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**GRAND JUNCTION CITY COUNCIL
MONDAY, NOVEMBER 4, 2019**

**PRE-MEETING (DINNER) 5:00 P.M. ADMINISTRATION CONFERENCE ROOM
WORKSHOP, 5:30 P.M.
CITY HALL AUDITORIUM
250 N. 5TH STREET**

To become the most livable community west of the Rockies by 2025

1. Discussion Topics

- a. Budget Reconciliation
- b. Catholic Outreach Presentation by Sister Karen Bland
- c. Fire Department Community Stakeholder Discussion and Survey
- d. Discussion of 2019 Strategic Plan

2. Next Workshop Topics

- a. November 18: Redevelopment Area

3. Other Business

What is the purpose of a Workshop?

The purpose of a Workshop is for the presenter to provide information to City Council about an item or topic that they may be discussing at a future meeting. The less formal setting of a Workshop is intended to facilitate an interactive discussion among Councilmembers.

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

Individuals wishing to provide input about Workshop topics can:

1. Send an email (addresses found here www.gjcity.org/city-government/) or call one or more members of City Council (970-244-1504);
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2. Provide information to the City Manager (citymanager@gjcity.org) for dissemination to the City Council. If your information is submitted prior to 3 p.m. on the date of the Workshop, copies will be provided to Council that evening. Information provided after 3 p.m. will be disseminated the next business day.
 3. Attend a Regular Council Meeting (generally held the 1st and 3rd Wednesdays of each month at 6 p.m. at City Hall) and provide comments during “Citizen Comments.”
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Grand Junction City Council

Workshop Session

Item #1.a.

Meeting Date: November 4, 2019

Presented By: Greg Caton, City Manager

Department: City Manager's Office

Submitted By: Jodi Romero, Finance Director

Information

SUBJECT:

Budget Reconciliation

EXECUTIVE SUMMARY:

On September 30th, 2019, the City Manager presented the 2020 Recommended Budget. Since that time the budget has been revised. The changes are related to capital and economic development funding and have been balanced within the 5 year capital plan. There were no changes to the General Fund surplus or fund balance. The total budget has increased by \$3.6 million for the addition of the Dos Rios Pedestrian Bridge Project that is 86% grant funded and the increase in the scholarship funding to Colorado Mesa University. The 2020 Recommended Budget is now \$162.3 million.

BACKGROUND OR DETAILED INFORMATION:

Since presenting the City Manager's recommended budget on September 30th there have been a few changes to the budget. There were no changes to the General Fund surplus or fund balance.

After September 30th, when staff became aware of the opportunity for grant funding through the Multimodal Options Fund for the Dos Rios Pedestrian Bridge, the project was included in the capital plan for 2020 as presented to City Council on October 14th. This added \$3.5 million expense to the budget, but the project is expected to have \$3 million in grant revenues.

On October 14th, City Council directed staff to increase the scholarship funding to Colorado Mesa University. In order increase this economic development funding from

the 0.75% Capital Fund for this increase, the funding for Facilities major systems repair and replacement was decreased by \$100,000. This added a net \$50,000 to the budget.

The total budget on September 30th was \$158.7 million. After making the changes described above the total 2020 Budget is now adding \$3.6 million as described above, the total 2020 Budget is now \$162.3 million.

The first of two public hearings and budget presentations will be on November 20th, then the second and final adoption will be on December 4th.

FISCAL IMPACT:

This item is for discussion purposes only.

SUGGESTED ACTION:

This item is for discussion purposes only.

Attachments

None



Grand Junction City Council

Workshop Session

Item #1.b.

Meeting Date: November 4, 2019

Presented By: Greg Caton, City Manager

Department: City Manager's Office

Submitted By: Greg Caton, City Manager

Information

SUBJECT:

Catholic Outreach Presentation by Sister Karen Bland

EXECUTIVE SUMMARY:

Presentation by Sister Karen Bland

BACKGROUND OR DETAILED INFORMATION:

Presentation by Sister Karen Bland

FISCAL IMPACT:

The fiscal impact is yet to be determined.

SUGGESTED ACTION:

This item is for information and possible direction from City Council.

Attachments

1. Grand Valley Catholic Outreach Ltr to City Manager
2. Mother Teresa Place



Grand Valley Catholic Outreach

245 S. First Street
Grand Junction, Colorado 81501
970-241-3658

September 27, 2019

Greg Caton
Administrator
City of Grand Junction
250 N. 5th Street
Grand Junction, CO 81501

Dear Greg:

Thank you for the time you and Tamara gave me and several of Grand Valley Catholic Outreach's board members this afternoon. We are pleased that the project we are considering falls within the scope of the comprehensive planning that is currently in progress. Thank you for your interest in, acknowledgement of, and support of our efforts.

The project we are considering is the purchase of 104 White Avenue, currently named the Downtown Suites, for affordable housing for men and women who are homeless and have disabilities (mental and behavioral). 104 White has 45 small apartments that include kitchen utilities (stove, refrigerator, microwave, sink) as well as private bathrooms. These units are currently being leased as individual apartments.

For the well-being of the future occupants, we will provide whatever services individuals may need to enhance their self-sufficiency in collaboration with other service agencies in our community.

The suites are on the market for \$4,800,000 which we hope to see reduced in a final offer. The Department of Local Affairs is willing to consider a matching grant for a part of the cost to help acquire the property. If we have city financial support for this project it would be a great assist toward achieving our goal.

We are asking the City of Grand Junction to consider a grant to this project of \$500,000. If so we will have met DOLA's requirement for the match. Knowing the limitations the City may be facing we would be able to work with this amount if you decided you could give half the amount in 2019 and the rest in 2020. Finally, we hope the City of Grand Junction's Council will generously consider this request and open their hands and hearts so that we may open doors for those most vulnerable in our community.

Blessings on each of you for your work for the betterment of all in our community.

Sincerely,

Sr. Karen Bland, OSB, PhD
Executive Director

Anthony Prinster
Board Chair

Project/Program Name: Mother Teresa Place
Location: 104 White, Grand Junction, CO 81501



Purpose: To provide homes for some of the most vulnerable men and women in our community.

Asking Price: \$4,700,000

Financing: Grand Valley Catholic Outreach - \$1,200,000
CHAFA - \$1,000,000
City of Grand Junction - \$500,000
Department of Local Affairs - \$2,000,000 (if rest of funding is in place)

Timeline: Purchase December 2019

Program:

- Residents will pay no more than 30% of income for the housing units. Vouchers from the state will provide the balance of rental amount.
- Wrap around services will be provided each resident in order to help them obtain and retain housing.



Grand Junction City Council

Workshop Session

Item #1.c.

Meeting Date: November 4, 2019

Presented By: Chris Angermuller, Fire

Department: Fire

Submitted By: Deputy Chief Chris Angermuller

Information

SUBJECT:

Fire Department Community Stakeholder Discussion and Survey

EXECUTIVE SUMMARY:

Fire Department staff will present an overview of the Fire Department Accreditation Process and discuss the upcoming Fire Department Community Stakeholder Discussion and Survey.

BACKGROUND OR DETAILED INFORMATION:

The Fire Department is working through the multi-year process to become accredited through the Center for Public Safety Excellence. The first major step in accomplishing accreditation status is the completion of a comprehensive community stakeholder session. Fire Department staff will present a summary of the process to include a review of the required community stakeholder session. At the conclusion of the presentation, City Council will be requested to complete a survey that is included in the community stakeholder session.

FISCAL IMPACT:

There is no fiscal impact for the community stakeholder session. Costs associated with accreditation are accounted for in the General Fund budget.

SUGGESTED ACTION:

No Action - Information Only

Attachments

1. GJFD Accreditation CC Workshop 110419



The Path to Accreditation

Accreditation Body



- The Center for Public Safety Excellence (CPSE)
 - A well-defined, internationally recognized benchmark system to measure the quality of fire and emergency services.
 - Promotes recognized professional standards to help fire agencies move beyond *tactical deployment* to *continuous strategic improvement*.
- Supports and encourages agencies and personnel to meet these standards through *various programs* and the work of *two commissions*:
 - Commission on Fire Accreditation International (CFAI)
 - Commission on Professional Credentialing (CPC)

Accreditation Benchmarks

1. Registered Agency

- Allows a department to be involved with the Accreditation process at a low cost for three years

2. Applicant Agency

- Ready to make the **commitment** to accreditation
- Receive an Applicant Agency packet of the materials needed to proceed

3. Accreditation Candidate

- Completed documents are uploaded to the CPSE website for peer review
- If documents are approved, an on-site peer assessment is conducted
- Peer assessment team submits a final report on its recommendation for accreditation to the agency and the commission

Accreditation Benchmarks

4. Achieving Accreditation

- Commission hears the candidacy report from the peer assessment team leader in the presence of the Candidate Agency's representatives
- Commission grants, denies, or defers accreditation
- Accreditation is valid for five years



Steps to Achieve Accreditation

- Community Stakeholder Meeting & Survey (November 7th)
- Standards of Cover and Community Risk Assessment
- Strategic Plan
- Completed Self-Assessment Manual
- Recommendation for Accreditation from Peer Team

Questions?



Grand Junction City Council

Workshop Session

Item #1.d.

Meeting Date: November 4, 2019
Presented By: Greg Caton, City Manager
Department: City Manager's Office
Submitted By: Greg LeBlanc

Information

SUBJECT:

Discussion of 2019 Strategic Plan

EXECUTIVE SUMMARY:

This item is intended for members of Council to discuss the most recent draft of the Strategic Plan. Recently there have been some additional thoughts and suggestions regarding the Community Building & Engagement directive and questions whether, as drafted, it fully captures the intent of City Council. This discussion will allow City Council the opportunity to revisit this directive and provide direction accordingly.

BACKGROUND OR DETAILED INFORMATION:

The Strategic Plan is a tool used by elected officials and city staff to both guide policy creation and focus efforts during the next two years. The overall purpose of the Strategic Plan is to direct decision-making and budgeting by the City of Grand Junction and to provide guidance to staff. The plan also communicates the City's priorities as set by City Council.

This plan is organized around a framework of four strategic directives. A strategic directive is a high-level priority that is articulated in a way that effectively describes a community priority. Each strategic directive is accompanied by a number of key initiatives. These key initiatives are more specific actions, programs, and ideas designed to aid in achieving the goals set by the strategic directives. These directives include:

- Public Safety
- Planning & Infrastructure

- Diversification of our Economic Base
- Community Building & Engagement

This draft update to the plan added Community Building & Engagement to the list of directives based on the input provided by Council. Council also indicated that the other three directions should remain as they are core to the City's mission. Four guiding principles accompany the strategic directives. Since they do not represent specific directives or action steps, they are intended to guide the way in which specific strategic directives and initiatives are implemented. These principles include:

- Fiscal Responsibility
- Partnerships & Intergovernmental Relationships
- Communication & Engagement
- Leadership

The previous plan included two guiding principles. Through the strategic planning session, Council indicated that leadership should be added as a guiding principle and that Communication & Engagement should be removed from the list of directives and revised as a guiding principle.

Recently there have been some additional thoughts and suggestions regarding the Community Building & Engagement directive and questions whether, as drafted, it fully captures the intent of City Council.

Upon approval of the substantive content in the Plan, a final product will be produced with refreshed images.

FISCAL IMPACT:

N/A

SUGGESTED ACTION:

This item is intended for discussion and direction from City Council.

Attachments

1. Council Draft_Grand Junction 2019 Strategic Plan Draft 102919

GRAND JUNCTION STRATEGIC PLAN



PC: James Alsop



PC: Visit Grand Junction

September 2019

Introduction

The central purpose of this undertaking was to provide the City of Grand Junction with a tool that can be used during the next two years by elected officials and city staff to guide goal setting and strategy. This plan incorporates the priorities identified as most important by City Council. To truly be effective, this plan must become part of how elected officials and city staff operate and think about programs and services. The test of this plan's usefulness will be defined by how effective it is in guiding decisions and how it aids in measuring success.

In the process of examining this strategic plan, the reader will encounter various terms and phrases associated with key elements of the plan. It is important that we place an understanding of the strategic plan within the context of what these elements are intended to contribute.

Guiding Principles

Four guiding principles have been added to the plan. They do not represent specific directives or action steps but are intended instead to guide the way in which specific strategic directives and initiatives are implemented.

Strategic Directives

This plan contains four strategic directives. A strategic directive is a high-level priority that is articulated in a way that effectively describes a community priority and is not intended to describe specific initiatives, ideas, programs, or services. It merely summarizes what we believe is most important.

Key Initiatives

Each strategic directive is accompanied by a number of key initiatives which assist in bringing the directive to the level of application. In other words, key initiatives are more specific actions, programs, and ideas designed to bring about the realization of the strategic directives. We consider the directive to be the destination and the initiatives represent the path that will enable us to arrive at our destination.

What Does Success Look Like?

This section of each strategic directive is designed to describe some of the key indicators we will look to in evaluating the success of that directive. Specific actions are not outlined in this document, and city staff have internal mechanisms that will be used to implement this plan.

Guiding Principles

Partnerships & Intergovernmental Relationships

While some cities may be able to “go it alone” and find success, the City of Grand Junction must effectively partner with both public and private agencies. As a regional hub with urban challenges unique to a community of our size and composition, it will take collective action to succeed in advancing our most important initiatives. Partnerships may include, but are not limited to, organizations or agencies in these areas: government, education, economic development, transportation, and business development.

We view partnership in its broadest sense and not merely through the lens of delivering municipal services. Partnership with a common purpose is the key to success with public and private collaboration. Whether evaluating opportunities for shared services, partnering for economic development, or creating a shared vision for the future of our community, we recognize that our residents will be best served as we work together with other organizations to find solutions. We take every opportunity to celebrate past successful partnerships to build momentum for future collaboration.

Fiscal Responsibility

The foundation of effective local governance is trust. To continue to build the trust placed in us by our citizens, we must be responsible stewards of the resources entrusted to our care. In a world of scarce resources, we must be effective in prioritizing our spending to focus on the things that citizens have identified as most important.

As we establish plans and priorities, we do so with an eye to the future. It is not enough to merely find a way to fund a new project or amenity. We must also ensure that we are planning for long-term ongoing operations and maintenance with each item that we prioritize.

Communication & Engagement

We want to be a part of a community where residents are well informed about matters of local government and their involvement is encouraged. Expectations have changed over the years, and we as a City must adapt to share helpful information with our residents and stakeholders through channels that meet them where they are.

Communication is a two-way street. It is not enough for us to proclaim what we are doing and expect citizens to listen and follow along. We need to create channels for citizens to approach the city and communicate their priorities. This builds trust and ensures we continue to focus limited resources on our community’s highest priorities.

Leadership

Grand Junction was founded by innovative leaders, ready to lead the way to a new future. Our city continues in that tradition of leadership today. We are not content to wait around for the future, but rather desire to actively shape it. Our City holds a key position in the region. We must be a driving force in issues of regional importance and play a leading role in the growth occurring on the Western Slope. We will do this by setting an example of how local government should operate – in our conduct, in our words, and in our ideas. The status quo will not satisfy us, nor will it work, as we continue to push ourselves outside of our comfort zone to be innovative leaders.

Strategic Directives

1. Public Safety

Grand Junction is geographically isolated from other population centers which creates unique public safety needs, especially for a community of our size. We are a stand-alone regional hub with urban challenges not found in other communities on the Western Slope. It is critical that we ensure our public safety efforts meet current needs as well as anticipate and adapt to future public safety challenges and opportunities.

This will require us to develop a framework to evaluate effective levels of service. To do this, we will consider modeling communities that share similar challenges. Because of our unique needs, we will also analyze best practices from other agencies and assess current workloads to develop an effective staffing model. In the spirit of partnership with surrounding communities, we should also evaluate regionalization opportunities. This will include a review of our current mutual aid agreements.

Lastly, we must establish clear policy direction for new funding. With the passage of a First Responder Sales Tax (Measure 2B) to fund the expansion of our police and fire emergency services, we must continue to ensure that policies and funding mechanisms align with our public safety model and service delivery standards. Over the coming years, we will move steadily to fill open positions at a pace that allows us to make best use of the resources while maintaining a high level of professionalism in our public safety departments.



Strategic Directives

1. Public Safety

KEY INITIATIVES:

- Establish community policing efforts as the heart of our service delivery function with an emphasis on proactive policing efforts
- Promote safety in our public spaces by working with community partners to address vagrancy and vandalism
- Plan for, build, and staff essential public safety infrastructure
- Active enforcement of city codes to improve the physical appearance of our community
- Community risk reduction through prevention and education efforts

SUCCESS METRICS:

- Consistent staffing levels appropriate for community needs through enhanced recruiting and retention efforts
- Response Times – meeting or exceeding national standards
- Feeling of safety – satisfaction survey results for both perceptions of safety and aesthetics
- Continue implementation of community education efforts addressing vagrancy



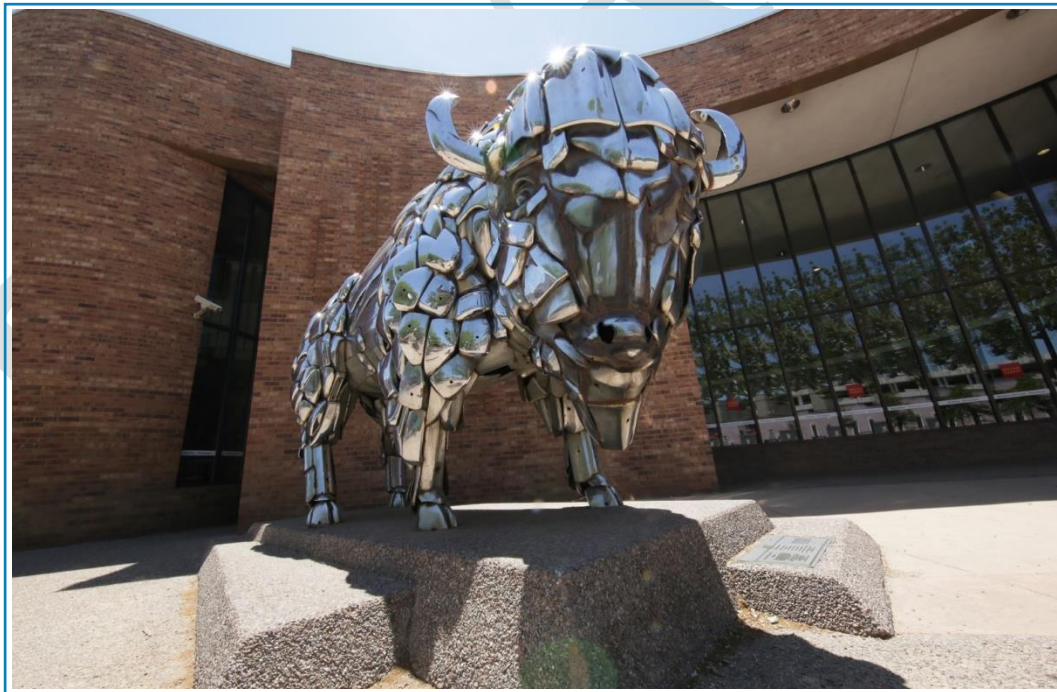
Strategic Directives

2. Planning & Infrastructure

To fully understand the values, vision and needs of the community, the City must seek robust input from the community and distill that input into a plan. This effort is being undertaken in the Comprehensive Plan 2020: One Grand Junction, a plan that will provide guidance to the City in all that we do for the next 10+ years. Further, to support future growth in our city, we must make plans to expand infrastructure in areas where that growth is most likely to occur. In order to ensure that we are making the right infrastructure investments, the Comprehensive plan adopted in 2009, will be reviewed and updated.

A core function of the City is to maintain and expand infrastructure as needed for future growth. The City will allocate fiscal resources consistent with the Comprehensive Plan and will ensure existing infrastructure is adequately maintained. The City will continue to evaluate the current state of its infrastructure, and actively work with funding partners to implement maintenance plans and construction of core infrastructure.

Infrastructure is defined as the fundamental facilities and systems serving the city such as water and sewer lines, roads, and sidewalks. Given the potential for significant growth in the community, we must also focus on planning for future infrastructure needs that can support quality of life, economic growth, and core municipal service delivery. Many people that have moved to this area have done so and chosen to stay because of the unique quality of life we enjoy. Careful planning will ensure that our lifestyle will be both preserved and enhanced. Building and maintaining infrastructure can be a key ingredient to both attracting businesses as well as attracting and retaining workforce talent.



PC: GJVCB

Strategic Directives

2. Planning & Infrastructure

KEY INITIATIVES:

- Secure funding sources for maintenance of existing infrastructure, and building of essential new infrastructure
- Incorporate sustainable practices into City operations and encourage citizens to embrace sustainability practices
- Evaluate, construct and maintain a transportation system that supports citizen needs, including multi-modal transportation (cyclists, pedestrians, etc.)
- Develop, adopt, and implement community plans (parks, circulation, transportation, Comprehensive)
- Establish sustainable annexation criteria for new developments outside of the city and revise approach for annexing areas that are not quickly urbanizing
- Establish indices to monitor the condition of infrastructure assets (pavement condition, etc.) and build plans for maintenance of these assets

SUCCESS METRICS:

- Adoption of Comprehensive Plan 2020
- Completion and adoption of community plans
- Funding levels for needed infrastructure projects
- Substantial progress on riverfront developments in two years
- Infrastructure condition indices
- Become an AARP Age-Friendly Community



PC: Sharon Jungert

Strategic Directives

3. Diversification of our Economic Base

Throughout our history, we have experienced boom and bust cycles. In preceding decades, the boom and bust has tied to the fluctuations of volatile energy prices. Population in the Grand Valley has now grown to the point where greater economic diversity is not only possible, but imperative. We have begun to take proactive steps to diversify our economic base to moderate the peaks and valleys in economic activity that we have experienced in the past. We must continue those efforts. Because economic development is driven by factors well beyond the core services and functions of the city, we have made the choice to collaborate with other organizations and outsource the majority of our economic development activities. However, due to the importance of economic development to our community, ongoing support and monitoring of these activities is critical.



PC: Allison Blevins

Strategic Directives

3. Diversification of our Economic Base

KEY INITIATIVES:

- Develop catalytic development projects such as Riverfront at Las Colonias and Riverfront at Dos Rios
- Build City Place Brand
- Continue partnerships with Economic Development partners and encourage regular reporting
- Continue to support the economic development efforts of Visit Grand Junction
- Expand student employment opportunities from Colorado Mesa University (CMU)
- Partner with Economic Development organizations to develop and implement plans of action
- Continue progress on a Foreign Trade Zone

SUCCESS METRICS:

- Job growth and employment rates
- Wage growth to close the gap with the state average
- Development, expansion, and retention of business
- Increased sales tax revenue
- Increased number of visitors as evidenced by lodging tax revenue
- Square feet developed in catalytic development projects
- Industry specific job growth - number of new business licenses and/or positions in manufacturing, tech, and other select industries
- Occupancy rate of commercial developments



PC: GJVCB

Strategic Directives

4. Community Building & Engagement

Bring People Together through Great Public Spaces – There is perhaps no greater way to build a community than by bringing people together for shared experiences. While the city is not the primary source of these experiences, we play a significant role in creating spaces where these experiences happen. Public parks, art exhibits, sporting competitions, and other public community events bring together individuals from every age, ethnicity, income level and background. Such activities build pride in our community, encourage volunteerism, and create a feeling of connectedness. We will invest in the resources that provide space for these shared experiences for our residents: establishing arts and culture, improving and building public parks, and hosting quality events for the public to enjoy.

Visibility & Engagement – To honor the trust placed in us by our citizens, we must continue to expand transparent sharing of information. We will communicate and celebrate our significant achievements and also share how we are actively learning from our mistakes. We will strive to ensure the accuracy of any information produced and distributed by the City. Lastly, communication is a two-way street. We need to create more opportunities for engagement with citizens. Rather than wait at City Hall to hear from our residents, we will look at ways to diversify our public outreach and expand our channels of two-way communication and engagement with members of our community.



PC: Allison Blevins

Strategic Directives

4. Community Building & Engagement

KEY INITIATIVES:

- Plan & develop public spaces and places to serve broad, yet diverse uses
- Increase community engagement in public processes by diversifying methods of public outreach
- Engage in public relations and place-branding campaign, involving the community in the process
- Increase use of and diversify citizen engagement platforms (social media, email, public meetings, etc.)
- Plan specific events with cross-generational appeal
- Rebuild the city's neighborhood program
- Partner in the success of the Downtown Creative District
- Support recruitment of sporting events through Greater Grand Junction Sports Commission
- Engage partners to address the homeless situation in the community

SUCCESS METRICS:

- Attendance levels for City-sponsored community events
- Participation levels in comprehensive planning process
- Social media engagement metrics
- Community satisfaction from citizen surveys
- Usage rates of parks and other public open space
- Enhancement of existing and creation of new public spaces



PC: Callie Berkson