

**GRAND JUNCTION CITY COUNCIL
WORKSHOP AGENDA**

**MONDAY, MARCH 18, 2002, 7:00 P.M.
CITY HALL AUDITORIUM, 250 N. 5TH STREET**

MAYOR'S INTRODUCTION AND WELCOME

- 7:00 **COUNCILMEMBER REPORTS**
- 7:10 **CITY MANAGER'S REPORT**
- 7:15 **REVIEW OF FUTURE WORKSHOP AGENDAS** [Attach W-1](#)
- 7:20 **REVIEW WEDNESDAY COUNCIL AGENDA**
- 7:30 **DECISION MAKING MODEL:** The City Council will use this model to review the meeting request from the Mesa County Coalition for Economic Justice. [Attach W-2](#)
- 7:50 **DTA VENDORS FEE:** The City Council will discuss the vendor's fee proposal from the Downtown Association. [Attach W-3](#)
- 8:15 **CITY COUNCIL WORK PROGRAM QUARTERLY REPORT:** Staff will present the quarterly report for the 2002 Work Plan. [Attach W-4](#)
- 8:45 **ADJOURN**

This agenda is intended as a guideline for the City Council. Items on the agenda are subject to change as is the order of the agenda.

CITY COUNCIL WORKSHOP AGENDAS

~~**APRIL 1, MONDAY 7:00 PM: CANCELED**~~ **O**

γ **APRIL 3, WEDNESDAY:**

6:00 COLORADO RIVER ROAD PROJECT: Staff will update Council on the progress of this project.

APRIL 15, MONDAY 7:00 PM:

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA & REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 REDLANDS PLAN AND TRANSPORTATION PLAN UPDATE: Staff will update Council on the development of the Redlands Plan.
- 8:20 AVALON THEATER: Council will discuss the possibility of the City managing the operation of the Avalon Theater.

APRIL 29, MONDAY 7:00 PM:

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA & REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 BRIEFING ON PDR PROJECT: Tom Latousek, Land Protection Specialist with the Mesa Land Trust and Keith Fife of Mesa County Planning will update Council on this project.

MAY 13, MONDAY 7:00 PM:

- 7:00 COUNCIL REPORTS, REVIEW WEDNESDAY AGENDA & REVIEW FUTURE WORKSHOP AGENDAS
- 7:25 CITY MANAGER'S REPORT
- 7:30 OPEN

FUTURE WORKSHOP ITEMS

First Priority

1. TRAFFIC CALMING POLICY:
2. HISTORIC PRESERVATION BOARD: This board would like to meet with Council at a workshop to discuss the bylaws and the Williams House Historic Structure Assessment

Second Priority

3. BOTANICAL SOCIETY MASTER PLAN
4. DARE & SCHOOL RESOURCE PROGRAMS
5. HAZARDOUS DEVICE TEAM
6. FORESTRY OPERATIONS
7. PARKS/SCHOOLS COOPERATIVE AGREEMENTS
8. ELECTRONIC RECORDS MANAGEMENT SYSTEM:
9. LIQUOR LICENSING PROCEDURES
10. CRIME LAB
11. HAZMAT
12. GOLF OPERATIONS

March 14, 2002

City Council Members
City of Grand Junction
225 North 5th Street
Grand Junction, CO 81501

Dear Councilmen;

The Grand Junction Area Chamber of Commerce would like to request five to ten minutes with you to discuss the proposal that we are forwarding to the Airport Authority about possibly changing the name of Walker Field Airport to Grand Junction Regional Airport.

We would like to update you on the reasons we are seeking the name change and determine if the Council has any serious objections to the action.

Sincerely,

Diane Schwenke
President/CEO

M E M O R A N D U M

DATE: March 13, 2002

TO: Cindy Enos-Martinez, Mayor
City Council
Kelly Arnold, City Manager

FROM: Kristen Ashbeck, Senior Planner for
William Jones, Board Chair and
City of Grand Junction Historic Preservation Board

RE: Historic Preservation Board Bylaws and
Williams House Historic Structure Assessment

Attached please find the bylaws of the Historic Preservation Board that have been approved by the Board and are being forwarded for Council's acceptance. The Board appreciated the request from Council to formalize its activities under adopted bylaws. The only matter that the Board desired further discussion with Council is the current policy regarding term limitations. The Board feels that some flexibility might be considered for its members due to the unique make-up required by the adopted ordinance and the limited number of applicants that meet these requirements.

Also attached is a copy of the Historic Structure Assessment for the Williams House located on the City-owned Jarvis property. The assessment was funded with a \$10,000 grant from the Colorado Historical Society, a \$2,000 match from the City and completed by Chamberlin Architects. The purpose of the study is to determine the condition of the building and define a strategy for rehabilitation. From this initial "blueprint" the City can make decisions as to its future reuse.

The Historic Preservation Board would be willing to meet with City Council to discuss these items as well as the overall goals and purpose of the Board at Council's convenience.

**Attach W-2
Decision Making Model – Mesa County Coalition**

David

JAN - 9

January 8, 2002

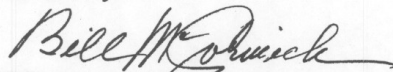
Mayor Cindy Enos-Martinez
250 North 5th Street
Grand Junction, CO 81501

Dear Mayor Enos-Martinez,

As Co-chair of the Mesa County Coalition for Economic Justice I sincerely request that some members of the Coalition have opportunity to meet with you and with other members of the Council who may care to join with us. The purpose of this meeting would be to discuss the low level of income of many citizens in the City of Grand Junction and how these income levels may be raised. The members of the Mesa County Coalition for Economic Justice were heartened by the Council's recognition of the needs of the working poor as stated in your publication of the 2001 Five-Year Consolidated Plan.

Hopefully, such a meeting may lead to positive results in dealing with this grave problem. Your response to this request will be most greatly appreciated.

Sincerely



Bill McCormick Co-chair
Mesa County Coalition for Economic Justice
Box 2926
Grand junction, CO 81502

January 9, 2002

Grand Junction City Council
c/o David Varley
250 North 5th Street
Grand Junction, CO 81501

Dear Members of the Council,

The Mesa County Coalition for Economic Justice was greatly encouraged by your formal recognition of the status and number of low-income families in Grand Junction. You write in the 2001 Five-Year Consolidated Plan: "Because of low local wages, over 23% of the local workforce is "low-income" or "in poverty while working 40 hrs/week". And further you write: "One of the most disturbing indicators of need is the number of households whose income places them at or below 150 percent of the poverty guidelines established by the U.S."

We, at the Coalition, were heartened by these words but we respectfully disagree with some components of your anti-poverty strategy. On page 59 you speak of the Living Wage Coalition, I assume you are referring to us, as part of your anti-poverty strategy. However, we are not trying to encourage employers to pay higher wages to their employees, nor in a competitive market economy, would we know how to proceed with such encouragement. It is therefore our conviction that some form of statutory requirement is necessary if we are to make any headway in assisting these families to rise above their status of poverty.

In this light the Mesa County Coalition for Economic Justice is submitting a request that the Grand Junction City Council pass an ordinance which would require businesses contracting with the City of Grand Junction, in providing services, pay their employees the minimum of \$10.60 per hour plus medical benefits, or, \$11.85 per hour where there are no such benefits. It is also our contention that although such an ordinance will affect only a small portion of the targeted population it could help create an atmosphere where employers not bound by this statute may be more willing to voluntarily increase the wages of their employees.

Construction Vendors

All-Phase Electric	\$18,755
Alpine Construction	\$58,292
Ashley Construction	\$21,500
B.P.S. Concrete	\$425,089
Barnes Electric	\$20,726
Ben Dowd Excavating	\$8,626
Bouge Construction	\$227,711
Brinkley Electric	\$14,921
C-4 Roofing	\$10,075
Elam Construction	\$594,222
G&G Paving	\$164,251
Insituform Technologies	\$148,282
Kleen Kut	\$10,060
Koch Asphalt	\$114,091
M.A. Concrete	\$1,782,097
Mays Concrete	\$1,336,534
Moltz Construction	\$795,930
Mountain Valley Contracting	\$362,848
Murdock Concrete	\$15,891
Pumping&Const.	
Odyssey Construction	\$21,427
Palisade Constructors	\$360,354
Parkerson Construction	\$113,743
Precision Paving	\$80,471
R.W. Jones Construction	\$377,507
Reyes Construction	\$473,919
Shaw Construction	\$4,456,563
Sink Combs Dethlef's	\$290,404
Skyline Contracting	\$399,029
Sorter Construction	\$855,156
Taylor Constructors	\$199,264
Temple & Petty Construction	\$12,487
Tiara Ventures LLC	\$179,511
Tusca II	\$260,650
United Companies	\$163,137
Vista Paving	\$197,451
Vostatek Construction	\$21,055
WD Yards	\$39,546
Webb Crane	\$47,331

Service Vendors

Advanced Mirosystems	\$12,285
B&D Refrigeration	\$38,687
Blythe Design & Co	\$80,039
Camberlain Architects. PC	\$18,431
Carollo Engineers	\$13,365
Chadwick, Steinkirchner, Davis	\$20,000
Ciavonne & Associates	\$25,147

Colorado Printing	\$46,652
Community Hospital	\$29,241
DKO Architecture PC	\$20,568
EAP, Inc.	\$21,828
Geotechnical Engineering	\$63,541
GJCRI Curbside Recycling	\$194,467
GLI International	\$10,533
GR Williams, Engineering	\$213,412
Harry's Heavy Haulers, Inc.	\$13,340
Hill & Company, Advertising	\$368,208
ICON Engineering	\$52,893
International Placement Services	\$26,489
J&G Tree Service	\$15,025
Kiefer, Dennis	\$12,181
Kimley-Horn & Assoc., Engineering	\$275,152
Mail Managers, Inc.	\$171,845
Miller, Wylie	\$11,661
NCR Corporation	\$10,240
Nelson Engineering	\$47,094
OHMS, Worker's Comp. Mgmt.	\$25,690
Plaza Repographics	\$16,201
Police Executive Research Forum	\$30,748
Publication Printing	\$14,590
Pyramid Printing	\$46,008
Reinhart, Boerner, Van Deuren	\$11,140
Rippy's Utility Location Service	\$10,975
Rocky Mtn. Public Broadcasting	\$15,000
Rolland Engineering	\$59,959
Scott's Printing	\$12,568
Sear-Brown Group	\$34,184
Security Professionals	\$12,614
St. Mary's Hospital	\$27,862
Superior Body Shop	\$15,610
Tabor Auto Body	\$12,083
The Communications Group	\$19,971
The Trane Company	\$21,843
Thomas Means, LLP	\$10,500
Traffic Signal Controls, Inc. UNITEL	\$25,352
VisionTEK, Inc (AFIS Maintenance)	\$88,189
Walsh Environmental	\$96,100
Walsh Environmental	\$18,195
Warning Lites	\$95,741
Wes Tech	\$24,240

Westaff	\$15,156
Western Colorado Testing	\$16,991
Westwind Painting	\$15,292
Wihera, PSY.D, Richard	\$10,818
Wilcox, Miller & Nelson	\$23,117

ADMINISTRATIVE SERVICES DEPARTMENT

MEMORANDUM

January 23, 2002

**TO: The Honorable Mayor and City Council
 Kelly Arnold, City Manager
 David Varley, Assistant City Manager
 Dan Wilson, City Attorney**

FROM: Ron Lappi, Admin. Srvs. & Finance Director

SUBJECT: DTA Request for Vendors Fee Retention

This memo was prepared at the request of the City Council to better respond to Ron Maupin's request, representing the Downtown Association (DTA), to modify the vendor's fee. He requested that the City take the necessary action to redirect the sales tax vendor's fee of 3.33% that is currently retained by all vendors collecting our City's Sales Tax. He requested that the City make this change only in the DDA/TIF District in the downtown area. Mr. Maupin further requested that the City return the funds from the vendor's fee in the downtown area to the DTA for use in advertising and promoting the downtown business area. Although staff provided preliminary responses to the City Council at the workshop when Mr. Maupin appeared, we were asked to further investigate possible options available to the DTA to accomplish their goal.

In preparing this memo, I reviewed pertinent information on TABOR, reviewed bond counsel's prior information on general improvement districts (GID) and business improvement districts (BID), and consulted with our bond counsel, Dee Wisor.

Because the proposal would result in greater revenue to the City under TABOR, Dan Wilson, Dee Wisor and I concluded that this would be a "tax policy change." Therefore, the proposal would require a Citywide vote in any November or April election in any odd number year. A Citywide election is required because the increase in revenue is within the City's "black box," not just the DDA/TIF districts. This is true even though the change is technically not a tax change. Based on review of the GID and BID statutes and comments from Dee Wisor, it appears that the GID can work, but that the BID structure and flexibility works very well also. In fact the BID statutes contemplate creation of these districts for economic development. These statutes state in relevant part that "revenues could be generated from services provided" and that revenues can be used for... "promotion and marketing of district activities". Another section goes on to say the..."organization, promotion, marketing and management of public events" is appropriate for BIDs.

The following four options are available to accomplish Mr. Maupin's request, although numerous fees and structures are available with a BID.

Option 1: The City Council could place a TABOR question on the ballot in November for a city wide vote on changing the vendor's fee from 3.33% to zero for merchants collecting taxes in the DDA/TIF district. It could probably use any defined district. Instead of a City Council effort, it could be a petition sponsored by the downtown group. Our bond counsel has raised a very good constitutional question in that passage of this question could result in some vendors in the City (those downtown merchants that do not want to give up their vendor's fee) not being given equal protection under the constitution. For this reason alone this option is not recommended.

Option 2: A downtown group could petition the City to create a Business Improvement District with the same boundaries as the DDA/TIF. This would take a very specific legal petition from downtown electors, property owners and leaseholders. Since there is no way there would be a 100% petition in this instance, the City would have to issue public notices and have various hearings under the law. A TABOR revenue question would still have to be on the November ballot to establish the revenues and exempt the growth of those revenues from the TABOR provisions of the constitution for the BID. However electors for the BID would not be City wide, but the registered electors, property owners and leaseholders in the district. The revenues would be the vendor's fees collected by downtown merchants under the current tax rules. It could pass through to the City and then returned to some downtown group under an agreement between the group, City and the board of the BID. The BID board (spelled out in the creating petition) could be the City Council, voters in the district elected by the district, voters in the district appointed by the City Council, or the current DDA board could additionally be designated the BID board.

Option 3: This option is very similar to Option 2, except it is not limited to the vendor's fee.

Fees, charges, taxes, special assessment to all property owners, a business license fee for anyone doing business in the district, an annual fee based on the square footage of each retail business, and other variations could make up the revenue stream for the BID. An obvious advantage is that this method avoids any vendors fee reference at all. The BID revenues could be based on an annual fee or charge that could be paid directly to the BID. Obviously this avoids any TABOR implications for the City. All of those revenues can be used as mentioned to promote the downtown. Revenue sources other than the vendor's fee can generate the same revenues without the constitutional and other legal concerns. It is worth noting that the boundaries of this new BID may or may not be related to the DTA or the DDA.

Option 4: Another option that should not be overlooked is for the City Council to simply encourage the DTA to work with their membership and all downtown merchants to voluntarily remit the equivalent of the vendor's fee monthly to the DTA. It could be set aside in a special fund for advertising and promoting of the downtown area businesses. This may result in less money being generated than a mandatory program of revenue generation, but it still might be very positive to promote the downtown. No elections and no tax changes required.

You can see that a BID gets into a variety of questions and options when you start creating a new special district, which is a separate legal entity, even for a limited purpose. I believe that any of the first three options may require significant financial resources to pay for outside legal services and the cost of an election under TABOR (\$25,000). A competent bond counsel will have to be retained by the DTA or other downtown group to write the petition, help with optional structures of a BID etc. The City staff should not be involved in that process because the City staff (Clerk, legal and financial) should review the proposal on behalf of the City Council, rather than promote the proposal to the City Council. I would estimate that the cost to accomplish this request is easily in the neighborhood of \$40,000 to \$60,000 for both the petition and election depending on the option and complexities involved. The City Council may wish to consider a grant of funds to the DTA to fund some of this cost, if this approach is supported. The petitions already presented to the City Council and the completion of that survey work when done, is a good expression of interest on behalf of the DTA, but is of no legal value to any of the options to accomplish their goal. If you are interested I can provide a copy of the memorandum from Dee Wisor, the City's bond counsel, addressing the BID. If option 1,2 or 3 is selected, we recommend that the merchants or affected interests engage their own advisors for subsequent review by the City.

If you have further questions regarding this topic and how various options might work, please let me know and I will try to answer them or get answers. If the Council wishes to schedule a workshop to discuss this matter further, please let the City Manager know and additional details will be prepared.

Thank you,

Cc: Ron Maupin, DTA Board
Susan Cafarelli, DTA Board Chair

December 13, 2001

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

Re: Vendor Fee

Dear Council Members,

Thank you for taking time to review the materials attached and consideration of a vendor fee ordinance.

The vendor fee currently is .33% of city sales tax retained by the vendor. According to City Staff, the vendors fee within the TIF/DDA district retained by vendors was approximately \$46,000 in year 2000. The Association plans to combine all of these funds from vendors within the Downtown Development TIF boundaries to use strictly for marketing the downtown area. A volunteer committee of seven downtown business owners will manage the advertising fund. They will have monthly meetings to plan their ongoing course of action. The money would be held in a Downtown Association account and one board member would serve on the committee.

The Association board has made great efforts to insure all business within the boundaries have been contacted.

Again, thank you for considering this proposal. We hope, after reviewing the information provided, you will quickly pass this resolution to enable the local merchants and restaurants downtown to compete with malls and other large organizations in town.

Please feel free to contact me with any questions or concerns.

Sincerely,

Susan Cafarelli
Chair

Attachment

SC/jm

**CITY COUNCIL AGENDA
CITY OF GRAND JUNCTION**

CITY COUNCIL			
Subject:	2002 Work Plan		
Meeting Date:	18 March, 2002		
Date Prepared:	14 March, 2002		
Author:	David Varley		
Presenter Name:	Kelly Arnold, City Manager		
Yes	Workshop	No	Formal Agenda

Subject: 2002 Work Plan

Summary: This is the first quarterly report for the City's 2002 Work Plan

Background Information: Last fall the City Manager developed a Work Plan for the year 2002. The purpose of the Plan was to identify key issues/projects, responsibilities and timelines for completion in 2002. The Plan was derived from three main sources: 1) City Council priority projects. 2) The citizen survey of services. 3) Organizational issues and concerns.

This Work Plan identifies thirteen key issues or projects. Staff has been assigned to be responsible for each of these projects. Each month the responsible staff submits a report detailing the progress of each project or issue. On a quarterly basis, a progress report will be prepared for the City Council. This is the progress report for the first quarter.

Budget: The budget impacts result from preparation and presentation of this report.

Action Requested/Recommendation: Council review and discussion of this quarterly report.

Report results back to Council:	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	Yes	When:	2nd Qtr. 2002
Placement on Agenda:	<input type="checkbox"/>	Consent	<input type="checkbox"/>	Indiv. Consideration	<input checked="" type="checkbox"/>	Workshop



City of Grand Junction

2002 WORK PLAN - QUARTERLY REPORT

MARCH, 2002

OVERVIEW

Last fall the City Manager developed a Work Plan for the year 2002. The purpose of the Plan was to identify key issues/projects, responsibilities and timelines for completion in 2002. The Plan was derived from three main sources: 1) City Council priority projects. 2) The citizen survey of services. 3) Organizational issues and concerns.

This Work Plan identifies thirteen key issues or projects. Staff has been assigned to be responsible for each of these projects. Each month the responsible staff submits a report detailing the progress of each project or issue. On a quarterly basis, a progress report will be prepared for the City Council. This is the progress report for the first quarter.

1. FIRE/EMS/REDLANDS

Goals/Objectives: This issue is to improve the EMS/Fire level of service for Grand Junction residents out on the Redlands west of the Parkway. The main goal is to work toward determining the proper level of service and the proper funding mechanism for City residents and residents in the Rural Fire District.

Progress/Update: A committee has been formed to deal with this issue. This committee has met twice since September, 2001 and is in the process of assessing possible service levels provided by a new fire station located near the intersection of Redlands Parkway and Broadway. The Committee is also working on developing possible funding options.

2. TRANSPORTATION CORRIDORS

Goals/Objectives: The main goal is to identify key components and develop a work plan to move forward with the major transportation corridor projects.

Progress/Update: Four major tasks have been developed and they include the following: 1) Identify the major transportation corridor projects and their relative priority to one another. 2) Identify funding alternatives and a strategy for pursuing funding for each of the corridor priorities. 3) Assemble a strategy for developing partnerships that might be necessary to implement the priorities. 4) Develop a communication plan for implementing the corridor priorities.

The Council Sub-committee has met on December 10, 2001 and February 25, 2002. Three major transportation corridors have been identified and they are 29 Road, I-70B and Colorado River Transportation Corridor (i.e. River Road, Riverside Parkway through the lower downtown and D Road east to 29 Road). A preliminary list of funding alternatives has been developed.

3. TABOR ISSUES

Goals/Objectives: This project consists of discussing the Tabor issues and building partnerships to deal with these issues. The goal is to evaluate the City's current Tabor status and its impacts on how we set priorities and communicate this process to the general public and special interest groups.

Progress/Update: This committee has developed a public statement of what living within Tabor means for City Council and community priorities. It has also developed a Discretionary Resources Analysis for 2004 and 2005, a list of interest groups to contact and a draft strategic work plan. The work plan includes developing a process to communicate the City's Tabor dilemma and implications for future years.

In February, an ad was placed in the newspaper to communicate to the citizens the small property tax refunds that were given under Tabor. The total refund was \$245,084 and the average refund per dwelling unit was \$6.

4. INFILL/REDEVELOPMENT POLICY

Goals/Objectives: This committee is charged with developing an infill and/or redevelopment policy. This policy will encourage development where infrastructure already exists and where parcels are currently under developed.

Progress/Update: A Request For Proposals (RFP) for assistance with drafting a policy was written and sent out. Responses to the RFP were reviewed and the firm of Clarion Associates was selected. Work will now begin with this consultant to develop an infill policy for the City. This policy will be merged into the Growth Plan update after the initial recommendations are finalized.

While this subcommittee has not yet met, they were offered the opportunity to review the RFP and to participate in consultant interviews. Subcommittee members will be included in the initial interviews by the consultant at the beginning of the process.

5. GROWTH PLAN UPDATE

Goals/Objectives: This committee will oversee the five-year update of the City's Growth Plan.

Progress/Update: This group has met several times and provided an update to the City Council at the March 4, 2002 workshop. The committee developed a work plan for the update process and identified action items in the current Growth Plan that are either in progress or still need to be started. They have also identified groups that will be asked to participate on the Growth Plan Update Committee. Letters will be sent to these groups asking for them to appoint a member to the committee. They will now identify other possible Committee members so they can begin the update process.

6. WEEDS IN RIGHT-OF-WAY

Goals/Objectives: The goal is to improve the effectiveness of the weed control program by City departments in public areas including rights-of-way and on or adjacent to City owned parcels.

Progress/Update: Staff has completed an inventory of the public space that is currently under weed management and has assessed our current level of effort. Staff has also reviewed additional areas that could be added to the program and has assembled a list of options on how these areas could be managed.

An update on this issue, with recommendations for improvement, was presented at the City Council workshop on March 6, 2002. Based upon the direction provided by Council at this Workshop, staff will present to Council for their approval, a program that will provide a higher level of service. The Public Works Department will operate this program as they will take over the responsibility for weeds in the right-of-way and on undeveloped City property. This program will cost approximately \$185K per year and it will include pre-emergent spraying, broadleaf spraying and periodic mowing throughout the year.

7. EMPLOYEE EVALUATIONS & TRAINING

Goals/Objectives: This issue has two main objectives. The first is to implement the new employee evaluation form and train all employees on its use. The second is to evaluate all current incentive programs and develop a performance based annual bonus overlay program.

Progress/Update: After input from an evaluation team and Citywide management and employee work groups, performance appraisal materials were finalized in January. All supervisors are currently in the process of being trained on the use of the new performance appraisal system.

The next project will review and evaluate all current incentive and recognition programs and develop a draft performance-based reward program for review by City management.

8. COMBINED STORM SEWER

Goals/Objectives: The purpose of this project is to obtain a loan and construct the improvements necessary to separate the combined storm sewer and sanitary sewer lines in the area south of North Avenue.

Progress/Update: Request for Proposals (RFPs) have been reviewed with the top four firms interviewed. Based upon that process, Council awarded an engineering contract to the firm of Sear/Brown, Inc. for the design and construction management of the combined sewer separation and the waterline replacement projects. The design of the projects has begun with construction slated to begin as early as the end of the year. Council will be updated throughout the process at the appropriate milestones.

Council recently approved a \$3.5M loan from the Colorado Water and Power Authority for the water line replacement portion of the project. Formal loan action by the Council for the \$9.5M to separate the combined sewer and another \$4.6M for the sewer improvement districts from the same Colorado Water & Power Authority is scheduled for April.

9. EXTERNAL COMMUNICATIONS

Goals/Objectives: The main goal is to improve the external communications for the City Council and the entire City organization and implement the results of the communications audit.

Progress/Update: Based on Council direction, we have begun a program that gets more Council action information out to the news media. This program entails sending out a media highlights sheet after each Council workshop and regular Wednesday meeting. This briefing sheet is faxed to the media after the meetings so it is available to the news directors as they prepare their news programs in the morning.

Staff is working on a plan that will outline several options for improving our external communications. This plan will be presented to the City Council for their review and they will choose the options they prefer. Staff is also working on a City Communications Plan and a City Crisis Communications Plan. There has been quite a bit of research done for the Crisis Communications Plan and a draft plan has been developed. These two plans will be ready for review by early to mid summer.

10. DOWNTOWN PARKING

Goals/Objectives: The main goal is to implement the new parking fees, fines and meters.

Progress/Update: Part of the new parking plan has already been implemented. This includes the promotion of free holiday parking, the changes in parking rates and fines and the new permit program. Also, new parking meters have been installed and the existing meters were converted to the new rates. In addition to this, there was a warning period that ran from January 2, to January 18.

Another part of this project involves developing a plan to monitor parking space vacancy in 2002. One part of this plan measures the vacancy in the short-term/visitor/shopper parking spaces and another part determines if the long-term parkers have moved out of the short-term spaces and where they have gone. This is currently underway as staff routinely conducts a parking survey. This survey will be conducted during the year and the information will be used to determine whether or not there is a parking shortage.

A final component of this project involves evaluating and solving parking issues at City Hall. This includes employee parking as well as parking for others who come to City Hall on business such as employees from outlying offices.

11. COMMON THEME/LOGO

Goals/Objectives: The goal is to develop a common theme, logo, and possibly a tagline which can be used by City departments so there will be more consistency and less confusion for the public.

Progress/Update: This team has started writing a request for proposal for a consultant. A meeting has been scheduled for mid March to discuss the RFP with the Purchasing Division. The consulting firm will design a new logo and put together a graphics standards manual that will specify exactly how the logo should be used. This manual will address issues such as logo use on stationary and business cards, four-color use, black & white use and use on uniform shirts, vehicles, signs, etc. Information from the Communications Audit will be used on this project. The RFP will also address concerns that individual departments have about maintaining their own identity.

12. PERSIGO AGREEMENT BUSINESS PLAN

Goals/Objectives: The purpose of this project is to identify the demands on services that will be made as a result of the Persigo Agreement annexations. This will also relate to the constraints we will experience because of the Tabor limitations we will face on our future budgets.

Progress/Update: The Department Head team has discussed this and they will work on developing this plan. They will use land use information, growth figures and trends and other data to determine the implications of the Persigo Agreement. They will analyze the effects of our growth and annexations and what will be required to maintain our level of services.

13A. CUSTOMER SERVICE

Goals/Objectives: The objective is to improve the customer service skills of all City employees.

Progress/Update: The team working on this issue has developed an outline of customer service modules. There are five different modules and each one consists of a three to four hour training session. The training will use an assessment tool called DiSC Dimensions of Behavior. This tool helps participants understand their own behavioral and communication styles as well as how to better understand the styles and needs of their customers.

Two trainers will teach each training session. This team will now begin working with supervisors to select employees who will serve as the trainers. After this, they will finish developing the detail for each module and then begin the actual employee training.

13B. SUPERVISORY TRAINING

Goals/Objectives: The goal is to increase the leadership and management skills of all City supervisors by offering a variety of training and skills classes.

Progress/Update: At the end of February, twenty-one City supervisors participated in a management training session called the Colorado State Leadership Program. Later in the year City supervisors will attend an advanced session of this program.

During 2002, other supervisory skills classes will be offered. This training will cover topics such as business writing, communications skills, effective discipline, customer service for supervisors and handling conflict.