



ADAMS COUNTY

COLORADO
BOARD OF COUNTY COMMISSIONERS

Eva J. Henry - District #1
Charles "Chaz" Tedesco - District #2
Erik Hansen - District #3
Steve O'Doriso - District #4
Mary Hodge - District #5

STUDY SESSION AGENDA
TUESDAY
December 12, 2017

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

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

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

AGENDA IS SUBJECT TO CHANGE



STUDY SESSION AGENDA ITEM

DATE:	December 12, 2017
SUBJECT:	Local Financing Study Meeting with the EPS Consultant Team
FROM:	Ben Dahlman, Finance Director; Abel Montoya, Regional Affairs Director
AGENCY/DEPARTMENT:	Finance; Regional Affairs, CED
ATTENDEES:	Adams County Project Team: Ben Dahlman, Abel Montoya, Kristin Sullivan Economic & Planning Systems (EPS): Daniel Guimond, Timothy Morzel and Matt Prosser
PURPOSE OF ITEM:	Provide a progress update on the Local Financing Study which will discuss the work completed to date and the next steps for final completion
STAFF RECOMMENDATION:	Informational item only

BACKGROUND:

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

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

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

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

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

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

ATTACHED DOCUMENTS:

PowerPoint Presentation

FISCAL IMPACT:

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

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

New FTEs requested: YES NO


Future Amendment Needed: YES NO

Additional Note:

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:


Raymond H. Gonzales, County Manager


Budget / Finance

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

LOCAL FINANCING STUDY PROJECT UPDATE

ADAMS COUNTY, COLORADO

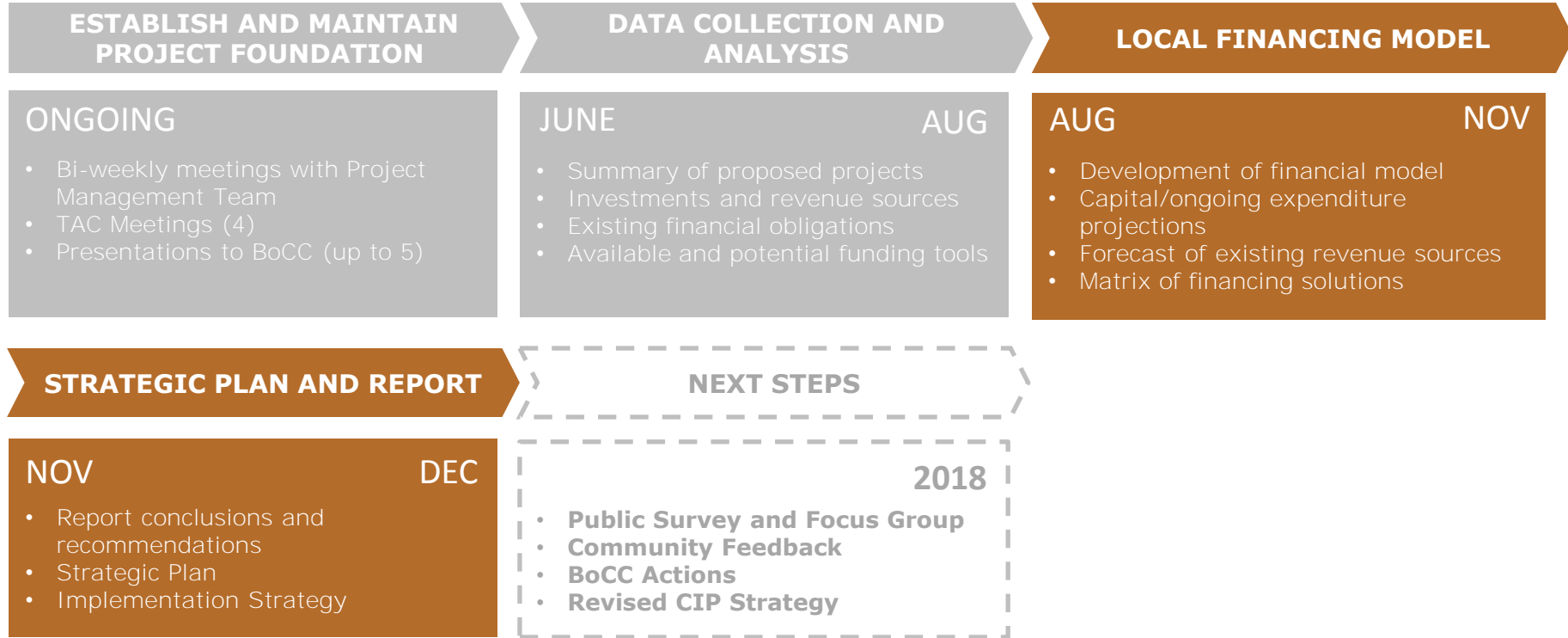


PRESENTATION OVERVIEW

AGENDA

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

OVERVIEW AND SCOPE OF WORK



INFRASTRUCTURE AND CAPITAL PROJECTS

SUMMARY AND CATEGORIZATION

INFRASTRUCTURE AND CAPITAL PROJECTS IDENTIFICATION PROCESS

Reviewed all relevant County Plans

- 32 plans reviewed
- One of these plans was the Making Connections Plan that evaluated 88 plans and 180 projects

Identified capital projects and programs

- Approximately 700 projects identified
- Removed duplications, completed projects, projects with other funding sources (i.e. enterprise funds)

Refined project list

- Individual meetings with County departments
- Reviewed at Technical Advisory Committee meetings

Finalized List

- 427 projects within list
- **\$4.5 billion in total costs**

Plans Listed in RFP
The Making Connections Plan
The County's Comprehensive Plan
The County's Comprehensive Plan: Transportation Plan
The County's Comprehensive Plan: Parks and Open Space Plan
The County's Regional Park Master Plan
The Front Range Airport Layout Plan (ALP)
Adams County Fiscal Impact Model for Development
The County's Capital Improvement Plan
The County's Facilities Master Plan
The Stormwater Master Plan
Additional Plans
North I-25, US 36 to SH 7: Planning and Environmental Linkages Study
Brighton District Plan
Fairgrounds Master Plan
88th Avenue Open Space Master Plan
The District Plan
ADA Transitions Plan
Balanced Housing Plan
Berkeley Neighborhood Plan
Clear Creek Transit Village Vision Plan
Federal Boulevard Framework Plan
Mineral Extraction Plan
Riverdale Road Corridor Plan
South Platte Fishing Lakes Master Plan
South Platte River Heritage Corridor Plan
Strasburg Plan
Sustainability Plan
SW Adams County Framework Plan
Welby Subarea Plan
Weld-Adams County Line Crossroads Alignment Study
CO Aerotropolis Study
REAP I-70 Economic Assessment
TRI County Health Federal Blvd Health Impact Assessment

INFRASTRUCTURE AND CAPITAL PROJECTS CATEGORIZATION

Capital Facilities

- Capital projects for new and existing county buildings and facilities

Enterprise

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

Regional Roads

- Interstate, highways, regional and major arterials

Local Roads

- Roadway projects on county roads (paving, shoulder widening, new local road)

Mobility

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

Parks, Open Space, Recreation

- Projects within or related to County's parks, open spaces, and recreation facilities

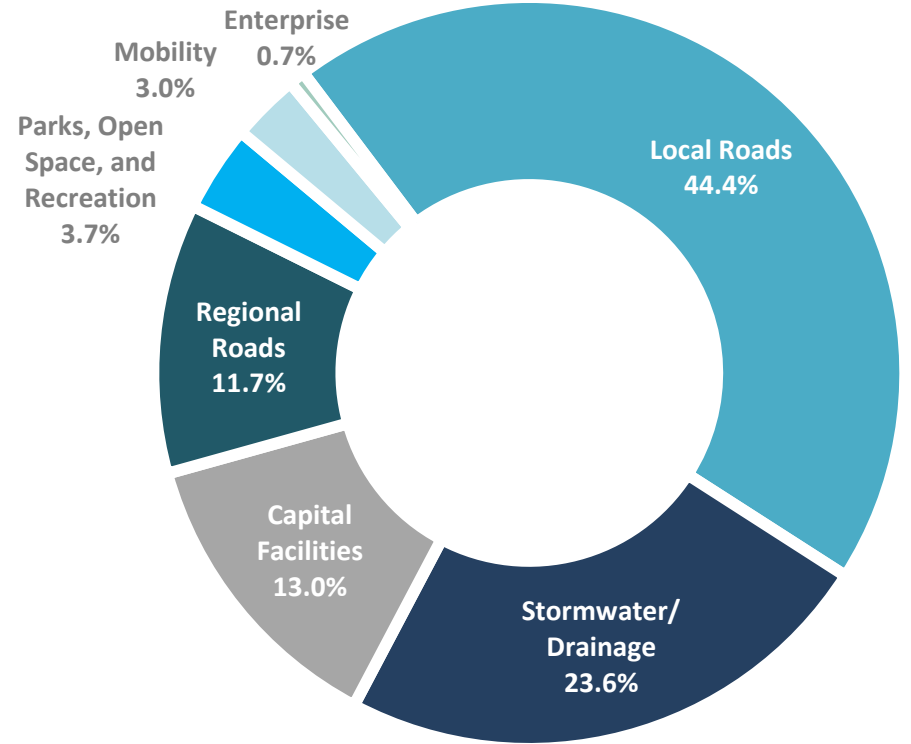
Stormwater/Drainage

- Major/regional stormwater and drainage projects not funded through enterprise

INFRASTRUCTURE AND CAPITAL PROJECTS

COST ESTIMATE OVERVIEW

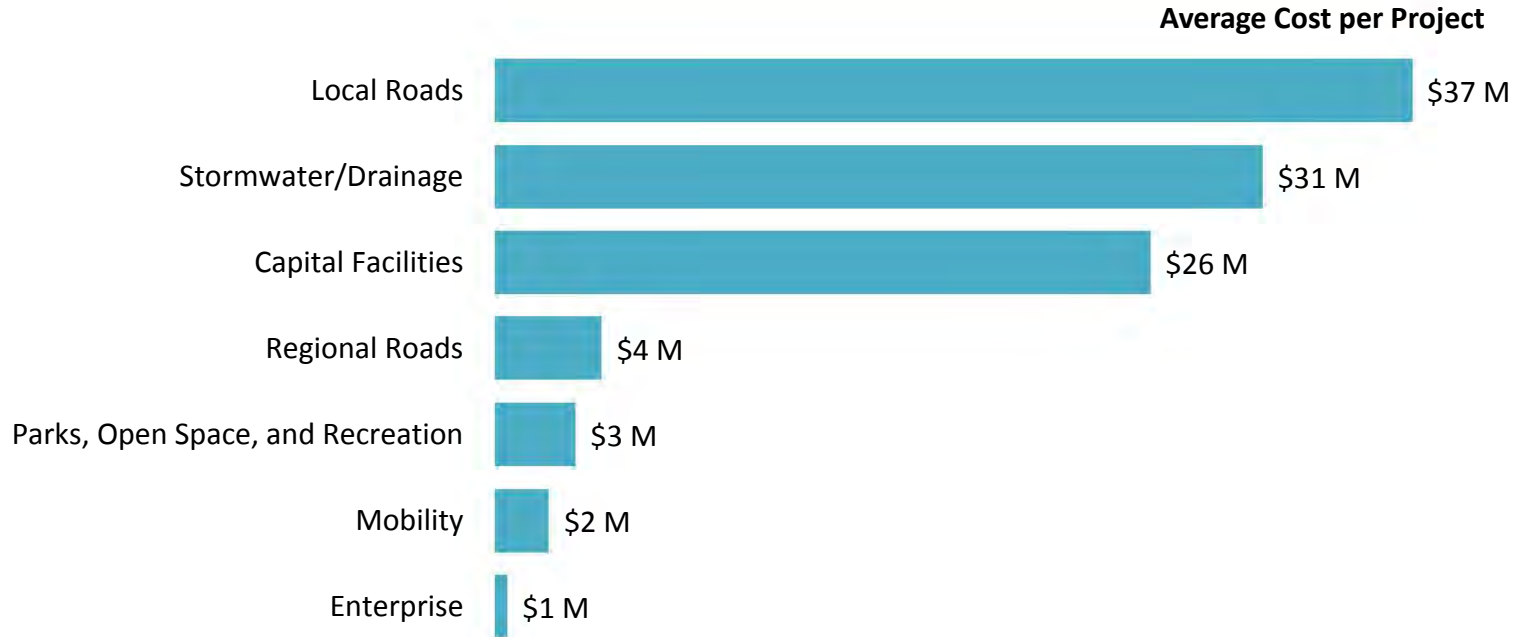
Type	Cost Estimate	Number of Projects
Stormwater/Drainage	\$1.1 billion	29 projects
Regional Roads	\$527 million	20 projects
Parks, Open Space, Recreation	\$169 million	77 projects
Mobility	\$134 million	41 projects
Local Roads	\$2.0 billion	65 projects
Enterprise	\$31 million	59 projects
Capital Facilities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



INFRASTRUCTURE AND CAPITAL PROJECTS

AVERAGE PROJECT COST

Average Cost per Project



Source: Economic & Planning Systems

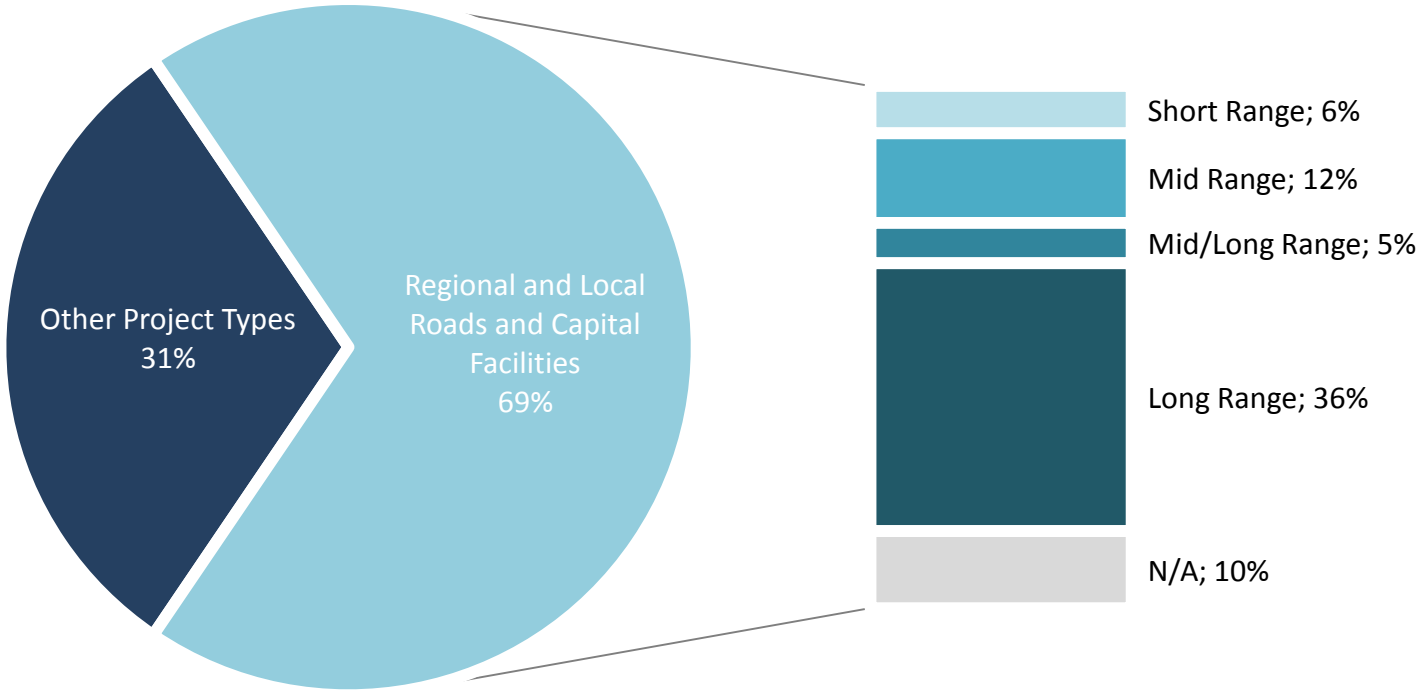
INFRASTRUCTURE AND CAPITAL PROJECTS

PROJECT TIMING

Short Range
2017-2025

Mid Range
2025-2035

Long Range
2035-2045

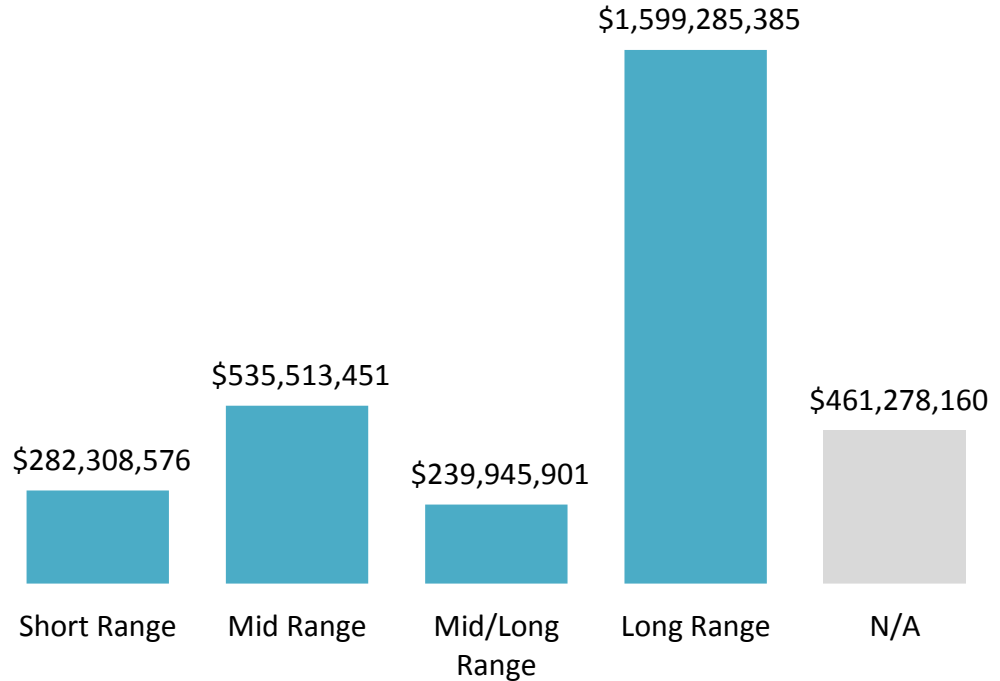


INFRASTRUCTURE AND CAPITAL PROJECT COSTS

Regional Roads, Local Roads, and Capital Facilities

- Regional and Local Roads and Capital Facilities projects represent 69% of total estimated capital and infrastructure project costs
- Total project cost of \$3.1 billion
- Majority of projects are anticipated as long range projects
- Nearly \$1.6 billion in estimated in long range projects

Total Project Cost



EXISTING REVENUE SOURCES

OVERVIEW AND FORECAST

EXISTING REVENUE SOURCES

OVERVIEW

Dedicated Revenue Sources

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

Discretionary Funds

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

Federal and State Allocations and Grants

- Federal and State Transportation Funds
- Great Outdoors Colorado (GOCO)
- Department of Local Affairs

EXISTING REVENUE SOURCES FORECAST OVERVIEW

Purpose is to estimate revenues available for capital and infrastructure projects for six primary funds:

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

Baseline forecast is based on historic trends and forecasts.

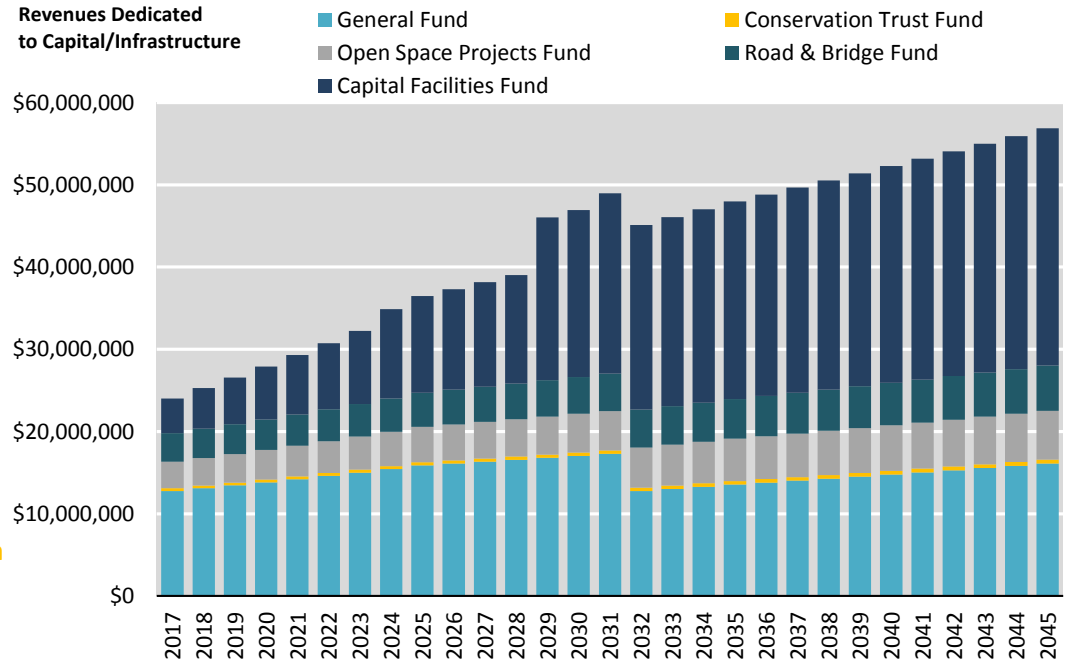
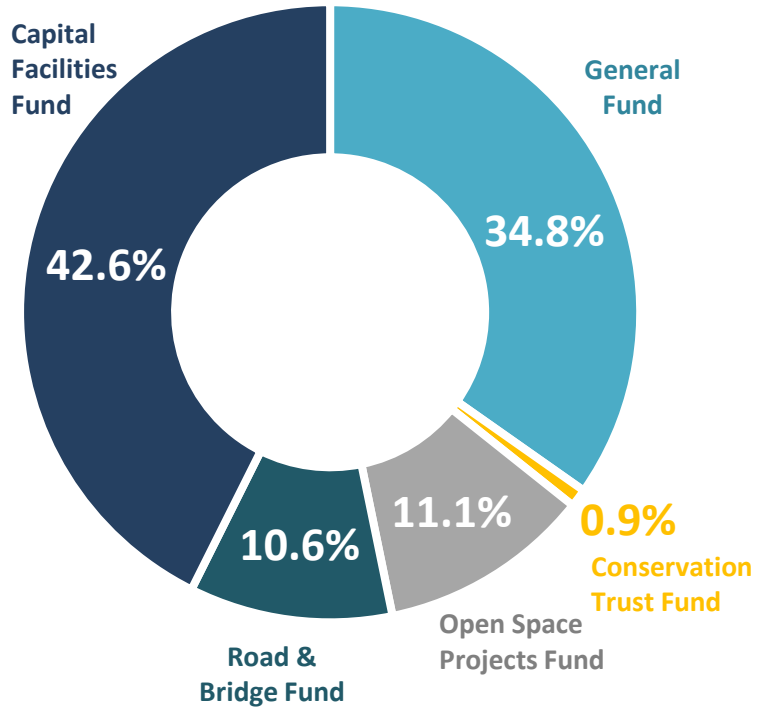
Description	2015-2025	2026-2035	2036-2045
Property Tax	Historic tax collections (4.19%/yr.)	DOLA Adams County Household Forecast (2.02%/yr.)	DOLA Adams County Household Forecast (1.74%/yr.)
Sales Tax	Historic tax collections (3.68%/yr.)	DOLA Adams County Population Forecast (1.78%/yr.)	DOLA Adams County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

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

\\EPSPDC02\Proj\173025-Adams County Local Financing Study\Models\173025-Forecast-08-15-2017.xlsx Forecast Table

EXISTING REVENUE SOURCES

BASELINE FORECAST OVERVIEW



Source: Economic & Planning Systems

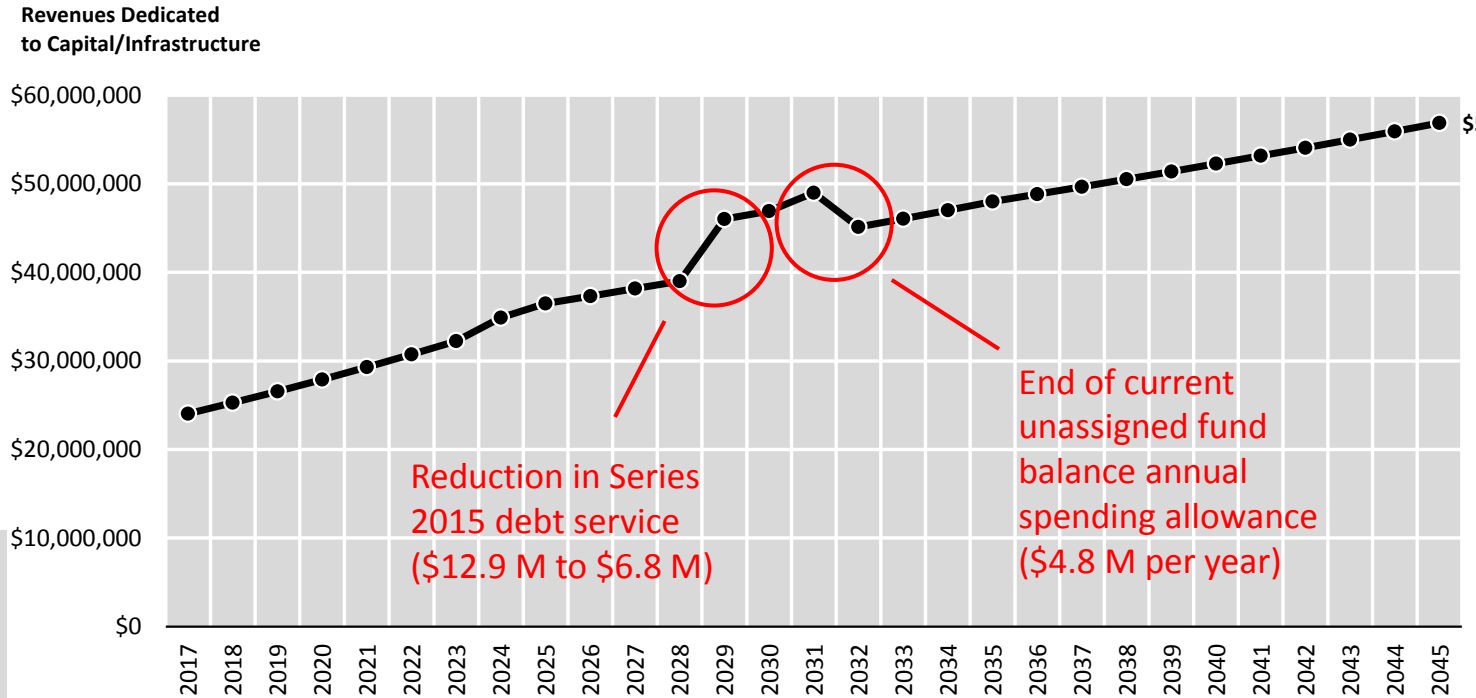
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EXISTING REVENUE SOURCES

BASELINE FORECAST

Based on historic property and sales tax collections and population and household forecasts developed by DRCOG.

Annual Average
\$42.7 million
 Total Revenue
\$1.2 billion



Source: Adams County Economic & Planning Systems. The change in series between 2028 and 2032 reflects unassigned fund balance spending ending and changes in debt payments.

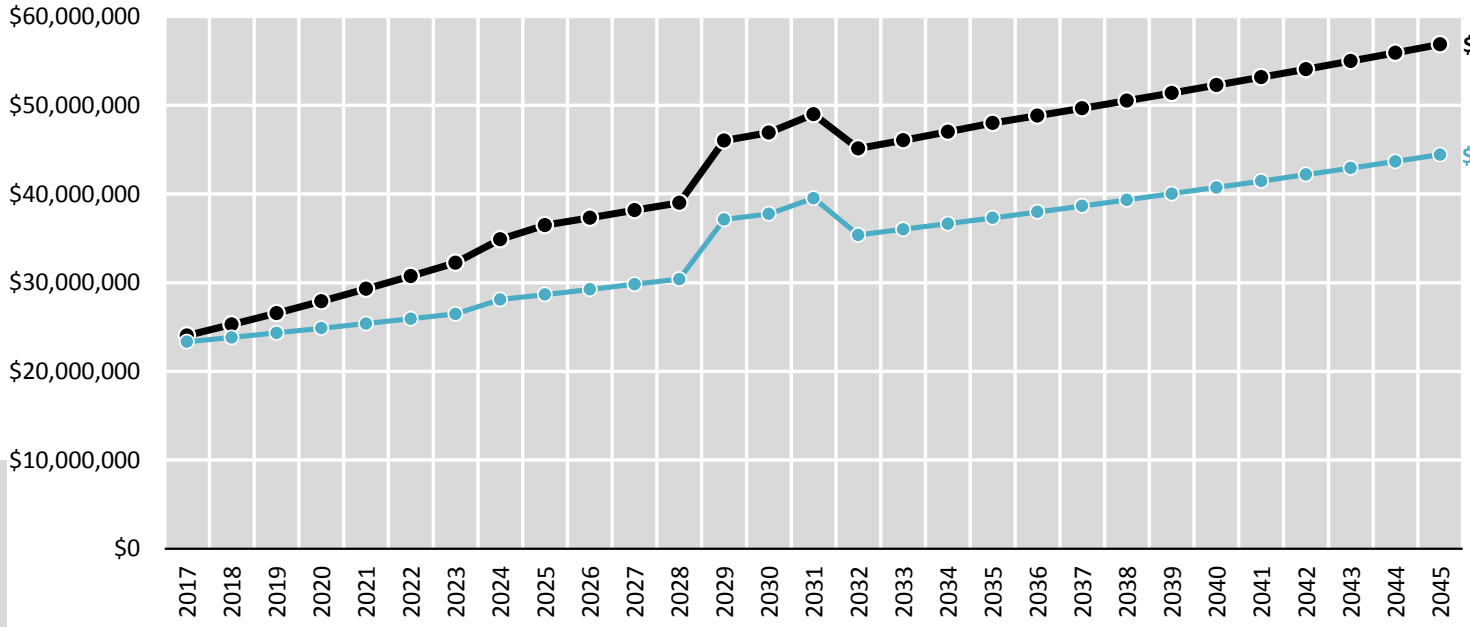
EXISTING REVENUE SOURCES

CONSERVATIVE GROWTH FORECAST

Lower annual growth rate estimates

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

Revenues Dedicated to Capital/Infrastructure



Source: Adams County; Economic & Planning Systems

Annual Average
\$34.2 million
 Total Revenue
\$991.4 million

EXISTING REVENUE SOURCES

INCREASE/DECREASE GENERAL FUND PERSONNEL COSTS

Tests an increase and decrease in annual General Fund personnel expenditures of 2.0%.

2.0% Increase

Annual Average

\$39.8 million

Total Revenue

\$1.15 billion

2.0% Decrease

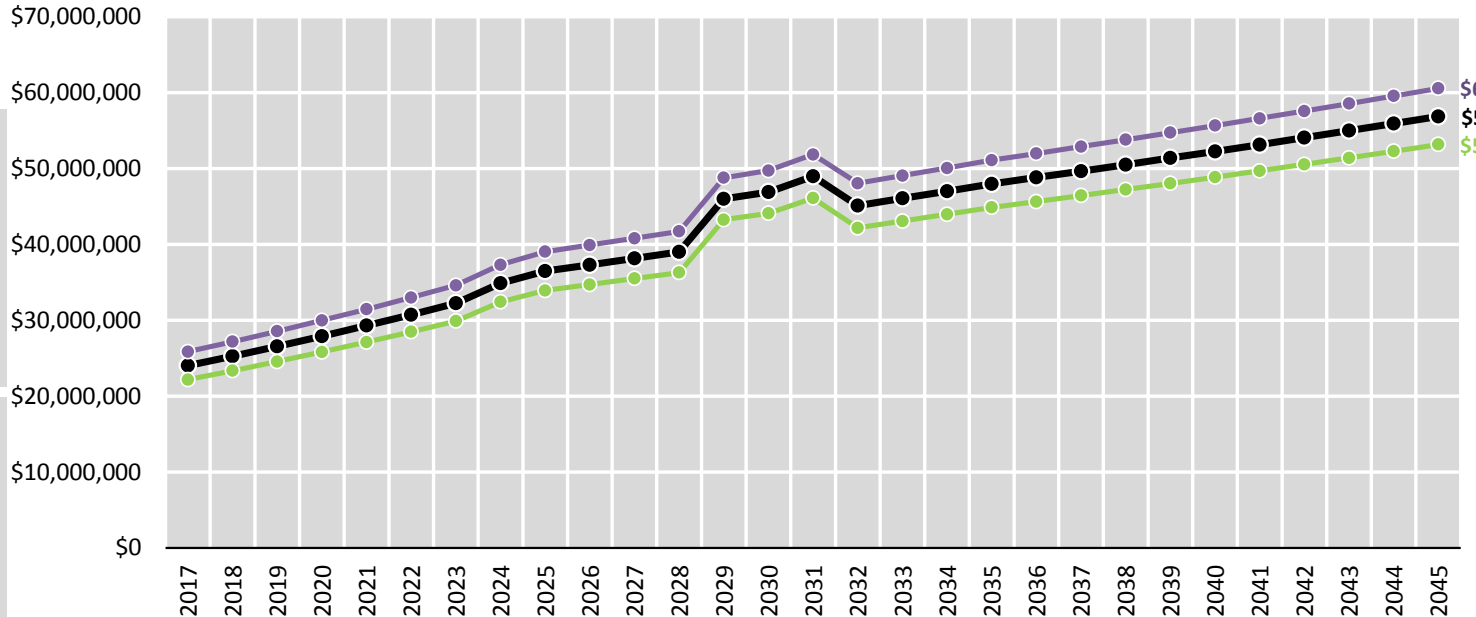
Annual Average

\$45.5 million

Total Revenue

\$1.3 billion

Revenues Dedicated to Capital/Infrastructure



Source: Adams County; Economic & Planning Systems

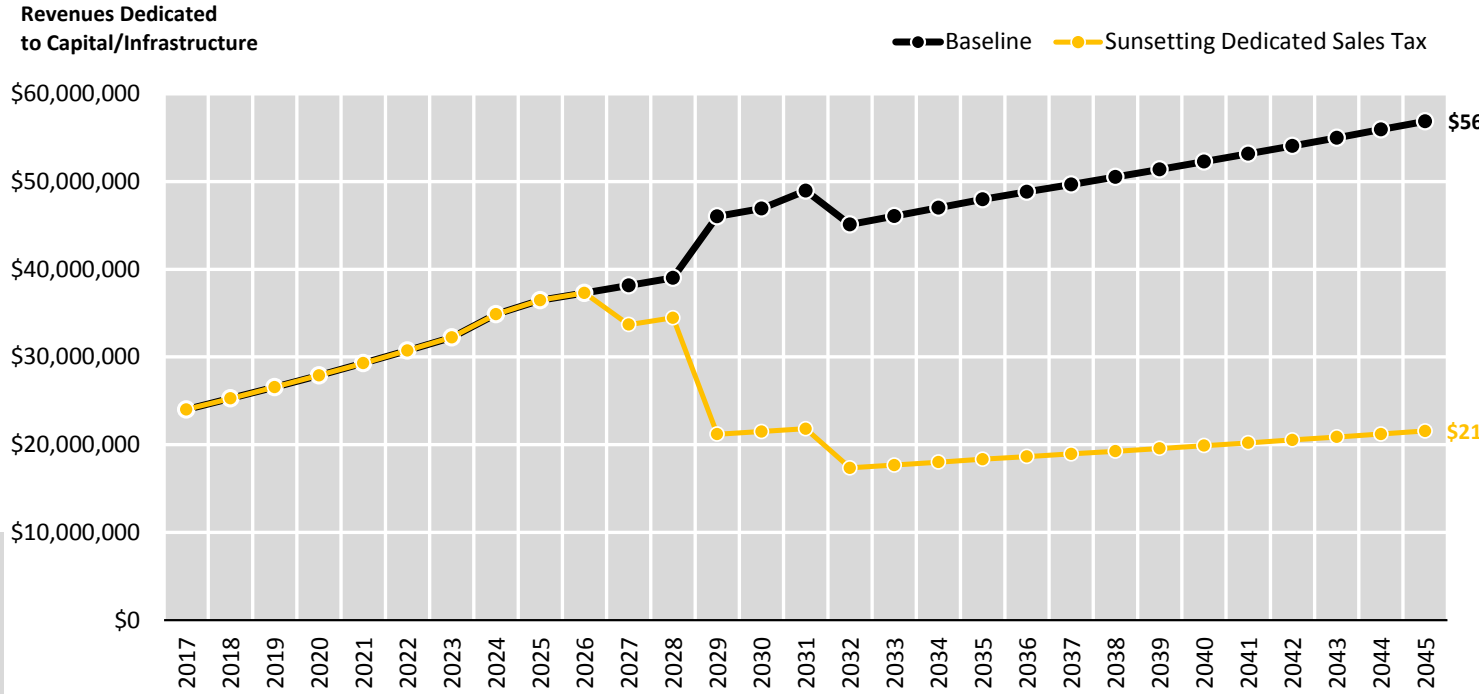
EXISTING REVENUE SOURCES

EXPIRING DEDICATED SALES TAX FORECAST

Adams County has three dedicated sales taxes.

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

Annual Average
\$24.5 million
 Total Revenue
\$709.4 million



Source: Adams County; Economic & Planning Systems

EXISTING REVENUE SOURCES SUMMARY

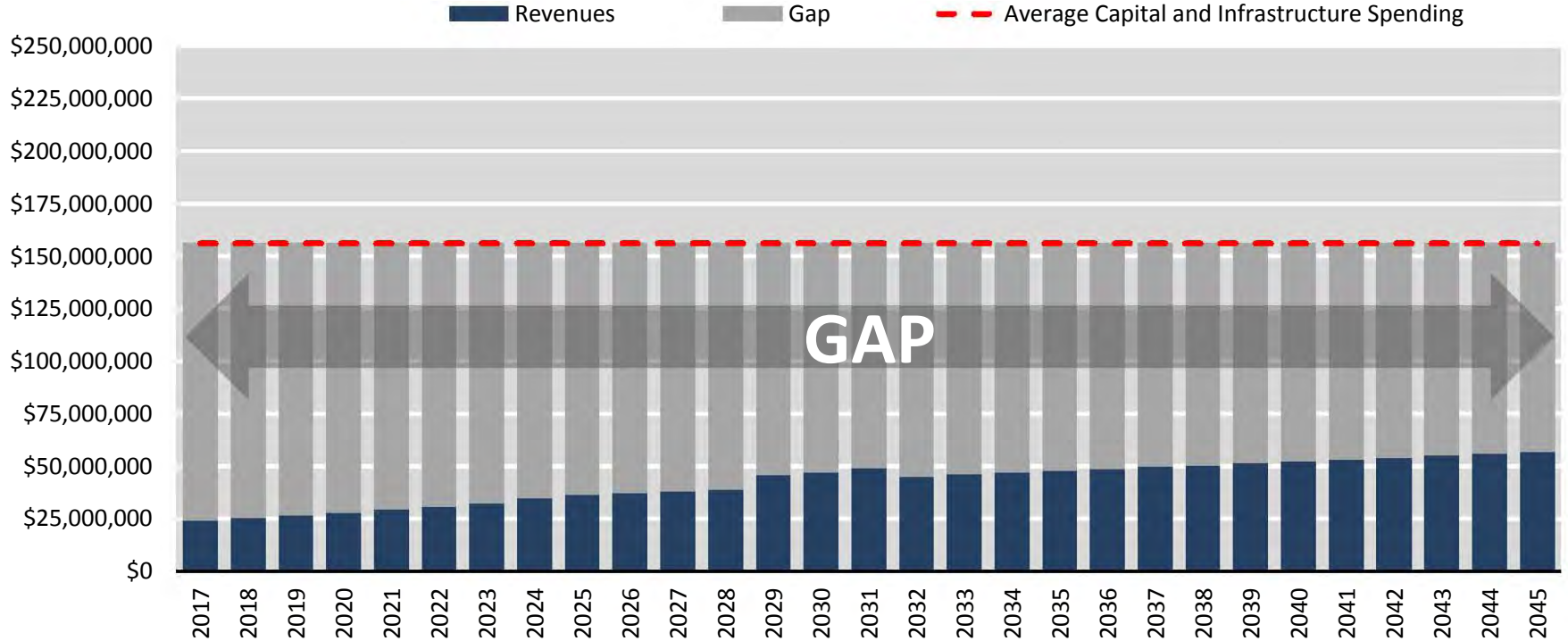
- The expiring dedicated sales tax represent the greatest threat to existing revenue sources that are available to fund capital and infrastructure projects
- Lower than expected growth rates also have the potential negatively affect available revenues
- Increases or decreases in General Fund personnel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

Description	2017 Ann.	2045 Ann.	2017-2045	
			Average	Total
Baseline Forecast	\$24.0 M	\$56.9 M	\$42.7 M	\$1,237.7 M
Conservative Growth Forecast	\$23.3 M	\$44.4 M	\$34.2 M	\$991.4 M
Increase in GF Personnel Costs	\$22.2 M	\$53.2 M	\$39.8 M	\$1,155.2 M
Decrease in GF Personnel Costs	\$25.9 M	\$60.6 M	\$45.5 M	\$1,320.1 M
Expiring Dedicated Sales Tax Forecast	\$24.0 M	\$21.6 M	\$24.5 M	\$709.4 M

EXISTING REVENUE SOURCES

COMPARISON OF COSTS TO REVENUE

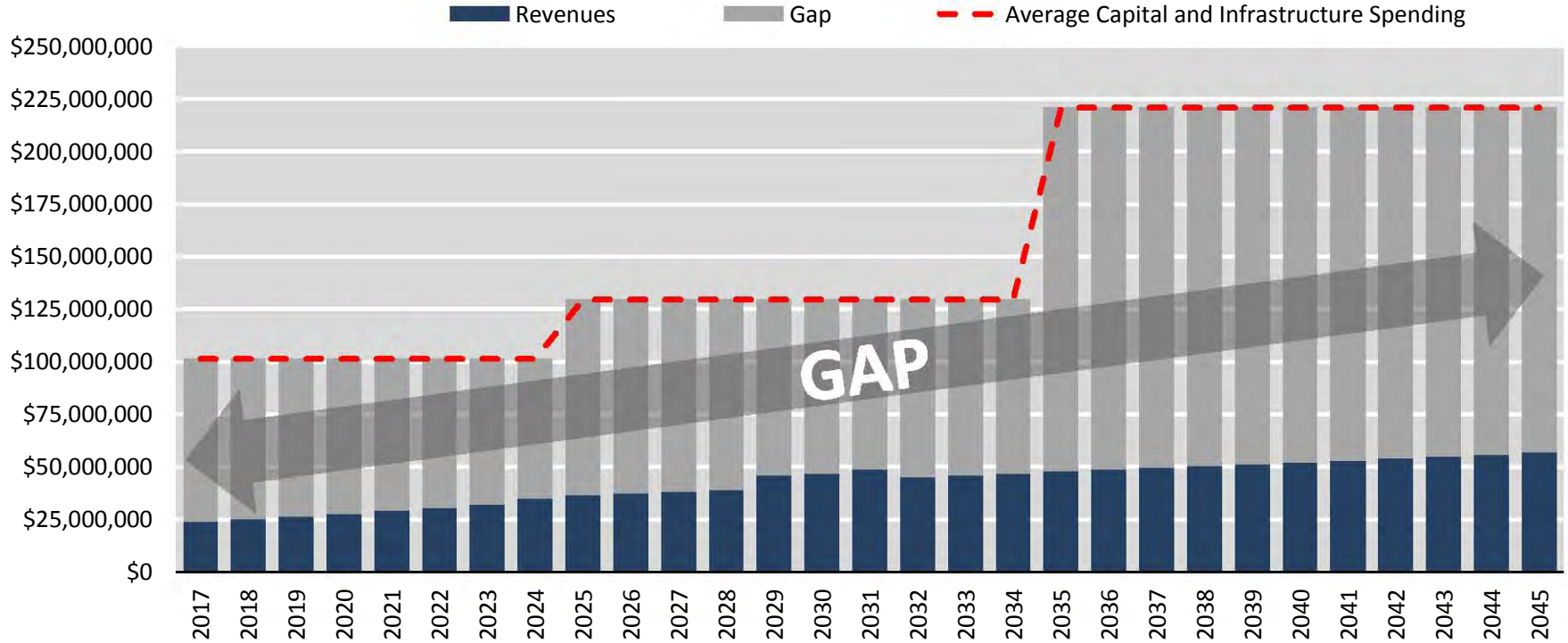
Revenues/Expenditures



EXISTING REVENUE SOURCES

COMPARISON OF COSTS TO REVENUE

Revenues/Expenditures



SUPPLEMENTAL FUNDING SOURCES

FUNDING SOURCES AND FINANCING STRATEGIES

SUPPLEMENTAL REVENUE SOURCES OVERVIEW

Three primary categories:

- County-wide Funding Sources
- District/Development Based Funding Sources
- Innovative Financing Strategies

SUPPLEMENTAL REVENUE SOURCES

COUNTY-WIDE FUNDING SOURCES

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

KEY CRITERIA

- Establishment
- Who Pays?
- Benefits
- Limitations

SUPPLEMENTAL REVENUE SOURCES

DEVELOPMENT BASED FUNDING SOURCES

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

KEY CRITERIA

- Establishment
- Who Pays?
- Benefits
- Limitations

SUPPLEMENTAL REVENUE SOURCES

INNOVATIVE FUNDING AND FINANCING STRATEGIES

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



KEY CRITERIA

- Establishment
- Who Pays?
- Benefits
- Limitations

SUPPLEMENTAL REVENUE SOURCES

FUNDING SOURCE PRELIMINARY EVALUATION

- **Applicability** – This evaluation criterion seeks to evaluate how well the funding source addresses funding for capital facilities and infrastructure. (Rated Low, Medium, or High)
- **Revenue Potential** – This criterion evaluates the amount and stability of revenue to be raised. (Rated Low, Medium, or High)
- **Ease of Administration** – This criterion considers the hurdles to implementing the tool and the relative level of administrative complexity to operate and manage the function. (Rated Low, Medium, or High)
- **Viability** – This measure attempts to assess the likely level of political and community support for implementing the proposed funding source or program. (Rated Low, Medium, or High)

SUPPLEMENTAL REVENUE SOURCES

FUNDING SOURCES EVALUATION

Tool	Recommended	Applicability	Revenue Potential	Ease of Administration	Viability
County Wide Sources					
1 General Obligation Bonds	No	High	High	Medium	Low
2 Revenue Bonds	No	High	High	Medium	Low
3 Community Improvement Sales Tax Initiative	Yes	High	High	High	High
4 Regional Transportation Authority	Yes	High	Medium	Medium	High
5 Occupational Privilege Tax	No	Medium	Low	Low	Low
6 Motor Vehicle Registration Fee	No	Medium	High	Medium	Medium
7 Use Tax	Yes	High	High	Medium	Medium
8 Excise Tax	Yes	High	Medium	High	High
9 Transportation Utility Fee	No	High	Medium	Low	Low
District/Development Based Sources					
10 Development Impact Fees	Yes	High	Medium	Medium	High
11 Metropolitan Districts	Yes	Medium	Medium	High	High
12 Public Improvement Districts	Yes	High	Medium	Medium	High
13 Local Improvement Districts	Yes	Medium	Medium	Medium	High
14 Business Improvement Districts	No	Low	Medium	Medium	High
15 Public Improvement Fees	No	Low	Medium	High	High
Innovative Funding and Financing Strategies					
16 Public - Private Partnerships	Yes	High	High	Low	High
17 Crowd Funding	Yes	Medium	Low	Medium	High
18 Immigrant Investor Program (EB-5)	No	Medium	Medium	Low	Low
19 Social Impact/Resiliency Bonds	No	Low	Low	Low	Low
20 Asset Management	Yes	Medium	Medium	Medium	Low

Source: Economic & Planning Systems

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PROJECT PRIORITIZATION FRAMEWORK

OVERVIEW AND DISCUSSION

PROJECT PRIORITIZATION FRAMEWORK

CATEGORIZATION PROCESS DRAFT/EXAMPLE

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

**County
Community
Projects**

Project category

Funding strategy

- County-wide

Joint funding potential

Prioritization criteria

**Local
Community
Projects**

Project category

Funding strategy

- District/Development

Joint funding potential

Prioritization Criteria

**County
Operations
Projects**

Project category

Funding Strategy

- County-wide

Joint funding potential

Prioritization criteria

PROJECT PRIORITIZATION FRAMEWORK

PRIORITIZATION CRITERIA DISCUSSION

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

SCHEDULE

NEXT STEPS

December 20th
(TAC Meeting #4)

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

Mid-January

Draft Final Report

January 30th

Final BoCC Presentation



STUDY SESSION AGENDA ITEM

DATE: December 12, 2017
SUBJECT: Open Justice Broker Consortium (OJBC) Agreement
FROM: Benjamin Dahlman
AGENCY/DEPARTMENT: Finance Department
ATTENDEES: Sheriff Michael McIntosh – Adams County Sheriff's Office Benjamin Dahlman – Finance Department
PURPOSE OF ITEM: To discuss Amendment Three to the OJBC Membership Agreement
STAFF RECOMMENDATION: That the Board of County Commissioners Approve Amemndment Three in a future Public Hearing to continue the project work that the OJBC provides to the CJCC.

BACKGROUND:

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

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

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

- Training and Technical Assistance (T/TA) being provided by SEARCH (as described on page 2), was a federally B-JAG funded project with a grant project period that ended on March 31, 2016; and,
- The 2015/2016 OJBC project was a state B-JAG grant funded project with a grant project period that ended on September 30, 2016;

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

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

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

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

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

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

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

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

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

An OJBC invoice was received for Annual Membership Dues in the amount of \$85,000; this charge covered "the initial installment from April 1, 2017 – June 30, 2016; membership from July 1, 2016-June 30, 2017; and all member benefits." (Reference: pg. 2 of the Membership Agreement).

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

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

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

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

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

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

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

It should be recognized that we have a style of membership that includes membership dues combined with annual support staff hours and the option to purchase additional support staff

hours. Our existing processes and procedures don't expect this type of membership which is why we want to treat this as a purchasing item. The total cost of this project to date is \$214,995.

How we are expressing this total is the question.

Scenario 1:

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

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

Scenario 2:

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

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

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

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

The recommendation is to approve Amendment Three.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

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

ATTACHED DOCUMENTS:

OJBC Membership Agreement Presentation

FISCAL IMPACT:

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

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			<hr/>

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			<hr/>

New FTEs requested: YES NO

Future Amendment Needed: YES NO

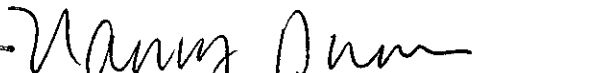
Additional Note:

No Additional Budget required for Amendment Three.

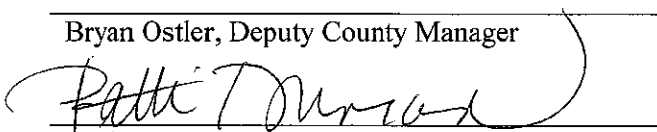
APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:


Raymond H. Gonzales, County Manager


Nancy Owen
Budget / Finance

Bryan Ostler, Deputy County Manager

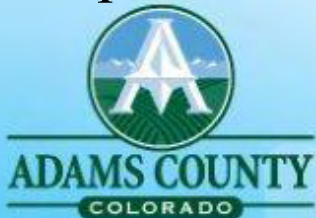

Patti Duncan, Deputy County Manager

OJBC Membership Agreement



Proposed OJBC Public Hearing Item

- Provide an explanation of the unique membership with the Open Justice Broker Consortium (OJBC) as it relates to the purchasing policies and procedures.
- We have been reviewing this Membership Agreement examining two different scenarios, one with the **membership dues perspective** and the other with the **purchasing policy perspective**.
- While the total is the same for both scenarios, \$214,995.00, the difference is in how the purchasing process is applied, approved and paid.



Details about the OJBC Membership Dues

- Any OJBC Membership is inclusive of **dues plus a defined amount of support staff hours**, depending on the membership level.
- All Memberships allow the purchase of additional support staff hours.
- The Membership Calendar is from July-June. Memberships must start on July 1, except for the first year of joining; the remainder of that year is prorated.
- **A Full Membership** = \$85,000.00 inclusive of dues and 500 support staff hours. This was the original intent expressed in 2015 grant application process to the State of Colorado.
- **A Support Membership** = \$24,995.00 inclusive of dues and 150 support staff hours. This became the approach to reach the original intent expressed in the grant application to the State of Colorado.



Scenario 1: A Membership Dues Perspective

- Calculating the Membership Agreement, originally contemplated as a Full Membership inclusive of dues and 500 annual support staff hours, these dues would have totaled \$170,000.00 to date.
- The amount of additional support staff hours for the various OJBC projects would total \$44,995.00.

In this scenario, only the \$44,995.00 amount would be subject to approval through the existing purchasing process.



Scenario 2: Purchasing Policy Perspective

- Calculating the Membership Agreement as a Support Membership inclusive of dues and 150 annual staff support hours, these dues would total \$56,238.75 to date.
- The amount of additional support staff hours for the various OJBC projects would total \$158,756.25.

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



Rational for the Approach

- It was necessary to obtain a prorated Support Level Membership to start on April 1, 2016 and a yearly Support Level Membership starting on July 1 to ensure the successful completion of the 2015/2016 grant award activities by the grant project period end date of September 30, 2016.
- The 2016 CJCC budget did not have additional revenues beyond the \$85,000.00 grant award to carry a prorated Full Membership and a second-year Full Membership renewal during the 2016 budget cycle, which would have been \$106,250.00.



Support for Scenario 2

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

Overall Recommendation

- That the Board of County Commissioners (BOCC) approve the overall OJBC Agreement inclusive of membership dues and additional support staff hours.
- It should be recognized that we have a style of membership that includes membership dues combined with annual support staff hours and the option to purchase additional support staff hours. Our existing processes and procedures do not expect this type of membership which is why we want to treat this as a purchasing item.
- The total cost of this project to date is \$214,995.00.
- All future Amendments will follow the purchasing policies and procedures.



Background Information

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

- #1 To develop a jurisdiction-wide justice information sharing infrastructure,
- #2 To develop alternative-to-detention strategies that work,
- #3 To create a local criminal justice system that mitigates risk and helps meet the underlying behavioral health needs of offenders whose interactions with justice systems are driven by unmet treatment needs.



Background Information

- In 2014, the CJCC reached out to the Bureau of Justice Assistance (BJA) requesting Training and Technical Assistance to begin work on the justice information sharing infrastructure priority. Note: the BJA is component of the Office of Justice Programs within the US Department of Justice.
- The BJA suggested that the CJCC reach out to a newly forming entity, the OJBC.



OJBC Background Information

- The OJBC is a 501c (3) non-profit membership organization of government agencies and jurisdictions, and governed by a membership group dedicated to collecting, sharing, and analyzing innovating and timely knowledge, information, best practices, services and solutions for justice information sharing.
- OJBC encourages use of open software in the public sector because it helps share information at a lower cost; open-source follows national justice information sharing standards more vigorously than closed-source.
- Through the OJBC, the CJCC built dashboards, analytics and a federated query portal from other OJBC member's existing technologies enabling further cost savings.



Why OJBC

- Best practices for developing and implementing a jurisdiction-wide justice information sharing environment includes consideration of governance, technical governance, privacy, national information justice standards, and open-source tool and technologies.
- Adams County, on behalf of the CJCC, has been competitively selected by the State of Colorado, Department of Public Safety, Division of Criminal Justice for three consecutive years to serve as the pilot to develop a jurisdiction-wide information sharing environment at the local level. An OJBC Membership was always apart of our strategy, the State approved the grant with the OJBC as a specific item. To date, the State has awarded Adams County \$180,650.00.
- OJBC has the range of knowledge and expertise needed to successfully support and execute the development of a jurisdiction-wide information sharing environment, and to meet the special conditions inherent of any federally funded justice information sharing project.



Synopsis of Membership Purchases to Date

- Year #1 was a purchase of \$85,000.00
 - ❖ This was purchased as a Membership which falls under Voucher governance and not purchasing policy and procedures.
- Amendment # 1 was the purchase of additional support staff hours in the amounts of \$60,000.00 and \$20,000.00 totaling \$80,000.00
- Year # 2 membership dues were in the amount of \$24,995.00.
- Amendment # 2 was the purchase of additional support staff hours in the amount of \$25,000.00.
- Amendment # 3 is being presented for BOCC approval to clarify the membership dues and additional support staff hours on the original agreement.



OJBC Budget History

Budget	OJBC Budget	Budget Year	Funding Source	Allocation						
				OJBC Membership/Staff support Hours	Nat'l Criminal Assoc	Sherman and Howard	Justice Management Institute	Unallocated	Community Reach Center	Total Allocation
\$ 99,900.00	\$ 85,000.00	2015/2016	Federal grant pass through State of Colorado, Bryne JAG award (2015-DJ-15-0008657-06-1)	\$ 85,000.00	\$ 14,900.00					\$ 99,900.00
\$ 53,125.00	\$ 85,000.00	2016/2017	Federal grant pass thru State of Colorado, Bryne JAG award (2016-DJ-16-013907)	\$ 85,000.00		\$ 10,625.00				\$ 95,625.00
\$ 42,500.00		2016/2017	2017 General Fund							
\$ 110,000.00	\$ 20,000.00	2016/2107	General Fund	\$ 20,000.00			\$ 89,653.00	\$ 347.00		\$ 110,000.00
\$ 27,625.00	\$ 15,000.00	2017/2018	Federal grant pass through State of Colorado, Bryne JAG award (Grant No. has not been assigned yet)	\$ 15,000.00		\$ 11,700.00	\$ 925.00			\$ 27,625.00
\$ 50,000.00	\$ 25,000.00	2017/2018	MacArthur Foundation Innovation Fund	\$ 25,000.00				\$ 5,000.00	\$ 20,000.00	\$ 50,000.00
\$ 383,150.00	\$ 230,000.00		Totals	\$ 230,000.00	\$ 14,900.00	\$ 22,325.00	\$ 90,578.00	\$ 5,347.00	\$ 20,000.00	\$ 383,150.00

OJBC Payment History

Invoice	Payment Voucher/Check No/Date	Total
ADAMS1217	PV# 864311-PK# 692034 paid 4/20/2016	\$ 85,000.00
ADAMS1718	PV# 891981-PK#706439 paid 3/14/2017	\$ 20,000.00
ADAMS1718	PV# 897871-PK# 709311 paid 5/25/2017	\$ 79,995.00
Amendment #2	Amendment #2 Invoices for services rendered awaiting pending approval.	\$ 25,000.00
Amendment #1	Amendment #1-partial Additional Staff Support Hours	\$ 5,000.00
Amendment #3	Amendment #3 Original Invoice \$85,000.00 clarification	\$ -
	Total Project Expenses to date	\$ 214,995.00
	Total Budget	\$ 230,000.00



Amendment # 3 Clarification

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



Amendment # 3 Clarification

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



Conclusion

- As this is an active project utilizing developed systems and has spent Federal, State, and County dollars, and the time and effort of many cities and community partners and their resources, it is recommended that the proposed agenda item be approved in Public Hearing.
- The proposed agenda item asks for BOCC authorization for the total to date expenditure of \$214,995.00 and the approval of Amendment Three.
- All future Amendments will follow purchasing process, as appropriate.





STUDY SESSION AGENDA ITEM

DATE: 12/12/2017
SUBJECT: Use of County-owned land for Affordable Housing
FROM: Peter LiFari, Deputy Director
AGENCY/DEPARTMENT: Adams County Housing Authority
ATTENDEES: Peter LiFari, Sarah Vogl, Andrew Chapin, Steve Gardner, Mary Anderies, Tim Balas
PURPOSE OF ITEM: County-owned land
STAFF RECOMMENDATION:

BACKGROUND:

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

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

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

ATTACHED DOCUMENTS:

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

FISCAL IMPACT:

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

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			


New FTEs requested: YES NO

Future Amendment Needed: YES NO


Additional Note:

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Raymond H. Gonzales, County Manager



Nancy Durr
Budget / Finance

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager



7401 BROADWAY - ACHA AFFORDABLE HOUSING CONCEPT

Presentation to Adams County, Board of County Commissioners

December 12th, 2017



Mary E. Anderies
Housing Consultant



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**7401 Broadway Redevelopment
Affordable Housing Concept**

AGENDA

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



Mary E. Anderies
Housing Consultant



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**7401 Broadway Redevelopment
Affordable Housing Concept**

Team Introductions

Adams County Housing Authority – Developer

VTBS – Urban Design and Architecture

JHL Constructors – General Contractor and Cost Estimator

Anderies Consulting – Housing Development Consultant



Mary E. Anderies
Housing Consultant



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**7401 Broadway Redevelopment
Affordable Housing Concept**

Project History



Key Dates

June 26th – ACHA Updates BOCC

July 6th – Letter of Support

September 8th – HSB Closes

Sept. 28th-30th – Design Charrette

**7401 Broadway Redevelopment
Affordable Housing Concept**



Mary E. Anderies
Housing Consultant



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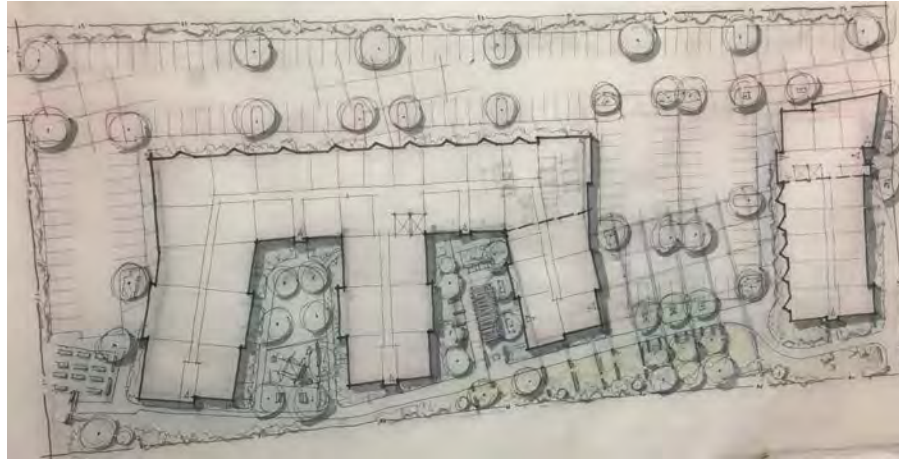


Design by Community Charrette

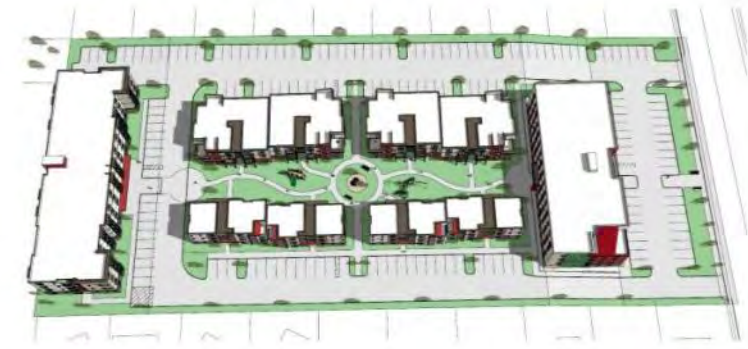


- Selected by Housing Colorado
- 3 day intensive design charrette
- Over 30 professionals, graduate students, and stakeholders

• Option A – Replace & Larger Multifamily



• Option B – Reuse & Smaller Walk-ups



Mary E. Anderies
Housing Consultant



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7401 Broadway Redevelopment Affordable Housing Concept



PHASE 3:
FOUR STORY
SENIOR RESIDENCES

PHASE 2:
THREE STORY WALK UP
FAMILY RESIDENCES

PHASE 1:
REMODEL EXISTING FOUR
STORY STRUCTURE
INTEGRATIVE MODEL OF
PERMANENT SUPPORTIVE
HOUSING



Concept prepared for Adams County Housing Authority

Mary E. Anderies
Housing Consultant



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BALCONY VIEW PERSPECTIVE



SOUTH SIDE PERSPECTIVE



NORTH SIDE PERSPECTIVE



CROSS COURTYARD PERSPECTIVE



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7401 Broadway Redevelopment
Affordable Housing Concept



Phase 1 – Adaptive Reuse
Youth Aging out of Foster Care

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

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



Phase 2 – Three Story Walk-Ups
For Families

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

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



Phase 3 – Four Story Multifamily
For Seniors

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

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



Mary E. Anderies
Housing Consultant



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**7401 Broadway Redevelopment
Affordable Housing Concept**



FINANCIAL MODEL

Adaptive Reuse Supportive Housing

Phase 1: 47 apartments: Homeless Youth, Adults and Low-Income Families

USES

Land	\$0
Demo/Site improvements	\$1,210,000
Construction, Tap Fees	\$11,020,000
Architect, Engineers	\$700,000
Construction Finance	\$570,000
Debt and investor costs	\$133,000
Soft Costs	\$230,000
Developer Fee	\$1,660,000
Reserves	<u>\$273,000</u>
	\$15,796,000

SOURCES

Permanent Mortgage	\$2,600,000
Tax Credit Equity	\$12,000,000
CO Division of Housing	\$470,000
Adams County	\$470,000
Deferred Dev. Fee	<u>\$256,000</u>
	\$15,796,000



Mary E. Anderies
Housing Consultant



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**7401 Broadway Redevelopment
Affordable Housing Concept**



FINANCIAL MODEL

Family Buildings

Phase 2: 72 Apartments: Families

USES

Land	\$0
Site Improvements	\$450,000
Construction, Tap Fees	\$15,930,000
Architect, Engineers	\$1,121,000
Construction Finance	\$904,000
Debt and investor costs	\$213,000
Soft Costs	\$354,000
Developer Fee	\$2,277,000
Reserves	<u>\$438,000</u>
	\$21,687,000

SOURCES

Permanent Mortgage	\$6,220,000
CO Division of Housing CHIF	\$1,100,000
4% LIHTC Equity	\$6,700,000
State Tax Credit	\$4,079,000
CO Division of Housing HOME	\$720,000
Adams County	\$1,275,000
FHLB	\$750,000
Deferred Developer Fee	<u>\$843,001</u>
	\$21,687,000



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**7401 Broadway Redevelopment
Affordable Housing Concept**



FINANCIAL MODEL

Senior Building

Phase 3: 54 apartments: Seniors

USES

Land	\$0
Site improvements	\$353,000
Construction, Tap Fees	\$12,303,000
Architect, Engineers	\$714,000
Construction Finance	\$576,000
Debt and investor costs	\$136,000
Soft Costs	\$237,000
Developer Fee	\$1,717,000
Reserves	<u>\$278,700</u>
	\$16,315,400

SOURCES

Permanent Mortgage	\$1,945,000
CO Division of Housing CHIF	\$1,000,000
Tax Credit Equity	\$12,000,000
CO Division of Housing HOME	\$540,000
Adams County	\$540,000
Deferred Developer Fee	<u>\$290,400</u>
	\$16,315,400



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**7401 Broadway Redevelopment
Affordable Housing Concept**

Partnering with Adams County

Land conveyance

Why no cost/donation?

- * Significantly reduces development costs
- * Illustrates local support to funders
- * Assures affordability into future

Precedents

Boulder

Fort Collins



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**7401 Broadway Redevelopment
Affordable Housing Concept**

Q&A

7401 Broadway
ACHA Affordable Housing Concept





7401 BROADWAY - ACHA AFFORDABLE HOUSING CONCEPT

OCTOBER 19, 2017

Mary E. Anderies
Housing Consultant



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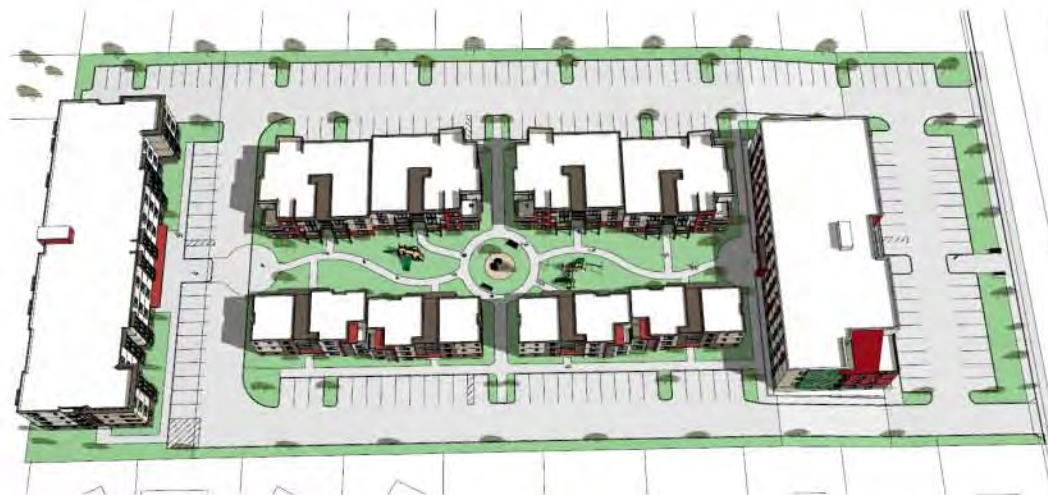
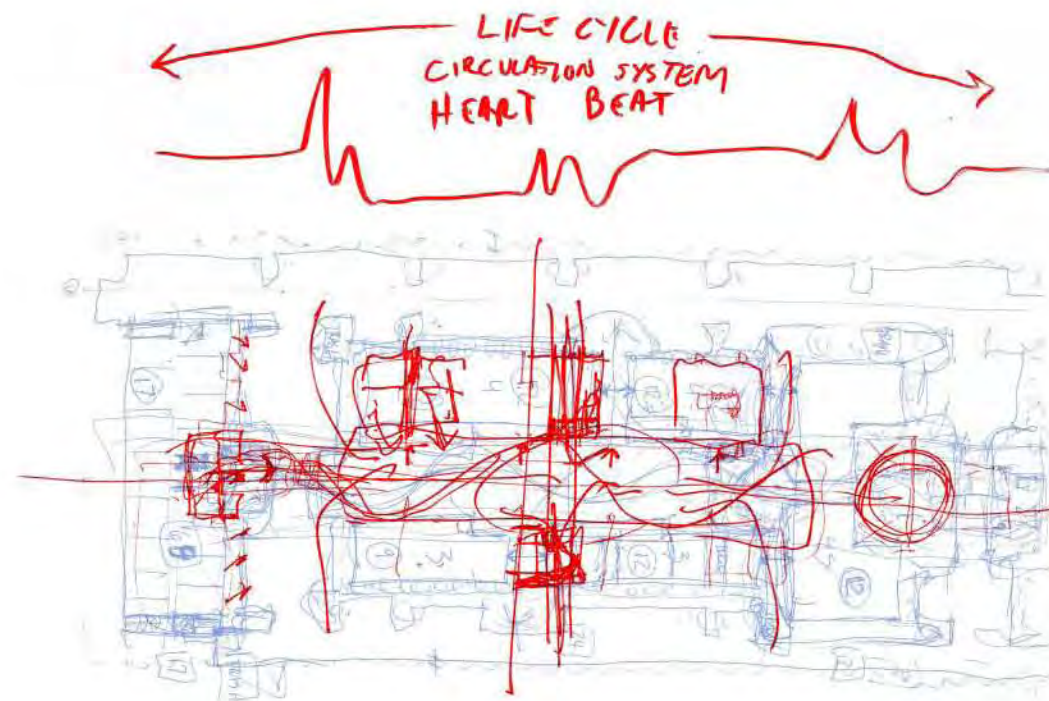


We are pleased to present this concept for an affordable housing community at 7401 Broadway, Denver, Colorado to Adams County Housing Authority. As a follow-up to the Housing Colorado Design Charrette, VTBS Architects has developed a surface parked scheme with the aim to achieve a more cost effective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

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

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

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



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

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

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

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

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

Mary E. Anderies
Housing Consultant



7401 BROADWAY AFFORDABLE HOUSING COMMUNITY

OCTOBER 19, 2017

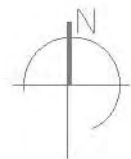
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SITE PLAN

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Housing Consultant



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Concept prepared for Adams County Housing Authority

SITE AREA 4.13 ac

PHASE 1

1 BEDROOM UNITS	43
2 BEDROOM UNITS	4
	<hr/>
	47

PHASE 2

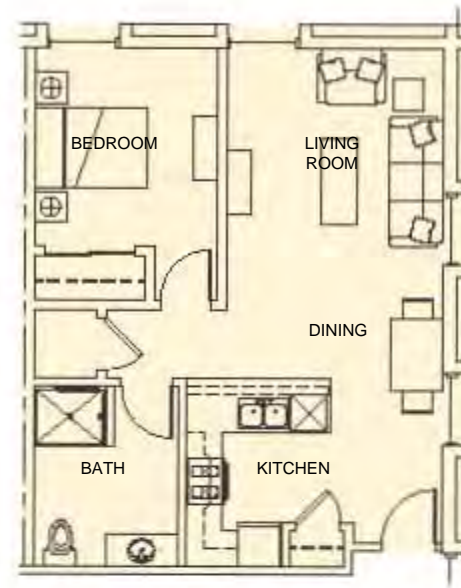
WALK UP UNITS - 1 BEDROOM	24
WALK UP UNITS - 2 BEDROOM	32
WALK UP UNITS - 3 BEDROOM	16
	<hr/>
	72

PHASE 3

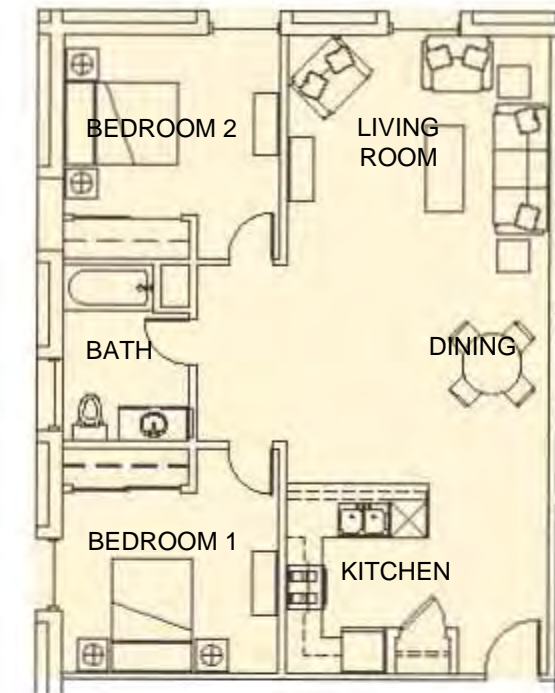
1 BEDROOM UNITS	46
2 BEDROOM UNITS	8
	<hr/>
	54

TOTAL 173 = 41.9 du/ac

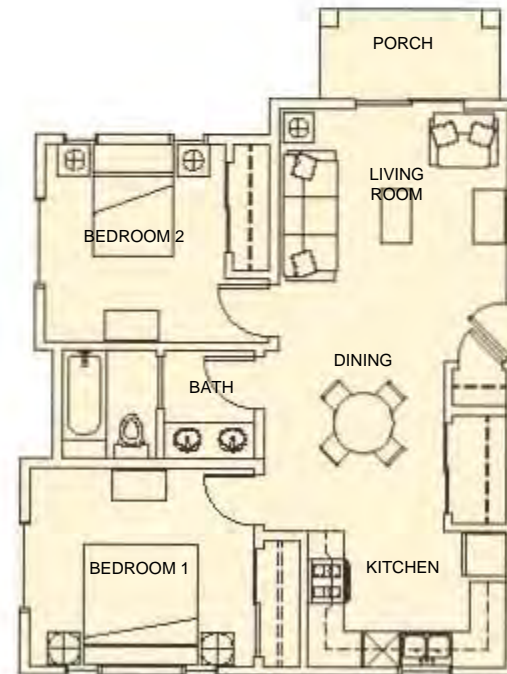
TOTAL PARKING 173 spaces



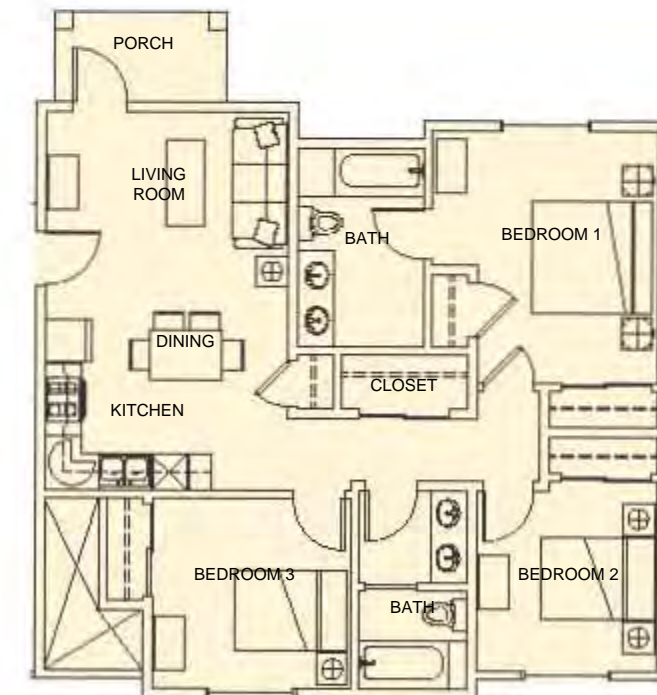
1 BEDROOM UNIT PLAN



2 BEDROOM UNIT PLAN



WALK UP UNIT PLAN - 2 BEDROOM



WALK UP UNIT PLAN - 3 BEDROOM

ILLUSTRATIVE UNIT CONCEPTS

Mary E. Anderies
Housing Consultant



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PHASE 1 BEFORE AND AFTER

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PHASE 3:
FOUR STORY SENIOR RESIDENCES

PHASE 2:
THREE STORY WALK UP

PHASE 1:
REMODEL EXISTING FOUR
STORY STRUCTURE

AERIAL PERSPECTIVE

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PHASE 1 BUILDING PERSPECTIVE

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JHL
CONSTRUCTORS

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PHASE 2 COURTYARD VIEW

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BALCONY VIEW PERSPECTIVE



SOUTH SIDE PERSPECTIVE



NORTH SIDE PERSPECTIVE



CROSS COURTYARD PERSPECTIVE





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PHASE 3 BUILDING PERSPECTIVE

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