

1 BENEFICIARY AGREEMENT BY AND BETWEEN CITY OF GRAND JUNCTION, COLORADO,
2 AND HILLTOP HEALTH SERVICES CORPORATION, FOR A \$250,000 AWARD (AWARD) FOR
3 THE SUPPORT OF EMERGENCY AND TRANSITIONAL SHELTER SERVICES, STABILIZATION OF
4 PROGRAMS AND CONTINUED UNHOUSED SERVICES FOR THE COMPREHENSIVE
5 SOLUTIONS FOR INDIVIDUALS EXPERIENCING HOMELESSNESS

6 THIS AGREEMENT (AGREEMENT) is made between the City of Grand Junction, a
7 Colorado Home Rule Municipality (CITY), and HILLTOP HEALTH SERVICES CORPORATION
8 (HILLTOP or BENEFICIARY).

9 Collectively the CITY and the BENEFICIARY may be referred to as the PARTIES.

10 RECITALS:

11 In alignment with the City's 2023 Unhoused Needs Assessment and the 2024 Unhoused
12 Strategy and Implementation Plan, the City released RFP-5684-25-KF, titled
13 Comprehensive Community Solutions for Individuals Experiencing Homelessness, during
14 the week of May 12, 2025. The RFP sought PROPOSALS that would advance long-term
15 solutions focused on homelessness prevention, stabilization, and pathways into
16 permanent housing, with an emphasis on collaboration, demonstrated capacity, and
17 alignment with City housing and homelessness reduction goals.

18 The solicitation remained open through July 1, 2025, and indicated that up to \$500,000
19 per year could be awarded, subject to budget availability and City Council approval,
20 for a potential three-year funding period. PROPOSALS were invited that addressed
21 emergency sheltering, housing stabilization, homelessness prevention, and critical
22 public health, mobility, and basic needs, with encouragement to leverage multiple
23 funding sources, including Community Development Block Grant (CDBG) funds where
24 applicable.

25 The RFP Review Committee reviewed PROPOSALS based on responsiveness to the
26 solicitation, understanding of community needs and City goals, organizational capacity
27 and experience, implementation strategy, and budget efficiency.

28 The BENEFICIARY was selected for funding based on its demonstrated capacity, strong
29 performance history, and direct alignment to the use of funds to support emergency
30 and transitional housing efforts and services, stabilization of expanded services, and
31 supporting continued partnership with United Way of Mesa County for the most
32 vulnerable in the community including those seeking to secure or retain stable housing.

33 Consistent with the City's annual budget process, and approved through Ordinance
34 5235, and the use of one-time funding, the recommended award to BENEFICIARY to
35 support emergency and transitional housing, and homeless intervention activities under
36 the Comprehensive Solutions for Individuals Experiencing Homelessness initiative. Future
37 funding consideration, if any, will be subject to City Council approval, budget
38 availability, and demonstrated program performance.

39 The BENEFICIARY has committed to use the AWARD for the purposes stated in its
40 PROPOSAL and in this AGREEMENT to directly address affordable housing.

41 On January 7, 2026, the City Council of the CITY approved this AGREEMENT by and with
42 the adoption of Resolution 02-26 (RESOLUTION).

43 In consideration of the foregoing RECITALS and other good and valuable
44 considerations the sufficiency of which is acknowledged, both for the making and
45 enforcement of this AGREEMENT, the BENEFICIARY and the CITY do agree to the terms
46 of this AGREEMENT for the use of the AWARD for the purposes of the PROPOSAL and as
47 otherwise required and provided in this AGREEMENT.

48 1. EFFECTIVE DATE AND TERM

49 This AGREEMENT shall commence when executed by all PARTIES and remain in effect
50 until December 31, 2026, unless sooner terminated by the CITY in writing as contained
51 herein.

52 2. AWARD TO BE PAID TO BENEFICIARY

53 The CITY will pay the BENEFICIARY in accordance with this AGREEMENT the sum of two
54 hundred and fifty thousand (\$250,000), in one lump sum upon receipt of invoice.

55 3. LIMITATIONS REGARDING THE USE OF THE AWARD

56 The BENEFICIARY shall ensure that the AWARD is expended in accordance with this
57 AGREEMENT and shall be only for the purposes described in the PROPOSAL and in this
58 AGREEMENT. The PROPOSAL is incorporated into this agreement and attached as
59 Appendix A.

60 4. REPORTING REQUIREMENTS

61 To ensure compliance with this AGREEMENT/the purposes of the PROPOSAL the
62 BENEFICIARY shall provide to the CITY an annual report on the utilization of the AWARD
63 for and in support of the PROPOSAL and this AGREEMENT. The BENEFICIARY shall also
64 provide, if requested, any backup documentation as may reasonably be required by
65 the CITY. The REPORT must include a written statement, signed by the BENEFICIARY,
66 indicating that the use of the AWARD comports with the PROPOSAL and this
67 AGREEMENT.

68 5. TERMINATION

69 This AGREEMENT will terminate after the BENEFICIARY's full and complete performance
70 of the provision of housing/housing services contemplated by the PROPOSAL and this
71 AGREEMENT.

72 Either party may terminate this agreement in writing to the other party. In the event of
73 termination prior to expenditure of the entire amount of AWARD by BENEFICIARY, any
74 unused funds shall be returned to the CITY.

75 If BENEFICIARY is in breach of this AGREEMENT or any provisions with the APPLICATION,
76 the CITY shall notify BENEFICIARY in writing within 30 days of discovery of the breach.
77 BENEFICIARY shall have 14 days to cure the breach. If BENEFICIARY does not cure the
78 breach, this AGREEMENT shall be terminated, and remaining funds shall be returned to
79 the CITY.

80 6. INDEPENDENT CONTRACTOR

81 Neither the CITY nor the BENEFICIARY shall be deemed by virtue of this AGREEMENT to
82 be engaged in an association, partnership, joint venture, or a relationship of principal
83 and agent, or employer and employee. The BENEFICIARY shall not be, or be deemed to
84 be, or act or purport to act, as a partner, employee, agent, or representative of the
85 CITY for any purpose.

86 7. HOLD HARMLESS AND INDEMNIFICATION

87 The BENEFICIARY agrees to defend, indemnify, and hold the CITY, its officers, officials,
88 employees, and agents harmless from and against any and all claims, injuries,
89 damages, losses or expenses, whether in contract or tort, including without limitation
90 personal injury, bodily injury, sickness, disease, or death, or damage to or destruction of
91 property, which are alleged or proven to be caused in whole or in part by an act or
92 omission of the BENEFICIARY, its officers, directors, employees, and/or agents relating to
93 the BENEFICIARY's performance, or failure to perform, under this AGREEMENT. The
94 BENEFICIARY's obligation to indemnify and hold the CITY its officers, officials, employees,
95 and agents harmless shall survive the expiration or termination of this AGREEMENT.
96 Nothing in this AGREEMENT shall serve as a waiver of the CITY's governmental immunity
97 under C.R.S. § 24-10-101, *et seq.*

98 8. COMPLIANCE WITH LAWS

99 The BENEFICIARY shall comply with all applicable federal, state, and local laws and all
100 requirements regarding the receipt and expenditure of the AWARD.

101 9. MAINTENANCE AND AUDIT OF RECORDS

102 The BENEFICIARY shall maintain records, books, documents, and other materials
103 relevant to its performance, or non-performance, under this AGREEMENT. Records,
104 including but not limited to those informing the REPORT, shall be subject to inspection,
105 review, and audit by the CITY or its designee(s) for three (3) years following termination
106 of this AGREEMENT. If it is determined during the course of the audit that the
107 BENEFICIARY failed to expend any or all of the AWARD for any purpose other than
108 performing the work/services as provided in the PROPOSAL and this AGREEMENT, or if
109 the BENEFICIARY fails to substantially perform as provided in the PROPOSAL and this
110 AGREEMENT, the BENEFICIARY shall reimburse the CITY for each, every, and all improper
111 and/or unmade expenditure(s). The BENEFICIARY agrees to make such
112 reimbursement(s) to the CITY within 30 days of a written request(s) made to the
113 BENEFICIARY.

114 10. NOTICES

115 Any notices desired or required to be given hereunder shall be in writing, and shall be
116 deemed received three (3) days after deposit with the United States Postal Service
117 postage fully prepaid, return receipt requested, and addressed to the party to which it
118 is intended at its last known address, or to such person or address as either party shall
119 designate to the other from time to time in writing forwarded in like manner:

120 BENEFICIARY

121 HILLTOP HEALTH SERVICES CORPORATION

122 Attn: J. Michael Stahl

123 359 Main Street

124 Grand Junction, CO 81501

125

126 CITY

127 Attn: Mike Bennett

128 250 N. 5th Street

129 Grand Junction, CO 81501

130 11. IMPROPER INFLUENCE

131 The BENEFICIARY warrants that it did not employ, retain, or contract with any person or
132 entity on a contingent compensation basis for the purpose of seeking or obtaining this
133 AGREEMENT.

134 12. CONFLICT OF INTEREST

135 The elected and appointed officials and employees of the CITY warrant that they
136 individually and collectively have no, and shall not have, any personal interest, direct or
137 indirect, which gives rise to a conflict of interest.

138 13. SURVIVAL

139 The provisions of this AGREEMENT that by their purpose should survive expiration or
140 termination of the AGREEMENT shall so survive. Those provisions include without
141 limitation Hold Harmless and Indemnification and Maintenance and Audit of Records.

142 Nothing in this agreement shall prevent the CITY from any relief or causes of action in
143 law or equity related to a breach of this agreement.

144 14. AMENDMENT

145 No amendment or modification to the AGREEMENT shall be effective without prior
146 written consent of the authorized representatives of the Parties.

147 15. GOVERNING LAW; VENUE

148 This AGREEMENT shall be governed in all respects by the laws of the State of Colorado,
149 both as to interpretation and performance, without regard to conflicts of law or choice
150 of law provisions. Any action arising out of or in conjunction with the AGREEMENT may

151 be instituted and maintained only in a court of competent jurisdiction in Mesa County,
152 Colorado.

153 16. NON-WAIVER

154 No failure on the part of the CITY to exercise, and no delay in exercising, any right
155 hereunder shall operate as a waiver thereof, nor shall any single or partial exercise by
156 the CITY of any right hereunder preclude any other or further exercise thereof or the
157 exercise of any other right. The remedies provided herein and at law or in equity are
158 cumulative and not exclusive.

159 17. BINDING EFFECT

160 This AGREEMENT shall be binding upon and inure to the benefit of the Parties.

161 18. ASSIGNMENT

162 The BENEFICIARY shall not assign or transfer any of its interests in or obligations under this
163 AGREEMENT without the prior written consent of the CITY.

164 19. ENTIRE AGREEMENT

165 This AGREEMENT together with the attachments constitutes the entire agreement
166 between the CITY and the BENEFICIARY for the use of the AWARD paid/received under
167 this AGREEMENT.

168 20. NO THIRD-PARTY BENEFICIARIES

169 Nothing herein shall or be deemed to create or confer any right, action, or benefit in,
170 to, or on the part of any person or entity that is not a party to this AGREEMENT. Any
171 benefit to any person(s) is incidental to the AGREEMENT and/or the BENEFICIARY's
172 fulfillment of the AGREEMENT.

173 21. CIVIL RIGHTS COMPLIANCE

174 The BENEFICIARY shall meet legal requirements relating to nondiscrimination. Those
175 requirements include ensuring that the BENEFICIARY does not deny benefits or services,
176 or otherwise discriminate on the basis of race, color, national origin (including limited
177 English proficiency), disability, age, or sex (including sexual orientation and gender
178 identity), in accordance with the following authorities: Title VI of the Civil Rights Act of
179 1964 (Title VI) Public Law 88-352, 42 U.S.C. 2000d-1 et seq., and the Department's
180 implementing regulations, 31 CFR part 22; Section 504 of the Rehabilitation Act of 1973
181 (Section 504), Public Law 93-112, as amended by Public Law 93-516, 29 U.S.C. 794; Title
182 IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. 1681 et seq., and the
183 Department's implementing regulations, 31 CFR part 28; Age Discrimination Act of 1975,
184 Public Law 94-135, 42 U.S.C. 6101 et seq., and the Department implementing regulations
185 at 31 CFR part 23, or the Colorado Anti-Discrimination Act, C.R.S. § 24-34-300.5 et seq..

186 22. SEVERABILITY

187 If one or more provisions of this AGREEMENT shall be determined to be invalid by any
188 court of competent jurisdiction or agency having jurisdiction thereof, the remainder of
189 the AGREEMENT shall remain in full force and effect and the invalid provisions shall be
190 deemed severed.

191 23. AUTHORIZATION

192 By signing the BENEFICIARY and the CITY represent and warrant to the other that the
193 signer has the full power and authority to execute this AGREEMENT on behalf of the
194 entity for whom he/she signs and to bind that entity to the terms hereof.

195 BENEFICIARY:

196 HILLTOP HEALTH SERVICES CORPORATION

197 By:  Date: 19/01/2026

198 J. Michael Stahl, CEO. Hilltop Community Resources

199

200 City of Grand Junction Colorado

201 By:  Date: 1.21.26

202 Mike Bennett, City Manager

203

Appendix A: Hilltop Health Services Corporation Proposal with Addendums

City of Grand Junction – Housing Division

Re: RFP-5684-25-KF – Comprehensive Community Solutions for Individuals Experiencing Homelessness

Proposal: Hilltop & United Way of Mesa County Housing Collaborative

To whom it may concern,

Hilltop Community Resources, in partnership with United Way of Mesa County (UWMC), respectfully submits this proposal in response to RFP-5684-25KF, *Comprehensive Community Solutions for Individuals Experiencing Homelessness*. This proposal represents our shared commitment to reducing homelessness in Grand Junction through coordinated, sustainable, and person-centered services.

Hilltop's mission is to *create connections to build a community where everyone belongs*. Addressing homelessness—and the root causes that contribute to it (like housing, health, and behavioral needs)—has long been a strategic priority for Hilltop. UWMC complements this work through its ongoing leadership in housing coalitions and systems coordination. Together, we are proposing a unified response to housing instability that draws on each organization's strengths, local experience, and trusted partnerships.

Hilltop brings 75 years of experience delivering community-based programs across Western Colorado. Our housing initiatives span the full continuum of care and across the lifespan; programs including permanent supportive housing, transitional housing, emergency shelter, street outreach, and preventative support; target populations include youth, adults, families, survivors of intimate partner violence, and aging adults.

Our programs are staffed by dedicated Navigators who provide on-site case management, housing navigation, and wraparound support to shorten how long people experience homelessness and prevent repeated homelessness, promoting lasting stability. All services are evidence-based, trauma-informed, culturally responsive, and closely coordinated with medical, mental health, and workforce partners.

UWMC has long served as a convener and systems leader in the local housing landscape. Their leadership in the Mesa County Housing Coalition, partnerships with over 20 local providers, and launch of the county's Housing Hotline reflect their deep commitment to collective impact. Through this proposal, UWMC will continue to fund and oversee the Mesa County Housing Coordinator, a vital position that will co-locate to Hilltop's building. This location serves as a centralized point for unhoused individuals and families seeking coordinated care. Program leaders are working diligently to ensure that this location maintains safety standards for the community and our clients; the offices will only be available by appointment, encouraging intentionality and responsibility in clients. To still reach those who may need us most, the Housing Coordinator will be mobile and responsible for going into the community, providing outreach and supplies, as well as inviting them to join case management work when they are ready to do so.

Hilltop and UWMC have extensive experience providing services for safe and stable housing. In the last five years alone, Hilltop has become the trusted source for housing stability programming. When Karis

was struggling in 2023, they reached out to us for support and guidance; and after evaluation and months of structured support, Hilltop took over programming in 2024 and has now taken over the programming with limited disruptions to service and all the programs have continued. Now known as Connections, Hilltop provides housing services and support to youth 18-24 years old, from street outreach to emergency shelter, transitional living to permanent supportive housing. This transition has taken a lot of work, we have learned a lot as a team, and we've been able to teach key community partners better ways of engaging in this work.

In addition to taking on this workload in stride, we continued to provide our other housing assistance programs, including Latimer House—helping survivors of intimate partner violence, sexual assault, and human trafficking to access and maintain safe and stable housing for over 30 years. Utilizing more than six grants, we provide emergency shelter, housing advocacy, and connections to resources. We also continue to operate our Housing Navigation program, providing street outreach and coordinated entry, homelessness prevention, and rapid rehousing. We have developed some of the first formal housing support programs in Western Colorado with the support of the State that span the entire continuum of housing stability, not the least of which is providing services and support to Pathways Village, a permanent supportive housing unit. Pathways has been active since 2020 and has proven incredibly successful in reducing chronic and repeat homelessness.

Together, Hilltop and UWMC are proposing an integrated model that sustains high-impact housing services, coordinates real-time referrals and case management across dozens of local partners, increases access to essential services (like mental health, harm reduction, job readiness, and life skills training), and supports individualized, trauma-informed pathways to housing stability and employment.

This proposal is submitted in good faith and remains valid for the required evaluation period. We are fully committed to complying with the City's stated terms, performance standards, reporting requirements, and all regulatory obligations outlined in the solicitation. As the authorized signatory for Hilltop Community Resources, I confirm that I have the legal authority to bind the organization to the terms of this proposal and any resulting contract. A formal letter of signature authority is included as an attachment. Should United Way of Mesa County also elect to co-sign, their Executive Director likewise holds full contractual authority on behalf of their organization.

We appreciate the opportunity to apply and thank you for your leadership in advancing meaningful solutions to homelessness in our community.

Sincerely,



J. Michael Stahl
CEO, Hilltop Community Resources
mikes@htop.org | 970-242-4400

Enclosures: Signature Authority, Solicitation Response Form, Proposal Materials

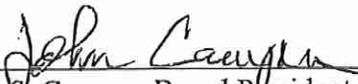


**HILLTOP HEALTH SERVICES, CORPORATION
D.B.A. Hilltop Community Resources, Inc.**

RESOLUTION

IT IS HEREBY RESOLVED this 10th day of September, 2015, that the Chief Executive Officer, J. Michael Stahl, is hereby authorized to make, execute and deliver, on behalf of the Board, all contracts, grant agreements, representations, receipts, reports, and other instruments of every kind for Hilltop Health Services, Corporation, d.b.a. Hilltop Community Resources, Inc. and its subsidiaries / affiliates.

IT IS FURTHER RESOLVED that such authorization on behalf of the Board obligates Hilltop Health Services, Corporation, d.b.a. Hilltop Community Resources, Inc. and its subsidiaries / affiliates to observe all of the terms and conditions placed on grant agreements, representations, receipts, reports, and all other instruments of every kind.



John S. Camper, Board President



I, Jim Grisier, Secretary of Hilltop Community Resources, Inc. Board of Directors, hereby certify on this 10th day of September, 2015 that this is an exact copy of a resolution for Hilltop Community Resources, Inc.



Jim Grisier, Board Secretary

5.5 Cost Proposal and Summary Budget Review

Hilltop is requesting \$500,000 annually over a three-year period (totaling \$1,500,000), to support the Hilltop & United Way of Mesa County Housing Collaborative. This funding will sustain essential staffing, operational, and subcontracted costs tied directly to service delivery.

This funding request is a continuation of existing housing stability services, not the launch of a pilot program. There are no one-time costs included; all budgeted expenses are recurring and tied to ongoing direct service provision.

Key cost drivers are tied to staffing. Personnel expenses account for most of the budget, reflecting Hilltop's practice of offering competitive non-profit market wages and employee benefits to promote retention and reduce turnover. Operational costs are kept intentionally lean; Hilltop uses in-house maintenance staff wherever possible, leverages discounted vendor services, and remains vendor-neutral to ensure purchases are made based on best value. Kindly note that Hilltop has chosen to waive all indirect costs for this project, absorbing administrative and infrastructure costs internally to ensure that every dollar requested from the City directly supports front-line services.

Costs are based on actual operations at both Hilltop and UWMC, scaled for impact and outcomes as appropriate.

No capital costs are requested.

Funds will be used to support staffing for direct services, coordination, and program management directly tied to the project. Operational supplies, housing-related expenses, homelessness prevention, and site-based occupancy.

Contractual Costs: As part of the partnership with UWMC, Hilltop is requesting pay for one full-time equivalent staff member who does direct service work and street outreach. This includes a small amount for health care enrollment each month as well.

Administrative/Indirect Costs: While Hilltop has chosen not to charge indirect costs to this contract, administrative and compliance-related functions will still be fully supported. These include program reporting, financial monitoring, outcome tracking, and compliance with local and federal grant requirements. Staff time for reporting to the City and managing performance data will be internally covered by Hilltop's infrastructure, ensuring accuracy and timeliness without additional City expense.

Other Sources of Support: This project is supported by diverse funding sources, demonstrating Hilltop's long-standing commitment to financial sustainability. Multiple grants and contracts with the State of Colorado contribute directly to housing navigation, behavioral health integration, and case management components. These public investments are coupled with private foundation support, which helps fund critical outreach, supplies, and operating needs that are not covered by government sources. Individuals and businesses help ensure service continuity and fill in essential gaps.

Several additional grant applications are currently pending. If awarded, these funds will further strengthen capacity, expand access, and reinforce long-term sustainability of this work. Hilltop actively pursues funding opportunities from state, federal, and philanthropic sources in an integrated fundraising strategy designed to support ongoing service delivery and pivot with the changing needs of the community we serve.

Hilltop also leverages in-kind contributions from local businesses and individuals. These include discounted services, donated goods, and volunteer time that keep overall costs low and service quality high. Together, these resources form the stable foundation for this housing collaborative, allowing for immediate service impact and long-term resilience.

City of Grand Junction
Comprehensive Community Solutions for Individuals Experiencing Homelessness
Budget Draft

Agency Name	Hilltop Community Resources	Budget Period	Unknown start date, 3 year budget						
Program Name	Hilltop & United Way of Mesa County Housing Collaborative								
Expenditure Categories							Annual Match / In-Kind	Annual Amount Requested	3-year/Total Amount Requested
PERSONNEL SERVICES									
Position Title / Employee Name	Description of Work <small>For hourly employees, please include the hourly rate and number of hours in your description. Include number of months budgeted.</small>	Gross Salary	Fringe	% ACTUAL TIME on Contract / Purchase Order	Match / In-Kind	Annual Request	Total Request for 3 year award		
Hilltop Director of Connections (Youth & Young Adult street outreach, emergency services, shelter, and housing options)	\$38.35/hr x 12hr/wk x 52 wks dedicated to this project. Fringe is 31%. Provides high-level oversight for youth housing. Responsible for staff supervision, strategic coordination with partners, fidelity to trauma-informed and culturally responsive programming. Contribute to all proposed outcomes, essential for goals with external partners.	\$95,738.00	\$29,679.00	30.0%	\$6,270.85	\$31,354.25	\$94,062.75		
Hilltop Director of Community Programs (Housing programs for adults, disabled, and elderly)	\$40.64/hr x 12hr/wk x 52 wks. Fringe = 30%. Oversees adult and family housing programs and supportive services for prevention, systems integration with UWMC and community partners, outcome tracking, compliance, funding streams, and strategic leadership. Contribute to all proposed outcomes, essential for goals with external partners and compliance.	\$101,446.00	\$30,434.00	30.0%	\$0.00	\$39,564.00	\$118,692.00		
Hilltop Manager for youth & young adult street outreach and emergency shelter for the unsheltered	\$30.80/hr x 20 hrs/wk x 52 wks. Fringe = 31%. Daily supervision of navigators, coordinate between street outreach and emergency shelter, works directly with clients and connect them to services. Crucial for triage, budget management, resource navigation, ongoing engagement with hard-to-reach populations. Contributes to all proposed outcomes.	\$64,064.00	\$19,860.00	50.0%	\$0.00	\$41,962.00	\$125,886.00		
Transitional Living Coordinator (Young Adults, youth aging from foster care, youth exiting Dept of Youth Services on probation/parole)	\$27.10/hr x 12hr/wk x 52 wks. Fringe = 31%. Coordinate individualized service plans, manage crisis intervention, ensure delivery of wraparound support. Contributes to all proposed outcomes.	\$56,368.00	\$17,474.00	30.0%	\$0.00	\$22,152.60	\$66,457.80		
Other Staff	Direct providing direct support services and leadership. 20 other staff dedicated to direct service provision and leadership for this program to varying degrees. Fringe is average of 30%. Contribute to all proposed outcomes and compliance.	\$1,683,684.66	\$505,105.40	100.00%	\$2,188,790.06	\$0.00	\$0.00		
Total Personnel Services		\$2,001,300.66	\$602,552.40	2.40	\$2,195,060.91	\$135,032.85	\$405,098.55		
SUPPLIES & OPERATING									
Item	Description of Item	Match / In-Kind	Annual Request	Total Request for 3 year award					
Outreach Supplies for Unhoused Services	Water, Basic Needs, Fuel, First Aid Needs, Bus Vouchers, Bike Clinic Supplies. Based on historical costs. Essential for trust building and engaging clients to get them involved in programming. Contributes to all proposed goals, especially employment, supportive services, healthcare access.	\$200,000.00	\$75,000.00	\$225,000.00					
Rent for Office Space at Hilltop	Office space, telephone support, internet services, etc. at new Hilltop on Main St. (\$500/month x 12 mo x 25 staff). Only requesting for United Way Coordinator. Essential for doing paperwork, reporting, and compliance, planning. Contributes to all goals, particularly supportive services.	\$144,000.00	\$6,000.00	\$18,000.00					
Property Operations Costs for Hilltop	Expenses associated with program properties for Intimate Partner Violence/Sex Assault/Trafficking safe house, The House emergency shelter for young adults, Street Outreach Drop-In Center for youth & young adults, Transitional Living programs for youth/young adults (3 properties), Transitional Housing for Rocky Mountain Health Plans care coordination clients (frequent users of hospital emergency rooms while unhoused w/ substance use issues, significant behavioral health issues, chronic health issues). Costs include: depreciation, mortgage, utilities, insurance, HOA fees as applicable, housekeeping, maintenance, security cameras and locks, etc). Essential for all goals, especially permanent housing and supportive services.	\$516,000.00	\$208,166.67	\$624,500.00					
Participant Housing Supports	Lease application fees, security deposits for rentals, transportation needs, basic needs for housing move ins, preventative and supportive efforts for housing stability, utilities and safety, etc. The demand for this far exceeds funding available. We run out of these funds within the first two weeks of each month with Hilltop referrals. The average support that keeps people in their homes with these funds is above \$450/person, City of GJ would fund approximately 54 more people each year than we can with our current funding; clients must meet eligibility standards. Essential for client engagement, especially permanent housing goals, supportive services.	\$490,000.00	\$24,600.48	\$73,801.45					
IT and Software	Necessary software and applications for regular work; HMIS, CRN, and other systems data entry; case management notes; etc. Budgeted \$92/staff each month x 12 months x 25 staff. Not requesting in this grant. Essential for all goals, particularly coordination, reporting, and compliance.	\$27,600.00	\$-	\$-					
Office supplies	Based on historical costs (printing, paper, pens, etc.); Budgeted \$24/mo for each staff member. Not requesting in this grant.	\$7,200.00	\$0.00	\$0					
Total Supplies & Operating Expenses		\$1,384,800.00	\$313,767.15	\$941,301.45					
TRAVEL									
Item	Description of Item	Match / In-Kind	Annual Request	Total Request for 3 year award					
Staff travel & mileage	Program related travel costs. Mileage reimbursement at \$0.59/ml. x about 33,900ml. Not requesting in this grant. Contribute to client engagement, all goals, especially healthcare access and supportive services.	\$23,000.00	\$0.00	\$-					
Total Travel		\$23,000.00	\$0.00	\$-					
CONTRACTUAL (payments to third parties or entities)									
Item	Subcontractor / Entity Name	Match / In-Kind	Annual Request	Total Request for 3 year award					
United Way Outreach & Services Coordinator/Philip Masters	\$26.00/hr x 40hr/wk x 52 wk + \$100/mo healthcare coverage. UWMC Outreach & Services Coordinator provides outreach with basic necessities to homeless camps around the community. This includes but is not limited to water, safety and essential needs. The purpose of the outreach is to make contact, build trust and limit the barrier of transportation. By building a relationship with population, they will trust the outreach team and will participate in moving to the next step which is shelter. This effort is done in collaboration with other providers including the Neighbor 2 Neighbor team. The Service Coordinator portion is continuing the services initially provided at the Resource Center by appointment.	\$4,080.00	\$51,200.00	\$153,600.00					
Total Contractual		\$4,080.00	\$51,200.00	\$153,600.00					
SUB-TOTAL BEFORE INDIRECT			\$500,000.00	\$1,500,000.00					
INDIRECT									
Item	Description of Rate / Item	Match / In-Kind	Annual Request	Total Request for 3 year award					
Negotiated Indirect cost rate:	Hilltop will not ask for an indirect rate, and contribute this cost back into the award for service provision. Our NICRA is currently 21.3%, which we are not requesting. Essential for reporting, compliance, financial monitoring, marketing, and more. Details available upon request.	\$1,292,748.33	\$0.00	\$-					
Total Indirect		\$1,292,748.33	\$0.00	\$0.00					
TOTAL ADDITIONAL RESOURCES			\$4,899,689.24	\$14,699,067.72					
TOTAL AWARD REQUEST			\$500,000.00	\$1,500,000.00					
Total Program Cost (Match/In-kind + Request)						\$5,399,689.24	\$16,199,067.72		
Total Annual Program Budget						\$6,069,241.00			
Request as a % of Program Budget, if Awarded						8.24%			

5.6 Capacity, Credentials, Experience, and Qualifications

Hilltop Health Services Corporation dba Hilltop Community Resources is a 501(c)(3) nonprofit organization founded in 1950. Hilltop's EIN is 74-2321009, and the organization is eligible to contract with the City of Grand Junction. Hilltop is requesting funds in partnership with United Way of Mesa County, a 501(c)(3) nonprofit established in 1959, which will serve as a subrecipient under this proposal. While Hilltop will act as the primary applicant and fiscal agent, United Way of Mesa County will lead key components of service delivery aligned with their expertise in emergency financial assistance, systems navigation, and community coordination.

Hilltop offers an array of programs and services spanning prenatal resources and health care access to assisted living and dementia care for the elderly. The organization operates across Mesa, Delta, Montrose, and Ouray counties, serving underserved populations through comprehensive, family-centered services supported by a deep network of community partnerships. Hilltop's long history and presence in the region have established it as a trusted provider, as evidenced by strong referral networks and positive participant feedback. Clients consistently express appreciation for the quality of care they receive, highlighting the dignity, respect, and compassion shown by Hilltop's staff.

Hilltop's mission—"We create connections to build a community where everyone belongs"—aligns strongly with the City's strategic homelessness goals as outlined in the Unhoused Strategy & Implementation Plan. United Way of Mesa County's mission—"To improve lives by mobilizing the caring power of community"—is similarly aligned, emphasizing collaborative investment in the health, education, and financial stability of every person in Mesa County.

The City's plan emphasizes integrated, adaptable, and interconnected service networks. Hilltop's mission of "creating connections" and United Way's long-standing role in cross-sector convening both reflect this vision, as the two organizations work together to support inclusive systems that make people feel seen, valued, and supported—essential for achieving Functional Zero homelessness.

The City's seven strategic objectives (e.g., reducing houselessness, increasing permanent housing placements, and connecting individuals to behavioral health services) rely on strong coordination and a community-based approach. Hilltop's focus on belonging and United Way's investment in local service infrastructure complement these objectives by emphasizing social inclusion, upstream prevention, and wraparound resource access—all critical to long-term housing stability and individual well-being.

The City's goal of providing services "irrespective of their economic or social status" is central to both organizations' missions. Together, Hilltop and United Way create pathways that are equitable, accessible, and rooted in the belief that every person deserves dignity, opportunity, and the chance to thrive—regardless of their housing status.

Hilltop Community Resources employs over 500 staff members across multiple divisions, with approximately 12 full-time equivalent (FTE) staff and 2 part time staff currently supporting housing, shelter, and supportive service programs. This includes program managers, navigators, case managers, outreach specialists, and administrative staff who ensure compliance and data integrity. Hilltop's internal structure supports interdisciplinary teams that provide wraparound services, consistent with evidence-based practices for housing stability and trauma-informed care. All Hilltop housing staff are equipped with specialized training in trauma-informed care, motivational interviewing, harm reduction, victim privilege, tenant rights, fair housing, and cultural competency. In addition, bilingual staff members are available to ensure accessible and inclusive support for diverse populations.

Hilltop Key staff assigned to this project include (all resumes attached):

- Margery Brennan- Director of Community Programs
- Joy Hamilton- Director of Community Programs

- Sterling Gray- Manager of Youth Emergency Programs
- McKenna de la Garza-Transitional Living Program Coordinator

United Way of Mesa County employs a dedicated team of 4 FTE's who support programmatic initiatives, grantmaking, financial assistance, and community partnerships. Staff involved in this project bring experience in administering emergency assistance, managing community referrals, and coordinating with local providers to ensure responsive, client-centered support. UWMC team members have specialized training in systems navigation, equitable access strategies, and community engagement.

Key staff assigned to this project from UWMC include (resume attached):

Phillip Masters- Housing Coordinator

Hilltop owns and operates several properties in Grand Junction that support housing stability for different populations. These include seven transitional and permanent supportive housing units, administrative offices, and dedicated program spaces for case management and resource navigation. Overall, Hilltop has 149 beds in Mesa County that are devoted to housing individuals that are in need.

These properties include:

- The House (Emergency shelter for young adults 18-22)
- Street Outreach Drop-In Center for youth and young adults 13-24
- Transitional Living programs (4 properties) serving individuals 18-24 from the general community and youth 17-22 that are aging out of foster care/or exiting DYS on probation/parole.
- Transitional Housing for care coordination with Rocky Mountain Health Plans (RMHP). This includes 12 rooms with focus of social determinants of health needs to alleviate emergency room visits and provide transitional living for individuals exiting DOC/Jail while RMHP team address permanent housing solutions.
- Intimate Partner Violence/Sex Assault/Sex Trafficking safe house (28 bed capacity)
- Permanent Supported Housing projects (5 bedroom home w/ communal living and 34 unit apartment complex for individuals 18-24).

Hilltop uses the Homeless Management Information System (HMIS), Community Resource Network (CRN), and case management software platforms to track client services, referrals, and outcomes. These systems are integrated into daily workflows and monitored by program leaders and data compliance staff. In addition, Hilltop uses internal dashboards and Microsoft Suite for document sharing, case notes, and reporting.

Hilltop maintains robust administrative and financial systems designed to ensure integrity, transparency, and accountability. The accounting system tracks revenues and expenditures separately for each grant, allows expenditures to be classified by budget categories, reconciles monthly ledgers, and includes internal accounting controls such as separation of duties, dual-signature requirements, and periodic reconciliation. Hilltop undergoes an annual independent financial audit and single audit (A-133) and consistently receives clean findings. The organization manages multiple public and private grants using clearly delineated systems and internal oversight protocols. Hilltop employs well-defined processes to ensure that funds are expended in full compliance with relevant standards. These systems, and Hilltop's long-standing track record of contract performance, prove readiness and capacity to meet the City's goals and expectations.

United Way of Mesa County complements Hilltop's infrastructure with its own established financial and administrative systems tailored to community-based funding initiatives. UWMC uses dedicated grant tracking and reporting tools to manage allocations, monitor performance, and ensure compliance with funder expectations.

Their team coordinates with partner agencies to streamline financial assistance processes and maintains accurate documentation of service delivery. While UWMC does not maintain direct client housing facilities, they provide essential infrastructure for distributing emergency assistance, engaging with partner agencies, and contributing to the coordinated system of care.

Hilltop's key leadership staff and 14-member Board of Directors provide a foundation of experience, commitment, and vision to guide the organization's stewardship. Hilltop's Board includes members from diverse professional and community backgrounds throughout Western Colorado. The Board provides strategic direction, ensures fiduciary oversight, and approves institutional policies that guide program operations and organizational performance.

Hilltop is managed through a three-tiered structure comprising a senior executive team, an operational leadership team, and program managers—all of whom contribute to the effective supervision, support, and strategic alignment of over 500 employees. This structure enables a clear chain of responsibility while fostering flexibility and collaboration across departments and initiatives.

Hilltop's leadership and infrastructure are well-equipped to manage complex, multi-year initiatives that meet rigorous internal and external standards. This structure supports high-quality service delivery, proactive risk management, and strong regulatory compliance.

Executive leadership is carried out by a team with extensive expertise in housing, human services, finance, regulatory compliance, and community engagement. This team sets strategic priorities, ensures contractual and legal compliance, manages cross-programmatic alignment, and mitigates organizational risk. The operational team translates these goals into actionable work plans and oversees department-level coordination and resource distribution. Program managers lead the day-to-day delivery of services, staff supervision, partner coordination, and frontline problem solving.

United Way of Mesa County operates under the governance of a dedicated Board of Directors that oversees strategic investments in community well-being, financial accountability, and partnership integrity. Their leadership team—supported by staff with backgrounds in nonprofit administration, grantmaking, and systems coordination—ensures that subrecipient activities are delivered effectively, ethically, and in alignment with project goals. UWMC maintains regular internal reviews and board-level oversight of all funded initiatives, including those involving collaborative service delivery. Their role under this contract will be closely coordinated with Hilltop's project management structure, ensuring seamless communication and shared accountability.

Hilltop uses a comprehensive suite of project management systems to monitor performance, ensure compliance, and support informed decision-making. Internal dashboards and supervision protocols allow real-time tracking of service delivery, client outcomes, and staff activity. Case management software, CRN, and HMIS integration support accurate data entry, reporting, and alignment with community-wide housing strategies. Compliance is reinforced through routine internal reviews, layered approval processes, and documentation audits led by Hilltop's finance and quality assurance teams.

Hilltop maintains a strong financial foundation to support service delivery and administration. For the current fiscal year (FY25), Hilltop's total operating budget is approximately \$55.5 million. This budget supports a wide range of programs spanning housing stability, family support, senior services, behavioral health, and more across Western Colorado.

Primary funding sources include revenue from assisted living facilities, individual contributions, investment income, federal and state grants and contracts, private foundation and corporate partnerships, and program revenue contracts. Hilltop's finance team manages these diverse streams through clearly delineated accounting systems that allow for separate tracking of each grant, budget category, and funding source. The organization adheres to strict compliance and reporting standards and consistently receives clean findings in its annual financial and single audits (A-133). A full statement of position is available upon request.

United Way of Mesa County maintains a lean but effective financial oversight structure aligned with community investment priorities. Systems support grant tracking, expense verification, and compliance reporting for subrecipient awards and funding initiatives. UWMC's fiscal staff maintain internal controls appropriate to their scale, including board-approved policies, dual-authorization for payments, and reconciliation procedures. Their financial operations are guided by transparency, accountability, and an equity-focused approach to resource distribution.

Hilltop maintains a strong financial position to support long-term program sustainability and minimize service disruptions. The organization consistently operates with no less than 90 days of operating cash on hand and is actively working to expand that reserve through strategic financial planning. In addition to general reserves, Hilltop maintains Board-approved contingency funds to address unforeseen needs or revenue interruptions across its diverse program portfolio.

Hilltop's sustainability infrastructure includes a dedicated grants team responsible for identifying and securing private and public funding opportunities, maintaining compliance, and managing funder relationships. The development team supports donor cultivation, stewardship of major gifts, community engagement, and oversight of capital campaigns. These efforts are supported by robust financial planning and risk mitigation systems, including multi-year budget forecasting and scenario modeling.

United Way of Mesa County brings complementary fundraising and resource development capacity, grounded in community engagement and long-term investment strategies. UWMC has a strong track record of securing annual donor support through workplace giving campaigns, corporate sponsorships, and individual contributions. Their established position in the philanthropic landscape of Mesa County ensures a reliable pipeline of flexible funding that can be leveraged to support program continuity, gap-filling, and scaling efforts. Their longstanding relationships with both funders and partner agencies position them as a trusted steward of resources and advocate for system-wide sustainability.

Audited financial statements and IRS Form 990s for both organizations are available upon request.

The proposed budget is based on current and historical service delivery data. Each line item reflects actual costs associated with operating housing and supportive service programs currently managed by Hilltop, including personnel, facility operations, client services, and administrative oversight. These projections draw from historical expenditure data, established staffing models, vendor contracts, and anticipated service demands. The resulting budget is consistent with standard cost structures and scalable within the scope of this project.

This budget aligns with expected client volume, staffing ratios, facility needs, and the compliance requirements outlined in the City's solicitation. Hilltop has successfully implemented and managed comparable programs across Western Colorado—including in Grand Junction—using similar funding models and multi-agency partnerships.

United Way of Mesa County also contributed to the development of the budget to ensure accuracy and feasibility for its subrecipient responsibilities. UWMC relied on its prior experience administering financial assistance programs and distributing emergency resources to inform reasonable cost estimates and anticipated program capacity. As a result, the joint budget reflects a clear, achievable financial plan grounded in real-world program execution and long-standing collaboration.

In November 2024, Hilltop officially assumed all Karis programming under the new name, Hilltop *Connections*. Hilltop was initially invited to support Karis following the departure of its leadership. After six months of providing assistance, it became clear that Karis' operations were no longer sustainable, and a full merger was the best path forward.

Rather than allowing Karis to dissolve, Hilltop stepped in to preserve critical services that would have otherwise been lost. While we encountered challenges, we've embraced the opportunity to learn and grow through the transition.

Hilltop is proud to have been trusted with this responsibility, a reflection of our organizational capacity and commitment to the community. We successfully transferred multiple grants and funding streams, ensuring service continuity. Additionally, former Karis staff have joined Hilltop's team, allowing us to retain essential program knowledge and expertise.

Over the past five years, Hilltop has significantly expanded its services for individuals and families experiencing homelessness. While Hilltop's Resource Centers in Montrose and Grand Junction have long served as key access points for those facing housing instability, these efforts were historically supported with minimal funding.

In 2022, Hilltop received Emergency Solutions Grant funding from the State of Colorado to launch a formal housing support program—filling a critical gap. Building on the success of this initiative, Hilltop has since secured additional funding sources, including the Transformational Homelessness Response Grant, the Bezos Family Fund, and the Homeless Solutions Program.

A key element of this growth has been the addition of dedicated Housing Navigators, trained in the Colorado Department of Local Affairs (DOLA) frameworks. Today, Hilltop's Housing Navigators are embedded across various program areas, including Emergency Shelter, Street Outreach (via Coordinated Entry), Homelessness Prevention, and Rapid Rehousing. This expansion reflects Hilltop's proven ability to identify service gaps, secure sustainable funding, and deliver impactful support to those most in need.

Hilltop's Latimer House program is a powerful example of the organization's ability to successfully sustain and grow a long-running, impactful initiative. For more than 30 years, Latimer House has been a cornerstone of support for survivors of intimate partner violence across four counties in Western Colorado. The program offers a comprehensive range of services, including emergency shelter, housing advocacy, and connection to long-term housing resources—all designed to promote safety, stability, and healing. Latimer House is supported by more than six funding streams, many of which have remained committed to the program for over two decades—a testament to both its effectiveness and Hilltop's strong track record in program stewardship.

Through this sustained and robust effort, Latimer House has served thousands of survivors and continues to make a meaningful, lasting impact in the lives of those affected by intimate partner violence.

Hilltop is fully committed to delivering services that are trauma-informed, culturally responsive, and grounded in dignity, equity, and client empowerment. All staff are trained in trauma-informed care, harm reduction, motivational interviewing, and cultural humility, with ongoing professional development focused on effectively serving unhoused and vulnerable populations.

Guided by a People First philosophy, Hilltop operates on the belief that every individual deserves to feel safe, seen, and respected—regardless of background, identity, or housing status. Programs are designed to reduce barriers, foster trust, and respond flexibly to client needs. Hilltop's practices are aligned with the City of Grand Junction's standards of care, as well as best state and national practices. The organization ensures health and safety through participant guidelines, grievance procedures, non-discrimination policies, and coordination with community partners using shared data systems. These principles support long-term housing stability and self-sufficiency and are embedded throughout Hilltop's continuum of care.

United Way of Mesa County shares this deep commitment to equity, inclusion, and trauma-informed care. Their funding priorities and program implementation are rooted in meeting people where they are, reducing systemic barriers, and expanding access to services with dignity and cultural responsiveness. UWMC partners only with agencies that meet these high standards and integrate these values into its own internal practices and community

engagement work. Their participation in this project will reflect the same dedication to honoring the lived experiences of participants and promoting inclusive, community-led solutions to homelessness.

Together, Hilltop and United Way of Mesa County uphold a shared standard of care that centers client voice, promotes restoration, and supports the City's vision of a connected, responsive homelessness response system.

As outlined in this proposal, United Way of Mesa County (UWMC) will serve as the subcontractor. Faith Rodriguez, Director of UWMC, collaborated closely with Hilltop in developing this proposal and is fully committed to the success of the partnership. With deep knowledge of the Housing Coordinator role, Faith has been instrumental in securing funding for the position to date.

Hilltop and United Way share a strong commitment to combining our expertise and resources to better serve individuals experiencing homelessness in Mesa County. The UWMC Housing Coordinator will remain a UWMC employee while being based at Hilltop's new Resource Center in downtown Grand Junction. This co-location will increase access and allow for more consistent engagement with individuals seeking services. Together, Hilltop and United Way will work collaboratively to ensure the Housing Coordinator is fully integrated into the broader service system. Both organizations are dedicated to maintaining clear communication, shared accountability, and a unified approach to carrying out the scope of work for this proposal and to addressing homelessness in our community.

Hilltop, as the applicant, and United Way of Mesa County, as the subcontractor, bring the combined capacity, experience, and expertise needed to successfully carry out this project. With strong operational infrastructure and a proven track record of service delivery, both organizations are well-equipped to manage high-quality, compliant, and scalable programs. By leveraging their complementary systems and collaborative approach, Hilltop and UWMC will ensure the timely, accurate, and effective execution of all financial and programmatic responsibilities under this contract.

5.7 Strategy and Implementation Plan

Hilltop Community Resources and United Way of Mesa County (UWMC) are requesting funding from the City of Grand Junction to sustain and expand the vital work both organizations are doing to address homelessness in Mesa County. This work is already fully operational and making an impact, and the funding will allow us to maintain momentum while filling critical gaps in current resources. Hilltop and UWMC offer a complete statement of readiness to carry on these vital services. The request includes two components: continued support for the Mesa County Housing Coordinator, who is employed by UWMC, and funding to sustain Hilltop's ongoing housing efforts throughout the County.

The current work that Hilltop and UWMC are doing address the urgent housing needs that the City of Grand Junction has identified, particularly those of special populations—including people experiencing homelessness, low-income individuals, youth aging out of systems, and survivors of intimate partner violence—through a comprehensive, integrated service model.

Hilltop/United Way of Mesa County collaboration:

United Way of Mesa County proposes the continuation of the Mesa County Housing Coordinator position, soon to be housed at Hilltop's Resource Center. This collaboration will serve as a coordinated, one-stop access point for unhoused individuals in Grand Junction, providing critical services within a structured, supportive environment. Through collaboration with over 20 local service providers, the Housing Coordinator will deliver integrated case management, behavioral health support, housing navigation, medical care, life skills training, and other essential services, each aligned with personalized pathways to housing stability and employment.

This collaboration is designed as a holistic, community-driven solution to address the complex needs of individuals who are unhoused. Grounded in partnership, safety, and accountability, it offers a compassionate and structured approach that empowers individuals on their journey toward stability and self-sufficiency.

This funding request supports the operational costs of the Housing Coordinator, including staffing for service coordination and case management, transportation and outreach efforts, and the implementation of an integrated Water Access Program.

The Housing Coordinator will offer connection of unhoused individuals to a wide range of partner-led programs across several key areas including nursing care provided by Mesa County Public Health, Accudetox, a vaccine clinic and syringe exchange facilitated by the Colorado Health Network, SOAR peer recovery support, and case management from partners such as RMHP, the VA, and Mind Springs.

To address basic needs and wellness, the Housing Coordinator will offer access to clean water through the Water Access Program, tent replacement services in collaboration with the American Red Cross, the Lifeline Cellphone Program provided by Peer 180, a pet wellness clinic through Street Dog Coalition, and a clothing closet for those in need.

Behavioral health services will be available through providers including Griffith Center, Sage Brush Recovery, Amos Counseling, Freedom Institute, and Shift Counseling, and Hilltop.

The Housing Coordinator will also focus on skills and employment development with programs such as job training and resume support, Cooking Matters classes offered by Hilltop, sewing classes, computer lab access, and various life skills courses.

Creative expression and community engagement will be supported through initiatives like Empowerment Through Art, the Neighbor 2 Neighbor Program, the Center for Independence, a bike repair clinic, and support services from The Joseph Center.

Additionally, the Housing Coordinator and a team of dedicated volunteers visit unhoused encampments and community meal sites to connect with unhoused individuals and to build trust and relationships and to refer to the above listed services. To enhance Housing Coordination services, UWMC launched a housing hotline on May 1, 2025. The hotline offers immediate support for unhoused individuals, as well as de-escalation resources for community members.

By investing in this collaborative effort, the City of Grand Junction can help strengthen the local response to homelessness and ensure individuals receive the coordinated care and support they need to move forward.

Hilltop Connections Programming:

In November 2024, Hilltop officially transitioned all Karis programming to Hilltop, now known as *Connections*. The proposal to the City of Grand Junction will help bridge the cost of bringing Karis programs into Hilltop and ensuring the vital services for unhoused youth and young adults are sustained in the community.

Connections is a comprehensive range of programs designed to support young people ages 13 to 24 who are experiencing or at risk of homelessness, with services that address immediate needs and build long-term stability. *Connections* includes several integrated components: Street Outreach, a Drop-In Center, emergency shelter, transitional housing, permanent supportive housing, and specialized transitional housing and case management services for youth aging out of foster care or transitioning from the Division of Youth Services.

The Drop-In Center is a central access point for youth and young adults in crisis, offering essential daily resources such as showers, laundry facilities, clothing, and grab-and-go food items. More importantly, it provides intensive, personalized resource navigation to help participants access employment assistance, public benefits, healthcare, housing support, and life skills development. This hub functions as both a safe space and a bridge to more stable housing and services.

Street Outreach is the frontline of the program and serves as the primary entry into the broader housing options available through *Connections*. Outreach staff engage with youth in the community, build trust, and connect them to appropriate services and supports.

For those in immediate need of shelter, *The House* offers a five-bed emergency shelter for young adults aged 18 to 22. It provides a secure, stable environment where participants receive tailored support in life skills and goal setting, all aimed at fostering self-sufficiency and a successful transition to permanent housing.

The *Transitional Living Program (TLP)* offers up to 18 months of communal housing for young adults ages 18 to 24 who are employed or enrolled in school. The program focuses on equipping participants with the tools and skills necessary to achieve long-term independence, including financial literacy, job readiness, and personal development. Hilltop is currently a pilot agency for the Youth Homelessness Demonstration Project administered by the Department of Housing for the State of Colorado. This pilot project will conclude in December of 2026. TLP also includes specialized housing and services for youth ages 17 to 22 who are aging out of foster care or paroling from the Division of Youth Services, ensuring a smoother transition into adulthood for this vulnerable population.

For young adults who are ready for more independent living but still need ongoing support, *Laurel House* provides 34 units of permanent supportive housing. Residents, ages 18 to 24, live independently while continuing to receive individualized case management and resource navigation to support stability and long-term success.

Finally, *Communal Supportive Housing* serves a small group of five young adults in a shared home environment. This program is tailored for those who benefit from living in a supportive and structured setting as they work toward greater independence through program-based vouchers.

Together, these interconnected services form a continuum of care under the *Connections* umbrella, meeting young people where they are and helping them move toward safety, stability, and self-reliance. Additionally, all

Connections programming is now fully integrated with Hilltop’s Community Programs, creating seamless access to a wide range of supportive services. These include behavioral health through Outpatient Services, healthcare and Medicaid navigation via Health Access, parenting support through Parents as Teachers and Fatherhood programs, prenatal care coordination, transportation assistance, translation services through B4Babies, Cooking Matters classes, and more.

Additional Hilltop Housing Services:

Pathways Village is a 40-unit permanent supportive housing campus that has provided stable housing and critical services for individuals and families experiencing homelessness since 2016. Designed to serve those with complex needs—such as families with children, individuals with co-occurring mental health and substance use disorders, the campus includes multi-family housing, dedicated spaces for community partners, life skills workshops, therapeutic services, and outdoor play areas for children.

Homeward Bound has expanded its impact with the addition of the Family Shelter, which offers safe, supportive accommodations for women, families, and individuals in recovery. This facility includes child-friendly areas, study spaces, a family health center, and administrative offices.

Hilltop serves as the lead service provider, offering on-site outreach, case management, and resource navigation through dedicated staff known as Navigators. These Navigators play a crucial role in connecting residents with essential services and support systems, helping prevent returns to homelessness and promoting long-term stability.

Latimer House, Hilltop’s intimate partner violence program, provides confidential, temporary emergency safe house for individuals who are in immediate danger due to intimate partner violence or sexual assault. While in the safehouse, residents receive personalized, intensive case management and access to essential services including food, clothing, safety planning, emergency relocation, housing assistance, and transportation. The safe, supportive environment allows individuals to stabilize, begin healing, and connect with critical resources for their next steps. Staff assist individuals when they are ready to find safe, permanent housing.

Latimer House and Hilltop’s other housing initiatives mentioned above have recently faced funding reductions due to changes in federal funding priorities. Support from the City of Grand Junction would help Hilltop offset these grant cutbacks, allowing us to maintain essential services. This local investment would provide critical stability as we pursue new funding opportunities from private sources and foundations. Additionally, City of Grand Junction support would help Hilltop to bridge gaps in funding that have occurred in the acquisition of Karis (*Connections*).

This proposal represents the continuation and scaling of already operational programs, with both Hilltop and United Way of Mesa County prepared to implement all requested services immediately upon contract execution. No start-up or facility preparation is required beyond what is already underway. Estimated contract start date is September 1, 2025. The proposed timeline is as follows:

- September 2025 – Contract Execution
 - Reaffirmation of MOUs with all collaborating partners
 - Review and onboarding of any supplemental staff, if needed
 - Integration of Housing Coordinator at Hilltop’s Resource Center
 - Calendar and programming updates distributed to partner network
- September–October 2025 – Enhanced Service Coordination
 - Continued UWMC Housing Coordinator programming (ongoing)
 - Increased outreach through UWMC’s hotline and encampment visits
 - Centralized reporting structure launched for both Hilltop and UWMC components
- November 2025–August 2026 – Full Implementation

- Quarterly reports and benchmark reviews
- Coordination meetings with City staff and partners
- Ongoing service delivery across youth, family, and adult programs
- Community engagement and visibility events led by UWMC

Services are already operational at both Hilltop and UWMC. All programs, including Hilltop’s Connections continuum, Pathways Village, Latimer House, and UWMC’s Housing Coordinator—are fully staffed and serving the community. The funding will ensure continuity and allow for scaled outreach, integration, and follow-through.

The programs requesting funding through this application are designed to serve several key populations in need. These include individuals experiencing homelessness or housing insecurity, transition-age youth between the ages of 13 and 24, and families with children. The programs also support individuals fleeing intimate partner violence, as well as those living unsheltered within the Grand Junction area.

Quarterly Milestones (Year 1):

- Q1: Contract execution, reconfirmed MOUs, updated outreach plan, City coordination meeting
- Q2: Program progress review, enhanced outreach via hotline + calendar, UWMC Housing Coordinator programming evaluation
- Q3: Mid-year performance report, stakeholder meeting, strategic adjustments
- Q4: Final Year 1 report, community presentation of outcomes, Year 2 planning

Additionally, in the first year, the first year will focus on successfully maintaining the properties and programs transitioned from Karis into Hilltop, ensuring continuity of services and housing stability. Bridge funding will support the development of a sustainable financial model that incorporates grants, foundational support, and Medicaid-billable services to cover operational costs. The integration of the United Way Housing Coordinator into co-located service delivery with Hilltop’s housing programs will strengthen access and coordination. Completion of the Youth Homelessness Demonstration Program (YHDP) pilot, along with achievement of required outcomes, will position the program for long-term grant-funded transitional housing. Increased awareness of available programs and services in Grand Junction will serve as a final milestone, contributing to a steady rise in community referrals.

Community partnerships and collaborations are central to Hilltop’s ability to sustain vital programs across four counties. These relationships help eliminate service duplication, allow for the sharing of resources, maximize funding, and uncover service gaps. Hilltop’s housing initiatives, in partnership with United Way of Mesa County, embody this collaborative spirit by fostering strong program alliances, referral networks, and advisory groups with numerous organizations.

Recognizing that this work cannot be done in isolation, Hilltop and its partners are committed to working together to ensure that individuals and families receive comprehensive, coordinated support. The Hilltop Resource Center serves as a central hub where multiple programs are co-located and integrated, enabling participants to access a range of services in a single visit and facilitating seamless warm handoffs between providers.

United Way of Mesa County will lead housing coordination and manage hotline and outreach efforts. Hilltop will serve as the lead service provider for housing, youth, family, and intimate partner violence programming, and will also act as the fiscal agent and contract manager. Mesa County Public Health will provide on-site nursing care and public health outreach, while Colorado Health Network will offer syringe exchange and vaccination services. Additional partners—including Peer 180, Street Dog Coalition, the VA, Rocky Mountain Health Plans, and Mind Springs—will contribute essential support to ensure that a full continuum of care is available to those in need.

Several coordination systems will be implemented to ensure seamless service delivery and strong collaboration among partners. Weekly coordination meetings will take place between the United Way of Mesa County Housing Coordinator and Hilltop Housing Navigators to align efforts and share updates. In addition, Hilltop will hold biweekly

internal meetings that bring together housing program managers and outreach teams to strengthen internal communication and coordination. A shared calendar, updated monthly, will be distributed across Hilltop, UWMC, and other key partners to keep all stakeholders informed of schedules and service availability. Real-time tracking of service engagement will be maintained through the Homeless Management Information System (HMIS) and Hilltop's internal case management platforms, allowing for timely, data-informed responses to participant needs.

A variety of technology and case management systems will be used to support these ongoing projects and ensure effective service coordination. The Homeless Management Information System (HMIS) will be utilized for all housing-related data entry and outcomes tracking, providing a consistent and reliable method for monitoring progress and service impact. Both Hilltop and United Way of Mesa County will use the Community Resource Network (CRN) to facilitate cross-provider coordination and enhance collaboration between agencies. For internal communication, document sharing, referral documentation, and supervision, staff will rely on Microsoft Teams and internal dashboards to maintain efficient and organized workflows. Hilltop facilitates and participates in coordinated entry for voucher and state/federal funded programming and staff administer all required assessments for coordinated entry and participate in placing individuals on the "by name" list with coordinated entry.

Internal team coordination will follow a clear and structured approach to ensure accountability and effective communication. At Hilltop, coordination will be maintained through a defined supervision hierarchy that flows from executive leadership to operations staff, then to program managers, and finally to navigators and frontline team members. At United Way of Mesa County, program oversight will be provided by the Director of Programs, who is supervised by the Executive Director. Regular coordination will be supported through weekly standing meetings across service lines to promote alignment and collaboration between teams.

Hilltop and United Way of Mesa County are committed to a collaborative partnership with the City of Grand Junction throughout the grant term. Both organizations will prioritize transparency, responsiveness, and continuous quality improvement.

Requested City Commitments:

- A designated City point of contact for regular communication
- Timely review of reports, billing, and deliverables
- Attendance at brief coordination meetings as needed (quarterly suggested)
- Technical support on referral systems, compliance changes, or emergent community priorities

Reporting and Communication:

- Formal performance reports submitted every 6 months
- Reports to include:
 - Service utilization and outcome metrics
 - Budget and expenditure updates
 - Barriers encountered and resolutions implemented
 - Data from HMIS as requested

Challenges and barriers will be addressed through a clear and proactive process. If any implementation issues arise, the City will be promptly notified to ensure transparency and timely response. A corrective action plan will be developed, outlining specific roles, responsibilities, and timelines for resolution. Input from the City will be sought as needed to inform effective solutions. Progress toward resolving the issue will be documented and included in the next scheduled report to maintain accountability and communication. City input will be actively welcomed and integrated throughout the contract to ensure alignment with broader community priorities and to support continuous program improvement.

Hilltop has a strong history of monitoring and evaluations, ensuring service quality, regulatory compliance, and progress on KPIs. Data and metrics are tracked in real time through technology and systems (HMIS, case management notes, dashboards, etc.) and internal data is reviewed monthly, which allows teams to track individual and program-level trends, identifying early indicators of challenges or emerging needs. This schedule supports quarterly outcome analysis and allows quick implementation for corrections and adaptations as needed. Findings are documented, discussed across supervisory teams, and used to inform system and process improvements, as well as stakeholder updates. This offers transparency and accountability while supporting meaningful and responsive continuous improvement.

Hilltop and United Way of Mesa County will measure success through a shared framework of performance indicators that reflect both individual progress and system-level impact. These metrics align with the City of Grand Junction's strategic objectives for homelessness and housing stability.

Hilltop and United Way will measure the following data points for the programs funded in this project (United Way of Mesa County Housing Coordinator, Connections programming and Latimer House)

- Number of individuals served: Unduplicated count of clients receiving housing services. UWMC and Hilltop anticipate serving 700 unique individuals in the first year and increase by 15% annually thereafter.
- Permanent housing placements: Number and percentage of participants who transition to permanent housing from shelter, street outreach, or transitional programs. Projected outcome for this project: 50% of clients will obtain permanent housing.
- Benefit enrollment and employment outcomes: Number and percentage of clients who gain employment, enroll in workforce training, or successfully access benefits such as Medicaid, SNAP, or TANF. Projected outcome for this project: 25% will gain employment, enrolling in workforce training, or successfully enrolling in public benefit programs.
- Engagement in supportive services: Percentage of enrolled clients actively participating in case management, behavioral health, or life skills services. Projected outcome for this project: 90% of clients will engage in supportive services such as case management, behavioral health, or life skills development
- Connection to resources: Percentage of clients connected to healthcare access, including medical, mental health, and nutrition services. Projected outcome for this project: 90% of clients will be connected to healthcare access, including medical, mental health, and nutrition services.

Both Hilltop and UWMC will collect and analyze qualitative and quantitative data to track these indicators, using structured intake forms, case notes, and outcome tracking dashboards.

Data will be reviewed on a consistent and structured schedule to ensure effective program monitoring and continuous improvement. Internal reviews will take place monthly across all programs to assess individual and team performance, identify any outliers or emerging concerns, and track progress toward established goals. In addition, quarterly formal reviews will be conducted to evaluate overall program impact, with findings informing reports to funders and key stakeholders. Significant insights and trends will be discussed in supervisory meetings and shared across teams to promote transparency, encourage adaptive strategies, and ensure services remain aligned with client needs.

This commitment to consistent monitoring allows Hilltop and UWMC to identify barriers early, implement responsive adaptations, and ensure that services remain high quality, trauma-informed, and results-driven.

Hilltop and United Way of Mesa County are committed to maintaining a diversified and sustainable funding model that reduces reliance on City funds over time. Both organizations bring complementary fundraising infrastructure and established community relationships that will support long-term program stability beyond the current grant cycle.

Together, Hilltop and UWMC are pursuing multi-source strategies to support the Mesa County Housing Coordinator role, sustain wraparound services, and expand access to housing stability programs. Funding from the City of Grand Junction will serve as a catalytic investment—helping to stabilize current services, demonstrate outcomes, and attract future investment from public and private sectors alike.

Both organizations maintain sound fiscal practices and are prepared to reallocate resources or adjust delivery models if future budget gaps occur. Their shared goal is to ensure uninterrupted services for vulnerable populations while growing long-term financial resilience.

Hilltop sustains its programs through a diverse blend of funding sources that ensure long-term viability and adaptability. These sources include federal and state grants and contracts such as those from HUD, CDHS, DOLA, and other housing-related programs. In addition to public funding, Hilltop receives support from private foundations, earns revenue through program contracts and services, and benefits from individual donations and corporate partnerships. The organization's dedicated development and grants teams play a critical role in identifying new funding opportunities and managing relationships with funders to secure multi-year support.

United Way of Mesa County further strengthens sustainability efforts through annual workplace giving campaigns, individual donor contributions, and community impact investments. Strategic partnerships also contribute to sustainability by leveraging shared resources and implementing cost-sharing approaches for initiatives such as the Housing Coordinator.

This funding request represents more than a budgetary need—it is a call to action for a strategic, results-driven partnership with the City of Grand Junction. Hilltop and United Way of Mesa County have established a proven, collaborative model that is already making a measurable impact on some of our community's most urgent housing and homelessness challenges. With the City's investment, this partnership can sustain critical momentum, expand its reach, and close longstanding gaps in services for Mesa County's most vulnerable populations. By funding this request, the City will help ensure that no one is left behind—and that together, we are building a more stable, compassionate, and connected community.

5.8 Experience & References

Reference #1: Colorado Department of Local Affairs Emergency Solutions Grant (now Homelessness Resolution Program)

Contact: Whitney Whitaker, Homelessness Resolution Program Manager
Office of Homeless Initiatives (OHI)
whitney.whitaker@state.co.us

Dates of Service: Hilltop has been partnering with DOLA for this project since April 2023. The most recent grant cycle was April 1, 2024-March 31, 2025

Key Staff Involved: Joy Hamilton, Director of Community Programs and Paul Stockwell, Program Manager of Housing Systems

Hilltop's Housing Support and Stabilization project, funded in part by the Colorado Department of Local Affairs Emergency Solutions Grant (now Homelessness Resolution Program) operates within the Western Slope Coordinated Entry System (CES), with a primary focus on serving individuals and households in East Montrose and Delta Counties. At the core of the project is Hilltop's full-time Housing Navigator, who delivers comprehensive support services including Rapid Rehousing, Homelessness Prevention, data management through the Homeless Management Information System (HMIS), and Street Outreach.

Rapid Rehousing services include short- and medium-term rental assistance, housing navigation, rental application support, security deposits, case management, and referrals to legal or credit services. The program also offers landlord incentives such as signing bonuses, additional security deposits, damage repair coverage, and extra cleaning or maintenance costs to promote stable housing placements.

Homelessness Prevention services provide relocation and stabilization support to individuals and families at risk of losing housing. These services include assistance with rent and utilities, deposits, moving expenses, housing search and placement, stabilization case management, and legal service referrals.

Through participation in the HMIS, Hilltop has strengthened its contributions to the regional Continuum of Care (CoC) by tracking client progress, service delivery, and outcomes. Funding is requested to support staff salaries dedicated to HMIS data entry, quality control, reporting, and training additional personnel to ensure ongoing data integrity.

In the area of Street Outreach, Hilltop has played a lead role since becoming the Western Slope CES host in November 2021. With dedicated funding, Hilltop has expanded CES capacity and introduced activities such as HMIS-integrated case conferencing and transportation assistance for individuals seeking housing, employment, or family reunification opportunities outside of the Montrose and Delta areas.

Altogether, Hilltop's Housing Support and Stabilization services represent a deeply collaborative, data-driven, and client-centered approach to addressing homelessness in Western Colorado.

Grant amount: \$60,000 annually, no major changes to the original scope of work

Reference #2: Colorado Division of Youth Services

Contact: David E. Lee, Interim Director, Division of Youth Services
Dave.lee@state.co.us

Dates of Service: Hilltop has been providing this program in partnership with the Division of Youth Services for 15 years.

Key staff involved: Margery Brennan, Director of Community Programs and McKenna de la Garza, Transitional Living Program Coordinator

Hilltop's Transitional Living Program (TLP) is a community based planned emancipation program that provides housing, assessment, intervention, case management, transitional coaching/planning, and coaching/mentorship related to real life skill development and age appropriate emancipation to youth ages 17-21 who are transitioning from the foster care system, have been incarcerated, or are lacking sufficient family support. During their time in the program, youth identify and achieve goals, develop life skills, have the opportunity to live on their own, practice self-discipline, self-motivation and ultimately obtain self-sufficiency.

A fully furnished house, individual bedroom and weekly food stipend is provided and paid for by collaborating agencies such as the Division of Youth Services and the Department of Human Services. Each youth is provided individualized case management by the Hilltop Transitional Living Coordinator who supports the youth in developing a case plan that aids them in acquiring the skills and resources necessary to successfully emancipate and live a productive adult life. These youth are either students or working full time and the coordinator is able to assist with valuable life skills and support to ensure a positive and successful transition. The community benefits as the program reduces repeat offenders, prevents crime, develops pro-social behaviors, teaches/coaches healthy relationships, goal setting and achieving, develops self-sufficiency skills for adulthood, and provides on-going and intensive support and services to youth most in need. Hilltop's TLP furthers this by supporting youth aging out of services, ensuring that they are able to transition to independence successfully, thus keeping them off the streets.

Funding amount: \$50,000 annually, no major changes to the original scope of work

Reference #3: Rocky Mountain Health Plans

Contact: Meg Taylor, Chief Behavioral Health Officer
Meg-taylor@uhc.com

Dates of Service: September 2024-current

Key Staff Involved: Joy Hamilton, Director of Community Programs and Paul Stockwell, Program Manager of Housing Systems

Hilltop has collaborated with Rocky Mountain Health Plans (RMHP) on several initiatives over the years. In September 2024, the two organizations formalized a new partnership through a contract to support *Hilltop's Asset House project*. This initiative aims to reduce emergency room usage among unhoused individuals with complex behavioral and health needs by providing a more stable, supportive environment—ultimately working toward permanent housing placements.

Two of the Asset House rooms are specifically designated for individuals transitioning from the Department of Corrections, offering a soft reentry into the community. RMHP provides behavioral health and medical case management for all residents, while Hilltop is responsible for supportive services such as transportation, groceries, life skills training, and mediation to support successful communal living.

Funding amount: \$150,000 annually, no major changes to the original scope of work

Margery Brennan

Coordinator/Educator/Private Practice Clinician

EXPERIENCE

Director of Community Programs– Hilltop Community

Resources May 2024-present

Operational, programmatic, fiscal, personnel, client oversight of housing programs/properties for youth and young adults to include: Street Outreach, Emergency Shelter Services, Transitional Living and Permanent Supportive Housing.

Administrative oversight: Hilltop Balanced Rock School.

CU Anschutz Dept. of Family Medicine– Research Services

Professional May 2022- 2024

Assist in the collection of qualitative/quantitative family medicine research data to include grant writing, reporting and outcome analysis.

Colorado Office of Child's Representative– Case Consultant

February 2022- May 2024

Provide placement/safety/clinical best practice recommendations to Guardian Ad Litem and Counsel for Youth.

Mesa County Valley SD #51, – Mc-Kinney Vento Liaison

May 2023- present (contract employee)

Coordinator for D51 REACH program serving unhoused students and families. Next Steps Second Gen Rapid Rehousing coalition representative.

Mesa County Valley SD #51, — Prevention Services Coordinator

August 1,2017 - February 4, 2022

Direct Supervision, program implementation, fiscal, HR and data reporting for 6 programs: Mental Health Therapists, Suicide Prevention, Resources Education and Advocacy for Homeless Youth and Cognitive Restructuring for youth who abuse substances, School Social Workers Trauma Intervention Coach (August 2017-July 2018)

Hilltop Community Resources–Family Connections Coordinator

February 1994- July 2017

Non- Residential Services Coordinator; broker for community services Program Management: Colorado Community Response, Family and Adolescent Partnership, Out- patient therapy Medicaid Coordinator CTeacher: Residential Youth Services (1994-1996)Colorado Youth Detention Continuum Supervisor; Family Connections

Education:

Colorado Christian University MA, Curriculum & Instruction

Colorado Mesa University BA, Social & Behavioral Sciences

CERTIFICATIONS Addictions Specialist #0006810; Neurosequential Model in Education; Restorative Practice; Collaborative & Proactive Solutions

SKILLS

Clinic Service provider for: DYS, DHS, State of Colorado, Ariel Clinical Services, Hilltop Community Resources

Community Based Case Management/Family Navigation

Care Coordination

Resource Management

Grant Writing: Outcome data collection/tracking and reporting

Fiscal: Budget creation oversight/reconciliation

Human Resources: FTE supervision, recruitment, staff development, evaluation

Program Development

Motivational Interviewing

Policy creation

Assessment writing

Meeting /group facilitation

Crisis Response/Intervention

Compliance monitoring

Community

Collaboration/Liaison

Conflict Resolution

Public Speaking

Joy Hamilton

Professional Summary:

Experienced nonprofit leader with over 13 years of progressive leadership at Hilltop Community Resource in Montrose, CO. Demonstrated success in directing community programs, managing multi-county operations, overseeing diverse teams, securing funding, and ensuring regulatory compliance. Proven ability to lead through organizational change, build strong community partnerships, and develop high-performing teams.

Core Competencies:

- Organizational Leadership & Strategic Planning
 - Budget & Grant Management
 - Program Development & Evaluation
 - Regulatory Compliance
 - Staff Supervision, Coaching & Training
 - Community Engagement & Partnership Building
-

Professional Experience:

Hilltop Community Resource, Montrose, CO (2011–Present)

- **Director of Community Programs** (2023–Present): Lead operations across Montrose and Delta offices; manage programs in Mesa, Montrose, and Delta counties; oversee budgets, compliance, and staff development.
- **Assistant Director** (2021–2023): Supported Regional Director; supervised program managers and operations; led budget and grant oversight.
- **Program Manager** (2020–2021): Led prevention and educational programs; implemented change management during structural redesign; secured grant funding.
- **Program Coordinator – Adult & Youth Services** (2017–2020): Directed Montrose Senior Daybreak and Youth Services; ensured state licensing compliance; managed program finances and staff.
- **Youth Services Coordinator** (2016–2017): Oversaw youth programs, staff, and budgets; participated in regional leadership teams.
- **Robert A. Brown Center Program Coordinator** (2011–2016): Directed a licensed residential youth facility; ensured compliance with state regulations; managed audits, budgets, and critical incident reporting.

The Watson Insurance & Financial Group, Inc., Montrose, CO (2009–2011)

Sales & Marketing professional with licenses in life and health insurance; specialized in group benefits; coordinated marketing and community outreach.

Education:

- **B.A. in Psychology**, Arizona State University
-

Certifications & Training:

- Youth Mental Health First Aid, CPI, QPR
 - Positive Youth Development, Motivational Interviewing
 - Family Resource Center Standards & CFSA 2.0
 - Domestic Violence and Sexual Assault Privilege Training
 - Financial Health Institute
 - Threat Assessment for Professionals Training
-

Leadership & Community Involvement:

- Habitat for Humanity of the San Juans 2016 – Present
 - Board President 2023-present
 - Western Region Student Threat Assessment Team – Executive Committee Member
 - Association of Threat Assessment Professionals
 - Montrose Women’s Giving Club
-

Sterling Gray

EDUCATION AND CERTIFICATIONS

Graduated High school in 2013, Partial college completed

Certified in CPR, QMAP, CPI, Trauma Informed Care, Positive Youth Development, Motivational Interviewing, Completed Hilltop's People First Leadership Academy

EXPERIENCE

Manager of Youth Emergency, November 2024-Present

Hilltop Community Resources

- ❖ Oversee day-to-day operations of Hilltop's Street Outreach Program, Emergency Shelter and Transitional Living Program
- ❖ Fulfill grant requirements for each program and track deliverables, completing reports as needed
- ❖ Oversee safety in all programs, engaging in crisis management as necessary
- ❖ Directly supervise five staff in these programs and engage in weekly one on one supervision, career development and redirection discussions as needed
- ❖ Develop budgets for each grant program
- ❖ Maintaining close working relationships with community partners
- ❖ Policy development and creation

Vice-Chair and Head Chair of Grand Valley Homeless Coalition, January 2024-present

- ❖ Facilitate monthly coalition meetings for all homeless providers in the Grand Valley
- ❖ Write letters of support on behalf of the coalition for community projects
- ❖ Coordinate communication for coalition members
- ❖ Facilitate votes for coalition's standing rules as well as elections
- ❖ Served as interim Head Chair of the coalition before resuming Vice Chair position post-election

Director of Transitional Services, March 2023-November 2024

Karis, Inc.

- ❖ Oversee Karis' Transitional Living Programs for both youth and adults (2 five room homes, one program with 11 rooms), Permanent Supportive Housing Program, Street Outreach Program, voucher programs and the Phoenix Initiative (LGBTQ+) program. Has also overseen Karis' emergency teen shelter, domestic violence shelter and 40-unit apartment complex when coverage is needed. Stepped into de facto Executive Director role, handling day-to-day operations across almost all programs including but not limited to:
- ❖ Preparing, drafting, and submitting grant applications as well as handling all aspects of grant reports including writing narratives, collecting data, tracking outcomes, creating and submitting reports, supervising grant budgets and submitting budget edits and renewals if necessary. Also has experience submitting grant drawdowns when applicable
- ❖ Collaborate and participate in community partnerships to advocate for youth in Mesa County to have access to safe and stable housing and the support needed to learn self-sufficiency as well as building fundraising and donation opportunities
- ❖ Facilitate selection meetings for programs
- ❖ Oversee a dozen staff members including providing direct supervision and supportive and cooperative leadership coaching to four program coordinators to enable them to successfully supervise their staff. Engaging in redirection and termination discussions as needed

- ❖ Taking lead in hiring, assisting coordinators in hiring and onboarding new staff for agency
- ❖ Recruiting volunteers for agency including facilitating background checks and following state regulations
- ❖ Policy creation and development
- ❖ Extensive crisis management for staff and clients including filling emergency level of on call support
- ❖ Schedule, track and facilitate training to meet grant agreements and state regulations
- ❖ Create monthly staffing schedules as well as on call schedules, including tracking on call bonus pay per staff member

Street Outreach Program Coordinator, June 2021-March 2023

Karis, Inc.

- ❖ Direct Karis' Street Outreach Program through supervision of several staff, community outreach, creating and implementing policies and procedures, ensuring compliance with all applicable laws and procuring funds through fundraising, donations, and grants
- ❖ Ensure all grant requirements are met and that the program is in compliance with all applicable laws
- ❖ Manage program grants by preparing grant applications, tracking budgets and developing reports
- ❖ Handle shift coverage and facility needs
- ❖ Oversee caseload management for staff
- ❖ Address crisis intervention as needed

Street Outreach Advocate, October 2019-June 2021

Karis, Inc.

- ❖ Connect youth to schools, employment, healthcare, mentors, and other needed services
- ❖ Obtain safe and stable housing for youth
- ❖ Identify and address the needs of youth who had been or were likely to be subjected to sexual abuse or sexual exploitation
- ❖ Work alongside youth to create and facilitate a tailored service plan and create supportive youth-led aftercare plans and documents plan and growth for each youth
- ❖ Coordinate with District 51 to identify unaccompanied youth in the school system
- ❖ Assist youth in procuring documentation such as birth certificates, identification, and social security cards so as to access employment and housing
- ❖ Certified in CPR, QMAP, TIC, Mental Health First Aid, Motivational Interviewing and PYD

Direct Support for Adults with Developmental Disabilities, September 2016-October 2019

Ariel Clinical Services

Responsible for providing an enriching and supportive physical and emotional environment for adults with developmental and intellectual disabilities. Responsible for meeting with clients according to directions from the supervisor. A model and advocate for the client and engage in therapeutic activities with the client to bring about changes in problem behaviors. Responsible for creating a broad social network and teaching the client to make use of those supports. The primary responsibility is to assist the client in building the skills necessary to reach their maximum potential in society. Experience working with an at-risk, high behavior youth population and/or adults with developmental disabilities including coaching activities within the community. Certified in CPR, QMAP and CPI (Crisis Prevention). Ability to be flexible, and able to change direction rapidly. Ability to work independently, prioritize workload, complete a wide variety of tasks in a timely and accurate fashion and direct others, as needed. Versed in Trauma Informed Care and Motivational Interviewing.

Skills: I exercise independent judgment within the scope and boundaries of the department, the Agency's Standard Operating Procedures, and Federal, State and Local Rules and Regulations regarding department operations. I have much experience in dealing with crisis situations and can remain calm, think on my feet and ensure everyone is safe. I have extensive experience in deescalating aggressive behaviors without the means of restraint. Through my years at Karis, I have accumulated a rich knowledge of community resources (social,

public agency and information) to assist my staff and clients in accessing these resources. I am well versed in motivational interviewing, trauma informed care and client centered practices. I also have experience working with grants, such as meeting grant requirements and completing reports for these outcomes. In addition, I also have extensive experience managing budgets and being responsible for spending and coding grant funds in a timely and correct manner. As a supervisor I have become efficient at hiring and training staff. I have been supervising staff for two years and have become effective at meeting their needs, building rapport, reprimanding when necessary as well as retaining staff. Through my experience at Karis, I have learned virtually all aspects of running a non-profit organization, and have proven to be incredibly flexible, adaptable, reliable, resilient and extremely fluent in problem solving.

McKenna de la Garza

EDUCATION

Colorado Mesa University 2023
Bachelor of Science, Biology
Minor: Psychology

EXPERIENCE

Hilltop Community Resources, TLP Coordinator Nov. 2024 - Present
Daily oversight of operations, crisis management, staff supervision, client management, individual plan coordination, property oversight, coordination with partners.

Karis, TLP Manager 2022-2024
Daily oversight of operations, crisis management, staff supervision, client management, individual plan coordination, property oversight, coordination with partners.

Karis, TLP & The House Youth Advocate 2021-2022
Case management, working with team, strengthen leadership and communication skills, motivational interviewing, trauma-informed practices, de-escalation.

Karis, The House Residential Staff 2021-2022
Learn trauma-informed care, develop rapport, develop and improve team working skills.

SKILLS/CERTIFICATIONS

- First Aid and CPR certified
- QMAP Certified
- Computer Skills: Proficient in Microsoft Office (Excel, Word, and PowerPoint)

PHILIP MASTERS

EXPERIENCE

Service & Outreach Coordinator

DECEMBER
2024- PRESENT

United Way of Mesa County (UWMC)

- Direct contact and collaboration with guests to provide accurate resource navigation
- Collaborate and schedule service providers for Resource Center and alternative location services- approximately 20 service providers.
 - Notable service providers and partners: City of Grand Junction, Mutual Aid Partners, Hilltop Community Resources (multiple departments)
- Manager of United Way Service Hotline which serves guests (people experiencing homelessness- PEH) and business owners
- Mobile outreach with interdisciplinary team of service providers twice per week to rural PEH encampments. Includes assisting PEH with transportation during mobile outreach.
- Represent UMWC in the community, City of Grand Junction and other collaborative meetings with professionalism and provide updates on UWMC programs

Operations Manager

JUNE 2023-
DECEMBER
2024

HomewardBound of the Grand Valley

- Supervisor of Senior Guest Relations Coordinators (GRC) at 3 facilities (North Avenue Shelter, Pathways Family Shelter and Resource Center)
- Creation of policies and procedures for Resource Center operations
- Coordinated maintenance services and needs at 3 facilities
- Hiring and termination of GRCs as needed across 3 facilities
- Organize and lead weekly GRC meetings
- Procurement of service providers at the Resource Center; setting service schedule

Music Promoter

NOVEMBER
2009-
PRESENT

Soulja Family Entertainment LLC

- Planned and organized shows and events of 500-1,000 attendees
- Coordination between multiple artists for their performances
- Negotiated and drafted contracts
- Oversaw setup and teardown of sound equipment for events

Business Owner

JULY 2018-
DECEMBER
2021

Unique Stylez

- Purchase of high-end consignment items for resale

- Maintenance of a digital Point of Sale System (Square)
- Management of shipments and deliveries
- Hire and supervise employees

SKILLS & ABILITIES

Service Coordination

- Collaborate with service providers from many backgrounds and experience levels to bring services to UWMC programs
- Creation of provider schedule and manage all communication (verbal and email) with service providers
 - Focus on vulnerable and at-risk populations (i.e. domestic violence victims, veterans, immigrants, mental health)

Interpersonal Communication and De-Escalation with PEH

- Interact with PEH with empathy, compassion, and through a justice lens
- Certified and Certified Instructor in Right Response De-Escalation Training

Collaboration and Teamwork

- Work closely with other UWMC employees for press release updates/media interviews on United to Solve Homelessness programs
- Collaborate with other operations providers to ensure effective services are provided to PEH

EDUCATION

Certified Trainer in Right Response De-Escalation for PEH

Right Response Training and Grand Junction Police Department

Undergraduate coursework in Music Business

Colorado Mesa University

GED

Mesa State College

Re: Reference for Hilltop – Homeless Services Proposal

To whom it may concern,

I am writing to provide a reference for Hilltop Community Resources, a key partner in our region’s coordinated efforts to support individuals and families experiencing homelessness.

Hilltop has demonstrated consistent experience in delivering high-impact services for unhoused and vulnerable populations, including street outreach, emergency shelter operations, homelessness prevention, and rapid rehousing. We have collaborated with Hilltop on several initiatives, and I can speak directly to their ability to coordinate across agencies, manage program budgets and timelines, and deliver measurable outcomes with professionalism and compassion.

In our experience, Hilltop has consistently demonstrated:

- **Strong collaboration**, including seamless coordination across multiple partners and systems;
- **Fiscal accountability**, including effective management of budgets and adherence to timelines;
- **Compliance and integrity**, maintaining high standards in documentation, reporting, and ethical practice;
- **High-quality services**, responsive to both individual and community needs; and
- **Measurable outcomes**, tracked and reported with transparency.

Hilltop has provided emergency shelter and rapid rehousing for individuals and families experiencing homelessness across Montrose, Delta, and Mesa County. Through our partnership, Hilltop has proven its commitment to trauma-informed care, evidence-based programming, and continuous quality improvement. Their work reflects both a deep understanding of community needs and the operational capacity to manage programs that make a meaningful difference for our most vulnerable populations. We have found them to be a reliable, innovative, and ethical service provider operating with professionalism, compassion, and a clear commitment to results.

If you have any questions or would like to discuss this reference in more detail, please feel free to reach out.

Whitney Whitaker: whitney.whitaker@state.co.us



Reference for Hilltop & United Way - Homeless Services Proposal

To whom it may concern,

I am writing to provide a reference for Hilltop Community Resources Inc., which has served as a key partner in the region's coordinated efforts to support individuals and families experiencing homelessness.

Hilltop has demonstrated consistent experience delivering high-impact services for unhoused and vulnerable populations, including service navigation to attain and retain housing, street outreach to the unhoused, transitional living programs for adult and young adult populations (particular focus on individuals aging out of foster care and individuals released on probation from the Division of Youth Services), intimate partner violence safe housing, emergency shelter for youth/young adults, permanent supported housing, transportation assistance services, crisis intervention, behavioral health programming and health care connection and enrollment. The Division of Youth Services has collaborated with this organization on several initiatives, and I can speak directly to their ability to coordinate across agencies, manage program budgets and timelines, and deliver measurable outcomes with professionalism and compassion.

In our experience, Hilltop has consistently demonstrated strong collaboration, including seamless coordination across multiple partners and systems; fiscal accountability, including effective management of budgets and adherence to timelines; compliance and integrity, maintaining high standards in documentation, reporting, and ethical practice; high-quality services, responsive to both individual and community needs; and measurable outcomes, tracked and reported with transparency.

Through our partnership, Hilltop Community Resources Inc. has proven its commitment to trauma-informed care, evidence-based programming and continuous quality improvement. Their work reflects both a deep understanding of community needs and the operational capacity to manage programs that truly make a difference. We have found them to be a reliable, innovative and ethical service provider that operates with professionalism, compassion and commitment to results.

Sincerely,

David E. Lee
Interim Director, Division of Youth Services

06.16.2025

Re: Reference for Hilltop Community Resources Inc. – Homeless Services Proposal

To whom it may concern,

I am writing to provide a reference for Hilltop Community Resources Inc., a valued partner in the Mesa County Collaboration for the Unhoused (MCCUH). MCCUH is a collaborative systems improvement partnership focused on addressing homelessness through coordinated, strategic action. Established work groups within MCCUH are advancing implementation of a shared strategic plan, improving data systems for informed decision-making, strengthening Coordinated Entry and homeless response infrastructure, and evaluating transitional housing options to address system gaps.

Hilltop has played a vital role in this collaboration, bringing decades of experience delivering high-impact services to unhoused and vulnerable populations. Their programs include service navigation to attain and retain housing, street outreach, transitional living for adults and young adults (especially those aging out of foster care or released from the Department of Youth Services), intimate partner violence safe housing, youth emergency shelter, permanent supportive housing, transportation assistance, crisis intervention, behavioral health services, and healthcare connection and enrollment.

In our experience, Hilltop consistently demonstrates:

- Strong collaboration, with seamless coordination across agencies and systems;
- Fiscal accountability, managing budgets and timelines effectively;
- Compliance and integrity, upholding high standards in documentation and ethical practice;
- High-quality services, responsive to both individual and community needs;
- Measurable outcomes, tracked and reported with transparency.

Hilltop's commitment to trauma-informed care, evidence-based programming, and continuous quality improvement makes them an essential partner in our regional efforts. Their professionalism, compassion, and operational excellence have made a meaningful impact in our community.

Sincerely,

Cathy Story

Cathy Story,
System Coordinator for MCCUH
Cathy.story@contexture.org



ROCKY MOUNTAIN
HEALTH PLANS[®]

A UnitedHealthcare Company

June 13, 2025

Re: Reference for Hilltop & United Way – Homeless Services Proposal

To whom it may concern,

I am writing to provide a reference for Hilltop Community Resources Inc., who has served as a key partner in our region's coordinated efforts to support individuals and families experiencing homelessness.

This organization has demonstrated consistent experience delivering high-impact services for unhoused and vulnerable populations, including service navigation to attain and retain housing, street outreach to the unhoused, transitional living programs for adult and young adult populations (particular focus on individuals aging out of foster care and individuals released on probation from Dept. of Youth Services), intimate partner violence safe housing, emergency shelter for youth/young adults, permanent supported housing, transportation assistance services, crisis intervention, behavioral health programming, and health care connection and enrollment. We have collaborated with them on several initiatives, and I can speak directly to their ability to coordinate across agencies, manage program budgets and timelines, and deliver measurable outcomes with professionalism and compassion.

In our experience, Hilltop has consistently demonstrated: Strong collaboration, including seamless coordination across multiple partners and systems; Fiscal accountability, including effective management of budgets and adherence to timelines; Compliance and integrity, maintaining high standards in documentation, reporting, and ethical practice; High-quality services, responsive to both individual and community needs; and Measurable outcomes, tracked and reported with transparency.

Through our partnership, Hilltop Community Resources, Inc. has proven its commitment to trauma-informed care, evidence-based programming, and continuous quality improvement. Their work reflects both a deep understanding of community needs and the operational capacity to manage programs that truly make a difference. We have found them to be a reliable, innovative, and ethical service provider that operates with professionalism, compassion, and commitment to results.

Please reach out to me with any questions.

Sincerely,

Meg Taylor, Chief Behavioral Health Officer

Rocky Mountain Health Plans, A UnitedHealthcare Company

meg-taylor@uhc.com

Section 7.0. Solicitation Response Form

RFP-5684-25-KF “Comprehensive Community Solutions for Individuals Experiencing Homelessness”

The proposer must submit the completed, dated, and signed form.

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

The undersigned has thoroughly examined the entire Solicitation and submitted the proposal and schedule of fees and services attached hereto.

This Proposal is firm and irrevocable for ninety (90) days after the time and date set for receipt of proposals.

The undersigned Proposer hereby acknowledges and agrees to the terms and conditions outlined in this solicitation. By submitting this Proposal, the Proposer certifies that it is fully prepared, willing, and able to perform and provide the services/work described herein, should the City accept and award the Contract.

The undersigned Proposer acknowledges the City's sole discretion to reject any Proposal, waive informalities or irregularities, and take any action deemed in the City's best interest.

By submitting this Proposal, the Proposer certifies— and, in the case of a joint Proposal, each participating party certifies independently— that the Proposal has been developed and submitted without collusion, consultation, communication, or agreement with any other Proposer or competitor regarding any aspect of the Proposal, including pricing, terms, or strategy.

By submitting this Proposal, the **Proposer** certifies that:

- The prices contained in the Proposal have not been knowingly disclosed to any other Proposer and will not be disclosed before the award.
- No attempt has been made, nor will be made, to induce any other person or entity to submit or refrain from submitting a Proposal in a manner that restricts competition.
- The individual signing the Proposal is a duly authorized agent of the Proposer and has the legal authority to bind the Proposer to all representations, supporting documentation, and fees/prices provided in the Proposal.

RECEIPT OF ADDENDA

The undersigned Proposer acknowledges receipt of all Addenda issued for this Solicitation, including modifications to the Specifications and Contract Documents.

- **Total number of Addenda received: 4**

The Proposer is solely responsible for ensuring that all Addenda have been received, reviewed, and acknowledged as part of the Proposal submission.

Additionally, the Proposer must submit:

- A letter signed by the entity's Owner or a Statement of Authority delegating authorization to act on behalf of the Proposer.
- A completed and current IRS Form W-9 before contract execution.

Proposer Information and Authorization

Entity Name: Hilltop Health Services Corporation

Authorized Agent Name & Title: J. Michael Stahl, Chief Executive Officer

Authorized Agent Signature: *J Michael Stahl*

Telephone Number: 970-242-4400

Email Address of Agent: mikes@htop.org

Business Address: 1331 Hermosa Avenue

City, State, ZIP Code: Grand Junction, CO 81506

Date: 06/25/2025

Subcontractor Disclosure

The undersigned Proposer intends to subcontract the following portion(s) of Services/Work:

Name, address, city, and state of Subcontractor	Description of Service(s) to be performed	Est. Value & % of Service(s)
United Way of Mesa County 422 White Ave #337, Grand Junction, CO 81501	The UWMC Housing Outreach & Services Coordinator will conduct direct outreach to individuals experiencing homelessness, delivering essential items such as water and basic necessities, with the goal of building trust and reducing barriers to services. The Coordinator will connect individuals to shelter and supportive resources. Scheduled follow-up services will be provided by appointment at the Hilltop Family Resource Center.	The estimated value of services to be performed is \$165,840 over three years (\$55,280 annually), representing approximately 1.5% of Hilltop's housing program budget and 3% of related service delivery.
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The **Proposer** certifies that all listed subcontractors are qualified to perform the specified services and will comply with all applicable contract requirements.

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2. Solicitation response form Signed

Final Audit Report

2025-06-26

Created:	2025-06-25
By:	Derek Seyler (dereks@htop.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAr5TYuhxkJsLoxSd7I9TKIU0ogCak0GUH

"2. Solicitation response form Signed" History

-  Document created by Derek Seyler (dereks@htop.org)
2025-06-25 - 5:37:48 PM GMT
-  Document emailed to J. Michael Stahl (mikes@htop.org) for signature
2025-06-25 - 5:37:52 PM GMT
-  Email viewed by J. Michael Stahl (mikes@htop.org)
2025-06-26 - 3:57:28 PM GMT
-  Document e-signed by J. Michael Stahl (mikes@htop.org)
Signature Date: 2025-06-26 - 3:57:53 PM GMT - Time Source: server
-  Agreement completed.
2025-06-26 - 3:57:53 PM GMT

Addendum to City of Grand Junction RFP 5684-25-KF, Hilltop Community Resources and Mesa County United Way proposal

- Are you willing to offer additional winter sheltering in the 2025/2026 winter?
 - a. Yes
 - i. Hilltop Community Resources, Inc. currently offers year-round sheltering for unhoused young adults and safe house for individuals experiencing IPV/SA/Trafficking. We are dedicated to continuing this service to the community.
 - ii. Hilltop Community Resources, Inc. currently owns property at 3205 N. 12th Street (Unity Church) that has a structure that could be utilized for winter sheltering.
 - 1. Operational Approach
 - a. Hilltop Community Resources, Inc. is willing to temporarily offer this property, at no cost outside of basic expenses for utilities, insurance, etc, for the operation of winter shelter this coming 2025/2026 winter season.
 - 2. Capacity Considerations
 - a. Hilltop Community Resources, Inc. does not have staffing capacity to operationally run this shelter, but is willing to partner with a local agency who is experienced in managing the daily operations of a temporary winter shelter.
 - b. This property can only be made available for winter sheltering this 2025/2026 winter season as Hilltop has a contract with DOLA to develop this property into a 24 unit low-income permanent supported housing project or affordable home ownership program by Spring of 2027.
- Are you willing to explore opportunities beyond year 1 to expand emergency and/or transitional sheltering?
 - a. Yes
 - i. United Way of Mesa County can strengthen and scale Hilltop’s emergency and transitional housing capacity by:
 - 1. Mobile Outreach & Intake Support
 - Coordinate outreach to identify and engage individuals needing shelter
 - Assist in referral processing, documentation, and health assessments
 - Streamline transitions from street homelessness or other shelters into Hilltop’s care
 - 2. Capacity-Building & Systems Integration
 - Facilitate training on Right Response, housing navigation, and cultural competency
 - Support Hilltop’s participation in the Continuum of Care and coordinated entry system

3. Service Hub Navigation

- Facilitate service coordination to Hilltop and community partner programs.
- ii. Hilltop Community Resources, Inc can strengthen and expand emergency and/or transitional sheltering by:
 1. Expanding emergency and transitional sheltering for young adults and individuals experiencing IPV/SA through building a new continuum of sheltering beyond the current short-term stay.
 - a. Currently, Hilltop operates both short-term safe house for individuals experiencing IPV/SA/Trafficking and emergency shelter for unhoused young adults ages 18-22. We would like to add to these programs and services by expanding into bridge sheltering for an additional 30 to 60 day shelter opportunity for those individuals engaging in services and progressing towards permanent housing solutions. This will allow us to continue meeting emergency, short-term needs of both populations as demand is high in this area, as well as offer solutions for those transitioning from short-term emergency shelter but seeking continued shelter toward sustainable housing within a 60 day time frame. Currently, we have properties that we could use for this new bridge sheltering/sheltering continuum expansion. Depending upon the possible award from the City of Grand Junction we could expand into 3 or more properties (22 or more units) to create this new bridge/continuum model.
 - i. Hilltop is also open to exploring opportunities to offer these services to the more general unhoused population if long-term sustainable funding is available and can be obtained. This would also be an expansion on emergency and transitional sheltering services we currently offer.
 - b. The new opportunity to build a sheltering continuum/bridge sheltering also provides our staff sufficient time to connect participants with transitional living services that Hilltop already runs (27 total units), connection to project based vouchers through case management, assessments, and coordinated entry; assistance with voucher and LIHTC eligibility; and connection to permanent supported housing units that Hilltop manages at Laurel House Apartments, Pathways Village Apartments, and a home on Independent Ave. This is a total of 79 vouchered units.
- Closing statement
 - a. Hilltop's mission, "We create connections to build a community where everyone belongs" aligns strongly with the City's strategic homelessness goals as outlined in the Unhoused Strategy & Implementation Plan. United Way of Mesa County's mission, "To improve lives by mobilizing the caring power of community" is similarly aligned, emphasizing

collaborative investment in the health, education, and financial stability of every person in Mesa County. The City's plan emphasizes integrated, adaptable, and interconnected service networks. Hilltop's mission of "creating connections" and United Way of Mesa County's long-standing role in cross-sector convening both reflect this vision, as the two organizations work together to support inclusive systems that make people feel seen, valued, and supported...essential for achieving Functional Zero homelessness. The City's seven strategic objectives (e.g. reducing houselessness, increasing permanent housing placements, and connecting individuals to behavioral health services) rely on strong coordination and community-based approach. Hilltop's focus on belonging and United Way of Mesa County's investment in local service infrastructure complement these objectives by emphasizing social inclusion, upstream prevention, and wraparound resource access. All critical to long-term housing stability and individual well-being. The City's goal of providing services "irrespective of their economic or social status" is central to both organizations' missions. Together, Hilltop and United Way of Mesa County, create pathways that are equitable, accessible, and rooted in the belief that every person deserves dignity, opportunity, and the chance to thrive...regardless of their housing status.

United to Solve Homelessness

United Way of Mesa County & Hilltop Community Resources, Inc.



65 YEARS TO IMPACT





About United Way of Mesa County

- Founded in 1959, United Way of Mesa County (UWMC) is a nonprofit 501(c)(3) organization that raises money from the community to fund local programs that address community concerns along with offering direct service programming that serve thousands of Mesa County residents each year. UWMC is independent, separately incorporated, and governed by local volunteers.
- United Way of Mesa County fights for Youth Opportunity, a Healthy Community, Financial Security and Community Resiliency

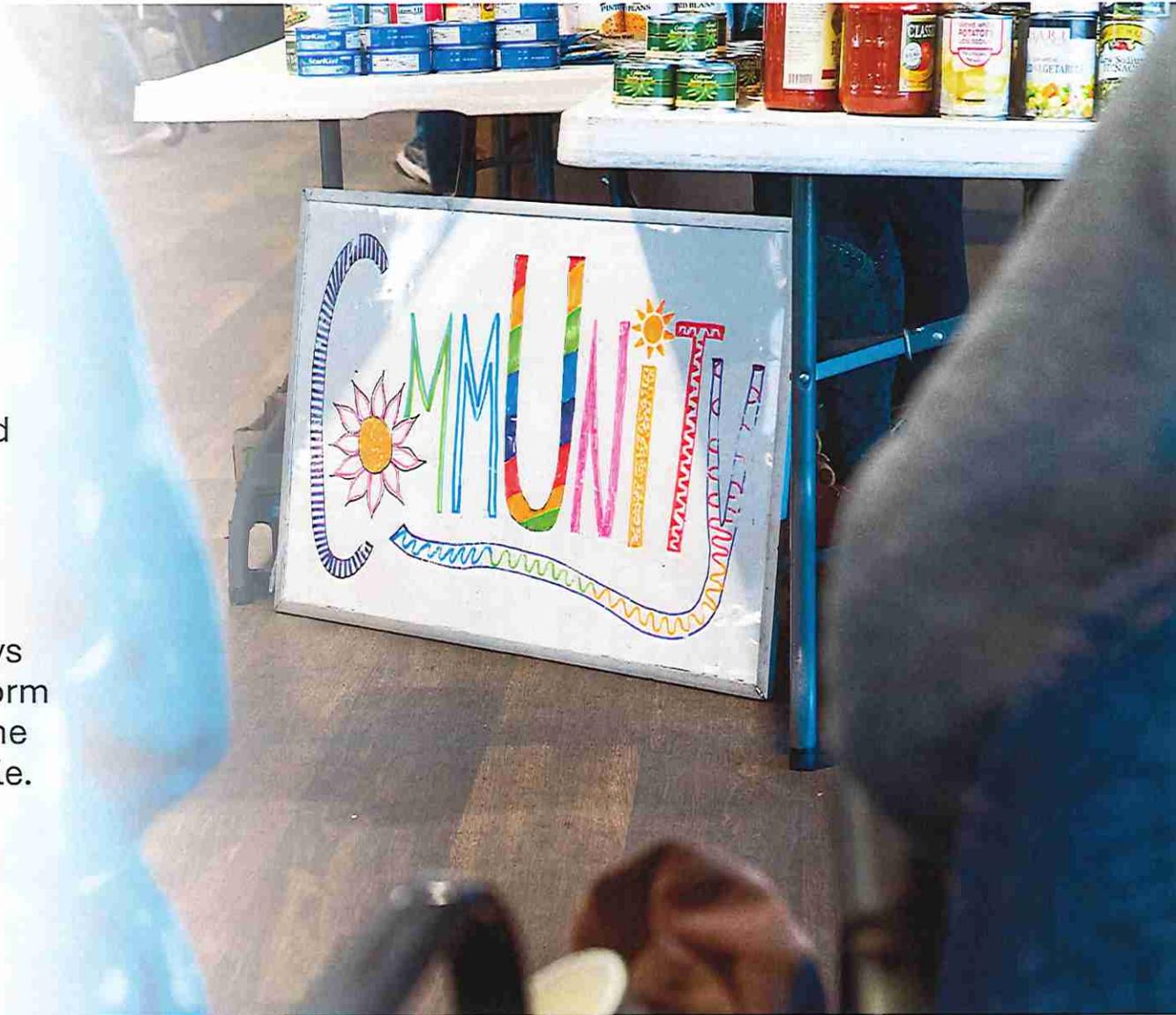


About Hilltop Community Resources, Inc.

- Founded in 1950, Hilltop Community Resources is a nonprofit 501(c)(3) organization that is dedicated to building a community where everyone belongs by helping people overcome life challenges, fostering connection, and creating brighter futures.
- Hilltop has been a trusted leader on the Western Slope for human services, assisted livings, behavioral health, healthcare, violence prevention and intervention, and housing options.

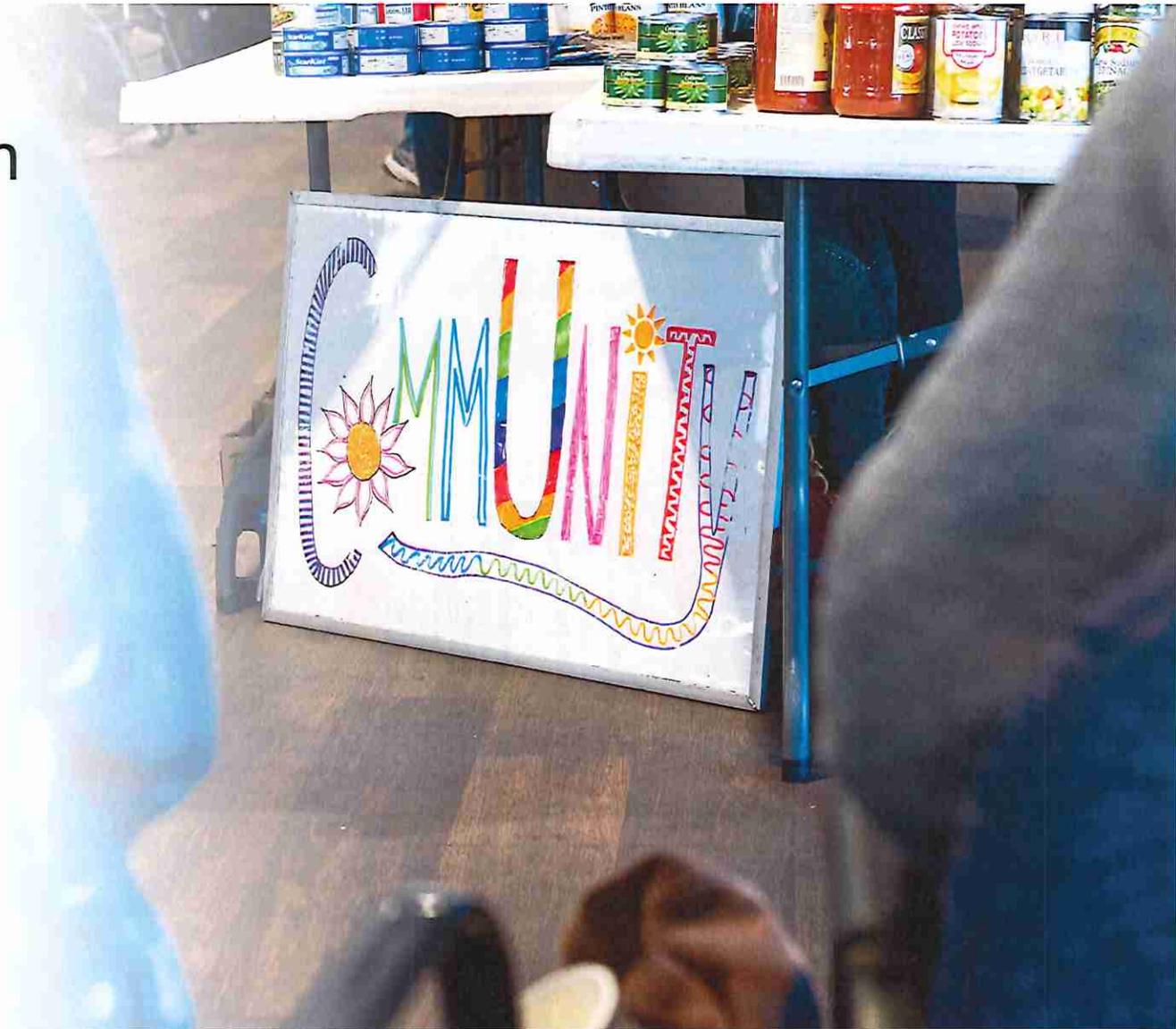
UWMC's Vision and Mission

- Our Vision: A community where everyone belongs and thrives
- Our Mission: United Way of Mesa County connects and mobilize resources, people, and passion in strategic ways to achieve our goals, transform Mesa County, and change the story for thousands of people.



Hilltop's Mission & Values

- Our Mission: To create connection to build community where everyone belongs.
- Our Values:
 - Relationship
 - Integrity
 - Courage
 - Inclusivity
 - Growth
 - Fun



UWMC Services Hub & Mobile Outreach

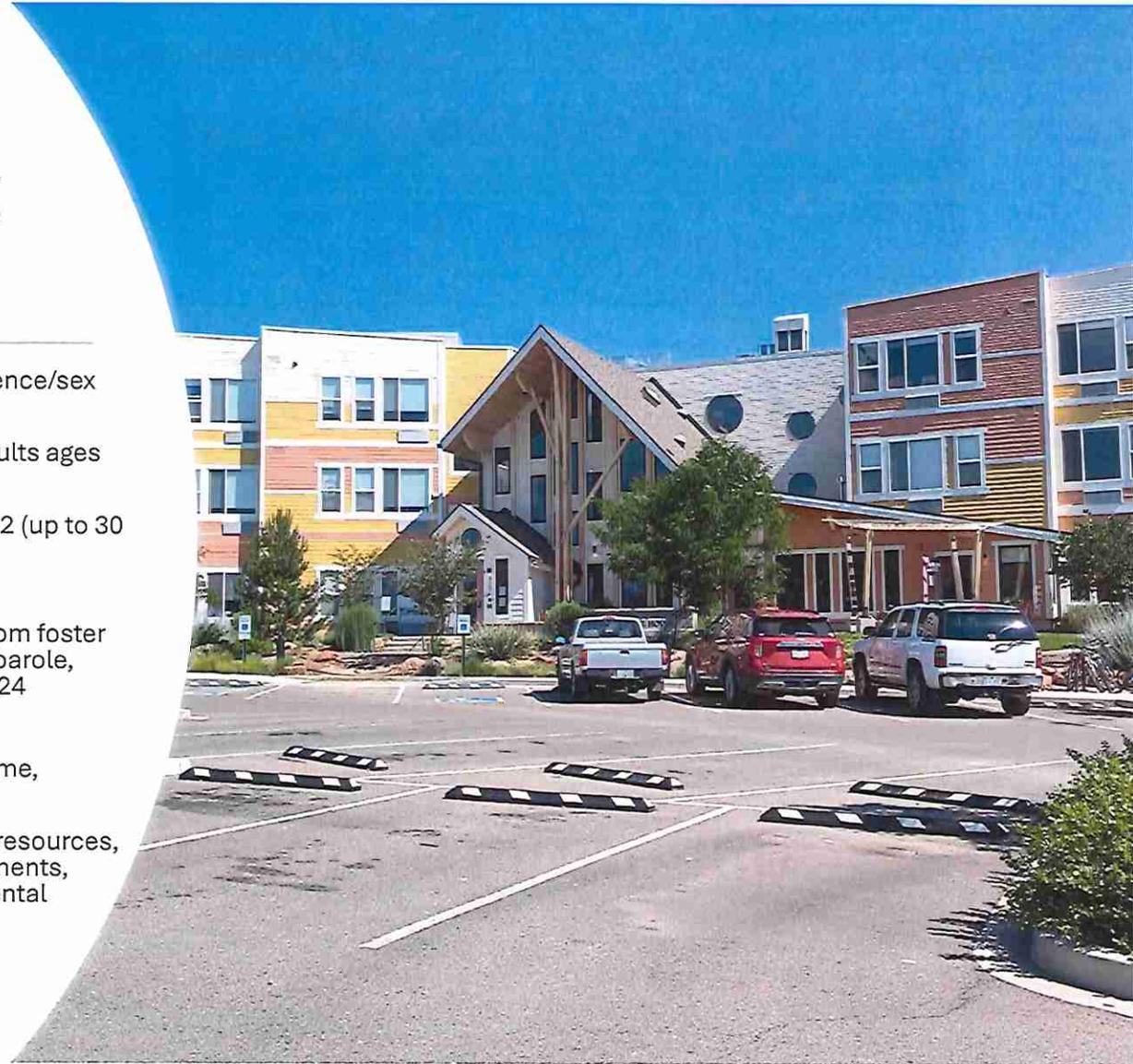
- Provide Basic Needs and Water to the unhoused camps in Mesa County via mobile outreach.
- Create a pathway for next steps and services.
- Refer unhoused community members to specific programs with community members.
- Provide a consistent location for services at Hilltop.
- Provide Community/Collaborator support with the Hotline & Right Response Training.



Hilltop's Array of Housing Services

- Safe House for people experiencing intimate partner violence/sex assault/trafficking (up to 28 beds)
- Street Outreach and Drop-In Center for youth & young adults ages 13-24
- Emergency & bridge sheltering for young adults ages 18-22 (up to 30 beds)
- Transitional living (27 total rooms)
 - 5 Properties with specific services to youth aging from foster care, youth/young adults exiting DYS on probation/parole, aging & disabled individuals, young adults ages 18-24
- Permanent Supported Housing
 - Laurel House Apartments (34 units), 5 bedroom home, Pathways Village Apartments (40 units)
- Navigation/case management for connection to housing resources, coordinated entry for vouchers, housing voucher assessments, support w/ housing application fees, security deposits, rental assistance
- Housing advocacy & education

58 of 62



Policies, Process, Procedure:

- Eligibility
 - Currently unhoused or experiencing housing insecurity
 - Program enrollment priority to specific demographics
 - Voucher eligibility requirements for permanent supported housing
- Repeat Assistance & Support Frequency Limitations
 - No limit with navigation/case management, street outreach, mobile services, sheltering, safe house, transitional living
 - Voucher eligibility for permanent supported housing
- Follow-Up post-assistance
 - Contact (cell phone, email, text, messaging apps, in-person) to survey their housing security status and continued support needs
 - Feedback and satisfaction surveys



Strategy & Success:

- Strategy:
 - Build Trust through a trauma informed and client centered approach to our work.
 - Teach, coach, and guide participants to long-term independence
 - We don't do things for them, we do things with them
 - Offering a variety of housing options that are coupled with navigation services
 - Healthcare connections
 - Behavioral health connection
 - Counseling
 - Therapeutic case management
 - Peer Support
 - Connection to vital resources and skill building for independent resource navigation
 - Life skill set building
 - Program's openness to repeat need for assistance
- Success:
 - Is the participant more stable today than they were yesterday?
 - Monitoring important indicators of stability
 - Maintaining housing independently of programming
 - Independently accessing and maintaining social determinants of health
 - Securing and maintaining employment and/or schooling
 - Independently navigating resources that help maintain independent, long-term housing (healthcare, behavioral health, health insurance, transportation, etc)
 - Decrease number of unhoused individuals over utilizing emergency room visits by providing preventative care, education, and resources in the field
- Measuring/tracking success:
 - Case management software that tracks services rendered, follow-up outcomes post-assistance, and provides reporting
 - Pre & post services assessments

60 of 62



Budget for Proposal



All line items and amounts requested align with direct service work



Both Hilltop and UWMC are contributing Administrative and Indirect Costs to this request to show our commitment to this work in the community



The funds requested in this proposal will be used to stabilize our programming and services while we finalize long-term funding



Questions &
Clarification?