY SENIOR RESIDENCES

Concept prepared for Adams County Housing Authority
Mary E. Anderies
Housing Consultant

AERIAL PERSPECTIVE
OCTOBER 19, 2017

JHL CONSTRUCTORS

VAN TILBURG, BANVARD & SODERBERGH, AIA
ARCHITECTURE · PLANNING · INTERIORS · URBAN DESIGN
SANTA MONICA · DENVER · SAN JOSE
PHASE 2 COURTYARD VIEW

OCTOBER 19, 2017

Concept prepared for Adams County Housing Authority

Mary E. Anderies
Housing Consultant

JHL CONSTRUCTORS

VAN TILBURG, BANVARD & SODERBERGH, AIA
ARCHITECTURE · PLANNING · INTERIORS · URBAN DESIGN
SANTA MONICA · DENVER · SAN JOSE
Concept prepared for Adams County Housing Authority
Mary E. Anderies
Housing Consultant

PHASE 3 BUILDING PERSPECTIVE
OCTOBER 19, 2017

JHL CONSTRUCTORS

VAN TILBURG, BANVARD & SODERBERGH, AIA
ARCHITECTURE - PLANNING - INTERIORS - URBAN DESIGN
SANTA MONICA • DENVER • SAN JOSE