



MEMORANDUM

To: City of Grand Junction
From: Root Policy Research
Re: Implementation Scope to Assist with Local Affordable Housing Goals
Date: November 30, 2021

The following scope of work is designed to accomplish Grand Junction Housing Strategy #2: Adopt a local affordable housing goal(s). It incorporates the recommended action steps outlined the City's Housing Strategy and results in recommended goals that can be presented to City Council for adoption. It also includes stakeholder outreach that can be designed to inform development incentives and/or inclusionary policies as potential tools to accomplish outlined goals.

- **Data analysis:** Root would examine the number of new units added to both for-sale and rental inventory over the past 5 years by price-point, including the inventory of deed-restricted affordable units added. Root would also gather data on the affordable pipeline, relying on input from housing stakeholders such as G.J.H.A. This analysis would also include clear definitions of "affordable" and "attainable" housing, as desired by the City.
- **Staff and stakeholder input:** Root would facilitate two meetings with the housing stakeholder group and up to 3 meetings with City staff to discuss the findings of the data analysis in the context of the housing needs assessment and strategy to gather input on formation of goals.
- **Developer input for IHO and incentive development:** Concurrent with the goal development work, Clarion Associates will be working with the City on a zoning review, including housing strategy implementation of development incentives. As incentive development and potential inclusionary policies relate directly to affordable housing goals, Root would partner with Clarion on outreach efforts to engage developers on inclusionary housing feasibility, the viability of affordable housing incentive packages and identifying other means of reducing barriers to the production/retention of affordable housing
- **Deliverable and presentations:** Root would document the above findings in a memo to the City along with recommended goals (after vetting draft goals with City staff and stakeholders). Root would also present draft goals to City Council in a work session, modify as may be necessary and present final draft goal(s) for Council's adoption.

We could complete the scope of work outlined above for a not-to-exceed cost of \$8,500. This estimate is based on the expectation that the scope would require approximately 24 hours of Avilia Bueno's time and 28 hours of Mollie Fitzpatrick's time at the billable

rates of \$150 and \$175, respectively. We anticipate all work would occur between January 1, 2022 and May 1, 2022, but will be adjusted to suit City needs.

Root Policy Research

DocuSigned by:
Mollie Fitzpatrick - Managing Director, Root Policy Research 1/4/2022
B59D9EC70257420...
Mollie Fitzpatrick - Managing Director, Root Policy Research
Managing Director

x

DocuSigned by:
Tamra Allen - Community Development Director 1/24/2022
8B23ABF3BA38415...
Tamra Allen - Community Development Director



CITY OF GRAND JUNCTION, COLORADO

CONTRACT

This CONTRACT made and entered into this 6th day of November, 2020 by and between the **City of Grand Junction, Colorado**, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Root Policy Research** hereinafter in the Contract Documents referred to as the "Firm."

WITNESSETH:

WHEREAS, the Owner advertised that sealed Responses would be received for furnishing all labor, services, supplies, equipment, materials, and everything necessary and required for the Project described by the Contract Documents and known as **Housing Needs Assessment and Housing Strategies Report (Re-Solicited) RFP-4827-20-DH**.

WHEREAS, the Contract has been awarded to the above named Firm by the Owner, and said Firm is now ready, willing and able to perform the Services specified in the Notice of Award, in accordance with the Contract Documents;

NOW, THEREFORE, in consideration of the compensation to be paid the Firm, the mutual covenants hereinafter set forth and subject to the terms hereinafter stated, it is mutually covenanted and agreed as follows:

ARTICLE 1

Contract Documents: It is agreed by the parties hereto that the following list of instruments, drawings, and documents which are attached hereto, bound herewith, or incorporated herein by reference constitute and shall be referred to either as the "Contract Documents" or the "Contract", and all of said instruments, drawings, and documents taken together as a whole constitute the Contract between the parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein:

The order of contract document governance shall be as follows:

- a. The body of this contract agreement;
- b. Negotiated Pricing/Scope of Work;.
- c. Solicitation Documents for the Project; **Housing Needs Assessment and Housing Strategies Report (Re-Solicited)**;
- d. Firms Response to the Solicitation, including Pricing Proposal Responses;

- e. Services Change Requests (directing that changed Services be performed);
- f. Change Orders.

ARTICLE 2

Definitions: The clauses provided in the Solicitation apply to the terms used in the Contract and all the Contract Documents.

ARTICLE 3

Contract Services: The Firm agrees to furnish all labor, tools, supplies, equipment, materials, and all that is necessary and required to complete the tasks associated with the Services described, set forth, shown, and included in the Contract Documents as indicated in the Solicitation Document.

ARTICLE 4

Contract Price and Payment Procedures: The Firm shall accept as full and complete compensation for the performance and completion of all of the Services specified in the Contract Documents, the not to exceed pricing of **Seventy Four Thousand Seven Hundred Fifty and 00/100 Dollars (\$74,750.00)**. If this Contract contains unit price pay items, the Contract Price shall be adjusted in accordance with the actual quantities of items completed and accepted by the Owner at the unit prices quoted in the Solicitation Response. The amount of the Contract Price is and has heretofore been appropriated by the Grand Junction City Council for the use and benefit of this Project. The Contract Price shall not be modified except by Change Order or other written directive of the Owner. The Owner shall not issue a Change Order or other written directive which requires additional Services to be performed, which Services causes the aggregate amount payable under this Contract to exceed the amount appropriated for this Project, unless and until the Owner provides Firm written assurance that lawful appropriations to cover the costs of the additional Services have been made.

Unless otherwise provided in the Solicitation, monthly partial payments shall be made as the Services progresses. Applications for partial and Final Payment shall be prepared by the Firm and approved by the Owner in accordance with the Solicitation.

ARTICLE 5

Contract Binding: The Owner and the Firm each binds itself, its partners, successors, assigns and legal representatives to the other party hereto in respect to all covenants, agreements and obligations contained in the Contract Documents. The Contract Documents constitute the entire agreement between the Owner and Firm and may only be altered, amended or repealed by a duly executed written instrument. Neither the Owner nor the Firm shall, without the prior written consent of the other, assign or sublet in whole or in part its interest under any of the Contract Documents and specifically, the Firm shall not assign any moneys due or to become due without the prior written consent of the Owner.

ARTICLE 6

Severability: If any part, portion or provision of the Contract shall be found or declared null, void or unenforceable for any reason whatsoever by any court of competent jurisdiction or any governmental agency having the authority thereover, only such part, portion or provision shall be effected thereby and all other parts, portions and provisions of the Contract shall remain in full force and effect.

IN WITNESS WHEREOF, City of Grand Junction, Colorado, has caused this Contract to be subscribed and sealed and attested in its behalf; and the Firm has signed this Contract the day and the year first mentioned herein.

The Contract is executed in two counterparts.

CITY OF GRAND JUNCTION, COLORADO

DocuSigned by:
By: Duane Hoff Jr., Senior Buyer - City of Grand Junction 11/13/2020 | 16:56 MST
Duane Hoff Jr., Senior Buyer - City of Grand Junction Date

Root Policy Research

DocuSigned by:
By: Mollie Fitzpatrick - Managing Director, Root Policy Research 11/13/2020 | 16:48 MST
Mollie Fitzpatrick - Managing Director Date



MEMORANDUM

To: Selection Committee for the Grand Valley Housing Needs Assessment and City of Grand Junction Housing Strategies Report (RFP # 4827-20-DH)
From: Mollie Fitzpatrick and Heidi Aggeler, Managing Directors, Root Policy Research
Re: Revised Cost Proposal, RFP # 4827-20-DH
Date: October 27, 2020

This memo reflects Root Policy Research's revised cost proposal to conduct the Grand Valley Housing Needs Assessment and City of Grand Junction Housing Strategies Report. As requested by the selection committee, the adjustments described in this memo are presented without sacrificing the scope of the project.

Overall, the revised budget reflects about a 15 percent reduction in total cost, driven primarily by adjustments in project management costs and a more efficient approach to Phase 1 efforts. We made no changes to the proposed community engagement budget (Task 2) and only a slight reduction in Phase 2 costs (streamlining report and presentation cost).

- **Task 1—reduced:** Our original scope proposes bi-weekly calls with project staff to discuss project progress and findings. We have trimmed project management costs to reflect monthly meetings (instead of bi-weekly meetings), reducing the Task 1 budget from \$3,550 to \$2,300.
- **Task 2—no change:** No change to cost estimate of Task 2.
- **Phase One Total—reduced:** Our original cost proposal allocated \$48,700 to Phase One tasks (Tasks 3 - 8 in the proposal). Our revised budget reduces that cost to \$36,950. Reductions to the Phase One cost reflect a more targeted approach to data collection and analysis of the items explicitly listed in the RFP—e.g., smaller number of time-intensive maps and infographics. This allows us to minimize professional time spent on data exploration and presentation and assumes a concise but thorough discussion of results in the report deliverable.
- **Phase Two Total—slightly reduced:** Our original cost proposal allocated \$20,800 to Phase Two tasks. Our revised budget reduces that cost to \$20,200 by streamlining the report and presentation line item.

The figure on the following page shows the detailed version of our revised cost proposal, along with a side-by-side comparison to the original proposal. We consider this revised cost proposal to be our best foot forward on cost while preserving the integrity of the scope requested in the proposal and our high standards for analysis and deliverable production.

Revised Cost Proposal

Task	REVISED COST PROPOSAL					ORIG. PROPOSAL	
	Directors (\$175/hr)	Associate (\$150/hr)	Research Associate (\$125/hr)	Total Hours	Total Fees	Total Hours	Total Fees
Task 1: Kickoff meeting and ongoing Project management	8	6	0	14	\$2,300	22	\$3,550
Task 2: Assessment of community culture and community perceptions of housing issues (includes stakeholder engagement and resident survey)	28	36	40	104	\$15,300	104	\$15,300
Phase One							
Task 3: Demographic and Economic Profiles	12	10	18	40	\$5,850	52	\$7,750
Task 4: Housing Stock and Owner/Rental Market Trends	12	18	8	38	\$5,800	53	\$7,875
Task 5: Special Populations	4	10	8	22	\$3,200	30	\$4,350
Task 6: Gaps Analysis: Current and Future Market Mismatches	16	20	20	56	\$8,300	73	\$10,625
Task 7: Barriers Analysis	18	12	4	34	\$5,450	42	\$6,650
Task 8: Report Development and Presentations	30	4	20	54	\$8,350	74	\$11,450
Phase Two							
Task 9: Existing Program and Regulatory Analysis	12	12	22	46	\$6,650	46	\$6,650
Task 10: Recommendations	32	24	0	56	\$9,200	56	\$9,200
Task 8: Phase 2 Report and Presentations	12	0	18	30	\$4,350	34	\$4,950
Total Cost	\$74,750					\$88,350	

Source: Root Policy Research.

If desired by the City, we could further lower costs by reducing elements of the scope or by providing a more cursory analysis (as opposed to an in-depth look) at various elements. Another approach to cost reduction would be to provide a data dashboard instead of a full report for Phase One. Such an approach would provide the data requested in the RFP but would not include narrative discussion of the results; it could include a brief summary of top housing needs.

We would be very excited to work with the City on this project and look forward to continuing our conversation to reach a mutually agreeable cost and scope. Thank you for the opportunity to work toward an agreement!



**Request for Proposal
RFP-4827-20-DH**

**Housing Needs Assessment and
Housing Strategies Report (Re-Solicited)**

RESPONSES DUE:

September 30, 2020 prior to 3:00 PM

Accepting Electronic Responses Only

**Responses Only Submitted Through the Rocky Mountain E-Purchasing System
(RMEPS)**

<https://www.rockymountainbidsystem.com/default.asp>

(Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor MUST contact RMEPS to resolve issue prior to the response deadline. 800-835-4603)

PURCHASING REPRESENTATIVE:

Duane Hoff Jr., Senior Buyer

duaneh@gjcity.org

(970) 244-1545

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

REQUEST FOR PROPOSAL

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REQUEST FOR PROPOSAL

SECTION 1.0: ADMINISTRATIVE INFORMATION & CONDITIONS FOR SUBMITTAL

- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction. All contact regarding this RFP is directed to:

RFP QUESTIONS:

Duane Hoff Jr., Senior Buyer
duaneh@gjcity.org

- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional firms to produce a two phase study, consisting first of a Grand Valley Housing Needs Assessment and second of a City of Grand Junction Housing Strategies Report as described in this proposal document. Phase two of this study may be deferred at the request of the City of Grand Junction pending analysis of the phase one deliverables.
- 1.3 The Owner:** The Owner is the City of Grand Junction, Colorado and is referred to throughout this Solicitation. The term Owner means the Owner or his authorized representative.
- 1.4 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the Owner omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.5 Submission:** Please refer to section 5.0 for what is to be included. **Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidssystem.com/default.asp>).** **This site offers both "free" and "paying" registration options that allow for full access of the Owner's documents and for electronic submission of proposals.** (Note: "free" registration may take up to 24 hours to process. Please Plan accordingly.) Please view our "Electronic Vendor Registration Guide" at <http://www.gjcity.org/business-and-economic-development/bids/> for details. For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 "Preparation and Submittal of Proposals." Submittals received that fail to follow this format may be ruled non-responsive. **The uploaded response to this RFP shall be a single PDF document with all required information included.** (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**).
- 1.6 Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.

- 1.7 Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.
- 1.8 Acceptance of Proposal Content:** The contents of the proposal of the successful Offeror shall become contractual obligations if acquisition action ensues. Failure of the successful Offeror to accept these obligations in a contract shall result in cancellation of the award and such vendor shall be removed from future solicitations.
- 1.9 Addenda:** All questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the City Purchasing Division. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-Purchasing website at www.rockymountainbidsystem.com. Offerors shall acknowledge receipt of all addenda in their proposal.
- 1.10 Exceptions and Substitutions:** All proposals meeting the intent of this RFP shall be considered for award. Offerors taking exception to the specifications shall do so at their own risk. The Owner reserves the right to accept or reject any or all substitutions or alternatives. When offering substitutions and/or alternatives, Offeror must state these exceptions in the section pertaining to that area. Exception/substitution, if accepted, must meet or exceed the stated intent and/or specifications. The absence of such a list shall indicate that the Offeror has not taken exceptions, and if awarded a contract, shall hold the Offeror responsible to perform in strict accordance with the specifications or scope of Services contained herein.
- 1.11 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. **“Proprietary or Confidential Information”** is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words **“Confidential Disclosure”** and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the Owner. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary.
- 1.12 Response Material Ownership:** All proposals become the property of the Owner upon receipt and shall only be returned to the proposer at the Owner’s option. Selection or rejection of the proposal shall not affect this right. The Owner shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations outlined in the entitled “Confidential Material”. Disqualification of a proposal does not eliminate this right.

- 1.13 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements.
- Have adequate financial resources, or the ability to obtain such resources as required.
 - Be able to comply with the required or proposed completion schedule.
 - Have a satisfactory record of performance.
 - Have a satisfactory record of integrity and ethics.
 - Be otherwise qualified and eligible to receive an award and enter into a contract with the Owner.
- 1.14 Open Records:** Proposals shall be received and publicly acknowledged at the location, date, and time stated herein. Offerors, their representatives and interested persons may be present. Proposals shall be received and acknowledged only so as to avoid disclosure of process. However, all proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the Owner to the extent allowable in the Open Records Act.
- 1.15 Sales Tax:** The Owner is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.
- 1.16 Public Opening:** Proposals shall be opened in the City Hall Auditorium, 250 North 5th Street, Grand Junction, CO, 81501, immediately following the proposal deadline. Offerors, their representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

- 2.1. Acceptance of RFP Terms:** A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Letter of Interest or Cover Letter by the autographic signature of the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions including compensation, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the Owner's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.
- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the Owner and Firm. By executing the contract, the Firm represents that they have familiarized themselves with the local conditions under which the Services are to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of Services as defined in the technical specifications and drawings contained herein. All drawings, specifications and copies furnished by the Owner are, and shall remain, Owner property. They are not to be used on any other project.

- 2.3. Permits, Fees, & Notices:** The Firm shall secure and pay for all permits, governmental fees and licenses necessary for the proper execution and completion of the Services. The Firm shall give all notices and comply with all laws, ordinances, rules, regulations and orders of any public authority bearing on the performance of the Services. If the Firm observes that any of the Contract Documents are at variance in any respect, he shall promptly notify the Owner in writing, and any necessary changes shall be adjusted by approximate modification. If the Firm performs any Services knowing it to be contrary to such laws, ordinances, rules and regulations, and without such notice to the Owner, he shall assume full responsibility and shall bear all costs attributable.
- 2.4. Responsibility for those Performing the Services:** The Firm shall be responsible to the Owner for the acts and omissions of all his employees and all other persons performing any of the Services under a contract with the Firm.
- 2.5. Changes in the Services:** The Owner, without invalidating the contract, may order changes in the Services within the general scope of the contract consisting of additions, deletions or other revisions. All such changes in the Services shall be authorized by Change Order/Amendment and shall be executed under the applicable conditions of the contract documents. A Change Order/Amendment is a written order to the Firm signed by the Owner issued after the execution of the contract, authorizing a change in the Services or an adjustment in the contract sum or the contract time.
- 2.6. Minor Changes in the Services:** The Owner shall have authority to order minor changes in the Services not involving an adjustment in the contract sum or an extension of the contract time and not inconsistent with the intent of the contract documents.
- 2.7. Uncovering & Correction of Services:** The Firm shall promptly correct all Services found by the Owner as defective or as failing to conform to the contract documents. The Firm shall bear all costs of correcting such rejected Services, including the cost of the Owner's additional services thereby made necessary. The Owner shall give such notice promptly after discover of condition. All such defective or non-conforming Services under the above paragraphs shall be removed from the site where necessary and the Services shall be corrected to comply with the contract documents without cost to the Owner.
- 2.8. Acceptance Not Waiver:** The Owner's acceptance or approval of any Services furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his Services. The Owner's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.9. Change Order/Amendment:** No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. All amendments to the contract shall be made in writing by the Owner.
- 2.10. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the Owner.

- 2.11. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Firm hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- 2.12. Debarment/Suspension:** The Firm hereby certifies that the Firm is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.13. Confidentiality:** All information disclosed by the Owner to the Offeror for the purpose of the Services to be done or information that comes to the attention of the Offeror during the course of performing such Services is to be kept strictly confidential.
- 2.14. Conflict of Interest:** No public official and/or Owner employee shall have interest in any contract resulting from this RFP.
- 2.15. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the Owner, shall constitute a contract equally binding between the Owner and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.16. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) acceptance of services or, (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.17. Employment Discrimination:** During the performance of any services per agreement with the Owner, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.17.1. The Offeror shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
- 2.17.2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
- 2.17.3. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

- 2.18. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et.seq.* (House Bill 06-1343).
- 2.19. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the Owner.
- 2.20. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the Owner, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in additional purchase and administrative services. This remedy shall be in addition to any other remedies that the Owner may have.
- 2.21. Failure to Enforce:** Failure by the Owner at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of the Owner to enforce any provision at any time in accordance with its terms.
- 2.22. Force Majeure:** The Offeror shall not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, riots, rebellions, and acts of God beyond the control of the Offeror, unless otherwise specified in the contract.
- 2.23. Indemnification:** Offeror shall defend, indemnify and save harmless the Owner and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Offeror, or of any Offeror's agent, employee, subFirm or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the Owner growing out of such injury or damages.
- 2.24. Independent Firm:** The Offeror shall be legally considered an Independent Firm and neither the Firm nor its employees shall, under any circumstances, be considered servants or agents of the Owner. The Owner shall be at no time legally responsible for any negligence or other wrongdoing by the Firm, its servants, or agents. The Owner shall not withhold from the contract payments to the Firm any federal or state unemployment taxes, federal or state income taxes, Social Security Tax or any other amounts for benefits to the Firm. Further, the Owner shall not provide to the Firm any insurance coverage or other benefits, including Servicesers' Compensation, normally provided by the Owner for its employees.
- 2.25. Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The Owner reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the Owner of non-responsiveness based on the submission of nonconforming terms and conditions.

- 2.26. Ownership:** All work product, prints, etc., shall become the property of the Owner.
- 2.27. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the Owner.
- 2.28. Patents/Copyrights:** The Offeror agrees to protect the Owner from any claims involving infringements of patents and/or copyrights. In no event shall the Owner be liable to the Offeror for any/all suits arising on the grounds of patent(s)/copyright(s) infringement. Patent/copyright infringement shall null and void any agreement resulting from response to this RFP.
- 2.29. Venue:** Any agreement as a result of responding to this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.30. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and cannot be charged to the Owner.
- 2.31. Sovereign Immunity:** The Owner specifically reserves its right to sovereign immunity pursuant to Colorado State Law as a defense to any action arising in conjunction to this agreement.
- 2.32. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the Owner's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated Owner's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.
- 2.33. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The Owner may or may not, at the discretion of the Owner Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.34. Gratuities:** The Firm certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this contract. If the Firm breaches or violates this warranty, the Owner may, at their discretion, terminate this contract without liability to the Owner.
- 2.35. Performance of the Contract:** The Owner reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the Owner in the event of breach or default of resulting contract award.

- 2.36. Benefit Claims:** The Owner shall not provide to the Offeror any insurance coverage or other benefits, including Worker's Compensation, normally provided by the Owner for its employees.
- 2.37. Default:** The Owner reserves the right to terminate the contract in the event the Firm fails to meet delivery or completion schedules, or otherwise perform in accordance with the accepted proposal. Breach of contract or default authorizes the Owner to purchase like services elsewhere and charge the full increase in cost to the defaulting Offeror.
- 2.38. Multiple Offers:** If said proposer chooses to submit more than one offer, THE ALTERNATE OFFER must be clearly marked "Alternate Proposal". The Owner reserves the right to make award in the best interest of the Owner.
- 2.39. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the Owner. Other governmental entities may be extended the opportunity to utilize the resultant contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the Owner. It does not include quantities for any other jurisdiction. The Owner will be responsible only for the award for our jurisdiction. Other participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The Owner accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.
- 2.40. Definitions:**
- 2.40.1. "Offeror" and/or "Proposer" refers to the person or persons legally authorized by the Consultant to make an offer and/or submit a response (fee) proposal in response to the Owner's RFP.
- 2.40.2. The term "Services" includes all labor, materials, equipment, and/or services necessary to produce the requirements of the Contract Documents.
- 2.40.3. "Firm" is the person, organization, firm or consultant identified as such in the Agreement and is referred to throughout the Contract Documents. The term Firm means the Firm or his authorized representative. The Firm shall carefully study and compare the General Contract Conditions of the Contract, Specification and Drawings, Scope of Services, Addenda and Modifications and shall at once report to the Owner any error, inconsistency or omission he may discover. Firm shall not be liable to the Owner for any damage resulting from such errors, inconsistencies or omissions. The Firm shall not commence Services without clarifying Drawings, Specifications, or Interpretations.
- 2.40.4. "Sub-Firm is a person or organization who has a direct contract with the Firm to perform any of the Services at the site. The term sub-Firm is referred to throughout the contract documents and means a sub-Firm or his authorized representative.
- 2.41. Public Disclosure Record:** If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with an Owner employee or elected

official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the Owner.

SECTION 3.0: INSURANCE REQUIREMENTS

3.1 Insurance Requirements: The selected Firm agrees to procure and maintain, at its own cost, policy(s) of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. Such insurance shall be in addition to any other insurance requirements imposed by this Contract or by law. The Firm shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Section by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

Firm shall procure and maintain and, if applicable, shall cause any Sub-Firm of the Firm to procure and maintain insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurers acceptable to The Owner. All coverage shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. Minimum coverage limits shall be as indicated below unless specified otherwise in the Special Conditions:

(a) **Worker Compensation:** Firm shall comply with all State of Colorado Regulations concerning Workers' Compensation insurance coverage.

(b) **General Liability insurance with minimum combined single limits of:**

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) per job aggregate.

The policy shall be applicable to all premises, products and completed operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall include coverage for explosion, collapse, and underground (XCU) hazards. The policy shall contain a severability of interests provision.

(c) **Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than:**

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) aggregate

d) **Professional Liability & Errors and Omissions Insurance policy with a minimum of:**

ONE MILLION DOLLARS (\$1,000,000) per claim

This policy shall provide coverage to protect the Firm against liability incurred as a result of the professional services performed as a result of responding to this Solicitation.

With respect to each of Consultant's owned, hired, or non-owned vehicles assigned to be used in performance of the Services. The policy shall contain a severability of interests provision.

- 3.2 Additional Insured Endorsement:** The policies required by paragraph (b) above shall be endorsed to include the Owner and the Owner's officers and employees as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the Owner, its officers, or its employees, or carried by or provided through any insurance pool of the Owner, shall be excess and not contributory insurance to that provided by Firm. The Firm shall be solely responsible for any deductible losses under any policy required above.

SECTION 4.0: SPECIFICATIONS/SCOPE OF SERVICES

- 4.1. General:** The City of Grand Junction, Colorado (City) is seeking proposals from qualified consultants to produce a Grand Valley Housing Needs Assessment and City of Grand Junction Housing Strategies Report as described in this proposal document. The project shall be conducted in two phases. Phase One shall consist of the Grand Valley Housing Needs Assessment focused primarily on data collection. Phase Two shall consist of the City of Grand Junction Housing Strategies Report and may be deferred or canceled pending review of Phase one deliverables.

4.2 Background: Community Context

The Grand Valley of Mesa County, Colorado is the largest population center between the Denver, Metropolitan Area (250 miles east) and the Salt Lake City Metropolitan Area (270 miles west). It serves as the economic and service center for communities in Western Colorado and Eastern Utah. The urbanized area of the Grand Valley is comprised of four major population centers: Clifton (unincorporated), Fruita, Grand Junction, and Palisade. A large majority of Mesa County's approximately 152,000 residents live in one of these four communities, with approximately 65,000 residing in the 40-square-mile City of Grand Junction. Residents of each of these communities frequently live, work, and take leisure in one or more of the other communities.

The Grand Valley's housing market experienced rapid change in the past decade, having recessed until 2013 and since rebounded to experience low housing vacancy rates and high price appreciation on par with the early 2000s and early 1980s expansion eras. The Grand Valley's economy has significantly diversified in this time period, with growth in healthcare, educational services, construction, recreation, and other sectors, whereas employment has historically been focused in oil and gas and related industries. Through February 2020, the area experienced noticeable wage growth and its lowest unemployment rate in 30 years. Unemployment has risen dramatically in 2020 in relation to the COVID-19 pandemic, but Mesa County's unemployment has not increased as significantly as the rest of the state on average. Appreciation of housing prices has increased over 70% from 2011 and has significantly outpaced wage growth. Further, demand for housing both in the rental and buyer markets appears to be significantly outpacing production/availability in the Grand Valley.

These trends are expected to continue in the foreseeable future, as is the need for safe, quality, attainable housing in the Grand Valley.

4.3 Project Overview:

Purpose: The purpose of the study is to assess current housing conditions and needs, make projections/predictions of future housing conditions and needs, and provide recommendations for policies, practices, and regulatory changes that can be implemented to address gaps between housing need and supply. Assessment and projections/predictions of conditions and needs fall primarily in the scope of Phase One: Grand Valley Housing Needs Assessment. Strategy and policy development will fall primarily in the scope of Phase Two: City of Grand Junction Housing Strategy pending analysis of Phase One findings.

Required Components: Information provided in Phase One: Grand Valley Housing Needs Assessment shall include a demographic and economic framework; housing inventory; analysis of housing market conditions for both rental and homeownership; housing for special needs populations, students, seniors, and the chronically homeless; housing stock in terms of location, type, and quality; gaps between identified housing need and housing supply; and other data as required per US Department of Housing and Urban Development (HUD) guidance for an Analysis of Impediments to Fair Housing (AI) study and a 5-year Consolidated Plan. Each element should include information for the Grand Valley identified by community/municipality, and by census tract wherever possible. Phase Two: City of Grand Junction Housing Strategy shall consist primarily of policy and practice recommendations for near-term and long-term strategies for meeting housing needs. These recommendations shall be specific in nature and shall be focus on implementation by the City of Grand Junction and its housing partners/organizations.

Area of Study: The area of study for Phase One: Grand Valley Housing Needs Assessment shall include the urbanized area of Mesa County referred to as the Grand Valley including the communities of Clifton, Palisade, Grand Junction, Fruita, and unincorporated areas of Mesa County within the Grand Valley. Phase Two: City of Grand Junction Housing Strategy shall focus on the City of Grand Junction and it growth area.

Application of Findings: The desired outcome of the Housing Needs Assessment and Housing Strategies Report is to provide data and analysis that will be used:

- As a basis for development of the City's Community Development Block Grant (CDBG) Consolidated Plan, Annual Reports, and Analysis of Impediments to Fair Housing Choice;
- To inform planning analysis for various neighborhoods and subareas including Subarea Plans;
- By City staff and area organizations to inform various grant applications and Low Income Housing Tax Credit (LIHTC) proposals;
- Identify trends in the local housing market and gaps between need and supply.;
- To provide specific recommendations for the City of Grand Junction for implementing strategies to address near-term and long-term housing needs.

- To provide specific recommendations for the City of Grand Junction's housing partners/organization for implementing strategies to address near-term and long-term housing needs.

4.4 Specifications/Scope of Services

The awarded consulting firm will produce a Housing Needs Assessment for Colorado's Grand Valley and, if deemed warranted by the City of Grand Junction, a Housing Strategies report for the City of Grand Junction as described in this Request.

4.4.1 Minimum Specifications:

The final scope of services will be the result of negotiations between the City and the selected consultant as to how to best meet the City's goals for the planning process. The Housing Needs Assessment and Housing Strategies Report should include, but are not limited to, analysis of the following as provided below. Should one or more of this data be considered by the Consultant as irrelevant or superfluous to assessing housing needs or developing related strategies, please indicate this in the response.

PHASE ONE: GRAND VALLEY HOUSING NEEDS ASSESSMENT

A. Demographic Data

1. Population – Age, Ethnicity and Race, Special Needs, Educational Attainment
2. Households – Size, Income, Employment, Tenure, Cost Burden, MFI Category, Single Parents, Changes in Income Associated with COVID-19 Pandemic

B. Economic Conditions

1. Commuting Patterns and Transit Access
2. Labor Force, Unemployment, and Employment Trends
3. Major Employers, Employment Sectors, and Projected Job Growth by Sector
4. Regional Comparison of Economic Conditions
5. Wage Trends, Earnings by Sector, Relative Cost of Living

C. Housing Stock and Trends

1. Housing Stock by Age, Condition, Type, Density, Tenure, Group Quarters Status, Accessibility, and Location
2. Cost of Construction by Housing Type
3. Overcrowding, Severe Overcrowding, and Habitability
4. Units with Incomplete Plumbing/Kitchen
5. Building Permits, MLS, and Development Pipeline
6. Household Access to Broadband

D. Homeownership Market

1. Geographic Dispersion of Sales by Price Point
2. Payment Delinquency/Foreclosure

3. Rate of Federal Mortgage Loans and Loan Applications
4. Homeownership Rates and Vacancy Rates
5. Home Prices, Values, Sales, and Inventory

E. Rental Housing Market

1. Geographic Dispersion of Rents by Price Point
2. Payment Delinquency/Eviction
3. Utility Cost Burden and Utilities Included in Rent
4. Rates of Rental Assistance and Rental Assistance Applications
5. Rental Tenancy Rates, Vacancy Rates, and Median Rent
6. Availability of Deed-Restricted Affordable Housing/Rental Assistance and Waiting Lists for Rental Assistance
7. Proportion of Landlords Accepting Housing Choice (“Section 8”) Voucher
8. Impacts of COVID-19 on renter’s cost burden.

F. Special Populations

1. Housing with Supportive Services for Disabled and Other Populations
2. Rate of Chronic Homelessness and Availability of Transitional Housing
3. Student Housing Needs, Trends, and Impacts
4. Rate of Housing Assistance, TANF, and Welfare Receipt

G. Gap Analysis

1. Demand Forecast
2. Perceived Needs for Housing Rehabilitation
3. Need-Supply Gap by Household Income, Housing Type, Sub-geography, and Tenure
4. Forecast of Costs to Close Gaps in Housing Stock by 2040

H. Barriers Analysis

1. Regulatory provisions such as those found in the City’s Zoning and Development Code and County Building Code that have a direct impact on Housing Costs
2. Market Forces Impeding Housing Supply
3. Analysis of Supply Market, including Costs for Land, Construction, Utilities, and Permitting Fees, with Geographical Analysis
4. Households Experiencing Cost-Burden and Conditions Problems
5. Fair Housing Complaints

I. Other

1. Other Data Pertinent to the Scope of this Request

PHASE TWO: CITY OF GRAND JUNCTION HOUSING STRATEGY

J. Recommendations

1. Local, State, and Federal and Non-Governmental Funding Sources
2. Numerical Targets for Supply by Sub-Geography, Tenure, and Household Income
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 housing partners/organizations.
6. Tools and Strategies to Promote Affordable and Attainable Housing for Very Low-, Low-, Moderate-Income Households, and middle-income housing
7. Tools and Strategies to Reduce Non-Rent Cost Burdens such as Utility and Commute Costs
8. Other Strategies Pertinent to the Scope of this Request

4.4.2 Community Outreach:

The Consultant shall be expected to perform outreach to gather data, interface with relevant stakeholders, and cooperate with City officials. A survey shall be required to gain a reasonable sample of data for the Assessment. The Consultant shall also hold community meetings and focus groups as needed to obtain the information required for the study and prepare a final presentation to be presented to community stakeholders.

4.4.3 City Officials:

The Consultant shall attend at a minimum one (1) meeting with staff, one (1) meeting of the City of Grand Junction Planning Commission, and one (1) meeting of the City of Grand Junction City Council, where a presentation may be necessary. The Consultant shall also perform up to four (4) workshops with the City of Grand Junction City Council at reasonable intervals in the process.

4.4.4 Other Specifications:

The product shall be of a quality that is suitable for public distribution, describing the nature of the project, research performed, findings, conclusions, and recommendations. The Consultant will provide Geographic Information Systems (GIS) based products to be included as part of the document and analysis, as well as quality graphical representations of findings where appropriate. The final product shall cover such information as to provide necessary housing data and statistics to meet requirements for CDBG Annual Reporting and CDBG Consolidated Planning.

The proposal shall designate whether meetings will be conducted in person or virtually.

4.4.5 Owner's Responsibilities:

City of Grand Junction staff will assist in providing information, maps, GIS data and other community-generated materials such as previous studies. Staff may also assist with developing a list of, coordinating meetings with, and distributing draft materials to relevant persons and agencies in the Grand Valley. The Grand Junction Housing Authority shall provide a community-wide inventory of subsidized housing to be updated, expanded and included in the Grand Valley Housing Needs Assessment report.

The following documents are available on the City of Grand Junction's website at www.gjcity.org and may be reviewed by consultants to inform a response to this Request:

- City of Grand Junction Comprehensive Plan – 2009
- Grand Valley Housing Strategy – 2009
- Downtown Grand Junction Housing Study – 2014
- Grand Valley Housing Needs Assessment – 2016
- CDBG Analysis of Impediments to Fair Housing – 2016
- CDBG 5-Year Consolidated Plan – 2016
- Mesa County Community Health Assessment – 2018
- Neighborhood and Subarea Plans – Various Years
- City of Grand Junction Comprehensive Plan Issues and Opportunities Report – 2020 [includes limited housing market information]
- City of Grand Junction Strategic Plan – 2020

4.5. Special Conditions/Provisions:

4.5.1 Price/Fees: Services pricing shall be all inclusive, to include, but not be limited to: labor, materials, equipment, travel, drawings, documentation, work, shipping/freight, licenses, permits, fees, etc.

Provide a "cost not to exceed" and a complete list of all potential costs/fees with associated services, as may be related to this type of scope of services. The list should be broken down into both hourly rates, and flat rate fees, reimbursable expenses, as may apply, as well as broken down into personnel providing each type of service with hours.

All fees will be considered by the Owner to be negotiable.

Laws, Codes, Rules, and Regulations: Firm shall ensure that all services provided meet all Federal, State, County, and City laws, codes, rules, and regulations.

4.5. RFP Tentative Time Schedule:

- Request for Proposal available August 28, 2020
- Inquiry deadline, no questions after this date September 18, 2020
- Addendum Posted September 22, 2020
- Submittal deadline for proposals September 30, 2020
- Owner evaluation of proposals October 1-9, 2020
- Interviews (if required) October 15, 2020
- Final selection October 20, 2020
- Contract Execution October 26, 2020

4.6. Questions Regarding Scope of Services:

Duane Hoff Jr., Senior Buyer
duaneh@gjcity.org

4.7. Contract: Contract shall commence upon award. Phase One of project shall be completed no later than April 30, 2021. Phase Two of project, if determined to be warranted by City of Grand Junction following Phase One completion, shall be completed no later than August 31, 2021.

SECTION 5.0: PREPARATION AND SUBMITTAL OF PROPOSALS

Submission: Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidsystem.com/default.asp>). This site offers both “free” and “paying” registration options that allow for full access of the Owner’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) Please view our “**Electronic Vendor Registration Guide**” at <http://www.gjcity.org/BidOpenings.aspx> for details. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 “Preparation and Submittal of Proposals.” **The uploaded response to this RFP shall be a single PDF document with all required information included.** Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the Owner requires that proposals be formatted **A to G**:

- A. Cover Letter:** Cover letter shall be provided which explains the Firm’s interest in the project. The letter shall contain the name/address/phone number/email of the person who will serve as the firm's principal contact person with Owner’s Contract Administrator and shall identify individual(s) who will be authorized to make presentations on behalf of the firm. The statement shall bear the signature of the person having proper authority to make formal commitments on behalf of the firm. By submitting a response to this solicitation the Firm agrees to all requirements herein.
- B. Qualifications/Experience/Credentials:** Proposers shall provide their qualifications for consideration as a contract provider to the City of Grand Junction and include prior experience in similar projects. The consultant’s project manager shall have, and provide evidence of, at least 5 years of planning experience with local governments and have led or substantively assisted in the development of a Housing Needs Assessment for a jurisdiction of like size.
1. Provide the name of the project manager for this assignment, including and overview of their experience as project manager for other similar assignments and amount of time this person is expected to spend on the project.
 2. Provide the names and resumes of key personnel that will be performing the proposed services, including the primary project manager.
 3. List the names of the sub-contractors expected to be used, the services to be provided by the sub-contractors and the amount of time that each is expected to spend on the project. Also, include the names and resumes of key sub-contractor’s personnel who will be working on the assignment.
- C. Strategy and Implementation Plan:** Describe your (the firm’s) interpretation of the Owner’s objectives with regard to this RFP. Describe the proposed strategy and/or plan for achieving the objectives of this RFP. The Firm may utilize a written narrative or any other printed technique to demonstrate their ability to satisfy the Scope of Services. The narrative should describe a logical progression of tasks and efforts starting with the initial steps or tasks to be accomplished and continuing until all proposed tasks are fully described and the RFP objectives are accomplished. Firm shall also include:

Methodology and Approach to Scope of Work

1. Describe any project approaches or ideas that you would apply to this project and that you feel would enhance the quality of the project and final product. Provide a specific timeline or schedule for the work. Show milestones and completion dates on the schedule.
2. Describe the methods and timeline of communication your firm will use with the City's project manager, other involved City staff, elected and appointed officials, and other interested parties.

Outreach and Community Involvement

1. Describe methods, techniques and general strategy for obtaining relevant and current data on housing needs in the Grand Valley.
2. Describe successful techniques of outreach to housing stakeholders, including individuals and organizations, with examples of past applications.
3. Specify the number and general timing of workshops/meetings/events and strategies proposed with various segments of the Grand Junction community and City of Grand Junction City Council. Provide the purpose and expected outcome of each of these workshops and strategies.

- D. References:** A minimum of three (3) **references** with name, address, telephone number, and email address that can attest to your experience in projects of similar scope and size. The reference should also include the description of the project scope and lead staff assigned to the project.
- E. Fee Proposal:** Provide a "cost not to exceed" and a complete list of all potential costs/fees with associated services, as may be related to this type of scope of services. The list should be broken down into both hourly rates, and flat rate fees, reimbursable expenses, as may apply, as well as broken down into personnel providing each type of service with hours.
- F. Legal Proceedings/Lawsuits:** State any and all legal proceedings, and or lawsuits you firm has been involved with in the last 3 years, is currently involved with, and/or has pending. Describe the reason for each instance, and the outcome.
- G. Additional Data (optional):** Provide any additional information that will aid in evaluation of your qualifications with respect to this project.

SECTION 6.0: EVALUATION CRITERIA AND FACTORS

- 6.1 Evaluation:** An evaluation team shall review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.
- 6.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein. Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The Owner reserves the right to reject any and all portions of proposals and take

into consideration past performance. The following parameters will be used to evaluate the submittals (in no particular order of priority):

- **Responsiveness of Submittal to the RFP**
(Firm has submitted a proposal that is fully comprehensive, inclusive, and conforms in all respects to the Request for Proposals (RFP) and all of its requirements, including all forms and substance.)
- **Understanding of the Project and Objectives**
(Firm's ability to demonstrate a thorough understanding of the City's goals pertaining to this specific project.)
- **Experience**
(Firm's proven proficiency in the successful completion of similar projects.)
- **Necessary Resources/Capability**
(Firm has provided sufficient information proving their available means to perform the required scope of work/service; to include appropriate bonding, insurance and all other requirements necessary to complete the project.)
- **Strategy & Implementation Plan**
(Firm has provided a clear interpretation of the City's goals/objectives in regard to the project. Firm has also provided a fully comprehensive plan to achieve successful completion within the provided time frame.. See Section 5.0 Item C. – Strategy and Implementation Plan for details.)
- **Fees**
(All fees associated with the project are provided, complete, comprehensive, and reasonable.)

Owner also reserves the right to take into consideration past performance of previous awards/contracts with the Owner of any vendor, Firm, supplier, or service provider in determining final award(s).

The Owner will undertake negotiations with the top rated firm and will not negotiate with lower rated firms unless negotiations with higher rated firms have been unsuccessful and terminated.

6.3 Oral Interviews: The Owner may invite the most qualified rated proposers to participate in oral interviews.

6.4 Award: Firms shall be ranked or disqualified based on the criteria listed in Section 6.2. The Owner reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the project Firm.

SECTION 7.0: SOLICITATION RESPONSE FORM

RFP-4827-20-DH Housing Needs Assessment and Housing Strategies Report (Re-Solicited)

Offeror must submit entire Form completed, dated and signed.

1) Not to exceed cost to provide professional services for Housing Needs Assessment and Housing Strategies Report, per solicitation documents:

NOT TO EXCEED COST \$ _____

WRITTEN: _____ dollars.

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of _____ percent of the net dollar will be offered to the Owner if the invoice is paid within _____ days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: _____

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Company Name – (Typed or Printed)

Authorized Agent – (Typed or Printed)

Authorized Agent Signature

Phone Number

Address of Offeror

E-mail Address of Agent

City, State, and Zip Code

Date



Purchasing Division

ADDENDUM NO. 1

DATE: September 22, 2020
FROM: City of Grand Junction Purchasing Division
TO: All Offerors
RE: Housing Needs Assessment and Housing Strategies Report (Re-Solicited)
RFP-4827-20-DH

Offerors responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

1. Q. For this project, would you consider a proposal from a nonlocal firm that conducts all meetings and work virtually and does not travel to Colorado?

A. There are a number of meetings, focus groups and presentations with staff, stakeholders and City officials that are a required part of this project. The proposal shall designate whether meetings will be conducted in person or virtually. The approach to conducting these meetings, presentations, etc. will be considered and evaluated as a part of a proposal as a whole.

2. Q. The section titled "Required Components" on Page 13 identifies "other data required per US Department of Housing and Urban Development (HUD) guidance for an Analysis of Impediments to Fair Housing (AI) study and a 5-year Consolidated Plan.

a. Is Grand Junction in the process of updating the Consolidated Plan and AI and, if so, what is the due date for that planning effort?

A. The City of Grand Junction will shortly initiate the process of updating the Consolidated Plan and the Analysis of Impediments to Fair Housing, and shall pursue these updates in tandem with the execution of the work outlined in this RFP due to the natural interrelationship of the two efforts. The due date for these two CDBG work products is May 16, 2021.

b. Consolidated Plans (Con Plan) and AI's are rather lengthy documents that require a substantial amount of information. Are there particular pieces of information that Grand Junction is hoping can be produced through the Housing Needs Assessment process for use in the Con Plan and AI that are not already identified under the Phase One Minimum Specifications?

A. All information related to the Consolidated Plan and the Analysis of Impediments to Fair Housing that shall be required to be completed by the consultant are listed as components of the Phase One Minimum Specifications of the RFP.

c. While not currently required by HUD, many communities are currently electing to prepare AI documents that are in compliance with the now rescinded Affirmatively Furthering Fair Housing (AFFH) standard, as they believe it represents a more robust standard which still meets all of the requirements for the current AI self-certification. Would Grand Junction be interested in preparing information necessary to meet the AFFH standard, and if so, how much of that information does the community anticipate will be provided as part of the Housing Needs Assessment?

A. The City of Grand Junction is not electing to prepare Analysis of Impediments to Fair Housing that would comply with the rescinded Affirmatively Furthering Fair Housing (AFFH) standard.

3. Q. Under the section titled "minimum specifications" on page 14, the RFP identifies "...changes in income associated with COVID-19 Pandemic" and on page 15 identifies "impacts of COVID-19 on renter's cost burden" as pieces of information that should be included under the demographic analysis. Do staff have any recommendations regarding local sources of information that you expect the consultant to rely upon to conduct these analyses, recognizing that most State and Federal data sources do not yet reflect these more recent economic changes (i.e., time lag in the data sets, etc.)?

A. The City of Grand Junction anticipates that limited data on the impacts of COVID-19 on housing and income will be available through cooperation with Colorado Mesa University, the Grand Junction Economic Partnership, and the local property management and real estate industry. The City anticipates that this component of the research will likely require collection of new data, including through a survey to be distributed in the community, which is already a required component of Housing Needs Assessment as described in the RFP.

4. Q. To what extent will City staff be available to facilitate community outreach beyond what is already described in the RFP?

a. How comfortable is the Grand Junction community with the newly popular online meeting formats/service providers, like Zoom?

A. The City of Grand Junction has shifted several of its outreach efforts and public hearing functions either entirely or partially to online meeting formats since March 2020. Many other local functions and businesses have also made this shift. Generally, the City views it one venue for participation but that input sessions or significant public functions be open to both virtual and in-person participation whenever possible.

5. Q. Under section 4.4.4 on page 16 the RFP indicates that "the final product shall cover such information as to provide necessary housing data and statistics to meet requirements for CDBG Annual Reporting and CDBG Consolidated Planning." Are staff able, upon kickoff of the project, to provide a listing of the Con Plan and AI tables that you would like completed by the Housing Needs Assessment consultant?

A. City of Grand Junction Staff shall, upon contracting for the work described in the RFP, be prepared to supply a list of data tables that the consultant must complete in order to fulfill CDBG requirements related to the Consolidated Plan and Analysis of Impediments to Fair Housing. The data required for completion of such tables shall essentially correspond to the data needs listed under Phase One Specifications in the RFP.

6. Q. Has any funding already been allocated for the purposes of securing a consultant to prepare the Phase One and Phase Two analyses described in this RFP? Has an anticipated total budget been identified? Is this a firm threshold, or may the proposer identify the cost that would be associated with completing the analyses as requested and interpreted by the proposer?

A. The City has allocated 50% of the anticipated project costs in 2020 and the remaining 50% of the anticipated project costs in 2021. There is not a firm threshold, but the City has allocated \$60,000 for the study.

7. Q. What is the source of funding for the project?

A. A portion of funding will be provided by City partners including the Grand Junction Housing Authority and Mesa County Public Health. City funding will be from both the general fund and COVID-19 funds reimbursement.

8. Q. What is the not-to-exceed budget for Phase I?

A. See 7A.

9. Q. What, if any, information has been gathered on housing in the Grand Valley since the onset of COVID-19 (Mid-March 2020)?

A. The City of Grand Junction anticipates that limited data on the impacts of COVID-19 on housing and income will be available through cooperation with Colorado Mesa University, the Grand Junction Economic Partnership, and the local real estate management and real estate industry. This component of the research will require collection of new data, including through a survey to be distributed in the community, which is a required component of Housing Needs Assessment as described in the RFP.

10. Q. Where shall the Solicitation Response Form fit in with the required format described on page 19 of the RFP?

A. The Solicitation Response Form may be attached at the end of the firm's proposal response.

11. Q. Who will serve as the project manager from the City for the project?

A. Kristen Ashbeck, Principal Planner and CDBG Administrator in the City's Community Development Department.

12. Q. Due to COVID-19, is it possible for meetings with the Planning Commission and City Council to be facilitated via Zoom?

A. See Section 4.4.3 of the RFP. "The Consultant shall attend at a minimum one (1) meeting with staff, one (1) meeting of the City of Grand Junction Planning Commission, and one (1) meeting of the City of Grand Junction City Council, where a presentation may be necessary. The Consultant shall also perform up to four (4) workshops with the City of Grand Junction City Council at reasonable

intervals in the process.” Though a virtual meeting(s) and/or workshop(s) option may be acceptable, it may not be preferred for all workshops/meetings. The Planning Commission regularly holds workshops utilizing a virtual interface while the City Council has preferred to maintain in person workshops while making provisions for virtual participation by outside participants.

13. Q. The RFP calls for a housing assessment for the Grand Valley area. The second part of the RFP asks for strategies and recommendations for the City of Grand Junction. Is it the desire of the owner to have a listing of strategies and recommendations for the Grand Valley area as well as for the City of Grand Junction? We interpret the language of the RFP to mean that the Grand Valley area section of the report is to include all the data points and items requested but not a listing of strategies and recommendations. Is this an accurate interpretation of the language of the RFP?

A. The questioner is correct in distinguishing between the geographic scope of the Housing Needs Assessment and that of the Housing Strategy. The Assessment shall respond to the areas of analysis listed in the RFP under Phase One: Grand Valley Housing Needs Assessment so as to include the communities of Fruita, Grand Junction, Loma, Mack, Palisade, and unincorporated portions of Mesa County generally identified as being situated in the Grand Valley. The Housing Strategy shall focus on recommendations that can be executed primarily by the City of Grand Junction, including in cooperation with local partners, and thus is intended to be limited in scope to the City of Grand Junction city limits and those areas within the City’s Urban Development Boundary (UDB), which encompasses portions of unincorporated Mesa County that are anticipated to be annexed into the City of Grand Junction in the future.

14. Q. Is it the current policy of the City of Grand Junction to conduct City Council Meetings and Planning Commission meetings virtually or in person?

A. Public hearings by the City of Grand Junction City Council and Planning Commission are currently held in person, with only very limited virtual participation (i.e. virtual observation, not active participation).

15. Q. Is there a current targeted budget amount for the services outlined in the RFP?

A. see 7A.

16. Q. Are the envisioned workshops, public meetings, and other outreach activities to be targeted to the City of Grand Junction or to a county wide population?

A. The City of Grand Junction anticipates that outreach activities will need to be targeted at two levels, related to the differing geographic scopes of the two phases of work (see Q. 13). The Assessment shall include the communities of Fruita, Grand Junction, Loma, Mack, Palisade, and unincorporated portions of Mesa County generally identified as being situated in the Grand Valley. Note that this is distinguishable from the term used by the questioner, i.e. that the Grand Valley is not congruent with Mesa County. The Housing Strategy shall focus on recommendations that can be executed primarily by the city of Grand Junction, including in cooperation with local partners, and thus is intended to be limited in scope to the City of Grand Junction city limits and the City’s Urban Development Boundary (UDB). Outreach for the former shall be Valley-wide in scope; outreach for the latter shall combine conclusions from the Valley-wide Assessment with further targeted research within the City’s UDB.

17. Q. The RFP asks for a survey as part of the information gathering process. Is it the intent of the owner to have the survey targeted to the City of Grand Junction population or to a county wide audience?

A. See Q. 13 and Q. 16 for factors related to the differing geographical scopes of the two phases of work. Note that the RFP does not contemplate a county-wide analysis, but distinguishes the between: Phase 1 research, which is related to the Grand Valley (a geographical subset of Mesa County); and Phase 2 research, which is related to the City of Grand Junction UDB (itself a geographical subset of the Grand Valley). The City of Grand Junction anticipates that any efficacious approach to Phase 1 of the work shall require a survey that is Valley-wide in reach.

The original solicitation for the project noted above is amended as noted.

All other conditions of subject remain the same.

Respectfully,

A handwritten signature in black ink, appearing to read 'Duane Hoff Jr.', written in a cursive style.

Duane Hoff Jr., Senior Buyer
City of Grand Junction, Colorado



6740 East Colfax Avenue
Denver, Colorado 80220
www.rootpolicy.com

PROPOSAL
RFP # 4827-20-DH
**GRAND VALLEY HOUSING
NEEDS ASSESSMENT AND
CITY OF GRAND JUNCTION
HOUSING STRATEGIES
REPORT**

PREPARED FOR:

City of Grand Junction
250 North 5th Street
Grand Junction, CO 81501

CREATED
09/30/2020

VALID UNTIL
12/30/2020

SECTION 7.0: SOLICITATION RESPONSE FORM

RFP-4827-20-DH Housing Needs Assessment and Housing Strategies Report (Re-Solicited)

Offeror must submit entire Form completed, dated and signed.

1) **Not to exceed cost to provide professional services for Housing Needs Assessment and Housing Strategies Report, per solicitation documents:**

NOT TO EXCEED COST \$ 88,350 —

WRITTEN: eighty eight thousand three hundred fifty dollars.

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of N/A percent of the net dollar will be offered to the Owner if the invoice is paid within N/A days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: N/A

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Root Policy Research
Company Name – (Typed or Printed)

[Signature]
Authorized Agent Signature

6740 E Colfax Ave
Address of Offeror

Denver CO 80220
City, State, and Zip Code

Mollie Fitzpatrick
Authorized Agent – (Typed or Printed)

970 880 1415
Phone Number

mollie@rootpolicy.com
E-mail Address of Agent

9/30/20
Date

SECTION A.

COVER LETTER



September 30, 2020

City of Grand Junction
Purchasing Department
Submitted electronically via RMEPS

Re: Housing Needs Assessment and Housing Strategies Report

Dear Evaluation Committee:

Root Policy Research is pleased to submit this proposal to conduct a Grand Valley Housing Needs Assessment and a City of Grand Junction Housing Strategies Report.

Root is a women-owned business based on Denver, Colorado with more than 20 years conducting housing market studies nationwide. Root Policy Research's team has a proven track record of managing complex housing studies, with a focus on fast growing communities and innovative approaches to address needs. A cornerstone of our work is our ability to analyze needs within different jurisdictions and submarkets—and to craft strategies unique to varying typologies within a region or county.

As discussed in our proposal, we believe we are the optimal team for this study—and are very interested in being selected for this work—for several reasons:

- For more than 20 years we have been involved at various levels with local policies associated with housing; rezonings and density bonuses; public investments and the impact on neighborhoods; housing challenges of the lowest income and most vulnerable residents; and housing and community development programs. As such, we would approach this work with a high level of knowledge about existing programs, policies, and challenges.
- Our institutional knowledge of housing policy—what works, what is risky, how outcomes vary—is deep. We are not new to this increasingly complex industry.
- Our team has considerable experience with all facets of this work with extensive experience in Colorado and in similarly-sized, peer communities, including counties with widely varying municipalities.
- Our firm's small size means we have a unique ability to manage our overhead, workload, and management. We can commit to adequately staffing this project.

- We believe in this project for its ability to expand affordability, accommodate project growth, and promote equitable development.
- We have great respect for public sector staff and would be pleased to be a partner in this effort.

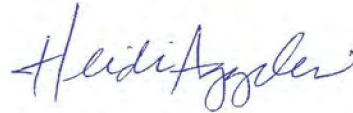
Mollie Fitzpatrick and Heidi Aggeler, Root's founders and managing directors, have the authority to commit the consulting team to the terms of this proposal. Mollie Fitzpatrick is the primary contact and proposed project manager for this proposal. Her contact information is included below (under the signature line).

Thank you for the opportunity to propose on this very important project. We hope to have the opportunity to work for you.

Sincerely,



Mollie Fitzpatrick
Managing Director
mollie@rootpolicy.com
970-880-1415 ext. 101



Heidi Aggeler
Managing Director
heidi@rootpolicy.com
970-880-1415 ext. 102

SECTION B.

QUALIFICATIONS / EXPERIENCE / CREDENTIALS

QUALIFICATIONS & EXPERIENCE

Root Policy Research has a wealth of experience with all aspects of housing studies, including housing market analyses, mortgage lending studies, fair housing analyses, strategic housing plans, and Consolidated Plans for Housing & Community Development. We also excel at resident and stakeholder engagement, data collection, and in-depth analysis. Finally, we bring decades of experience translating study findings into actionable and effective recommendations.

We conduct customized research to identify our clients' most pressing needs for housing, community development, and community services. These studies result in data-driven strategic plans that do more than simply "make a dent" or comply with federal requirements. Our research helps communities make a difference.

GENERAL INFORMATION

Root Policy Research (Root) is a women-owned community planning and housing research firm, providing custom, creative, and high-value analysis and strategy for our clients.

Root was founded in 2018 by two former partners at BBC Research & Consulting (BBC), Heidi Aggeler and Mollie Fitzpatrick. Heidi joined BBC in 1998 and, during her 20 tenure at the firm, expanded BBC's housing division into a nationally recognized housing research and consulting practice. Mollie has led the development of the data- and impact-modeling areas of the practice, in addition to expanding the firm's policy focus into the areas of child care, education, neighborhood-level equity, and economic mobility.

WHAT WE DO

- Housing Market Studies
- Strategic Plans for Housing and Community Development
- Assessments of Fair Housing/Analyses of Impediments to Fair Housing Choice
- Economic Mobility Studies

EXPERIENCE

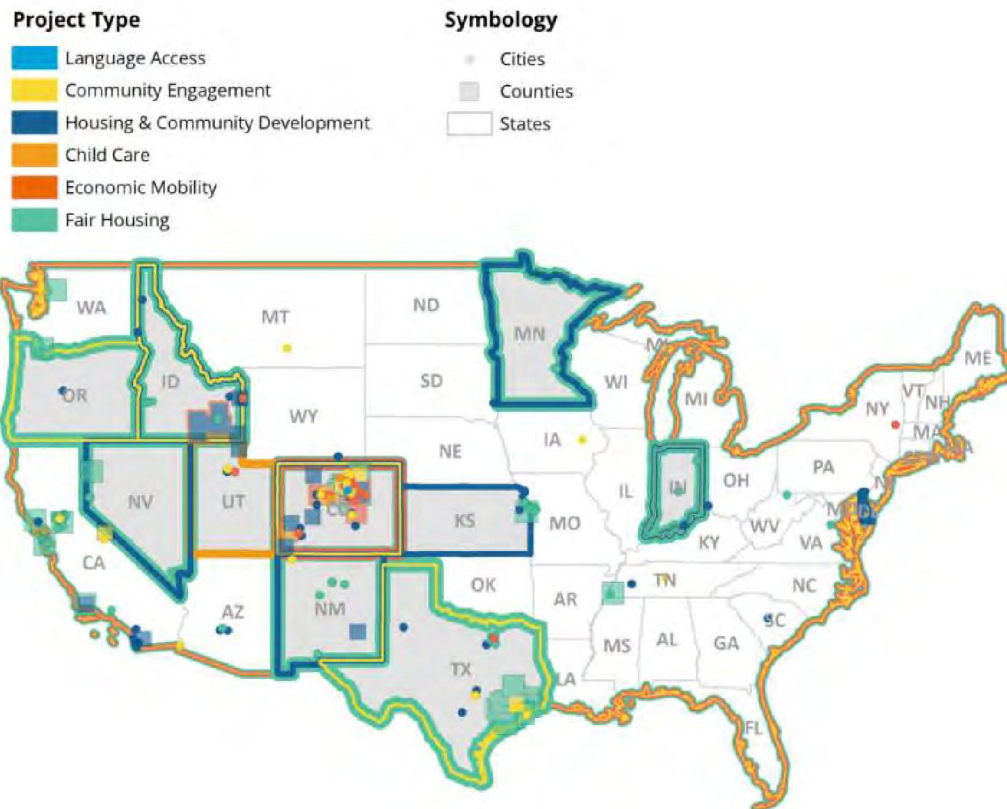
- Years of Housing Market research = **19**
- Years of Fair Housing planning = **17**
- Years of Consolidated Plan experience = **28**
- Years of Economic Equity Research = **11**

Root Policy was founded to advance economic consulting and policy analysis in many areas critical to the development of thriving communities.

Communities are changing more rapidly than ever before. We founded Root to equip our clients with the research and policy needed to effectively respond to changing community needs. Our work is informed by economic theory, data and statistical analysis, and community input. We conduct a wide range of studies, all of which provide custom, creative, and high-value analysis and strategy for our clients.

GEOGRAPHIC REACH

The Root team has worked on over 300 projects in 35 states and is nationally recognized for our work in housing equity and needs analyses.



We combine national expertise with local knowledge and experience.

We have recently prepared Comprehensive Housing Market studies for Austin, Travis County, and San Marcos, Texas; Denver, Aurora, Arvada, Westminster, and Boulder Colorado; Lawrence, Kansas; and Washington County/Portland, Oregon.

In the past 15 years, we have conducted housing studies for the following Colorado clients:

- Adams County
- Arapahoe County
- Arvada
- Aspen
- Aurora
- Boulder (city)
- Boulder County
- Breckenridge
- Broomfield
- Clear Creek County
- Colorado Springs
- Commerce City
- Denver
- Denver Regional Council of Gov.
- Douglas County
- Eagle
- Fort Carson
- Fort Collins
- Gilpin County
- Gunnison County
- Jefferson County
- Lakewood
- Littleton
- Longmont
- Montezuma County
- Montrose County
- Pueblo
- Ridgway
- Routt County
- San Miguel County
- Silverton
- Thornton
- Vail
- Weld County
- Westminster

PROJECT TEAM

The Root Policy Research project team proposed for the study brings a diverse set of skills to the project—yet all team members have experience with the many aspects of housing market research. The primary team of professionals who would work on the project includes Heidi Aggeler, Mollie Fitzpatrick, Jen Garner, Will Martin, Avilia Bueno, and Julia Jones. Root would not employ any subcontractors on the project.

Mollie Fitzpatrick would oversee all research and staff and she, along with Heidi Aggeler, would be the primary client contacts. Mollie and Heidi would also lead the strategy development and recommendations. Jen Garner would lead the stakeholder engagement efforts. Will Martin, Avilia Bueno and Julia Jones would support the project through quantitative research and analysis.

For each staff member, availability and percentage of time dedicated to the project would fluctuate over the project term. The project team does have sufficient availability to accomplish the objectives of the project within the proposed schedule. Mollie Fitzpatrick would dedicate 20 percent of her time over the course of the project and Heidi Aggeler would dedicate 10 percent of her time, though that proportion would increase during strategy development. Support staff would dedicate up to 30 or 40 percent of their time during the primary research and report drafting phases of the project.

Resumes of key team members follow.

Mollie Fitzpatrick, Root Policy Research, Managing Director

Mollie co-founded Root Policy Research in 2018 after serving as a Director at BBC Research & Consulting and has over 10 years of experience in housing and community development. She specializes in housing market and social impact studies that help clients understand their housing and community development challenges, assess their community needs, and strategize meaningful policy actions to improve their communities. Mollie has a sophisticated understanding of market dynamics and has conducted housing research in a wide array of markets.

She serves on Denver's Anti-Displacement Policy Network working group and has developed housing and social equity model for numerous communities throughout the country. Mollie holds a Master's degree in Economics.

Profile of similar projects

- **Travis County Housing Needs Assessment.** Mollie recently completed a comprehensive housing market study in Travis County Texas (county including and surrounding Austin, TX), which included an assessment of rental and for sale housing market supply and demand to determine where gaps exist. Mollie was the lead researcher on the study and developed an interactive ZIP-code level housing model that assesses availability of housing for employees of key industries and identified needs and opportunities for all ZIP codes within the county. Based partially on the outcomes in the model, the Austin City Council passed a resolution to identify innovative housing options that can serve middle income families.
- **Boulder Missing Middle Housing Study.** Mollie examined housing demand and gaps in provision of housing for Boulder's middle-income residents, earning between 80 and 120 percent of the Area Median Income (AMI). This study identified the types of housing products

that are most affordable to middle income households and forecasted affordability of these types under several price appreciation scenarios. This research helped city staff and City Council establish new goals and development requirements for middle market products.

- **San Marcos Housing Needs Assessment.** Mollie recently completed a housing needs assessment for the City of San Marcos, which has experienced growing housing affordability challenges related regional growth and housing shortages coupled with market disruption from Texas State University. The study included a community and economic profile along with an extensive housing and affordability assessment, monthly calls with the client, and several presentations to the task force assembled to develop recommendations for addressing housing needs.
- **State of Colorado Cost Containment Study.** Mollie completed a study for the Colorado Housing and Finance Authority (CHFA) that examined trends in the cost of developing Low Income Housing Tax Credit (LIHTC) developments. The purpose of the study was to determine the underlying causes of significant increases in development costs and how state and local governments can help contain costs. In addition to the data analysis, we conducted a review of the Qualified Allocation Plan (QAP) for potential fair housing barriers and made a presentation to the CHFA Board on how the disparate impact Supreme Court ruling in 2015 may affect CHFA.
- **City and County of Denver Investment Impact Model.** Mollie developed the City's neighborhood dashboard to measure diversity of households and housing types and differences in housing costs for every neighborhood in Denver. She is currently working on an impact analysis tool designed to characterize displacement vulnerability of specific public investments and identify tailored solutions to mitigate involuntary displacement. This project demonstrates Root's in-depth knowledge of socioeconomic and market dynamics along with the efficacy and applicability of various policy and market interventions through scenario modeling.
- **Land Trust Pro Forma and Resiliency Analysis.** In collaboration with Urban Land Conservancy and Gary Community Investments, Mollie tested the feasibility of a regional land trust through pro forma modeling. The work evaluated the capital requirements for a successful venture as well as resiliency of the model under a variety of economic shocks. The analysis was conducted as part of the incubation of what is now Elevation Community Land Trust.

Education:

M.A., Economics, University of Colorado Denver, 2010

B.S., Recreation, Park and Tourism Sciences, Texas A&M University, 2003

Heidi Aggeler, Root Policy Research, Managing Director

Heidi Aggeler started her research and consulting career as an economic analyst at the Federal Reserve and an auditor for the Federal Deposit Insurance Corporation (FDIC).

She joined her former firm BBC Research & Consulting in 1999, became a partner in 2002, a Managing Director in 2006, and started Root Policy Research in 2018. Heidi has been managing housing research projects since 1999, and has overseen completion of more than 50 housing market studies. Heidi is also frequently hired to assist communities with strategic plans to achieve housing balance.

Heidi is a current member of the Denver Planning Board and the nonprofit Fax Partnership, and is a frequent speaker on housing policy and housing strategies.

Profile of similar projects

- **Boulder County, Colorado Strategic Plan Facilitation.** Heidi was recently asked to facilitate a strategic planning process with city/county staff and housing authorities in Boulder County to develop joint housing solutions. She facilitated discussions in two workshop sessions, which provided the foundation for the first county-wide, collaborative housing plan.
- **Austin, Texas Comprehensive Housing Market Study.** Heidi has been hired three times by the City of Austin to conduct Comprehensive Housing Market studies. The first included an assessment of Austin's rental and for sale housing market supply and an in-depth market assessment to determine where housing gaps exist. The study was used as a basis for evaluating how well city housing policies and programs address housing needs. The second study was conducted in tandem with an update to the city's Comprehensive Plan and included an evaluation of affordability at the ZIP code level. A rigorous community input process was conducted with community leaders, stakeholders, and residents. The third was regional in nature and provided new metrics for setting Strategic Housing Goals and targeting funds.
- **Denver Zoning Incentives study.** Heidi is currently leading a project with Community Planning and Development in the City and County of Denver to examine the feasibility and effectiveness of private sector density bonuses in producing affordable housing. Our team is researching best practices in peer cities; building development pro formas to explore the feasibility of a variety of incentives beyond base building heights; and modeling incentive outcomes by household Area Median Income (AMI) and household size.
- **Las Cruces, New Mexico Housing Needs Strategic Plan and Best Practices Analysis.** Heidi assisted the City of Las Cruces' Ad Hoc Committee on Affordable Housing develop recommendations for better addressing the city's housing needs. The study involved a comprehensive analysis of best practices in other communities covering housing trust funds, inclusionary zoning, shared equity models, land trusts, land banking, and zoning reforms.

Training and presentations

- Colorado Housing Finance Authority (CHFA) Board of Directors on the *TDHCA v. ICP* Supreme Court decision and implications on tax credit allocations, Vail, Colorado, September 2016.
- Rocky Mountain Land Use Institute's 25th Anniversary Conference, Denver, Colorado, March 2016. Co-presenter with attorney Brian Connolly and attorney/planner Don Elliott.
- American Planning Association (APA) National Conferences, New York, Phoenix, Seattle, Houston (forthcoming) 2015, 2016, 2017, and 2020.
- Guest Lecturer, University of Denver Sturm College of Law, *Sustainability and Equity in Housing Development*.

Education:

M.P.A., Policy Analysis, Humphrey Institute, University of Minnesota, 1997
B.A., Accounting, University of Utah, 1992

Jen Garner, Root Policy Research, Senior Consultant

Jen has been with Root Policy Research since its inception and has nearly 20 years of experience in housing and community development consulting. Jen has led numerous community engagement processes in support of fair housing studies and housing needs analyses. She has led AFH community engagement and data training modules at HUD AFH trainings in nine cities nationwide and has provided community engagement technical assistance to regional AFHs in Omaha and Houston. She designs unique approaches for every client to ensure that historically marginalized populations are actively engaged in the studies. Jen holds a Master's degree in Economics.

Recent engagement outcomes

- **Denver Regional Assessment of Fair Housing**—methods of engagement included a resident survey; resident focus groups; stakeholder focus groups; pop up engagement at legal clinics, day labor sites, and day shelters; presentations at policymaker meetings; and two large community meetings. This resulted in engagement of nearly 6,500 residents and stakeholders.
- **San Mateo, California**—received participation of more than 4,000 residents in this regional AFH through a resident survey, pop up engagement, resident focus groups, and open house community meetings, 2017.
- **State of Minnesota**—“pop up” interviews with African and Vietnamese immigrants, Native Americans, rural community leaders and business owners, and Hispanic residents in a Spanish mass to discuss housing challenges and ways to increase economic opportunity, 2018.
- **Washoe County, Nevada**—a discussion with low income seniors at a lunchtime Bingo event and focus groups with mobile home park residents at a neighborhood community center, 2016.
- **The City of Austin**—neighborhood conversations with African Americans and persons of Hispanic descent in neighborhood community centers. Incorporation of “gamification” techniques in public meetings to help attendees identify fair housing barriers in a comfortable and safe way, 2019.
- **Snohomish County, Washington**—focus groups with immigrant populations in their native languages, 2012.
- **The Denver Region**—discussions with residents living in racially and ethnically concentrated areas of poverty (R/ECAPs), mobile home parks, and rental units in substandard condition, 2014.
- **State of Oregon**—focus groups with residents seeking services at Community Action Centers (CACs) and tribal members on reservations, 2016.

Education:

M.A., Economics, University of Colorado Denver, 1999

B.A., Economics, University of Colorado Denver, 1997

Will Martin, Root Policy Research, Associate

Will has been with Root Policy for one year and supports the firm's housing practice through quantitative and qualitative research, GIS analysis and mapping, as well as data visualization. Prior

to joining Root, he had designed affordable and market rate housing projects and has been an associate researcher on several regional and national land-use policy projects. He has also conducted financial and feasibility analyses of Accessory Dwelling Units (ADUs) and evaluated policy changes necessary to broaden their scope in urban neighborhoods.

Since joining Root, Will has supported the Baltimore zoning and land use analysis and conducted market studies in suburban Portland communities. He has also built an interactive housing needs model for the State of Indiana that allows comparisons of housing needs and economic conditions across counties.

Education:

M.Arch., Masters of Architecture, University of Michigan, Ann Arbor, 2015

M.S., Masters in Science of Conservation, University of Michigan, Ann Arbor, 2013

B.A., International Development Economics, Middlebury College, 2008

Avilia Bueno, Root Policy Research, Research Associate

Avilia joined Root in 2019 and provides research and statistical analysis for Root. She is a Ph.D. candidate in Economics at the University of Colorado: Boulder and is fluent in Spanish. Prior to joining Root, she taught economics and conducted regional and local economic analysis for the Federal Reserve Bank of Dallas: El Paso branch.

Education:

M.A., Economics, University of Colorado: Boulder, 2017

M.S., Economics, University of Texas: El Paso, 2013

B.B.A., Economics and Marketing, University of Texas: El Paso, 2010

Julia Jones, Root Policy Research, Research Associate

Julia joined Root in 2019; she is a technical analyst and data collection specialist. She brings expertise in GIS, Excel (building pro forma models and other development-based technical problems), and the creation of graphics. Prior to joining Root, she worked on numerous projects in the Denver MSA, as well as other projects throughout the U.S. that relate to the assessment of affordable housing needs, gaps, policy, and vulnerable populations.

Education:

Bachelor of Urban Planning, University of Cincinnati, 2017

PRIOR EXPERIENCE ON SIMILAR PROJECTS

Our experience conducting housing studies and needs assessments is demonstrated through summaries of similar projects we've completed. Client references are included in a subsequent section (References).

BROOMFIELD, COLORADO HOUSING NEEDS ASSESSMENT

DATE: 2018

TYPE: HOUSING MARKET AND NEEDS ASSESSMENT STUDIES

The study team completed a comprehensive housing market study and needs assessment for the City and County of Broomfield in 2018. The study a thorough quantitative analysis of demographic and housing market trends along with qualitative assessment of needs and community preferences. The community outreach process involved multiple stakeholder focus groups and an extensive community survey assessing resident and stakeholder perceptions of the most critical housing needs and preferences for housing form, community culture, neighborhood assets. As part of the research process, the study team met regularly with Broomfield's Housing Advisory Committee to discuss study progress and present findings. The final report identified Broomfield's top housing needs (informed by data analysis and community input), presented surrounding and peer community best practices, and provided realistic, actionable recommendations to address Broomfield's current and future housing needs.

LAWRENCE, KANSAS HOUSING MARKET ANALYSIS

DATE: 2017-2018

TYPE: HOUSING MARKET ANALYSIS

During 2018, the Root project team worked with the City of Lawrence, Kansas on a comprehensive housing market study to identify housing needs in the city and to inform the allocation of the city's new Affordable Housing Trust Fund. This study is a critical policy document as it serves as a housing needs assessment for the City and stakeholders providing an analysis of household affordability throughout all population segments of the community. The study highlights expected demographic trends, future demands for housing, regulations, and obstacles preventing the market from effectively responding to this demand, and an inventory of the assets and programs currently available to help the community address these challenges. The study approach included two presentations with the City's newly established housing committee, charged with recommending approaches to allocate the City's new housing trust fund. We also developed a "housing needs dashboard" and "roadmap" to guide staff and committee in implementation and measuring success.

ARVADA, COLORADO HOUSING STRATEGY

DATE: 2019-2020

TYPE: HOUSING STRATEGY

Root completed a comprehensive market study and housing strategy for the City of Arvada in early 2020. The study included a detailed demographic and housing profile along with spatial analysis of development patterns. Key findings identified a shortage of affordable rental units and entry-level ownership opportunities as well as a need for increased product diversity to accommodate emerging preference trends among resident cohorts. The study also used community survey results to quantify residents' appetite for varying levels of density and "missing middle" product types in their neighborhoods and the city overall.

As part of the housing strategy, Root created a toolkit of policy options that were both effective in addressing identified needs but also feasible, given the city's financial resources and political landscape. The toolkit outlined pros and cons of each option along with best practices for implementation. Root further evaluated the relative cost and impact of the top recommendations for City Council consideration (see figure at right).



WESTMINSTER, COLORADO HOUSING STRATEGY

DATE: 2017-2018

TYPE: HOUSING STRATEGY

We first prepared a housing needs assessment and, following this plan, were hired to facilitate the development of a strategic housing plan for this city. Westminster is a suburban community located between Denver and Boulder; both of these areas are undergoing affordability challenges that spillover to all of their surrounding communities. The needs assessment was a data-driven project that included demographic and housing profiles, a gaps analysis, identification of housing needs, and recommendations. Data were presented in a highly visual format with dashboard-style infographics for different population groups.

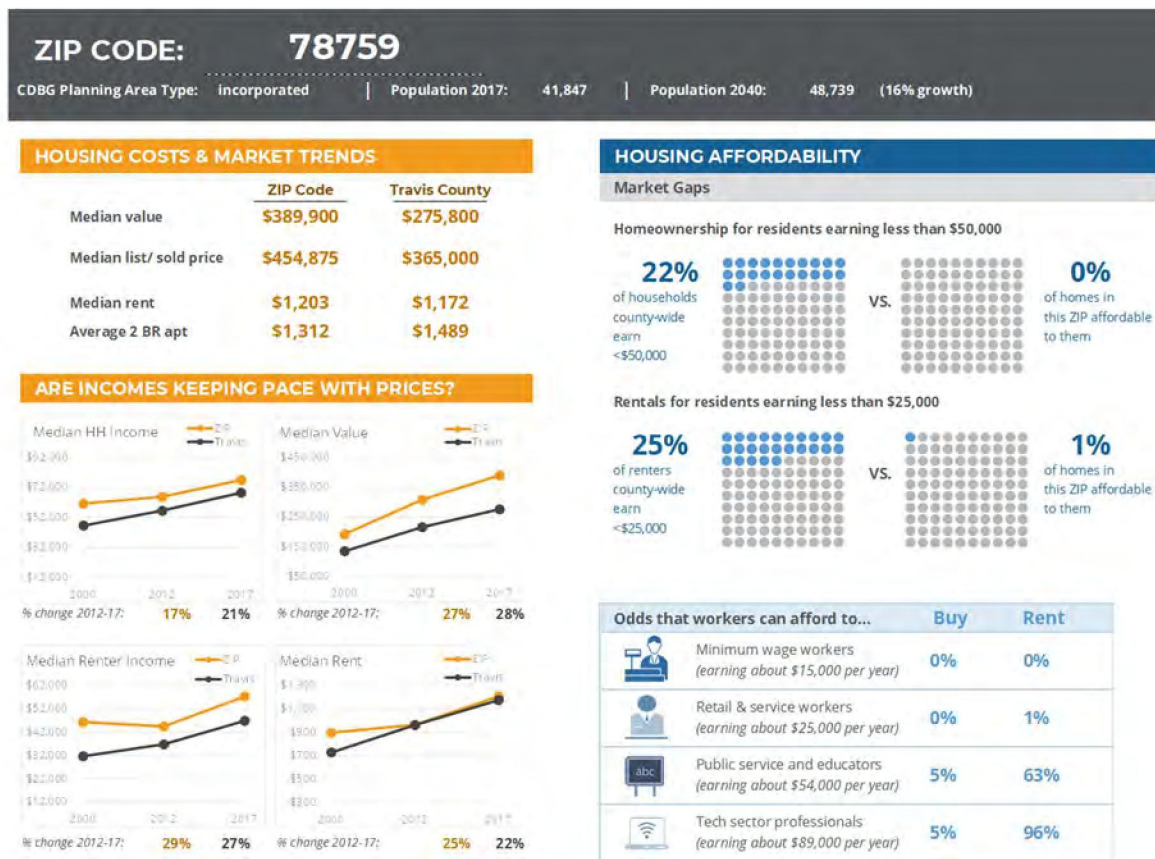
The strategic planning process brought together residents, housing developers (private and nonprofit), advocates for the homeless and low-income workers, City leaders, City finance staff, City planners, employers, and economic development officials. The committee met each month to consider a menu of options to address housing needs. The study culminated in a housing plan that was approved by City Council.

TRAVIS COUNTY TEXAS, TEXAS HOUSING NEEDS ANALYSIS

DATE: 2019

TYPE: HOUSING NEEDS STUDY

In 2019, Root conducted a housing needs analysis for both the City of Austin and Travis County. This countywide study evaluated affordability needs, market trends, and rental gaps at multiple geographic levels including countywide, county excluding Austin (anchor city), and by ZIP code. A key component to understanding the geographic complexity of the county was development of a ZIP code level **housing needs dashboard** which identified characteristics of each ZIP (e.g., incorporated/unincorporated, population trends, socioeconomics) and illustrated housing cost trends and affordability gaps. An excerpt of that model is shown below.



FORT COLLINS SUSTAINABILITY GAPS ANALYSIS

DATE: 2014 AND 2020

TYPE: HOUSING AND HUMAN SERVICES RESEARCH

Under the umbrella of BBC Research & Consulting, Root Principals lead the development of Fort Collins Sustainability Gaps Analysis in 2014. The study defined the characteristics of a socially sustainable City and helped Fort Collins develop strategies to achieve this vision, focusing on reducing poverty and increasing access to services, health care, amenities, education, and job

opportunities for all residents. Mollie Fitzpatrick and Heidi Aggeler, the two founders of Root Policy Research were the lead project managers and analysts on the 2014 Gaps Analysis.

In 2019, Root Policy Research was contracted to update the gaps analysis across the following social impact areas: **housing, homelessness, manufactured housing communities, poverty, health and wellness, at-risk youth and education, childcare, diversity and equity, and special populations**. In addition to quantifying needs in each issue area, Root evaluated the city's current resources and service delivery system to identify opportunities for additional investment.

AURORA MOBILE HOME TASK FORCE

DATE: 2018

TYPE: MOBILE HOME STRATEGY

In 2018, the City of Aurora, Colorado created a Mobile Home Task Force to study the lack of affordable housing in Aurora and to make recommendations of possible solutions to the displacement of mobile home park residents due to closures, rezoning, and redevelopment. Root Policy Research was contracted to provide market metrics on mobile homes and to draft the report of recommendations on behalf of the Task Force. The report identified top needs related to affordability and displacement. It also provided policy and program solutions to address key concerns and to help improve protections for mobile home parks and residents.

DENVER HOUSING RESEARCH AND POLICY STUDIES

DATE: VARIOUS

TYPE: HOUSING RESEARCH

Since 2003, our team has provided research and analytical support to a variety of housing research efforts undertaken by the city's economic development planning, and housing offices. We have identified housing gaps in supply and demand within Denver's rental and for-sale markets; provided research to support the deliberations of several housing advisory committees; conducted a comprehensive analysis of fair housing barriers that included a **survey of 5,000 residents** and **focus groups with 350 low- and moderate-income and special needs residents**; and conducted several HUD-required Consolidated Plans.

As part of the **development of policy recommendations** in the city's housing plan, we are currently assisting the city with an evaluation of the costs and benefits, including potential legal challenges, of a resident preference policy to stem displacement and a density bonus incentive to produce affordable housing through private market development.

BOULDER MIDDLE MARKET HOUSING STUDY

DATE: 2015

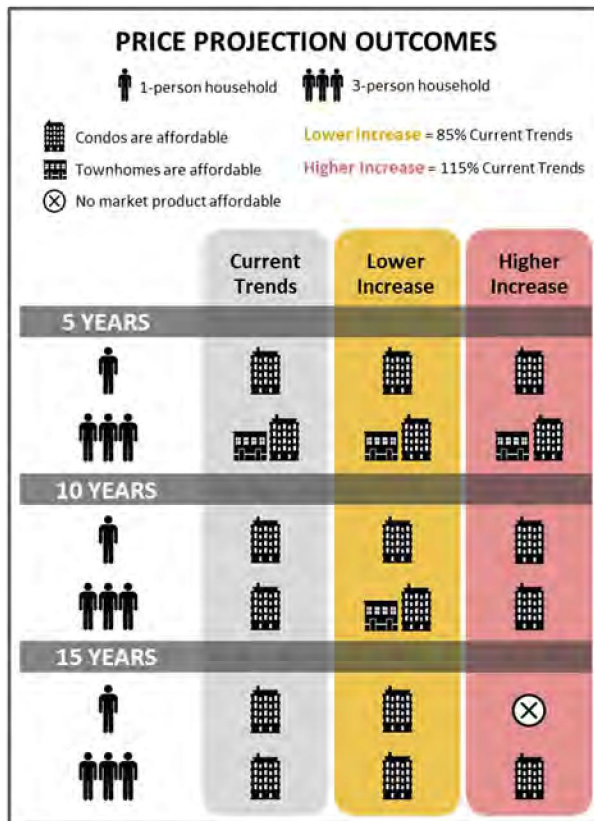
TYPE: HOUSING RESEARCH

For the City of Boulder, we examined trends in the affordability of attached housing products relative to single family detached units. In addition to a **comprehensive analysis of historical sales records**, we conducted in-person interviews with developers of attached housing products—both rental and for sale—to understand the key challenges of building affordable housing in Boulder. We also created pro formas to measure development costs of various attached products now and in 15 years (see figure at right). This study also involved a forecast of the product types that would no longer be affordable to moderate income households if price increases continue, as well as an analysis of the city's downpayment assistance policy to determine if increasing the amount would expand options for purchase.

The studies we have completed for Boulder can be accessed here:

<https://bouldercolorado.gov/housing-boulder/housing-data-challenges>.

"Heidi—I really enjoyed our work together, and deeply appreciated your mastery of the data and ability to explain it in such an accessible, objective manner. Hope our paths cross again!" –David Driskell, Planning Director, City of Boulder



AURORA HOUSING STRATEGY AND DENSITY BONUS EVALUATION

DATE: CURRENT

TYPE: POLICY DEVELOPMENT

Heidi Aggeler is assisting the City Planning Department develop a **Housing Policy and Program Toolkit and a Housing Strategy**, which will be presented to City Council in fall 2019. The work follows a housing market analysis which was used to pinpoint housing needs. Stakeholders are contributing to policy considerations through small focus groups and one-on-one meetings. A core part of the Housing Strategy is anticipated to be development of a density bonus program for volume homebuilders to achieve more attainable homeownership products.

AUSTIN, TEXAS COMPREHENSIVE HOUSING STUDY & AI

DATE: 2013, 2014, AND 2019

TYPE: HOUSING MARKET STUDY

Between 2013 and 2014, in conjunction with development of a Comprehensive Plan, we conducted a comprehensive housing study for the City of Austin. The study involved a very inclusive public input effort consisting of a resident survey of low income households, several workshops with community leaders and stakeholders, and targeted focus groups with racial and ethnic minorities, persons experiencing homelessness and persons with disabilities. Altogether, **more than 5,000 residents**, representing the diversity of the city, participated in community engagement. The study incorporated the housing needs of 600 persons with disabilities, 500 persons of Hispanic descent, and 200 African Americans.

A key component of the study was development of a ZIP-code level **housing equity model** that assesses availability of rental and homeownership housing for employees of key industries.

We also conducted a housing barriers assessment in 2013 and 2014, which overseen by a **task force of fair housing specialists that included local lawyers, professors and advocates**. At the inception of the study, we worked together to design a methodology that covered a range of potential impediments.

We were recently under contract with the City of Austin, Travis County, Williamson County, and five housing authorities in the region to complete the first regional AI and housing market analysis. This study—the Central Texas Analysis of Impediments to Fair Housing Choice—is a joint effort between the City of Austin, Travis County, Williamson County, the cities of Round Rock and Pflugerville, and five housing authorities. That effort generated survey responses from more than 5,500 residents and engaged 500 residents through focus groups and pop up engagement.

This study also includes a review of land use code and zoning regulation to identify potential fair housing concerns related to the siting and approval processes for group homes; boarding houses; and multifamily and attached housing. More about this AI can be found on the project website, <http://centraltexasfairhousing.org/about/>

LOW INCOME HOUSING TAX CREDIT COST STUDY

DATE: 2017

TYPE: FINANCIAL ANALYSIS

Prompted by rapidly rising rents, increases in development costs, national and local concerns over the cost of developing affordable housing, and increased demand for affordable housing, the Colorado Housing and Finance Authority (CHFA) **engaged our team to examine trends in LIHTC developments costs in Colorado**. The analysis aimed to identify cost trends, explain why development costs are increasing, and consider solutions for the challenges created by rising development costs. We conducted an in-depth, trend analysis of development pro formas for applications that were awarded credits and those that were not. Our analysis found that cost increases are due to a handful of factors, with the primary driver being construction costs (labor and materials). Overall, findings from the study recognize CHFA's ability to balance innovation and flexibility with cost containment.

INVESTMENT IMPACT AND NEIGHBORHOOD EQUITY MODEL

DATE: CURRENT

TYPE: EQUITY MODEL

This two-phase project for the City and County of Denver includes development of a neighborhood dashboard as well as an impact analysis tool **designed to characterize displacement vulnerability** of specific public investments and identify tailored solutions to mitigate involuntary displacement. The dashboard (now complete) was created to provide a snapshot of housing types, price trends, and affordability (both rental and ownership) along with indicators of socioeconomic diversity, displacement sensitivity, and economic health at the neighborhood level.

The impact analysis tool (currently in development) is intended to help city agencies understand the potential impacts of public investments on housing costs and thus potential displacement of vulnerable populations by neighborhood. The tool itself will be designed as an interactive, user-friendly, model where city agencies can specify inputs by type, size, and location of investment. The output will provide users with a baseline understanding of the potential effects of an investment, along with a profile of residents most likely to be displaced and a toolkit of policy and program options that may help mitigate involuntary displacement.

LAND TRUST PRO FORMAS

DATE: 2018

TYPE: FINANCIAL MODEL

In collaboration with Urban Land Conservancy and Gary Community Investments—a major funder in the Denver area, Mollie tested the feasibility of a regional land trust through pro forma modeling. The work evaluated the capital requirements for a successful venture as well as **resiliency of the model under a variety of economic shocks**. Our work on the pro forma analysis tested current assumptions and model viability and evaluates the pro forma under different market cycle and borrowing scenarios. Root also conducted best practices research on land trust structure and strategies for land trusts in changing market conditions as well as best practices for wrap-around services for land trust beneficiaries. The analysis was conducted as part of the incubation of what is now Elevation Community Land Trust.

DENVER AFFORDABLE HOUSING ZONING INCENTIVE DESIGN

DATE: 2009 AND CURRENT

TYPE: ZONING OPTIONS REVIEW

For the City and County of Denver in 2009, we used assessor's data to calculate the proportion of units in each neighborhood valued at affordability levels attainable to 80 percent and 110 percent of Median Family Income (MFI). We identified neighborhoods that included both a proportionately lower and higher share of affordable units by this measure to determine if they should be exempt from the city's Inclusionary Housing Ordinance (IHO). We also analyzed the unit threshold at which IHO developments were created to understand if the city's 30-unit threshold was encouraging developers to build just under that number to avoid the IHO mandate.

Root is currently under contract with Community Planning and Development in the City and County of Denver to examine the feasibility and effectiveness of private sector density bonuses in producing affordable housing. Our team is researching best practices in peer cities; building development pro formas to explore the feasibility of a variety of incentives beyond base building heights; and modeling incentive outcomes by household Area Median Income (AMI) and household size. Root is also evaluating strategies for the city to employ in negotiating affordability requirements in large redevelopment areas.

ADAMS COUNTY CONSOLIDATED PLAN AND AI

DATE: CURRENTLY UPDATING

TYPE: CONSOLIDATED PLAN AND AI

Root is currently updating the Adams County Consolidated Plan that included a housing market analysis, special needs profile, community development needs assessment, strategic plan, and action plan. The public involvement process targeted residents of low income block groups and persons with special needs through resident surveys, in-depth interviews with stakeholders and service providers, and resident focus groups. Community outreach and resident focus groups focused on capturing the needs of people with disabilities and Hispanic residents. We facilitated a joint resident focus group in collaboration with Growing Home and Maiker Housing Partners to target these groups. The study also includes an Analysis of Impediments to Fair Housing Choice (AI), which will leverage the Consolidated Plan stakeholder consultation and community engagement processes, and will be completed in 2020.

SECTION C.

STRATEGY & IMPLEMENTATION PLAN

STRATEGY & IMPLEMENTATION

PROJECT UNDERSTANDING

Root Policy Research understands the desire the City of Grand Junction to complete a well-researched and data-driven Housing Needs Study that includes analysis not only for the city but for the Grand Valley as a whole, differentiated by individual communities within the region (Phase One). In Phase Two of this project, the City desires a Housing Strategy focused on policy recommendations that for the City of Grand Junction to address the housing needs identified in Phase One.

This section presents Root Policy Research's proposed methodology to accomplish both phases of the scope of services outlined in the RFP.

The tasks described below would result in a Housing Needs Study and Strategy that:

- Identifies current and future housing needs including critical gaps in supply and demand of housing in the Grand Valley;
- Discusses best practices strategies used by other similar communities to address housing needs (including discussion of the role of the private market vs public subsidies); and
- Recommends actionable policies, programs, and potential funding sources that could be implemented to address housing needs and accommodate future growth.

Root also understands the desire of the City to use the results of this analysis to inform other City efforts including CDBG-required studies (Consolidated Plan, Annual Action Plan, and Fair Housing reporting). Root has extensive experience with these studies and can easily strategize the Housing Needs Study to address specific requirements of those reports. The City will also be able to apply findings from the Housing Needs Assessment to various planning efforts, grant and LIHTC proposals, and strategy recommendations.

PROJECT APPROACH

Root's proposed methodology and approach to the scope of work are contained in the tasks outlined below. Task 2 specifically addresses our approach to outreach and community involvement.

As desired by the City, individual tasks can be adjusted to better meet the City's budget and priorities. The Task List below is organized by Phase but begins with two tasks that would inform both phases of the project: project initiation and Community Engagement.

TASKS THAT INFORM BOTH PHASE ONE & TWO

Task 1. Project Initiation Meeting

Immediately after the notice to proceed, the Root Policy Research team would hold a conference call with project management staff. At this meeting we would:

- Review the scope of services stated in the RFP and how the proposed approach aims to accomplish each;
- Refine the proposed Scope of Work as needed;
- Discuss existing research to inform the study and the types of data privately and publicly available for the analysis—e.g., recently completed reports, permit data, assessor’s data;
- Develop a list of stakeholders who should be engaged in the study and the form and timing of engagement; and
- Discuss the City’s desire for community/stakeholder engagement in the process.

Throughout the project, Root Policy Research would hold bi-weekly calls with project staff to discuss project progress and findings.

Task 2. Outreach & Community Involvement: Assessment of Community Culture and Perceptions of Housing Issues

One of Root Policy Research’s core strengths is comprehensive and creative community engagement related to housing choice, preferences, and needs. To engage the community of the Grand Valley in the Housing Needs Assessment and Phase 2 Strategy Development, we propose the following:

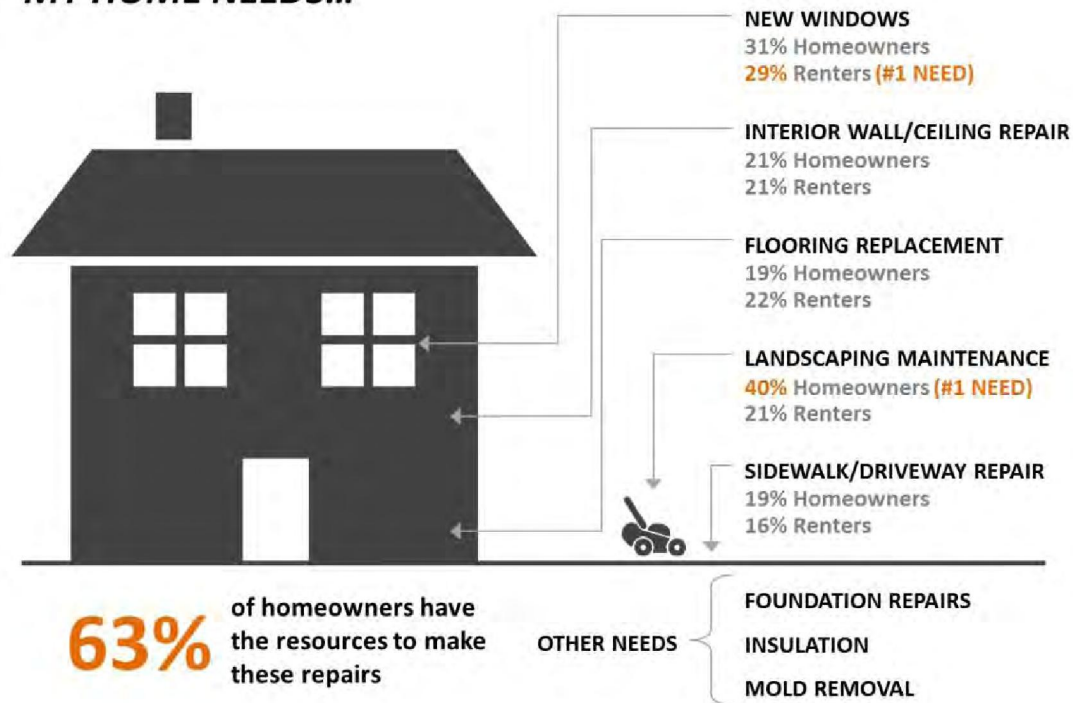
- 1) A focus group with stakeholders** in the real estate and business community to discuss perceptions of unmet housing demand, regulatory and market barriers to housing creation, and trends in land and construction costs.
- 2) A focus group with nonprofit housing providers and social service organizations** working with low income and special needs residents to discuss the housing, transportation and service needs of their clients.
- 3) A resident survey** focusing on community culture and housing, perceptions of need and resident preferences for housing type, size and amenities. Root Policy Research would also design questions to assess resident expectations related to aging in place—among existing seniors and middle-aged adults. Similar surveys designed by Root Policy Research have elicited resident perspectives on:
 - Housing needs of different types of residents, including seniors, youth, families with children, low income residents, or residents with disabilities;
 - Desired changes to public infrastructure, such as sidewalk improvements and transportation access;
 - Desires for housing types to accommodate residents’ life cycles, including seniors who want to age in place or downsize and Millennials who desire to buy;
 - Concerns about residential growth and density and what this means for neighborhoods; and
 - Opportunities to increase quality of life or economic outcomes of residents.

For each of the engagement strategies above, Root Policy Research would prepare draft discussion guides (or surveys) for the city's review prior to execution. Root Policy Research's outreach materials would be designed to address the following:

- Definition of community culture and how it relates to housing;
- Perceptions of the city's housing stock, including an overview of current and future unmet housing needs;
- Regulatory barriers to housing creation (zoning and land use review);
- Employer/employee challenges to workforce housing;
- Desire of residents to age in place or transition to other housing options; and
- What housing types are desired (single family, paired, du/tri/multi-plex, accessory dwelling, patio home, rent or own, etc.)

Root Policy Research would summarize the results of this process in a stand-alone report section using easy-to-read graphics and charts. The following figure is an example from a recent housing survey we conducted in Austin, TX—the graphic summarizes resident response to maintenance needs.

MY HOME NEEDS...



Additional Phase 2 Engagement. Results from all of the strategies proposed above would inform both the Needs Assessment (Phase One) and Phase 2 Strategy recommendations. Additional engagement conducted specifically for Phase 2 could also include development of a housing

strategy working group or steering team. If such a committee is desired by the City, Root would facilitate up to four strategy workshops to present findings of Phase One and evaluate best-fit solutions for the City to address identified needs. Root has facilitated similar processes for a number of recent clients including the City of Westminster, Boulder County, and Lawrence, Kansas.

PHASE ONE

Task 3. Demographic and Economic Profiles

In this task, the Root Policy Research team would analyze historical and current data on demographic and economic characteristics in the Grand Valley.

- **Demographic overview.** Using Census and ACS data, Root would analyze recent trends in population, growth, race/ethnicity, household and family types, age, tenure, and other key demographic indicators. This analysis would include mapping and characterizing Aurora's neighborhoods by household characteristics, which would be used as a basis to project demand and where new housing and programs should be focused to meet demand.
- **Household income distribution.** Using Census and ACS data, we would discuss the City's current income profiles and recent changes to income distribution, in comparison to regional income growth. Root Policy Research would discuss trends and forecasts in the context of the national decline in middle income households and would also relate income distribution to available housing types and prices (e.g., "missing middle" housing products). The analysis would include income and poverty by housing tenure and would discuss the number and proportion of residents that are cost burdened (spending more than 30% of income on housing). If desired by the City, Root would discuss the City's income profile in dollar amounts and as a percent of Area Median Income (AMI).
- **Economic indicators and employment.** This analysis would rely on both ACS data and the Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW) to discuss economic and employment trends as well as industry shifts and wages. Root would also analyze Longitudinal Employer-Household Dynamics data to evaluate commuting trends (in/out-commuting numbers, directions, and destinations).

Overall, these community, income, and economic profiles set the stage for the housing analysis to be conducted in Task 4 and the gaps analysis in Task 6.

Task 4. Housing Stock and Owner/Rental Market Trends

In this task, the Root Policy Research team would analyze historical and current data on housing availability and costs in the Grand Valley. This analysis would focus on both rental and ownership housing and incorporate comparative information on housing markets from surrounding areas and the state.

- **Historical and current data on housing stock, availability, and housing costs in the Grand Valley (rental and ownership).** We would collect primary data (residential permits, assessor data, Multiple List Service (MLS) data) to analyze trends in housing stock, development and costs—including the impact of the Great Recession on the market and the recent acceleration

of prices. These data would be used to analyze the housing stock in terms of type, structure, age, condition, and cost.

- **Affordability analysis.** We would examine changes in both rental and home purchase affordability over time, accounting for rental vacancy rates, mortgage interest rate fluctuations, inventories of new construction and resales, and location.
- **An inventory and location of assisted housing units.** Using available data from the City and from HUD, Root Policy Research would tabulate and map assisted rental units in the Grand Valley and would provide context for who is living in these units (race, ethnicity, age, disability status and family status) relative to the population eligible to live in restricted units. We would also examine the distribution of existing and planned assisted units by neighborhood.
- **Impact of COVID-19.** Root would also evaluate the impact of COVID-19 on renter cost burden and eviction risk. This analysis would be informed both by data and the resident survey.

Task 5. Special Populations

- To address the demand for housing for special needs populations, including people experiencing homelessness, housing with supportive services, student housing, and accessible housing, we would use a proprietary model that estimates the size and housing needs of subpopulations.
- We would also estimate the inventory of housing that currently accommodates those households using ACS data and local data sources (e.g., Consolidated Plans). We would then discuss our estimates with stakeholders who work closely with subpopulations in our interviews to “vet” our estimates and better understand stakeholder perspectives on specific needs and challenges among individual groups.
- Populations that we anticipate including in the special needs housing analysis include, but are not limited to, people with disabilities, people experiencing homelessness, occupants of transitional housing, veterans, migrants, and students. This analysis would also quantify housing resources and units targeted to those special needs populations.

Task 6. Gaps Analysis: Current and Future Market Mismatches

In this task, the Root Policy Research team would project demographic and housing market trends to identify current and future gaps at various price points for: existing and future renters, renters who want to become owners, and existing owners as they move through household cycles (move up, downsize, age).

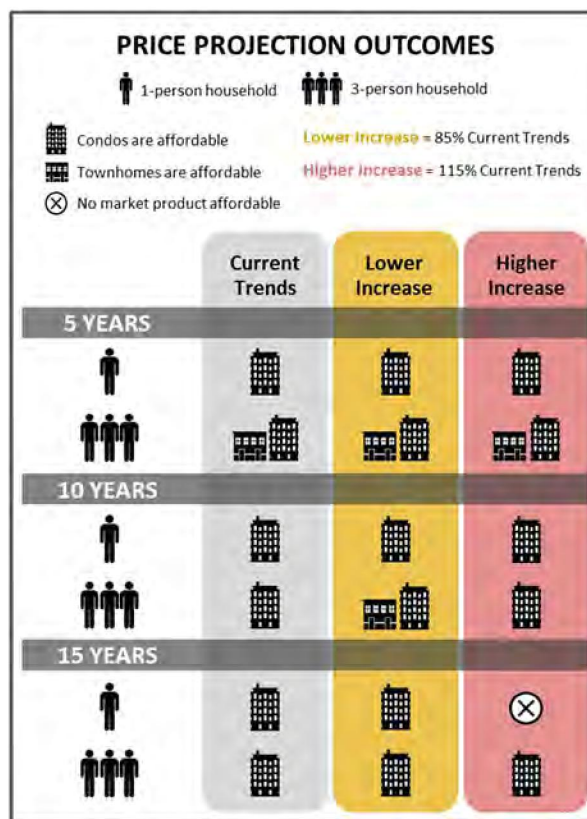
- **Projections of population, demographics, employment growth.** Root would utilize forecasts from the State Demography Office to provide the projections of population, income and wages.
- **Projections of housing demand.** We would then apply the socioeconomic projections to housing market trends to forecast housing demand and absorption rates (5-year increments

for 20 years). This would include an analysis of the number of rental and ownership units needed

to keep up with growth and maintain current ownership levels.

- **Where housing gaps are occurring for both rental and for-sale housing.** Root Policy Research would identify mismatches (i.e., gaps) in the rental and for-sale markets, including:

- How many renters are paying more than they can afford for rent? How many owners are paying more than they can afford to service the debt on their homes?
- How many rental subsidies/units are needed to alleviate this housing cost burden?
- How much do renters need to earn before they have a reasonable choice of homes to buy? What are the characteristics of those affordable homes?
- Where can residents working in various industries afford to rent? To buy?



Overall, this task would result in an identification of current housing needs and a projection of future needs by type, price point, tenure and location for the next 20 years. These estimates would take into account population growth expected for the region overall and housing costs of surrounding communities.

Task 7. Barriers Analysis

In this task, Root Policy Research would evaluate the factors contributing to the City's housing challenges and evaluate the resources and options available to the City to address those challenges. Root Policy Research envisions the following subtasks to complete the analysis:

- An analysis of land use and zoning codes to understand their impact on costs—and how they may be modified to better achieve housing balance. This would include a best practice review of zoning strategies that allow the market to meet emerging market demands and incentivize developments that meet community goals and preferences.
- A review of resources available for affordable housing creation and other housing needs. The review would include an evaluation of existing financial resources, the types of properties that

have been funded and/or created by the City, and how funds have been used to expand housing opportunity (CDBG, LIHTC, housing rehabilitation, etc.).

How market forces—both within Grand Junction and the greater region—are likely to affect future cost of land, housing construction, and affordability.

Task 8. Report and Presentations

Root Policy Research would develop a draft report for the City's review. After a two-week review, Root Policy Research and City staff would meet to discuss modifications and we would finalize the report. As desired by the City, Root would present findings of the Grand Valley Housing Needs Assessment to up to three audiences of the city's choice, including but not limited to staff, Planning Commission, and City Council. In addition to the presentation of finds, Root anticipates presenting to City Council at various intervals throughout the process (up to four workshops).

PHASE TWO

Root understand that Phase 2 of the project is contingent on the results of Phase One. If the project moves forward, Phase 2 would focus on strategy option to address needs identified in Phase One. Root has take a similar approach (identifying needs in Phase I and focusing on strategy in Phase II) with a number of recent clients including City of Westminster, CO; City of Littleton, CO; and the City of Aurora, CO. Prior to beginning Phase Two tasks, Root would meet with the City to refine the project objectives and proposed scope of work as necessary.

Task 9. Existing Program and Regulatory Analysis

In this task, Root Policy Research would evaluate the regulatory factors contributing to the City's housing challenges and evaluate options available to the City to address those challenges. Root Policy Research envisions the following subtasks to complete the analysis:

- **Policy review.** An analysis of current housing policies and land use regulations to understand efficacy—and how they may be modified to better achieve housing balance. This would include a best practice review of strategies that allow the market to meet emerging market demands and incentivize developments that meet community goals and preferences.
- **Regulatory review.** A review of housing programs and resources available for affordable housing creation to identify barriers to the development of housing in Grand Junction. The review would include an evaluation of existing financial resources and programs, the types of properties that have been funded and/or created by the public subsidy, and how funds have been used to expand housing opportunity (CDBG, LIHTC, housing rehabilitation, etc.).
- **Market forces impacting housing.** Informed by Phase One, Root would summarize how market forces—both within the City and the greater region—are likely to affect future cost of land, utilities cost, commuting costs, housing construction, and affordability.

Task 10. Recommendations

Based on the analysis conducted in Tasks 1 through 9, Root Policy Research would develop a housing policy toolkit and draft recommendations to address current and future housing needs. Strategies would be crafted carefully—and ensure that the actions taken are meaningful, have a lasting impact, and result in outcomes that lead to change. Our recommendations would encompass short- and long-term goals and would include both policy and operational and incentive actions.

Recommendations would include:

- i. A sound approach for setting numerical targets for housing in the City, specified sub-geographic areas, and identified burdened subpopulations.
- ii. Strategies for ensuring long-term affordability, including recommendations for a Housing Trust Fund, and any other tools not yet available in the community to support the development/redevelopment of affordable housing.
- iii. Collaborative public and private sector strategies to support the development of quality, affordable housing including suggestions on where changes in funding criteria could facilitate the development of more housing for all income levels.
- iv. Tools and strategies to promote affordable housing for moderate, low, and very low-income households, including new regulatory and finance mechanisms, grants, partnerships with organizations, dedicated revenue sources for affordable housing, and opportunities for creating of affordable housing on publicly-owned land.
- v. Strategies that will help increase incomes and improve economic development opportunities.
- vi. Other strategies or findings that the Consultant believes are pertinent to the scope of this proposal.

In establishing the recommendations, we would dovetail with current and planned initiatives and would consider the cost and impact of recommended actions. We would recommend metrics, milestones, and a phased-in approach for achievement for each of the goals and related action items. We would also provide primary pros and cons for each of the potential tools.

Task 11. Report and Presentations

Root Policy Research would develop a draft report of the recommendations for the City's review, after which Root Policy Research and staff would meet to discuss modifications and we would finalize the report.

If desired, Root Policy Research would present the findings of the study to an audience of the City's choice (e.g., City Council, Planning Commission, Advisory Committee, public meeting, etc.).

SECTION D.

REFERENCES

CLIENT REFERENCES

WESTMINSTER, COLORADO HOUSING STRATEGY REFERENCE

JENNI GRAFTON

ECONOMIC DEVELOPMENT
COORDINATOR

CITY OF WESTMINSTER, CO

4800 West 92nd Avenue; Westminster, CO 80031
Phone: (303) 658-2105
Email: jgrafton@cityofwestminster.us

Project Description: We first prepared a housing needs assessment and, following this plan, were hired to facilitate the development of a strategic housing plan for this city. Westminster is a suburban community located between Denver and Boulder; both of these areas are undergoing affordability challenges that spillover to all of their surrounding communities. The needs assessment was a data-driven project that included demographic and housing profiles, a gaps analysis, identification of housing needs, and recommendations. Data were presented in a highly visual format with dashboard-style infographics for different population groups.

The strategic planning process brought together residents, housing developers (private and nonprofit), advocates for the homeless and low-income workers, City leaders, City finance staff, City planners, employers, and economic development officials. The committee met each month to consider a menu of options to address housing needs. The study culminated in a housing plan that was approved by City Council.

Lead Staff: Heidi Aggeler with support from Mollie Fitzpatrick and Jen Garner

TRAVIS COUNTY TEXAS, TEXAS HOUSING NEEDS ANALYSIS REFERENCE

CHRISTY MOFFETT

MANAGING DIRECTOR OF ECONOMIC &
STRATEGIC PLANNING

TRAVIS COUNTY, TX

700 Lavaca, Suite #1560; Austin, Texas
78701

Phone: (512) 854-1161

Email: Christy.Moffett@traviscountytx.gov

Project Description: In 2019, Root conducted a housing needs analysis for both the City of Austin and Travis County. This countywide study evaluated affordability needs, market trends, and rental gaps at multiple geographic levels including countywide, county excluding Austin (anchor city), and by ZIP code. A key component to understanding the geographic complexity of the county was development of a ZIP code level **housing needs dashboard** which identified characteristics of each ZIP (e.g., incorporated/unincorporated, population trends, socioeconomics) and illustrated housing cost trends and affordability gaps.

Lead Staff: Heidi Aggeler and Mollie Fitzpatrick with support from Kristin Aaker and Jen Garner

BROOMFIELD, COLORADO HOUSING NEEDS ASSESSMENT REFERENCE

CHERYL ST. CLAIR HOUSING PROGRAMS MANAGER	CITY AND COUNTY OF BROOMFIELD, CO One DesCombes Drive; Broomfield, CO 80020 Phone: (303) 438-6396 Email: cstclair@broomfield.org
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Project Description: The study team completed a comprehensive housing market study and needs assessment for the City and County of Broomfield in 2018. The study a thorough quantitative analysis of demographic and housing market trends along with qualitative assessment of needs and community preferences. The community outreach process involved multiple stakeholder focus groups and an extensive community survey assessing resident and stakeholder perceptions of the most critical housing needs and preferences for housing form, community culture, neighborhood assets. As part of the research process, the study team met regularly with Broomfield’s Housing Advisory Committee to discuss study progress and present findings. The final report identified Broomfield’s top housing needs (informed by data analysis and community input), presented surrounding and peer community best practices, and provided realistic, actionable recommendations to address Broomfield’s current and future housing needs.

Lead Staff: Heidi Aggeler and Mollie Fitzpatrick with support from Kristin Aaker and Jen Garner

LAWRENCE, KANSAS HOUSING MARKET ANALYSIS REFERENCE

DIANE STODDARD ASSISTANT CITY MANAGER	CITY OF LAWRENCE, KS PO Box 708; Lawrence, KS 66044 Phone: (785) 832-3413 Email: dstoddard@lawrenceks.org
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Project Description: During 2018, the Root project team worked with the City of Lawrence, Kansas on a comprehensive housing market study to identify housing needs in the city and to inform the allocation of the city’s new Affordable Housing Trust Fund. This study is a critical policy document as it serves as a housing needs assessment for the City and stakeholders providing an analysis of household affordability throughout all population segments of the community. The study highlights expected demographic trends, future demands for housing, regulations, and obstacles preventing the market from effectively responding to this demand, and an inventory of the assets and programs currently available to help the community address these challenges. The study approach included two presentations with the City’s newly established housing committee, charged with recommending approaches to allocate the City’s new housing trust fund. We also developed a “housing needs dashboard” and “roadmap” to guide staff and committee in implementation and measuring success.

Lead Staff: Heidi Aggeler with support from Mollie Fitzpatrick and Jen Garner

SECTION E.

FEE PROPOSAL

FEE PROPOSAL

Root Policy Research could complete the scope of work described in the proposal for a not-to-exceed cost of \$67,550 for Phase One and \$20,800 for Phase Two (total cost of \$88,350 for both Phases). The fee schedule is shown below by task and staff position.

Task	Directors (\$175/hr)	Associate (\$150/hr)	Research Associate (\$125/hr)	Total Hours	Total Fees
Task 1: Kickoff meeting and ongoing Project management	10	12	0	22	\$3,550
Task 2: Assessment of community culture and community perceptions of housing issues (includes stakeholder engagement and resident survey)	28	36	40	104	\$15,300
Phase One					
Task 3: Demographic and Economic Profiles	16	18	18	52	\$7,750
Task 4: Housing Stock and Owner/Rental Market Trends	16	18	19	53	\$7,875
Task 5: Special Populations	6	12	12	30	\$4,350
Task 6: Gaps Analysis: Current and Future Market Mismatches	20	20	33	73	\$10,625
Task 7: Barriers Analysis	22	12	8	42	\$6,650
Task 8: Report Development and Presentations	40	8	26	74	\$11,450
Phase Two					
Task 9: Existing Program and Regulatory Analysis	12	12	22	46	\$6,650
Task 10: Recommendations	32	24	0	56	\$9,200
Task 8: Phase 2 Report and Presentations	14	0	20	34	\$4,950
Total Cost					\$88,350

SECTION F.

LEGAL PROCEEDINGS / LAWSUITS

LEGAL PROCEEDINGS/ LAWSUITS

Root Policy Research has not been involved in any legal proceedings or lawsuits in the last 3 years.