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**GRAND JUNCTION CITY COUNCIL
MONDAY, MARCH 13, 2023
WORKSHOP, 5:30 PM
FIRE DEPARTMENT TRAINING ROOM AND [VIRTUAL](#)
625 UTE AVENUE**

1. Discussion Topics

- a. Zoning and Development Code Update
- b. Unhoused Survey Results
- c. Land Acquisition Program

2. City Council Communication

An unstructured time for Councilmembers to discuss current matters, share ideas for possible future consideration by Council, and provide information from board & commission participation.

3. Next Workshop Topics

4. Other Business

What is the purpose of a Workshop?

The purpose of the Workshop is to facilitate City Council discussion through analyzing information, studying issues, and clarifying problems. The less formal setting of the Workshop promotes conversation regarding items and topics that may be considered at a future City Council meeting.

How can I provide my input about a topic on tonight's Workshop agenda?

Individuals wishing to provide input about Workshop topics can:

- 1. Send an email (addresses found here <https://www.gjcity.org/313/City-Council>) or call one or more members of City Council (970-244-1504);
- 2. Provide information to the City Manager (citymanager@gjcity.org) for dissemination to the

City Council. If your information is submitted prior to 3 p.m. on the date of the Workshop, copies will be provided to Council that evening. Information provided after 3 p.m. will be disseminated the next business day.

3. Attend a Regular Council Meeting (generally held the 1st and 3rd Wednesdays of each month at 6 p.m. at City Hall) and provide comments during “Citizen Comments.”
-



Grand Junction City Council

Workshop Session

Item #1.a.

Meeting Date: March 13, 2023

Presented By: Felix Landry, Planning Supervisor, Elizabeth Garvin, Gabby Hart

Department: Community Development

Submitted By: Felix Landry, Planning Supervisor

Information

SUBJECT:

Zoning and Development Code Update

EXECUTIVE SUMMARY:

The City hired Clarion Associates to work on updating the City's Zoning and Development Regulations, Title 21 of the Grand Junction Municipal Code. This effort will work toward three primary goals:

- Update the City's development regulations to better implement the City's vision and goals as described in the 2020 One Grand Junction Comprehensive Plan
- Achieve greater simplicity, efficiency, consistency, and legal effectiveness in the code language
- Identify opportunities to facilitate the development of affordable and attainable housing

The project team will present, for City Council discussion, the recent discussions with the Zoning & Development Code Committee and the Planning Commission regarding the Consolidated Draft of the code and provide an overview of the changes made in the Consolidated Draft.

BACKGROUND OR DETAILED INFORMATION:

The project team has been reviewing and discussing the Consolidated Draft of the code with the City Council, Planning Commission, and the Zoning & Development Code Committee. We've received valuable feedback and continue to discuss the changes with these public bodies. Some of the major discussion items updated in the consolidated draft include, but are not limited to:

- Off Street Parking & Bicycle Parking

- Electric Vehicle Charging
- The Principle Use Table
- Residential Use Types
- Bulk standards, including minimum setbacks
- Open Space Requirements
- Outdoor Lighting
- Rezoning Review Criteria
- Multi Family & Commercial Design Standards

The project team has presented the changes made to the Consolidated Draft to the Zoning & Development Code Committee, the Planning Commission, and to City Council for discussion and feedback. Those meetings occurred on:

- February 21 - Zoning & Development Code Committee
- February 23 - Planning Commission Workshop
- February 28 - Zoning & Development Code Committee
- February 28 - Planning Commission Workshop
- March 3 - Zoning & Development Code Committee
- March 8 - Planning Commission Workshop
- March 9 - Planning Commission Workshop

A variety of upcoming meetings have also been scheduled, which include:

- March 13 - City Council Workshop
- March 13 - Zoning & Development Code Committee
- March 13 - Planning Commission Workshop
- March 14 - Planning Commission Workshop
- March 23 - Planning Commission Workshop
- April 3 - City Council Workshop

FISCAL IMPACT:

There is no fiscal impact related to this item.

SUGGESTED ACTION:

This item is for Council Discussion only.

Attachments

1. GJZDC DCC Follow Up Issues Memo.2 020923

Grand Junction Zoning and Development Code Update on Drafting Discussion Issues| February 2023



This memo provides an update on the drafting discussion issues identified by the Development Code Committee during the review of all three modules. This memo is designed to accompany distribution of the Staff Review Consolidated Draft in preparation for DCC discussion of these issues.

1. Module 1: Administration and Procedures

A. Neighborhood Meetings (Sec. 21.02.030(c))

The Z&DC update originally proposed expanding the requirement for mandatory neighborhood meetings. The DCC believes that the current approach is working and does not need to be expanded. No change has been made to the current approach.

Both the DCC and Planning Commission identified a secondary problem with neighborhood meetings. Community members don't always understand the difference between (1) neighborhood meetings where resident input can impact the design of the project, and (2) neighborhood meetings where the application is shared for informational purposes but approval is administrative so the application only needs meet the terms of the Code. The draft Z&DC updates the neighborhood meetings section to identify two types of meetings: Neighborhood Comment Meetings (NCM) and Proposed Development Information Meetings (PDIM).

B. Rezoning Review Criteria (Sec. 21.02.050(d))

The proposed updated rezoning review criteria did not go far enough to modernize the process and more clearly link proposed rezonings to compliance with the One Grand Junction Comprehensive Plan. Additionally, the first draft of Module 1 proposed a criterion linked to the impact of a zoning change on housing that both the DCC and City staff thought could be handled better elsewhere.

Revised language:

The Planning Commission shall consider and recommend and the City Council shall consider the rezoning application through a balancing of the following criteria:

- Is the proposed rezoning consistent with the adopted comprehensive plan and the plan's future Land Use Plan and map?
- Does the proposed rezoning directly implement at least three goals of the adopted comprehensive plan?
- Can development pursuant to the proposed rezoning be undertaken consistently with the adopted circulation plan?
- Would the proposed rezoning be in opposition to any of the goals of the adopted comprehensive plan?

The following optional criteria have been included in the consolidated draft subject to further discussion:

- Would the proposed rezoning hinder the reasonable future extension of infrastructure or utilities over the long term?

- Whether and to what extent would the proposed rezoning result in significantly adverse impacts on the natural environment, including, but not limited to: water conservation and quality, air quality, noise impacts, stormwater management, mapped wildlife habitat areas, mapped wetlands, and the natural functioning of the environment?

C. Updated Planned Development Procedure (Sec. 21.02.050(i))

The DCC did not have an opportunity to review the PD procedures in Module 1. The updated PD design standards in Module 2 clarified that planned development applications must include an identified base zone district for each area of the PD and that PD modifications are made to the standards of the base districts.

The procedural issue with PDs is found in current Section 21.02.150(f), Lapse of Plan. A PD that is not completed in accordance with the approved development schedule is deemed to have lapsed and all approved plans for incomplete portions of the PD are considered null and void. The goal of deeming the approved plans lapsed is to stop development in an aged PD or incomplete “shell” PD where development may no longer be compliant with the comprehensive plan.

New PDs. Under the updated Z&DC (2023 Code), only PDs that are less than 85% complete as of the end date of the development schedule will lapse. The lapse will be made applicable to the approved Final Development Plan and/or site plan for whatever phases of the PD are not complete. The PD modifications approved with the PD ordinance will be eliminated and the remainder of the site will need to be developed according to the standards of the base zone districts.

Existing PDs. Some older PDs may have bulks standards (dimensional) but not complete base zone districts. Lapsing all approved plans for these projects may render the site undevelopable without rezoning. Interpretation standards have been added to help both the City and the property owner address aged/shell PDs. The approved PD ordinance and ODP will remain in place, and the FDP and/or site plan will be deemed lapsed. The City may determine through the reapplication process that the property requires rezoning prior to any additional development.

Lapsed PDs. Following adoption of the new Z&DC, Planning staff and the City Attorney’s Office will explore options for addressing PDs that have already lapsed.

New standards have also been added to allow development schedule extension administratively and to specifically allow longer extensions in circumstances that affect construction, such as a recession.

Planning staff and the City Attorney’s Office are still reviewing the new provisions.

2. Module 2: Zone Districts and Uses

A. Front and Street Side Setback Dimensions (Sec. 21.03.050)

The DCC had a few discussions about the appropriate depth for front and street side setbacks. The DCC recommended changing setbacks along public right-of-way to 15 feet to reflect depth of the required multiuse easement (plus a little extra). This change has been made in residential zone districts.

A second DCC discussion focused on which side of the lot should be identified as the lot “front.” The Z&DC specifies that the shortest frontage should be the front of the lot, but with the setback change discussed above, the recommendation was to allow the developer to identify the front of the lot. The draft has been changed in Section 21.09.040(a) to reflect this.

B. Retain C-2 District (Sec. 21.03.060(f))

The DCC discussed whether to change the current C-2 district to mixed-use, identifying concerns about allowing residential development in areas with heavy commercial/light industrial uses. Staff agreed with this concern. The MU-5 district has been deleted and C-2 has been renamed CG with any changes from the current C-2 district noted accordingly.

3. Module 3: Development Standards

A. Undergrounding Utilities (Sec. 21.05.020(c)(3))

The DCC identified cost issues caused by the requirement to underground utilities as an impediment to development, particularly for redevelopment parcels with existing utility lines. The Z&DC consolidated draft includes the most recent draft standards for undergrounding utilities that originated from the Development Roundtable. The DCC generally agreed that the standards in the Development Roundtable draft are an improvement from the previous standards. Some DCC members requested additional changes to the requirements. Because the Development Roundtable version reflects the most recent conversation on the topic, that version will remain in the Z&DC. It can be revised later through further discussions with the Development Roundtable.

B. Trails (Sec. 21.05.030(c))

The DCC identified the trail construction requirement as a cost that imposes a particular burden on smaller subdivisions. In Sec. 21.05.030 Open Space Dedication, the Code requires residential subdivisions with “10 or more lots or dwelling units [to] dedicate 10 percent of the gross acreage of the property or the equivalent of 10 percent of the value of the property.” Trails are required to be constructed in addition to the 10% dedication/fee requirement. The Code currently provides relief to subdivisions with 10 or more lots, allowing the applicant to claim a trail construction offset against the open space fee:

“If a trail(s) is constructed in addition to the construction of required sidewalks, then the owner may request an offset for the cost of construction of the trail(s) against the project’s open space fee in an amount not to exceed the total open space fee.”

Smaller subdivisions, here defined as fewer than 10 dwellings or lots, are not required to provide the 10% open space dedication/fee, which is a cost savings, but are required to dedicate and construct any required trails that are planned to cross the property. Unlike larger subdivision, the open space fee offset is not available to smaller subdivisions.

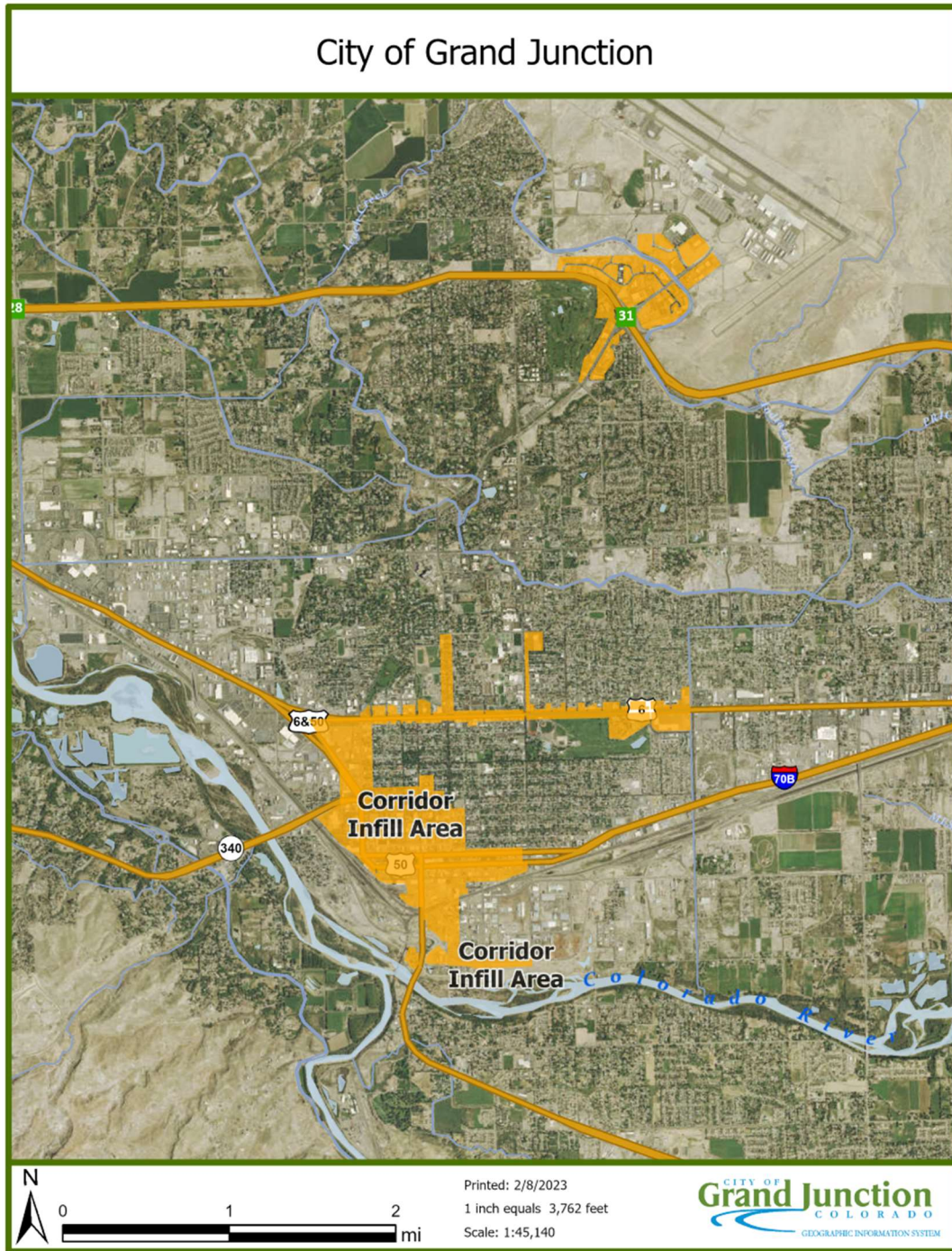
Staff is exploring the possibility of allowing Transportation Impact Fee (TCP) credit to those small subdivisions not eligible for open space fee offset, but that are required to both pay a TCP fee and provide trail construction. This change will not happen within the Z&DC update but will require an update to the nexus study that is the legal basis for fee calculation.

C. Off-Street Parking

1. Reductions to Minimum Parking Requirements (Sec. 21.08.010(c)(1) and Table 21.08-2)

The draft Z&DC includes extensive recommended reductions to minimum parking requirements. The DCC also had discussions about moving away from minimum parking requirements to a more market-driven parking approach that relies on the professional experience of the development community to

make parking determinations. Staff and the consultant team discussed locations where market-driven parking would provide a beneficial change for both developers and the City and propose and the Code reflects eliminating minimum parking requirements in the City's Corridor Infill Areas, shown on this map [Grand Junction [Development Maps](#)]:



2. Bicycle Parking and Storage (Sec. 21.08.020)

There was some DCC discussion about whether bicycle parking should be a required component of a site's overall parking requirement. The primary concern was the cost of providing space and the bike rack. The City also received input from local bicycle organizations about the need for additional bicycle parking. The consolidated draft still includes required bicycle parking based on standards recommended by the Association of Pedestrian and Bicycle Professionals (APBP).

3. Electric Vehicle (EV) Charging (Sec. 21.08.030)

The public review draft of Module 3 introduced a discussion about requiring the provision of EV charging stations through one of three regulatory options: EV-Capable (install electrical panel capacity and conduit), EV-Ready (install full circuit), or EV-Installed (install EV charging station). The DCC shared a general preference for leaving decisions about providing EV charging capability to the developer/property owner. The DCC also had a short side discussion about whether the newly adopted 2018 International Energy Conservation Code (IECC) requires EV charging capability, but these changes appear to be included in the 2021 IECC instead. The P&ZC generally shared the preference for developer decision, but also explored a requirement to provide EV-Capable parking for multifamily units. The discussion at these meetings also focused on the potential additional cost burden to developers.

The City Council discussed EV charging stations and had a general preference for requiring EV-Capable parking in the updated Z&DC, with the potential for additional changes following completion of the current EV parking planning process.

Additional research indicates that the cost of EV charging at either the Capable or Ready level is significantly less expensive when done with building construction rather than as a retrofit. An excellent summary is provided by the Southwest Energy Efficient Project (SWEET)¹, detailing that EV-Capable installed during new construction can save \$2,040 - \$4,635 per space, a different of \$10,000 - 23,175 over 5 spaces or \$20,400 - \$46,350 over 10 spaces. The consolidated draft has been revised to require 15% of the required off-street parking for multifamily and mixed-use structures (residential parking only) be installed as EV-Capable.

D. Outdoor Lighting (Sec. 21.11.050)

One Grand Junction and community input about the importance of Dark Sky lighting standards led to the addition light "temperature" requirements, as measured by the Kelvin scale. The International Dark Sky Association (IDSA) recommends lighting with a color temperature of no more than 3,000 Kelvin. There was some concern on the DCC and P&Z that 3,000 Kelvin is not effective (not cool/blue) enough to provide nighttime safety where needed. The draft has been revised to allow the Director to approve lighting up to 5,000 Kelvin for public safety reasons.

¹ EV Infrastructure Building Codes: Adoption Toolkit (<https://www.swenergy.org/transportation/electric-vehicles/building-codes>)

4. Z&DC Adjacent Issues

The following issues and processes have come up multiple times in DCC discussion but are not controlled by the Z&DC. These issues are being identified here for additional consideration by the City.

A. Authorizing Additional Impact Fee Credits

Members of the DCC have requested that the City review the current impact fees and explore opportunities for additional credits to help reduce the overall cost of development.

B. Building Code, Fire Code, and TEDS

Members of the DCC have raised concerns about delays in application processing time caused by building and fire code review and delays caused by TEDS review.

C. Application Processing Time/City Review Comments

Members of the DCC have discussed delays in application processing and receipt of City staff comments regarding application content. The Planning staff, City Attorney's Office, and consultant team have considered these comments and identified some potential changes that could be made application requirements and the application process that would help ensure the submission of a complete and sufficient application that is ready for prompt City review. These changes will be explored further following adoption of the updated Z&DC.

D. Cost of Construction and Site Features Relative to Creation of Affordable Housing

Members of the DCC have expressed concerns about the impact of new development requirements in the updated Z&DC on the cost of housing. In addition to some modest new requirements in the Z&DC that were included to implement One Grand Junction, there have also been significant reductions to development requirements and lot dimensional requirements along with expansions to permitted uses. Planning staff and the consultant team are preparing a summary of these changes for DCC and City review.



Grand Junction City Council

Workshop Session

Item #1.b.

Meeting Date: March 13, 2023

Presented By: Ashley Chambers, Housing Manager, Sherry Price, Anqi Yu,
ShaeLynn Watt, Heidi Dragoo

Department: Community Development

Submitted By: Ashley Chambers, Sherry Price, Anqi Yu

Information

SUBJECT:

Unhoused Survey Results

EXECUTIVE SUMMARY:

In the Fall of 2022, the City of Grand Junction's Housing Division developed a survey to hear directly from People Experiencing Houselessness (PEH), with the goal of pinpointing gateways of entry into, and barriers against exiting out of, houselessness in Grand Junction. The design of the survey was informed by a "systems-thinking" approach to solving houselessness, which views houselessness as a solvable systems problem. This is a workshop to discuss the results of the Unhoused Needs Survey, to understand the needs of the unhoused in Grand Junction, and the potential resources still needed.

BACKGROUND OR DETAILED INFORMATION:

In the Fall of 2022, the City of Grand Junction's Housing Division developed a survey to hear directly from People Experiencing Houselessness (PEH), with the goal of pinpointing gateways of entry into, and barriers against exiting out of, houselessness in Grand Junction. The design of the survey was informed by a "systems-thinking" approach to solving houselessness, which views houselessness as a solvable systems problem.

The impetus for developing and conducting this survey emerged from numerous conversations with unhoused individuals, local service providers for PEH, first responders that have regular contact with PEH, and Grand Junction business owners and residents. All groups have observed the growing rate of the unhoused population in Grand Junction, and have felt a strain on their day-to-day activities as a result.

With feedback from partners like the Mesa County Public Health Research & Planning

Team and CMU Sociology Professor Stephen Merino, a 40-question survey was developed. The survey was then conducted in December 2022 with the support of trained volunteers. Over a 2-week period, over 70 surveys were completed and returned to the City of Grand Junction Housing Division.

The process of developing, conducting, and analyzing the results of the survey showed numerous points in the “houselessness system” in which our community can intervene with solutions. However, the survey also revealed that more information and data are needed to create the most effective policy solutions.

Therefore, the City of Grand Junction Housing Division is proposing a more robust, comprehensive “Unhoused Needs Assessment,” which will be introduced in detail in the Conclusions/Recommendations section of this report.

A full Unhoused Needs Survey Report is attached.

FISCAL IMPACT:

This discussion has no fiscal impact at this time.

SUGGESTED ACTION:

This item is intended for discussion and further direction by City Council.

Attachments

1. Unhoused Needs Survey Report Draft



UNHOUSED NEEDS SURVEY REPORT

2023

City of Grand Junction Housing Division
housing@gjcity.org | 970.256.4081

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AUTHORS

AnQi Yu, Lead For America National Hometown Fellow, City of Grand Junction Housing Division

Sherry Price, Housing Specialist, City of Grand Junction Housing Division

Ashley Chambers, Housing Manager, City of Grand Junction Housing Division

ACKNOWLEDGMENTS

A special thank you to Mesa County Public Health – and particularly Shae Lynn Watt – for being such supportive and consistent partners throughout the development of the survey and providing much-needed capacity in visualizing and analyzing the survey data over the past 3 months.

We also want to thank the 30+ volunteers who signed up to help conduct the survey in December 2022, and gave up their time and energy so close to the holiday season to help the City successfully gather data.

Additionally, we want to thank Lead For America's National Hometown Fellowship for providing AnQi Yu the opportunity to serve the City of Grand Junction and help guide this research endeavor.

Last, but certainly not least, we want to express our utmost gratitude to the individuals currently experiencing houselessness who were willing to take this survey and share their stories with our volunteers. We know how important it is for all people to have their stories be genuinely heard and seen. We hope we honored your experiences in this report, and that this research project takes us one step closer towards ending houselessness for all.

Photos appearing in this report were sourced from Canva Pro.

A NOTE ON TERMINOLOGY

Throughout this report, terminology like **People Experiencing Houselessness (PEH)** is used instead of “homeless people.” The goal is to shift the public perception of houselessness as a defining characteristic into an understanding of houselessness simply as an experience. Whenever possible, the words “**houseless**” or “**unhoused**” are used instead of “homeless” because of the social stigma historically associated with words like homeless and homelessness (though words like “homelessness” may appear when citing other resources). Additionally, many PEH may feel that have a home, even if they’re not living in structures that one would typically define as a house.

It's important to note that people have diverse experiences of houselessness. In addition to the general terms outlined above, you may hear more specific categories used to describe experiences of houselessness. We define four (4) of those categories below (Open Doors, 2021).

Chronic Houselessness	In this survey, individuals were defined as chronically houseless if they had been without housing for more than a year, and/or if they had been without housing on at least four (4) separate occasions over the last three (3) years. Note: Other definitions of chronic houselessness may also require that individuals have a disability and are currently unsheltered in order to qualify as “chronically houseless.” In our survey, we were primarily interested in understanding the differences between PEH who were unhoused for shorter amounts of time compared with those who were unhoused for longer amounts of time; hence, the less strict definition.
Episodic Houselessness	Episodic Houselessness is when a PEH experiences three or less episodes of houselessness within a calendar year. Often episodic houselessness affects teenagers and young adults, those living on a low wage income, or those living in unpredictable housing situations.
Transitional Houselessness	Transitional Houselessness describes the experiences of PEH who have been affected by a significant life change or a disastrous event. These changes are often the result of economic factors, such as rent increases, lack of available units, loss of employment, and termination of tenancy. People experiencing transitional houselessness are likely to be younger and only require services and/or temporary housing for shorter periods of time.

Hidden Houselessness	Hidden Houselessness describes experiences of houselessness that go undocumented and are underreported. People experiencing hidden houselessness may “couch-surf” or temporarily live with others with no guarantees for long-term, permanent accommodation. Individuals experiencing hidden houselessness may not feel that they need services due to embarrassment, mistrust of systems, or lack of awareness that they qualify for services. However, it is important to recognize that hidden houselessness may result in episodic or chronic houselessness if no services or interventions are made.
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OTHER TERMINOLOGY IN THIS REPORT

Point-in-Time (PIT) Count: The PIT is an annual count of people experiencing houselessness on a single night in January, required by the U.S. Department of Housing and Urban Development (HUD). Sheltered PEH are counted every year, while unsheltered PEH are counted every other year. This is not a true reflection of the number of PEH in a community; many go uncounted. However, the PIT Count is still a useful metric to track increases and decreases in the number of PEH in a given community. Additionally, HUD uses this data to determine funding for states and municipalities for housing and houselessness solutions.

Sheltered: Refers to people experiencing houselessness who are residing in emergency shelters, transitional housing, or other temporary settings.

Unsheltered: Refers to people experiencing houselessness who are residing in places not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, etc.

Cisgender: describes a person whose gender identity corresponds to their sex assigned at birth. (Transgender describes a person whose gender identity does not correspond to their sex assigned at birth.)

NOTE: In this survey report, the words “vagrant” or “vagrancy” is never used to describe PEH. While the word vagrant has sometimes had legal definitions under American law, many U.S. courts have found vagrancy laws unconstitutional due to their vagueness and broadness (“Papachristou v. City of Jacksonville,” 1972). For similar reasons, we refrain from using terms like “transient” and “hobo” because of the negative connotations, associated stigmas, and derogatory nature of these words. When we articulate the characteristics and experiences of PEH in this report, we opt for terminology defined by data-driven evidence, rather than words which have ambiguous definitions and/or emotionally charged associations.

INTRODUCTION

In the Fall of 2022, the City of Grand Junction's Housing Division developed a survey to hear directly from People Experiencing Houselessness (PEH), with the goal of pinpointing gateways of entry into, and barriers against exiting out of, houselessness in Grand Junction. The design of the survey was informed by a "systems-thinking" approach to solving houselessness, which views houselessness as a solvable systems problem (Acharya, 2021).

The impetus for developing and conducting this survey emerged from numerous conversations with unhoused individuals, local service providers for PEH, first responders that have regular contact with PEH, and Grand Junction business owners and residents. All groups have observed the growing rate of the unhoused population in Grand Junction and have felt a strain on their day-to-day activities as a result.

With feedback from partners like the Mesa County Public Health Research & Planning Team and CMU Sociology Professor Stephen Merino, a 40-question survey was developed. The survey was then conducted in December 2022 with the support of trained volunteers. Over a 2-week period, over 70 surveys were completed and returned to the City of Grand Junction Housing Division.

The process of developing, conducting, and analyzing the results of the survey showed numerous points in the "houselessness system" in which our community can intervene with solutions. However, the survey also revealed that more information and data are needed to create the most effective policy solutions. Therefore, the City of Grand Junction Housing Division is proposing a more robust, comprehensive "Unhoused Needs Assessment," which will be introduced in detail in the Conclusions/Recommendations section of this report.

"...we encourage a broader systems approach to addressing homelessness. Focusing on three stages of the system – inflow, crisis response, and outflow – are necessary to move people out of homelessness into stable, permanent housing."

Housing Scholar Gregg Colburn and Data Journalist Clayton Page Aldern in *Homelessness is a Housing Problem*, p. 30.

ALIGNMENT WITH LOCAL, STATE, AND NATIONAL HOUSELESSNESS STRATEGIES

Comprehensive Plan Principle 5: Strong Neighborhoods and Housing Choices – Resolving Homelessness	“[...] the City has continued to work with its community partners to provide permanent supportive housing for its homeless population. The rate of homelessness and the amount of time spent in homelessness have fallen significantly. People of all income levels can meet their needs and have access to amenities that provide for a meaningful, high-quality life.”
City of Grand Junction Housing Strategy #8	“Provide financial support to existing housing and homelessness services and promote resident access to services.” <i>By collecting data, we can better inform the City’s future funding decisions with regards to housing and houselessness services.</i>
Colorado Department of Local Affairs: Office of Homeless Initiatives - <i>Making Homelessness History in Colorado</i> (2020)	“Our vision is that everyone in Colorado has a safe, stable, and affordable place to live. Together we can create a future where homelessness is rare and brief when it occurs, and no one gets left behind.”
Gov. Jared Polis’s 2023 Colorado State of the State Address	“Making our state more affordable and creating more housing now is truly one of the most effective ways to reduce homelessness [...] we continue seeking proposals from local government to utilize the \$200 million that this legislature invested last year to reduce homelessness. [...] There are many approaches that have worked in other states, and we hope to see those proven models replicated here.”
<i>All In: The Federal Strategic Plan to Prevent & End Homelessness</i> (2022)	“Homelessness has no place in America. <i>All In</i> is a multi-year, interagency blueprint for a future where no one experiences homelessness, and everyone has a safe, stable, accessible, and affordable home. [...] The plan sets an ambitious interim goal to reduce homelessness by 25% by January 2025 and sets us on a path to end homelessness for all Americans.”

PURPOSE

1. Understand the **characteristics** and **experiences** of unhoused people in Grand Junction.
2. Understand how individuals **enter houselessness** in the Grand Junction Area.
3. Understand the **barriers against exiting houselessness and obtaining housing** in the Grand Junction Area.
4. Inform the City of Grand Junction's **policies** on and **solutions** for homelessness.
5. Fill the gaps in **education** for the public, elected officials, and City Staff on the experiences of unhoused people.

A SNAPSHOT OF EXISTING LOCAL DATA

Unless otherwise stated, data on this page is referenced from the Common Sense Institute's report "Homelessness in Grand Junction," published in February 2023.

As of 2021, Grand Junction's houseless population has increased by almost

43%

since 2019.

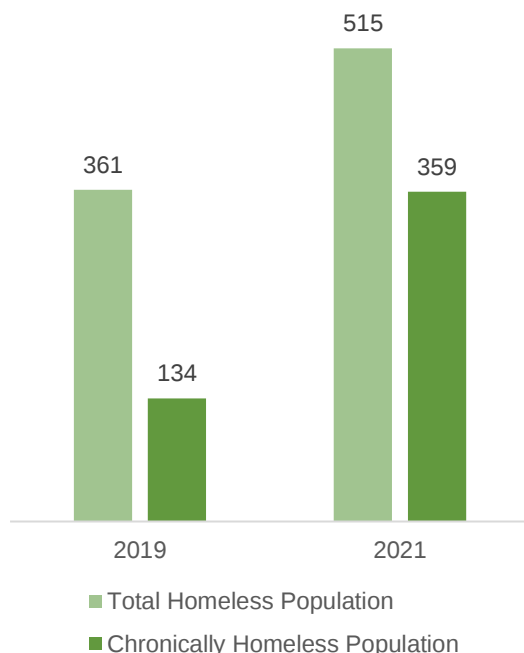
% of PEH in GJ that were unsheltered in 2021:

60%

% of PEH in GJ experiencing chronic homelessness in 2021:

70%

Grand Junction's Homeless Population Over Time (PIT)



Local Service Provider Usage:

WC211: Housing calls have ranked #1 for the last 3 years (except for 2021).

HomewardBound: 414 unduplicated PEH served at their Family Shelter in 2022, 834 unduplicated men served at their North Ave. shelter in 2022.

GV Peace & Justice: Served 58 unduplicated individuals through Winter Emergency (WE) shelter; 36 failed drug/alcohol screening.

Joseph Center: Averaging 100 new intakes per month.

As a share of the city's total population, Grand Junction's houseless population is:

14% higher than Denver's

75% higher than Boulder's

165% higher than Colorado Springs'

**801 students
& 482 families**

in D51 facing homelessness or housing insecurity as of February 28, 2023, according to the D51 REACH program.

Colorado PIT Count 2022: **6,884**
Colorado Homeless Student Count 2021-22: **8,240**

From *State of Homelessness 2022-2023* by Metro Denver Homeless Initiative

22 PEH in the Grand Valley passed away in 2022. (Catholic Outreach)

METHODOLOGY

DEVELOPING THE SURVEY

RESEARCH

At the beginning of the survey development process, the City of Grand Junction researched similar surveys that had been conducted in other municipalities. There were three surveys that helped inform the design of the City of Grand Junction's Unhoused Needs Survey:

- [RAND Corporation Homelessness Survey](#) (1989-1995, Los Angeles)
- [The California Statewide Survey of People Experiencing Homelessness](#) (CSSPEH), conducted by UC-San Francisco's Benioff Homelessness and Housing Initiative (BHII) (2021-PRESENT, California Statewide)
- [Portland State University Survey on Needs of People Living Unsheltered](#) (2020, Portland)

Ultimately, Portland State University's *Survey on Needs of People Living Unsheltered* proved the most beneficial for the development of the City of Grand Junction Housing Division's survey. Prior to launching our survey, Housing Staff had the opportunity to meet with Dr. Marisa Zapata, the Director of the PSU Homelessness Research & Action Collaborative and the lead author of PSU's survey. The meeting provided helpful guidance around best methodological and ethical practices to consider while conducting a survey of this nature, and greatly influenced the final design of our survey instrument.

PARTNERS

We engaged with a number of different partners to provide feedback on survey questions. The organizations and individuals who provided feedback throughout the survey development process are listed below:

- Mesa County Public Health Research & Planning Team
- Dr. Stephen Merino, Associate Professor of Sociology at Colorado Mesa University
- Portland State University Homelessness Research & Action Collaborative
- Jan Moorman – Retired Ethnographic Researcher
- Service Providers:
 - Grand Valley Peace & Justice
 - Catholic Outreach
 - HomewardBound
 - Hilltop
 - Veteran Affairs

Sandra Núñez Currier (Community Engagement Coordinator in the City's Communications Department) supported us in developing a Spanish translation of the survey after the original English version was written.

CONDUCTING THE SURVEY

Timeline	1. Surveyor trainings: November 30th & December 1st 2. Survey conducting period: November 30th – December 16th (app. 2 weeks) 3. December – February: Data is analyzed, report written
Reach	Our goal was to conduct the survey with as wide a cross-section of the unhoused population as possible. We aimed to conduct surveys with unhoused individuals who were both sheltered and unsheltered, and to reach people of all races, ages (except for minors), gender identities, and sexualities. While we designed our outreach methods with these goals in mind (see “survey locations” below), there were some demographics that were underrepresented in our eventual data compared to the Grand Junction Area population at large. These differences are discussed in the “Results” section of this report.
Incentives	To support us in achieving a robust response rate, and in alignment with general best practices around surveying, we provided incentives to individuals who completed the survey. Each respondent received one of the following incentives: • \$10 Walmart gift card, or • \$10 ARC card There were some respondents who chose to complete the survey without receiving an incentive.
Volunteer Surveyors	26 volunteers signed up for our trainings. All volunteers were associated with local service providers and either had experience engaging with the unhoused community prior to conducting this survey or had lived experience of houselessness themselves. Organizations represented among the volunteers: • Hilltop Family Resource Center • HomewardBound • Karis, Inc. • Mind Springs Health • Mutual Aid Partners • Solidarity Not Charity • Veteran Affairs

Volunteer Surveyor Trainings	The Housing Division hosted three (3) sessions of 1-hour volunteer trainings. Content included: • Background and purpose of survey • Volunteering logistics • Signing a Code of Ethics/Conduct • Trauma informed de-escalation training
Survey Locations	Each volunteer was assigned a location/organization from the list below to reach respondents. There were also several volunteers who reached PEH on the street or in encampments by the river. • Catholic Outreach Day Center • Hilltop Family Resource Center • Mutual Aid Partners (MAP) Tuesday Distribution Event • Whitman Park – Solidarity Not Charity Saturday/Sunday Feeds • HomewardBound Shelter • Central Library • Veteran Affairs • Grand Junction Area Peace & Justice • WE Shelter • Joseph Center • River encampments, streets, etc. Some locations that were not accessed by volunteers included organizations that specifically serve youth (including Karis, Inc.). Additionally, volunteers did not deliberately target individuals/families living in their vehicles or couch surfing, though some individuals who fit that description may be represented in the data.
# of Surveys Completed	• Original goal was 50 surveys. • 76 surveys were returned to the City of Grand Junction. • After an initial analysis of the surveys, we found two duplicates; therefore, a total of 74 unduplicated surveys were completed.

ANALYZING THE DATA

After the conclusion of the surveying period, the paper copies of the survey were digitized and sent to the Mesa County Public Health Research & Planning Team, who assisted in analyzing and visualizing the data.

OPPORTUNITIES FOR FUTURE SURVEYS

SURVEY QUESTIONS

If this survey were conducted again in the future, the hope is to improve the survey instrument in three (3) main ways:

1. Writing questions that are easier to understand by respondents when read out loud. E.g., questions that asked respondents to choose their “top 3” options were skipped more frequently compared to other questions, perhaps because they were too difficult to aurally comprehend.
2. Changing write-in questions into multiple-choice questions, to allow for better quantitative analysis.
3. Adding additional questions about disability status, family makeup, etc.

OUTREACH

Although Housing Staff contacted the D51 REACH program and organizations within the Hispanic community to take the survey, families with children were underrepresented in this survey, and no Spanish surveys were administered (although a translated version of the survey was created). The lack of response from these communities could be due to a number of factors, including the timing of the survey (which was conducted near and during the winter holiday breaks), as well as fear of Child Protection Services and/or ICE involvement. If future surveys are administered, the Housing Division would like to see more dedicated outreach to these communities, particularly since these groups might be experiencing “hidden homelessness” and represent familial experiences of homelessness.

RESULTS

CHARACTERISTICS & EXPERIENCES OF PEH IN THE GRAND JUNCTION AREA

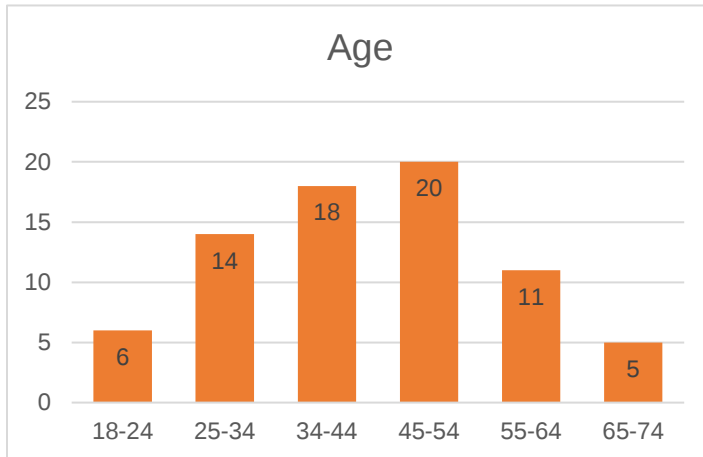
“My disability is physical and mental, so it’s hard to get work. [Lack of] transportation and [lack of] cleanliness when you are on the streets [also makes it] hard to get work. You carry all your stuff in a shopping cart, ‘cause people steal your stuff, and then when you say, ‘Can I please get a job,’ they say ‘Filthy – you’re going to bring your shopping cart to work every day.’ They say, ‘Go away,’ if they will even talk to you.” – M



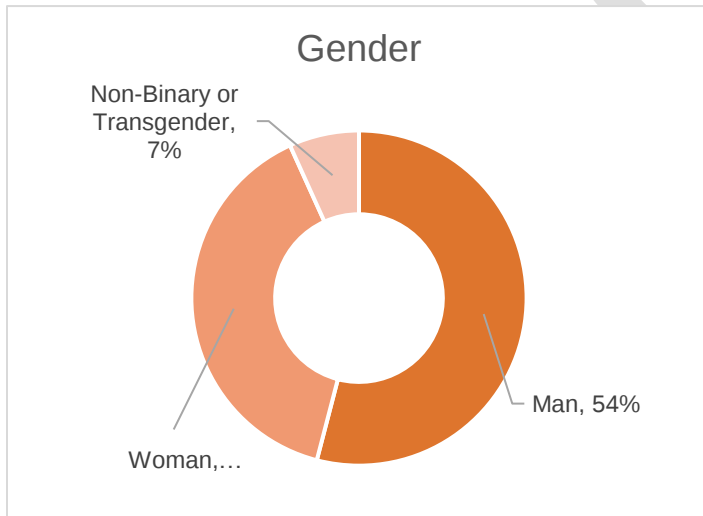
“We find that those who are unhoused and unsheltered are seeking answers to their suffering. They don’t want to be seen as the problem, but instead seen as a reflection of society’s problems. Recovering from living rough and sheltering takes time. The trauma does not go away overnight.”

– Sherry Cole, Program Coordinator of Grand Valley Peace & Justice

DEMOGRAPHICS

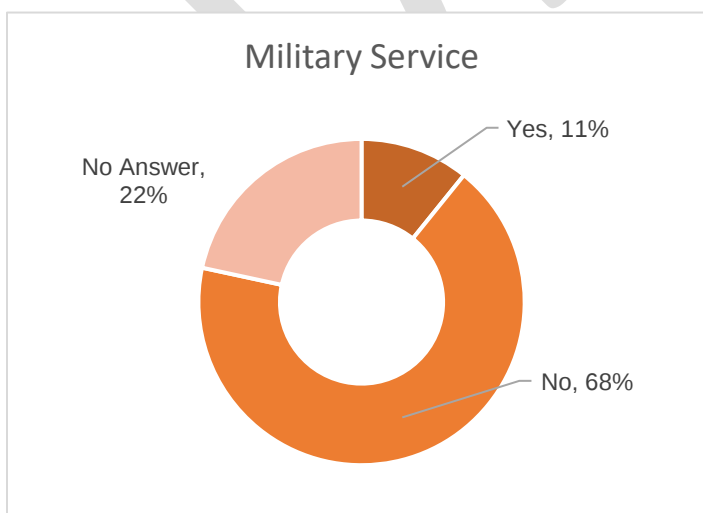


The survey was representative of PEH across different ages.



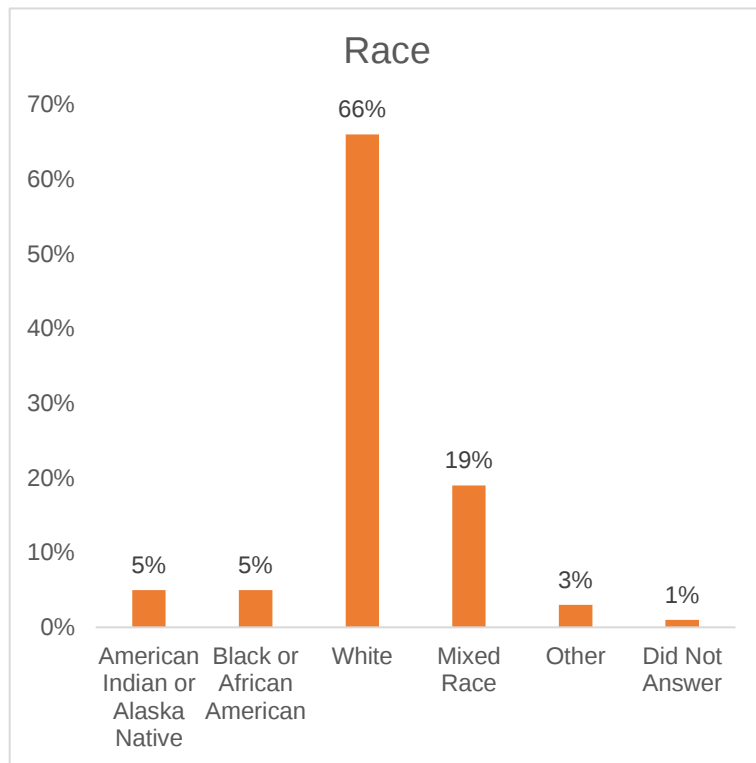
The survey was also representative of PEH across different genders, **including 7% of respondents who identified as non-binary or transgender**. This indicates that the houseless population in Grand Junction likely includes many non-cis-gendered people, who may have different needs from PEH who are cisgender.

Cisgender describes a person whose gender identity corresponds to their sex assigned at birth.



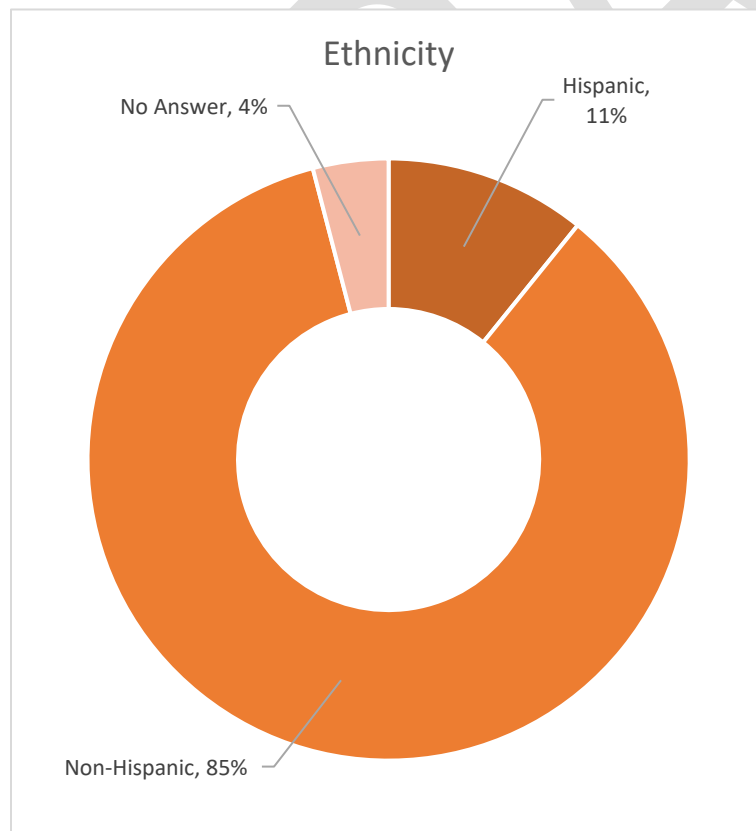
11% of survey respondents identified themselves as veterans. According to the Metro Denver Homeless Initiative, approximately 15% of all adult PEH in Colorado are veterans (Metro Denver, p. 56).

DEMOGRAPHICS (cont'd)



Survey respondents were more racially diverse than the Mesa County population at-large. In the 2020 Census, 94% of Mesa County residents identified as White alone, whereas **only 66% of survey respondents identified as white alone.** (See note on overrepresentation of BIPOC in Houseless population below.)

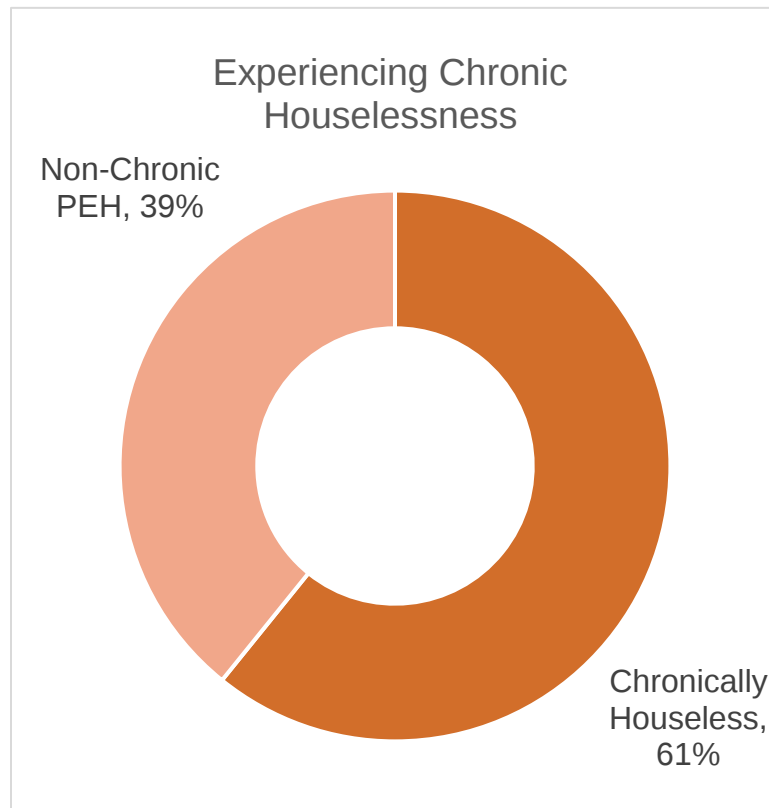
However, Mesa County's **Hispanic population was underrepresented in this survey of PEH.** Only 11% of survey respondents identified as Hispanic, while 15% of Mesa County residents identify as Hispanic (United States Census, 2022).



“Most people of color are overrepresented in the homeless population. The impacts of systemic racism and discrimination can be seen in federal homelessness data. Compared to their overall proportion of the U.S. population, people of color are overrepresented in the homeless population. Black Americans are especially overrepresented at a rate of 3 to 1 compared to the general population. For American Indians and Alaska Natives, the ratio may be as high as 5 to 1.”

ALL IN: The Federal Strategic Plan to Prevent and End Homelessness, p. 16.

CHRONIC HOUSELESSNESS



Chronic Houselessness

In this survey, individuals were defined as chronically houseless if they had been without housing for more than a year, and/or if they had been without housing on at least 4 separate occasions over the last 3 years.

There was a consistent difference in characteristics and experiences when comparing survey respondents who were **chronically houseless** with respondents who were not chronically houseless. Throughout this report, we break down data by chronic and non-chronic houselessness to highlight these differences.

It's significant to note that **Grand Junction's chronically houseless population is proportionally much higher compared to the average rate of chronic houselessness across Colorado and the United States.** Nationally, individuals experiencing chronic houselessness make up **only 27%** of the total population of PEH (Henry, 2020). However, 61% of this survey's respondents were identified as chronically houseless, and 70% of individuals were defined as chronically houseless in the 2021 PIT count (Common Sense, 2023).

The chronically houseless population in Grand Junction has also **nearly tripled between the last two complete PIT counts** – numbers that “are wholly unprecedented across the recent histories of Colorado's largest cities” (Ibid, 2023).

The longer someone is houseless, the harder and more expensive it becomes to re-house that person.

\$36,000/year

The average cost of chronic houselessness on taxpayers. Other studies find even higher average costs.

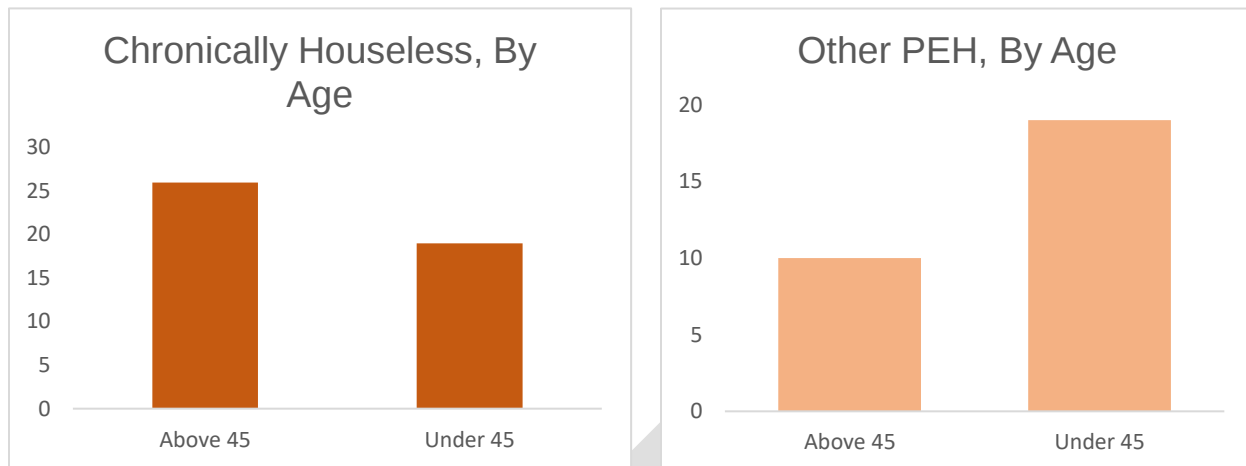
(National Alliance, 2017)

49.5% reduction

(or \$18,180 in savings) in taxpayer costs, after placing a chronically houseless individual in housing.

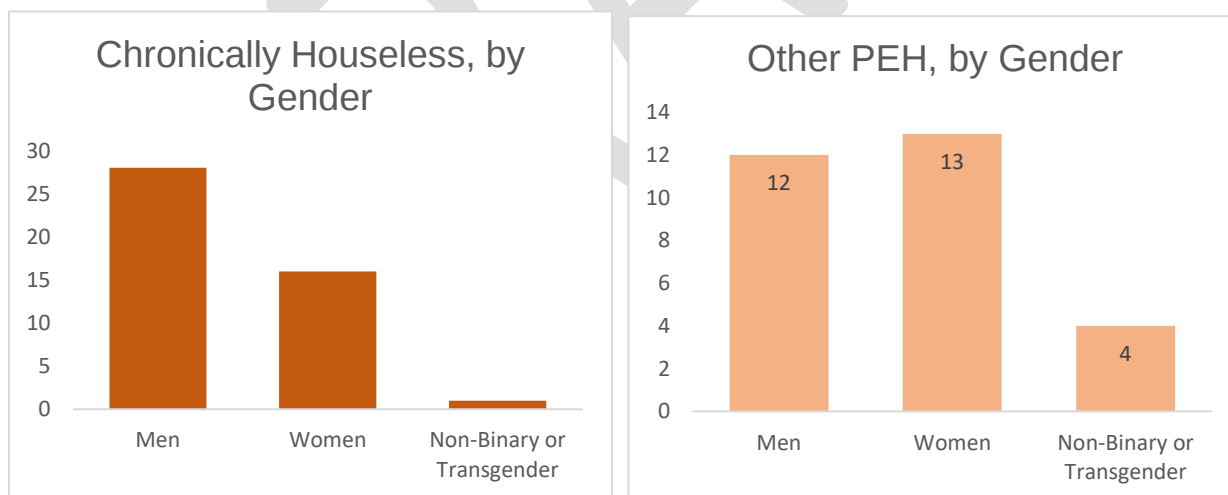
(National Alliance, 2017)

CHRONIC HOUSELESSNESS (cont'd)



AGE & CHRONIC HOUSELESSNESS

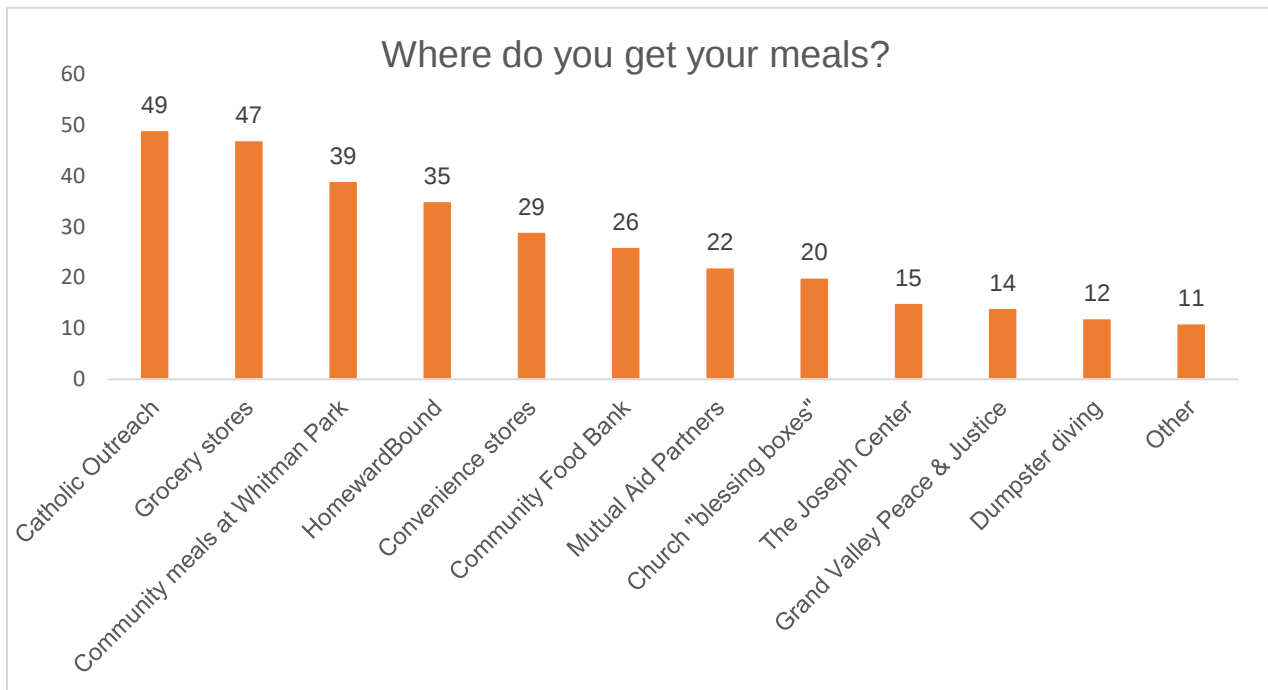
- 58% of individuals experiencing chronic houselessness are above 45 years of age. Conversely, only 34% of other PEH are above 45 years of age.
- This aligns with service provider experiences; organizations such as The Joseph Center and Catholic Outreach have observed an increased number of seniors who are experiencing housing insecurity and require social services.



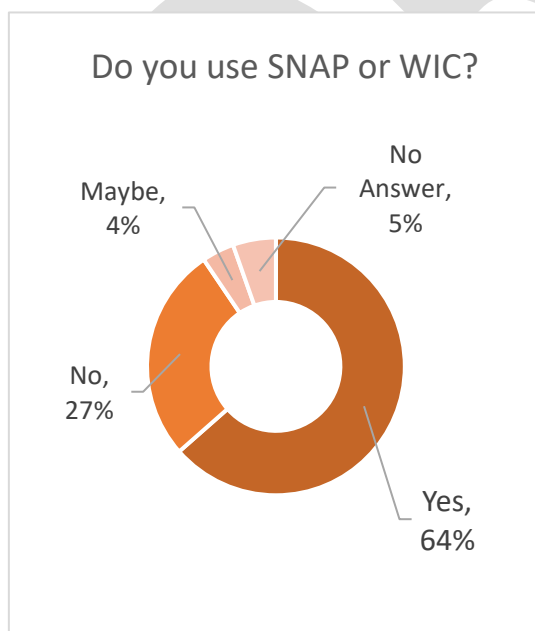
GENDER & CHRONIC HOUSELESSNESS

- 62% of individuals experiencing chronic houselessness are men. Comparatively, there is more equal representation of gender among non-chronic PEH.
- In alignment with national data, relatively more men than women experiencing houselessness were counted in this survey overall (Henry, 2020, p. 8).

MEALS



Catholic Outreach, Grocery Stores, and Community Meals at Whitman Park were all selected by more than half of respondents. In an Unhoused Needs Assessment, it will be important to assess why certain places are utilized more than others with regards to food access. Identifying ways to support, scale, and replicate the entities that PEH rely on for access to nutritious food should be explored.

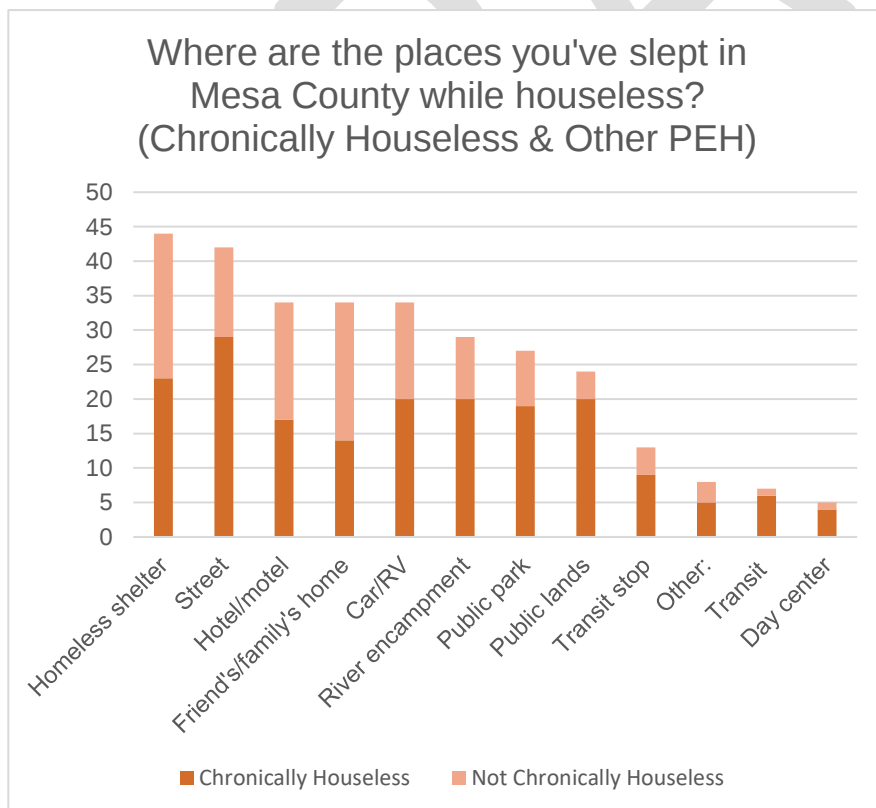
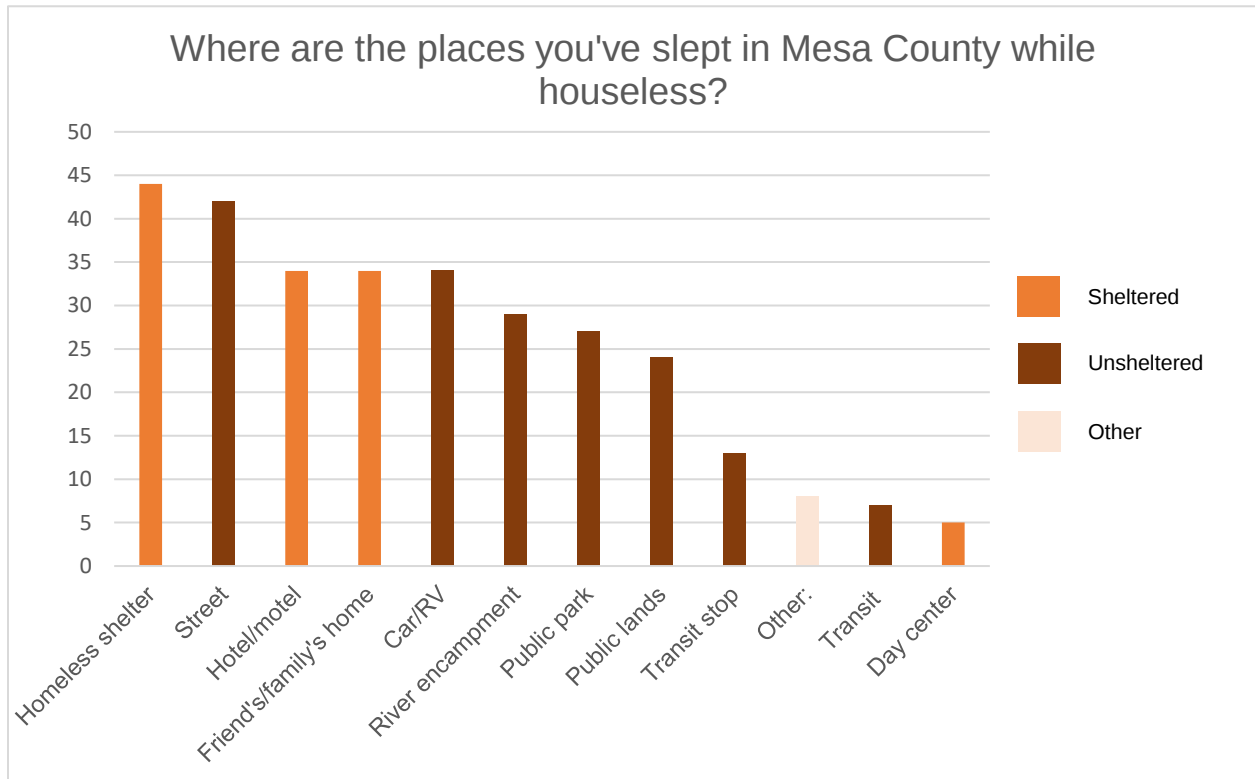


Interestingly, when asked to identify their top three (3) current needs, "access to nutritious food" ranked low for participants. While access to nutritious food is certainly still a need, this could speak to the success of intensive, collaborative community efforts to provide meals to PEH.

Andrew Escamilla, Western Colorado 2-1-1:

"The number of resources we're giving out for housing [...] dwarfs most other needs. If you look at 2022, we connected people to 1,514 resources, and for food, it was only 341. **A lot of that has to do with the fact that most of our communities have established and reliable avenues for food help**, so a lot of people know about those resources and don't need to call 2-1-1."

SLEEP



Individuals experiencing chronic houselessness more frequently selected unsheltered locations when responding to this question.

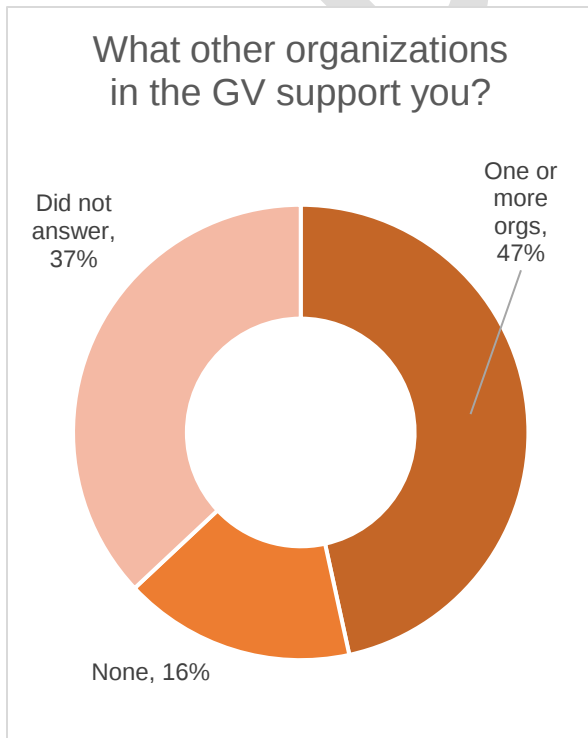
For individuals NOT experiencing chronic houselessness, the responses were the direct inverse – these individuals more frequently selected sheltered locations when responding to this question.

SAFETY & SUPPORT



When asked “Where do you feel safe?” respondents most frequently answered with names of organizations. In another part of the survey, the survey asked, “What other organizations in the Grand Valley support you?” and in total, there were 36 different organizations mentioned, which are listed below in alphabetical order.

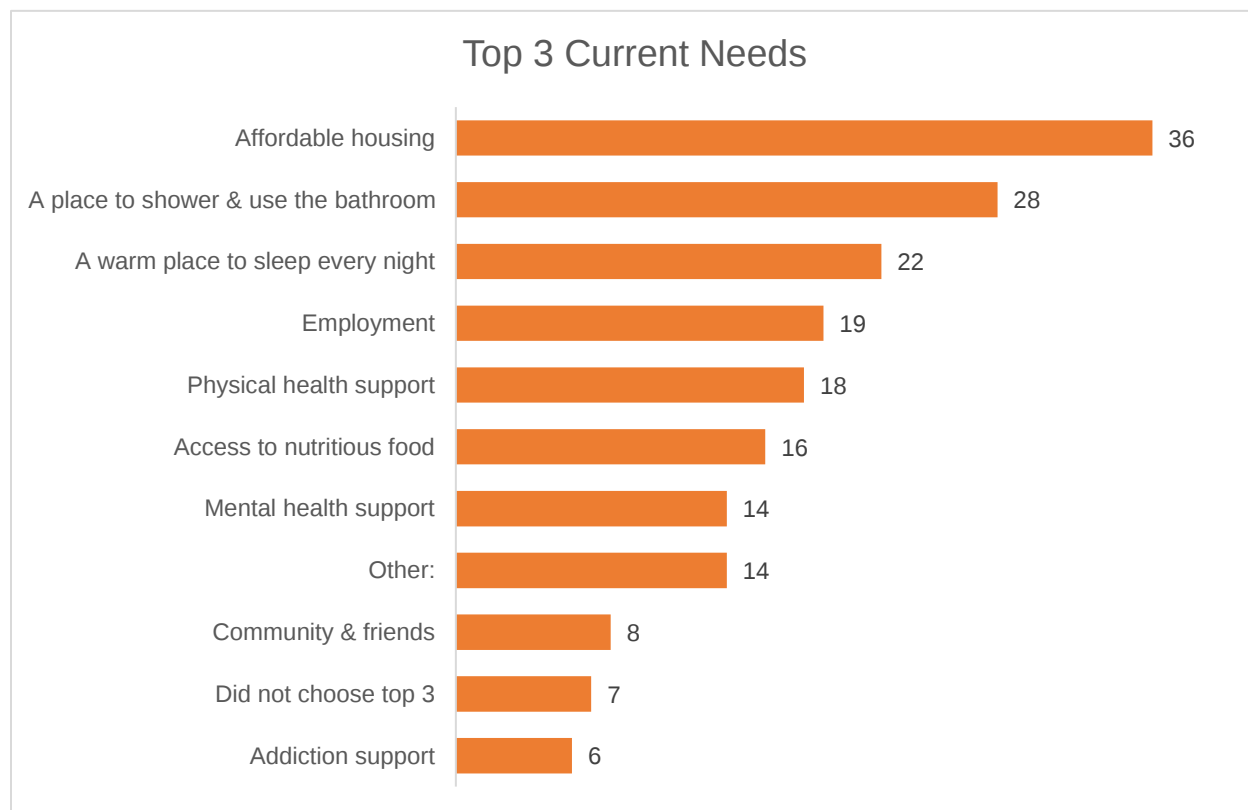
When asked “Where do you not feel safe?” respondents most frequently answered with “Nowhere,” “Everywhere,” or cited jail and/or police interactions. These latter responses were grouped together under the option “Criminal Justice System.”



AA
American Lutheran
Blessing Boxes
Catholic Outreach (7)
"Church"
Clifton Christian
Church
CPS
Day Center (3)
DHS Office
District 51
Food Bank
Fourth House (2)
Front Range (clinic?)
GV Peace & Justice
(4)
Hilltop
HBGV
HomewardBound (3)
Joseph Center (4)
Karis (2)

Laurel House
Medicaid
Methodone Clinic
Mind Springs Health
(2)
Mutual Aid (2)
NA
OASIS Clubhouse
(2)
OHP
Reach
Salvation Army (2)
"Shelter"
Solidarity Not
Charity (3)
TANF
Urgent Care
WE Shelter
Work Force Center
Youth Home

CURRENT NEEDS



Top 5 Most Prioritized Current Needs

1. Affordable housing
2. Shower & bathroom
3. Warm place to sleep
4. Employment
5. Physical health support

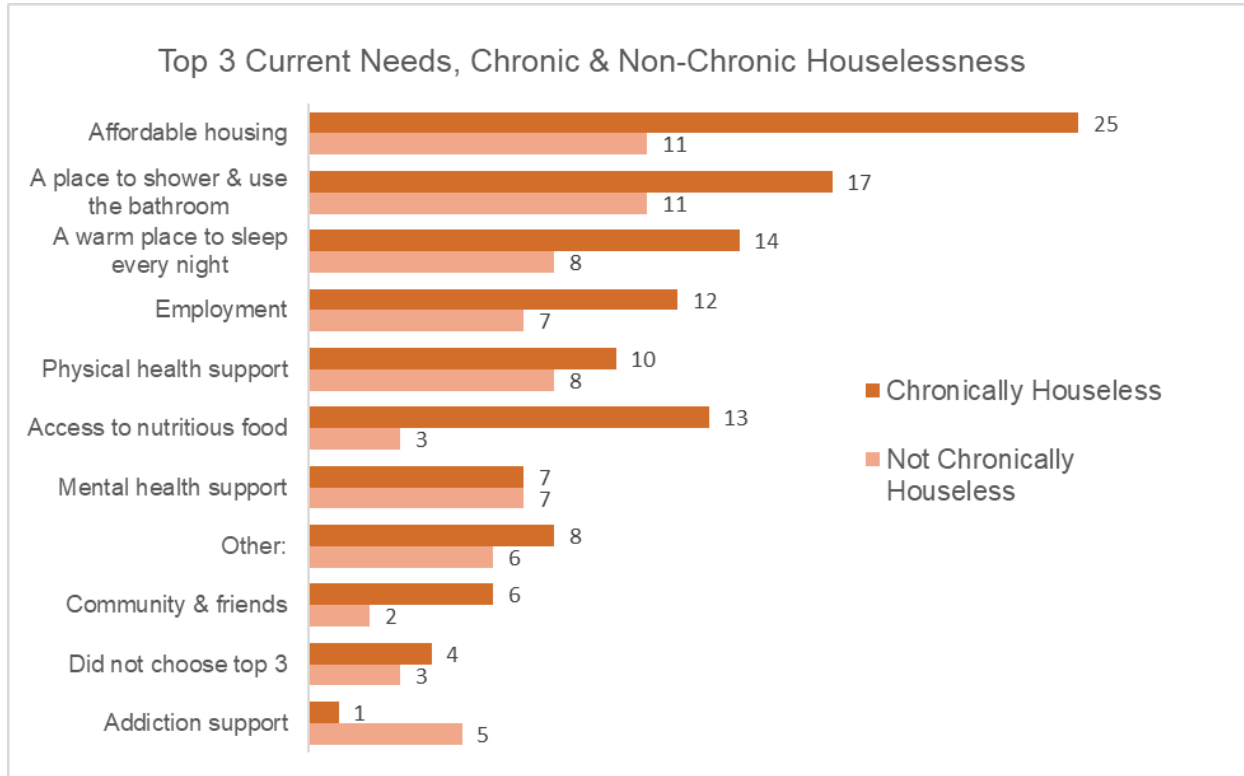
Affordable Housing

Housing is one of the main solutions to homelessness, which is reflected in survey participants' responses to this question. Maintaining stable housing has become increasingly difficult when Colorado has the 7th highest cost of living compared to other states in the United States.

Interestingly, mental health support and addiction support are ranked at the bottom of this list, even though, when asked about the steps one needed to take to return to housing

(p. 32), respondents frequently chose "no discrimination against mental health issues" or "addiction issues." This could be the result of asking respondents to prioritize their top three (3) needs, rather than share all of the needs they may have had at the point in time in which this survey was taken. This could also speak to the lack of willingness to state the need for mental health and addiction support, which are often stigmatized.

CURRENT NEEDS (cont'd)



This page shows differences in prioritized current needs between those who are chronically houseless and those who are not chronically houseless. Some notable findings:

- **Chronically houseless respondents rank “nutritious food” in the top five (5),** which is ranked near the bottom for non-chronic PEH.
- **Addiction support was ranked much higher for non-chronic PEH,** with 19% indicating it, compared to 2% of chronically houseless PEH.

These findings may speak to the effect of trauma on how PEH prioritize needs - those who have been repeatedly exposed to the trauma of street life over a long period of time may only have the capacity to think about their immediate needs, such as nutritious food, rather than long-term, multi-step support such as addiction recovery. Conversely, those who have been unhoused for a shorter period may have more capacity to focus on complex, long-term needs.

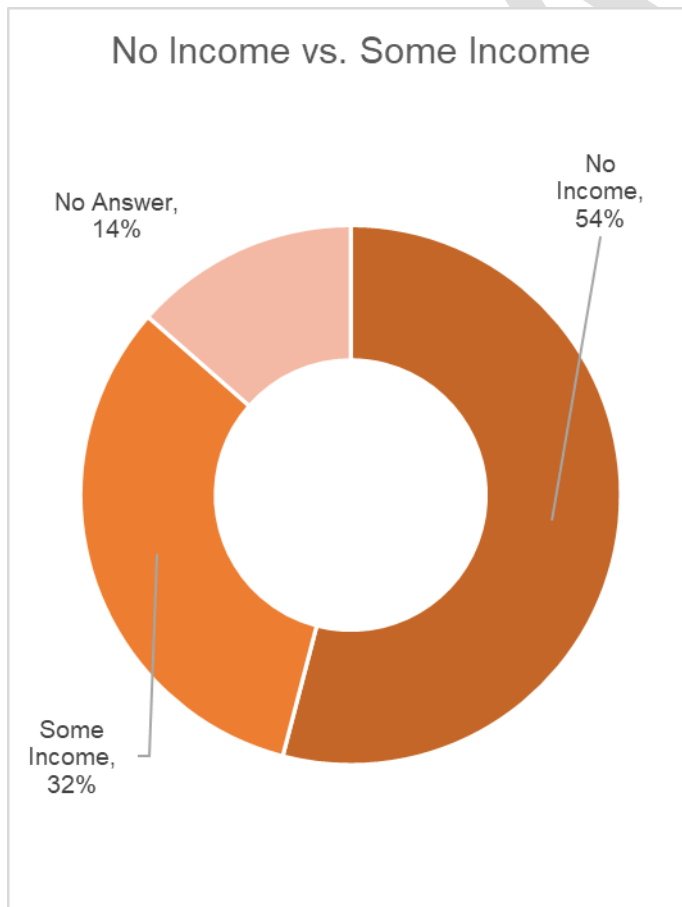
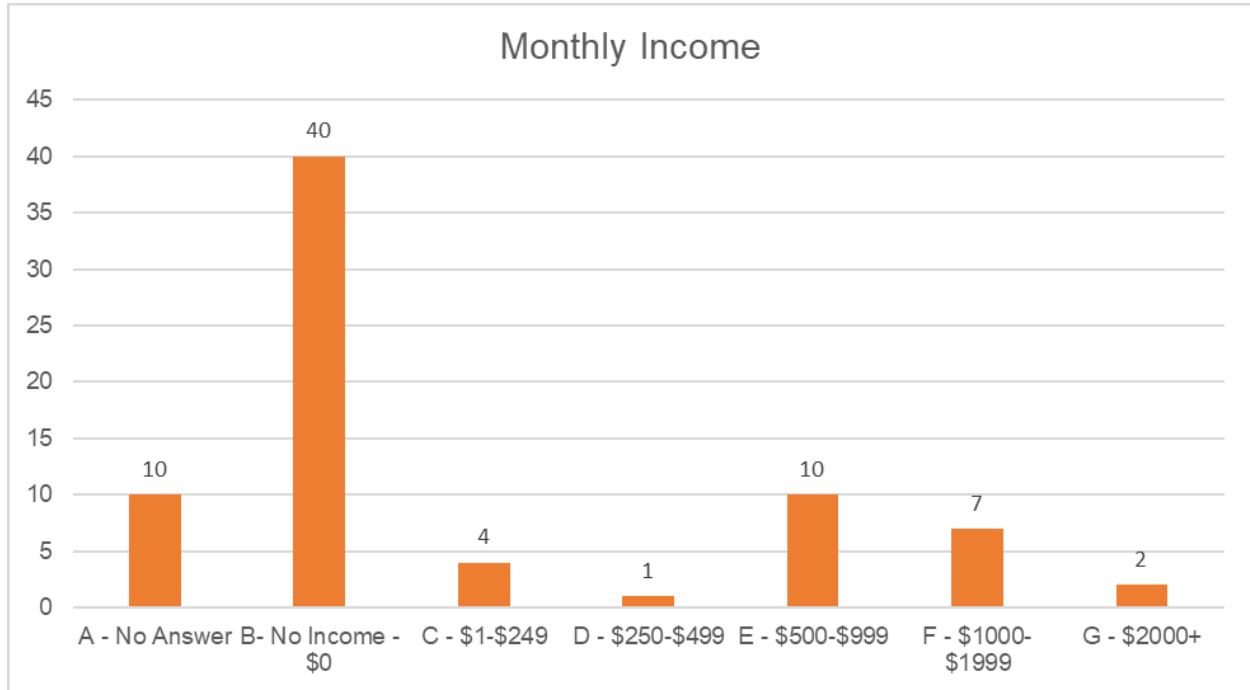
Top 5 Most Prioritized Needs (Chronically Houseless)

1. Affordable housing
2. Shower & bathroom
3. Warm place to sleep
4. Nutritious food
5. Employment

Top 5 Most Prioritized Needs (Other PEH)

1. Affordable housing
2. Shower & bathroom
3. Warm place to sleep
4. Physical health support
5. Employment

INCOME



Most respondents indicated that they earned no income. This aligns with later parts of the survey when respondents most frequently cited financial support as a requirement to help them stay in housing.

However, some respondents indicated that they *did* earn income. There were also some respondents who selected “no income” for this question but responded “Yes” to holding SNAP/WIC benefits.

This suggests that lack of income is not the only barrier to re-entering and staying in housing. Other supports are needed in order for PEH to successfully find and stay in housing.

ENTERING HOUSELESSNESS IN THE GRAND JUNCTION AREA

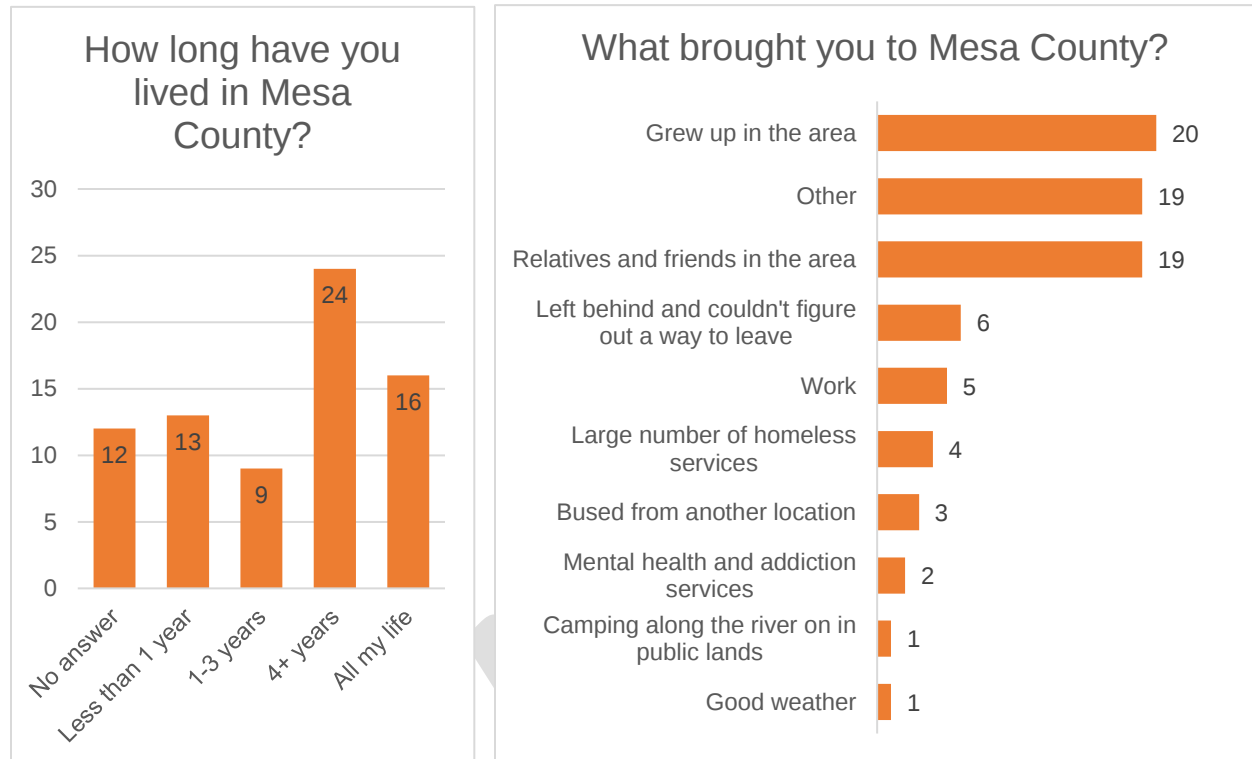
“My husband passed away 7 years ago this June; he was the sole provider. We had everything – a home, 5 acres, vehicles. I completely depended on him. I did my best to pay the bills, [but] I lost our home and everything we owned. I just couldn’t do it anymore.” – M



“More families are losing their housing and coming to us with hope that they’ll only be staying in their car until they can find a place... then they come back weeks later and they haven’t found anything on their own, so we refer them to housing resources, but then we see them again and still nothing. They start to lose hope, as they are told there is at least a 2-year waitlist. They come back excited when they get a housing voucher, and then we see them again 30 days later, nothing. They get an extension, but they’re overwhelmed, tired and hopeless...”

- Stephanie Vasconez, Executive Director of Mutual Aid Partners

LIVING IN MESA COUNTY



There are numerous theories about how people become unhoused and where they originally come from. In the Grand Junction Area, these are some of the common anecdotes you may hear about PEH:

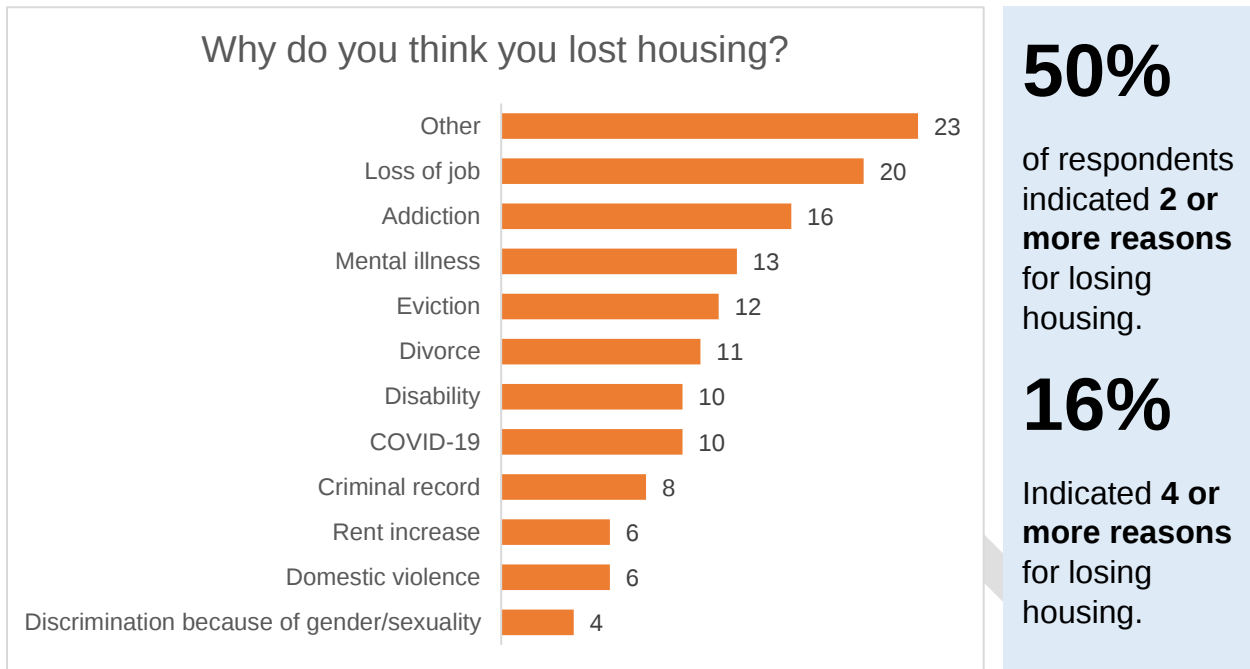
- PEH come to the area because of our behavioral health services (mental health, addiction support), etc.
- PEH come to the area because of our houselessness services
- PEH come to the area for the temperate climate
- PEH are bussed here from other municipalities

16 respondents were born and raised in Mesa County. **Of these, 10 are experiencing chronic houselessness.**

This survey had different findings. While some respondents do acknowledge that they came to Mesa County for these reasons, many more respondents say that they grew up in Mesa County, had relatives and friends in the area, or came to the region for work – the same reasons why any other member in our community might choose to live and stay in this area. The “other” responses to this question also highlighted that many PEH originally came to Mesa County because they had a prior connection to the region. One respondent came because their “ex-wife is from here,” another because of “medical care” and “to see same doctors.”

However, even if some PEH did acknowledge that they came to Grand Junction for services and/or were brought here from neighboring municipalities or states, it should be emphasized that no one should be denied care or safe and stable housing based on how or why they arrived in our community.

LOSING HOUSING



The top articulated reasons for losing housing are loss of job and addiction, followed by mental illness, eviction, and divorce. **It's important to note that the category "other" here ranks high.** The high occurrence of "other" responses could indicate that respondents felt their stories were too complex to be encapsulated by the existing responses.

"Other" responses:

"social issues (Autism)"

"gave everything to a woman who was pregnant"

"father died – was his caregiver – lost house after"

"falling out with foster family"

"systematic increase in cost of living while also paying for education"

"husband passed away, his family took house"

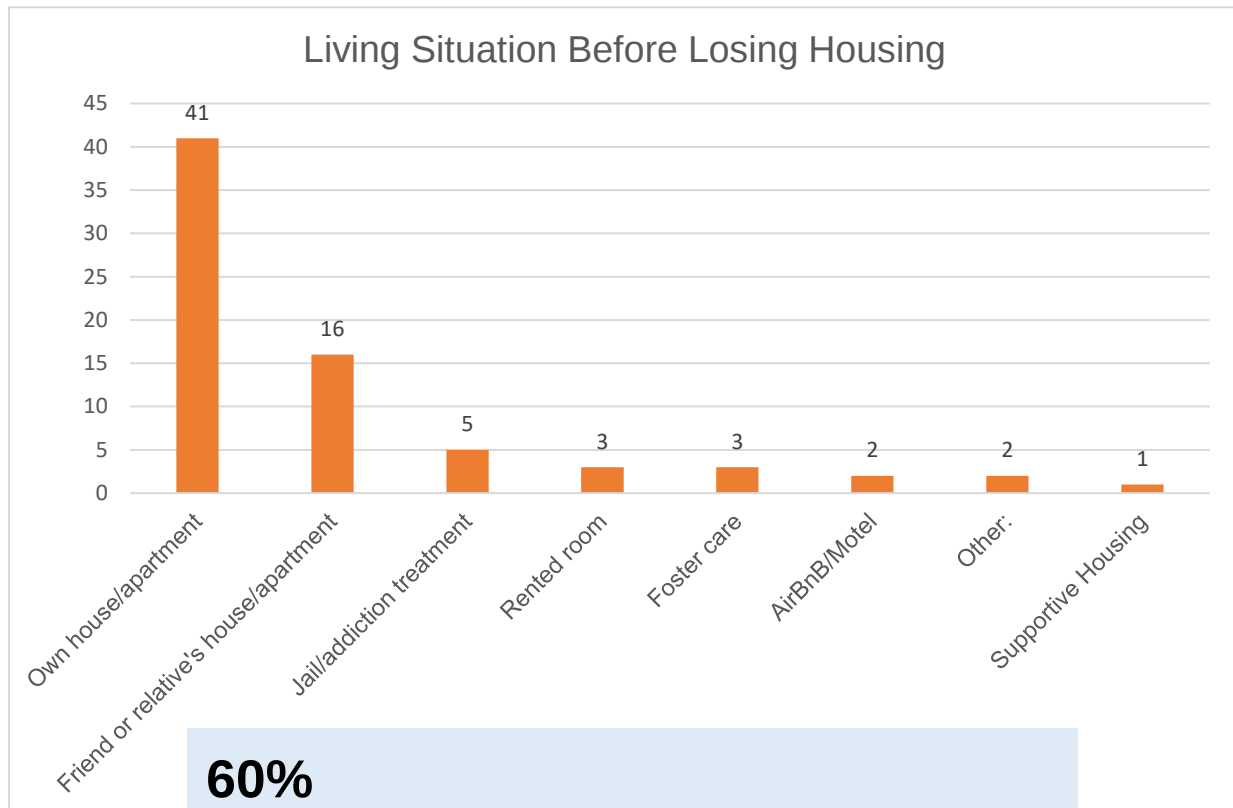
Additionally, many respondents indicated multiple reasons for losing housing.

This, again, illustrates the complexity around pinpointing definitive, singular causes for losing housing. It raises the question: can one say that individual experiences like a loss of job, addiction, or mental illness are root causes of homelessness, when so many people's stories of losing housing encompass a multitude of causes? (And when not everyone who loses a job or experiences addiction and mental health ultimately loses housing?)

Existing data-driven research shows that systemic factors – **such as lack of affordable housing and systemic social discrimination, including systemic racism** – are much more compelling root causes of homelessness than individual circumstances. What is

helpful about understanding homelessness as a problem with systemic causes is that people can then create systems-driven solutions, identifying points in the system of homelessness at

which high-level interventions can be made in order to transform houselessness into a brief and rare occurrence in our community.



60%

of respondents were living in their own house/apartment or a rented room before their most recent experience of houselessness.

This shows that, before entering houselessness, many PEH were able to live and support themselves independently. Once someone has lost housing, however, it can be incredibly difficult to find housing again, especially in a tight housing market.

“[...] Personal vulnerabilities may explain *who* becomes homeless within a given community under a specific set of circumstances – but [...] in aggregate, these vulnerabilities do not adequately explain regional variation in homelessness. This finding suggests that **broader structural explanations of homelessness – especially those that shape housing markets** – may have more explanatory power.”

– Homelessness is a Housing Problem, Pg. 28

BARRIERS AGAINST EXITING HOUSELESSNESS & ENTERING HOUSING IN THE GRAND JUNCTION AREA

"I only have a 3rd grade education, so I don't know about how to get housing, if I wanted one. I need someone to help me do all the paperwork. I probably qualify for disability and food. I need someone keeping on me and helping with appointments." – R

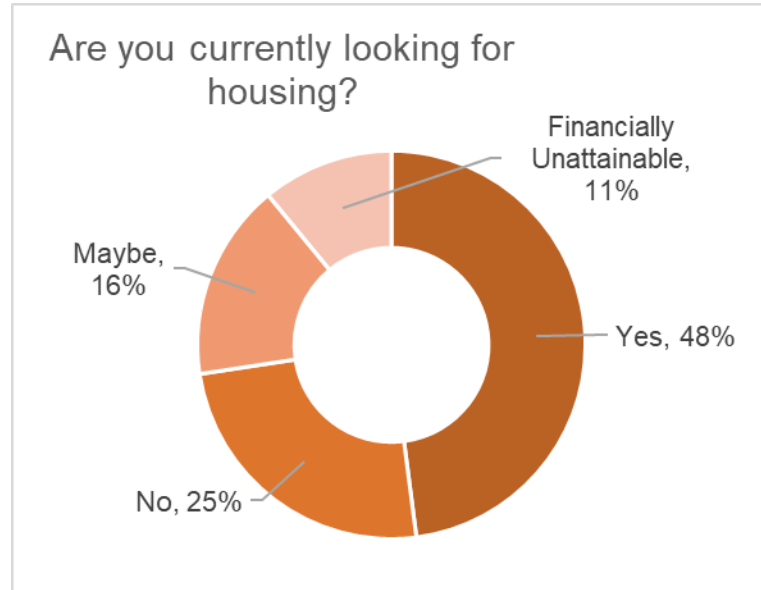


"Some of us are trying to improve our lives [...] I am willing to do the work, I just need a chance. Doesn't seem like I have a very fair shake because of my felonies. There really are people like me who really do want a place to live and don't want to be living in a tent and depending on people for propane, [or to] have to go out and cut wood every night when it's freezing." – G

"It can't be understated how important it is for someone to have a safe place to rest their head so they can focus on getting back to independence and self-sufficiency. People can't think about [...] maintaining a steady job or planning for their medical needs when all they can think about is "Where am I going to live?" or "How am I going to be safe tonight?" If we expect people to pull themselves out of poverty, we need to provide safe, accessible housing."

– Andrew Escamilla, Coordinator of Western Colorado 211

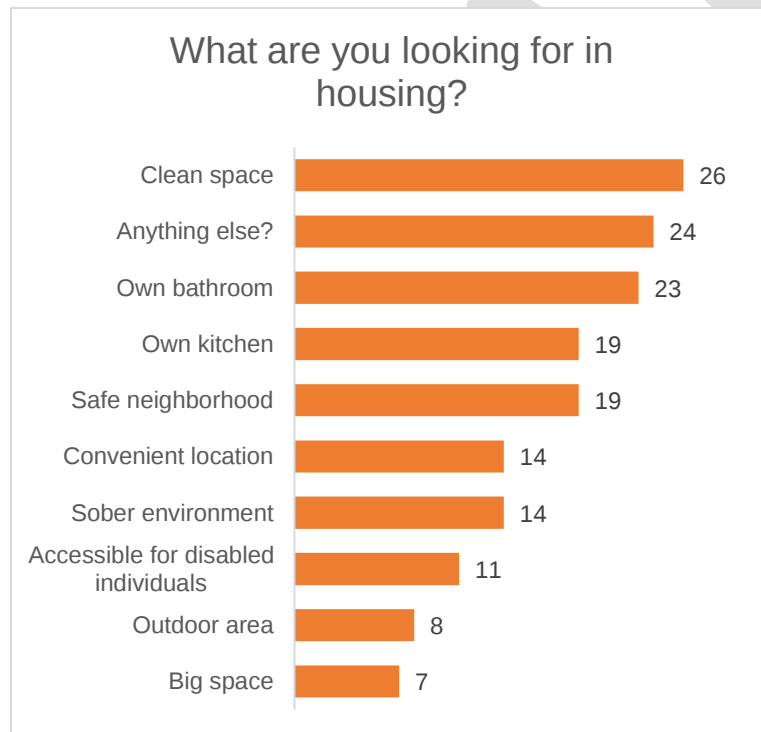
LOOKING FOR HOUSING



75%

of respondents answered “Yes,” “Maybe,” or “Financially unattainable” when asked “Are you currently looking for housing?”

This shows that a sizeable majority of PEH who were surveyed have interest in obtaining housing. It’s possible that among respondents who said “no,” there are still individuals who would be interested in obtaining housing given the right circumstances.



90%

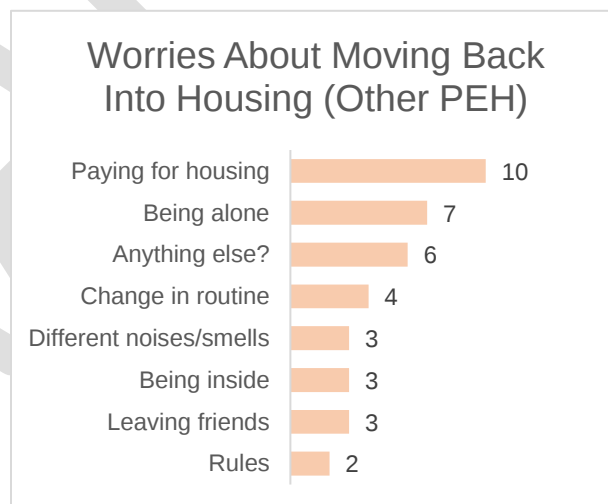
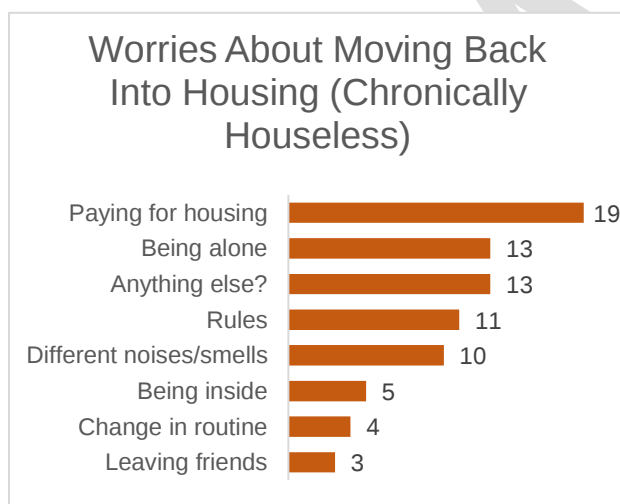
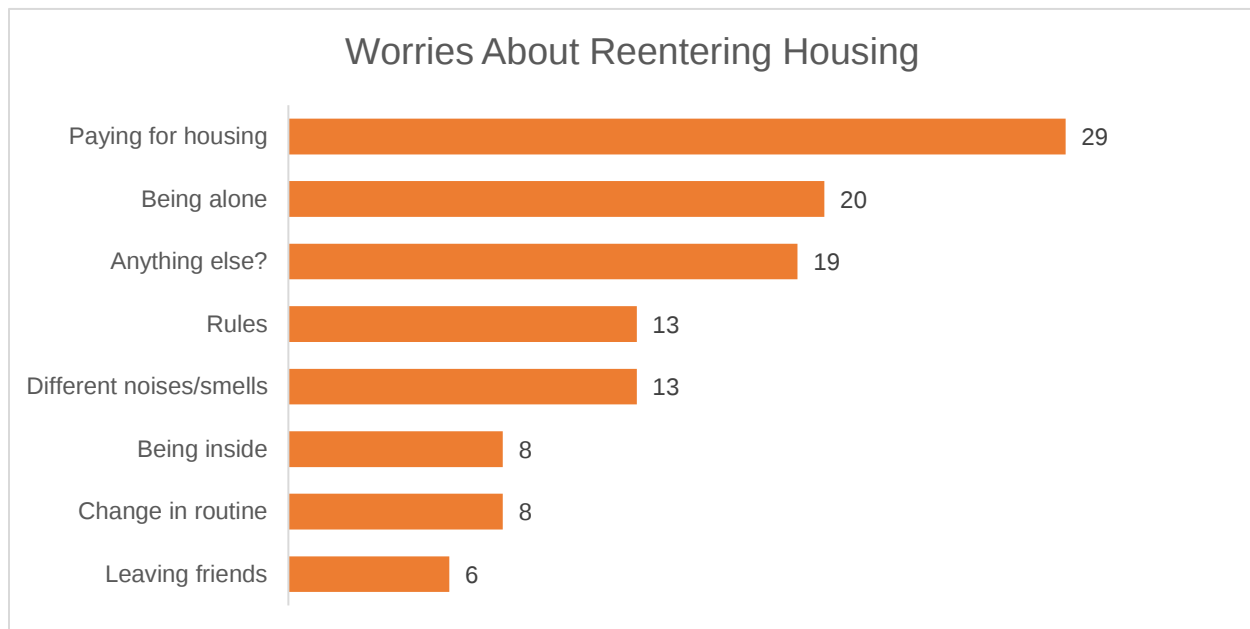
of respondents answered the question “What are you looking for in housing?”

which means that even when they answered “No” to the previous question of whether they were *currently looking for housing*, an overwhelming majority of respondents still had ideas, visions, and desires for what they would want in a future housing situation.

The top three (3) choices were “Clean space,” “Anything else?” and “Own bathroom.” In general, the top-ranking choices indicate a desire for dignified and private living spaces, which is difficult to find in many of the (congregate) shelters where PEH are often asked to live.

Houselessness is rarely a choice. If given the opportunity, most people would choose to be housed.

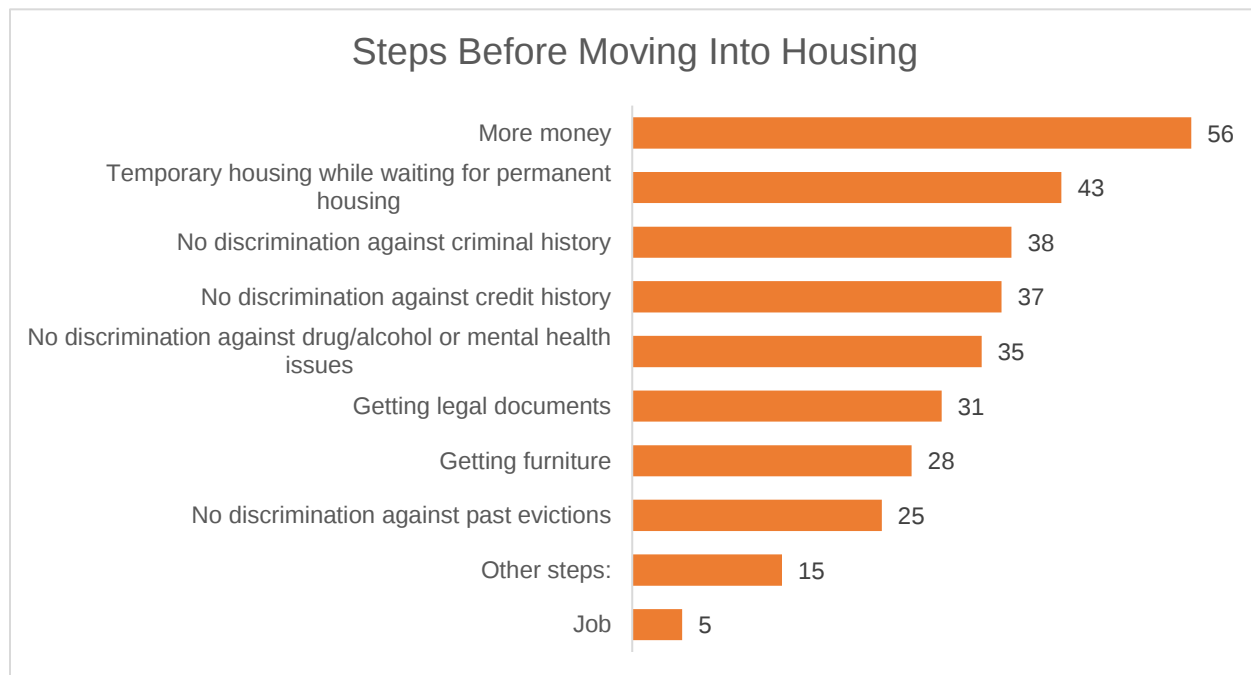
WORRIES ABOUT MOVING INTO HOUSING



Though order sometimes varies, the top 3 worries for all groups are: **paying for housing, being alone, and “something else.”** (Again, the prevalence of “other” answers speaks to the complexity of worries that a respondent may have.) When comparing those who are chronically houseless and non-chronic PEH, chronically houseless individuals cite rules and different noises/smells as a much larger concern than non-chronic PEH, where these worries rank at the bottom.

Notably, leaving friends ranked low for all demographics, but being alone ranked consistently high. These seemingly related items are not as closely correlated as one might expect. One possible explanation is that, while PEH belong to communities, they may lack close, mutually beneficial, secure social connections.

STEPS BEFORE MOVING INTO HOUSING



Top 3 Steps

1. More money
2. Temporary housing while waiting for permanent housing
3. Find a landlord who doesn't discriminate against criminal history, credit history, addiction, or mental health issues

The presence of the “no discrimination” steps at the top of this list – whether that’s no discrimination against criminal history, credit history, or behavioral health issues – is a sign that there is not enough low-barrier housing in our community for individuals with these histories. Research shows that without housing and other kinds of healthcare, PEH will become further entrenched in crime, financial struggles, and behavioral health issues. Conversely, PEH with criminal records who can access stable housing after being released from jail/person, for example, often experience reduced rates of recidivism.

Two newer entities in our region who are working to solve issues of recidivism using housing, in addition to other healthcare interventions, include **The Freedom Institute** and **Mesa County’s Multi-Agency Collaboration (MAC) team**.

READ: “Can Housing Interventions Reduce Incarceration and Recidivism?” by Kimberly Burrowes (Housing Matters: Urban Institute, February 2019)

READ: “To keep people from returning to jail, Mesa County follows other communities’ reentry roadmap” by Sharon Sullivan (*The Colorado Sun*, November 2022)

NEEDS TO STAY IN HOUSING

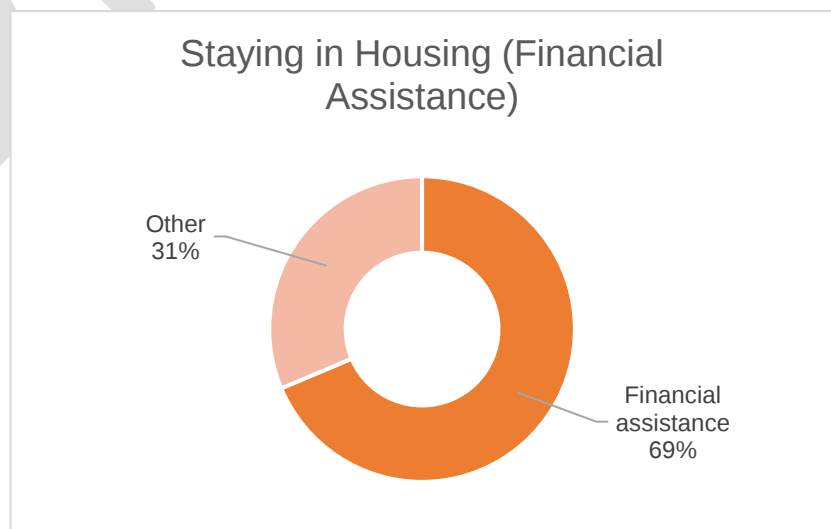


It's interesting to note that while "more money" ranked much higher than "getting a job" when respondents were asked about the steps they needed to take to get into housing (p. 32), "employment" is the top need among respondents in order to stay in housing. There is a recognition that staying in housing requires consistent financial stability, which employment can often provide.

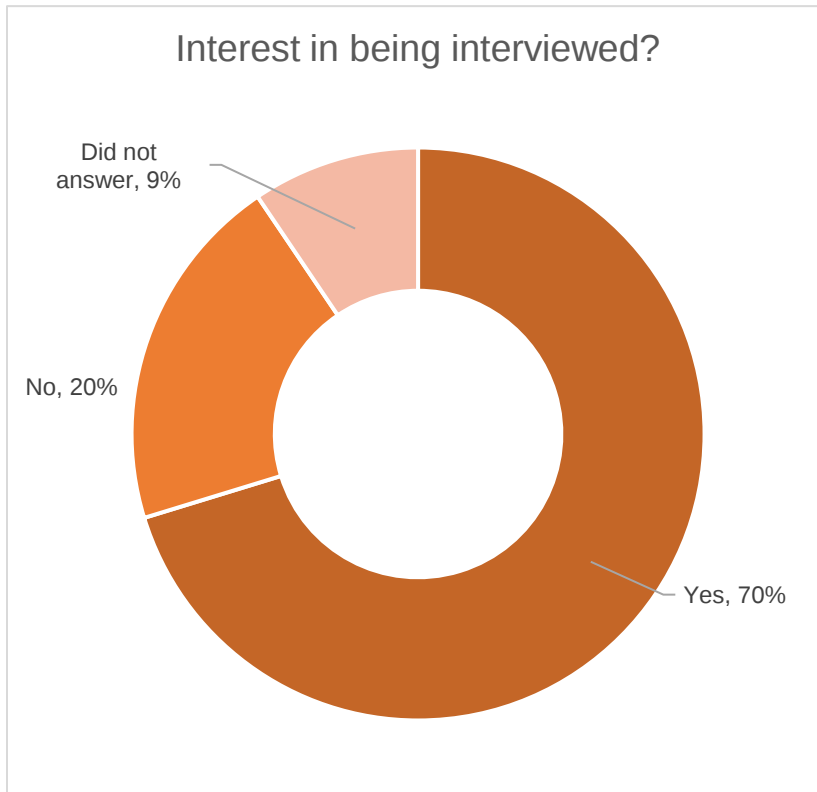
It's also notable that many of the top responses to this question – employment, support paying rent, support paying for other things -- could be grouped under the larger category of "financial assistance." When comparing the number of respondents who need some type of financial assistance with those who do not, it was found that a majority of respondents – 69% -- require financial assistance in order to stay in housing.

"Financial Assistance" includes:

1. Employment
2. Support paying rent
3. Support paying for things outside of rent (food, childcare, etc.)

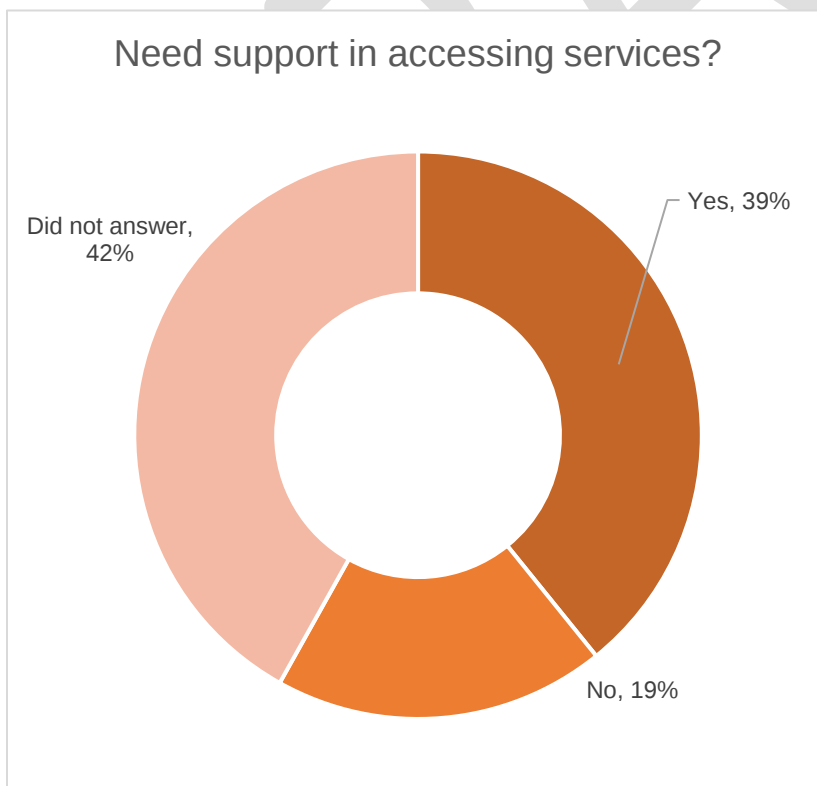


END OF SURVEY QUESTIONS



70%

of respondents had interest in being interviewed if the City of Grand Junction were to conduct a longer, qualitative survey in the future.



Housing Staff contacted each individual who responded “Yes” to this question (29 individuals in total) and referred them to Grand Valley Connects and/or other services.

CONCLUSION & RECOMMENDATIONS

The process of developing, conducting, and analyzing the results of the survey showed numerous points along the “houselessness system” at which our community can intervene with solutions. This system, according to housing scholar Gregg Colburn and data journalist Clayton Page Aldern, includes the stages of inflow, crisis response, and outflow (*Homelessness is a Housing Problem*, 2021).

A systems approach to solving houselessness encourages the creation of solutions that intervene at all three of these stages simultaneously. In a systems approach, one asks questions such as: (1) How can we reduce the rate of inflow into houselessness? (2) How do we respond to individuals’ needs once they are experiencing houselessness? And (3), how can we increase the rate of outflow from houselessness into housing? Solutions to all three parts of the system must happen simultaneously in order for the overall rate of houselessness to decrease.

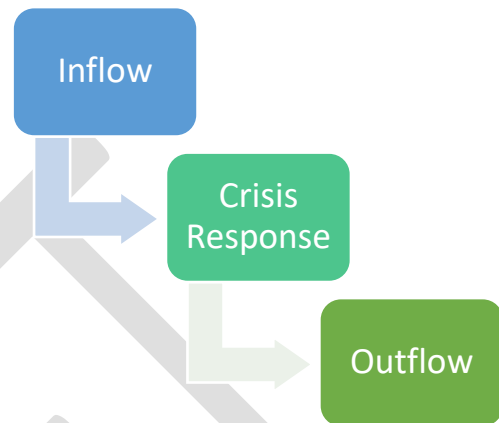
This survey is a first step towards creating these kinds of solutions. The table on the following page (p. 36) illustrates the potential of this survey data to inform solutions at each stage of the system.

The survey also revealed a consistent difference between individuals who are chronically houseless compared to those that don’t experience chronic houselessness. Given the sometimes-wide-ranging differences between these two groups, it will be important to tailor solutions to these different demographics.

However, what the survey ultimately showed is that more comprehensive data is needed to create effective policy solutions. This survey is a starting point, but it only provides a snapshot, and it doesn’t help our community understand the financial investments or the numerical quantity of resources needed to efficiently support our houseless population.

Important logistical questions still need to be answered, such as: how many more low-barrier emergency shelters should be created, such as non-congregate shelters, pallet shelters, transitional or emergent shelters, or permanent supportive shelters? How many more case managers and social workers are required in our community to effectively serve PEH with behavioral health needs? What are current service provider organizations doing well, what potential service improvements need to be made and/or created, and how can currently provided, successful services be scaled and replicated?

An Unhoused Needs Assessment will support the City in arriving at answers for these questions and more. This data will then help the City formulate big-picture strategies, with the goal of transforming houselessness into a brief and rare occurrence in our community. The assessment is introduced in more detail on page 38.



Stage of System	Research Question	Example Finding from GJ Unhoused Needs Survey	Potential Solution
Inflow	How can we systematically reduce the rate of inflow into houselessness?	Lack of affordable housing is a much more compelling root cause of houselessness than individual circumstances (p. 27).	Find ways to increase the availability of affordable housing as well as permanent supportive housing. (This need is already partially being addressed by the City's Housing Strategies, though more work certainly needs to be done.)
Crisis Response	How can we effectively respond to individuals' needs once they are experiencing houselessness?	A top need for individuals currently experiencing houselessness is a place to shower and use the bathroom (p. 22).	Encouraging and incentivizing the creation of more facilities where people can safely shower and use the bathroom.
Outflow	How can we systematically increase the rate of outflow from houselessness into housing?	Low-barrier housing and financial support is needed for PEH to successfully leave houselessness and re-enter housing (p. 32-33).	Encouraging and incentivizing the creation of housing along the entirety of the housing spectrum (emergency, transitional, and permanent supportive housing). Creating programs for PEH to receive more financial support, whether in the form of employment, rent support, etc.

UNHOUSED NEEDS ASSESSMENT

The Unhoused Needs Survey provided a snapshot of the characteristics and experiences of People Experiencing Houselessness (PEH) in the city, and indicated a need for a deep dive into houselessness in our region by conducting a comprehensive Unhoused Needs Assessment and Strategies Report. This report will enable the development of a regional strategy for reducing homelessness, as envisioned in the 2020 One Grand Junction Comprehensive Plan.

Purpose: The purpose of the study is to assess current conditions of houselessness in the Grand Junction Area and the needs of PEH in our community; assess service provider conditions and needs; make projections/predictions of future housing types (shelters, emergent, transitional, permanent supportive housing, and rapid rehousing); and provide recommendations for types of housing to build and types of services still needed, as well as policies, practices, and regulatory changes that should be implemented to address gaps in housing and other service needs and supply.

“Needs assessments help states and communities understand the amount and types of additional investments needed to solve homelessness, allowing for more efficient use of resources. Local and state governments that have reduced homelessness began with clear numeric goals, goals typically based on data on need. Instead of asking, ‘*what do we have*,’ needs assessments begin by asking, ‘*what would it take*.’”

The California Homeless Housing Needs Assessment, p. 2

Assessment Research Topics:

Phase One: Grand Junction Area Unhoused Needs Assessment

A. Demographic Data

1. Population – Age, ethnicity, and race, special needs, educational attainment, income
 - a. Aggregation of service provider data and other local/state/federal data on houselessness, including Point-in-Time (PIT), McKinney-Vento, Vulnerability Index, Homeless Management System (HMIS) data, permanent supportive housing services, domestic violence safe house data, Unhoused Needs Survey data, hospital discharge, Community Resource Network and bed utilization data, and other local programmatic and demographic data from our service providers including number of beds/units, current use of housing vouchers, and waitlists.
2. Service provider population & access – average length of stay in housing, where individuals are utilizing services, existing programs, where residents go after they leave services, vulnerability access to services, etc.
3. Qualitative data – interviews with those who have lived experience of houselessness, as well as interviews of service providers.

B. Special Populations

1. Housing with supportive services for disabled and other populations
2. Rate of chronic houselessness
3. Student housing needs, trends, and impacts
4. Rate of housing assistance, TANF, and welfare receipt

C. Economic Conditions

1. Local costs of houselessness on the community
2. Labor force, unemployment, and employment trends relevant to PEH
3. COVID impacts
4. Housing cost impact on houselessness
5. Medical concerns and/or costs impacting PEH
6. Other economic conditions impacting PEH

D. Existing Services Analysis

1. Services provided in the community by age, condition, type, density, tenure, group quarters status, accessibility, and location
2. Models, levels, and standards of care and if existing services meet those standards
3. Overcrowding, severe overcrowding, and habitability
4. Proposed future development
5. Community outreach to inform the public and/or reduce NIMBYism

G. Gap Analysis

1. Demand forecast of service and housing needs
2. Need-supply gap by household income, housing type, sub-geography, and tenure.
3. Forecast of needs to close gap such as drug and alcohol rehab beds, emergent/emergency housing needs, types of shelter, types of rapid rehousing, behavioral or mental health beds or resources and other supportive services that may include food, counseling, addiction support, etc.

H. Barriers Analysis

1. Barriers related to access of services
2. Additional types of services and/or housing needs
3. Mechanisms needed to prevent houselessness
4. Analysis of supply market, including costs for various types of housing and/or services
5. Households experiencing cost-burden and conditions problems that may lead to houselessness in the future
6. Fair Housing complaints and evictions impact
7. Community support

I. Other

1. Other data pertinent to the scope of this request

Phase Two: Grand Junction Area Unhoused Strategies

J. Recommendations

1. Local, state, and federal and non-governmental funding sources
2. Numerical targets for supply by housing or shelter type
3. Recommendations and best practices for regulatory changes
4. Scalable strategies to address need-supply gaps
5. Strategies for public and private sector, including City services and housing and service partners/organizations
6. Tools and strategies needed to reduce and/or eliminate houselessness at the same rate at those entering houselessness
7. Tools and strategies to reduce harm, eliminate barriers, and increase access to services and/or housing for PEH
8. Other strategies pertinent to the scope of this request

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Grand Junction City Council

Workshop Session

Item #1.c.

Meeting Date: March 13, 2023

Presented By: Ashley Chambers, Housing Manager

Department: Community Development

Submitted By: Ashley Chambers

Information

SUBJECT:

Land Acquisition Program

EXECUTIVE SUMMARY:

A Land Acquisition Program (LAP) is being proposed in response to a generalized shortage of affordable housing in Grand Junction. The proposed purpose of the LAP is to provide funds to assist local developers to acquire property and/or land to assist in reducing the overall cost of construction of new affordable housing units. This discussion will build upon the direction received from City Council at the February 13, 2023, workshop to revise a portion of the proposed administrative procedures and modifications to the proposed scoring matrix as well as possible funding of the LAP.

BACKGROUND OR DETAILED INFORMATION:

Property and/or building acquisition costs, especially in developed areas of the city, are a major component of the cost of developing affordable housing. In current markets, land and/or building acquisition is approximately 10-15% of the overall project.

At the August City Council workshops, Staff presented an overview of land banking and land trusts and, based on the Council's direction, is now focusing on strategic land acquisition to increase the supply of available properties. The November City Council Workshop included a presentation about the different options available for how to establish and the decision-making structure of the proposed land bank. Recently, the appointed ARPA committee recommended the use of ARPA funds in the amount of \$3,373,337 be assigned for the purpose of creating a land bank. Additionally, Grand Junction Housing Authority (GJHA) recommended the use of \$1,800,000 of requested ARPA funds as it was not able to move forward with a preservation project that had been recommended for ARPA funds. On February 27, 2023, City staff presented the proposed Land Acquisition Program, Council made several recommendations for change.

Staff will present a revised and updated process for the Land Acquisition Program including a scoring matrix and administrative procedures. Should the City Council be ready to formalize the LAP, the item has been scheduled for the March 15 City Council meeting whereby a resolution would be prepared to create the LAP. In addition, should the council want to fund the LAP, the Council should be prepared to discuss the amount of funding at the workshop. Staff has also scheduled a first reading of the supplemental appropriation on the March 15 agenda, should this item be ready to be heard.

FISCAL IMPACT:

If a Land Acquisition Program is approved, funding will need to be allocated for this purpose in an amount (and source) to be directed by City Council. If American Rescue Plan Act Funds are used, a supplemental appropriation will be required to authorize spending and allocation of those funds. This supplemental appropriation can be prepared for a first reading on March 15th, 2023 with a second reading and public hearing scheduled for April 5th, 2023.

SUGGESTED ACTION:

Review, Discussion and Direction to staff.

Attachments

1. RES-Land Acquisition Program
2. Land Acquisition Program Scoring Matrix
3. Land Acquisition Program Allocation Administrative Procedures

RESOLUTION NO. ____-23

A RESOLUTION CREATING A LAND ACQUISITION PROGRAM IN THE CITY OF GRAND JUNCTION

Recitals:

On October 6, 2021, City Council adopted Resolution No. 82-21, which outlines 12 housing strategies to create a balanced approach for promoting both affordable housing (housing for households making 80% AMI or less) and attainable housing (housing for households making between 80-120% AMI). "Strategy 6: Allocate city-owned land (and/or strategically acquire vacant or underutilized properties) for affordable and mixed-income housing" was identified to meet the shortage of affordable/attainable housing and to promote more opportunities for housing choices that meet the needs of people of all ages, abilities, and incomes.

Property and/or building acquisition costs, especially in developed areas of the city, are a major component of the cost of developing affordable housing. In current markets, land and/or building acquisition is approximately 10-15% of the overall project.

At its January 30, 2023, workshop, the City Council directed staff to explore the creation of a mechanism to fund land acquisition for affordable housing projects in the City. On February 27, 2023, staff presented a recommended concept for a Land Acquisition Program (LAP) including a description of administrative procedures and review criteria for LAP applications. Having reviewed the proposal, the City Council expressed its support for the creation of a LAP and directed staff to refine the proposal for further review.

The Land Acquisition Program (LAP) is proposed in response to a generalized shortage of affordable housing in Grand Junction. The primary purpose of the proposed LAP is to provide funds to assist developers to acquire property and/or land to subsidize, in whole or part, the cost of developing housing to alleviate the housing shortage in Grand Junction.

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION THAT:

The ***Land Acquisition Program Administrative Procedures and Scoring Matrix attached hereto is incorporated by this reference and by and with this Resolution*** is hereby adopted and approved as generally and specifically provided therein all in accordance with and for the purposes stated in this Resolution.

PASSED AND APPROVED this _____th day of March 2023.

Anna M. Stout
President of the City Council

ATTEST:

Amy Phillips
City Clerk

DRAFT

DRAFT



Land Acquisition Program - Program Scoring Matrix

Readiness and Capacity (6 points available)

Project Timeline & Capacity

3 (Exceeds Expectations) - Project Timeline is detailed and articulates milestones for each phase of work and pre-work that will have been completed. Timeline is clear and project will be completed within 23 months. Staff and partner roles are clearly articulated for each phase of work identified as major risk to project completion.

Project team assembled has substantial experience in managing similar grants and projects. Organization has identified and addressed capacity limitations

Letters of support and/or financial commitments are provided by all project partners and some key stakeholders. Organization has identified and confirmed other sources of funding to leverage for the project.

2 (Meets Expectations) - Project timeline provides general information related to each phase of work and pre-work that will have been completed. Timeline is clear that project is likely to be completed within 26 months. Staff and partner roles are generally articulated for each phase of work. Identifies major risks to project completion

Project team assembled has demonstrated experience in managing similar grants and projects. Organization has identified and addressed capacity limitations

Letters of support are provided by all project partners and some key stakeholders. Some partners have provided financial commitment. Organization has identified and confirmed other sources of funding to leverage the project

1 (Meets some Expectations) - Project timeline is incomplete. Unclear that staff and partner roles are articulated for each phase of work. Does not identify major risks to project completion

Capacity appears too limited

Letters of support have not been provided by all project partners and some key stakeholders. No partners have provided financial commitment. Organizations have not identified and confirmed other sources of funding to leverage for the project

Community Leadership Support

3 (Exceeds Expectations) - Organization has documented support from organization and community leadership. Organization has provided links/documentation for all relevant documentation to show alignment to adopted vision, strategies, policies, or goals of the organization or other supporting information. Any challenges have been identified in getting support for the project have been planned for or addressed.

2 (Meets Expectations) - Organization has support from organization and community leadership and has identified and provided links/documentation for some combination of adopted vision, strategies, policies, or goals of the organization or other supporting information. Any challenges have been identified in getting support for the project have been planned for or addressed.

1 (Meets some Expectations) - Organization has support from organization and community leadership and has identified and provided links/documentation for some combination of adopted vision, strategies, policies, or goals of the organization or other supporting information. Any challenges have been identified in getting support for the project have been planned for or addressed.

Impact on Housing Needs (6 points available)

Identifying affordable housing needs targeted to community and intended impact

3 (Exceeds Expectations) - Organization clearly identifies households that will be served and how the project fills a gap proportional to the affordable housing needs of the community, based on current or the best available data and/or needs assessment.

2 (Meets Expectations) - Organization generally identifies households that will be served and how the project fills a gap proportional to the affordable housing needs of the community based on the current or the best available data and/or needs assessment.

1 (Meets some Expectations) - Organization identifies households that will be served and how the project fills a gap proportional to the affordable housing needs of the community based on current or the best available data and/or needs assessment.

Long term impact	3 (Exceeds Expectations) - Project ensures long-term affordability with a use of covenant, regulatory agreement, or other deed restriction, and includes a monitoring mechanism.	2 (Meets Expectations) - Project ensures long-term affordability with a use covenant, regulatory agreement or other deed restriction, but is unclear how it will be sustained and/or monitored.	1 (Meets Some Expectations) - Project ensures long-term affordability with a use covenant, regulatory agreement or other deed restriction, but is unclear how it will be sustained and/or monitored.
	If project is mixed-income, long term affordability mechanism will be applied to designated affordable units.	If project is mixed-income, long-term affordability mechanism will be applied to designated affordable units.	If project is mixed-income, long-term affordability mechanism will be applied to designated affordable units.

Sustained and Equitable Support (6 points available)

Community Engagement Process	3 (Exceeds Expectations) - Organization has engaged in (or plans to engage in) a robust community engagement process, (e.g. multiple ways for community to participate a clear plan for involving marginalized and vulnerable populations, proposes working with community navigators and/or reduction of NIMBYism). And, has described how they will continue to engage the public over the course of the project.	2 (Meets Expectations) - Organization has engaged in (or plans to engage in) a general community engagement process, (e.g. public meetings, some efforts for community to participate a clear plan for involving marginalized and vulnerable populations, proposes working with community navigators and/or reduction of NIMBYism). And, has described how they will continue to engage the public over the course of the project.	1 (Meets Some Expectations) - Organization has engaged in (or plans to engage in) a limited community engagement process, (e.g. public meetings, some efforts for community to participate a clear plan for involving marginalized and vulnerable populations, proposes working with community navigators and/or reduction of NIMBYism). And, has described how they will continue to engage the public over the course of the project.

Community Benefits	3 (Exceeds Expectations) - Organization clearly describes a variety of benefits that will be provided or supported during and after the project is completed	2 (Meets Expectations) - Organization describes a few benefits that will be provided or supported during and after the project is completed	1 (Meets Some Expectations) - Organization describes a few benefits that will be provided or supported during and after the project is completed
	It is clear that community benefits provided/supported are integrated in the project and clear that targeted and historically marginalized/underserved populations will be the main recipients.	It is clear that community benefits provided/supported are integrated in the project but unclear that targeted and historically marginalized/underserved populations will be the main recipients.	It is unclear that community benefits provided/supported are integrated in the project and unlikely that targeted and historically marginalized/underserved populations will be the main recipients.

Sustainable Development (6 points available)

Project Location & Proximity to amenities	3 (Exceeds Expectations) - Project is located in pre-existing neighborhood or commercial district and no new infrastructure is required to be built to support project (aside from impact fees)	2 (Meets Expectations) - Project is located adjacent to neighborhood or commercial district and no new infrastructure is required to be built to support project (aside from impact fees)	1 (Meets Some Expectations) - Project is located in neighborhood or commercial district and no new infrastructure is required to be built to support project (aside from impact fees)
	3 (Exceeds Expectations) - Project is within (1/3 miles) of alternative transportation options and in close proximity to	2 (Meets Expectations) - Project is within (1/2 miles) of alternative transportation options and in close proximity to	1 (Meets Some Expectations) - Project is within (1/2 miles) of alternative transportation options and in close proximity to

Prox

employment and educational opportunities, grocery stores, etc.

employment and educational opportunities, grocery stores, etc.

educational opportunities,

Extra Points (up to 7 points available)

Rehab/Repurpose
vacant/underutilized
commercial or industrial
buildings

1 Extra Point Available. Project rehabilitates and repurposes a vacant or underutilized commercial or industrial building in a core commercial or industrial area for affordable housing

Energy Efficient Standards

1 Extra Point Available. Project plans to incorporate energy efficiency standards. This can be achieved in a number of ways: Project is built to International Energy Conservation Code 2018 (or later), project incorporates onsite renewable energy production, project is built to the standards of or has certification for LEED, Enterprise, Green Communities, Zero Energy Ready Homes (ZERH), National Green Building Standards (NGBS), or Green Globes, Project demonstrates positive environmental impact in another manner consistent with the aims of meeting high energy efficiency standards.

Long Term Affordability

5 Extra Points Available. Project demonstrates that th achieve long-term affordability based on the geographic housing type (longer than 20 years).

itions) - Project timeline is vague or project will be completed in less than 5 years. e not clearly articulated for each phase of ajor risks to project completion.

ted for the proposed project.

0 (Does not meet expectations) - Project timeline does not provide sufficient information about each phase of work. No evidence that project will be completed by 5 years or longer. Staff and partner roles are not clearly articulated for each phase of work. Does not identify major risks to project completion.

Capacity appears very limited for the proposed project.

ot been provided by all project partners or key s have provided financial commitments. identified or confirmed other sources of funding t.

No letters of support have been provided by the project partners or key stakeholders. No partners have provided financial commitments. Organizations have not identified or confirmed other sources of funding to leverage for the project.

itions) - Organization has limited support from nunity leadership and stakeholders and has links/documentation for some combination of ies, policies, or goals of the organization or tion. Any challenges that have been identified project have been planned for or addressed.

0 (Does not Meet Expectations) - Organization does not have documented support from community leadership and stakeholders. Organization has not identified or provided links/documentation for plans, policies, or other supporting information. Any challenges that have been identified in getting support for the project have not been planned for or addressed.

itions) Organization does not clearly identify erved or how the project fills a gap ble housing needs of the community, based ilable data and/or needs assessment.

0 (Does Not Meet Expectations) Organization provides minimal or no information identifying households that will be served or how the project fills a gap proportional to the affordable housing needs of the community, based on current or the best available data and/or needs assessment.

tions) - Long term affordability mechanism is uncertain if it will work.

0 (Does not meet Expectations) - No affordability mechanism and/or monitoring are proposed.

Long-term affordability mechanism will only affordable units.

tions) - Organization has engaged in (or ted community engagement process that n outreach to community to participate a arginalized and vulnerable populations, mmunity navigators and/or reduction of efly described how they will continue to e course of the project.

0 (Does not meet Expectations) - Organization has not engaged in or does not plan to engage in a community engagement process and does not identify how they will reach out to marginalized and vulnerable populations. Organizations has not described how they will continue to engage the public over the course of the project.

tions) - Organization describes limited ded or supported during and after the project

0 (Does not meet Expectations) - Organization describes no benefits that will be provided or supported during and after the project is completed.

ity benefits provided/supported are integrated
' that targeted and historically
d populations will be the main recipients.

tions) - Project is located in or adjacent to cial district and some new infrastructure is port project (aside from impact fees)

0 (Does Not Meet Expectations) - Project is located in a greenfield and new infrastructure is required to be built to support project.

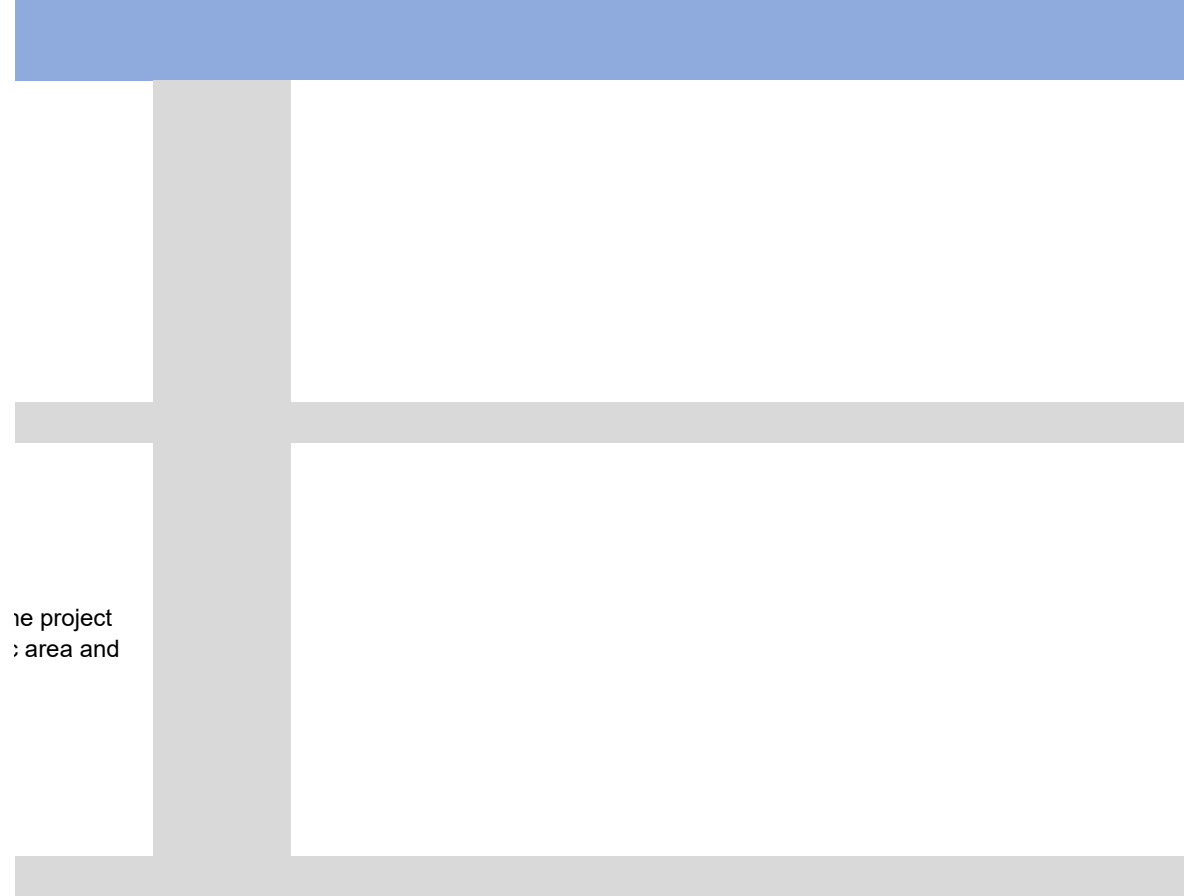
tions) - Project is under 1 miles of alternative d in close proximity to employment and

0 (Does Not Meet Expectations) - Project is more than 0 mile from alternative transportation options and in close proximity to

DRAFT

...employment and
...grocery stores, etc.

...employment and educational opportunities, grocery stores, etc.



ATTACHMENT A

Land Acquisition Program Allocation

ADMINISTRATIVE PROCEDURES

Application

1. Applications will be advertised and accepted on an on-going basis.
2. At a minimum, the application for the Land Acquisition Program shall include the following:
 - a. Project Name, property ownership and address, developers, or entity(s) information, amount requested, whether project is currently under contract and scheduled/estimated closing date;
 - b. Summary of the acquisition including acquisition costs, timeline, overall budget, financing, environmental review and any other conditions of the acquisition.
 - c. Description of the Project is dependent on other financing, grant funding or entitlements, whether the Project will be phased, in-kind/community support, and if there any known uncertainties for the Project;
 - d. Description of the developer's experience with and capacity to implement the Project.
 - e. A description of what the land acquisition will be used for in terms of an overall future housing project, including information such as projected unit creation, type of units, targeted occupants of the project, description of how the Project will address the City's documented housing needs and/or if there are other considerations made for population served; whether the project is "for sale" or "for rent" units
 - f. A description of the intended overall project services that will be available to residents; community support of project and engagement plan, proximity to hazards (floodplain, environmental, etc), proposed term of affordability, sustainability of resources to support the future/ongoing need of project, and energy conservation features.

Application Review and Granting of Funds

1. The City Manager (or designee) shall review the application materials. Upon finding of a complete and accurate application,, the City Manager (or designee) will prepare a report of the application(s) and provides recommendation to the City Council for funding. At a minimum to receive a recommendation for funding, the application must demonstrate:
 - a. Furthering and/or implementation of City adopted housing goals and strategies.
 - b. The application "Meets Expectations" in all categories of the Scoring Matrix (Attachment B).
2. The City Manager (or designee) has the authority to approve projects that receive a score of 16 or greater and for acquisition requests for less than or equal to \$300,000.

2. City Council reviews recommendation and based on their review and discretion, approves budgetary assignment to project(s).
3. Resolution is created.
4. Agreements are created for finalization of the project.