



PAONIA HOUSING NEEDS ASSESSMENT AND HOUSING ACTION PLAN

Town Board Update

Update #1

May 5, 2023

Project Overview

Your consulting team, Urban Rural Continuum (URC) and Ayres Associates, is tasked with using data to identify the housing needs in the community (Needs Assessment) and developing a plan to help meet that need (Action Plan). Please see the attached Scope of Work for more detail. While this project will not solve all issues related to housing affordability, it will create a path for the community to follow aimed at addressing Paonia's housing issues. Although the Town Board plays a key role, keep in mind that this is a community-wide project and the public, private, and non-profit sectors have a role to play in the solutions.

- **Town Board Roles:**

- Communicate: 2 Board members (Trustees Knutson and Smith) will be on the Housing Task Force and serve as the main contacts with the consultants. Please speak with them individually (to not violate open meeting laws) about project concerns, questions, ideas, etc.
- Participate: Attend the Open House, talk to your neighbors and friends about this project, read these monthly updates, and encourage others to participate.
- Review & Approve: The housing conversation starts now. Action Plan review and approval is the closing of this conversation and when you shift from talking to doing. Engage throughout the project, not just at the end.

- **Project principles** from "Negotiation Committee" meeting with Mayor Bachran and Trustee Dave Knutson:

- No surprises: regular Board updates and community participation
- Strong coordination with Master Plan efforts
- Avoid going to the well too many times (employer questionnaire and one public open house planned)
- Don't reinvent the wheel (use past plans and studies when applicable)
- Be realistic (see Paonia as it is and plan within its capacity)
- Keep it simple

What has been completed:

- Finalized the project contract and discussed project management.
- Had a Kick Off Meeting to discuss existing documents that could serve as background for this project. Discussed forming the Housing Task Force and planned the first meeting.

What is coming up:

- Finalize Housing Task Force members, have the first meeting on May 24.
- Consultants will complete background research, begin data collection, create a list of existing housing resources, publish the employer questionnaire, and begin to conduct interviews/focus groups.
- Plan Open House, likely during the week of July 10.

SCOPE OF WORK

All comments in red boxes are from 4/6/23 negotiation meeting with Mayor Bachran, Trustee Dave Knutson, and URC

COMMUNITY ENGAGEMENT

Community engagement is vital to the success of this project. We will gather a lot of data, but listening to and learning from the lived experience of Paonia's residents and employers is crucial to completing the HNA. It is also how we will educate and involve the community in action planning - identifying ways that the Town of Paonia and other stakeholders can begin to reduce barriers to housing production, capitalize on opportunities, and generally invest in the hard, collaborative work involved in creating community housing that benefits the community, economy, and residents.

The community engagement strategy below is for Phase 1: Housing Needs Assessment and Phase 2: Housing Action Plan. It is inclusive and robust, with many opportunities for the community to be heard and informed. We envision leaning heavily on in-person meetings since we live in the North Fork Valley, but can also use virtual meeting platforms when that makes sense, such as for individual or small group meetings.

Consultant Roles

Shay Coburn will lead all community engagement efforts with ample assistance from Andrew Coburn, especially for the employer questionnaire and Realtor/Property Manager Focus Groups. Shay and Andrew plan to be available in person for all engagement activities. Ayres will assist in preparing materials like fliers, posters, and meeting summaries in addition to attending Town Board meetings virtually if needed.

All outreach materials will be provided in Spanish. We will attempt to reach out directly to the Spanish speaking community through a targeted outreach meeting.

URC will not translate all outreach materials but rather try to reach that community directly.

1. KICK-OFF CALL WITH TOWN STAFF

The first step for this project will be a discussion with key Town staff to ensure joint understanding of the project scope and goals, to immediately initiate formation of the Housing Committee, learn about existing resources (lists of contacts, background documents, existing data, etc.), and set important dates.

Scheduled for 4/28/23

2. FORM THE HOUSING COMMITTEE

We propose to stand up a Housing Committee within the first two weeks following selection. We propose that it be a relatively small (12-15 members max), informal committee associated with this project, rather than a formal committee of the Town government. We see the Committee's role as advisory in which they review project materials before being distributed to the community, review preliminary findings, and generally provide guidance throughout the project. The Committee could be formalized in the future, but this approach will benefit this project and not impact the tight schedule.



This Committee would ideally include people representing a cross section of the community from the public, private, and non-profit sectors. Potential participants could include someone from the Town Board of Trustees, Delta County Joint School District 50J, Delta Health, Paonia Chamber of Commerce, North Fork Senior Connections, the newly formed Community Land Trust, and a local realtor and property manager.

Mayor and Dave will ask the Board to select 2 members of the Board to be on this committee. They will be responsible for regular updates to the Board.

3. HOUSING COMMITTEE MEETING 1

This first meeting of the Committee would kick off the project and focus on roles, goals, and desired outcomes.

4. EMPLOYER QUESTIONNAIRE

This brief questionnaire would be developed to inform the HNA and will be targeted to all employers doing business in the Town of Paonia, large and small. In our experience, the information gleaned from such confidential questionnaires is imperative to identifying current and future housing demand. Once created, our team will work to distribute the questionnaire through existing formal networks like the Paonia Chamber of Commerce and in-person. Visiting businesses in person will allow us to share the questionnaire and information about the project and gather employer feedback. Visiting in person typically increases the response rate and the quality of the responses, which will be confidential and only reported on in aggregate to ensure sensitive business information is not published and cannot be associated with any business in Paonia.

5. REALTOR/PROPERTY MANAGER FOCUS GROUP OR INTERVIEWS

If possible, we will set up an in-person meeting with local Realtors and property managers to gather information about the local for sale and rental market. If the organization of such a meeting is impacting the schedule, individual interviews will be conducted to the extent practicable.



6. HOUSING COMMITTEE MEETING 2

During this second gathering of the Committee, we intend to share feedback received thus far and prepare for the Community-wide Open House, likely discussing potential strategies.

7. COMMUNITY-WIDE OPEN HOUSE

URC will coordinate this with the Master Plan team if the schedule and scope allow. Otherwise, there will be a separate meeting.

Our team will prepare an open house type meeting and invite the entire community. The open house format will include a quick introduction about the project and then shift to an interactive session where the community will have the opportunity to provide input about the housing market and their thoughts about priorities to address affordable housing in Paonia. This open house will be published widely with the goal of getting a large cross-section of the community to attend. We would create fliers in English and Spanish that could be stacked at cash registers throughout town, passed out in front of the post office, and available at other locations in the community (posting boards). Our team may even reach out to the North Fork Valley Creative Coalition to incorporate some sort of art into the Open House like a visual note taker, live painter, or a poet who could write during the event.

Fliers will not be in Spanish.

URC will not do a resident survey.

If desired, we could substitute this Open House for a resident survey. While resident surveys can be very helpful in collecting data, the data gathered is often duplicative with existing data and misses the opportunity to engage residents directly and provide space for meaningful conversation around the complexities of housing issues.

8. TARGETED OUTREACH MEETINGS

Our team will conduct targeted outreach, including to marginalized and vulnerable populations. We will attempt to attend regularly established meetings or meet them at their place of business or desired location to talk about their experience, challenges, and needs. This step will likely start before the Open House to stay on schedule. We propose meeting with some of the many churches in town, the Senior Center, the Spanish speaking community, among others. We will also seek to connect with owner/representatives and residents of the North Fork Trailer & RV Park even though it is not technically within the municipal boundary. We'd hope to also talk with anyone experiencing homelessness or displacement, though this can be a difficult population to reach. We anticipate around eight meetings.



9. HOUSING COMMITTEE MEETING 3

During this meeting, we will debrief the Open House, share findings from the Targeted Outreach Meetings, and discuss all input and data findings thus far in the project. We will also present and discuss the draft HNA, and briefly discuss strategies and the Action Plan.

10. TOWN BOARD MEETING

The draft HNA will be submitted to the Town in time for it to be part of the packet for the June 13th Town Board meeting. URC can attend this meeting in person if desired to present the report, gather input on the draft, and answer questions.

11. HOUSING COMMITTEE MEETING 4

During this meeting we will review and discuss the draft Housing Action Plan.

URC will attend this Town Board meeting and the Board meetings in items 12 and 13. Dates will vary from those listed here.

12. TOWN BOARD MEETING

The draft Housing Action Plan will be submitted to the Town in time for it to be part of the packet for the July 11th Town Board meeting. URC can attend this meeting if desired to present the report, gather input on the draft, and answer questions.

13. TOWN BOARD MEETING

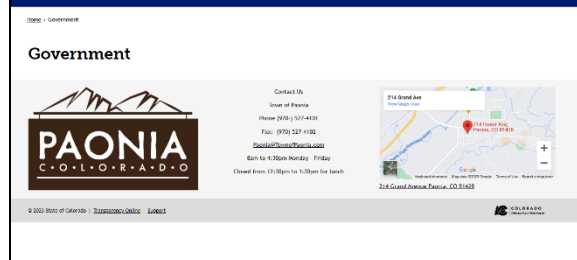
URC can attend this meeting in person on July 25th if desired to present the final reports and answer any questions that may arise.

Additional Engagement Tools

Webpage

Our team proposes to add a “Housing” page to the existing Town’s website. This webpage will be the one-stop-shop location for all information about this project. The page will include a short project overview, upcoming important dates like community meetings, and all documents created along the way including meeting summaries. Our team will prepare the content, but the Town would need to add it to the website. We believe this will help drive traffic to the Town’s website and after completion of this project, the page can evolve to include all housing resources like the HNA, Action Plan, and the existing Rent/Mortgage Assistance link.

URC can assist staff in updating the Town's website to create a project page. If adding a project page to the Town's website is not feasible, URC will not create a stand alone project website.



Getting the Word Out

We will use established resources to share surveys, meeting dates, and other important elements of this project like the Town of Paonia and Paonia Message Board Facebook Pages, The North Fork Merchant Herald, Delta County Independent, High Country Shopper, KVNf radio, and/or posted throughout town (i.e., at Don’s Market and the board in front of the Paonia Laundromat).

Coordination with Related Town Projects

To ensure alignment with other Town efforts, our team will coordinate with existing projects like the recently awarded Master Plan and any water studies/plans to address the water tap moratorium, to the extent practicable given the very tight timeline. Our team is available to work directly with other consultants if desired by the Town.

Mayor and Dave to serve as points of coordination with Master Plan. Master Plan consultant will include a reference to the Housing Action Plan and some of the recommended actions in the master plan.

Meeting Summaries

Our team will create summaries from all Housing Committee meetings and the Open House. These will be simple summaries that can be an appendix to the Final Housing Action Plan if desired. Depending on the sensitivity of the feedback received during the Targeted Outreach Meetings, we will work to create a very high-level summary.

COMMUNITY ENGAGEMENT DELIVERABLES

1. Employer Questionnaire
2. Meeting materials - fliers, advertisements, handouts, boards, presentations
3. Webpage content
4. Meeting Summaries

PHASE 1: HOUSING NEEDS ASSESSMENT

We propose to analyze Paonia’s housing market and prepare and deliver a comprehensive, clear, concise, stand-alone Housing Needs Assessment (HNA) that is well documented. The HNA will analyze, consider, and report on demand and supply drivers, including the items outlined on page 4 of the RFP unless otherwise specified below.

The HNA will be prepared in the following manner, with many tasks occurring simultaneously.

Consultant Roles

Andrew Coburn will lead the Housing Needs Assessment. Mike Scholl will help significantly with the development analysis. Ayres will also help with document creation.

1. Gather, Compile, and Analyze Public and Private Data
2. Develop and Distribute Employer Questionnaire
3. Meet with and Interview Key Stakeholders
4. Prepare a Draft Housing Needs Assessment
5. Revise Draft and Deliver the Final Housing Needs Assessment

As requested in the RFP, the Needs Assessment will include the following:

Demographic Data

All topics listed in the RFP will be assessed, except it should be noted that the RFP’s reference to household employment will be part of identifying the number of housing units needed in “Need and Gap Analysis” by looking at the number of households with a worker. Moreover, household income by tenure and AMI (30% to 180%, although this can be adjusted during the project if desired by the Town) will be covered under “Need and Gap Analysis.” Special needs populations, such as seniors, seasonal workers and the small homeless population in town will be discussed under “Special Populations.”

Primary data sources: U.S. Census Bureau, Colorado Demography Office, and ESRI.

Economic Conditions

All topics listed in the RFP will be assessed, but it should be noted that a lot of publicly available economic data is published at the county level. County data will therefore be used in conjunction with data for Paonia to assess the local economy, including trends and projections. Although job growth by sector can be included, we believe the sector change is less important than the overall projected change in the number of jobs and projected household income, both of which we will consider as part of the “Need and Gap Analysis” below. Two topics not requested in the RFP that are important to consider, and we propose including, are commuting and those working from home.

Primary data sources: U.S. Bureau of Labor Statistics, U.S. Census Bureau, Colorado Department of Labor and Employment, and ESRI. Additional sources may include the U.S. Bureau of Economic Analysis, University of Washington Center for Women’s Welfare Self Sufficiency Standard, and Data Axle.

Housing Stock and Trends

Topics listed in the RFP that will be included are the age of the housing stock, the share of housing units by type (e.g., single family, multi-family, mobile/manufactured), and building permits (certificate of occupancy data will also be reviewed/used if available). Housing tenure will be included under “Demographic Data” above. The number of homes not occupied, often referred to as vacant, will be identified along with the share of these used as seasonal/vacation homes. We will also look at the housing stock by number of bedrooms relative to the size of households to identify whether and where the housing stock may be misaligned.

A deep dive and written or visual analysis of individual home conditions would likely mean certain property owners or areas of town would be identified/highlighted and, we believe, could have a deleterious effect on this project and the ultimate goal of seeking solutions. Therefore, the condition of homes will be considered generally by reviewing the age of the housing stock and conducting visual surveys to inform solutions to help with Paonia’s aging housing and stock of mobile homes in the Action Plan.

The density of the existing housing stock (number of units per acre) is not typically included in HNA’s and we are not proposing to do so. Rather, Paonia’s current residential density will be considered during action planning when reviewing the land use code, and in identifying barriers to new community housing.

We will review available information about homes used as short-term rentals, including any information the Town has. We also hope to learn the extent to which long term rentals are being converted to short term rentals, impacting the supply of rental units available to locals. We are well aware of the issues and tradeoffs associated with the rise of short-term rentals and will address them in the HNA and in action planning.

We will catalog existing affordable housing in the Town of Paonia, including deed or income restricted properties, along with their expiration dates if known. This inventory may be limited to the Creek Vista Senior Living apartments, but will be added to if additional properties are identified. The number of housing vouchers being used in Paonia (and any available but not in use) will also be identified if possible from interviewing the Delta County Housing Authority.

Primary data sources: U.S. Census Bureau, Colorado Demography Office, ESRI, building permit/Certificate of Occupancy data from the Town of Paonia, AirDNA, and the National Housing Preservation Database.

Homeownership Market

We propose to obtain Multiple Listing Service (MLS) data and use ArcGIS to ensure the data is clipped to the Town of Paonia municipal boundary. We are very flexible, however, and are able to analyze data for a different geographic boundary, if desired. We will analyze the data and report on the number of home sales, the price of home sales (average, median, by price range, and by square foot if possible), and sales by the number of bedrooms, along with the months of inventory. If the data is available, we will also report on the financing type used, particularly the share of cash purchases. Ideally, we would get MLS data from 2018 through the end of 2022, and any 2023 sales, to be able to highlight five-year market changes, including Covid-era changes.

The rate of homeownership will be accounted for under tenure above. Although the vacancy rate can be provided, we believe that the more important metric is the months of inventory because the goal is to ensure a balanced homeownership market, which will be one component of how we intend to determine the number of new housing units needed by 2028.

Primary data sources: Multiple Listing Service. U.S. Census Bureau, Colorado Demography Office, and ESRI data may also be used.

Rental Market

We propose to monitor rental listings from March 20 (assumed project start) through April 30th at minimum. We will track available rentals by price (to include median rental price), number of bedrooms, security deposit amount, whether utilities are included in the rental amount, and other important factors like whether pets are allowed. We will do so by scouring online platforms like Facebook and Craigslist, along with print publications like The North Fork Merchant Herald, Delta County Independent, and High Country Shopper. In addition, we will monitor hard copy listings on public posting boards around town, such as at Don's Super Market and Paonia Laundromat. The share of households who rent will be captured under tenure above. The vacancy rate will be manually calculated, although we will also consider vacancy information from the American Community Survey. This rate will be another key component of how we intend to determine the number of new housing units needed by 2028.

We will attempt to get aggregated utility data from local providers and summarize as much information as possible subject to data limitations. Even without data from private utility providers, we will obtain local utility cost information from interviews and other community engagement.

Special Populations

We propose to learn about and report on housing issues faced by the following populations identified in the RFP to inform the action planning process.

- Seniors - information about senior housing demand and gaps in the market will be based at minimum on U.S. Census Bureau and ESRI data, interviews with North Fork Senior Connections, Paonia Senior Center, Creek Vista Senior Living, Paonia Care & Rehabilitation, and information gathered as part of broader public and stakeholder engagement.

- Seasonal Workers - information about seasonal workers will primarily come from key questions included in the employer questionnaire.

- Homeless - we will gather and report on the local homeless population to the extent we can. We propose to identify and interview key stakeholders, to include the Delta County Housing Authority, service providers, and those experiencing homelessness if possible. We will also interview the City of Delta Homeless Coordinator. Point-in-Time count data for the region will be reviewed and if possible discussed with one of the Western Slope regional coordinators.

Need and Gap Analysis

Need: We propose to provide you with the number of housing units needed by 2028 and will include the steps by which we arrive at the number. Our work will primarily focus on housing needed for the workforce, but will also consider housing for senior residents as well. Our need figures will be broken down into the catch up need (needed today) and the keep up need (demand forecast). The keep up

need will identify the number of new homes needed to accommodate new workers to fill new jobs and backfill current workers anticipated to retire in the next 5 years. Housing currently under construction or formally in the pipeline with a reasonable likelihood of being constructed by 2028, and targeted at prices that the local workforce can afford, will be accounted for. Homes being constructed and priced/marketed for second homeownership would not be counted as reducing the number of housing units needed to house the local workforce.

Gap: We will provide the distribution of household income by tenure, Area Median Income (AMI), and maximum sale price and gross rent. This will then be compared to prices and availability of rental and for sale housing to identify where there are gaps in the market (by income/AMI). Given a desire to consider the Town's older population, including seniors, we intend to look at household income by tenure and AMI for two age cohorts, those age 15 to 54 and 55+, which will allow us to highlight any relevant information to better address the housing needs of those in or near the prime age workforce and those nearing retirement or already retired.

We will specify the recommended number of housing units needed by tenure and AMI/price. In addition, we will identify undersupplied housing types. Based on our knowledge of the current housing stock, a more diversified housing inventory is needed.

Barriers Analysis

We propose to assess and report on items 3 and 4 under "Barriers Analysis" in the RFP as part of the HNA. Items 1 and 2 will be addressed in the Action Plan. This will include identifying the current cost of construction (land, soft and hard costs, infrastructure and fees). This analysis will be used to identify the capital gap - the difference between the cost to construct and what local households can afford. Typically we show this for a single family home, but can look at other housing types too. We intend to estimate the total amount of funding needed to close the capital gap through 2028 based on the catch-up and keep-up need. We anticipate providing the dollar amount as an estimated range to account for the many variables involved. Paonia could then use this alongside a forthcoming report being prepared for Region 10 by a consultant team that includes Urban Rural Continuum to gain additional insights regarding the economic impacts of housing construction.

Other market forces impeding the housing supply will be discussed, which could include topics such as the supply of skilled labor in the North Fork Valley.

Primary data sources not already listed: Colorado Housing and Finance Authority (CHFA) Income Limits, Ribbon Demographics, LLC, Zillow or similar online platform, and interviews with one or more local builders.

PHASE 1 DELIVERABLES

1. Draft Housing Needs Assessment
2. Final Housing Needs Assessment, formatted as the Town desires, potentially in line with the Paonia in Motion Parks, Recreation and & Trails Master Plan

PHASE 2: HOUSING ACTION PLAN

Our team will work with the Town, stakeholders, and community to facilitate the co-creation of a Housing Action Plan that incorporates the voice of the community in prioritizing and pursuing the types of housing that are needed and desired. Due to the schedule outlined for this project in the RFP, the Housing Action Plan will be completed mostly in parallel with the HNA. With a small consultant team, we can ensure the two phases will be coordinated and inform each other. The Action Plan will identify and prioritize recommendations for the Town and partners to take toward creating and encouraging affordable and workforce housing.

Consultant Roles

Shay Coburn will lead the Action Plan with significant support from Andrew Coburn. Ayres will also support action planning through the development and detailing of strategies as well as assist in document and graphic creation, GIS mapping, and other specific needs as they arise.

1. DOCUMENT REVIEW AND BACKGROUND RESEARCH

Our team would dive right in to learn all about the Town through reviewing existing reports and resources including Town Board and Planning Commission meeting packets and minutes, Paonia In Motion, 1996 Comprehensive Plan, and others identified by Town staff. We will also review the Town's municipal code and other regulatory documents to uncover any barriers that may need to be addressed in the Action Plan like density allowances, housing sizes, parking regulations, processes, and much more.

2. HOUSING RESOURCES

Research all existing resources for housing applicable to the Town of Paonia, like any rehabilitation funds or vouchers through organizations like the Delta Housing Authority and/or the Area Agency on Aging through Region 10. Use this information to create a Housing Resources in Paonia brochure or flier that can be shared widely and is in a format that can be updated by the Town at any time. Some of the community engagement efforts may inform this step.

3. INITIAL LIST OF STRATEGIES

Compile a list of potential strategies to address housing in the Town of Paonia, including review of all DOLA Qualifying Strategies listed in HB21-1271. This list will likely be organized into the following categories: Incentives, Regulations, Partnerships, and Initiatives. This list will give us a place to start discussions with the community and will be refined throughout the project.

4. REFINE LIST OF STRATEGIES

The initial list of strategies will be refined through robust community engagement detailed elsewhere in this proposal. Strategies that are not applicable or unlikely to be effective at this time may be removed, new ideas may be added, and some of the strategies may be refined to fit the local context. We will also begin to identify priorities through a balanced approach that addresses the long term needs and desires of the community. For example, it is always good to identify some quick win projects that will keep the momentum going toward the larger goals.

5. DRAFT HOUSING ACTION PLAN

The Draft Action Plan will be developed based on all project research and community engagement combined with the specialized knowledge of our consulting team. It will be in a simple format so that changes can easily be made as needed. This draft plan will be reviewed by the Housing Committee and the Town Board. Based on feedback, the draft will be edited into the Final Action Plan.



6. FINAL HOUSING ACTION PLAN

The Final Action Plan will be detailed and thoughtful but also simple and clean. The Action Plan will be in an easy to read format that can be a living document used to track progress. The Action Plan will include detailed steps to specifically address the Town of Paonia's housing needs and desires. These actions will be prioritized with timeframes, strategies to implement or adopt suggested action steps, potential partners, and funding sources. As requested in the RFP, the following will be included in the Action Plan, along with additional strategies identified throughout the process:



- a. Recommendations on municipal code revisions to remove barriers and incentivize affordable housing. These recommendations will aim to include at least four of DOLA's Qualifying Strategies including addressing expedited review, ADUs, smaller residential units, and short-term rentals as prioritized by the Town Board at their regular September 22, 2022, meeting.



Optional Add Ons to be included in contract as optional. Board will decide if they are desired or not.

Optional Add On: First draft of proposed/revised code language for up to four of DOLA's qualifying strategies, assumed to be ADUs, Short Term Rentals, smaller unit size, and expedited review.



- b. A list of potential development sites, primarily public or institutional land, along with potential funding sources for acquisition and construction. Site identification was requested in the RFP to be included in the HNA, but we believe it is a better fit as part of the Action Plan.

Optional Add On: A detailed strategy for the development of an affordable housing project including site identification, potential partners, rough project design, range of units and programming mix, and potential financing.

- c. Steps to form a housing authority, if determined to be a priority strategy.
- d. GIS data and maps as appropriate to support the HNA and Action Plan.

PHASE 2 DELIVERABLES

1. Housing Resources in Paonia flier
2. Draft Housing Action Plan
3. Final Housing Action Plan, formatted as the Town desires, potentially in line with the Paonia in Motion Parks, Recreation and & Trails Master Plan

Town assistance desired to complete this project:

- Attend regular check in meetings with the consultants, perhaps every other week.
- Staff expertise to share local knowledge, known barriers, trends, opportunity sites, and other background information.
- Assistance forming the Housing Committee and contact information for key stakeholders.
- Scheduling, coordinating and all arrangements for Town Board meetings; assistance in setting dates and securing space for the Housing Committee meetings and Open House.
- Connection with local Realtor to assist obtaining MLS data.
- Provide historical data on number of building permits/Certificates of Occupancy per year, and residential development projects in the planning pipeline.
- Share existing GIS data relevant to this project.
- Provide data on known deed restricted properties or housing units in town.
- Add key information to the Town's website and post on the Town's Facebook using information provided by the consultant team.
- Review and consolidate feedback on draft documents.



Revised full schedule. Contract to end Dec. 31, 2023 but URC plans to finish by mid-November.

[illegible]

COST PROPOSAL

HOURLY RATES

URBAN RURAL CONTINUUM

Andrew Coburn	\$140
Shay Coburn	\$140

AYRES ASSOCIATES

Josh Olhava	\$155
Mike Scholl	\$180
Additional staff	\$120

BUDGET

The share of the project to be completed by URC is estimated to be 75%, with Ayres completing 25%.

Budget Table Notes

- Costs include all personnel time, equipment, data purchase, supplies, overhead expenses, and profit.
- URC travel to and from Paonia is free.

Community Engagement	\$22,230
Phase 1: Housing Needs Assessment	\$25,660
Phase 2: Housing Action Plan	\$22,260
PROJECT TOTAL	\$70,150
OPTIONAL Add-On: First draft of proposed code language	\$6,580
OPTIONAL Add-On: Detailed strategy for development of one affordable housing project	\$2,180
Project Total (with Optional Add-Ons)	\$78,910

Simplified budget table,
cost did not change
from original proposal.